

Energy Systems at Portsmouth

A Monthly Newspaper for Portsmouth Gaseous Diffusion Plant Employees of Martin Marietta Energy Systems, Inc.

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INPO STANDARDS

Being adopted to insure excellence

Uranium enrichment activities conducted by Martin Marietta Energy Systems at the Portsmouth Gaseous Diffusion Plant are experiencing a dramatic change in mission emphasis.

This transition has placed priority emphasis on full compliance and performance excellence in environmental, safety, and health (ES&H), and in safeguards and security. At the same time, we must maintain continued high quality in production and business operations.

New or revised federal and state laws and regulations and U. S. Department of Energy (DOE) Orders have resulted in new requirements and, in turn, extensive

revision in approaches to operations. The public also demands total compliance with environmental and safety regulations.

Although employee and public health and safety have always had an important place in Energy Systems Enrichment objectives, and safety records are among the best in industry, standards and practices that may have been satisfactory in the past are no longer acceptable.

Our objective must be to increase the margin of safety and to provide assurance that public health and personnel safety continue to guide our operations.

(Continued on Page 2)



Enrichment Vice President Ken Sommerfeld mailed the preliminary draft Enrichment Plan for Excellence to all Enrichment employees in January. "It is our intent to be recognized as leaders worldwide in achieving increased excellence in our operations," he stated. Sommerfeld then elaborated (above) and solicited ideas on the proposed Uranium Enrichment Performance Improvement Plan (UEPIP) during a series of "Update" sessions in late February. The plan represents our approach to achieving improvement.

A note from Ralph Donnelly

Portsmouth's Mission

"To enrich uranium safely, in an environmentally sound manner, economically and efficiently, on a 24-hour basis in accordance with DOE guidelines."

Over the last several months a number of you have commented to the effect that we, as an organization of more than 2,400 employees, need a rallying point — a common goal — something to focus our attention and actions on — something to bring us together as a team — helping each other, going in the SAME direction TOGETHER. I agree, and have adopted the above Mission Statement expressing what it is that we, AS A TEAM, are expected to do.

Achievement of this mission requires each of us to perform his or her specific job assignment in a timely and creditable manner as part of a team. Just as a football game isn't won by the quarterback alone, or a heart transplant operation is done without the support of a team of doctors, nurses and other skilled professionals, we cannot "...enrich uranium safely, in an environmentally sound manner, economically and efficiently, on a 24-hour basis in accordance with DOE guidelines..." without every Portsmouth plant employee contributing his or her share in support of this endeavor.

While our focus and purpose in operating this facility is to produce enriched uranium for nuclear powered utilities here and abroad and for nuclear powered naval vessels in support of our national defense, we cannot and will not enrich uranium without protecting the health and safety of our employees and the environment around us.

As you read this special edition about the changes that have or will be made to enhance your health and safety, and to comply with the Federal and State laws and regulations that require these changes, I would ask each of you to join with your 2,400 fellow employees in meeting this challenge, and that you take pride in knowing you contributed directly and substantially in achieving a level of excellence never before attained at this facility.

Your cooperation and assistance is sincerely appreciated.

Blueprint for perfection

Total compliance is main target of enrichment improvement effort

The broad strategy for improvement toward excellence is described in "Enrichment's Plan for Excellence" which has as its primary objectives achieving full compliance with all laws, regulations and DOE orders, and achieving performance excellence in all functional areas.

The Plan for Excellence includes specific strategies and near-term actions to resolve management system deficiencies, including appropriate application of Energy Systems-wide system improvements.

A Uranium Enrichment Performance Improvement Program (UEPIP) is the primary vehicle for implementing the plan for achieving excellence in Enrichment. It utilizes INPO standards, guidelines, and methodologies, and employs a "lessons-learned" approach through the use of multi-site working teams that address issues from multiple reviews.

The development plan for the UEPIP has been accepted by DOE-ORO and Headquarters. The program was also complimented by the Portsmouth Tiger Team as being an initiative in the right direction.

The objectives for the UEPIP are to make the DOE Uranium Enrichment Enterprise the worldwide standard of excel-

lence for commercial uranium fuel cycle facilities, improve the standards of functional practices to a level comparable to the commercial nuclear industry, institutionalize management methods that continually strive for excellence, and provide a basis for demonstrating compliance with Nuclear Regulatory Commission (NRC) material license requirements.

The concept of the Uranium Enrichment Performance Improvement Program was introduced to Portsmouth employees in late February by Enrichment Vice President Ken Sommerfeld. During a series of "Update" sessions, Sommerfeld discussed the components of the plan for excellence, including the 16 operational areas (the umbrella) under which program actions would be addressed to insure compliance with all laws, regulations and orders; address findings of audits and appraisals; solve root-cause deficiencies; and meet Enrichment business requirements.

The Engineering Library has created a data base file listing all of the INPO standards, guidelines and methodology rules. INPO documents are available through the X-710 Technical Library and the X-100 Engineering Library.

Nuclear industry guidelines applied to enrichment

(Continued from Page 1)

DOE ASSESSMENTS

In June 1989, Energy Secretary James D. Watkins announced a 10-point initiative to strengthen safety, environmental protection and waste management activities at DOE's production, research, and testing facilities.

This effort has included a number of evaluation programs, one of the most significant of which has been a Tiger Team Assessment program. This program was designed to provide DOE with information on the compliance status of more than 100 of its facilities with applicable ES&H regulations, adequacy of DOE and site contractor ES&H management programs, response actions to address the identified problem areas, and DOE-wide ES&H compliance trends.

The Tiger Team Assessment of the Portsmouth Gaseous Diffusion Plant was conducted by DOE's Office of Environment, Safety and Health between Oct. 23 and Nov. 17, 1989.

The scope of the Assessment of the Portsmouth plant was comprehensive, covering all areas of the environment, safety and health (ES&H) activities, including compliance with Federal, state and local regulations, requirements, permits, agreements, orders and consent decrees, and DOE ES&H Orders.

PORTSMOUTH FINDINGS

The Tiger Team found no non-compliance issues of a magnitude that would necessitate curtailing plant operations at Portsmouth, but noted that ES&H programs here are in a state of change, from a risk-based approach founded on performance as measured by occupational safety and public exposure statistics, to one oriented toward full compliance with ES&H requirements.

"Martin Marietta Energy Systems management, corporate and at Portsmouth, recognize and support the need for such change as embodied in Secretary Watkins' ES&H policies and directives."

Although results of the review indicate movement in the right direction, serious issues were raised that require a more aggressive approach.

Four underlying "root cause" management systems deficiencies identified by the Tiger Team were: (1) inadequate personnel resources and technical self-sufficiency in ES&H functions; (2) inadequate formality and discipline in the conduct of operations; (3) lack of clearly defined performance objectives, priorities, and roles and responsibilities; and (4) inadequate management leadership, evidence of commitment, and oversight of work practices.

ACTION PLAN

Conclusions and plans for the future conduct of operations at the Portsmouth

plant have been drawn not only from the Tiger Team assessment but from the results of numerous other internal and external reviews, assessments, audits and appraisals of Energy Systems operations during the past year and the plant's own assessment of "successful" excellence programs in industry.

Many of the deficiencies identified during these multiple reviews are repetitive and generally apply to both the Portsmouth and Paducah gaseous diffusion plants.

Individual corrective actions have already been taken in the two-plant Enrichment enterprise to address the findings from these multiple reviews. Several other initiatives are under way. Findings and lessons from appraisals at other sites have been analyzed for application.

All corrective actions and improvement projects have been integrated and prioritized utilizing graded-risk methodology and an Integrated Resource Management System (IRMS) for resource allocation in accordance with risk reduction benefits. Activities most prominent are designed to resolve the remaining Tiger Team findings (particularly the root cause management system deficiencies) and to achieve performance excellence in all areas.

• Special immediate emphasis is being given to resolving the technical self-suf-

ficiency issue, including accelerated recruiting of personnel with nuclear training and nuclear power plant experience, organizational improvements, and accelerated compliance training.

• To help insure formality and discipline in the conduct of operations, "Conduct of" documents for Operations, Maintenance, Training and Emergency Readiness — following Institute of Nuclear Power Operations (INPO) guidelines — are being prepared. Existing ES&H procedures are being upgraded and new procedures are being implemented.

• The Enrichment enterprise is adopting INPO standards and guidelines to insure that performance objectives, standards, priorities, roles and responsibilities are clearly defined and understood by management, employees and DOE.

• A computer-based tracking system and an INPO-type weekly walk-through inspection program by supervision are now in place to enhance management leadership, evidence of commitment, and oversight of work practices.

INPO STANDARDS

Energy Systems is incorporating INPO processes and structures into its Enrichment activities to achieve its transition from an industrial environment to one more consistent with nuclear facility prac-

tices, which are conducted under even more stringent environmental, safety and health requirements.

The stories in this special edition of our newspaper discuss some of the most important programs and projects under way to insure and support our transition to an INPO-based operation — the Uranium Enrichment Performance Improvement Program (UEPIP), the Supervisory Walk-Through Program and facility surveillance training by EG&G, "Conduct of" training by Dr. Fred Carlson and George Toto, and on-site counseling provided by five Burns & Roe management consultants with extensive Nuclear Navy and INPO experience.

SUMMARY

For nearly 40 years, the Portsmouth Gaseous Diffusion Plant has been managed and operated professionally and with constant attention to environment, safety and health standards and practices along with high quality production, maintenance and business operations.

However, nothing less than total compliance will be satisfactory in the future.

It is imperative that we conduct our operations at the highest level of professionalism and commitment. This level of excellence will not be possible without dedication, assistance and cooperation on the part of every plant employee.

Carlson and Toto providing "Conduct of" training

Support from subcontractors with special expertise and experience in INPO and nuclear power plant operations is helping us to establish improved discipline in the way we conduct operations.

Two of these consultants, Dr. Fred N. Carlson and George Toto, provided a "Conduct of Operations Principles Course" for enrichment personnel from Portsmouth, Paducah and the Energy Department.

The course focused on doing business in an accurate and disciplined manner, with at-

tention to safety, quality and cost-effectiveness.

Training sessions were provided at Portsmouth March 21-23 to 60 Portsmouth, Paducah and DOE employees. The class stressed the importance, as well as the techniques, of implementing the Institute of Nuclear Power Operations (INPO) style of "conduct of operations" and how to effectively "walk your space."

The Carlson/Toto training is geared toward resolution of the Tiger Team finding that "Formality and discipline in the conduct of operations is inadequate."

INPO-based "Conduct of" documents for Operations and Maintenance are being generated to serve as guidelines for operational improvement and to address this identified deficiency. Also, the establishment or upgrading of procedures with priority on ES&H areas is under way.

A draft Enrichment Conduct of Operations guidelines document has already been issued. The concepts of "Conduct of Operations" also apply to Maintenance, Training and Emergency Readiness.

Energy Systems also is developing Performance Objectives and Criteria (POCs) which support the Conduct of Operations.

Carlson and Toto have developed a "Principles of Operations" list which they refer to as the "The Billion Dollar List." They call it that because billions have been

lost in production of goods and services where these principles were ignored or conduct of operations have been conservative. In most of these situations, production was put ahead of prudent operations. Thousands have been killed or injured in incidents such as Bhopal and Chernobyl where these principles were not observed.

Carlson and Toto stress that procedures are the "When, Why and How" element of Conduct of Operations, and that procedures are required for all nuclear work, and for all safety-related work even in plant operations not directly involved with the enrichment process.

When good procedures are used, a standard method of doing an activity is consistently achieved. This is fundamental to operational safety, which is our goal.

"Qualified (trained) personnel must use qualified (validated) procedures. Procedures are tools. Only verbatim compliance is acceptable," they propose.

Another fundamental of Carlson/Toto training is that "root cause is the most basic, fundamental cause, which if corrected, will prevent recurrence. When an unusual or abnormal situation occurs, the root cause of the event must be located and corrected. If root causes are not identified and corrected, they will lead to a more serious occurrence in time."

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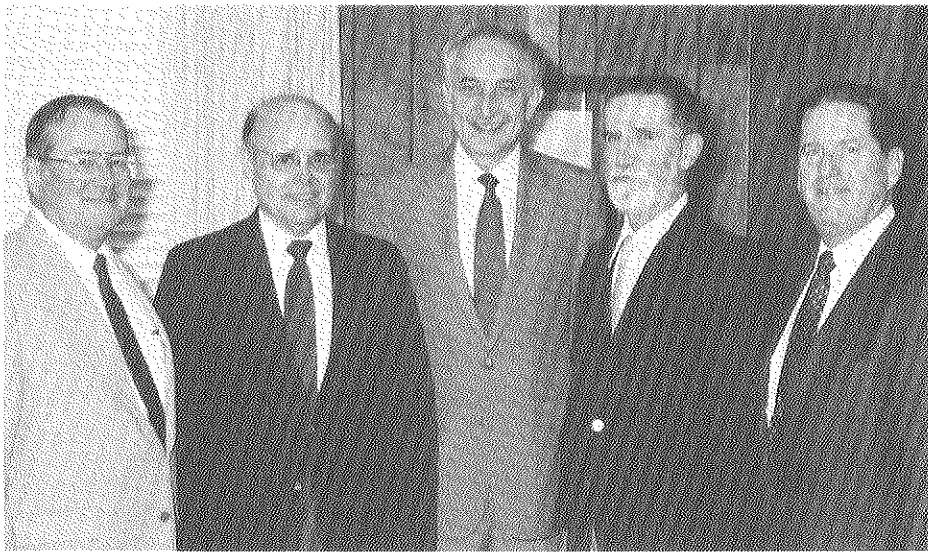
PUBLIC RELATIONS
X-100 Building, M/S 1118-A
P. O. Box 628
Piketon, Ohio 45661

Tim L. Matchett Editor

Jane Johnson Editorial Staff

Telephone ... (614) 897-2863

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Each of the five individuals on the consulting team from Burns & Roe Utility Management Consultants is a retired Navy Officer. Together, they have a total of more than 150 years of experience in nuclear ship and nuclear power plant operations and the application of INPO guidelines. Team members photographed with Plant Manager Ralph Donnelly (center) include Luther D. Yarger, James P. Forsyth, Willis J. Ford and Paul J. Early (team leader). Absent when the photo was taken was Byron H. Collier, president of Burns & Roe Management Consultants.

Retired Nuclear Navy officers

Burns & Roe consultants work at enrichment plants

The U. S. Department of Energy has asked that the enrichment plants strengthen their technical self-sufficiency and acquire expertise relating to Navy nuclear power programs and/or INPO commercial nuclear power guidelines.

Burns & Roe Utility Management Consultants, Inc., is providing this highly specialized support and assistance to the management of the Paducah and Portsmouth plants.

Each of the five individuals on the consulting team is a retired Navy officer. Combined they have a total of more than 150 years of experience in nuclear ship and nuclear power plant operations and the application of Institute of Nuclear Power Operations (INPO) guidelines. Team members include Byron H. Collier, Paul J. Early (Team Leader), Willis J. Ford, James P. Forsyth and Luther D. Yarger.

Early is a retired Navy Rear Admiral with nuclear power experience dating from 1953. Collier is a retired Navy Captain with 32 years of experience in nuclear power operations and president of Burns & Roe Management Consultants.

Ford is a retired Navy Senior Chief Electronics Technician, Nuclear, and an INPO team leader with 32 years of nuclear power experience.

Forsyth is a retired Navy Captain with 38 years of nuclear power experience and eight years with INPO. Yarger is a retired Navy Captain with 24 years of experience in nuclear power operations and nine years with INPO.

The team spent the period of February 5 through March 1 at Paducah and arrived at Portsmouth on March 12.

Team members are applying their education and actual experience to several areas at both plants, primarily but not limited to the following:

- Support and assistance to the manager of the Model Facility at each site to develop a comprehensive plan, including the identification and development of required physical changes, procedures and training.
- Assistance to plant management in developing INPO "Conduct of" documents for Operations, Maintenance, Training and Emergency Readiness.
- Assistance to senior and divisional management in understanding INPO criteria and guidelines and how to apply it to plant operations, including recommendations as necessary to affect the required organizational changes in attitude, guidance, and recommendations concerning area or building inspections.
- Acting as "shadow managers" for selected individuals to fast-track their understanding, acceptance, and methods required to successfully manage their assigned responsibilities.

Burns & Roe Management Consultants have met with the Plant Manager and the Vice President of Enrichment at least every two weeks to review progress, problems, recommendations and suggestions. The team also has met with Union representatives at each site.

Mike Milam (center), Department Head, Chemical Operations, looks over the cleaning area of the X-700 Building with John Smith, Chemical Operator, and Dale Wickline, Supervisor. Around the plant, supervisory walk-throughs demonstrate a high level of attention by management to safety, the environment, industrial hygiene, health physics, housekeeping and contamination control. Each division has a walk-through program developed specifically to its needs.

WALKING AROUND

Effective management when done correctly

The "Supervisory Walk-Through Program" began Jan. 22 and makes every manager accountable for his or her workplace and its activities by providing a formal monitoring process.

The program was closely developed with the guidelines established in INPO Good Practice Document MA-312 "Plant Inspection Program." It focuses attention on safety, the environment, industrial hygiene, health physics, contamination control and housekeeping issues.

During walk-throughs, a supervisor completes Form A-2626 — "PORTS Plantsite Area Walk-Through" — on findings specific to his or her respective work area. Findings are tracked through this form by the program's division contacts. This procedure is being refined and will transfer to a 1022 computer-based program by the end of April. All reports remain on file within the respective division for a period of one year.

Bill Kouns, Senior Staff Assistant to the Plant Manager, is program coordinator. Assisting Kouns and serving as division contacts for management are John Wettstein, Environment, Safety & Health; Gwen Blanton, Human Resources; Bob Etling, Business Services; Jim Watson, Engineering; Bill Johnson, Quality & Technical Services; Lisa Parker, Maintenance; Bill Pyles, Production; and LaDonna Johnson, Safeguards & Security. Gregg Peed assists with development, implementation and management.

Monthly divisional reports are forwarded to Kouns and report the number of deficiencies in the areas of safety, housekeeping, contamination control, material conditions, environmental and total Maintenance Service Requests (MSRs) issued. The number of walk-throughs conducted is also indicated in the reports.

"Where possible, corrective measures are performed on the spot," Kouns said.

"The process has become an effective

management tool as more people have become involved in the process."

Currently, most deficiencies are found in plant housekeeping and safety. Examples include cluttered areas and failures by employees to wear protective clothing.

"The goal of this program is make management by walking around a way of life, and we won't be satisfied with less," Kouns concluded. Participation of all employees is important to the success of the program.

Walk-Through Training

Consultants Dr. Fred N. Carlson and George Toto focused on "managing by walking around" in training sessions they provided in March.

Supervisory training by EG&G Idaho, Inc., began April 24. The course is being coordinated through the plant's Central Training Department.

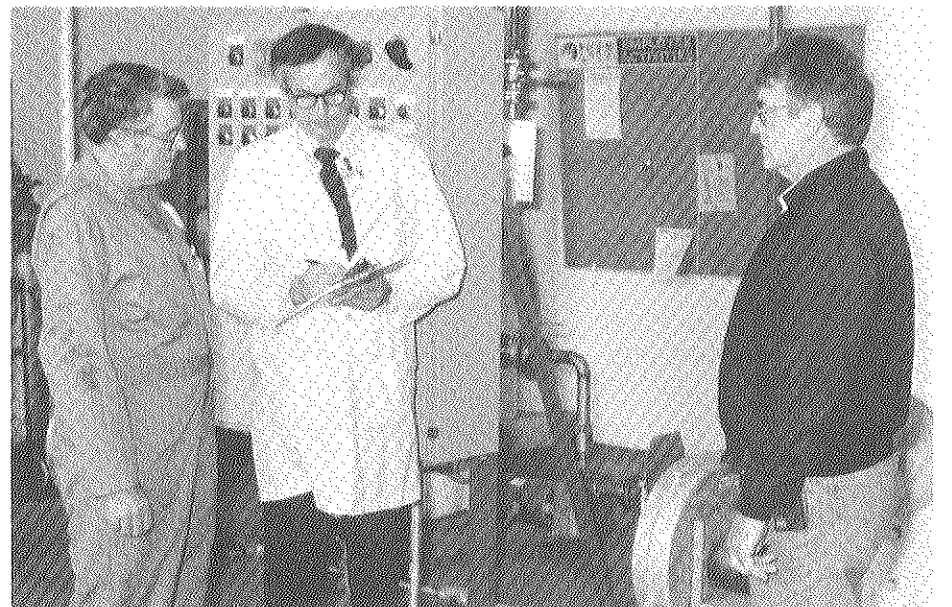
Training techniques provide attendees the opportunity for classroom and workshop involvement to better understand the need for a walk-through program; the importance of knowing current operations; how to effectively plan, conduct and document walk-throughs; and the importance of hands-on training.

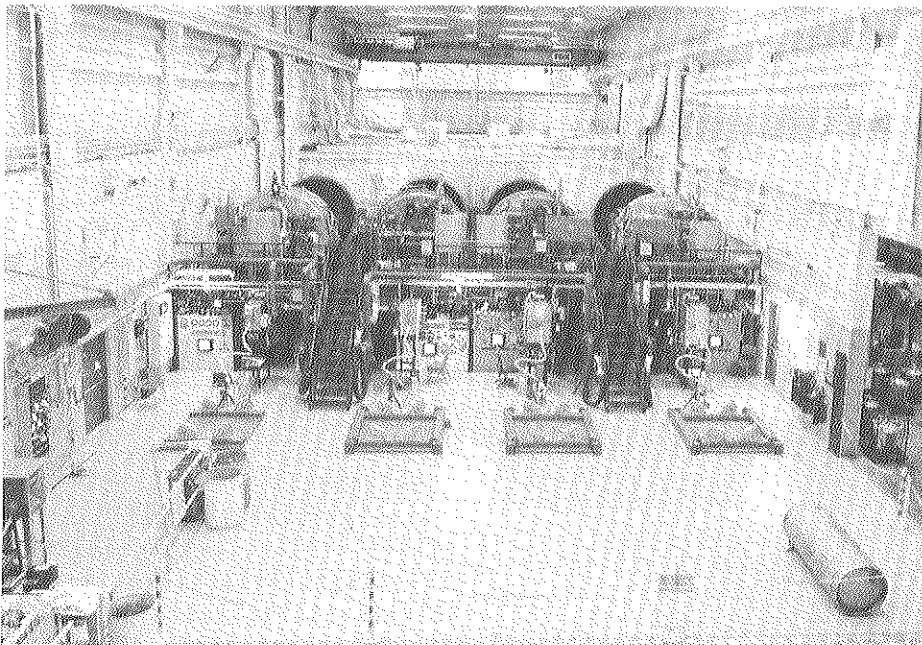
All supervisors will complete this training by the end of August.

Each class will be restricted to 30. Classes will be divided into small groups which will work as teams to perform workshop exercises.

Workshops are conducted to utilize skills developed during the classroom sessions. After each session, an in-class critique will enable students to perfect those areas where weaknesses are indicated.

Upon completion of this program, walk-throughs of the Portsmouth plant will help ensure that new or revised programs are practiced in the workplace, that potential problems with activities or conditions are identified, and that problems are corrected.





The X-344 Toll Transfer Facility at Portsmouth continues to upgrade toward "model" status. Plans call for a reception and orientation area for visitors, improvements to the north and south high bay areas, widespread painting, a new loading platform and shipping and receiving offices. Portsmouth site personnel are working closely with the people responsible for the C-360 Transfer Facility at the Paducah Gaseous Diffusion Plant, as it undergoes a similar quest to become a model facility.

Carlson/Toto "Billion Dollar List" Principals of Operations

1. BELIEVE YOUR INDICATION unless it is confirmed to be in error.
2. DO NOT OPERATE WITH ALARM CONDITIONS. If necessary, use extra ordinary compensatory measures.
3. DO NOT BYPASS INTERLOCKS or LIMIT SWITCHES.
4. DO NOT OPERATE SO THAT LIMITS OR PROTECTIVE DEVICES ARE CHALLENGED.
5. Do not rely on check valves for leak isolation or as boundary valves. Check valves leak when you want them to be tight and are tight when you want them to leak.
6. Obtain double boundary isolation from high energy sources.
7. Check the position of valves that are supposed to be open by going in closed direction. Valves whose position is supposed to be closed can only be checked by going in the closed position . . . THIS CHECK IS NOT POSITIVE because the valve could be stuck up on its back seat. Checking the position of throttle valves is a special case.
8. Do not take the next step unless you can return safely.
9. DO NOT DEFEAT, BLOCK, OBSCURE, or MUFFLE an ALARM LIGHT, HORN or WARNING DEVICE or alarm or warning system.
10. Do not operate with deficiencies that require the operator to intervene or otherwise compensate for deficiencies. DO NOT ACCEPT THE UNACCEPTABLE.
11. Leaks are an operator's enemy! They cost money, generally get worse, and are not design features, so why operate with them?
12. DO NOT OVERRIDE LIMIT SWITCHES, or PROTECTIVE DEVICES or SYSTEMS.
13. Extraordinary controls are needed when LEADS ARE LIFTED or when JUMPERS ARE PLACED; attention to their effects and REMOVAL is paramount.
14. Have spare empty tank volume when filling systems so the system can be drained.
15. Check alarms and indicating lights each shift.
16. If there is no approved procedure or it has not been done before, get the procedure, walk it down, train on it, use mock-ups.
17. Extraordinary controls are needed when relief valves are gagged, blocked, disabled or undergoing testing.
18. Beware of temporary systems and modifications. They tend to become permanent and bypass the engineering rigor.
19. A temporary system that is used in lieu of the permanent system has to be every bit as good in function and protection as the permanent system. The same training, procedure and operating discipline apply.
20. Know what to expect. If it does not happen or appear, STOP, and go to a steady state or shutdown mode.
21. If an automatic safety feature fails, SHUT DOWN NOW; if an automatic operating aid fails, shut down.
22. Inspection cannot be in the production chain. An inspector cannot be the doer.
23. Beware of the results of dual verification if the verifications are done at the same time.
24. The person who signs must know what he is signing for.
25. Beware of the "all . . . are . . ." What is all? How many is all?
26. There must be surveillance tests of any safety, alarm, limit or warning feature of an operating system. Failure of the test is an "LCO" situation.
27. What gets measured gets done.
28. Follow the procedure; build it like the drawing.
29. What is delivered is what is inspected, not what is expected.
30. A solid test program is fundamental to a solid operational system. Test after maintenance, then OP check it before it is put into service.
31. Fix everything that is broken. "If it ain't broken, maintain it."
32. If two or more indicators monitoring the same parameter do not agree, believe the worst case.
33. Contamination. Stop it at its source!
34. When draining a volume, system or component, set up to collect or dispose the fluid. Depressurize, Vent, Drain, Confirm. Protect the environment and the component. Use containments and filtered vents. Tag vent and drains, someone will change their position.

Goal of toll transfer building to progress beyond compliance

To help achieve the Energy Systems goal of setting and maintaining standards of excellence in all operations of the uranium enrichment plants, the X-344 Toll Transfer Facility at Portsmouth continues to upgrade toward "model" status.

The "model" approach is being used to help identify root cause ES&H problems, set priorities and effectively allocate resources and to serve as an example from which other plant facilities can learn. Also, one of the best ways to demonstrate compliance with federal and state rules and regulations is go "beyond compliance" to "excellent operation." The X-344 Toll Enrichment Facility has been chosen to be a "model facility" for the Portsmouth plant, demonstrating excellence in operations.

Energy Systems is selecting model facilities at each site to serve as experimental stations where it can try out various ideas such as new approaches to training. Upgrades also will include a thorough review and revision of operating procedures and physical changes to enhance building appearance and make it more functional.

Based on the large number of people who visit the building each year, plans also call for a reception and orientation area for visitors and the addition of a protective prefabricated bubble.

The project continues to move rapidly. Cost estimates have been prepared for improvements to the north and south high bay areas, including painting and the design criteria for the loading platform and shipping and receiving offices. Readiness review meetings are conducted weekly to discuss and track project status.

A standing committee of 30 representatives from various plant organizations and disciplines, in support of or directly involved with the facility, report on schedules, goals, and milestones achieved in areas such as Safety Analysis, Nuclear Criticality Safety, Engineering Physical Renovations, Upgraded Operating Procedures, and Conduct of Operations.

Involvement and input from the employees who conduct sampling and shipping operations in this building are sought and incorporated into planning.

Portsmouth site personnel are working closely with the people responsible for the C-360 Transfer Facility at the Paducah Gaseous Diffusion Plant, as it undergoes a similar quest to become a "model facility."

Teamwork between the two gaseous diffusion plants, especially the two model facilities, is considered essential to meet the standards established for the nuclear industry.

Phil Hawkins, Readiness Review Chairman for Portsmouth's model facility, said, "our working relationship with Paducah is very important. Together, we intend to surpass all standards."

Cultural changes, as well as physical improvements at the model facility, are also taking place. During March, enhanced

awareness of environmental, safety and health activities became the thrust of a day-long workshop.

All personnel assigned to Portsmouth's Toll Transfer Facility, especially those working with the autoclaves, discussed topics such as quality and safety, procedure improvements, procedural compliance, upgraded contamination control policies, IN-PO guidelines, Unusual Occurrence Reports (UORs) and results of recent audits.

Training conducted by Dr. Fred Carlson and George Toto emphasized an approach to business in a more accurate and disciplined manner through formality, quality, and accuracy in such areas as organization, operating practices, communication, training, log keeping, shift orders, equipment labeling and shift turnover. Approximately 60 participants in this training spent afternoon sessions in the field utilizing evaluation skills learned in class. As part of this course, these participants evaluated the model facility and provided additional insight on areas needing improvement.

Other areas under review at the model facility include placing operating procedures on a computer system, thus allowing operators access to the latest procedures. This process would also help expedite the approval and distribution system.

E.V. Clarke Jr., Department Head, summarized the model facility status.

"The audits show that we've already come a long way, but we still have a lot of work left to do," he said.

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