

**HSS Independent Activity Report - Rev. 0****Report Number:** HIAR-LANL-2011-06-08**Site:** Los Alamos National Laboratory**Subject:** Office of Enforcement and Oversight's Office of Safety and Emergency Management Evaluations Activity Report for the Evaluation of the Los Alamos National Security Emergency Operations Division Emergency Management Self-assessment Practices**Dates of Activity :** 06/06/2011-06/08/2011**Report Preparer:** John Bolling/Randy Griffin**Activity Description/Purpose:**

Los Alamos National Security, LLC (LANS) and the Los Alamos Site Office (LASO) requested that the U.S. Department of Energy (DOE), Office of Health, Safety and Security (HSS), Office of Safety and Emergency Management Evaluations evaluate LANS's Emergency Operations Division emergency management self-assessment practices. Utilizing the self-assessment of the Los Alamos National Laboratory (LANL) emergency response organization (ERO) conducted by LANS, HSS provided the critique that LANS is expected to use to improve the planning and execution of self-assessments (in particular, ERO activities) in order to increase the depth of reviews and to implement new and more effective techniques.

This review evaluated the establishment and maintenance of specific elements of the ERO, including their responsibilities for initial and ongoing response to and mitigation of an emergency. Additionally, evaluation criteria addressed effective control at the event scene and integration of local agencies and organizations that provide onsite response services. The review also evaluated whether an adequate number of experienced and trained personnel, including designated alternates, are available on demand for timely and effective performance of assigned ERO functions. The evaluation criteria used for this self-assessment was based on requirements stated in DOE Order 151.1C; the Emergency Management Guide; DOE Guide 151.1-4, *Emergency Response Organization*; and the self-assessment criteria contained in Appendix D of DOE Guide 151.1-3, *Program Elements*.

**Result:**

HSS considers the following items to be program strengths that represent positive practices or trends observed during the LANS self-assessment of the ERO:

- LANS personnel used a process-driven assessment to evaluate the current status of the ERO.
- LANS has an active ERO, affording numerous opportunities for observation and evaluation.
- Offsite response organizations are fully integrated into the ERO.
- ERO roles and responsibilities are consistent with the National Incident Management System.

The following observations represent areas where LANS self-assessment of the ERO could be improved:

- The scope of the LANS self-assessment did not include the use of LA-CP-09-00529, *Baseline Needs Assessment (BNA)*.
- A review of ERO accessibility obstacles, including access restrictions associated with hazardous materials release roadblocks, security event access denial plans, and transportation route disruptions resulting from natural or manmade disasters, should be added to the ERO review criteria.
- The lines of inquiry used by LANS are not site specific. In general, the lines of inquiry restate the evaluation criteria in question form, which makes them too generic to be effective.

HSS made the following recommendations to LANS personnel:

- HSS provided feedback to improve the review lines of inquiry, which included the use of LA-CP-09-00529, *Baseline Needs Assessment (BNA), Fire Prevention and Suppression Services and Resources*, Revision 0, April 24, 2009. The BNA includes 15 recommendations for improving fire department emergency response services and capabilities to support LANL facilities and operations. Of the 15 BNA recommendations, all or parts of 10 appear to require enhancement of the current cooperative agreement instrument between DOE/National Nuclear Security Administration and Los Alamos County for fire department emergency services. HSS recommended that the ERO self-assessments include the current status of appropriate ERO-related BNA corrective actions. Additionally, future assessments that evaluate fire, rescue, and hazardous materials response capabilities should include a review of the BNA.
- At LANL, a Security Condition 1 response includes appropriate lockdowns and implementation of controlled access to and egress from the site and movement between facilities. These actions may adversely impact the ability of the ERO to staff onsite response facilities. HSS recommended that appropriate planning and evaluation occur to address accessibility concerns in staffing command and control centers when the operational emergency includes a security response. Response planning may also need to consider the potential inaccessibility of the alternate/mobile emergency operations center trailers for these conditions.

Considerable effort has been made by both LASO and LANS personnel to conduct effective emergency management program assessments, with numerous useful processes and behaviors readily observed by HSS during this review. Most importantly, within emergency management, LASO and LANS personnel have developed and implemented a process-driven assessment program that encourages a self-critical environment that will drive continued improvement. HSS observed self-critical behaviors associated with ERO evaluation during data collection activities, such as relevant documentation reviews, performance test reviews, and specific position interviews, where applicable. Overall, the LANS self-assessment program continues to mature through personnel development, written assessment plans, continuous improvement plans, and records of self-assessment activities.

HSS Participants	References
1(lead). John Bolling	1. DOE Order 151.1C, Chapter IV and Attachment 2, <i>Contractor Requirements Document</i> , Section 8.
	2. Emergency Management Guide, DOE Guide 151.1-1, Part 1, Volume IV, Section 1, <i>Emergency Response Organization</i> .
	3. Emergency Management Guide, DOE Guide 151.1-1, Part 1, Volume III, Appendix D, <i>Evaluation Criteria</i> .

Were there any items for HSS follow up? Yes No

**HSS Follow Up Items**

1. No findings were identified for follow-up. HSS recommendations were well received by the Emergency Operations Division and included in the self-assessment lines of inquiry; however, follow-up should include review of the final ERO self-assessment report to determine if the improvement items noted above were captured.