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August 21, 2009

MEMORANDUM FOR GERALD BOYD
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FROM: ARNOLD E. GUEVARA 
ACTING DIRECTOR
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OFFICE OF HEALTH, SAFETY AND SECURITY

SUBJECT: OR/YSO Safety Training Workshop Report

Attached please find the final report from the July 21-22, 2009 collaborative safety training workshop conducted in Oak Ridge, which was attended by key Oak Ridge Office (OR) and Y-12 Plant federal, contractor and union representatives.

The report provides results and recommendations developed by workshop attendees on possible enhancements to the safety training programs across the Oak Ridge reservation. It should be noted that OR and the Y-12 Site Office (YSO) have already implemented numerous initiatives to gain efficiencies in safety training and that the workshop recommendations serve as an enhancement to these on-going efforts.

On behalf of the Office of Health, Safety and Security and specifically, the National Training Center, I would like to extend my sincere appreciation for your support of this effort and extend an offer of any assistance you may need from us in the future. We will be conducting additional workshops at other sites and plan to return in order to share lessons learned and best practices from these other sites. Additionally, we will let you know what actions on a national level are initiated in partnership with the National Institute of Environmental Health Sciences (NIEHS), with whom we are collaborating to support the Department's safety training program.

If you have any questions or comments, please contact me at (505) 845-5170, extension 114, aguevara@ntc.doe.gov, or your staff may contact Dr. Jim Vosburg, Acting Director, Office of Safety Training Operations at extension 114, jvosburg@ntc.doe.gov.

**Oak Ridge Office
Y-12 Site Office
Collaborative Safety Training Workshop Report
July 21-22, 2009**



Performed in Collaboration with the
National Institute of Environmental Health Sciences and the
U.S. Department of Energy Offices of Health, Safety and Security
Oak Ridge Office and Y-12 Site Office

Executive Summary

A collaborative Safety Training Workshop was conducted July 21st and 22nd for the Oak Ridge Office (OR) and Y-12 Site Office (YSO) in order to identify efficiencies in the safety training programs across the Oak Ridge Reservation. Representatives from federal, contractor, and union organizations took part in this workshop as well as staff from the HAMMER Training and Education Center and members of the National Institute of Environmental Health Sciences (NIEHS). The National Training Center (NTC) within the Office of Health, Safety and Security (HSS) acted as the lead facilitator for the workshop which included presentations from federal as well as union leadership, HAMMER staff, and NIEHS representatives.

Five breakout groups with representation from all elements worked to identify and define efforts that could be implemented to ensure improvements across the Oak Ridge Reservation with their various safety training programs. Groups were facilitated during the 1 ½ days workshop and developed lists that outlined current issues with safety training programs and possible recommendations for addressing those issues (teams conducted a facilitated report out process and subsequent question and answer session for the full body of attendees). The results included numerous commonalities between the groups with the major emphasis being placed on the issues of communications, training quality and portability. A summary of the recommendations from the collaborative groups include:

- Continuing the current efforts of the OR/YSO Safety Training Working Group and increasing the membership to include more stakeholders. Consider making this a permanent working group to address future safety training issues.
- Implementing mechanisms to improve/enhance communications across the Oak Ridge Reservation to include a ‘training results database’ that will capture and share safety training results, schedules, records, and approved safety course lists.
- Establishing a Point of Contact (POC) list in order to communicate OR/YSO safety training issues, lessons learned, and corrective actions.
- Establishing a set of standardized criteria to evaluate safety training course approvals and for use in instructor evaluations.
- In support of the American Recover and Reinvestment Act (ARRA) and the hiring of new workers who will need safety training across the Oak Ridge Reservation, implement a prioritized timeline for current as well as future safety training initiatives.

The NTC and the NIEHS are available to assist OR and YSO as they move forward in enhancing safety training at their respective facilities. We will be conducting additional workshops at other sites and plan to return in order to share lessons learned and best practices from these other sites. Additionally, we will let you know what actions on a national level we take along with NIEHS with whom we are collaborating to support the Department’s safety training program.

1.0 Overview

The U.S. Department of Energy's (DOE) Office of Health, Safety and Security and the U.S. Department of Health and Human Services, National Institute of Environmental Health Sciences teamed to establish a model for collaborative safety training workshops across DOE sites. The objective of this collaboration is to seek areas/topics where HSS, the NIEHS, and unions that are NIEHS grantees can work together with site programs to enhance the safety of site operations through training.

The following goals were identified prior to the OR/YSO workshop:

- Strengthening the safety of OR/YSO site operations
- Enhancing the quality and efficiency of OR/YSO safety training programs
- Reducing the redundancy/duplication of OR/YSO safety training programs

As a result, a safety training self-assessment workshop was conducted at Oak Ridge, Tennessee on July 21-22, 2009 as the first effort of this collaboration to identify areas of safety training efficiencies that could be addressed by the OR and YSO management in partnership with their contractors and unions. Representatives from ORO and YSO, their major contractors, labor management, and labor worker trainers were involved in the advanced workshop planning as well as the workshop itself. The focus of this effort was primarily, but not limited to, health and safety training that meets the requirements of Title 10 CFR Part 851, Worker Health and Safety Program Rule.

The following items were used as starting points for facilitated team discussions amongst five separate breakout groups:

- Current safety training programs
- Specific safety training (including specialty training) currently offered or planned
- Identified safety training needs
- Current collaborations between OR/YSO, contractors, and unions
- Concerns, impediments, and/or barriers to providing effective safety training
- Reasons and/or factors that contribute to effective safety training
- Frequency and instances of duplicative or redundant training courses
- Content consistency between the same or similar safety training courses
- Lessons learned and any notable trends regarding safety training
- OR site initiatives for increasing training efficiencies (i.e. integrating courses, reducing costs, and increasing effectiveness)

2.0 Methodology

Collaborative pre-planning meetings for the OR/YSO workshop were conducted in order to finalize the logistics, agenda, representation, and goals for the session. Data that was used during both the pre-planning sessions and the workshop included DOE Occurrence Reporting and Processing System (ORPS), the Computerized Accident/Incident Report and Recordkeeping System (CAIRS), and various other HSS and NIEHS data sources such as the Minimum Health and Safety Training Criteria guidance document.

The OR/YSO safety training self-assessment was conducted in a workshop format over a 1 ½ day period with representation from contractors, union leadership, and worker trainers. The NTC, within HSS, served as the lead facilitator for the workshop with additional individual facilitators for each of the five separate breakout groups. Each breakout group had representation from federal, contractor, and union staff in order to enhance this collaborative effort. Prior to the start of the various breakout sessions, welcomes were conducted by OR, YSO, NTC, and NIEHS leadership and union leaders who presented their thoughts and objectives for this collaborative effort.

Safety training representatives from the HAMMER facility were in attendance and outlined their challenges in implementing the Hanford Site safety training program particularly in the areas of standardization and reciprocity. Some of the successes highlighted included the standardization of lockout tagout training and equivalencies granted for union delivered health and safety training. Additionally, a NIEHS staff member presented OR/YSO specific summary data from both the ORPS and CAIRS databases. A question and answer/open discussion period preceded the initiation of the five break-out sessions. At the end of the 1 ½ day session, report-outs were conducted by each of the five teams to the entire group with a question and answer session following each report.

The following section summarizes the results of the five breakout teams:

3.0 Results

There were many areas of commonality between the five breakout groups but most fell under the two major headings of communications, and training quality and portability. The following is a summary and roll-up of the results under these headings.

Communications

The largest single area of commonality between the groups is the issue of communications. Many groups noted that the Safety Training Working Group (STWG) currently operating at the Oak Ridge Reservation has improved on some of the communication issues that have been present in the past. Additional areas of concern and possible improvement in communications were identified to include:

- The ability to share training records was identified as an issue that would improve the efficiency of training at the Reservation. Currently there is no mechanism that allows all organizations to have access to the training provided for individuals that work at the multiple sites and require the same training for access, work qualifications, etc. The groups felt that having a training results database that is accessible by all organizations could greatly reduce the redundancy in training that is currently required.
- Increasing communications between the different stakeholders to keep everyone informed of potential issues and the state-of-training (issues, initiatives, policies) at the Oak Ridge Reservation was also identified as a mechanism that could improve the efficiency of training and the sharing of those results between stakeholders. Establishing and using a “POC” list which would include all stakeholders (DOE, Contractors and especially ALL union training representatives) could be one mechanism to use to implement improved communications.
- Along with the ability to share training records, the ability to share training schedules and lessons learned was also identified as a way to enhance communications and therefore the efficiency and effectiveness of the training efforts across the Reservation. Being able to schedule training from an approved list of courses (discuss in more detail in Training Quality/Portability) based on when it would be most efficient and effective versus having to provide it “in-house” with potential wait times, will allow more individuals to attend training quicker and easier. The ability to share schedules and lessons learned could be a part of the training database identified in bullet one.

Training Quality/Portability

Standardization of training was identified as a mechanism that would greatly improve the reciprocity of training across the different organizations in the Oak Ridge Reservation. Many groups identified the work that the STWG is currently undertaking is making improvements in this area and stress that it should continue. Most groups stated that because of the work the STWG is currently doing, reciprocity is not the major issue it has been in the past. Additional mechanisms were identified that could potentially improve reciprocity and efficiency.

- Establish a standard set of acceptance criteria for safety training course evaluation that can be used to ensure that all training courses that teach the same topic would be evaluated consistently. By using a standard set of criteria, if a course is accepted, based on the criteria, it could be added to the accepted list and available to all.
- Along with acceptance criteria used to add a course to the approved list, a standard set of evaluation criteria should be established to evaluate course

implementation on a consistent and ongoing basis. Each organization would evaluate the course offering and enter the results into the Training Results Database, where it is evaluated against a set of criteria and a determination made to keep the course on the approved list, remove the course from the list, or request modifications/revisions made to the course for it to remain on the list. By performing these evaluations on a consistent basis, the quality of the safety training can be maintained. Currently, evaluations performed by vendors at the end of a training session are not shared on a consistent basis with the training organizations across the Reservation. If these evaluation results are captured and disseminated consistently, everyone could be made aware of potential problem areas (courses, instructors, etc.) or noteworthy practices.

- Instructor qualifications were also identified as a potential area of concern. The standardized set of criteria mentioned in the above bullet would include an evaluation of the instructors presenting the course. If an instructor was identified as not meeting the basic requirements then that instructor would be identified as “unacceptable” and removed from an approved instructor list. Standard remediation processes across the Reservation were also identified as a need in cases of instructors not meeting the basic requirements.
- The safety training needs for new workers supporting activities under the ARRA were noted in a number of breakout teams with concern that timelines for implementing reciprocity and standardization initiatives across the Oak Ridge Reservation to support the expected increase in training had not yet been established. Teams emphasized the need for some urgency in establishing timelines on efforts to improve safety training programs that support these new workers.

4.0 Recommendations

- Continue the current efforts of the OR/YSO Safety Training Working Group and increasing the membership to include more stakeholders. Consider making this a permanent working group to address future safety training issues.
- Implement mechanisms to improve/enhance communications across the Oak Ridge Reservation to include a training results database that will capture and share safety training results, schedules, records, and approved safety course lists.
- Establish a Point of Contact list in order to communicate OR/YSO safety training issues, lessons learned, and corrective actions.
- Establish a set of standardized criteria to evaluate safety training course approvals and for use in instructor evaluations.

- In support of the ARRA and the hiring of new workers who will need safety training across the Oak Ridge Reservation, implement a timeline for current as well as future safety training initiatives.

5.0 Conclusion

The OR/YSO Safety Training Workshop conducted in Oak Ridge was the first of a number of planned events across the Department to bring together federal, contractor, and union staff in an effort to increase both efficiencies in safety training at DOE sites and to improve communication and collaboration among these organizations. ORO and YSO have proactively initiated a number of activities to address safety training across the Reservation and are well on the way to realizing improvements. The collaborative teamwork conducted during this workshop and subsequent recommendations highlighted in this report can be used by OR/YSO management as they consider additional enhancements to improving safety training efforts at their facilities.