

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

TO: Timothy Dwyer, Technical Director
FROM: Rory Rauch, Site Representative
SUBJECT: Oak Ridge Activity Report for Week Ending November 23, 2012

Extent-of-Condition Review: This week, B&W issued its response to NPO's request for an extent-of-condition review following the August 2012 security standdown (see 8/31/12 and 8/17/12 reports). The review team selected seven complex, high-hazard, mission-critical systems for review. These systems included unique process systems such as the Building 9212 secondary extraction system and systems that were common to many facilities, such as the electrical distribution and credited fire suppression systems.

The review team leads, in order to promote a critical review of these systems, developed a methodology that focused on the identification of any documented or undocumented differences ("gaps") between the expected and actual condition of each system. Focus areas included safety analysis, equipment condition, and human performance. After identifying and categorizing these gaps, the review team evaluated the gaps holistically to ensure that the risk presented was understood and addressed in a consistent manner by the appropriate levels of management.

In general, the review team found a significant number of deviations with respect to safety analysis, equipment condition, and human performance. In addition to several system-specific findings, the review team identified the following observations and recommendations, which are now being considered by NPO for action:

- B&W processes for data collection and information flow need improvement to ensure that appropriate levels of management understand system and facility health. The review team recommended that B&W expeditiously apply a new semi-quantitative system health process to higher-risk systems at the plant.
- B&W self-assessment methods need improvement. The review team recommended that management assessment processes be modified to include certain attributes of the approach used for this extent-of-condition review. These attributes include a focus on deviations from the expected state (rather than a focus on compliance with requirements), and the use of field-based observations (rather than documentation reviews).
- In certain situations, B&W employees have become accustomed to degraded equipment conditions and have adapted their behaviors accordingly. The review team recommended utilizing a joint B&W/NPO safety culture improvement plan to address this behavior.

Senior Management Watch (SMW) Program: Last week, the Vice President for Facilities, Infrastructure, and Services (FIS) issued a charter for an SMW program. The SMW will replace the Maintenance Management Watch program, which was one of the key improvement actions in the Work Planning and Control Performance Improvement Plan (see 11/18/11 report). The SMW program, serving the same purpose as the MMW, is intended to provide a feedback and improvement tool for work planning and control performance within the FIS organization. However, the SMW program differs from the MMW in three key respects. First, the selection, training, and qualification of SMW members have been improved (to include a qualification card and limited classroom training in addition to an interview with the FIS Vice President). Second, SMW field observers will communicate to FIS management in a more structured manner by collecting information on a standard field observation form and using this form to populate an issues database. Third, FIS management, using the information gleaned through this newly structured communication protocol, will identify focus areas for SMW review, rather than the SMW members being left to select review areas on an ad hoc basis.