

TRU TeamWorks

November 20, 2003

A weekly e-newsletter for the Waste Isolation Pilot Plant team

The Big Story

WIPP welcomes Lloyd Piper

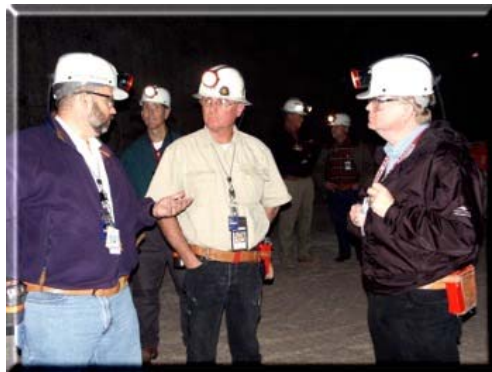
As WIPP bids farewell to Dr. Triay, the project welcomes Lloyd Piper, the incoming CBFO deputy manager. Piper joins WIPP from DOE's Richland Operations Office (RL) where he was the Administrator of the Office of Performance Evaluation. He began his federal career at the Richland Office, joining DOE in April 1995.



Lloyd Piper

Piper is already working hard for WIPP. Wednesday, November 12, was his first official day on the project. In three event-filled days, he was briefed on the status of WIPP programs, met with DOE and contractor staff, toured the WIPP facility and met community leaders. He also made an unannounced WIPP site visit Tuesday evening to meet with back-shift Operations and Security crews.

In his initial meeting with CBFO staff, Piper introduced himself and outlined his expectations and project goals. Mike Daugherty, CBFO chief of staff, comments, "The first official policy statement from Mr. Piper was a clear message that safety will continue to be the foundation and cornerstone for all quality performance at CBFO and WIPP." Piper also presented CBFO staff and all WIPP managers with his list of elements for safe quality performance.



Lloyd Piper (far right) discusses operations progress with Scott Anderson, WTS Operations Manager (left) and Russ Whiteley, WTS Integrated Waste Operations (center).

Prior to joining DOE, Piper was the corporate director of Facility Development for Chemical Waste Management, Inc. He also served as President and CEO of Plantech Engineers & Constructors of Houston, a subsidiary of Dillingham Construction of California. He has worked for The Ortloff Corporation, Dow Chemical and Houston Lighting and Power.

"Employees will find that Mr. Piper's background in the commercial industry makes him an excellent match for the work we do here at WIPP," Daugherty notes. "He has tremendous RCRA experience in hazardous waste disposal, transportation and all of the associated topics, such as no-migration petitions."

Piper holds a bachelor of science degree in engineering from Texas A&M and a master's degree in engineering from the University of Houston. He is a licensed professional engineer, admitted to the American Academy of Environmental Engineers. Piper is currently attending a National TRU Waste Corporate Board meeting with Dr. Triay to become familiar with the board's role in guiding project initiatives. He is expected to return to WIPP next week.

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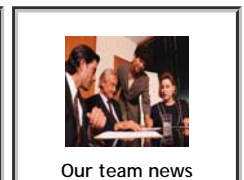
Contact us with feedback or submit your e-mail address for updates. Click [here](#) to e-mail.

WIPP Shipments (as of 11/20/03 at 7:29 a.m.)

Shipments
scheduled to arrive
at WIPP
this week
22

Total shipments
received at WIPP
2,183

In the news





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Characterization vs. Confirmation vs. Certification

Characterization, confirmation and certification - three common terms used in the radioactive waste management field. So common, in fact, that they are sometimes used interchangeably. But according to Kenneth Lickliter, a regulatory specialist with Technical Specialists LLC, there is an important difference among the three at WIPP. "WIPP's regulators, U.S. Environmental Protection Agency (EPA) and the New Mexico Environment Department (NMED), dictate how we will conduct our programs," he explains. "Understanding and using these terms correctly is important to our compliance with those regulations."



So, what are the differences? It's somewhat confusing that the same words are sometimes used to describe different processes. But the meanings may be better clarified in the following sentence:

"LANL has been **certified** by the EPA to **characterize** waste for WIPP using acceptable knowledge (AK) and **confirming** that knowledge with further testing, analysis and documentation."

Characterization is the collective methods used to determine what is in the waste drums and when it was put there. Those methods include AK examination, radiography, visual examination, headspace gas and homogeneous waste sampling and analysis.

Confirm AK with other characterization techniques? That's right. Although most people know that AK is the basis for characterization, what is it? AK is documentation that describes the waste's contents. Detailed records that constitute AK (and are defined by in the WIPP Hazardous Waste Facility Permit) exist on most TRU waste containers stored at TRU waste generator sites. Other processes, such as radiography, visual examination, headspace gas, and homogeneous waste sampling and analysis are performed to *confirm* the accuracy of the AK documentation or to update and modify initial AK assessments.

Certification is said to "attest as meeting a standard." Generator sites' characterization processes must be certified by CBFO, EPA and NMED before the sites can ship waste to WIPP. Certification is also performed on the WIPP waste itself. As waste proceeds through characterization processes, batch reports are generated. Certification (used in this sense) involves a review of the batch reports for accuracy. The batch reports must meet a quality standard before the waste can be shipped to WIPP.

Still confused? The box at right may help. "Using these terms consistently ensures that we are all on the same page," notes Lickliter. "Accurate communication between WIPP representatives and our regulators reduces misunderstandings and allows us to support WIPP in a better way."

Characterization: identification of chemical and radiological constituents of the waste material.

Example: AK is a record of the constituents and processes that generated the waste.

Confirmation: the examination of evidence to ensure that specified requirements have been fulfilled.

Example: radiography confirms AK records.

Certification: to attest as meeting a standard.

Example: Characterization processes at generator sites are certified by CBFO, EPA and NMED before the site is allowed to ship waste to WIPP.



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CAST; TRU motion

If it can be transported over the road, Colorado All State Transportation, Inc., (CAST) can haul it. The company started out as a small, family-owned business in 1948, operating under the name of South Park Motor Lines. Company owners, Richard and Lody Eshe, primarily concentrated on transportation within the Denver area. In 1979, the Eshe's son, Richard, purchased the company and it continued to grow.



CAST Headquarters in Henderson, Colorado

In 1996, CAST moved its headquarters from Denver to Henderson, Colorado to accommodate CAST's expanding business. CAST's headquarters is situated on 13 fenced and lighted acres.



Aerial view of CAST Headquarters

In addition to its contract with DOE to transport TRU waste from generator sites to WIPP, CAST hauls a wide array of other cargo including oversize-overweight loads and liquid cargoes. CAST also performs transloading operations: a process of transferring materials or equipment from a railcar to a truck and trailer, or vice versa.

CAST has more than 136 trucks and 275 trailers in its fleet. The operation is supported by more than 180 employees at two facilities. Committed to quality and performance, CAST maintains a 98.8 percent on-time performance rate.

The relationship between CAST and WIPP dates back to 1995. The company made history on March 26, 1999, when it transported the first shipment of TRU waste from Los Alamos National Laboratory to the WIPP facility.

WIPP Shipments

(as of 11/20/03
at 7:29 a.m.)

Shipments scheduled to arrive at WIPP this week 22
Total shipments received at WIPP 2183
Total Waste Disposed Underground at WIPP
CH drums 46,466
CH standard waste boxes 2,290
CH ten-drum overpacks 537
Cubic meters 16,480



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Facility transfer vehicle in WIPP's future?

In the future, you may see something in the Waste Handling Bay that looks like a moving twin bed with a bumper. But in reality, it will be a facility transfer vehicle with no visible controls because it's laser-guided. The typical facility transport vehicle is a ground-hugging metal deck that elevates and moves by way of a continuously monitored Windows NT-based guidance system.



Example: Unit load facility transport vehicle

Customized to meet customer need, facility transfer vehicle systems are successfully used in the nuclear power, aerospace, steel and paper industries. Vehicle options include laser, wire or inertial guidance systems, laser bumpers, infrared slow-down sensors and fail-safe emergency stops.

Total Waste Disposed Underground at WIPP

(as of 11/20/03 at 7:20 a.m.)

CH drums	46,466
CH standard waste boxes	2,290
CH ten-drum overpacks	537
Cubic meters	16,480

So, how could this technology be put to work at WIPP? Integrated Waste Handling engineer Curtis Chester asked the same question after watching a transfer vehicle demonstration. According to Chester, the reliability, operability and precision-load placement of these vehicles adds up to safety in close-quarters, large equipment operations. Facility transfer vehicle promoters say you can place 10 to 50,000-pound loads "exactly where you want them, when you want them, every time," WIPP engineers concur.

Chester and others in Integrated Waste Handling Engineering propose using the facility transfer vehicle to move loaded and unloaded facility pallets in the CH Bay and to replace the aging conveyance loading car.



Example: Customized facility transport vehicle

What was that facility-pallet-to-conveyance-car sequence again? Inside the Waste Handling Building, waste containers - usually 7-packs - are lifted out of a TRUPACT-II by overhead cranes and placed on a facility pallet. The loaded facility pallet is transported by forklift or crane to the conveyance room where the conveyance loading car has been placed on a set of tracks that guide it to the waste hoist. The facility pallet is then carried by the conveyance loading car to the waste hoist where the waste payload is taken underground for disposal.

Integrated Waste Handling engineers envision using a facility transfer vehicle to ferry loaded facility pallets, once removed from the TRUPACT, directly to the waste hoist and to move empty pallets to storage racks, thus eliminating three steps in the waste handling process.

Although the facility transfer vehicle is still on WIPP's horizon - a modification to the hazardous waste facility permit is required - Chester says Integrated Waste Handling engineers have a specific design in mind: a 7-foot wide, 12-foot long, laser-guided vehicle with an elevating deck. Engineers are looking at all available facility transfer vehicle options that will simplify and enhance the safety of day-to-day waste handling operations at WIPP.



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Managing people in a changing work environment

Many WIPP managers recently attended a training seminar to help effectively manage employees to work safely in a changing work environment. Several managers from WTS, along with partner organizations WRES and L&M, as well as, WTS technical lead professionals, participated.

Change can be distracting. And employees may not pay as much attention to safety when distracted. The seminar was designed to sharpen focus on safety leadership and general leadership concepts while in the "process of change."

The training stemmed from a commitment made by WTS management to CBFO in May to "promote safety consciousness while we perform our work" and "improve our ability to manage people in a changing work environment."

Training was based on the notion that managers, by definition, have the role, responsibility and authority to make things happen when it comes to safety and leadership. The seminar was built around analyzing the process of change, defining the manager's cultural role, discussion of behavior-based attitudes toward safety and application of Secretary of State Colin Powell's Leadership Primer, a guide to leadership principles and accountability.



*Secretary of State
Colin Powell*

Information shared during the seminar was compiled and will be distributed to participants to reinforce leadership safety concepts.

"I had a lot of fun leading this seminar. The response from participants was extraordinary. This has been an extremely gratifying experience for me," said Tom Fabian, WTS Human Resources generalist.



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Never having to say "How did that happen?"

Successful teams incorporate a good practice called "lessons learned," the postmortem analysis of what worked and what didn't work for a specific project.

Properly conducted, lessons learned is a trusted method for identifying and continuing best practices and examining root causes for undesirable outcomes. Its purpose is never to assign credit or fix blame.

As a premier Department of Energy nuclear facility, WIPP adheres to the DOE Conduct of Operations requirements of DOE 5480.19 and Institute of Nuclear Power Good Practices, which include lessons learned, root cause analysis, conduct of operations and occurrence reporting procedures.





How to conduct a lessons-learned review of a project team effort

The guidelines below are excerpted from the *You, Inc.*, online employee magazine published by Washington Group International, parent company of prime contractor Washington TRU Solutions at WIPP.

- Use a neutral facilitator to keep the meeting on track during the process.
- Open the meeting by stating ground rules: "We're here to examine what went right with Project X and what we can learn to improve our results. We're not here to criticize people or find fault. We're here to learn from each other and strengthen the process we used."
- Review the project scope and the *desired* final result.
- In the case of a straightforward project, look for parts that went well; then look for areas for potential improvements.
- For a complex project, break discussions into manageable points dealing with cost, schedule, quality, customer satisfaction, etc.
- Capture notes on a flipchart; include any unresolved issues.

Lessons-learned reviews provide project management support to help individuals and teams work effectively to meet goals. Lessons learned, root cause analysis and other DOE project management techniques ensure that teams deliver proven performance to both internal and external customers. We've provided a few direct WIPP sources below for specific assistance on these topics.

Working Smart: Who to call at WIPP

<p>Conduct of Operations Improvement Team</p>  <p>Mark Dziamski Waste Handling Operations Extension 8154</p>	<p>WIPP Occurrence Reporting</p>  <p>Phil Porter Operations Extension 8442</p>
<p>Root Cause Analysis Training (site license for TAPRoot Course)</p> <p>DOE Conduct of Operations Order Occurrence Reporting</p> <p>Lessons Learned Self-Paced Module</p>  <p>Pat Donovan Technical Training Extension 8266</p>	<p>Lessons Learned Bulletins</p> <p>Quality Assurance Procedure for Root Cause Analysis</p>  <p>Bertha Cassingham Lessons Learned Working Group Coordinator Extension 8752</p>



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Hazard Recognition Through Underground Postings

In the WIPP underground facility, postings are used to notify personnel of conditions and activities that may pose a hazard to personnel or equipment. Many activities occur in areas that are normally accessed by personnel. Postings are set out on bifolds to alert personnel traveling through the area of the activity and any restrictions or requirements necessary to proceed.

Click [here](#) to read entire document.

Barela to head SFPS for WIPP site security

On November 17, Larry Barela took over as Security Manager for Santa Fe Protective Services, Inc. (SFPS), replacing Terry Cuba who will relocate with SFPS.

Barela, a native of Colorado, comes to WIPP from Rocky Flats and brings 24 years of security-related experience to his new position. He has worked in increasingly responsible security positions for DOE that include performance as security police officer to senior security management.

At Rocky Flats, Barela was responsible for overall management of the Security police force. His duties included vulnerability assessments, budgeting, logistics support, explosive detection programs, security plans and procedures, grievance and arbitration resolution. In addition, Barela was the designated contract technical representative for local law enforcement agencies and other contractors that supported the security mission at Rocky Flats.

Cuba will leave WIPP to support SFPS at the corporate office in Santa Fe. He will have new oversight responsibilities; Barela will report to him.

We welcome Larry to WIPP, as we say goodbye to a friend. Adios Terry!



Barela



Cuba



S.M. Stoller Corporation Wins DOE Award

On November 19, S.M. Stoller Corporation was awarded the Secretary of Energy's Award for Small Business Teaming. The award was presented to Stoller for "clearly and convincingly demonstrating significant accomplishments through teaming on our Technical Assistance Contract at Grand Junction," said Jim Archibald, S.M. Stoller's General Manager. He added, "Working together as a fully integrated team, we have been successful in accomplishing the DOE's missions and we take great pride in this honor." Stoller was presented the award during ceremonies held in Washington, D.C. Stoller is part of the WIPP team, supporting WTS, LANL/CB, SNL-CB and Portage, the Carlsbad Field Office Technical Assistance Contractor.