

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

TO: Steven Stokes, Technical Director
FROM: William Linzau and Rory Rauch, Site Representatives
SUBJECT: Oak Ridge Activity Report for Week Ending March 6, 2015

Continuing Training: Last fiscal year, the new management team for the CNS Production organization recognized that leadership development for its first line supervisors was inadequate. Specifically, Production supervisors had never received formal training on certain fundamental leadership skills, such as conflict management, interpersonal communication, counseling and feedback, emotional intelligence, and change management. Last October, Production Training hired two instructors from the Air Force's Air National Guard Training and Education Center to provide a week-long pilot leadership development course to a subset of Production supervisors. Based on extensive positive feedback from the supervisors and senior managers in attendance, the Production Operations Manager immediately initiated actions to institutionalize the course.

This week, the site reps observed the second Production leadership development class. The site reps found the course effective, particularly with respect to the supervisors' willingness to provide candid feedback to the instructors regarding current leadership challenges and how they could apply the course material to improve their approach to addressing these challenges moving forward. The Production management team plans to refine the course content based on this feedback while continuing to offer the course until all Production supervisors have participated. The Production Training Manager is also developing an enduring strategy for the continued reinforcement of course principles. The site reps believe this effort could serve as an effective component of the Production organization's approach to improving operational discipline. The training has also been included as a component of the CNS plan for establishing a culture of operational excellence (see 11/28/14 report).

Aging Infrastructure: The CNS action officer for a facility degradation integrated project team briefed NPO on the status of actions to address structural degradation issues in Y-12 facilities. The Mission Assurance Vice President chartered the team last fall to reduce the personnel safety risks associated with degradation issues identified after the spalled concrete event in Building 9204-2 (see 4/25/14 report). The work planning to repair the degraded ceiling from that event is underway and repair activities should start later this month. The team is also working to gain funding for the repair of a brick facade on Building 9204-2E, which has experienced incremental displacement and bulging over many years due to thermal expansion.

Building 9204-2E: Last week, during dismantlement operations in Building 9204-2E, an unanticipated component configuration resulted in a spill of hazardous material. Per procedure, the workers in the area immediately backed off and notified the shift manager, who isolated the area. With shift manager permission, industrial hygiene technicians donned personal protective equipment rated for the potential hazard presented by the spill (as well as the pre-existing radiological hazards), surveyed the area, and found airborne concentrations below the occupational exposure limit. Later that day, facility management called an Operational Safety Board (OSB) to approve the spill cleanup activities required to achieve a safe and secure configuration. The site reps believe the use of the OSB process (the site's process for implementing integrated safety management at the facility level), though not required, provided an effective means of integrating input from all applicable safety disciplines (i.e., industrial hygiene, radiological control, and nuclear criticality safety) and incorporating this input into a clearly defined scope of work for these immediate spill cleanup actions. The spill response team, with support from facility personnel, completed the work without incident. Facility management is developing a path forward to allow resumption of work in the affected area.