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MEMORANDUM FOR RICHARD B. PROVENCHER
MANAGER
IDAHO OPERATIONS OFFICE

FROM: LESLEY A. GASPEROW
ACTING DIRECTOR
NATIONAL TRAINING CENTER
OFFICE OF HEALTH, SAFETY AND SECURITY

SUBJECT: Idaho Safety Training Workshop Report

Attached is the final report from the October 19-20, 2010 Safety Training Collaborative Workshop conducted for the Idaho Operations Office (DOE-ID), which was attended by key DOE-ID 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 Idaho National Laboratory (INL) complex. It should be noted that INL has already implemented numerous initiatives to gain efficiencies in safety training, and that the workshop recommendations can serve as an enhancement to these on-going efforts.

On behalf of the Department of Energy's 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 for any assistance you may need from us in the future. We have conducted additional workshops at other sites and would like to plan to return to INL in order to share lessons-learned and best practices. On a related note, we will keep you informed of actions and activities that are developed as a result of our collaboration effort with the National Institute of Environmental Health Sciences in support of the Department's safety training program.

If you have any questions or comments, please contact my office at (505) 845-5170, extension 117, or your staff may contact Jeannie Lozoya, Program Manager, Office of Safety Training Operations, at extension 101, or by email at jlozoya@ntc.doe.gov.

Attachment

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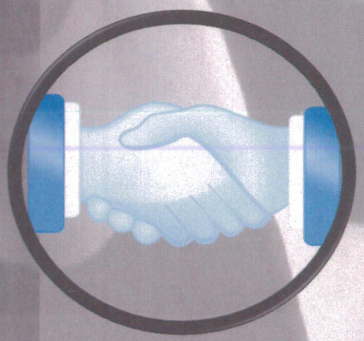
Idaho National Laboratory (INL)
Safety Training Collaboration Workshop
Summary Report
October 19-20, 2010



Performed in Collaboration with the
National Institute of Environmental Health Sciences (NIEHS),
the U.S. Department of Energy Office of Health, Safety and Security (HSS),
and the Idaho National Laboratory (INL).

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Executive Summary

A collaborative safety training workshop was conducted October 19 and 20, 2010, for the Idaho Operations Office (DOE-ID) in order to identify opportunities for efficiencies in the safety training programs across Idaho National Laboratory (INL). Representatives from Federal, contractor, and union organizations, as well as staff from the HAMMER Training and Education Center and members of the National Institute of Environmental Health Sciences (NIEHS), took part in this workshop. The National Training Center (NTC) within the Office of Health, Safety and Security acted as the lead facilitator for the workshop, which included presentations from Federal as well as union leadership, HAMMER staff, and NIEHS representatives.

Four breakout groups, with representation from all elements, worked to identify and define efforts that could, if implemented, improve various aspects of INL safety training programs. Groups were facilitated during the 1 ½ day workshop and developed lists that outlined current issues with safety training programs and possible recommendations for addressing those issues. Teams conducted facilitated report-out processes and subsequent question and answer sessions for the full body of attendees. The results include numerous commonalities across the groups, with the major emphasis being placed on training quality and portability. Specific recommendations for INL from the collaborative groups include the following:

- Establish a senior level steering committee to establish a “desired state”.
- Establish a safety training working committee to address safety training issues.
- Standardize access training across the site and contractors.
- Establish a set of standardized criteria for evaluating safety training course approvals and for use in instructor evaluations.

Recommendations that if applied complex-wide could address not only some of the INL-specific issues, but also similar issues identified during the workshops conducted at the Oak Ridge Offices, the Savannah River Site Office, and the Los Alamos Site Office include the following:

- Form a Department of Energy complex-wide training steering committee to address training issues and enhance communications across the complex.
- Standardize worker safety training across the complex to include the development of standardized criteria that can be used by unions and management and operating contractors to design and develop worker safety training that is accepted across the complex.
- Develop a mechanism to show that workers have taken and passed the standardized training. One group recommended the development and use of a “safety passport” that workers carry with them from site to site.

The NTC and the NIEHS are available to assist INL as it moves forward in enhancing safety training at its facilities. There are plans to return to share lessons learned and best practices from other sites. Additionally, the NTC will let you know what actions on a national level will be taken along with the NIEHS, with whom the NTC is collaborating to support the Department's safety training program.

1 Overview

The U.S. Department of Energy's (DOE's) Office of Health, Safety and Security (HSS) and the U.S. Department of Health and Human Services, National Institute of Environmental Health Sciences (NIEHS) teamed to establish a model for collaborative safety training workshops across DOE sites. The objective of this collaboration was 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 goals of the workshops were as follows:

- Strengthen the safety of site operations
- Enhance the quality and efficiency of safety training programs
- Reduce the redundancy/duplication of safety training programs

A safety training collaboration workshop was conducted at Idaho National Laboratory, in Idaho Falls, Idaho, October 19 and 20, 2010, as the fourth effort of this collaboration to identify areas of safety training efficiencies that could be addressed by Idaho Operations Office (DOE-ID) management in partnership with their contractors and unions. Representatives from DOE-ID, Battelle Energy Alliance, CH2M-WG, Bechtel BWXT Idaho LLC, labor management, and labor trainers were involved in the workshop planning as well as the workshop itself. The focus of this effort was primarily on health and safety training that meets the requirements of Title 10 CFR Part 851, Worker Health and Safety Program Rule.

INL workshop attendees were divided into four breakout groups in which the following items served as starting points for facilitated discussions:

- Current safety training programs
- Specific safety training (including specialty training) currently offered or planned
- Identified safety training needs
- Current collaborations among DOE-ID, contractors, and unions
- Concerns about and 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
- INL site initiatives for increasing training efficiencies (i.e., integrating courses, reducing costs, and increasing effectiveness)

2 Methodology

The DOE HSS National Training Center (NTC) served as the lead for the workshop.

The logistics, agenda, representation, and goals for the INL workshop were finalized in collaborative planning sessions. Data used during both the planning sessions and the workshop came from the DOE Occurrence Reporting and Processing System (ORPS), the Computerized Accident/Incident Reporting and Recordkeeping System (CAIRS), and various other HSS and NIEHS data sources, such as the minimum health and safety training criteria guidance document.

The Idaho Operations Office Manager opened the workshop by welcoming the attendees, who included representatives from contractors, union leadership, and union trainers. The NTC, the NIEHS, and union leaders then presented their thoughts and objectives for the collaborative effort. Safety training representatives from the Hanford Site HAMMER facility outlined their challenges in implementing the Hanford Site safety training program, particularly in the areas of standardization and reciprocity. A question-and-answer/open discussion period followed.

On the second day, attendees were assigned to one of four breakout groups, each of which had representation from federal, contractor, and union staff to strengthen the collaborative approach. In the breakout groups, which met concurrently, attendees had the opportunity to discuss the topics and issues of concern and then met in a general closing session in which the results from the breakout groups were presented. Each of the breakout groups' presentations was followed by a question-and-answer period.

3 Results

The four breakout groups first identified issues and/or concerns they would concentrate on during their individual sessions. Once the issues and/or concerns were identified, the group identified and discussed the reasons the issues/concerns existed. After a group discussed the issues, concerns and reasons, a consensus was reached and recommendations developed to address the individual issues/concerns.

The following is a summary of the results of the individual group breakout sessions. Individual group results are contained in Attachment 2 – Individual Breakout Session Results.

Access Training

Subcontractors repeat the same training for each M&O contractor. For example, one bargaining unit employee has taken/must stay current on 8 different "facility access" courses. Many of the access training courses contain a large number of redundant topics that are generic to all INL facilities. A contributing factor to this redundancy is the separate M&O contracts in place, each with a different mission and scope and different contract incentives. Also, each M&O is liable if an accident or violation occurs at one of their facilities, and it is this fear of fines and other penalties that lead to individual M&O contractors to maintain "control" of their training.

Communication

There is a lack of communication and no prior intent to collaborate on safety training at the INL. INL training managers do meet informally on a quarterly basis but there is no official charter to collaborate

on specific issues. M&O contractors and the various unions don't communicate with each other regarding training processes, problems, course availability, records, requirements, etc. A number of reasons were identified as contributing to the lack of communication. One factor is a lack of knowledge on what each party can offer, what each party needs, and the constraints placed on each party. Another contributing factor is a lack of funding needed to enhance communications, for example, funding a safety training working committee, one of the recommendations. Another contributing factor is a possible lack of trust between the different parties involved in training across the INL.

Training Quality/Transportability

All groups identified the need for standardization in the quality and transportability of worker safety training as an issue at INL. Unions find that their worker safety training that meets the standardized minimum criteria required by grantees of NIEHS training is not always accepted by the different M&O contractors at the laboratory, which requires union members to retake the training prior to being allowed to work at INL facilities.

A number of contributing causes were identified by each group. The lack of standardized criteria with which courses can be evaluated against does not exist. The factor of legal liability was also raised by the number of the breakout groups as a contributing factor to the lack of standardization.

Standardized training that is accepted regardless of the site or facility at which a union member is working is an issue that has been identified in workshops conducted at Oak Ridge and Savannah River. Worker safety training standardization and transportability across the DOE complex is an issue that the NTC will work on in collaboration with the NIEHS.

4 Recommendations

The following recommendations are derived from the breakout group recommendations. For additional specific recommendations, see Attachment 2, "Individual Breakout Session Results."

1. Most of the groups recommended the creation of a senior level training steering committee whose responsibility would represent all interested parties (M&O contractors, DOE, bargaining unit, subcontractors, & vendors) and would provide agreement and guidance on the "desired state" of safety training across Idaho National Laboratory.

2. Create and fund a safety training working committee to identify, correct and implement safety training at Idaho National Laboratory. One group suggested that the safety training working committee complete an extent-of-conditions assessment and cost-benefit analysis to answer questions such as:

    a. What's the total population of people who routinely need access to perform work at/for the INL?

    b. What percentage of the population has taken redundant training in the past 12 months?

c. What are the administrative costs associated with redundant training?

3. Simplify and standardize access training across the site. This would include an analysis of access training to identify redundancies and the development and implementation of a corrective action plan.

4. Develop and codify standardized criteria for use when developing and validating worker safety training. This recommendation can be accomplished at not only the site level but the DOE complex level. See complex-wide recommendation 2 below.

Complex-Wide

Recommendations that if applied complex-wide could address not only some of the INL-specific issues, but also similar issues identified during the workshops conducted at the Oak Ridge Offices, Savannah River Site Office, and Los Alamos Site Office include the following:

1. Form a DOE complex-wide training steering committee to address training issues and enhance communications across the complex.

2. Standardize and codify worker safety training across the complex, including the development of standardized criteria that can be used by unions and management and operating contractors to design and develop worker safety training that is accepted across the complex.

3. Develop a mechanism to show that workers have taken and passed the standardized training. Develop and use a “safety passport” that workers carry with them from site to site.

5 Conclusion

The INL Safety Training Workshop conducted in Idaho Falls was the fourth of a number of planned events across the Department to bring together federal, contractor, and union staff in an effort to both increase efficiencies in safety training at DOE sites and improve communication and collaboration among these organizations. The collaborative teamwork conducted during this workshop and the subsequent recommendations highlighted in this report can be used by INL management as they consider additional enhancements to improving safety training efforts at their facilities.

Attachment 1—Meeting Notes

Welcome and Introduction

Jeannie Lozoya and Larry Palmer, NTC

- Goals of the workshop is to share information
- This is the fourth and likely final workshop
- We will take information gathered from workshops and provide a report
-

Welcome Remarks

Rick Provencher, Manager, Idaho Operations Office

- Thank you for collaboration on this endeavor
- Thinks this will provide more efficiency and requirements for those who want to do business here at this center
- Good to see participation--- especially with the unions
- Having a dialogue like this is going to be fruitful for the site and contractors within the community
- Regulators have to satisfy training requirements of three or more contractors on site and feedback that we get is that it is not consistent across the site and we need to streamline this to create consistency--- which will result in efficiency and is better for the American taxpayer.

Goals for workshop

Jeannie Lozoya, NTC

- Look at training efficiencies, cost-effectiveness, and quality
- Improve communication
- Will take data from the sites to identify ways to standardize training and how HSS can help department move forward
- Most important to ensure the safety and health of our workers

Ted Outwater, NIEHS

- Provided an NIEHS Overview, discussed the NIEHS interagency agreement with DOE, and how NIEHS WETP awardees support training at DOE sites.

Deborah Weinstock, NIEHS

- Provided a briefing outlining similar requirements for 10CFR 851, ISM, and VPP.

HAMMER Lessons –Learned Panel

Pat Aldridge, Randy Coleman, and Bob Legard. HAMMER

- Provided briefing and lessons-learned on the implementation of the Hanford Site HAMMER facility safety training program.

Question and Answer Session

Current Safety Training Process Briefing From Contractors

David Lent, CWI

- We now have safety training of our own
- Courses:
    - 109 classroom
    - 28 classroom practicals
    - 53 OJTs
    - 4 self-paced
    - 76 web-based
    - 69 vendors/ contracted out
- Block training
    - When you have multiple requirements and you blend them together so that it is all completed at once
    - Also work with other training organizations (52 courses taught by USW HAZWOPER/ 851)
- 350 stimulus jobs for training—we trained them and then sent them into the community
- Safety 24/7 ideology
- A look forward
    - Strengthening safety
    - Enhancing quality/ efficiencies
    - Reducing redundancy/ duplication in training
    - Exploring collaboration

Ralph Hartline, BBWI

- uses some of the British approaches which makes the training somewhat unique
- Cleans up TRU waste and then sends to WIPP to bury in the salt mines
- Operated by BBWI, with sub contractors (CCP and Northwind)
- The workforce- all members of IUOE labor union
- Access training
    - Includes security brief and GERT
    - 2-3 hour class
    - Annual class
    - Testing required
- Radiation worker (RW) 1 and 2 training
    - Site specific training
    - Practical exam
    - Accept RW training from other DOE sources
- Lock out/ tag out training
    - Classroom and qualification checklist
    - Follow British model but is OSHA compliant
- Work control process (this is the British model)
    - Classroom
    - Unique
- HAZWOPER training
    - 24 hour training required
    - 8 hour HAZWOPER refresher course
    - Accept training from other recognized training
    - Use International Union of Operating Engineers (IUOE) instructors and curriculum

Glen Boodry, BEA, Training subject matter expert (SME)

- Systematic approach to training model (SAT) and is fully integrated into the INL integrated safety management system (ISMS)
- Classroom training or web-based training
    - An event occurs and then based on the event, corrective action is assigned. If this is training, all stakeholders share opinions and a decision is made about how to best do the training
        - In-house v. subcontractors
        - Assign instructional analysis
        - Might pilot a course (but emphasized that not many groups choose to do this)
- "We do not work a whole lot with other contractors."
- "Why?"
- "Lack of communication" and "do we want to put that together again?"

Results from Other Workshops

Jeannie Lozoya and Larry Palmer, NTC

- Four workshops to look at the safety training efficiencies and training challenges
    - Oak Ridge, July 2009 (has already integrated two programs)
    - Savannah River, December 2009
    - Los Alamos, July 2010
    - Idaho, October 2010
- Three main areas pop up at every site:
    - Communication;
        - How do we increase communication with different contractors? So that training by one contractor is accepted by another contractor?
        - Steering committee for a site?
        - Contractors/Unions want point of contact list
    - Training quality/ transportability; and
    - Training standardization.
- We are looking for a partnership with NIEHS/ HSS and HAMMER to have an integrated training model--- and then to implement it at the DOE sites
- Quality panels from the 1980s?
    - Applied to certain programs but "we want to have all programs tied together across the complex"
        - The idea of "training with a passport"
        - Challenges and transportation of training records
    - Trainers exchange- quite a few participants in the room
- Exchange learning principals, workshops--- we want to do this across the DOE complex.

Attachment Two – Individual Breakout Session Results

After introductory briefings the workshop attendees were divided into four breakout groups, each of which had representation from federal, contractor and union staff. The following is information as a result of the breakout session from each group.

Team 1 Report

Concerns/Issues

Team 1 identified the following areas of concerns/issues that, time permitting, they developed recommendations. Due to time constraints Team 1 developed recommendations for the first 5 bullets.

- Access Training
- Training Portability
- Worker Involvement
- Reduce Redundancy
- Moving away from CBT to hands-on
- Ensure Union training meets site requirements
- Training gaps

Recommendations

A. Simplify and standardize access training across the site.
   1. Analyze access training and identify redundancies. Develop an action plan to include benefits of standardized training.
   2. Must ensure that all contractors at the Idaho National Laboratory are represented during the analysis.

B. Standardize postings, etc. across contractors and their facilities.

C. Create Clearinghouse of accredited safety courses that can be used across the DOE complex.
   1. Establish standardized set of criteria to accredit safety courses. Will require agreement from all stakeholders.
   2. Evaluate submitted courses against standardized criteria
   3. Establish an organization to manage this process.

D. Develop and train employees to a common set of safety training not only across the site, but across the complex. This recommendation ties into recommendation C. above.
   1. Will need high-level buy-in from senior DOE and contractor managers.
   2. Will need to analyze gaps between current safety training and training developed based on standardized criteria.
   3. Can reduce redundancy at Idaho National Laboratory by standardizing the following courses across the Laboratory:
      a. Rad Worker
      b. Respirators
      c. Fire
      d. Fall
      e. Asbestos
      f. Lead
      g. Lock Out/Tag Out (LO/TO)

E. Explore the idea of creating an "Idaho Training Complex". A centralized training facility that specializes in hands-on training.
   1. Based on the HAMMER model
   2. Explore "worker-trainer" model from HAMMER.
F. E-Learning
   1. Develop a complex-wide e-Learning standard
   2. Develop e-Learning courses based on standard criteria
   3. Institute a complex-wide Learning Content System (LCS) and Learning Management System (LMS)

Team 2 Report

Problem Statement

Since "seat time" is the most expensive cost of training, INL's current process to deploy safety training is not cost-effective. For example:

- DOE, state/local regulators and bargaining unit personnel take duplicative training.
- Subcontractors are sometimes required to take three days of training to do one day of work.
- Subcontractors repeat the same training for each M&O contractor. For example, one bargaining unit employee has taken/must stay current on 8 different "facility access" courses.

Contributing Factors

A. Companies operate in isolation to provide safety training (DOE, INL M&O contractors, bargaining units, subcontractors and vendors).
   1. Work control and safety processes (e.g., LO/TO) are not standardized.
   2. Training is over-used as a corrective action to solve problems. It is frequently a knee-jerk reaction to "check-the-box" that corrective actions were taken. (i.e., "let's add this topic to course X" or "let's make everyone take a crash-course on topic X"), which drives us to specialized training content.
   3. Why?
      a. Separate M&O contracts, different mission scope, different contract incentives
      b. M&O contractors are liable when accidents occur. Fear of fines, fear of lost M&O contracts, etc. make M&O contractors want "control" of training content and training records.
      c. Traditional root cause analysis, DOE cause codes, and people involved in accident investigations, audits, assessments, and corrective action processes lack understanding of human performance technology (ISPI-based performance improvement combined with INPO-based human performance fundamentals).
B. There is lack of communication and lack of "intent to collaborate."
   1. INL training managers informally talk with each on a quarterly basis, but they don't have a charter to collaborate on specific issues.
   2. M&O contractors and the various unions don't communicate with each other regarding training processes, problems, course availability, records requirements, etc.
   3. Why?
      a. Lack of knowledge (what each party can offer, what each party needs, the constraints placed on each party, etc.)
      b. Lack of time and lack of funding to support joint committee
      c. Possible lack of trust

C. There is limited and inconsistent training reciprocity.
   1. M&O contractors don't participate in (or accept as equivalency):
      - The majority of each other's training (some courses do allow equivalency across the INL)
      - NIEHS/DOE-funded training provided by local unions (i.e., we pay to develop/deliver training that has already been paid for)
      - Apprenticeship training
      - National certifications (OSHA, NCCCU, etc.)
   2. Why?
      a. No criteria or process exists to compare courses in terms of content and quality.
      b. Opinions differ whether CBT is an acceptable learning media for safety training.
      c. Training histories reside in many different locations. Each M&O contractor has their own TRAIN system. Each union (and each craft type) have their own system.
      d. Training schedules are not visible among all parties.

Recommendations

G. Establish a DOE-ID champion and senior-level Steering Committee
   1. Champion must be someone who is expected to stay in their position long enough to complete project milestones.
   2. Steering Committee members must represent all interested parties (M&O contractors, DOE, bargaining unit, subcontractors, vendors).

H. Steering Committee: Agree on "desired state" (i.e., 5 years from now, what does "success" of this project look like?). **See Attachment 1 for an example.**

I. Steering Committee: Fund a cross-cutting "safety training working committee"
   1. Obtain joint funding (or grant from NIEHS?) for the initial cost-benefit analysis and pilot project.
   2. Working committee members must represent all interested parties (M&O contractors, DOE, bargaining unit, subcontractors and vendors).
      a. 2-3 people need to be dedicated full-time to complete the cost/benefit analysis and pilot project.
      b. Rest of working committee will be involved via routine meetings to provide input and review/approve processes and products.

J. Safety Training Working Committee: Complete an extent-of conditions assessment and cost-benefit analysis to answer questions such as:
   1. What's the total population of people who routinely need access to perform work at/for the INL (including M&O contractor employees, bargaining unit, state/local agencies, subcontractors and vendors). (For example, is it 15,000 people?)
   2. What percentage of the population has taken redundant training in the past 12 months? (For example, is it 1,000 people?)
      a. How many "seat" hours did they spend in redundant training?
      b. What is the average "cost per seat hour" in terms of person's time & travel?
   3. What are the administrative costs associated with the redundant training?
      a. Number of FTEs who directly support safety training (developers, instructors, training coordinators, records staff, database administrator, webmaster, etc.)?
      b. Cost per FTE
   4. What are the estimated costs to STANDARDIZE common training? (Use HAMMER as a benchmark estimate.)

5. What are the estimated costs to provide ongoing standardized training?
    a. Costs per-person (i.e., "seat time")
    b. Administrative costs

K. Safety Training Working Committee: Conduct a "pilot project" (using a model similar to HAMMER) to standardize training for <u>one</u> of the key safety topics. Outputs may include (but are not limited to):
1. Common "Safety Training Requirements Matrix"
2. Acceptance criteria for "high-quality" training
3. Processes to:
    a. establish learning objectives for "core" training content vs. "site-specific" training content
    b. compare existing courses against acceptance criteria (including M&O courses, union courses, national association courses, etc.)
    c. document equivalencies
    d. download training histories
4. List of approved courses
5. List of approved instructors
6. Common training schedule
7. Delivery and evaluation of pilot training
8. Central training records

L. Safety Training Working Committee: Based on pilot results, prepare recommendations and cost estimate to fully implement the process for all safety training across the INL.

Food for Thought… Is this the "desired state" ?

A. All people who perform work for/at INL facilities are trained per 10CFR851, as evidenced by up-to-date and easily-accessible training records. This includes the following audiences:
1. Federal employees
2. INL contractors (BEA, BBWI, CWI, etc.)
3. Bargaining unit personnel
4. Subcontractors
5. Vendors who provide on-site supplies/services

B. Training <u>content</u> clearly segregates "common core" information from "facility-specific" information AND
1. Is relevant to audience
2. Provides good-quality information in as little time as possible
3. Adequately tests learner's comprehension

C. <u>Per-person training costs</u> (time, travel, course fee) are low and predictable because:
1. An approved set of training courses are accepted across the INL. People do not have to repeat/duplicate courses to move throughout INL.
2. Course-equivalency agreements are established with local colleges, technical schools, union schools, professional associations and training vendors.
3. If applicable, there is a published per-person course fee.
4. As appropriate, courses are designed to be available "on-demand" using computer based training, self-study, or other methods.
5. Classroom instruction is easily accessible via webcast, distance-technology, conference call, etc.

D. Training <u>administration</u> costs are low because:
1. The training records for all audience types reside in one database. Training Coordinators can easily:
    a. view training records for all audience types

   b. enter training completion data
   c. view wait-listed courses
   d. schedule courses, classrooms and instructors
2. All audience types have easy access (outside the firewall as needed) to:
   a. View their own training record (required courses AND training history with completion dates and expiration dates)
   b. View training schedules
   c. Enroll themselves in courses (scheduled AND wait-listed)
   d. Complete computer-based training and exams, with auto-update to training record.
3. There are fewer empty seats per class because audience comes from broader population.
4. There is a small and cohesive team of training coordinators, database programmers, web masters, instructional designers, instructors, data entry/records management specialists and call-center staff whose sole focus is safety training.

Team 3 Report

Concerns/Issues

1. Redundancy

- Between contractors
- Legal liability
- Standardization
  - Certification
  - Accreditation
- Tracking gaps
- Management / worker access to tracking database site-wide / complex-wide
- Sharing products

2. Measure Effectiveness

- Computer Based Training (CBT) – Hands-on
- Subcontractor
  - Staff augmentees
  - Construction
  - Service
  - Small business primes
- Content / delivery
- Subcontractor need met
- Youth vs. experienced
- Instill value of safety
- Attitude toward trainers

3. Three Bear Concept

- Too much – student attitude
- Too little
- Wrong audience
- Get to “just right”
- Shotgun approach
- How to measure?

- Costs / politics

Reasons

1. Redundancy

- Legal liability
- Territorial
- Retrain outside workers
- Costs – collaborative cost
- Inconvenience / proprietary
- Convenience to retrain
- Contract language interpreted

2. Measure Effectiveness

- Cost
- Hard to do
- Lack of process
- Intrusive to workers (L3)
- Manpower / resources
- CBT/WBT "uniqueness"
- Check settings – appropriate?
- Skill-of-the-Craft

3. Three Bears

- One-size fit all – cost
- Over protective
- Sensitive to specific needs
- Work scope expansion
- Lack of understanding of available products
- Training as the "fix"

Recommendations

1. Site-wide training committee (contractor, DOE, wk/t) Labor (contract- req) report to senior management cross site
2. Senior level commitment to the solution of problems
3. Level the costs of collaboration
4. Establish acceptance criteria – standardization accreditation, certification DOE approve / NIEHS
5. Train-the-Trainer acceptance criteria – qualification standard
6. Seek accreditation of courses for portability
7. Establish clearinghouse for portability
8. Informal content sharing – collaborate in development across INL
9. Pilot a collaborative that stakeholders agree upon. Look at training that is common across INL

Team 4 Report

	(1)	(2)	(3)
Issues	Safety not a core value Check mark training Worker involvement Management understanding of a "quality" safety training program	Consistency & transportability of training	Safety Citizenship
Reason/Causes	Funding Not a true root cause Non-ownership by management Communication Lack of understanding – empowerment (worker)	No standardization Lack of assessment / evaluation Communication Gaps in contracts No equivalency mechanism INL/Site (high-level) Champion	Lack of understanding & empowerment (worker) Communication Lack of a "just" culture Lack of a reward system Gap between training applications
Recommendations	Proper funding allocation to make safety training a "core" value (3) Std/worker involvement in training process (1) Partnerships in safety training (2)	Site-wide champion & safety committee (1) Site-wide training database (fully integrated) (3) Evaluate Hanford / HAMMER success of safety standard. (2)	Implementation of a "just" culture @ INL (1) Evaluate, assess and publicize results (good & bad) (2)