

## DEFENSE NUCLEAR FACILITIES SAFETY BOARD

December 3, 1999

**TO:** G.W. Cunningham, Technical Director  
**FROM:** Paul F. Gubanc and David T. Moyle, Oak Ridge Site Representatives  
**SUBJ:** Activity Report for Week Ending December 3, 1999

Staff member Herb Massie was at ORNL this week to observe the DOE Peer Review of the U-233 inspection and repackaging project.

A. Y-12 Modernization: This week, the Y-12 Modernization Projects Advisory Team, led by Mr. Paul Rice, reviewed progress on the Highly Enriched Uranium Materials Facility. While the team was supportive of the contractor's staff, their subcontractors, and progress to date, they identified a number of fundamental elements which were insufficiently developed to support the current schedule (start detailed design in FY01). The team's findings and recommendations were presented to the DOE-OR Manager and the LMES President on Friday with emphasis on the following urgent needs:

1. Define and train the project team (both DOE and LMES) on roles and responsibilities. This is particularly important given the current organizational turmoil within both DOE-OR and LMES.
2. Immediately focus on developing a near term (6-month), resource-loaded schedule. Given the numbers and types of open issues (e.g., resources, project procedures, process descriptions) the team views the schedule as overly optimistic; especially for awarding a design-build contract.
3. The personal involvement and support of the DOE-OR Manager and the LMES President is essential on a regular and continuing basis. Additionally, given that no major projects have been conducted at Y-12 in over a decade, LMES should acquire a seasoned project manager as soon as possible to help in reconstituting the LMES project management infrastructure.

The team also suggested improvements which can significantly enhance the project team's efficiency and reduce uncertainty in the design. The team will return in late January 2000 to assess progress on their recommendations and to review additional aspects of DOE's project management. A copy of the team's report was forwarded to DNFSB-HQ on December 3. (1-C, 2-A)

B. U-233 Inspection Project: This week, DOE conducted its "Peer Review" of the ORNL U-233 Inspection and Repackaging Project which identified the following:

1. The ORNL staff is very knowledgeable and motivated but lacks experience in formal conduct of operations and startup preparations.
2. Implementation gaps exist in the areas of issues management, training and qualification, critique processes, configuration management including temporary modifications, and test control.
3. Schedule, cost and technical baselines are poorly defined and not well used as management tools. (ORNL's most recent estimate is that starting Phase 1 inspections may need to be delayed until August 2000. This schedule is still under internal development and review.)

A copy of the team's report is expected within the next few days. DOE requested ORNL to provide its plan for responding to the review's findings by December 10. (3-A)

C. Y-12 Visit: On November 30, Y-12 was visited by ADM Meese (STRATCOM). On December 2, Y-12 was visited by a group of congressional staffers primarily associated with Tennessee and other states with major DOE sites. The site reps supported both of these visits and were able to significantly assist in the visitors' understanding of the Board's role and mission.

cc: Board Members