



Meeting Minutes

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

Feedback and Improvement SubGroup (SG)

Fall Meeting – Albuquerque, NM November 3, 2005

I. Welcome and Introductions

Chair

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

Rex also introduced the sub-group officers,

- Steve Johnson, WSR, Vice-Chair
- Linda Collier, LANL, Secretary

II. Welcome and Announcements

Joe Yanek

Joe discussed the latest EFCOG Board of Directors meeting and where EFCOG needs to go. Two primary themes came out of the meeting:

- Focus on electrical safety, and
- Partnership of contractors-reinforcing behaviors

Also highlighted was that EFCOG now has 57 member companies, compared to 19 members 5 years ago. The ISM Working Group is on the leading edge of working groups in EFCOG. The ISM Working Group is presently addressing several important issues:

- How can we pilot and bring out contractor guides?
- How can the ISM Working Group best respond to the issues that the DOE requests action on?
- How can we best support the DNFSB Recommendation 2004-1 issues?
- How can we assist in reinvigorating ISM throughout the Complex?

III. Reinvigorating ISM, DNFSB Recommendation 2004-1

Ed Blackwood, EH-6

Ed's presentation discussed DNFSB Recommendation 2004-1, what it is and what it means. Points included:

- We collect a lot of feedback, but don't do much with it.
- Need to increase emphases on 'voluntary' feedback sources.
- Feedback programs tend to focus on what's wrong, not identifying and sharing what's right.
- Feedback & Improvement should be thought of as the first, not the last core function of ISM.
- Need to shift away from 'Best Practices' to 'Effective Practices.'



- Need to embrace Internet Technology to facilitate the sharing of knowledge between sites: EFCOG.org & 2004-1.org are the first steps.
- 50% of the workforce will be retiring in the next 4 years. Need to capture that hard learned knowledge. Lines of Inquiry in the F&I CRAD is a good example of knowledge capture. Knowledge from Rocky Flats is gone. Pantex is trying to capture the knowledge.
- 2004-1 is a practical example of allying F&I to ISM. We're building upon what works by drawing from others, and in the end, improving ISM, and with it the Department.

Also highlighted were key elements of 2004-1:

- Strengthen fed safety assurance.
- Central technical authorities.
- Safety oversight.
- Nuclear safety research.
- Delegation/assignment of safety responsibilities.
- Learn from operating experience:
 - Columbia/Davis Besse lessons learned. These were 2 significant events that DOE can learn from similar organizational issues in NASA & the electrical company at Davis Besse.
 - Enhance operating experience program.
- Revitalize ISM:
 - ISM systems descriptions for federal offices.
 - Implementation of work periodic similar to 99-00.
 - Implementation of work planning & control.
 - Implementation of feedback & improvement.
 - ISM verification—similar to conduct of operations during the early 90's.
 - The same thing is happening to ISM that happened to conduct of ops in the 90's, big push then it dwindles off.

IV. Implementation of DOE Oversight Policy

Phil Aiken, SP-44

Phil's presentation covered DOE O 226.1 Implementation of DOE Oversight Policy (<http://www.directives.doe.gov/pdfs/doe/doetext/neword/226/o2261.pdf>). He explained the purpose of the Policy, its scope, focus, and requirements. A Safety Oversight Manual will be published in July 2006 to provide safety specific requirements for nuclear facilities. Other highlights of the presentation included:

- Assurance system.
- Assessments and Performance Measurement.
- Event reporting.
- Lessons Learned.
- Issues Management.

Phil also stressed that the bottom line is:

- Consistent requirements/CADs.
- Formal programs and processes.
- All are collecting data...next steps are to analyze, trend, effectively communicate and utilize the results to improve programs and processes.



V. Contractor's Guide for Performance of Effectiveness Reviews Rex Beach, LLNL

Rex discussed the draft Contractor's Guide for Performance of Effectiveness Reviews, how to apply in conjunction with other processes. It is intended to be a guide voluntarily implemented by contractors. After review the Guide may be published by December 2005. The Guide was developed as a Deliverable output for helping contract implementation.

VI. Draft Order on DOE Corporate Operating Experience Ray Blowitski, EH-32

Ray presented the latest information on the draft lessons learned order, DOE Corporate Operating Experience Order 210.x. He reviewed the DOE responsibilities portion of the draft order and the Contractor Requirements Document section. Ray's presentation covered the following points:

- Basic order requirements, roles and responsibilities.
- DNFSB Recommendation 2004-1.
- Corporate Operating Experience Program Approach.
- DOE Federal Roles and responsibilities.
- DOE Corporate Operating Experience products, i.e., Performance Information and Lessons Learned.
- Communications mechanisms such as Special Operations Reports, ES&H alerts, ES&H Bulletins, push mail Lessons Learned, and others.
- DOE Operating Experience Council.
- Lessons learned is not just events, it's also how clean-ups get done, self-assessments, etc.
- Trending and analysis.
- Establishing metrics to measure program effectiveness/performance.
- Contracting officers must incorporate the Contractor Requirements Document in the Order within 6 months of implementation.
- The order should be signed and in effect by January 2006, with a guide/manual to follow sometime later.

Also highlighted was:

- How the draft Order ties in with DOE O 226.1 (linked above).
- How the Lessons Learned database was converted to the NNSA web page, which, gave users the ability to create a profile.
- A list of enhancements to the lessons learned system that will be requested whenever budget goes up...will try to make improvements.
- Applying the Contractor Requirements Document to subcontracts with a graded approach for subcontractors.
- The new SAFEMARK tracking and trending web tool that is in beta test at present.

VII. Roundtable Rex Beach, LLNL

Rex led an open roundtable discussion. Comments/questions included:

- Do you have meetings every 6 months? Yes, with meetings generally alternating locations in Albuquerque, Las Vegas, Germantown, and possibly others.



- Do you have conference calls? If there is enough interest, it could be arranged. It would be best only if there was a specific agenda, with updates on action items, documents to send out and review, discussion of a particular issue or concern.
- Does the EFCOG website have a collaborative feature through knowledge portal? We will check on that.
- The Best practices website should say 'effective practice'.
- Will guidance papers issued by EFCOG be published and endorsed by DOE? Joe is piloting this; hopefully that's the way it will go.
- Contractors being able to review Orders, guides, other documents before DOE issues them would help the organizations to better understand expectations and requirements.
- The EFCOG Annual Report will help show the value of EFCOG.
- Aren't some of the manuals written by the EFCOG group? An EFCOG special interest group assisted in writing the OR manual.

VIII. Status report on Action Items

Rex Beach, LLNL

Rex reported on the following action items from the last meeting:

- Revise charter of Feedback & Improvement Subgroup. It is now posted on the EFCOG web site.
- Document reviews have been performed by F&I & EFCOG.
- Effectiveness Review White Paper should be published soon with stamp of approval by DOE.
- An ongoing action is to develop joint task team for metrics.
- Develop task team to define near misses. This is being addressed by an ORPS Task Group Task Team.
- Develop white paper on performance analysis. A draft Performance Analysis White Paper has been developed. Susan Kimmerly, Bechtel Jacobs/Oak Ridge, reported on its status.
- Input to 04-1. The F&I Subgroup will focus on it more.
- Human Performance - John Tseng reported that:
 - The outbriefs for the Feedback and Improvement Subgroup Thursday PM and the ISM Working Group were routine in comparison with our discussions on Wednesday. I identified four areas as requiring cross functional coordination:
 - 2004-1 engagement.
 - Updating accident investigation standards & causal analysis training.
 - BBS & HPI Workshop.
 - Training opportunities for EFCOG & DOE leadership.
 - I also requested representation by the Washington Group and CH2M Hill on the core team.
 - We will have actions to provide inputs to the EFCOG annual report (to receive format by next week with inputs by 12/8). We will have an opportunity to nominate individuals/team for EFCOG awards.
 - Per Joe Yanek, EFCOG's focus in 2006 are:
 - Industrial safety/electrical safety.
 - Project management.
 - Partnership - DOE & contractors.



- Security - cyber & physical security.
- ISM
- Yanek agreed to have a 1/2 day HPI training for the ISM Working Group and Subgroup leadership at the next semi-annual meeting, most likely on Wednesday. He will also try to arrange for HPI training for the other safety-related Working Groups. He indicated that the next annual meeting of the Board of Directors already has a busy agenda, and not optimistic that we can get a significant amount of time even for an orientation.

IX. ISM WG Update

Joe Yanek, WSRC/SRS

Joe discussed his presentation to the EFCOG Board of directors, papers to be published by the working group, and the path forward for ISM WG including the following topics:

- Guides need to be published, then endorsed by DOE/NNSA.
- EFCOG now has 57 member companies, big and little with all kinds of management systems.
- Accomplishments, issues, major workshops that were presented in the past year.
- Subcontractor safety was discussed especially in light of 2 fatalities last year.
- The Executive Summit on Subcontractor Safety is available on the EFCOG web site.
- Electrical issues are a major focus.
- Continuing training I have several areas.
- Road shows on causal analysis.
- Can get credit for causal analysis training.
- Provide SME resource support in all areas of working group.
- 2 primary customers are DOE and EFCOG members.
- Committed to assist w/ 2004-1 implementation.
- ISM WG as been working with Ray for 2 years on drafting the 210 Order.
- Initiatives for 06 include:
 - Electrical Safety Improvement Project.
 - ISM Reinvigoration (2004-1).
 - Operating Experience Program Implementation Support.
 - Human Performance Guide Development.
 - New Oversight Policy/Order Implementation (226.1).
 - Chemical Safety Management.
 - Independent/Management Assessment Programs.
 - 10CFR851 Implementation Support.
 - Continuing Initiatives:
 - Performance / Causal Analysis.
 - Occurrence Reporting.
 - Deliverables:
 - New Contractor Guides for.
 - Corrective Action Effectiveness Reviews.
 - Performance Analysis.
 - Quality Improvement.
 - Update to EFCOG Assessment Guide.



- - Electrical safety workshops were conducted, along with update of the Electrical Safety Handbook.

X. Task Teams / Action Items

Rex Beach, LLNL

Task Team Reports

Human Performance - John Tseng

- HPI task team held working meetings.
- Preliminary gap analysis – leadership understanding and commitment activity worksheet actions.....The HPI team will meet on November 16 at HQ Provide fundamentals training for board of directors.
- EH is talking about putting together a human performance center.
- Fear of retribution is a big issue in human performance.
- SPRO-- strategic petroleum reserve.
- Old and new views on human error.

ORPS – Jeanne Boyle

- ORPS Task Group had 22 attendees.
- ORPS is recognized as task team now..
- Jeanne is the POC for ORPS, but the group has no other leadership at present
- The group had presentations on work status, operating experience, SAFEMARK, and the draft effectiveness review process guide.
- Task teams were initiated for the following:
 1. **Title:** Performance Analysis Support
Task Description: Support Performance Analysis Task Team with development of the Performance Analysis White Paper.
Task Team Lead: Will Brocker, Argonne, with assistance from Chuck Selman, Wackenhut/SRS.
Start Date: November 2005
End Date: May 2006
 2. **Title:** DOE M 231.1-2 Interpretation/Guidance
Task Description: Develop process to support interpretation/guidance for requirements and reporting criteria. This effort will support Providing EH-32 the approved revisions of reporting criteria Morph of old criteria interpretation to new criteria.
Task Team Lead: Patricia Vardaro-Charles, LANL
Start Date: November 2005
End Date: May 2006; **Interpretation** – on-going
 3. **Title:** Guidance on Near Misses
Task Description: Provide examples for ORPS near misses. Near miss examples will be provided for each ORPS group as a training tool.
Task Team Lead: Chuck Selman, Wackenhut/SRS, with assistance from



Barbara Eccher, LLNL.

Start Date: November 2005

End Date: May 2006

4. **Title:** Electrical Safety Criteria

Task Description: Support the Electrical Safety Task Group on improving the Electrical Safety Criteria and Interpretations.

Task Team Lead: TBD for ORPS Team, Mike Weis lead for Electrical Safety Task Group

Start Date: November 2005

End Date: February 2006

Independent Assessment – Steve Johnson

- No outstanding action items.
- Invited Phil Aiken to present DOE Order 226.1 information to the group.
- Had a working session with Phil, who was receptive to what they had to say.

Performance analysis - Susan Kimmerly

- Had a Performance analysis task team.
- Need to have a White Paper on Performance Analysis was identified last year at the Albuquerque meeting.
- Last year in Albuquerque, the Oak Ridge representatives drafted the first white paper
- Initial thought was to cover Performance analysis in a broad sense.
- When ISM WG met in Germantown last spring, six attendees had a working session to continue to work on white paper and enhance its scope.
- The Tuesday meeting tried to get it final...but with many new people in attendance, the initial discussion led to different approach, so they decided to have a 2-phase approach.
- Reviewed white paper as is at present.
- Also discuss in ORPS review.
- Will incorporate the white paper & send it out for comments to get it final draft, then finalize at spring meeting.
- How do you take non event data and factor it into data? Does anyone have criteria for that, they are looking for that type of information?
- How do you define recurrence....not just numbers. We are trying to get that type of info onto the paper.

XI. Next meeting

The next meeting will be the third week in April, probably in Las Vegas. We will be working on agendas after the first of the year. . Additional information will be provided as it becomes available.