

[DNFSB LETTERHEAD]

September 23, 1993

The Honorable Victor H. Reis
Assistant Secretary for Defense Programs
Washington, DC 20585

Dear Dr. Reis:

The Board has reviewed the Amarillo Area Office (AAO) and Mason and Hanger (M&H) reports on Training and Qualification Programs at the Pantex Plant, submitted in response to the Board's reporting requirements of July 6, 1993. As you indicated in your letter, further analysis by DOE is required. A number of comments on the reports are contained in the enclosure to assist in preparing a final response.

The Board has requested that Mr. Jay DeLoach, our representative at Pantex, discuss our concerns directly with the DOE Amarillo Area Office and with senior management at Mason and Hanger to ensure that the Board's reporting requirements will be met.

The Board looks forward to receiving DOE's final response, as well as to DOE's successful upgrade of training and qualification at Pantex.

Sincerely,

John T. Conway
Chairman

Enclosure

c: M. Whitaker, EH-6

ENCLOSURE

1. General:

- a. The M&H portion of the draft response does not address the Board's reporting requirement to accelerate the development of a consistent program and a cohesive plan for training and qualification.
- b. The two reports do not address progress made in response to the Board's observation that "more proactive line management involvement is needed."

2. Report A:

- a. DOE states that a Training and Qualification Plan will not be published until September 1993. This Plan should then be provided as a deliverable to the Board as part of this reporting requirement.
- b. In Question 2, DOE states that "training and qualification of current AAO technical personnel will be completed by the end of FY95." The schedule identified as Exhibit 2 shows completion of the Job Task Analyses, Needs Analyses, and Technical Training and Qualification Plans but the schedule does not indicate the plans for the completion of the actual training and qualification of the technical personnel by each Branch.
- c. AAO Notice AAO-93-8 on Technical Training and Qualification Program, Exhibit 4, does not describe how the approval process for final qualification is conducted. It is not clear whether this process includes a comprehensive written examination and oral examination, or a simply management review of completed blocks in a qualification card.

3. Report B:

- a. DOE does not address the reason why the Training Implementation Matrix (TIM), required by DOE Order 5480.20, has not been approved to date. M&H's response is heavily dependent on the approval of the TIM. This reoccurring problem has been highlighted by the Board in three separate correspondences to DOE concerning Pantex, beginning in July 1992.
- b. Report B backup material from M&H is an army of action plans from the various Divisions to implement training and qualification. These action plans do not represent the "consistent program and a cohesive plan" approach that was requested in part by the Board in paragraph b.
- c. The lack of proactive line management involvement at the Division Manager level within M&H is not addressed.