

# Integrated Safety Management Program Management and Integration Subgroup Meeting Minutes – Oak Ridge National Laboratory

**March 27, 2008**

Connie Allen  
Geoffrey Beausoleil (DOE Idaho Operations Office)  
Byron Burkhard (B&W Pantex)  
James Cantwell (LANS)  
Steve Coleman (BNL)  
David Compton (DOE-HSS)  
Franke Denny (B&W Y-12)  
Terence Douglas (Isotek Systems)  
Karen Downer (INL)  
Victor Edens (Bechtel National)  
Gary Grant (CH2M Hill Nuclear)  
Robert Hoffman (Uranium Disposition Services)  
Susan Kimmerly (Bechtel-Jacobs)

Kami Lowry (PNNL)  
John McDonald (CH2M Hill)  
Theron McGriff (Battelle Energy Alliance)  
Eddie Mogueous (B&W Y-12)  
George Mortensen (Institute of Nuclear Power),  
Ryan Ollero (Bechtel National)  
William Rigot (WSRS) William Roege (DOE)  
James Rochelle (Pro2 Serve)  
Frank Russo (NNSA)  
Harry Schultz (CWI)  
Carol Scott (ORNL)  
Beth Streeper (INL),  
Patricia Worthington (DOE HS-10)

## Key ISM Website Links

1. EFCOG Link <http://www.efcog.org/>
2. DOE ISM Champions Link <http://hss.energy.gov/HealthSafety/ism/>
3. Idaho National Laboratory 2008 Champions Workshop Registration Site <https://secure.inl.gov/ismws08>
4. Hanford HPI Lessons Learned <http://www.hanford.gov/orp/uploadfiles/HPI%20LL.pdf>

## 08:30 – 09:00 Introductions/Meeting Minutes Review

John McDonald, the ISM Program Management and Integration Subgroup Chair opened the ISM Program Management and Integration group session. Participants introduced themselves and provided a brief overview of their roles and responsibilities within their respective Institutions/Corporations. The subgroup secretary reviewed meeting minutes from the subgroup meeting held in Las Vegas on October 25, 2007. Key discussion points included the following:

- ◆ The subgroup needs to look at ISM crosscutting issues such as identified in the DOE TOP 10 issues for FY2008, they include: enhancing management of ISMS process during contract transition, Integrating ISM across facility life cycles, ISM Annual review and declaration, developing a strong Safety Culture and establishing performance objectives, measures, and commitments.
- ◆ Frank Russo and Pat Worthington proposed an action for the subgroup to contact the work management subgroup to discuss what they are planning and how their activities are integrated with ISM subgroup activities

Geoff Beausoleil communicated to the group that the DOE ISM Champions meeting will be held at Idaho National Laboratory Shilo Inn Suites August 26<sup>th</sup> through August 28<sup>th</sup>, 2008. The ISM Champions workshop site is up and running. Information on registration and requirements for submitting papers can be found at <http://secure.inl.gov/ismws08>.

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## **09:00 – 09:30 DOE-ISM 2008 Key Priorities (Patricia Worthington)**

Dr. Worthington provided an overview of the DOE ISM Key 2008 Priorities. Discussion points included the following:

- ◆ DOE-HQ ISM System descriptions were recently released
- ◆ Additional training was provided to DOE-HQ personnel in response to feedback received
- ◆ A major initiative from DOE HQ is the sharing of information, best practices, etc... through ISM Champion Workshops. Dr. Worthington and Frank Russo (ISM Co-Champions) communicated that operations line management must be more involved and have a presence at future workshops. Efforts are underway to increase operations line management participation and presence.
- ◆ Key priorities for 2008 include:
  - Integrated Management – Are we really balancing priorities? The ISM Program Management and Integration group must help DOE to understand EFCOG/Contractors issues and assist with improving integrated management.
  - Safety Culture- A working group has been established. The group will be focused on defining safety culture and improvement throughout the DOE Complex. Includes alignment with Voluntary Protection Program (VPP) & Human Performance Improvement (HPI).
  - Work Planning and Control remains an area that requires continued focus. There is a need to get the best system that works for all levels. Includes conduct of operations as part of WP&C and elements of safety culture. Frank Russo stated that the subgroup should consult with the Occurrence Reporting subgroup and determine if there is evidence of HPI implementation elevating conduct of operations performance.
  - Contract Transition & Feedback and Improvement - Frank Russo and Pat Worthington suggested that the subgroup leadership contact the Contractor Assurance and Feedback and Improvement subgroups to get an overview of their activities and to make sure subgroups are not duplicating activities (excellent opportunity for the ISM Management and Integration subgroup).
  - ISM Related Directives Review. Dr. Worthington gave an overview of the Review of the HSS Safety Directives Project Plan. The project is a collaborative effort (5 DOE Offices) to review, revise, and re-issue safety directives and bring them in-line with the Secretary's principles governing Departmental directives. A copy of the project plan can be found on the ISM Program Management and Integration EFCOG web page <http://www.efcog.org/>.

## **09:30 – 10:30 INPO Update (George Mortensen)**

George discussed key action deliverables related to ISM. The INPO AP-928 Work Planning and Control Bible is available to for the Laboratory's. Each Laboratory has a point of contact that has access to the INPO web site. INPO also developed a new training course that is available to DOE.

George also showed a video of the Three Mile and Chernobyl accidents lessons learned. INPO plans to develop more of these lessons learned and share with DOE community.

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## 10:30 – 11:40 HPI Task Group Project Activities (Gary Grant)

Gary discussed the activities the HPI task group has undertaken. For detailed information on HPI Initiatives refer to the HPI Task Group web site [http://www.efcog.org/wg/ism\\_pmi/ism\\_pmi\\_hpi/index.htm](http://www.efcog.org/wg/ism_pmi/ism_pmi_hpi/index.htm). Discussion included the following:

- ◆ Hanford HPI Lessons Learned <http://www.hanford.gov/orp/uploadfiles/HPI%20LL.pdf> document is available. Within the document are several links to hundreds of presentations and information needed for implementing an HPI project (i.e. INPO's HPI Initiative Site Gap Analysis Tool).
- ◆ Initial applications for HPI implementation are complete. They include steering committee, HPI assessment/gap analysis and training. Gary also communicated enhancement initiatives such as work planning, event investigation/causal analysis, process accountability, engineering reduction error, etc...
- ◆ Three working were established under the HPI Task Group – work planning, event investigation/causal analysis, and process accountability model (Culpability Matrix). The working group deliverables are developing a white paper on how to integrate HPI tools into work planning and control, and compilation of HPI related event investigation and causal analysis tools with how to discussions.
- ◆ Frank Russo stated that he would like to be involved or kept abreast on error prevention (HPI) indicators

## 01:00 – 02:00 EFCOG/DOE Safety Culture Tasks (John McDonald)

John gave an overview of the safety culture meeting and formation of a working group (for detailed information refer to the attached Safety Culture Task sheet. Feedback from participants for the working group to consider was as follows:

- ◆ Link safety culture to organizational performance and not as a new regulation.
- ◆ Consider when implementing to not use the term “safety culture” but to integrate into existing systems and processes.
- ◆ Personnel Accountability (Culpability) – Idaho played a large role in development and use. Expectations must be set. Management must communicate those expectations.
- ◆ There must be worker participation – workers play an active role in safety decisions not just line management.
- ◆ Researchers believe they are not workers – the working group must make sure they consider researchers input and obtain buy in from them.
- ◆ Worker empowerment – participants stated that management must give up control and trust the worker to make decisions, build trust so that workers can make the right decisions. VPP is one of the programs the workers at several sites believe are critical for their empowerment.
- ◆ Consider recommendations to use or tie VPP to the ISMS Umbrella. Use VPP tools to improve the safety culture **“don't make VPP mandatory”** or imply that it is. Also consider HPI and Behavior Based Safety as a potential area to explore. Including observation type programs or interfaces.
- ◆ Frank Russo communicated that the working group must make it easy for folks to understand – there are too many acronyms.

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## 02:00 – 03:00 ISM Program Management and Integration Path Forward (John McDonald)

- ◆ Need to address the timing of annual ISM declarations
- ◆ Look at the QA-ISM assessment integration
- ◆ Dave Compton is leading the Safety Directives HSS Review – June 2008, a DOE team with contractor involvement will be formed and work with Dave in the review, revision, and re-issue of the ISM, QA, 226.1 and Environmental orders.
- ◆ Show a real expectation for how the working groups are integrated (see actions below)

### Meeting Action Items

Action Description	Due Date	Responsible Person
1. Contact the work management subgroup to discuss what they are planning. The deliverable for this activity is to show how activities are integrated with ISM subgroup activities. <i>Minimize Duplication of activities</i>	August 1, 2008	Steve Coleman
2. Contact the Contractor Assurance subgroup to discuss what they are planning. The deliverable for this activity is to show how activities are integrated with ISM subgroup activities. <i>Minimize Duplication of activities</i>	August 1, 2008	Steve Coleman
3. Contact Feedback and Improvement subgroup to discuss what they are planning. The deliverable for this activity is to show how activities are integrated with ISM subgroup activities.	August 1, 2008	Steve Coleman
4. Explore the option of holding an ISM Program Management and Integration meeting with the ISM Champions meeting in Idaho (August 26 <sup>th</sup> – 28 <sup>th</sup> )	June 15 <sup>th</sup> , 2008	John McDonald



## ISM WG Activity Schedule Input/Update Sheet

### From:

- |   |  |
|---|--|
| <input type="checkbox"/> ISM WG Chair                         | <input type="checkbox"/> Quality Assurance SG (QA) |
| <input type="checkbox"/> Feedback and Improvement SG (FI)     | <input type="checkbox"/> Other: _____              |
| <input checked="" type="checkbox"/> ISM Program Mgr. SG (ISM) |  |

### Requested Action:

- |  |  |  |
|--|--|--|
| <input checked="" type="checkbox"/> New Item | <input type="checkbox"/> Schedule Update | Tracking Number: (e.g., FI-07-01, QA-07-01, etc.)<br>_____ |
|--|--|--|

### Task Title:

White Paper on Attributes of an effective Nuclear Safety Culture

### Summary of Requested Changes/Task Description of New Item:

With the issuance of DNSFB Recommendation 2004-1 and subsequent issuance of DOE M 450.4-1 (ISM Manual) the need for a strong safety culture within DOE was established. There is presently no requirement to implement the new safety culture elements of 450.4-1 by contractors. It takes years to establish a good safety culture. Stronger long term safety performance could be achieved by DOE and its contractors agreeing to a general set of principles/guidelines that everyone could implement with some level of consistency minimizing the chance of uprooting it or redoing it based on organizational or political changes. Much has been done in the commercial nuclear industry to establish some level of consistency and consensus for a core group of principles. INPO is an example of an organization that has established principles for an entire commercial nuclear industry which included full industry participation. DOE M450.4-1 does a good job of tying together various inputs that could be used to establish safety culture principles such as High Reliability Organization (HRO) and Human Performance Improvement (HPI) elements in response to DNSFB Recommendation 2004-1.

The EFCOG ISMS Program Management and Integration Sub Group is responsibility for safety culture. Through this subgroup, it is proposed that a joint EFCOG/DOE sponsored project be initiated to identify a consensus set of safety culture principles to be used by DOE and its contractors. This effort would result in a similar product to that produced in the commercial nuclear power industry, the INPO Principles for a Strong Nuclear Safety Culture. A diverse team of senior industry leaders representing major contractors, DOE, DNFSB, and INPO would be jointly established through the DOE and EFCOG to draft safety culture principles for use by DOE and its contractors.

Proposed Outcome: An EFCOG/DOE endorsed White Paper on Attributes of an Effective Nuclear Safety Culture would be issued similar to the INPO document for recommended use by all contractors and DOE. This document may include how to integrate safety culture principles into various processes, may be issued as recommendations to the ISM Manual, guidance, or EFCOG

document, to be determined.

Executive Sponsors:

David Amerine, Parsons

Glenn Podonsky, DOE

Project Co-Chairs

John McDonald, CH2M HILL

Pat Worthington, DOE HSS

Participants:

Contractors

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Frank Russo, NNSA

Pat Worthington, DOE HSS (Co-Chair)

Other

George Mortensen, INPO

Douglas Minnema (DNFSB)

Wayne Frazier (NASA)

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**New Item**

Start Date:

11/2007

Est. Completion: Date:

9/2008

**Existing Item**

Revised Estimated Completion Date:

Completion Date: