



## Department of Energy

Washington, DC 20585

September 30, 1993

The Honorable John T. Conway  
Chairman  
Defense Nuclear Facilities Safety Board  
625 Indiana Avenue, N.W.  
Washington, D.C. 20004

Dear Mr. Conway:

In a letter dated September 10, 1993, the Secretary of Energy informed you that the Office of Field Management (FM) would be responsible for managing the Department's Facility Representative program. Delivery of a revised Action Plan to reflect this change was promised no later than September 30, 1993.

The attached action items should be added to the Facility Representative Action Plan of April 26, 1993. The intent of our actions is to provide some uniformity and sharing of resources across the complex to promote excellent programs at all defense nuclear facilities. We recognize that the quality of Facility Representative programs varies widely across the complex. We will try to promote the good practices and lessons learned from our best programs (e.g. the reactor facilities and tritium facilities at Savannah River) to facilities which are performing below these benchmarks. Additionally, we have tried to integrate the actions of 92-2 with the principles found in other Board recommendations. Of greatest consideration was the Board recommendation 93-3 addressing technical competence of Department personnel. We have met with the Department's 93-3 Ad Hoc Committee and developed what we believe is a compatible training and qualification approach for Facility Representatives.

Attached also is the first quarterly status report on the implementation of the 92-2 Action Plan. This report describes the progress made by the Department prior to my office taking responsibility for the program. Much groundwork has been laid for standardizing the Facility Representative program. We will use this groundwork as a base from which to launch our continuous improvement program. We firmly believe in the Facility Representative program and will work to develop it into a model of technical competence in the Department.

Sincerely,

A handwritten signature in cursive script, appearing to read "Donald W. Pearman, Jr.", written in dark ink.

Donald W. Pearman, Jr.  
Acting Associate Deputy Secretary  
for Field Management

Attachments

### **ACTION ITEM 1:**

#### **REVIEW EXISTING FACILITY REPRESENTATIVE PROGRAMS TO DETERMINE HOW WELL EACH PROGRAM MEETS THE GUIDELINES FOR ESTABLISHING AND MAINTAINING A FACILITY REPRESENTATIVE PROGRAM**

No additions or modifications to Action Item 1.

### **ACTION ITEM 2:**

#### **DEVELOP A PLAN FOR ESTABLISHING AND MAINTAINING AN EFFECTIVE FACILITY REPRESENTATIVE PROGRAM AT EACH FIELD ORGANIZATION**

- 9/10/93 - Assignment of Associate Deputy Secretary for Field Management (FM-1) to manage the Department's Facility Representative Program.
- 9/24/93 - Establish Headquarters task group comprised of individuals from each of the Program Offices under the direction of the responsible FM senior manager.
- 11/30/93 - With support from the Program Offices and Field, FM develop benchmark criteria for assessing implementation of the Facility Representative standard at defense nuclear facilities and distribute to Field Office points of contact.
- 1/15/94 - For defense nuclear facilities, Field Offices compare existing program with benchmark criteria. Provide results to FM.
- 1/25/94 - FM provide results of comparison with conclusions and recommendations to DNFSB. Identify performance indicators for measuring overall program improvement.
- 4/30/94 - With support from the Program Offices, FM validate Field program assessments.

### **ACTION ITEM 3:**

#### **DEVELOP RECRUITMENT AND RETENTION TECHNIQUES AND INCENTIVES APPROPRIATE FOR THE FACILITY REPRESENTATIVE PROGRAM, INCLUDING SPECIAL MONETARY ALLOWANCES IF APPROPRIATE**

- 12/3/93 - FM approve and distribute standardized personnel package for use by the Field. Package to include model position descriptions, selection criteria, recruitment / retention techniques and incentives, and career progression patterns.

#### **ACTION ITEM 4:**

##### **DEVELOP TRAINING FOR FACILITY REPRESENTATIVES**

Note: Training actions are modified to correspond with the process being developed for the Recommendation 93-3 implementation plan.

- 12/3/93 - AD provide to FM a list of Facility Representative training courses currently in existence across the complex.
- 12/23/93 - FM compile list of available courses. Commence evaluation of course content (goal is to identify courses which can be used as generic training for other Facility Representative programs).
- 1/31/94 - FM will develop a Department-wide qualification standard for Facility Representatives.
- 3/1/94 - Field Organizations will develop site specific qualification standards for Facility Representatives at defense nuclear facilities.
- 4/1/94 - For defense nuclear facilities, Field Organizations will evaluate job incumbents against the Department-wide qualification standards, document the results of the evaluation, and establish individual training plans to satisfy the requirements of the standard.
- 5/94 - FM coordinate existing training resources to support Facility Representative individual training plans (i.e. training courses already in existence at a particular site can be used to train Facility Representatives from across the complex).
- 5/94 - FM develop plan for generating new Facility Representative training not currently available in the complex.
- 5/94 - Field Organizations commence developing any additional training necessary to meet the requirements identified in the site specific qualification standard for Facility Representatives.

#### **ACTION ITEM 5:**

##### **DEVELOP DOE STANDARD FOR FACILITY REPRESENTATIVE PROGRAMS**

- 10/29/93 - FM will compare the Facility Representative standard with the Naval Reactors and Nuclear Regulatory Commission models. Suggested improvements will be considered for inclusion into a future revision of the standard.