

## DEFENSE NUCLEAR FACILITIES SAFETY BOARD

September 9, 2005

**MEMORANDUM FOR:** J. Kent Fortenberry, Technical Director  
**FROM:** C. H. Keilers, Jr.  
**SUBJECT:** Los Alamos Report for Week Ending September 9, 2005

Duncan is on site this week and next augmenting site rep coverage.

**Critical Experiments Facility (TA-18):** NNSA has decided not to pursue the Planet experiments at either TA-18 or Nevada; LANL still anticipates performing the Comet experiments and resuming SHEBA operation in FY-06 after Early Move completion (site rep weekly 8/19/05). Early Move conceivably could be done by Sep 30<sup>th</sup> if NNSA quickly completes verification and authorizes startup of the TA-55 safeguarded trailer pad, as discussed last week. NNSA verification starts next Monday.

**Management:** LANL followup on last's year suspension and resumption has three key elements: the Operational Efficiency (OE) Project intended to address select institutional issues; the local corrective action plans (LCAPs) targeted at facility issues; and the assessment efforts intended to ensure that corrective actions are complete and sustainable. As of last week, LANL has reported completing 60 % of resumption-related corrective actions (i.e., 929 of 1553) and 61 % of the CY-2005 OE milestones (i.e., 50 of 82). The Corrective Action Review Board (CARB) remains the chief mechanism for assessing non-OE corrective action effectiveness. The CARB has reconciled inconsistencies in the issue database, has created a formal process to ensure consistent, high-quality assessments, and has begun division-level reviews; these are expected to continue well into next year.

The OE Project has always been envisioned as a multi-year project, and within weeks, LANL will set the FY-06 OE baseline and milestones. Because of contract transition, the current LANL management team is focusing on near-term milestones with higher benefit and is unlikely to commit to longer-term milestones. This looks like an appropriate strategy although key details are still undefined. A triage of open issues and resources appears in order. Looking ahead, the CARB's role can't be over-stated in verifying closure of issues and providing a metric on whether the goals of resumption have been met.

**Integrated Work Management (IWM):** LANL has met most of its CY-05 OE milestones for safety but recognizes, based on recent events, that more work is needed and that just revising procedures would be insufficient. One initiative is a pilot program to further engage and mentor the workforce in human performance elements, starting with a single division. Another challenge now is personnel understanding the limitations and appropriately using the automated job hazard analysis (AJHA) tool.

**Training:** LANL is on track to meet most of its CY-05 OE training milestones and is currently piloting a worker authorization and tracking system that is essential for IWM implementation. LANL training issues are extensive (site rep weekly 6/3/05). Last month, LANL issued an integrated institutional corrective action plan based on analysis of about 600 findings from assessments done since 2003; this does not include facility-specific actions. LANL asserts that implementing the full plan will take 4 years and cost \$44M. Tentatively, LANL plans to allocate more than half of its FY-06 OE budget to training and to focus in FY-06 on creating institutional policy and procedures, implementing a systematic approach to training, and improving compliance in nuclear facilities to the DOE training order (O 5480.20A). The NNSA Site Office is currently reviewing LANL's plan.

**Operations:** LANL is on track to meet most of its CY-05 OE operations milestones, which consisted of defining roles and responsibilities, as well as infrastructure and staffing needs, and of updating requirement applicability matrices for conduct of operations. By Oct 1<sup>st</sup>, LANL intends to roll out a new operations management structure intended to consolidate operations authority and thereby address issues involving division of responsibility between facilities and programs (site rep weekly 4/15/05).