

## DEFENSE NUCLEAR FACILITIES SAFETY BOARD

November 12, 2010

**MEMORANDUM FOR:** Timothy Dwyer, Technical Director  
**FROM:** Jonathan Plaue, DNFSB Site Representative  
**SUBJECT:** LLNL Activity Report for Week Ending November 12, 2010

The Site Representative was out of the office Thursday and Friday.

**Startup and Restart:** In a letter dated November 4, 2010, the Livermore Site Office (LSO) approved the Laboratory's request to extend implementation to April 30, 2011, for Department of Energy Order 425.1D, *Verification of Readiness to Startup or Restart Nuclear Facilities* (see weekly report dated October 1, 2010). LSO noted that it is required by the Order to concur on the Laboratory's procedures and that the Laboratory should factor 30 days for this process into the schedule.

**Project Management:** At the request of the Nuclear Materials Technology Program (NMTP) and the Nuclear Materials Programmatic Operations (NMPO) management, the process improvement team recently completed a lessons learned review of two small programmatic projects that encountered schedule and associated funding issues. The results of the effort are germane to upcoming, high priority national security missions envisioned for the Hardened Engineering Test Building.

The projects were located in the Plutonium Facility and included the repair of a laser welder system and the installation of a set of small reaction chambers for corrosion studies. Personnel involved in the projects cited among the reasons contributing to the schedule and funding issues a lack of clear safety requirements, unfamiliarity with work control processes, and a lack of management priority. Overall, the process improvement team identified four key problems, which included the lack of: (1) a coordinated project plan and identified project manager, (2) small project oversight and accountability, (3) funding for engineering and management support for small projects, and (4) preventative maintenance for programmatic equipment.

Corrective actions planned for these issues respectively include: (1) development of a project plan and assignment of a project manager who is familiar with Superblock operations for each project, (2) establishment of a master NMPO schedule to include all programmatic projects with assigned priorities, (3) inclusion of funding for an appropriate level of support, and (4) development of an annual budget to maintain or replace programmatic equipment. Ongoing improvements to the NMTP Work Control Manual and associated training on the work control process should also improve the situation.