

## TFTR Sets Safety Record

The TFTR Project has not lost a single man-hour of work due to a "lost-time accident" since October 1987. This totals over 1,500,000 hours of accident-free work by the TFTR staff. "We think their record is outstanding, and it certainly reflects the TFTR Project's dedication to safety," said Milt Johnson, Area Manager of the U.S. Department of Energy's Princeton Area Office.

What this record means is that none of the approximately 250 TFTR employees have had to miss a day's work because of an accident during the last three and a half years. The "lost-time accident" is a measure of the seriousness of an accident. For example, if an employee sprains his ankle, he goes to see the Laboratory doctor. If the doctor says it's OK to come back to work the next day, this would not be counted

as lost time. However, if the Laboratory doctor says that the employee *cannot* work as scheduled the next day because of this sprained ankle, it *would* be considered a lost-time accident.

Says Project Head Dale Meade, "Because TFTR is the largest project at the Lab, and because ours is the first project to use tritium, we are intensely aware of the need to be an example of good environment, safety and health practices. Therefore, we're very conscientious about these issues."

According to Meade, TFTR can be especially proud of this record, since it is a site with moderate hazards. These include such activities as working around incredibly high voltages (up to 100,000 volts); working on TFTR, which is two stories in height; and lifting and

moving large items, such as the 38-ton neutral-beam transformer.

TFTR's Deputy Departmental Safety Officer, Halsey Allen, heads up the group whose job it is to be constantly alert to environment, safety and health issues. He says, "A lot of the credit goes to our 29 Area Safety Coordinators (ASCs) because they pay special attention both to potentially unsafe work practices and to possible hazards in their assigned work areas. Credit also goes to the Cognizant Area Supervisors (CASs), who help ASCs deal with problems."

Allen observes that TFTR regular monthly inspections help keep everyone alert and aware. Participants include the ASCs and CASs, and in addition, a staff member from the Environment, Safety, and Health Division (ES&H).

Joe Stencil, Deputy Head of ES&H says, "Our role is primarily one of oversight; however, we work hand-in-hand with TFTR staff to support them in meeting their goals. In addition to participating in the monthly safety inspections, we're brought into the loop in various other ways. For example, ES&H evaluates all TFTR processes, from conceptual design to project installation and operation to ensure safety and environmental compatibility."

Clearly, constant sensitivity to safety, regular reviews, and individual responsibility are key to the TFTR safety record. Congratulations on this excellent record, and all the best in reaching the future benchmark of the two million man-hour mark without lost hours!

## Good Tiger Team Report Prompts Secretary Watkins to Visit Lab

Secretary of Energy James D. Watkins currently plans to visit PPPL on Thursday, May 2. He called PPPL Director Ron Davidson to request the visit as the result of a positive briefing with Tiger Team leader Susan Brechbill on March 22. The Lab received high marks for its self-assessment, positive attitude among staff towards learning from Tiger Team members, and an excellent science education program.

As everyone at PPPL is well aware, the Lab was put through extensive scrutiny between Febru-



**Secretary  
Watkins**

ary 11 and March 12 during an assessment of Environment, Safety and Health, and related management issues by a Tiger Team from the U.S. Department of Energy (DOE). The positive briefing reflects the outstanding effort by all PPPL staff during the Self-Assessment and Tiger Team visit.

The atmosphere of cooperation, openness, and willingness to learn,

*continued on page 2*



# Good Tiger Team Report

continued from page 1

combined with a commitment to getting the job done, made this difficult, and sometimes painful assessment process workable and constructive. Many who were involved on a day-and-night basis somehow managed to continue with their usual duties as well, and people are emerging from the process tired, but with a sense of a job well done.

From late October, when the self-assessment process began, up through the Tiger Team wrap-up meeting on March 12, the Lab has been a beehive of activity—planning, preparation, self-assessment, report writing, and response to the findings. A herculean effort has gone into this endeavor under the direction of John DeLooper (Quality Assurance) and Chris Gillars (Material Control). As DeLooper put it “Chris and I were the worriers but the real work was done by the Lab. The extent of the Laboratory’s effort can only be appreciated through retracing the process.

## Self-Assessment

DOE facilities typically have about six months to prepare for a Tiger Team visit and conduct an advance self-assessment. By contrast, PPPL began the self-assessment process in late October with the Tiger Team arriving in early February. Time was of the essence. Yet it was crucial that the Self-Assessment be well-planned, thorough, and accurate. Somehow, with incredible cooperation and many long hours, everything was accomplished.

Staff were chosen from throughout the Lab to participate in 28 assessment teams. Some members were from within the area of concern, while others were picked because, as knowledgeable outsiders, they might be able to ask the right

questions. Teams were trained in how to assess appropriately and sent out to conduct interviews, review documents, tour relevant areas, and even (in two instances) conduct unannounced drills.

Each team had a specific area to investigate, for example, ground-water or industrial hygiene. Using a checklist developed in advance, their mandate was to identify existing questionable conditions and investigate their root causes so that difficulties could be corrected and future problems avoided. Wherever possible, problems were rectified immediately.



**Former dining hall becomes Tiger Team Headquarters.** Photo: Dietmar Krause

Considering the limited time frame, the Self-Assessment was spectacularly successful. Compared to the 19 other DOE facilities visited thus far, PPPL found the highest percentage of problems (72 percent) that would also later be identified by the Tiger Team. The Self-Assessment was also successful by other measures. It proved an excellent exercise in teamwork, with staff from around the Lab having an opportunity to work together in ways they usually would not. It was also educational and informative, as team members learned about areas of the Lab that were new to them.

Perhaps most important, the Self-Assessment gave everyone involved a taste of what it was like to be in an assessment interview, to have problems highlighted, and to think about how to improve conditions. This was excellent practice for the actual Tiger Team visit and undoubtedly increased the efficiency of their assessment process.

## Preparing for the Tiger Team

Those involved with Self-Assessment were not the only ones who found themselves extremely busy during the weeks before the Tiger Team arrived. The process was likened to preparing for a month-long visit from wealthy but critical relatives. Major housecleaning had to be done, and living space had to be prepared.

A special “Spring Cleaning” day was declared January 9, and everyone pitched in (or pitched out!). Camaraderie grew as people unearthed and exchanged treasures, while the serious work of labeling, marking equipment and passing on chemicals to Hazmat was accomplished. For some, weekend work was necessary to get the job done.

In the mean time, Plant Maintenance and Engineering and many others went into high gear to make a home for the 52 Tiger Team members where no office space had existed before. As if by magic, where the dining hall had been, there sprung up walls, partitions, electric and phone wiring, desks and chairs, phones and answering machines. Forty PC computers were ordered through Procurement and coordinated by the Computer Group. A separate room was set up for the eight word processing stations necessary to prepare the Tiger Team

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report. Copiers, laser printers, and office supplies appeared. Unfortunately, yeoman effort and long hours, rather than a magic wand were necessary to put it all together.

A library had to be compiled as well. Feverish activity also accompanied this process, which included pulling together more than 200 documents requested by the Tiger Team. Of these, about 100 had to be compiled and sent out in advance in preparation for the visit. With the help of affected departments, Olga Bennett and her assistant pulled together these priority items—accomplishing in a month what most facilities have six months to do. With support from the Duplication Center and from Shipping and Receiving, and practically around-the-clock work, the Tiger Team was sent everything they had requested—including documents ranging from maps and a history of PPPL to data on surface water, waste management, and a toxic substances inventory. A library of all 200 documents appeared in the Tiger Team work area by the time of their arrival.

For Teri Daynorowicz, the staff of the Duplication Center, and other staff pulled in periodically to help, the deluge of pages to copy was just beginning. During the four-month span of Tiger Team activities, they turned out three-quarters of a million copies—in addition to their regular PPPL workload.

### The Tiger Team Visit

All this activity, and the Tiger Team had yet to arrive. When they did come, on February 10, a special station had been set up at the hotel to provide them with identification badges. They were given Site Briefing books to orient them to the Laboratory, the University, and the Princeton area, and each member was greeted by an escort. They were also assigned technical counterparts.

The logistics required boggle the mind.

About 150 escorts, technical counterparts, and alternates were on call to provide logistical support, set up meetings, participate in interviews, and find information for Tiger Team members. The Computer Group answered more than 65 Tiger Team questions. To provide wider input into the investigation, a “complaint line” was available for both PPPL staff and the general public.



*Former C-Site Lobby becomes dining hall for staff. Enjoying lunch are Ray Pysner and Mike Leonard (left); Vince Corso and Joe Bonfonti (right).*

Photo: Dietmar Krause

Between February 11 and March 12, the Tiger Team examined what must have seemed like every nook and cranny of the Lab. Although interviews occurred with every group, some, such as the Environment, Safety and Health Division, TFTR, management, and Quality Assurance/ Quality Control were more intensively scrutinized because of the nature of their responsibilities.

Because the Tiger Team's primary job was to find problems, the process became grueling at times. However, most of those involved survived with relative ease because they understood that the critique was not personal, and that ultimately it would help them solve their problems more effectively. In addition, most Tiger Team members took a

positive rather than negative approach, making criticism easier to take.

As documents for the Tiger Team report began rolling in, Marilyn Hondorp, four PPPL staff members, and five temporary secretaries, organized and formatted the information. During a two-week period of intense concentration, they worked nearly nonstop to turn out a two-volume, approximately 1000 page report.

On March 12, a wrap-up meeting was held in which Susan Brechbill and Tiger Team subteam leaders summarized their findings. Because the Self-Assessment had been so thorough, most of the findings had previously been identified.

### Developing the Action Plan

Now that the Tiger Team draft report is complete, PPPL has six weeks to draft an action plan outlining proposed methods of dealing with each finding. Each department must respond both with a description of how the immediate problem will be rectified and how causal factors (root causes) will be dealt with. Several factors might be involved. Just as an example, (this was not a finding) if a trend were found towards more back injuries, causal factors might include need for training in safe lifting methods, improved access to lifting equipment, and/or additional assistance in lifting.

Pulling together all these findings by the end of April is a mammoth job, but one that Jim Graham and Frank Malinowski of Quality Assurance are well trained for, considering that they compiled the Self-Assessment Report. Also well prepared are Marilyn Hondorp and her word-processing group, who are still up to speed from the Tiger Team Report.

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# Tiger Team Wrap-Up Interests Staff



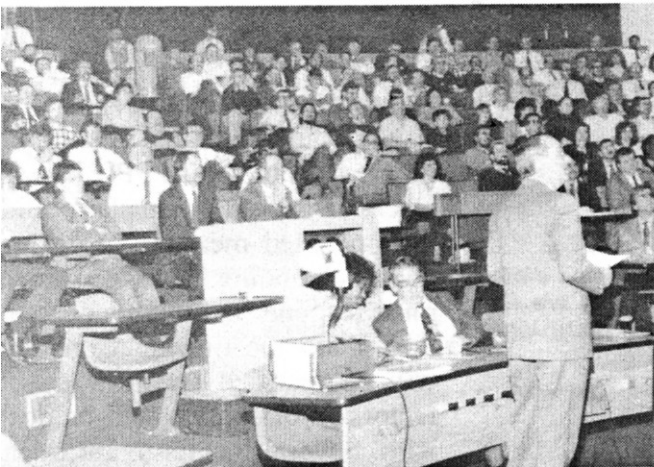
◀ **Tiger Team Subgroup Team Leaders Mike Kilpatrick, Environment (left) and Charles Grua, Safety and Health, listen to the wrap-up.**



**Susan Brechbill  
Tiger Team Leader**



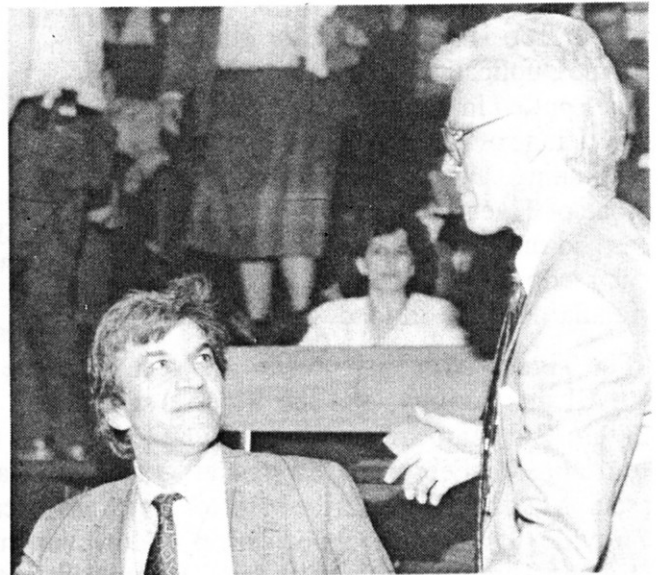
**John DeLooper seems pleased to be reaching the wrap-up stage.**



**The Tiger Team Wrap-Up fills Auditorium.**



**Greg Zamuda, DOE Tiger Team Coordinator from the Office of Special Projects (left), talks with John DeLooper. Dale Meade is to the right.**



**Ron Davidson (left) and Milt Johnson consider what has been said.**

Photos: John Peoples



# It's a Party! Everyone Celebrates Tiger Team Finish



*Shelly Chung and Olga Bennett celebrate after many hours of hard work.*



*Glenn Pierson, Bill Blanchard, and Chris Vannoy help serve beverages.*



*(Left to right) Rush Holt, John DeLooper, Chris Gillars, Scott Larson, Jenny Zelenak, Ellis Simon, and Pete DeGandio admire Tiger Team congratulatory cakes.*



*The combination of Tiger Team Wrap-up, St. Patrick's Day, and TGIF draws a big crowd to the lobby/dining hall.*



*(Left to right) John Sadovy, Jeff Brian—in green wig for St. Paddy's Day—Gerry Hart, Buzz Bauer, and Walt Weyman enjoy the party.*

Photos: Dietmar Krause



## Good Report

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### The End of the Beginning

Some may imagine that when the draft of the Action Plan is complete, the process will be over. However, in fact, it is not the end, but the beginning of the real work. Once the Tiger Team reviews the draft, PPPL will complete revisions, and continue with the on-going process of putting plans into action. The Tiger Team, according to Susan Brechbill, had as its goal to serve as catalyst to support PPPL in going *beyond* compliance towards the "pursuit of excellence" in standards of environment, safety and health.

The Tiger Team visit signals a change in corporate culture within the DOE and here at PPPL. While it may take time to readjust, assimilate, and integrate these high standards of compliance and documentation, in fact, it has already begun to happen. According to John DeLooper, PPPL is one of the first Labs to have turned the corner from simply planning to making concrete steps towards change.

Director Ron Davidson noted in a memo to staff back in November that, "One of the principal reasons for federal support of research at PPPL is that fusion promises significant environmental benefits for the country and the world. It follows that our operations should be a model of environmentally beneficial behavior." Since November PPPL has taken significant steps towards becoming such a model.

## Cafeteria to Have New Vendor Free Cookies This Thursday!

Starting Monday, April 8, PPPL diners can look forward to fresh, homemade cinnamon buns and muffins each morning, a different salad each day, a yogurt machine, a popcorn machine, and an upgraded salad bar, according to Michael De Bonis, who will manage the cafeteria for new vendor Trusthouse Forte. Trusthouse Forte Food Services, Inc. is the largest food service vendor in New Jersey, and one of the largest in the world.

For one of the first day's entrees, new chef Jesus Merlo will serve Chicken Marsala, a speciality of his. Merlo most recently served as chef in the private executive dining room at the New Jersey National Bank Headquarters in Ewing. Previous to that, he was chef for ten years at the Green Acres Country Club in Lawrenceville, NJ.

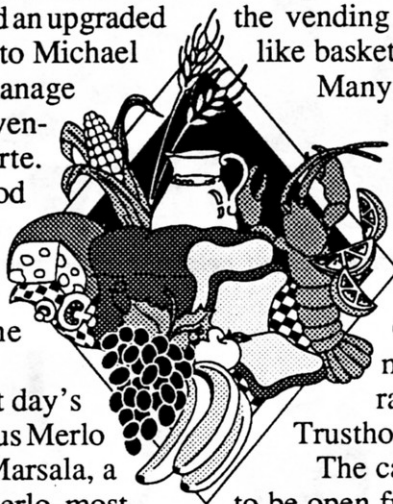
"New, interesting items will appear on the PPPL menu, but the menu format will remain the same,"

says Manager De Bonis. He adds that prices will remain comparable, although a larger choice of sizes will bring some price changes. De Bonis promises a "fresher look" to the vending area with highlights like baskets of flowers.

Many familiar faces will remain, since the present cafeteria staff may choose to stay on as employees of Trusthouse Forte. Current chef Clarence King will move on to a temporary assignment with

Trusthouse.

The cafeteria will continue to be open from 7 a.m. to 3 p.m., with breakfast between 7 and 8:40 and lunch between 11:30 and 1:30. Coffee, tea, sodas, fruits and pastries will be available during the morning. From lunchtime on, beverages, popcorn, cookies, pretzels, ice cream, and one flavor of frozen yogurt (either low fat or nonfat) will be available until 3:00.



## Spitzer to Speak

At 4:15 p.m. on Wednesday, April 10, Dr. Lyman Spitzer, Jr. will speak on "Results from the Hubble Space Telescope," which was launched April 24, 1990. In 1946 Spitzer, who is Emeritus Professor of Astronomy at Princeton University, published the paper "Astronomical Advantages of an Extra-Terrestrial Observatory." It described many of the goals for which the Hubble Telescope is designed and which he later worked to make a reality. Dr. Spitzer is well known at PPPL as the visionary who initiated Project Matterhorn and became the first director here. The colloquium will be held in M.B. Gottlieb Auditorium.

### Call 243-3800 for ES&H Concerns

Do you have a concern about environment, safety or health (ES&H) or other issues at PPPL? If so, you're encouraged to call 243-3800, any time—24 hours a day, seven days a week. This Hotline number (not to be confused with the PPPL newsletter) was put in place during the Tiger Team visit by the Department of Energy's Princeton Area Office. It has been retained for PPPL employees, who are encouraged to report concerns to PPPL first, so that the Lab may be afforded the opportunity to take corrective action to resolve any problems.



# John Peoples—a Snapshot

"The best thing about this job is the variety," says John Peoples, who has been shooting pictures around PPPL since 1958. Peoples, whose retirement dinner was held March 27, has obviously loved being a photographic "jack-of-all-trades" (and master of many).

Peoples describes his many-faceted job, by saying, "Naturally, I've done hundreds of tabletop shots of equipment. They're typically designed for use by engineers who need to see all the details. I've also occasionally done aerial work, and there's been plenty of construction, groundbreaking, and industrial photography. I've really enjoyed the fact that I never knew what kind of job might come in next."

"I've also done lots of people shots—from ID pictures, to portraits, picnics, tour groups, and even dignitaries, like Jimmy and Rosalyn Carter, Neil Armstrong, and Tito. I escorted Phil Donahue around when he was here on a video shoot," he notes.

Any one of these areas of photography is considered a special professional field that requires unique know-how. Yet John has done them all, and done them well. Charlie Bushnell, Senior Engineer, has been one of Peoples' best customers over the years. He says, "John always got the job done—sometimes against great odds. I've seen photo journalists from *Time* and *Life* come in here with Hasselblads, and yet John has come out with shots that were as good or better using only basic equipment."

Bushnell remembers many times when Peoples shot painstaking sequences of photographs illustrating each step as a machine was assembled. "No matter what John was shooting, the results were outstanding," he notes.

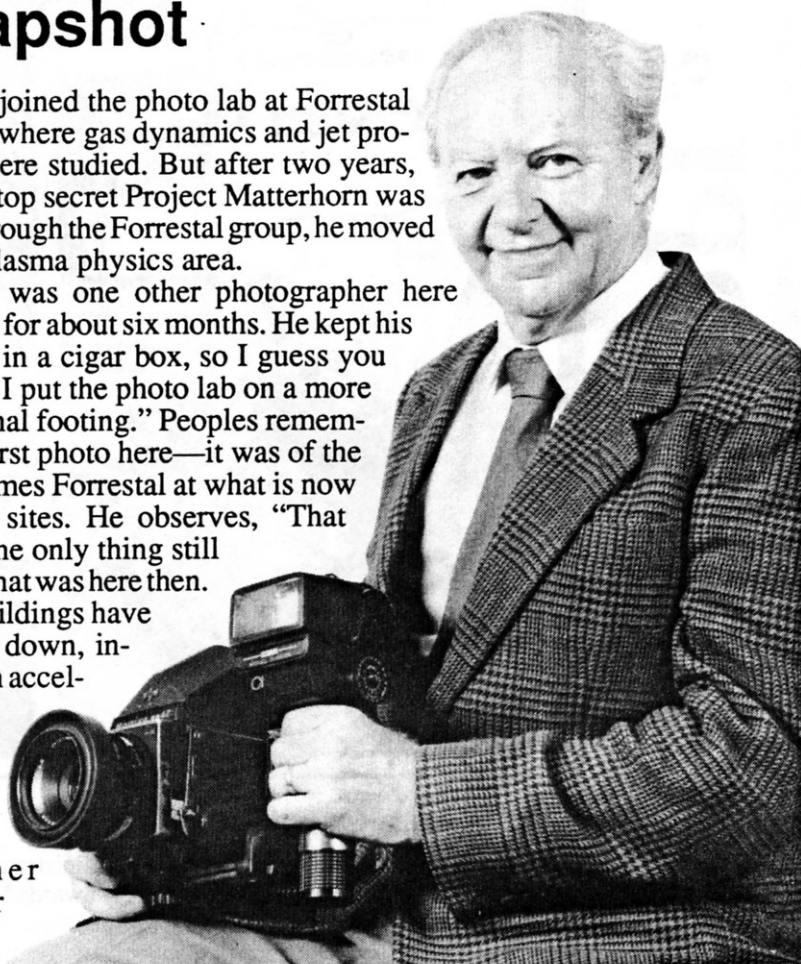
John Peoples comes close to being the "Founding Father of Photography" at PPPL. In 1956, after working for the *Trentonian* news-

paper, he joined the photo lab at Forrestal Research where gas dynamics and jet propulsion were studied. But after two years, when the top secret Project Matterhorn was funded through the Forrestal group, he moved into the plasma physics area.

"There was one other photographer here before me for about six months. He kept his negatives in a cigar box, so I guess you could say I put the photo lab on a more professional footing." Peoples remembers his first photo here—it was of the bust of James Forrestal at what is now A and B sites. He observes, "That statue is the only thing still standing that was here then.

All the buildings have been torn down, including an accelerator that lost funding."

Photographer  
Dietmar  
Krause  
has



**On the other side of the camera for a change, John Peoples, Photographer at PPPL since 1958, poses for photo.**

Photo: Dietmar Krause

worked with Peoples since 1973. "John usually handled the photography while I stayed in the Photo Lab," he remembers. "At one time each of us had an assistant, and there were a total of five on our staff. Getting everything done took a lot of coordination, but John is easy to get along with, so we always worked things out."

Rumor has it that in earlier years John Peoples was something of a hotrod—owning three Corvettes at different times, a white one, a red one, and a gold one. Sailboats, camping with his wife, son and daughter, and fishing have also been favorite pastimes.

This spring, Peoples looks forward to some trips out into the Atlantic for bluefish, but it's doubtful he'll be able to stay away from photography long. "I'll sure miss the equipment I've had here at the

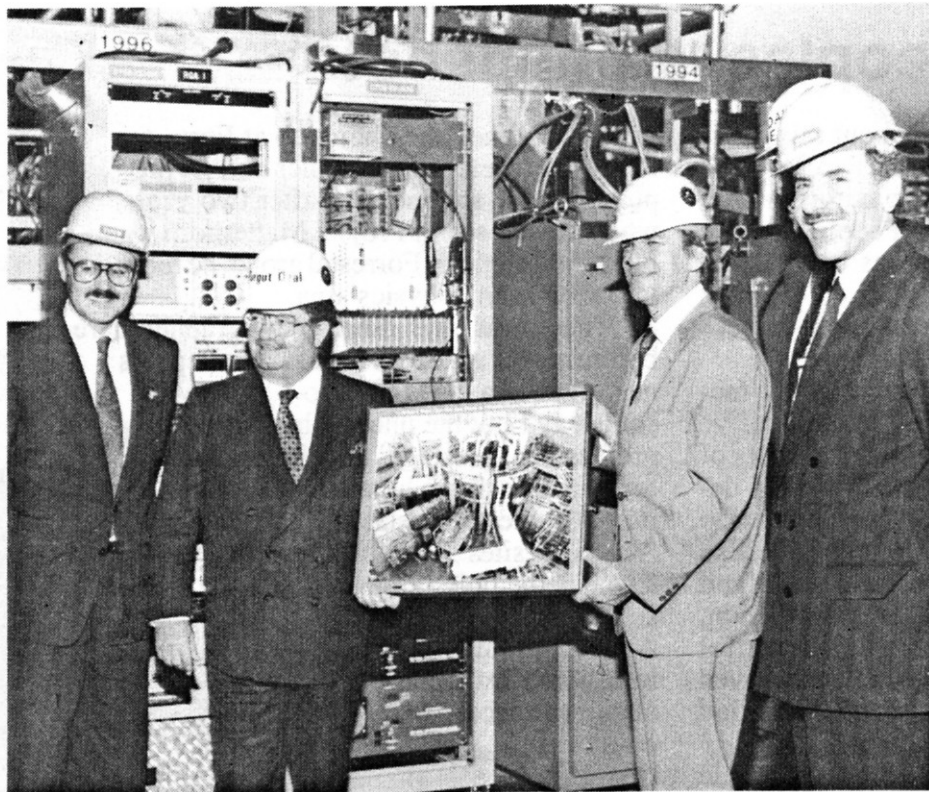
Lab," he observes. "It'll be back-to-basics with my home darkroom and equipment, but I'll still be out shooting little league games, weddings, Bar Mitzvahs and family gatherings, as well as doing some industrial photography."

Photographer Peoples will certainly be missed around the Lab. "He has a great memory for names and faces," notes Dietmar Krause. "When people call and want to know about sites and photos of people, he's been able to easily pick them out because he knows everybody."

Dale Meade, Head of Experimental Physics, says, "Many people at the Lab are very dedicated, and John Peoples stands out as one of them. When the Lab has needed his services—from shots of technical documentation to dignitaries, you could absolutely count on him to be there."



# What's Happening at PPPL?



PPPL Director Ron Davidson presented Turkish President Turgut Özal with a photo of TFTR when Özal toured the TFTR facility during his visit to the University on March 28th. PPPL was the first stop of a day-long visit to Princeton for Özal, who holds a Master's degree in Electrical Engineering from Istanbul Technical University.

Photo: John Peoples

## Warkala Certified by NCMA

Sharon Warkala, Subcontractor Administrator in the Procurement Division, was recently awarded certification by the National Contract Management Association (NCMA), according to Rodney Templon, Manager of Subcontracts. He commented, "Through taking a rigorous six-hour essay test, Sharon has demonstrated the depth of her knowledge and experience in the procurement profession, and we want to be sure she gets the recognition she deserves."

Sharon is justifiably proud of her accomplishment, noting that the NCMA is a nationwide organization and that their certification is a standard of excellence well-regarded in the profession.



Johanna Van Wert, new writer for **HOTLINE**, looks forward to meeting you, hearing your story ideas, and developing articles that are interesting to you. Please call 2757 with your input.

Photo: John Peoples

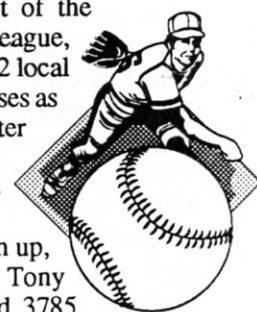
## Softball Teams Recruiting—Everyone's Welcome!

There's a place for everyone on the PPPL softball teams, regardless of age, gender, or level of experience. For newcomers, and those men and women who play just for the fun of it, the B team offers you plenty of enjoyment and relaxation. For the "heavy hitter," the competitive A team will give you a chance to test your mettle. In fact, the PPPL A Team has been in playoff games for the past 12 years, according to Bob Raimond of the Computer Division.

Practice started April 2, (but come on out; you're not too late!) All practices and games are Tuesday evenings at the baseball field behind the PPPL Emergency Services Building. Games will begin the end of April.

The PPPL teams are part of the Princeton Business Softball League, which is composed of about 32 local teams, including such businesses as McGraw Hill, Sarnoff, and Carter Wallace, according to Tom Holoman of the Diagnostics Division.

For information and to sign up, call: Tom Holoman, 3221; Tony Bleach, 3621, or Bob Raimond, 3785.



## Community Open House

Invite your friends and neighbors! On Thursday, April 18 from 7 to 9 p.m. PPPL will have an Open House for the community, including a presentation on fusion and a tour of the facility.



## TRANSITIONS

## Safety Training

### Use of Fire Extinguishers

April 17, 9:00-10:00 a.m.

Safety Trailer Conference Room

This course trains employees in the different types and uses of fire extinguishers. It provides guidance as to when to try to fight a fire and when not to. A movie is shown along with a discussion period. The hands-on part of the class has been temporarily excluded.

### Confined Space

April 18, 1:30-3:00 p.m.

Safety Trailer Conference Room

This course is designed to instruct employees about the hazards associated with confined spaces and the proper procedures for entering a confined space.

To register for safety courses, call Sue Hill, x2526.

## Don't Forget Secretaries' Week, April 22-26

Whether it's a card, flowers, a luncheon, or a simple thanks, all those who take care of the details of an office deserve special recognition. Thanks to all the secretaries at PPPL for keeping offices humming around here!

### PROMOTIONS

**Susan E. Murphy** has been appointed Manager, Certification and Training, reporting to Steven M. Iverson, Head of the Personnel Division. Murphy will be responsible for developing a Laboratory-wide certification and training system and maintaining all training records for the Lab. An important objective for Murphy in her new position is the development of a consistent format and process for all training conducted at PPPL.

### RETIREMENTS

**Vincent Corso** retired February 1, 1991 after 32 years of service. He was a Technical Associate in Technical Operations.

**Sidney L. Dorum** retired April 1, 1991 after 11 years of service. He was a Storage and Distribution Clerk in Administrative Operations.

**Monte A. Frazier** retired February 1, 1991 after 26 years of service. He was a Technician in Technical Operations.

**Charlotte S. Harrison** retired March 1, 1991 after 27 years of service. She was an Administrator in the Engineering Analysis Division of Technical Operations.

**Erdman G. Hoffman** retired February 1, 1991 after 12 years of service. He was a Machine Technician in Technical Operations.

**Walter E. Olkowski** retired February 1, 1991 after 10 years of service. He was a Technician in the Heating, Ventilating, and Air Conditioning section of Plant Maintenance and Engineering within Administrative Operations.

**Dolores F. Reiss** retired April 1, 1991 after 16 years of service. She was an Accounting Assistant in Payroll within Administrative Operations.

**Anne M. Romano** retired April 1, 1991 after 13 years of service. She was a Laboratory Technician in Technical Operations.

**Henry Swiderski** retired February 1, 1991 after 12 years of service. He was a Technician in the TFTR Neutral Beam Heating Systems Section.

### OBITUARIES

**Elizabeth C. Wooden** died on March 14. She was employed at PPPL from 1958 until her retirement in 1985.

## CLASSIFIEDS

### For Sale

**Commodore 128 Computer**—with 5-1/4 inch disc drive, 1200 BPS modum, and printer; software includes games, utilities, and joystick with manuals. Call Stan Troyano, ext. 2199.

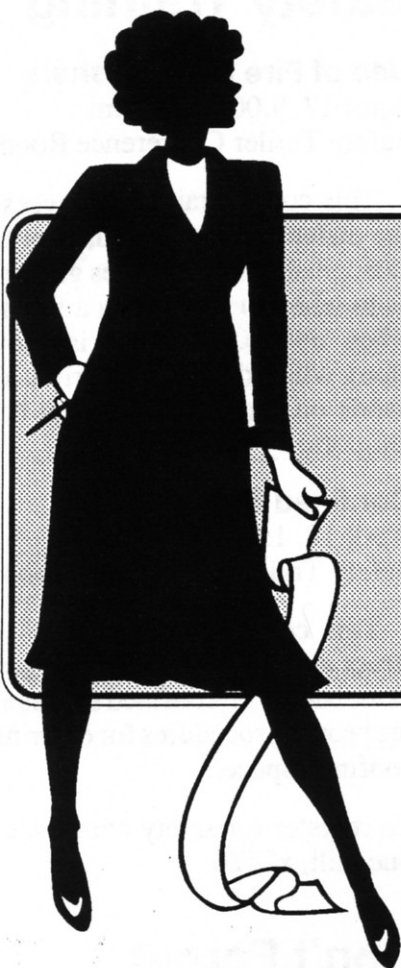
**13-Inch Color TV**—Teknika brand; \$75. Call Sara Flohr, ext. 2882.

**Lifetime Fitness Membership**—transferable membership to Hamilton Fitness Center in Mercerville includes raquetball, tanning booths, aerobics, Nautilus, saunas, and free weights, inclusive. Monthly fees additional. \$150 value; now \$75 or best offer. Call Ellen, ext. 2424.

**1976 Pontiac Grand Safari Wagon**—

Runs well, good tires. Asking \$500 or best offer. Call ext. 3372 or 215-493-2302 evenings.





## *Secretaries' Week*

### *April 22-26, 1991*

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### **HOTLINE**

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