

memorandum

DATE: June 17, 1996

REPLY TO
ATTN OF: SMIT (McCoy/6-1419)

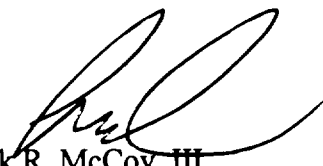
SUBJECT: REPORT OF COMPLETED ACTIONS ASSOCIATED WITH THE DEPARTMENT'S IMPLEMENTATION PLANS TO DEFENSE NUCLEAR FACILITIES SAFETY BOARD RECOMMENDATION 95-2

TO: Thomas P. Grumbly, Under Secretary

Appendix D to the subject implementation plan requires, in part, that the Safety Management Implementation Team develop and present an awareness briefing for Department and contractor management at the priority facilities regarding implementation of safety management systems. (Internal Management Action 5.a) Development of the awareness briefing was completed on May 31, 1996, and the briefing slides are attached for your information. The awareness briefings were successfully completed at each of the priority facilities during the two week period of June 3 - 14, 1996. In addition to conducting the briefings, I and other members of my team toured each of the priority facilities with facility management to develop a better understanding of the current state of maturity of safety management system implementation and consequent scope of effort to meet the implementation plan.

I would also like to formally report that establishment of the safety management implementation team and establishing team infrastructure to follow other related Department programs and initiatives for consistency with the implementation plan, pursuant to internal management action 1.a., was completed on May 16, 1996.

If you should have any questions on this matter please call me at (202) 586-1419.


Frank R. McCoy, III
Director, Safety Management
Implementation Team

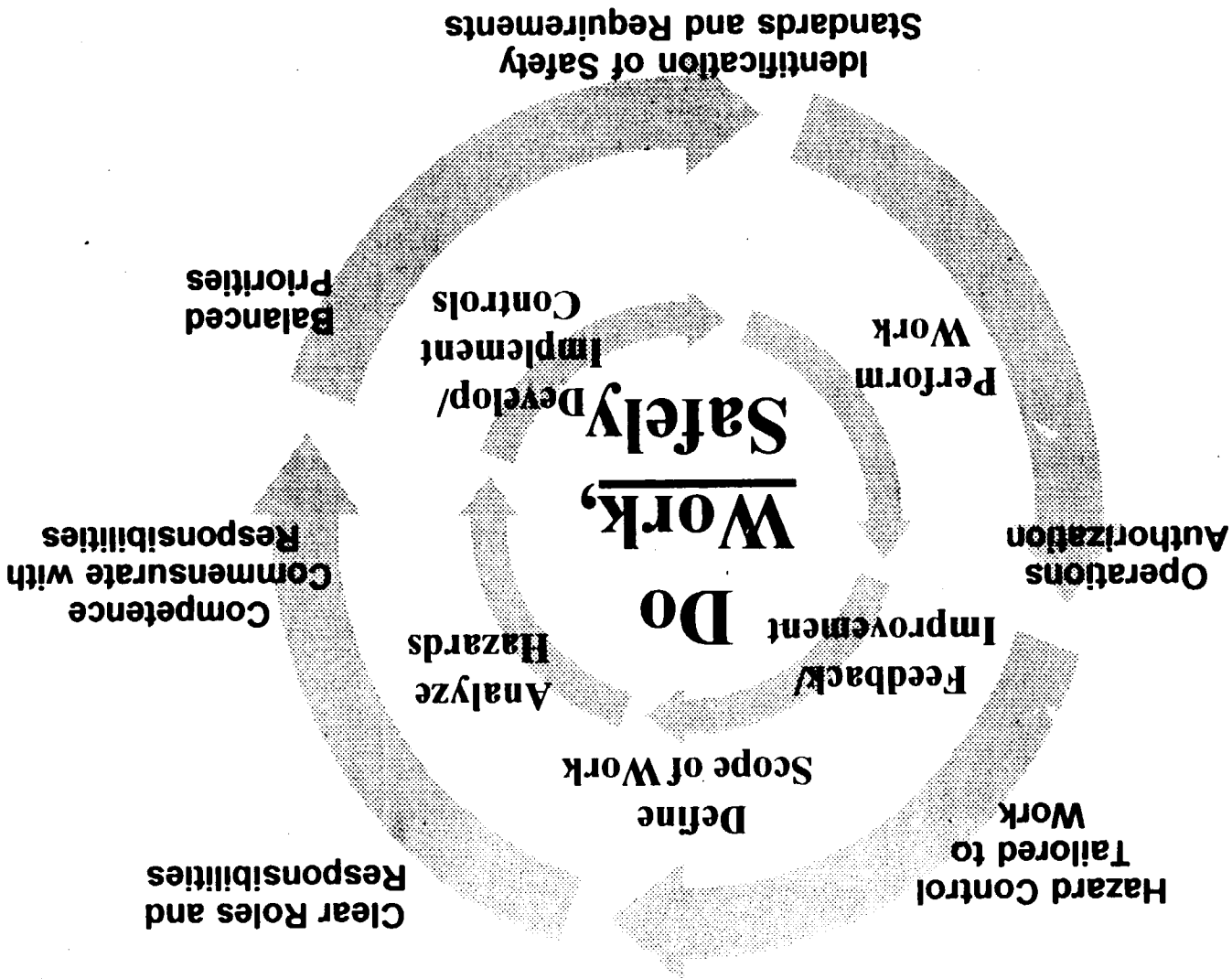
SMIT:FRM:lcw

Attachment

cc w/attachment:
Mark Whitaker, S-3.1
Peter Brush, EH-2
Richard Guimond, EM-2
Victor Stello, DP-3

Integrated Safety Management

Line Management
Responsibility for Safety



Department of Energy's Implementation Plan for Defense Nuclear Safety Board 95-2

- S/RIIDS
- Tiger Team Action Plans
- Streamlined Orders
- Nuclear Safety Rules
- Safety Basis
- Recommendation 90-2 Implementation Plan
- ESH Management Plan
- Technical Standards Program
- Order Compliance Self-Assessment
- ES&H Accountability
- Compliance Appraisal
- Enhanced Work Planning
- Strategic Alignment Initiative
- FAR Manual
- Laboratory Oversight Initiative
- Graded Approach
- Laboratory Safety Initiatives
- Contract Reform
- Directives System Reductions
- Necessary & Sufficient

*If you don't know where you're going,
any road will do.*

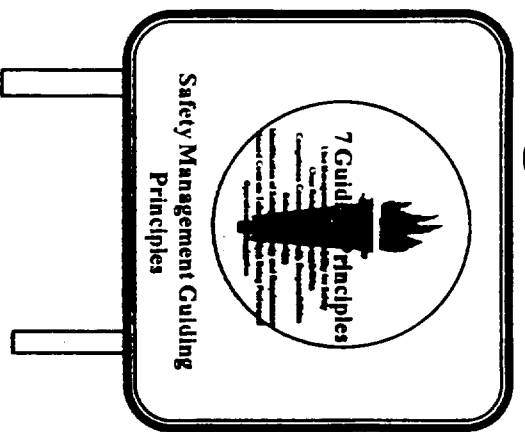
--Anonymous



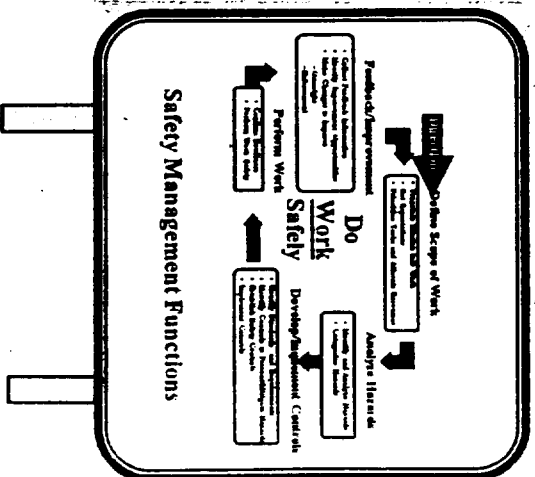
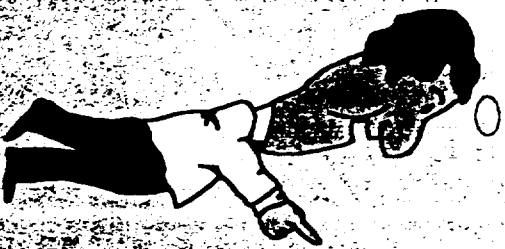
WORK

Begin with the end in mind.

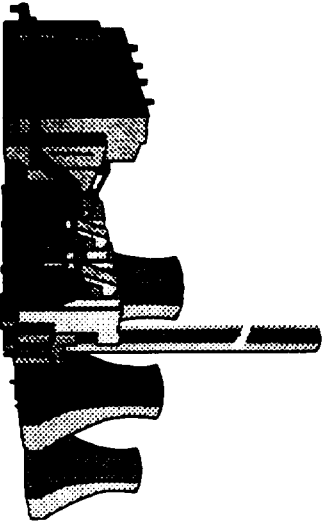
--Covey



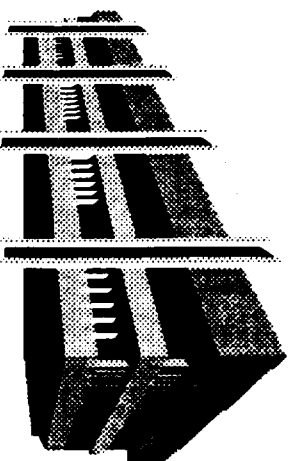
**“DO
WORK,
 SAFELY”**



What Objective Are We Trying to Accomplish?

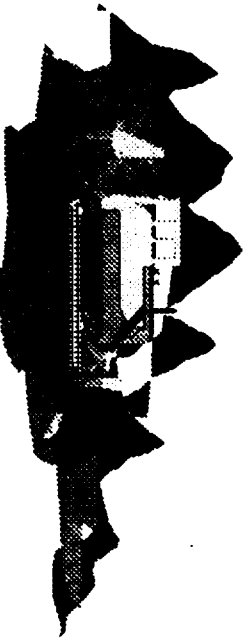


Hazardous Operations

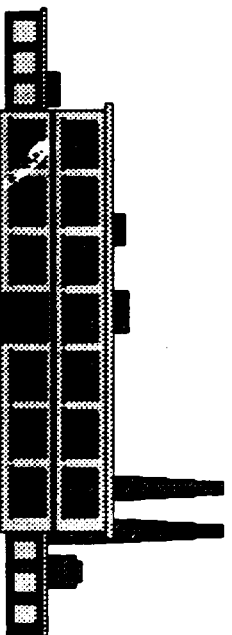


Laboratories

“DO WORK, SAFELY”

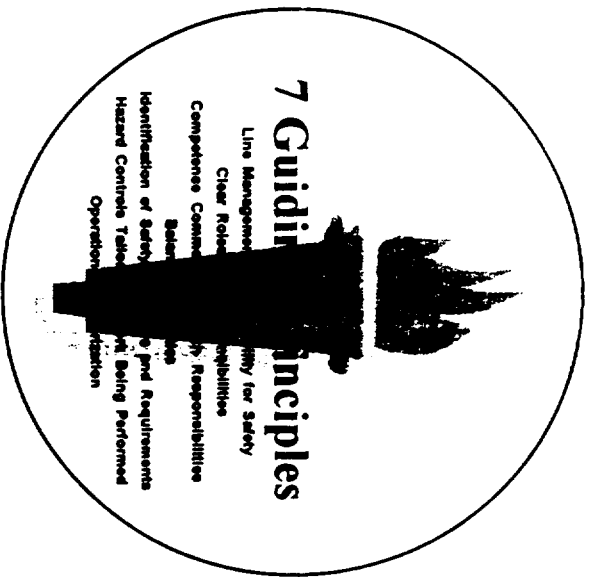


Environmental Restoration

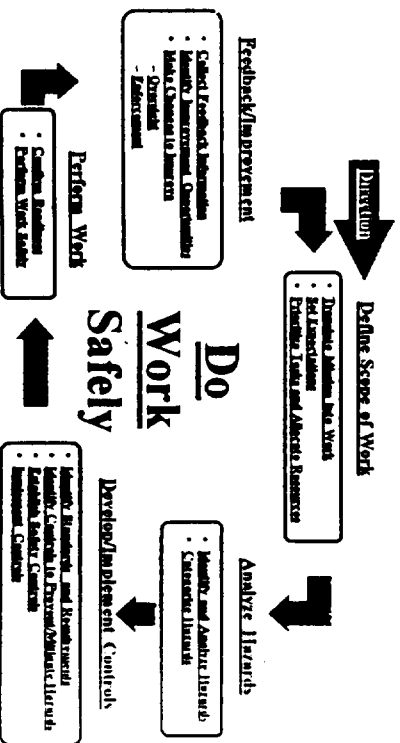


Processing Facilities

How is the Safety Management Objective Accomplished?



Safety Management Guiding Principles



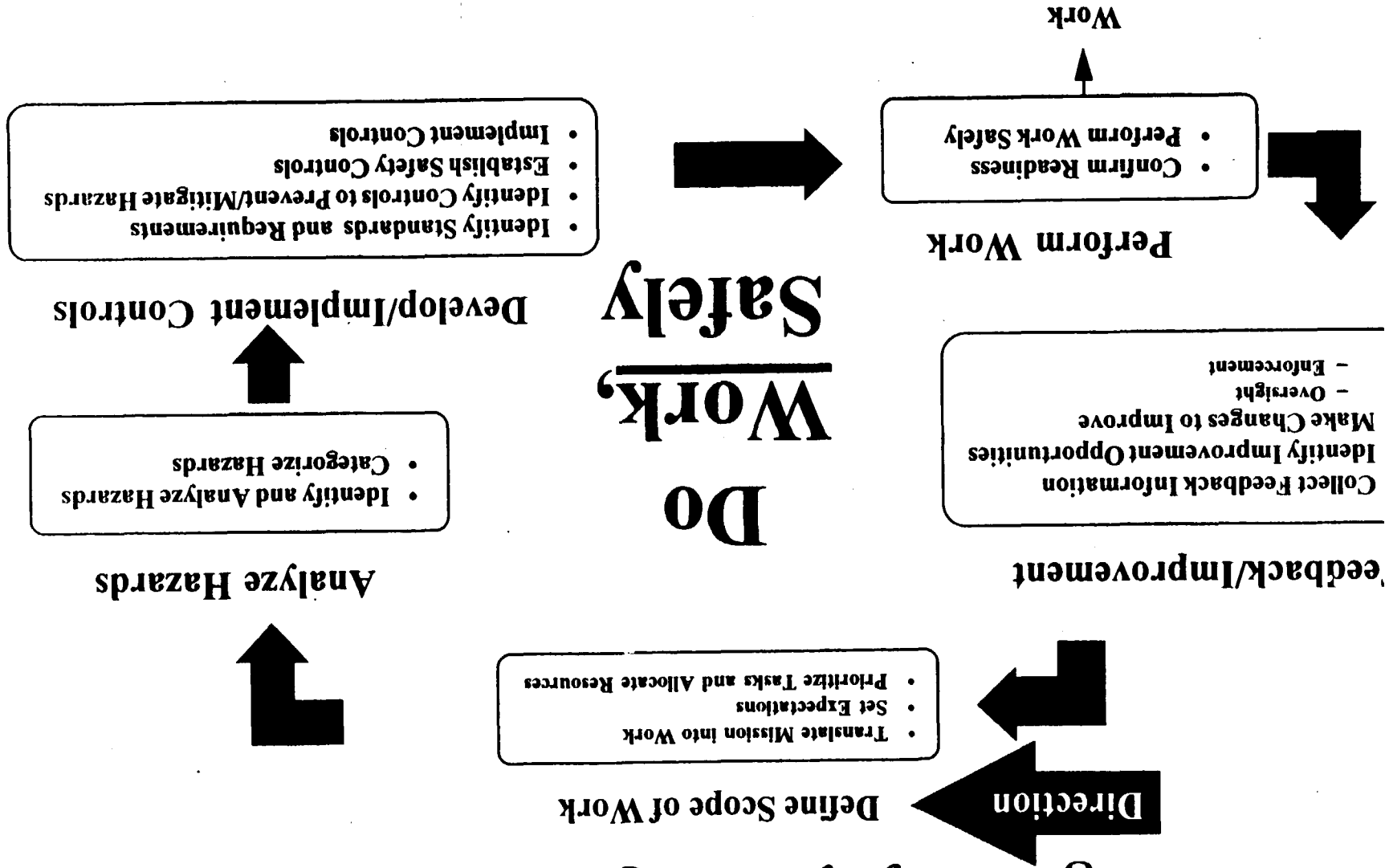
Safety Management Functions

Using the Safety Management Guiding Principles

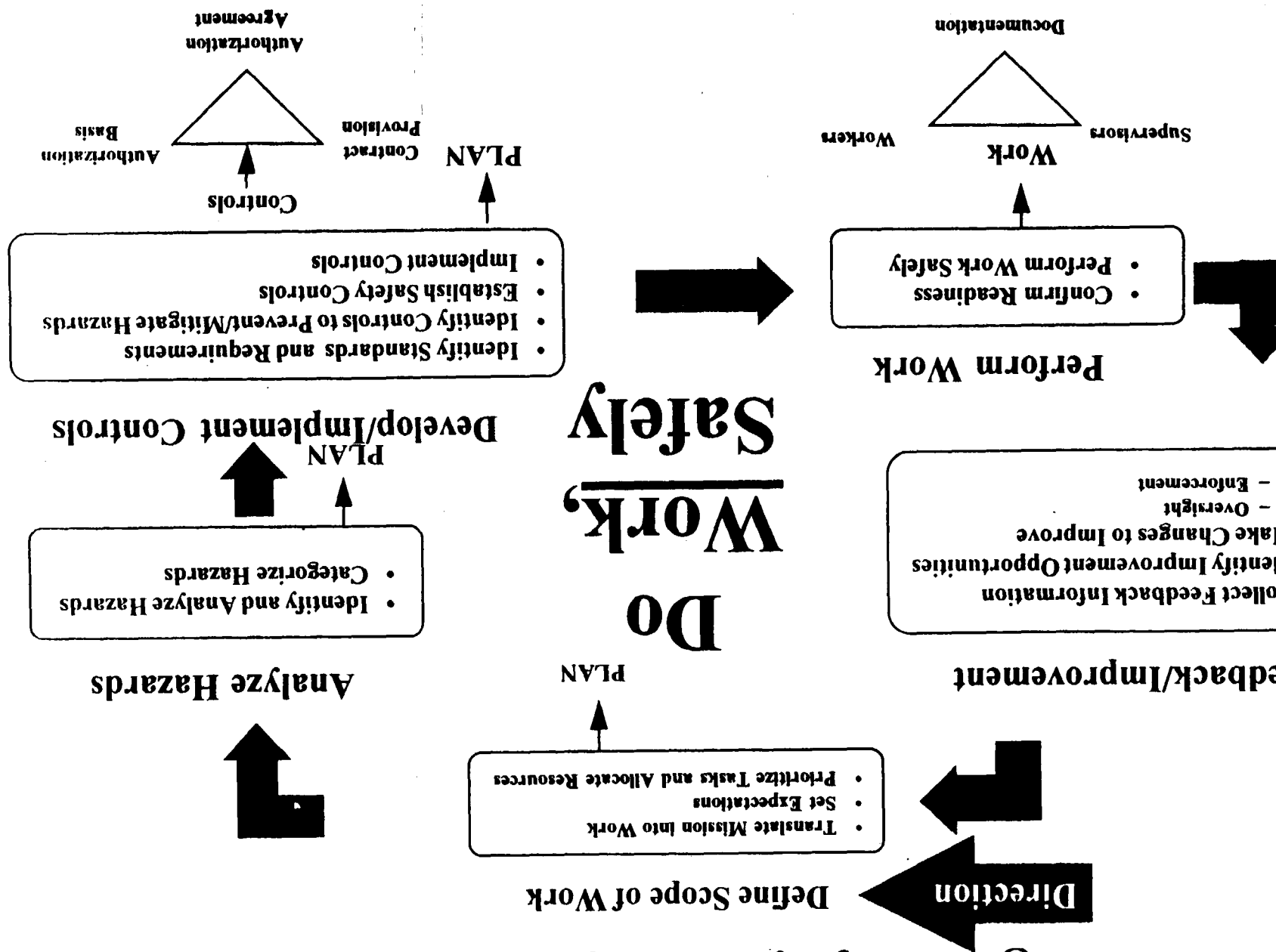


Safety Management Guiding Principles

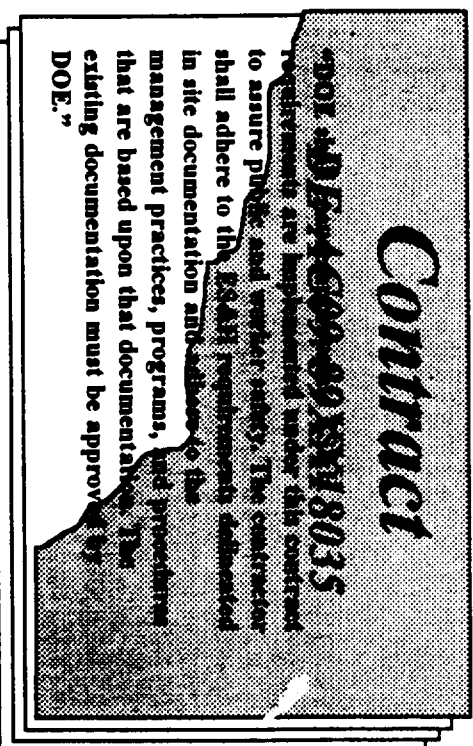
Using the Safety Management Functions



Using the Safety Management Functions



Integrated Safety Management Contract Envisioned by 95-2

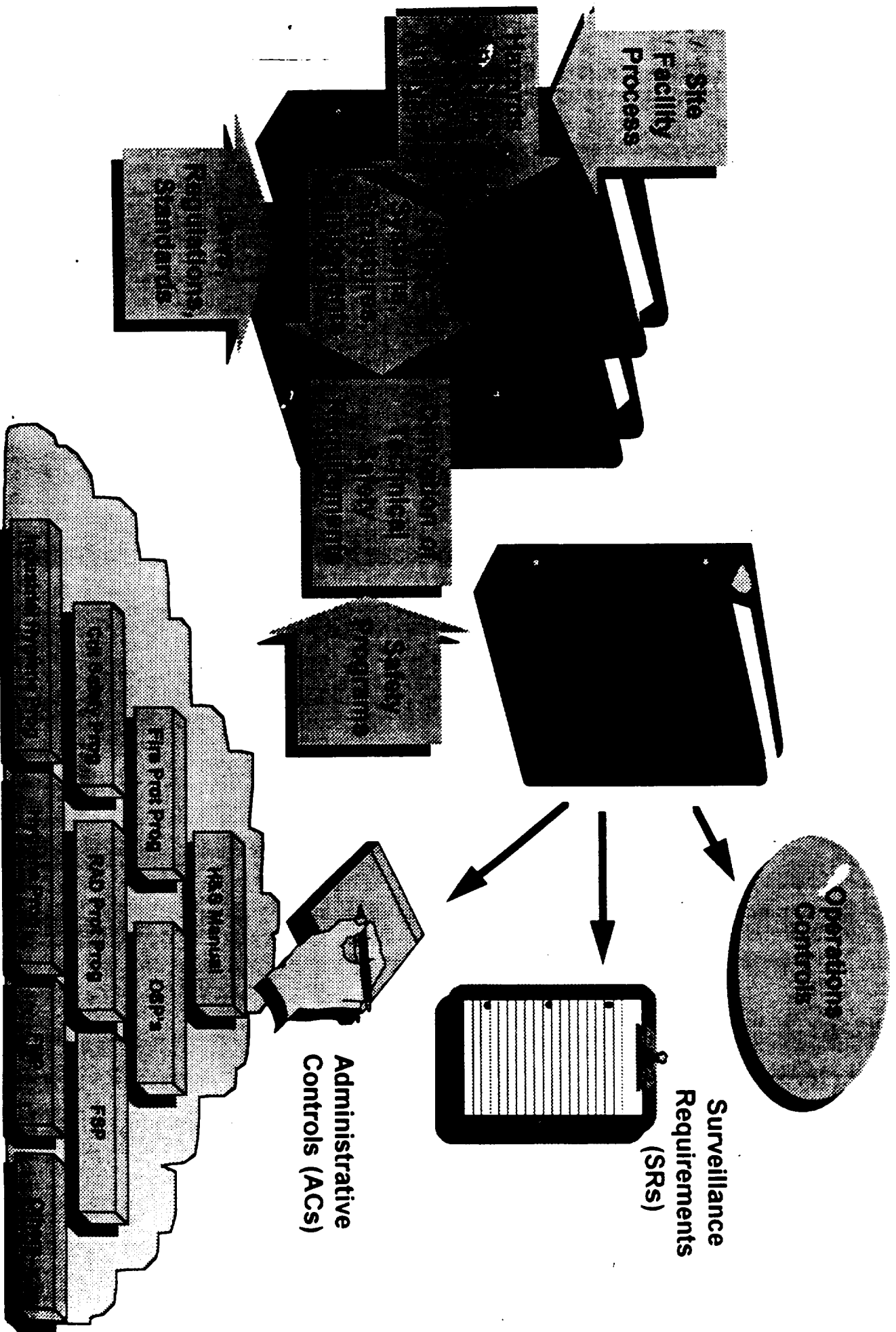


Requirements to Manage Work Safely consistent with Objective, Guiding Principles, and Safety Functions

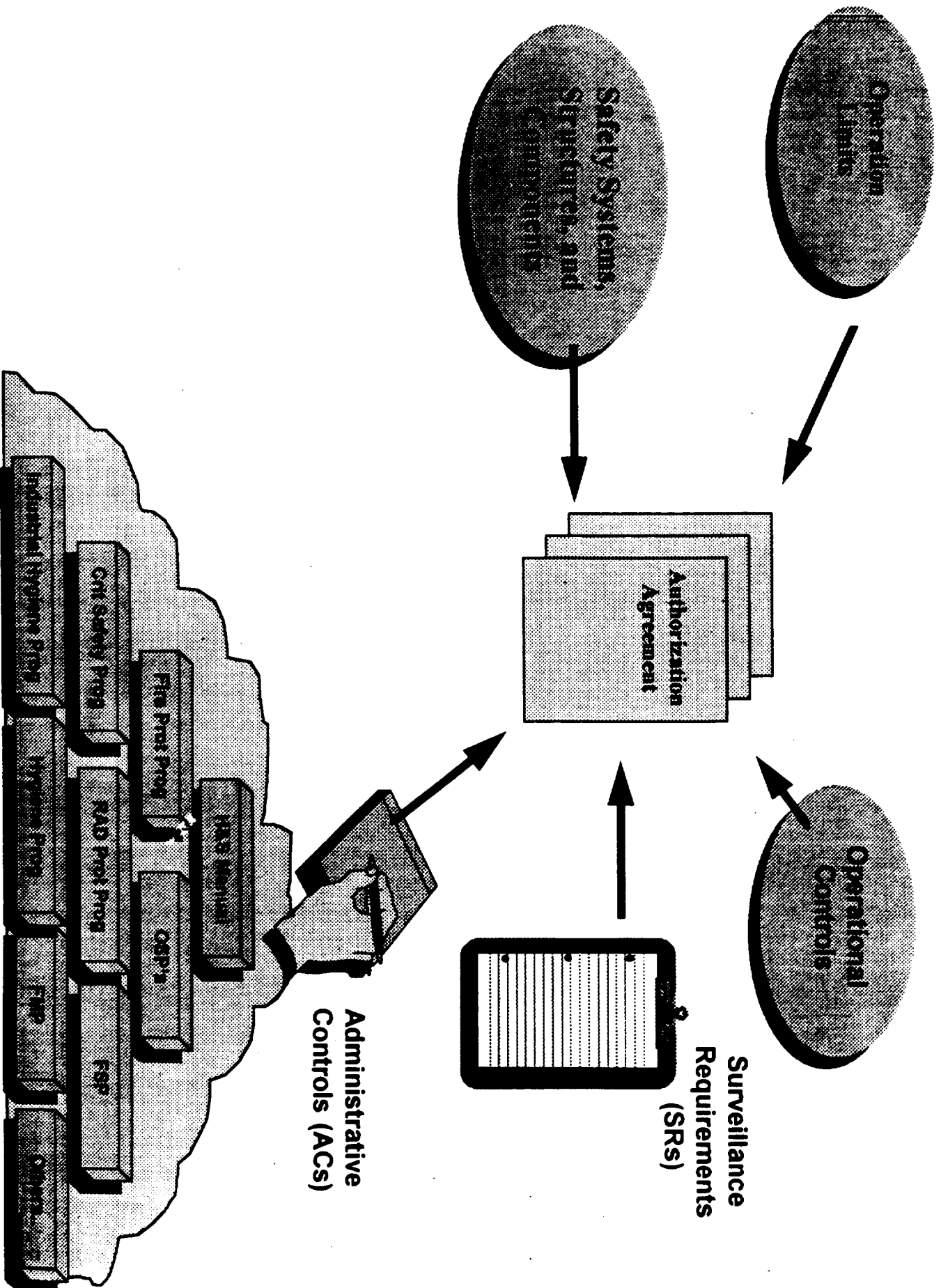
Agreed-upon List of Applicable Requirements Derived from Relevant Laws, Regulations, Department Directives, and Industry Standards

Clear Safety Management Expectations Including Site Specific Safety Performance Objectives and Measures

Elements of an Authorization Basis




Elements of an Authorization Agreement



***How Does the Department's Implementation Plan for
DNFSB Recommendation 95-2 Accomplish the Safety
Management Objective?***

DEPARTMENT IMPLEMENTATION PLAN

Department of Energy Plan
for the Development and Implementation of
Integrated Safety Management
(Implementation Plan for Board Recommendation 95-2)



Washington, D.C. 20585

April 18, 1996

Principles:

- Affirm Line Management Responsibility for Safety.
- Identification of Safety Standards and Requirements.
- Operations Authorization.
- Establish Clear Roles and Responsibilities.

Functions:

Integration of Safety into Work Planning and Execution

Commitments:

- Issue Department Policy and Notice
- Issue Guidance to Implement System
- Reconcile and Integrate Directives and Initiatives
- Develop Safety Management Contract Clauses
- Provide Awareness Briefings
- Update the Functions, Assignments, and Responsibilities Manual

Principle :

Develop/Acquire Competence Commensurate with Responsibilities.

Commitments:

- **Develop Strategies for Improving Technical Expertise and Competence**
- **Establish DOE Core Technical Group Database**
- **Develop Department-wide Training**

Principle:

Prioritize the Department's facilities and activities according to their hazard and their importance to defense and cleanup.

Commitments:

- Provide, by July 1996, a progress report on the approach and schedule for implementation of the safety management system at the ten (10) priority facilities.
 - Hanford/K-Basins and Tank Farms
 - Lawrence Livermore National Laboratory/SuperBlock (Bldg 332)
 - Pantex/Cells and Bays
 - Savannah River Site/Canyons
 - Rocky Flats/Buildings 371 and 771
 - Oak Ridge/Y-12
 - Los Alamos National Laboratory/TA55 and CMR
- Develop Guidance and Criteria for Prioritizing Beyond the Priority Facilities
- Develop Guidance for establishing out-year budget priorities for implementing the safety management system as an integral part of work planning.

Principle:

Tailor hazard controls to the work being performed.

Commitments:

- **Develop Guidance for Tailoring the Level of Controls Necessary for Performance of Work for Facilities and Activities**

Who Is The Safety Management Implementation Team and What Is Their Role in Accomplishing the Safety Management Objective?

UNDER SECRETARY

Tom Grumbly

Safety Management Implementation Team Director

Frank McCoy (SR)

Core Team

- Charles Billups (ER)*
 - Dick Crowe (DP)*
 - John Hobbs (ID)*
 - Sue King (Pantex)*
 - Mary Mathamel (EH)*
 - Charles O'Dell (EM)*
 - Dan Rose (AI)*
 - Dero Sargent (RF)*
 - Craig Zamuda (FE)*
- Proposed Administrative/
Infrastructure Support:**
- Richard Wolfe*
 - Bob Kinley*
 - Joe Noler*
 - Linda Wright - Admin Asst.*

Advisory/Support Team

- Headquarters:**
- Colette Broussard (EM)*
 - Tom Evans (HR)*
 - Dick Earl (FM)*
 - Kevin Greenough (DP)*
 - Bill Hartman (NE)*
 - Mary Haughey (EH)*
 - Jeanette Helfich (GC)*
 - Joe King (DP)*
 - Emil Morrow (DP)*
 - Dave Roth (DP)*
 - Gary Staffo (EERE)*
 - Ted Wyka (S-3.1)*
 - Marcia Morris (HR)*

- Field:**
- | | |
|-------------------------|--------------------------|
| <i>Hanford</i> | <i>Charlie Hansen</i> |
| <i>K Basin</i> | <i>Bob Hiegel</i> |
| <i>Tank Farms</i> | <i>Carol Sohn</i> |
| <i>Oakland</i> | <i>Charles Sinkins</i> |
| <i>LLNL</i> | - |
| <i>Superblock</i> | - |
| <i>Albuquerque</i> | <i>Dan Rose</i> |
| <i>LANL</i> | <i>Dan Glenn</i> |
| <i>TASS</i> | - |
| <i>CMR</i> | - |
| <i>Pantex</i> | <i>Sue King</i> |
| <i>Cells & Bays</i> | - |
| <i>Savannah River</i> | <i>Randy Clendenning</i> |
| <i>Canyons</i> | <i>R.T. Brock</i> |
| <i>Rocky Flats</i> | <i>Dero Sargent</i> |
| <i>Bldg 371</i> | - |
| <i>Bldg 771</i> | - |
| <i>Oak Ridge</i> | <i>Robert W. Poe</i> |
| <i>Y-12</i> | <i>Daniel Hoag</i> |
| <i>Chicago</i> | <i>John Adachi</i> |
| <i>Idaho</i> | <i>John Hobbs</i> |



How Will The 95-2 Effort Be Focused?



Focus 1

Establish an acceptable management system at each of the 10 priority sites by building upon what is working in their on-going effort.

Focus 2

Identify and establish a department-wide process for reconciling and integrating existing directives and ongoing initiatives with the Safety Management System.

Focus 3

Outline an approach to improve technical expertise/competence necessary to implement the Safety Management System.

Focus 4

95-2 Project Management including developing integrated project plans, action item tracking, issue resolution, communications, briefings, and lessons learned.

Focus 5

Develop policy, guidance, and contract clauses.

What are the Immediate Activities Necessary to Implement the 95-2 Safety Management System?

Near-Term Actions (Phase 1)

Contractor and Field Management

- *Brief Program Office / Cognizant Secretarial Officer and DNFSB on current approach and schedule for Safety Management System implementation*
- *Assess resource capability and provide preliminary needs request.*

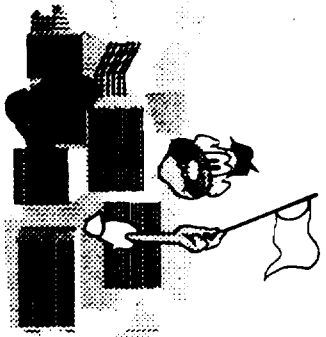
Near-Term Actions (Phase 2)

Contractors

- *At priority facilities, finalize evaluation of current status and approach against 95-2 Safety Management System Guiding Principles and Functions and develop plan for reconciliation.*

Field Office Managers

- *Assess contractor's implementation status and plan for reconciliation.*
- *Evaluate ability to support assigned responsibilities.*
- *Identify staff technical needs.*



*What Does the Team Need
to Know From YOU?*



What works? Where?

Can it be Exported?

What doesn't work? Why?

Can it be reconciled?

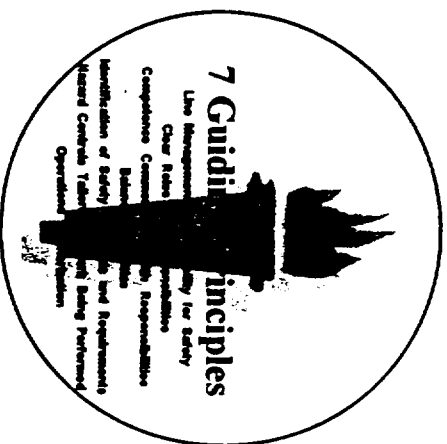
What competencies are you missing?

What do you need from my team?

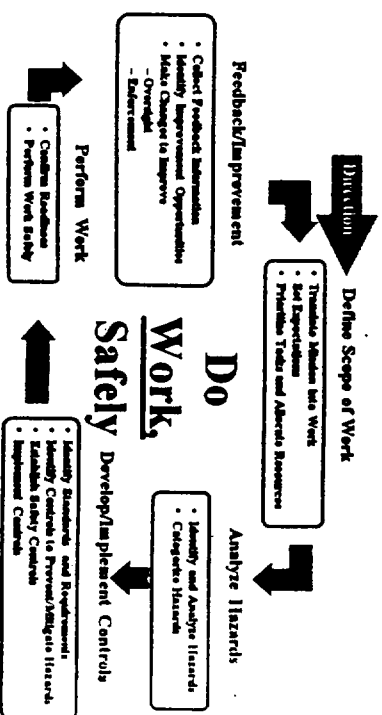
Do Work Safely!

Successful Integrated Safety Management

- The Safety Management System ensures work is accomplished consistent with the identified safety requirements.
- The Safety Management System is understood, valued, and implemented by line management and is responsive to their needs.
- The Safety Management System is an integral part of doing business.



Safety Management Guiding Principles



Safety Management Functions

