



**Energy Facility Contractors Group (EFCOG)
Integrated Management (IM) Working Group**

**MEETING MINUTES
ENERGY FACILITY CONTRACTORS GROUP (EFCOG)
INTEGRATED MANAGEMENT (IM) WORKING GROUP (WG)
SPRING MEETING – LAS VEGAS, NV
EXECUTIVE SESSION
APRIL 17, 2003**

I. Welcome

Joe Yanek, WG Chair, opened the meeting at 8:30 a.m. with the following present:

- Joe Yanek, Chair ISM Working Group (WG)
- John Longenecker, EFCOG Managing Director
- Frank Russo, DOE-EH
- Emil Morrow, DOE-NNSA
- Timothy Dwyer, DNFSB liaison to the WG
- Daniel Burnfield, DNFSB
- Carolyn Owen, Chair Health and Safety SG
- Susie Jackson, Chair Environment SG
- Larry Kimmel, Chair Best Practices SG
- DeWitt Beeler, Chair Performance Measurement SG
- Gail Jernigan, Vice Chair Performance Measurement SG
- Bob Scott, Vice Chair Best Practices SG
- Carl Ostenak, ISSM representative from LANL
- Cathy Tullis, NNSA-NV- ISSM representative
- Debbie Miller DOE-ABQ.- ISSM representative
- Reed Kaldor, Fluor Hanford
- Bruce Angle, Bechtel BWXT, Idaho
- John Irving, Bechtel BWXT, Idaho
- Tom Lee, Bechtel BWXT, Idaho
- Meredith Brown, LANL
- Cynthia Blackwell, ISM WG Secretary

II. Status of Key 6 Action Items

Joe Yanek provided a status report of the six key action items from the May 2002 Albuquerque Workshop. All but one of the objectives has been substantially completed.

1. The action item related to the INEEL ISM Update Workshop is complete.
2. The Best Practices website was revamped to create one web site for all EFCOG functional areas. This action is complete.

3. The action item relating to integrating ISM and ISSM is complete through the addition of Carl Ostenak as liaison to the ISM Working Group. Collaborations continue on crosscutting issues.
4. Discussion of the performance measure initiatives was deferred until the Subgroup report to be given later in the meeting by DeWitt Beeler; however, this action item is complete.
5. Joe Yanek discussed the ORPS reengineering initiative. A new set of reporting criteria were developed through a complex-wide initiative. The new process and criteria is scheduled to take effect July 1, 2003.
6. Frank Russo is leading an effort to redesign the Lessons Learned program and that process should begin around mid-May with substantial completion by the end of the calendar year. Susan Kimmerly is the ISM WG point person for this process.

III. Administrative Actions

Annual EFCOG Directors Meeting

Joe Yanek provided an update on the election of new officers. The new Directors include Bob Pedde (WSRC), Dave Amerine (CH2M Hill Hanford), Pam Horning (BWXT Y12) and Cindy Hayes (LANL). Tom Sheridan (BNL) is the new EFCOG Chair replacing Frank Figueroa. The meeting was well attended by Congressional, nuclear industry, DOE and DNFSB representatives. The annual report and summaries of the meeting are available on the website. Highlights pertinent to this EFCOG WG include:

- Initiative on Integrated Management (IM) will be assigned to our WG.
- Request to form a Subgroup on Quality Assurance (QA) to support DOE HQ
- Continue our Strategic Planning initiatives currently underway.

Work Group Chair Meeting

The following information items come from the Work Group Chair meeting held in conjunction with the Directors Annual meeting:

- The process management procedures for EFCOG will be upgraded. Of particular concern was the need for a consistent process to issue WG products and to gain consensus for those products. The ISM WG has already instituted a process for creation and dissemination of products that should be in concert with these new procedures.
- A succession planning process for leadership positions within EFCOG Work Groups will be drafted and standardized with implementation by October.
- EFCOG membership is up to 37 companies.
- Gail Jernigan received a plaque from EFCOG for her work on performance measures and Joe Yanek is working with John Longenecker to create an awards/recognition program for our WG.

Action: Joe Yanek will distribute the Succession guidelines and WG Meeting Guidelines when they become available.

Action: Joe Yanek to work with John Longenecker on creation of an awards/recognition program.

IV. Path Forward for ISM/ISSM Integration and Integrated Management

Carl Ostenak and the other ISSM representatives reported that all sites have implemented ISSM or are beginning to do so in parallel with ISM. There is a great deal of enthusiasm regarding joint DOE/EFCOG efforts focused on shifting to an Integrated Management structure. Carl volunteered to lead a Task Group on Integrated Management. Subsequent to the meeting, Hans Vogel agreed to Co-chair the task group. IM has been identified as one of EFCOG's Critical Few for 2003. Carl and Hans efforts will be the main driver for EFCOG's actions in this area. Debbie Monette (DOE NV) has the charter to proceed with IM within NNSA. DOE is looking for feedback from the complex to assist in structuring such a change. The group discussed the need for DOE line management to be integrally involved in this effort as well.

V. Formation of a Quality Assurance Subgroup

Joe Yanek shared the outcome of the QA task group meeting that was held this week. The group will become formalized as a Subgroup of the ISM WG. Approximately 40 people attended. DOE affirmed its' commitment to a QA office and they submitted a QA Improvement Plan to the DNFSB. Ray Hardwick presented the plan at the QA meeting this week but the action dates specified in the plan will be difficult to meet. Joe showed slides from Hardwick's presentation that discussed the establishment of a corporate QA function within EH. The corporate office will create relationships with outside organizations such as ANSI, NRC, NASA and the DNFSB.

There was also a great deal of discussion on Software QA at that meeting. It is a crosscutting issue that affects a number of areas and systems from business to nuclear safety. The 2002-1 response letter primarily has actions for the DOE; however, when field offices review our sites, we may need to take action. Methods will also be established for capturing SQA lessons learned.

The concept of consolidating contractor and federal QA initiatives is also being discussed as a way of reducing redundancy. Ray Hardwick is the project lead and discussed a white board exercise on the "as is" and "should be" of QA integration. DOE envisions a consolidated group interacting with the ISM EFCOG QA Subgroup, various Federal committees and National Laboratory Improvement Council. A transition team was established to guide the integration effort and includes: Roy Lebel, Bob Carter, Kathy Brack, Norm Barker, Brinley Varchol, and Joe Yanek will provide resource support. The Directors want horizontal integration across the Working Groups and to integrate PAAA functions as well. While the Task Group is laying out a functional organization recommendation for the Subgroup, the existing contractor QSM-SIG will continue to plan its annual QA training workshop to be held at the North Las Vegas DOE facilities in December.

Ray Hardwick and Joe Yanek are working on integration of a suspect/counterfeit parts program with the new ORPS and Operating Experience programs. A strategic planning session will be held to discuss supplier qualification and Joe Yanek reminded the task group that the Supplier Qualification Information Group (SQUIG) already exists and the objectives of that group should be changed rather than creating a new organization. Jim Tower is the DOE lead on this and Steve Stein from BNL is the current chair of SQUIG.

Action: Joe Yanek to provide Ray Hardwick with the name of an EFCOG representative on DNFSB 2002-1.

VI. Safety Performance

Frank Russo provided a brief presentation on safety performance within the complex. Indicators included; injury/illness rates, near misses, number of Type A and B incidents, Health studies, environmental violations, PAAA, Nuclear Criticality, Safety Basis events, etc.. The department will highlight the need for improvement this year in the following crosscutting issues: Wildland fires, QA, Electrical Safety, Hoisting, Lifting and Material Handling. There are emerging adverse trends in vehicle safety, ladder safety and Lockout/Tagout that will also be identified as areas of special interest by DOE HQ.

VII. Marketing of Workgroup Products

The group discussed how to get products and information out to member companies at a level where it can be most useful. Several Subgroups are asking for points of contact from each member company. The process for bringing a consensus product forward was established at the last meeting.

Action: All subgroups are asked to try to capture the cost avoidance from use of Workgroup/Subgroup products or from other information sharing activities between members.

VIII. SubGroup Reports

Best Practices

Larry Kimmel and Bob Scott provided the update. The website was modified previously to incorporate ISSM. The format for Best Practices was proofed. They have not received a great deal of input yet and the Subgroup plans to change their communication strategy to focus on the WG chairs for input. The SG will serve as a conduit, peer reviewer and managing editor of the inputs. DOE HQ will be asked to provide additional input on their expectations on the next phase of work for this Subgroup.

Action: John Longenecker agreed to consider the idea of setting objectives for each WG Chair to produce two Best Practices for publications each year.

Action: Larry Kimmel will call Dave Taylor at Hanford who has been identified as an additional coordinator for EFCOG WG activities.

Action: Frank Russo will identify a DOE contact person

Action: Joe Yanek will arrange a teleconference on roles and expectations.

Action: John Longenecker and Joe Yanek will discuss with the Board possible solutions for the communication problems that the WG is experiencing in reaching member companies at the proper level.

Feedback and Improvement

Joe Yanek reported for Mack Sparks. The FI Subgroup issued a white paper that addressed integration of self-assessment in an oversight context. The paper describes a model system. During their meeting, Mike Morrelli (DOE-NV) discussed the governance model and transition of accountability from the Federal side to the contractors. Other topics discussed were assessments, the ORPS redesign and redesign of lessons learned. The lessons learned redesign model is based on recent visits with INPO and WANO. Those organizations also provided feedback on the DOE draft model. The new model is based on an enhanced ORPS screening process that could generate various operating experience products. Three levels of product would be available that include: a general heads-up, a communication that requires some action with local closure, or one describing major events with comprehensive actions required. This will go forward as a task group initiative under Frank Russo, DOE HQ EH3

Occupational Safety and Health

The SG is presenting Ed Yatsko with an appreciation award for all of his assistance with their meetings.

Carolyn Owen reported that the OSH SG met in Albuquerque last week with approximately 60 participants. Steve Cary (EH-6) spoke with the entire group and a joint session was held on emergency management and biosafety issue. A number of old action items were closed and new ones generated at this meeting. Refer to the SG minutes for a complete listing of initiatives.

Action: Frank Russo will send a DOE representative to the next meeting of the OSH Subgroup.

A. Occupational Medicine

A number of topics were discussed by the group including physical fitness standards (10 CFR 1046), medical record policies, and HIPPA. The group plans to recommend to Steve Cary that 10 CFR 1046 be adopted. They also discussed the new EH-6 draft on Occupation Medicine and the scope of OM coverage at sites, SARS and foreign travel and immunization. Bill Brady from LANL will be taking over management of the OM group.

Action: Carolyn Owen will send John Longenecker a copy of their recommendations on 10 CFR 1046.

B. Radiation Protection

Greg Perkins chaired this meeting that was very well attended by the Rad-Con managers. The group would like to go on record with EH-1 as being in favor of the adoption of the ANSI contamination standard (ANSI N13.12-1999) that would save money if incorporated into DOE standards. Previous input from the group regarding ORPS criteria was incorporated. The Health Physics Society has asked this functional group to look at

health physics needs across the complex so that work can be done to ensure a pipeline of qualified individuals.

Action: Joe Yanek will follow up with Greg Perkins on how to move forward with the contamination standard recommendation.

C. Industrial Hygiene/Industrial Safety

Ten individuals attended this meeting. OttoWhite drafted a white paper on Authorization No. 4546, which requires DOE to promulgate industry and construction health and safety regulations and assess civil penalties. The paper is ready to go to Joe Yanek. BNL discussed several innovative ideas they are using to improve Health & Safety performance such as an Employee's Bill of Rights. Mary Jensen, a DOE intern shared new technology data sheets used at EM sites. The group also discussed behavioral safety and a new draft handbook. LLNL shared a non-nuclear safety basis standard that they are using.

Action: Carolyn Owen will ask Otto White to call Rick Jones to discuss the white paper.

Action: Carolyn Owen will then set up a conference call to discuss the white paper with all member companies. DOE (Rick Jones) should also be on the call.

Environment

Susie Jackson reported on their meeting that had 17 present and a distribution list of 46. The group primarily discussed DOE Order 450.1 and Environmental Management Systems. Sites vary as to whether 450.1 will be in the contract wholly or go through a work smart standards process. The group had also sent out questionnaires to the sites to gain an understanding of the EMS processes in place throughout the complex. Several presentations were done based on that input. The group plans to do a paper on the status of EMS in the complex to share this information with a wider audience. Steve Woodbury (EH) would like feedback on the development of EMS guidance. This request should be coming to the sites directly via email shortly.

The group will continue to discuss performance measures and provide input to the PM SG. Other objectives for the coming year include: interpreting 450.1, continuing to dialogue on EMS and perhaps sponsoring a pollution prevention workshop next year.

Action: Susi Jackson wants the group to develop two Best Practices to share in the coming year.

Action: Susi Jackson will work on a possible pollution prevention workshop in conjunction with the next WG meeting.

Performance Measurement (PM)

The PM SG meeting was very well attended. With successful completion of a model PM program design and process, the Subgroup has met its' initial commitment to DOE. The process

is viewed by some members of the complex as having focused sites on rolling up indicators for action. A subsequent benefit to the program has been improved relationships with the DOE and better communication as to site performance status. Further implementation or use of the program is now up to the individual contractors. The team recommended to Frank Russo that the DOE continue to mine the existing information. Russo stated that the information needed to get to the PSO and other levels and receive feedback on the usefulness of the tool. The Subgroup will focus on being a clearinghouse for PM ideas and examples of metrics across the complex as well as continuing to work on the idea of normalizing factors for the data across sites. They will also discuss ways to make contractors more effective in their PM programs. Further work is pending additional direction from the DOE.

IX. Schedule

Joe Yanek provided a handout of project status reports.

Action: Subgroup Chairs should send updated task sheets to Ed Yatsko by the end of April.

UPCOMING MEETINGS

- **Fall ISM WG**

The fall ISM WG meeting will be held in November at the DOE Facilities in Albuquerque. Joe Yanek and Hans Vogel will work on the specifics.

X. Closing Remarks

Joe thanked everyone for their continues participation and leadership on the various activities of the Working Group. The meeting was then adjourned.