



## **Meeting Minutes**

### **Energy Facility Contractors Group (EFCOG) Integrated Safety Management (ISM) Working Group (WG)**

#### **Feedback and Improvement SubGroup (SG)**

**Spring Meeting – Albuquerque, NM  
April 27, 2006**

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#### **I. Welcome and Introductions -**

**Rex Beach, LLNL - Chair**

Rex Beach, Lawrence Livermore National Laboratory (LLNL), welcomed the meeting participants and each participant introduced him/herself. Attendees included:

Rex Beach, LLNL  
Cynthia Blackwell, LANL  
Ray Blowitski, DOE/EH-32  
Gary Branson, INL  
Robert Bullock, Pantex  
Randall, Clendenning, SRS  
Linda Collier, LANL  
Terri Crippen, SNL  
Doris Frazier, BJC-ETTP  
Ray Hardwick, DOE/EH-2  
Richard Higgins, Richland  
Rod Hutto, SRS  
Stephen Johnson, SRS  
Louis McCarty, SRS  
Ashley McConnell, SNL  
Harold Monroe, DOE/Oak Ridge  
George Mosho, ANL  
Chris Nelson, LANL/NTS  
Joe Ortega, LANL  
Keith Sowinski, SRS  
Chris Tolendino, SNL  
Frank Tooper, DOE/EH-32  
Lori Vaught, SRS  
Ivan Wachler, LANL  
Cindy Wagner, Bechtel-SAIC/Yucca  
Robin Wendt, SLAC  
Steven Woodbury, DOE/EH-43  
Joe Yanek, SRS

In lieu of comments from John Longenecker, who could not attend, Rex discussed the following:



- More integration of task groups and sub groups.
- Crosscutting session DNFSB 2004-1 with the ISM Managers Task Group.
- Creation of other task groups under F&I.

Rex then introduced Ray Hardwick (EH 2), the new sponsor for the F&I subgroup. Ray discussed his career and experience with feedback and improvement, including naval yard, reactor inspector, INPO, and Virginia Power. He asked for guidance and direction from the group as well as stating his approach. Ray sees a lot of opportunity to cross-cut among groups and meaningful things happening outside the Beltway. Other topics Ray touched on included:

- EH-2 responsibilities.
- Developing and maintaining DOE safety documents (Dick Black's group).
- Regulatory liaison, emergency planning and management, INPO contract contacts, OSHA interface, and Department of Labor.
- Human Performance Center Resource and facilitator for human performance improvement.
- Emphasis on resources for DOE and the F&I subgroup.
- Partnership with task team and other parts of ISM.
- Other cross-cutting issues such as DNFSB 2004-2 ventilation systems, and interface with DNFSB and staff.

Rex continued with introductions and information on the DOE ISM Champions meeting and other topics.

- ISM Champions are meeting to reinvigorate the ISM practices and policies.
- EFCOG best practices are still on web, somewhat dated.
- Through the DNFSB 2004-1 submittal commitment, 25 sites identified good practices that will be reviewed and posted to the F&I website.
- Need someone to administer the EFCOG best practice site on the F&I web.
- Question as to revisit of DOE O 226.1 – Ray Hardwick and Patty Bubar have the lead on that issue. Focus is targeted on the Manual not the Order.
- Should the Manual be changed to a Guide?
- DOE is revisiting the DNFSB 2004-1 Implementation Plan based on a letter from Deputy Secretary Linton Brooks. Jim McConnell is working lead for that under Linton. Patty Bubar and Ray Hardwick share role in that for EH. A memo was signed by Garman and Brooks putting matrix together that walks through implementation plan, cascading after that.
- Brooks letter to Ed Wilmot regarding standup of Contractor Assurance Office, contractor assurance system.
- Another memo to Kansas City, appropriate site to pilot DOE all DOE orders not applicable to KC except reporting 231.



Rex continued with a discussion of DOE ISM Champions meeting agenda and actions of the past two days of meetings, including a good presentation from Kruger (GE) on safety culture improvements and the powerful discussion that followed. Other topics included:

- Check web for materials that were generated at the ISM Champions meeting.
- Monday's meeting had a full day of training on how to incorporate Human Performance Improvement (HPI) into ISM, path forward, and developing a better learning culture.
- Five main themes of the DOE ISM Champions were:
  - PSOs and interest groups
  - DOE O 226.1 implementation
  - Feedback and improvement
  - Work planning and control
  - 10CFR851

## **II. DOE O 210.X DOE Corporate Operating Experience**

**Ray Blowitski, EH-32**

Ray discussed how the existing lessons learned Standard (DOE-STD-7501-99, December 1999 <http://www.eh.doe.gov/ll/docs/std750199.pdf>) was ineffective, that managers were not aware of the program and not involved, not comprehensive in involving staff at sites, and doing lessons learned on their own. The Reyes Report assessment noted that the DOE Corporate Operating Experience Program needed to be enhanced, and suggested using the INPO model to revise. Ray continued with points from DNFSB 2004-1 and the draft Corporate Operating Experience Order:

- Commitment #17 from DNFSB 2004-1, a full evaluation of Davis Besse and Columbia accidents.
- Commitment #18 from DNFSB 2004-1, develop comprehensive operating experience program.
- The organizational causes from Davis Besse and Columbia are identical.
- DOE action plan includes revamping of the existing operating experience program.
- Enhance promotion of good work practices.
- Operating experience:
  - collect operating experience,
  - screen for significance,
  - determine what corrective actions must be taken,
  - determine what items are actionable for line management,
  - review for Corporate level trends.
- What constitutes a trend and how to determine significance?
- Fee clause reductions for type of event, level of performance, if you have an operating experienced program that's functional.
- Field elements can also do lessons learned.
- Root cause corrections should take care of issues.... apparent cause won't...
- Subcontractors should also designate lessons learned coordinators.
- Roles and responsibilities listed in the DOE O 210 Contractor Requirements Document.



Ray also discussed DOE action regarding operating experience/lessons learned program, including the following:

- Continued development and publication of lessons learned products.
- Conducts a monthly briefing for Linton Brooks.
- Examines all events and evaluates for trends.
- Learns from EM success with closure projects, and the lessons learned captured from project clean-up.
- Studies industry events lessons learned for applicability to the DOE Complex.
- Are workers really using lessons learned in training and work planning?

### **III. EFCOG 2006 and Beyond**

**Joe Yanek, WSR**

Joe expressed thanks to the subgroup and to Ray Blowitski and Frank Tooper for all the hard work over the last six months. Also that Frank did a wonderful job in acting for Frank Russo. They have been key individuals in working with the subgroup.

Joe then showed a slide presentation from Dave Amerine on “EFCOG 2006 and Beyond.” Some of the points included:

#### Annual report to members

- Background and focus areas – assess capability to meet changing needs of the customer and members is critical.
- Customer/member surveys
- Strategic planning sessions
- Four new cornerstone approaches for EFCOG 2006
  1. Issue resolution
    - § Customer issues (customer DOE)
    - § Member issues
    - § Joint project teams
      - Electrical issues led by Tony Umek
      - 10CFR851 issues led by Joe Yanek
      - ORPS reporting
  2. Knowledge transfer
    - § Model processes/best practice
    - § Training
    - § Workshops
    - § Topical executive summits
    - § Contractor implementation guides
      - Get member performance metrics, annunciator approach
      - Contractor Guide To Effectiveness Reviews published on EFCOG web
    - § Open access, web based information members and non-members
  3. Performance Analysis
    - § Events/occurrence report
    - § Targeted precursor analysis
    - § Special topical areas
    - § Significant issue/problem
    - § Operating experiences



4. Customer/member assistance

- § Assist visits
  - § Tech resource referrals
  - § New initiative implementation
  - § Industry references, resources, and liaison
    - INPO, NEI, NLIC, ASME, ANSI, etc.
  - § Senior executive and SME resource network
    - Has done red team reviews
  - § Third party review
    - PAAA program review
- Cornerstones will envelope all of EFCOG's 2006 activities.
  - Continued timely response to customer and member issues is a must.
  - DOE is reaching out to EFCOG.
  - EFCOG needs to be responsive.
  - Objective is to find and fix problems before they impact mission.
  - Work to nurture trust; deliver on commitments.
  - Coordinate with other working groups.
  - Use the directors and the leadership.
  - Challenge DOE O 226.1 – Dichotomy of issues. Feds implement by September.
  - Focus on Operating Experience DOE O 210 and make it a success.
  - Commitment to regional workshops, similar to roll-out of new ORPS, in Albuquerque, Savannah River, Richland, Germantown.

**IV. ISM Champions Meeting**

**Dr. Wu, EH-6**

Dr. Wu's discussion included the following:

- Deputy Secretary sent a memo on April 4 to review all commitments in DNFSB 2004-1 Implementation Plan.
- Jim McConnell formed team of:
  - NNSA Jim McConnell and Frank Russo
  - Ray Hardwick, Patty Bubar lead for DOE O 226.1 response
  - Mark Whitaker and David Compton
  - Dave Chung, Pat Worthington, and Dr. Wu
- Put together table of 29 actions listed and derivative issues.
- Risk aversion – what is meant by balance risk with productivity?
- DOE should focus on what... contractor should focus on how.
- Nuclear industry has a good balance between program safety and productivity.
- Cost/benefit analysis...how do you decide return on investment?



## **V. Task Team Reports**

**Rex Beach, LLNL**

### **Gary Branson – ORPS**

- Task teams and major discussion points.
- Joe Yanek stated one of the themes for F&I is work planning control for DOE O 226.1 and 10CFR851 metrics.
- Perception in DOE is that there is a significant amount of under reporting and under categorization of ORPS events.
- We/contractors want to be assessment-driven culture, not event-driven culture.

### **Rex Beach (for Connie DeGrange) – Performance Analysis**

- The Task Team worked on guidance on performance analysis.
- Performance analysis required for ORPS by M 231.1-2.
- Task group focusing on analysis.
- Trying to get to a stage in next few months that the document can go out for review.
- Aiming for better definitions.
- Document performance analysis.
- Management review.
- Reporting recurring events.
- A draft guide was distributed in fall 2005 and comments were compiled.
- Added some new items, which problems are included in analysis, not a lot of guidance on non-reportable events.
- Different contractors have different levels as to levels of non-reportable events.

### **Cindy Wagner – Human Performance Improvement**

- Partnership with DOE Human Performance Center
  - Information exchange
  - Alignment with cornerstones
  - HPI input for accident investigation
  - Develop KSAs for human performance practitioners
- Develop success stories
  - Implementation
  - Integration of HPI tools in processes
- ISM revitalization
  - HPI fundamentals and tools integrated with core functions
  - Input to video communications
  - Improve work processes by implementing HP

## **VI. Discussion of DOE O 226.1**

**Steve Johnson, WSR**

Steve's discussion of DOE O 226.1 included:

- What does the office of science have in mind as pep is their performance evaluation plan fee determination?
- How do we filter down to the right folks the information from all the tons of information out there?
- CRAD question: why are we audited against the CRAD instead of the requirement?



## **VII. EFCOG 2004 Assessment Guide**

**Rex Beach, LLNL**

Rex led a discussion on the 2004 Assessment Guide. The guide was sent to EFCOG Working Group Chairs who distributed to sub-groups and collected comments. Comments and discussion included:

- DOE Guide 414 covers the same thing.
- Do we really need this since there is a DOE guide already? Seems to be redundant to the 414 Guide.
- General purpose in it? Why do we need it?
- Review of email comments on the assessment guide.
- Seems to be audit tutorial, not value added.
- Take elements of value from this one and incorporate to 414 Guide.
- Will it be published thru F&I or back to PAAA?

## **VIII. Next meeting**

The next meeting will be in October/November, 2006. Location to be determined, possibly in Las Vegas.