

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

July 2, 2010

TO: Timothy Dwyer, Technical Director
FROM: Donald Owen and David Kupferer, Oak Ridge Site Representatives
SUBJECT: Activity Report for Week Ending July 2, 2010

Conduct of Operations/Dismantlement. Last Friday, a YSO Facility Representative (FR) observing dismantlement operations noticed a combustible cloth on the work table where a spark producing task was being performed. The cloth was not under protective cover or in a protective container as required by the procedure. Violation of this procedural requirement led to a small fire during the same dismantlement operation earlier that week (see last week's site rep. report). An interim corrective action from the fire event included the supervisor specifically emphasizing this procedural requirement during pre-job briefings, which did occur on Friday morning prior to this event. The YSO FR alerted the supervisor and the Shift Manager of his observation and the operation was suspended. In follow-up, B&W management has suspended all dismantlement operations pending results of an independent review of the event. B&W management intends to brief results of the review to YSO personnel following determination of all corrective actions.

Maintenance/Conduct of Operations/Work Control. In response to recent events in which YSO identified maintenance personnel violating the requirements of work control documents, B&W management recently briefed all personnel in the Facilities, Infrastructure and Services (FI&S) Division on the importance of proper conduct of operations (see the 6/4/10 site rep. report). During these briefings, B&W discussed the details surrounding five recent events including the following common issues: poor work planning, failing to properly use and adhere to applicable work control documents, performing tasks outside of the identified scope of work, and inadequate pre-job briefs. The site reps. consider that periodic re-enforcement of these lessons-learned and conduct of operations principles for FI&S personnel could be worthwhile, as is the practice in the Production Division (see the 12/21/07 site rep. report)

Feedback and Improvement. B&W's Operational Performance Improvement (OPI) department is in the process of briefing managers and supervisors on recent changes made to the Y-12 event management process. In particular, B&W is implementing an automated system for developing and distributing Initial Event Information reports (see the 8/29/08 site rep. report), which initiate the process for B&W personnel to evaluate the event including whether to convene a formal critique. The site rep. observed one of these briefings and notes that OPI personnel emphasized the importance of responsible managers taking ownership of the critique.

During this briefing, OPI personnel highlighted the criteria line managers should use to determine whether or not to convene a formal critique. Specifically, it is not necessary to convene a critique if the following conditions are met: (1) no new information is expected to be learned as a result of performing a critique, (2) the root cause of the event is known, (3) operations have resumed, and (4) corrective actions have been completed. The site reps. consider that, as written, the latter two criteria provide an unintended incentive for site personnel to quickly restart operations and close corrective actions after an event to avoid convening a formal critique. This observation was discussed with B&W and YSO management.