Department of Energy
National Training Center
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December 23, 2010

MEMORANDUM FOR KEVIN W. SMITH
MANAGER
LOS ALAMOS SITE OFFICE

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

SUBJECT: Los Alamos Safety Training Workshop Report

Attached please find the final report from the July 26-27, 2010 Safety Training Collaborative Workshop conducted for the Los Alamos Site Office (LASO), which was attended by key LASO 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 Los Alamos National Laboratory (LANL) complex. It should be noted that LANL 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 will be conducting additional workshops at other sites and plan to return to LANL in order to share lessons-learned and best practices. Additionally, we will let you know what actions on a national level are initiated in partnership with the National Institute of Environmental Health Sciences, with whom we are collaborating to support 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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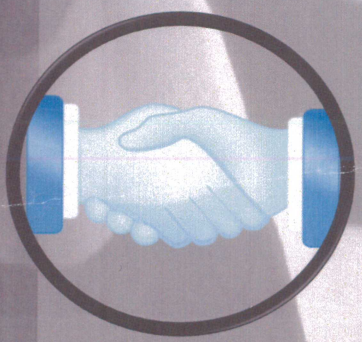
Los Alamos National Laboratory (LANL)
Safety Training Collaboration Workshop
Summary Report
July 2 -27, 2010



Performed in Collaboration with the
National Institute of Environmental Health Sciences (NIEHS),
the U.S. Department of Energy's Office of Health, Safety and Security (HSS),
and the Los Alamos National Laboratory (LANL).

Contents

Executive Summary

A collaborative safety training workshop was conducted July 26 and 27, 2010, for the Los Alamos Site Office (LASO) in order to identify opportunities for efficiencies in the safety training programs across Los Alamos National Laboratory (LANL). 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 improve various aspects of LANL 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 recommendations contained in this report are provided to LANL for informational purposes only to be used by LANL management as deemed appropriate. The results include numerous commonalities across the groups, with the major emphasis being placed on the issues of communications and training quality and portability. Specific LANL recommendations from the collaborative groups include the following:

- Establish a training steering committee to address safety training issues.
- Implement mechanisms to improve/enhance communications across LANL.
- Establish a point of contact list for communicating LANL safety training issues, lessons learned, and corrective actions.
- Establish a set of standardized criteria for evaluating safety training course approvals and for use in instructor evaluations.
- Improve the training equivalency process.
- Increase the utilization of worker-trainers.

Recommendations that if applied complex-wide could address not only some of the LANL-specific issues, but also similar issues identified during the workshops conducted at the Oak Ridge Site Office and the Savannah River 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 LANL 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 communicate 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 Los Alamos National Laboratory, New Mexico, July 26 and 27, 2010, as the third effort of this collaboration to identify areas of safety training efficiencies that could be addressed by Los Alamos Site Office (LASO) management in partnership with their contractors and unions. Representatives from LASO, Los Alamos National Security 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.

LANL 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 LASO, 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
- LANL 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 LANL 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.

LASO 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. The HAMMER topic that garnered the most discussion was the success of HAMMER's worker-trainer program. Additionally, the Director of the NIEHS Clearinghouse presented LANL-specific summary data from both the ORPS and CAIRS databases. 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

Among the four breakout groups there were areas of commonality in the results, most of which fall under two major headings: (1) communications and (2) training quality and portability.

The following is a summary and roll-up of the results in these two areas.

Communications

Overall communication related to training activities at LANL is sporadic and not integrated throughout the site. Much of the communication is conveyed via email, which is problematic because not all contractor or union employees have computers or continual access to computers while they are on the job.

All groups identified a need for better communication methods that will allow enhanced and accurate communications between and among the following elements:

- Worker to worker
- Union to management
- Management to union
- Union to workers
- Workers to management
- Workers to union
- Union to union

In the bigger picture, overall DOE communication about training activities, training criteria, instructor issues, lessons learned, and best practices is weak at best. See section 4 for specific recommendations related to effective and efficient communication.

Training Quality/Transportability

All groups identified the need for standardization in the quality and transportability of worker safety training as an issue at LANL. Unions find that their worker safety training that meets the standardized minimum criteria required by grantees of NIEHS training is not accepted at LANL, which requires union members to retake the training prior to being allowed to work at LANL facilities. The groups identified a number of reasons why LANL does not accept the training. The primary reason is that LANL inconsistently applies the process for granting equivalencies for worker safety training.

The equivalency process used by LANL relies on subject matter experts (SMEs) to review and validate worker safety training provided by outside vendors (i.e., unions). This process is not consistently applied across the different divisions at the laboratory partly due to; 1) the lack of resources needed to fully apply the process, 2) Work providers not knowing about the process and therefore not applying for equivalencies, and 3) the need for site- and facility-specific elements in worker safety training. For example, LANL requires workers to understand the hazards involved in work at specific facilities; vendor-supplied training does not cover those hazards.

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.

A topic of agreement among the groups is the desire to increase the utilization of worker-trainers in the delivery of worker safety training. The participants identified the benefits of the HAMMER worker-trainer model as a way to improve the quality and efficiency of worker safety training at LANL. Some participants felt that using worker-trainers, who are currently working at site facilities, has the potential to change the way workers typically perceive worker safety training, from liability training (i.e., mandated, checking the box, etc.) to training that provides information that can help protect them.

Section 4 discusses specific recommendations regarding standardization issues.

4 Recommendations

The following recommendations are derived from the breakout group recommendations in the areas of communications and training quality and transportability. For additional specific recommendations, see Attachment 1, “Individual Breakout Session Results.”

Communications

1. All of the groups recommended the creation of a training steering committee whose responsibility would be to identify, correct, and communicate training issues across Los Alamos National Laboratory.

2. An issue is inconsistent training requirements in subcontracts. Standardize subcontract training requirements and communicate the standardized requirements to both the contracting organization and the potential subcontractors.

3. Improve the communications processes for more effective and efficient communications among contractors, DOE, and unions. This process must allow for two-way communication and provide an avenue for workers to communicate issues and concerns and know that they have been heard and the issues addressed regardless of the disposition of the issues.

4. Senior management buy-in is necessary for improving communications. Without senior management buy-in, no improvements can be accomplished.

Training Quality/Transportability

1. Develop and codify standardized criteria for use when developing and validating worker safety training.

2. Consistently apply the defined process for granting equivalencies, including allowing vendors access to up-to-date procedures so they can design and develop worker safety training that meets the requirements mandated by LANL.

3. Utilize the worker-trainer concept being used by HAMMER to potentially improve the quality of worker safety training.

Complex-Wide

Recommendations that if applied complex-wide could address not only some of the LANL-specific issues, but also similar issues identified during the workshops conducted at the Oak Ridge Site Office and the Savannah River 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 LANL Safety Training Workshop conducted in Los Alamos was the third 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 LANL management as they consider additional enhancements to improving safety training efforts at their facilities.

Attachment 1—Meeting Notes

Welcome

Roger Snyder, LANL Deputy Manager

- This meeting provides an opportunity for open discussion among different LANL stakeholders. With over 700 funding streams and clients, the interest is to find ways to work efficiently and safely.

Collaborative Goals

Arnold Guevara, NTC

- This is the third workshop in the collaboration between NIEHS, NTC, and DOE site contractors.
- The goal of these meetings is to engage the stakeholders and document the dialogue and results from the discussion. NTC wants to hear what you have to say in order to assess what they can do and how they can leverage the resources and energy they have to help you.

Chip Hughes, NIEHS

- NIEHS has an interagency agreement with DOE, and NIEHS WETP awardees support training at DOE sites.
- NIEHS believes that the people who are trained need to be part of the training process, i.e., delivering training. Peer trainers can be an effective way to communicate *credible* technical information to fellow workers. One successful example is the HAMMER training center, where partnerships are formed and where different people work together.
- The National Clearinghouse for Worker Safety and Health Training contains a wealth of resources, such as a curricula catalogue and other safety and health information. The National Clearinghouse supported and coordinated the collaboration meetings at Oak Ridge and Savannah River. The focus of these meetings is on health and safety training in order to meet the 10 CFR 851 requirements. The goals of these meetings include strengthening site safety, improving training, and reducing training redundancy.

Participant Goals

Steven Lee, Lawrence Livermore National Laboratory

- Hopes to learn more about NIEHS grantees and the training process. As part of the redevelopment of beryllium training, he is also looking at how to leverage resources and to share best practices. He also wants to increase visibility of grantees at his site.

Doug Stevens, USW [United Steelworkers]

- The issue is not just about training, but about involving workers in all aspects of safety and health processes, including near misses. He emphasized the value of worker trainers.

Chee Chang, IBT [International Brotherhood of Teamsters]

- IBT has been putting their instructors through DOE training and proving themselves to DOE sites. They train workers in all craft areas and want to develop good relationships with DOE sites. They are at the third or fourth year of providing 8-hour refreshers at the Lawrence Livermore site.

Don Ellenberger, CPWR [Center for Construction Research and Training]

- They have two training models: 1) Building trades uses construction workers to deliver technical training. They believe that the most effective way to reach the audience is to use instructors that can relate to the trainees. 2) Unions call them to provide training to become more competitive while bidding on work.

Benito Garcia, IHS-IS

- At LANL, they don't see safety and health. The lab implements policies to achieve 851 status. However, the training programs are at the same level as the policy, not at the worker level. It is necessary to make sure that training is delivered at the level that workers can understand.

George Lovato, IUOE [International Union of Operating Engineers]

- Wants to know how labor organizations can help Los Alamos and see what they can learn from this meeting.

Glen Woodworth, Las Vegas IBT

- It seems as if workers do not have time for training when they are busy. Organized labor and contractors have in common the need to provide safety in the workplace, the ability to stop work when needed, and the manner in which training is offered.

Tom Frazee, ICWU [International Chemical Workers Union]

- Worker trainers bring out interactions between workers. It also provides workers the opportunity to provide input.

Rick Myer, Iron Workers

- Redundancy is a big issue. He has heard that in the apprenticeship program, workers who have had training before are required to be retrained at LANL. He wants DOE to look at their training and see that it is top-notch training.

Preliminary Safety and Health Portrait of Los Alamos

Deborah Weinstock, NIEHS National Clearinghouse

- The profile shows how data systems can be used to maximize safety and health at the site. CAIRS and ORPS were used to examine injury and illnesses and to identify patterns to target during training. The NIEHS Data Management System was also used to determine what training, who is doing training, and how many people were trained at the site.

Comments:

- NTC has been asked to develop training on ORPs and CAIRS.
- The 2006 peak in injury and illness can be attributed, in part, to distraction of workers by the forthcoming contract transition at LANL.

HAMMER Lessons-Learned Panel

Pat Aldridge, Randy Coleman, and Bob Legard

- HAMMER is more than a facility: it brings a strong training culture to Hanford. There is a great labor-management partnership in Hanford, because they have senior management support (at DOE's senior management level and contractors' president level).
- They stress and firmly believe in hands-on training and trainee involvement in the training process. They have approximately 75–80 worker trainers from NIEHS WETP awardees.
- Trainer selection:
  - They have 6 NIEHS awardees, who are responsible for picking the trainers. Trainers are usually workers who have a great amount of experience and respect from the workers.
  - In addition, Bob and Randy are also involved in picking the trainers. They focus on people who have peer respect and have been involved in the program. Peer respect can be sensed by the reaction of their peers.
  - The list of candidates is developed through general notifications in meetings, specific projects, or trainees who have shown interest in becoming peer trainers.
- How do you convince an organization to let its most valuable worker leave work to teach?
  - It is necessary to make sure that the work continues while the worker trainers are teaching, by working with the contractors and supervisors on schedules. Working with supervisors to understand the business needs is also important. Salaries of workers are also kept on par.
- A worker trainer program is not a one-way program. It brings work and training together, and trainers also become ambassadors in the workplace.
- Tenants of the Worker Trainer Program: Worker instructors need to be current in the subject matter and must be working in that field of work. These two criteria help in the selection and

maintenance of the instructor pool. It is important not to overwork trainers, but also not to under-work them so that they forget how to teach.

- Logistics
  - MOU is established with the awardees to make sure that workers are not penalized for being worker trainers. Awardees get invoiced for hours that the worker trainer has worked.

- Who was delivering the training prior to the program? Did you have pushback?
  - Training was originally taught by Hanford training center. There were hard feelings from the training center staff at the beginning because people did lose jobs. However, DOE was a driver in that change as they supported the program.

- Hanford is currently undergoing training standardization. They have developed 14 separate common courses for the safety and health program that will work across all contractors at Hanford. A safety conduct culture program has also been created to introduce new workers who have no previous experience.

- What HAMMER can do better: need to involve the subcontractors more.

Current Safety Training Process Briefing

Bill Zwick, LANL Central Training Division Leader

- Prior to 2006, training was decentralized; prior to 2002, only the health and safety training program was managed at the institutional level. In 2006, one of the provisions of the contract was to establish a centralized approach to institutional training program management.

- The Central Training Division is divided into four groups.

- They have a diverse customer base that includes one main contractor, Los Alamos National Security employees, over 500 subcontractors, 1,000 students, task order subcontractors, Los Alamos police officers, firefighters, etc. They provide training to over 20,000 badge holders.

- Training at LANL supports expectations of a variety of regulatory agencies, including OSHA (Health and Safety), DOT (HazMat transportation); DOE (radiological protection), etc.

- Training is provided/delivered by a variety of entities, such as Central Training Division training professionals, subject matter experts, and vendors.

- Some of the challenges they face include not having sufficient checks and balances to assure required training and responsibility for its provision are identified in contracts. They don't have a way to validate subcontractor/union training adequacy. In addition to potential risks to worker health and safety and the environment, there is potential for regulatory vulnerability. There is also a highly fluxional demand for institutional training services—finite institutional resources challenged by significant volatile construction and D&D project workforce.

- Question: Unemployment is really high, so hypothetically if the building trade would like to bid work and have workers trained at a local training facility, is this training going to be recognized? Yes, if we have means to validate the course. The policy is to accept the curricula with the line-manager approval.

- Question: How does validation occur? The recommended process is to look at the curriculum and compare with internal curricula. If it is comparable and instructors are certified, then it's accepted. Sometimes the line management does more than just a paper review; they may want to see the training.

- Question: Once the curriculum is validated, how do you make sure that the curriculum does not change? It depends on the course, the needs of the job, and the regulatory policy—this is one of the areas that we need to improve in. The biggest problem is the lack of resources to evaluate the program.

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.

Group One

Issue: Reciprocity

The various contractors and unions at Los Alamos do not accept each other's training. This could be due to multiple factors. First, a validation process does not exist to determine whether the different training offered is equivalent. Second, a set of minimum criteria has not been agreed upon. Third, instructor qualifications have not been established. Fourth, there may be an underlying fear among contractor or union trainers that reciprocity may take jobs away from trainers.

Recommend implementing a transparent process, with a central point of contact to guide the process, validate training (with timelines), identify minimum training criteria, and determine instructor qualifications. Recommend exploring the use of the NIEHS Minimum Criteria Document as a starting place for training criteria.

Suggest piloting the process first with HazMat training and second with confined-space training.

Issue: Standardization

The need for standardized criteria is already recognized, and the group supports the concept.

Recommend exploring the use of the NIEHS-developed minimum criteria document, which is the non-mandatory Appendix E to 29 CFR 1910.120.

Issue: Training Steering Committee

A fundamental management committee, such as a training steering committee, to guide Los Alamos training activities (or DOE) does not exist. All stakeholders should be members of this committee, to include workers, union representatives, contractors, subcontractors, and DOE site management.

This committee could be responsible for establishing and interpreting training criteria, identifying qualified instructors, and developing guidelines for mentoring peer instructors. The peer instructor model is highly recommended, because peer instructors know what the workers go through in the field—"Let the craftsmen do their own training."

The committee should be responsible for examining the scope and actual need for training. Perhaps an audit for all the site training programs should be conducted.

The committee could also help Los Alamos prepare and manage the safety training that would be needed to support the upcoming construction that is expected to bring in 1000 additional workers.

Recommend establishing a training steering committee for Los Alamos. Suggest using the HAMMER model.

Issue: Communication

Overall communication related to training activities at Los Alamos is sporadic and not integrated throughout the site. Much of the communication is conveyed via email, which is problematic because not all contractor or union employees have computers or continual access to computers while they are on the job. It is possible that two different non-integrated computer systems are involved in training management (scheduling, notifying, reminding, etc.). This may be the cause of disconnected communication such as when an employee reporting for training as directed by the contractor training system. Yet when the employee reports for training, there may be no record of that employee in the trainer's system.

In addition, workers are often notified of training too late to properly plan.

Several contractors also reported that sometimes highly experienced workers have difficulty taking long, proctored, written multiple-choice types of tests. This is usually due to age, test anxiety, or foreign language issues. Sometimes the workers do not know what type of test is required until the day of the test.

In the bigger picture, overall DOE communication about training activities, training criteria, instructor issues, lessons learned, and best practices is weak at best.

Recommend the following:

- Implement an integrated training plan
- Communicate in more than one way
- Centralize training activities
- Manage training activities with only one system

- Develop and communicate clear training procedures
- Identify employee responsibilities
- Allow for early notification so employees can plan for training
- Communicate test-taking criteria up front and offer test-taking alternatives
- Establish a DOE Trainers Exchange
- Capture best practices and share with DOE sites, e.g., HAMMER training model, peer instructors, problem-based or scenario-based training (K-25), badge cards that feature the employee's required training and the due dates (SRS), specific subcommittees, such as the subcommittee for electrical safety that double-checks safety issues and training (KSL/LANS)

Next Steps

- Establish agreements between contractors and unions. This could possibly be accomplished through the Project Labor Agreement and/or the Community Workforce Agreement.

- Establish a Health and Safety Steering Committee similar to the HAMMER committee, which involves all stakeholders.

Group Two

1. Communication
   a. Worker to worker
   b. Union to management
   c. Management to union
   d. Union to workers
   e. Workers to management
   f. Workers to union
   g. Union to union
   - Need better communication venues
     - WSST
     - Steward's council
     - Reporting/tracking tools

   - Need to give workers an easy way to have their concerns addressed
   - Improved lessons learned process—needs maturity
   - Take issues/concerns/lessons learned and crosswalk to training
   - Be proactive instead of reactive—PIC
   - Avoid learning the hard way
   - Form committee with appropriate players to discuss/review/evaluate/resolve reporting, training, and equivalency issues to optimize processes

2. Training–need to assess current policies and optimize for our "business" model
   a. Work with unions, training, and safety organizations to evaluate union-provided training for equivalencies

b. Take advantage of workers' existing training, reduce redundancies
c. Need more meaningful training at all levels—craft & supervision
d. Use SME workers as trainers
    i. Have one—need more
    ii. SMEs must have good understanding for significance; peer training

e. Evaluate cost of training & retraining
    iii. Optimize advantages

f. Investigate standardizing policies from site to site to minimize error likely situations
g. Identify POC for training & review of equivalencies/reciprocity
    i. Need process—standardized

h. DOE/HSS to improve interface/acceptance of OSHA standards—851

3. Recommendations
    a. Need to communicate in both directions – workers need to be informed & about what is being done to make improvements; update the progress
    b. Upper management needs to be engaged because they have the power to drive inter-departmental collaboration to develop mutually beneficial solutions
    c. Workers have the faith that management cares & is working to improve the work environment
        i. Report successes to build credibility—develop buy-in; creates culture of interdependence

    d. There is a different process for craft workers working directly for LANS vs. for a subcontractor

Group Three

The participants working collectively as Los Alamos' Group 3 focused a good amount of their efforts on things they view as impediments to safety training program process and construct. Referenced during their discussion of "Issues" were the following:

- Communication—Who's doing what? How do we find out?
- "Wars" over ownership, or turf wars
- There is a history of Los Alamos being a "kingdom unto itself"
- There is no integration, no sense of "team" when it comes to safety training
- Benchmarking isn't there—we shouldn't need to reinvent the wheel
- There is a strong need to bring together the trainers from all training groups and organizations
- We all need to share our lessons learned and our best practices
- "One size fits all" content doesn't always work, yet in some instances is appropriate
- Barriers, such as extremely rigorous criteria or the inability to get approvals, can impede the process

- There are credibility issues
- We are not tapping our resources appropriately
- We need to stop and see where we're at now, define the problems we're all having, and get everyone on board
- We need to look at the training "culture." Is it healthy? Is it working? Are there issues and how do we fix them?
- There are definitely no **set** standards and criteria for training
- There are definitely few **common** standards for training
- Redundancy and budget are enormous issues, and one contributes to the other
- There is a huge need for long-range planning at both the DOE and LANL levels
- Credibility with outside trainers?
- We are not looking carefully at how we can managing our dollars and resources
- When it comes to collaboration versus competition, there are facility power struggles between departments
- It doesn't make sense when certain training that individuals have completed is not accepted at every site
- There's a strong need for a worker/trainer partnership
- Duplication of efforts could be reduced significantly by sharing information, opinions, criteria, and schedules
- Lack of "a plan" leads to a definite lack of integration when it comes to safety training
- There are definite jurisdictional issues that need to be looked at and agreed upon before we can go forward

Group 3 targeted three issues as the most pressing:

1. The need for global standards and criteria
2. Communication
3. The need for a plan

The group focused the bulk of its work on addressing the issue of ***lack of standards and criteria*****.** The following were identified as contributing elements:

- Sites have multiple contractors, each with a different set of standards or "rules"
- Training programs and trainers themselves may contribute to the problem
- Training does not follow the worker—there is no portability of training
- Any DOE training should be okay at any DOE site, but sometimes, that's not the case
- There is no pipeline—What's available to me? What's out there?
- We are not tapping all our available resources
- We have limited opportunities to come together to share and garner information
- There is the initial question: How do I even get on the mailing list?
- There has been the lack of an institutional sponsor for regular meetings like this one
- The HAMMER Board does a good job—there's just one gatekeeper

- Centralized Training sets the standards—either you meet them or you don't
- Sometimes there's a perception that a standard-setting body is not wanted at LANS
- The database we used to have for LANL sites (called the Cross-Cutters Training Form) was disbanded due to funding
- Training is not necessarily the expertise of the decision makers, so they will not always automatically see the importance of ensuring that training is integrated at all levels

When it came to recommendations or suggestions for solving issues identified, Group 3 issued some very concrete ideas: ***we need a champion; we need ways to communicate with each other and our users what we're doing; we might even benefit from a DOE Facebook page.***

Communicating is a challenge, but is something we can make a start at tackling. We can even begin *here,* they told us [the Group], by ***exchanging contact information amongst group members and keeping the momentum going***. We must ***pursue networking amongst the trades, groups like the Corps of Engineers and DoD*** (who are doing it right), and ***other groups***. One of the most critical missing elements, Group 3 said, is ***a formalized networking opportunity***.

Fiscal responsibility and respect for budget issues should be viewed as inherent results of the drive to consolidate or standardize our training criteria.

When it comes to the setting of criteria and standards, ***it must come as a mandate,*** Group 3 said. ***Policy is a definite starting place***. And to be most effective, a standard must come down from DOE rather than relying on contractors to try to put something together that will be respected and adhered to. Additionally, Group 3 called for ***a LANL mandate as well***.

On a similar note, the group advised that the standards and criteria could be institutionalized by ***putting them in the contract***.

Be sure to get ***buy-in, involvement, and input from the unions,*** Group 3 told us. And provide ***opportunities for various sites to work together***—perhaps groups from Los Alamos working collaboratively with like groups from Sandia National Laboratories, which is geographically close by, they said.

Group Four

1. Acceptance of training
    a. Issue—lack of standardization of criteria
    b. Reasons:
        i. Laboratory-specific training needed
        ii. Specific procedures need to be trained on
        iii. Facility-specific training
        iv. Craft-/project-specific requirements
        v. Differing professional opinions used to determine training requirements

    c. Recommendations:

i. Identify core course criteria
ii. Develop a “safety passport” that can be used across the complex
iii. Improve training requirements in subcontracts

2. Equivalency process
   a. Issues:
      i. SME approval required for the equivalency request
      ii. Cannot sustain content analysis process due to lack of resources needed
      iii. Most people do not know the equivalency process and therefore do not use it

   b. Reasons:
      i. No one single point of contact for process
      ii. Lack of support for the process
      iii. Outside organizations do not have access to procedures used to design/develop training

   c. Recommendations:
      iv. Communicate the process
      v. Give access to procedures
      vi. Simplify the process
      vii. Grant access to ESH&Q [environment, safety, and health and quality] approval authorities so that requirements can be communicated to organizations developing training

3. Inconsistency in evaluating and enforcing safety

   a. Issues:

      i. Mixed messages coming from different levels of the organization
      ii. Inconsistency in the identification of safety requirements in contracts
      iii. Double standards between crafts & techs/operations personnel
      iv. Inconsistency in disciplinary actions

   b. Reasons:

      i. Different management
      ii. Different cultures
      iii. Feel craft is expendable vs. Phd

   c. Recommendations:

      i. Educate everyone to apply requirements consistently
      ii. Apply enforcement consistently across all levels of the organization

4. Effective safety training

   a. Issues:

i. Non-craft instructors
ii. Mandated time constraints
iii. Keeping training current
iv. Maintaining training requirements

b. Reasons:

i. Mixed target audience
ii. Worker trainers not offered
iii. Instructor qualifications not consistent
iv. Not fast/efficient enough
v. Training is a moving target
vi. Training requirements are not task based but regulatory based
vii. Lack of resources to periodically re-analyze task & training requirements

c. Recommendations:

i. Train-the-trainer department needs to become more efficient
ii. Increase the utilization of worker-trainers