

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

January 22, 2016

TO: Steven Stokes, Technical Director
FROM: William Linzau and Rory Rauch, Site Representatives
SUBJECT: Oak Ridge Activity Report for Week Ending January 22, 2016

Building 9204-2E: Late last week, a CNS construction work team de-energized an electrical panel prior to receiving work start approval from the Building 9204-2E Shift Manager (SM). As a result, the SM was unable to brief the work team on facility conditions and could not perform several pre-start equipment checks driven by an outage plan for the activity. These checks included informing the Plant Shift Superintendent that a fire system transponder was going to be de-energized. During the fact-finding meeting for the event, the acting construction superintendent stated that work start for the activity had been pre-approved; however, Y-12 procedures do not contain an allowance for bypassing the need to get work start approval from the SM. Corrective actions from the fact-finding meeting included a commitment from the CNS Nuclear Safety Oversight organization to conduct a review of the site's Conduct of Operations manual to ensure the requirements for gaining work start approval are clear.

Aging Infrastructure: In March 2014, a portion of a degraded concrete ceiling in Building 9204-2 fell on a frequently used walkway (see 3/21/14 report). Last week, CNS Construction personnel completed repairs to the ceiling, which included the installation of a new steel support system. Repairs commenced in mid-2015 and the cost approached \$4 million.

Performance Excellence: A key action in the CNS plan for achieving performance excellence involves a series of rolling work pauses within the Y-12 Production organization (see 5/1/15 and 8/21/15 reports). These pauses, which are scheduled to begin next month, will be used to communicate the vision of the CNS performance excellence initiative while providing training on the fundamental principles required to achieve this vision: people (teamwork, communication), mission (Y-12's role in supporting the nation's nuclear deterrent and each employee's connection to this role), and systems. The systems training will cover several topics that are intended not only to reinforce key safety requirements in each work area, but enhance worker understanding of why the programs underpinning these requirements exist (e.g., nuclear criticality safety, technical procedures). This week, the site reps observed one of several introductory sessions intended to inform managers and supervisors of the purpose behind the pauses. The sessions generated a positive two-way dialogue regarding how managers and supervisors can best position themselves to support the upcoming pauses.

Work Planning and Control (WP&C): CNS Y-12 Infrastructure personnel have developed a new template for maintenance planners to use when developing maintenance work instructions that contain actions for Y-12 Production personnel or interface with Y-12 Production procedures (see 11/25/15 report). The site reps have recently observed training sessions on the new template for the maintenance center leads (planner supervisors) and a subset of planners who interface with the Y-12 Production organization most frequently. The training was well-executed and included a discussion of the breakdowns in WP&C integration between the Y-12 Infrastructure and Production organizations that led to the need for the template as well as an effective exercise in which the planners were required to develop a work instruction using the new template. The training sessions also facilitated an effective discussion between the planners, maintenance center leads, and Y-12 Infrastructure management on opportunities to improve the new template.