

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

TO: Timothy Dwyer, Technical Director
FROM: Wayne Andrews and David Kupferer, Site Representatives
SUBJECT: Oak Ridge Activity Report for Week Ending August 19, 2011

Work Planning and Control. Staff members D. Campbell, J. MacSleyne, and R. Verhaagen and outside expert D. Volgenau visited Y-12 to review activity-level work planning and control (see the 10/3/08 report). The staff's review focused on the implementation of Integrated Safety Management (ISM) at the Y-12 National Security Complex (Y-12). During its review, the staff discussed its following observations with Y-12 personnel:

- The level-of-detail included in the Plan-Of-the-Day for each facility could be improved.
- The integration of some Y-12 procedures could be improved. For example, the Job Hazard Analyses (JHA) Manual is not well integrated with the Technical Procedures Process in the area of identifying hazards and controls to be included in technical procedures.
- Some recently issued JHAs contain numerous standard industrial hazards and controls despite that B&W revised the Y-12 JHA Manual two years ago to emphasize that JHAs are to focus on task-specific hazards and controls rather than standard industrial hazards (see the 5/22/09 report).

ORNL Tank W-1A. UCOR outbriefed its Contractor Operational Readiness Review (ORR) this week (see the 7/29/11 and 8/12/11 reports). The original ORR was begun on April 11th (see the 4/15/11 report). It was "paused" at the end of the week due to the number and complexity of the many dozens of issues being identified. Since that time, the startup team has significant management attention and was augmented by quality staff by the new contractor resulting in a much higher level of readiness for this ORR. In summary, there were eleven pre-start and one post-start finding. The conclusion of the ORR team was that, "The Tank W-1A project has made significant progress in addressing previously identified findings and has demonstrated readiness to safely and compliantly conduct Tank W-1A remediation operations following correction and verification of identified findings." Because UCOR expects to be able to quickly address the findings identified by the ORR team, DOE has accelerated its ORR start date to August 22nd.

Conduct of Operations. A team of B&W senior managers representing several different divisions (e.g., production, engineering, quality, etc.) recently completed a review of the site programs and processes for assessing nuclear operations (see the 7/29/11 report). The review team concluded that assessment processes should be (a) better defined and integrated, and (b) more focused on emphasizing and evaluating procedural compliance during nuclear operations. The review team identified several recommendations including the following:

- Develop an overarching strategy for B&W's nuclear operational assessment program and subsequently revise site procedures to consolidate and clarify requirements.
- Improve the integration between the various types of assessments performed to avoid duplication and increase efficiency.
- Improve the Enhanced Floor Surveillance Program to focus exclusively on work execution and procedural compliance.
- Modify the roles and responsibilities of the Operational Performance Improvement Department (OPI) to increase the formality of OPI's oversight and reporting.