

United States Government

Department of Energy

memorandum

Richland Operations Office

DATE: MAY 2 1996
REPLY TO:
ATTN OF: QSH:BMP

SUBJECT: RICHLAND OPERATIONS OFFICE (RL) CONSOLIDATED STRATEGY TO IMPROVE
RADIOLOGICAL CONTROL PERFORMANCE AT HANFORD - REQUEST FOR HQ SUPPORT

TO: Thomas P. Grumbly, Assistant Secretary
for Environmental Management, EM-1, HQ

This memorandum provides information relative to RL activities taken over the past two years and accelerated over the past several months, to improve radiological control performance at Hanford. These activities were initiated based on RL's analysis of occurrence reporting and processing system data, performance indicators, and issues identified by Facility Representatives which show that radiological control performance at Hanford fell short of the expectations of RL. Specific areas where the contractors needed improvement included:

- Increasing the depth of technical competence in the existing radiological control staff,
- Clearly defining and maximizing the effective use of the Radiological Engineering staff in the work planning process,
- Improving conduct of radiological operations (the implementation of radiological controls in the field), and
- Improving contractor self-assessment programs.

RL also performed an internal evaluation and has concluded that the effectiveness of RL oversight of contractor radiological control activities needs improvement to strengthen the radiological control posture at Hanford. Specific areas requiring attention are:

- The roles and responsibilities for radiological control oversight require clarification and incorporation into the Authorities and Responsibilities Manual,
- The RL radiological control level of expertise (staffing level) needs to be increased,
- The knowledge level of all RL on radiological control requirements and how they should be applied by the contractor needs improvement,

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- RL staff (line management, project managers, etc.) need to hold the contractors more accountable for good radiological control performance, and
- The RL and Hanford sitewide performance indicator system needs to be upgraded to provide normalized data for measuring performance trends and setting objective goals in safety, health, and radiological controls.

The RL Consolidated Strategy for Improving Radiological Control Performance at Hanford is described in the enclosure and contains a detailed description of the RL Internal Radiological Control Improvement Plan and a summary of the contractors' improvement plans. This strategy is based on a process of continuous improvement and expectations of excellence in radiological performance centered on the eight Radiological Health and Safety Policy objectives described in the DOE Radiological Control Manual.

My managers and I are personally committed to driving the radiological control posture at Hanford towards excellence. I have charged my line and support organizations to work together to meet this goal. I will personally monitor and ensure the completion of the milestones associated with these action plans by reviewing them monthly at my Division Director/Assistant Manager staff meetings. The Radiological Control Improvement Plan (attached to the enclosure) is only the first phase. These plans will be periodically reevaluated by the contractors and RL to identify additional actions needed to meet our goal. HQ technical support is needed to attain necessary improvements in radiological controls. I am also requesting HQ support in obtaining approval to hire six radiological control experts through the Excepted Service program.

Pursuant to the Defense Nuclear Facilities Safety Board request of February 21, 1996, it is requested that this information be transmitted formally to the DNFSB to document Hanford's aggressive posture to correct radiological control program weaknesses.

Please contact me, or your staff may call Paul Kruger, Director of the Office of Environment, Safety and Health, at (509) 376-7387, should you have any questions concerning this memorandum.


John D. Wagoner
Manager

Enclosure

cc w/o encl:
D. Berkowitz, EM-20
M. Gavrilas-Guinn, EM-25
R. Jones, EH-52
T. O'Toole, EH-1
J. Tseng, EM-4
M. Whitaker, S-3.1