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# DEFENSE NUCLEAR FACILITIES SAFETY BOARD

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December 14, 2000

The Honorable Bill Richardson  
Secretary of Energy  
1000 Independence Avenue, SW  
Washington, DC 20585-1000

Dear Secretary Richardson:

The recent Department of Energy (DOE) Integrated Safety Management (ISM) Workshop at Richland, Washington was attended by Defense Nuclear Facilities Safety Board (Board) Member Joseph J. DiNunno and members of the Board's staff. More than 700 DOE and contractor personnel, including a number of DOE Field Managers, were in attendance.

Based on the participation and interest demonstrated by those in attendance, the Board is impressed and encouraged by the enthusiasm and support that DOE has elicited from both contractor and federal personnel in support of the ISM concept. A great deal of credit for this is due in no small measure to the efforts of Deputy Secretary T. J. Glauthier.

In his September 28, 2000, memorandum to the heads of all departmental elements, the Deputy Secretary set forth a number of tasks for sustaining ISM systems and improving performance to include:

1. Conduct effective line oversight and contract management;
2. Make annual ISM updates meaningful;
3. Strengthen activity level work planning and worker involvement; and
4. Continue independent oversight of ISM implementation.

In addition he set forth a method to integrate key DOE processes with ISM by:

1. Applying ISM throughout the facility life cycle;
2. Strengthening application of ISM in the budget process; and
3. Improving use of feedback and improvement mechanisms.

Continued implementation of Deputy Secretary Glauthier's initiatives into the future is necessary if DOE is to be successful in its safety responsibilities to the worker and to the public.

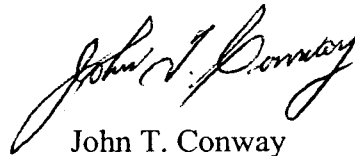
The Board recognizes that a number of additional DOE actions have also contributed to upgrading DOE's internal safety management program and that of DOE's contractors. Enclosed is a listing of those of particular note. The Board commends DOE for taking these initiatives.

While advances in safety management have been made, the pace of progress in some areas has not met expectations and require further attention. Notably among these are:

1. The stabilization and safe storage of the residuals of weapons production, complex-wide. (Recommendation 94-1)
2. The program and facilities required for safer operations at the Pantex weapons facility. (Recommendation 99-1 and 98-2)
3. The program and facilities required for safer enriched uranium operations at Y-12.
4. The aging of systems, structures and components whose reliable operation is vital to protection of the workers, the public, and the environment. (Recommendation 2000-2)

The Board looks to DOE to give added emphasis to these matters in the year to come.

Sincerely,



John T. Conway  
Chairman

c: The Honorable T. J. Glauthier  
Mark B. Whitaker Jr.

Enclosure

## Enclosure

Actions that have contributed to upgrading the Department of Energy's (DOE's) Safety Management

### ORGANIZATIONAL

- The assignment of the Deputy Secretary as DOE's Chief Operating Officer (COO).
- The establishment of a Field Management/Safety Council chaired by the Deputy Secretary.
- The issuance of a top-level Functions, Responsibilities and Authorities Manual (FRAM).
- The establishment of Chief Operating Officers in support of Program Secretarial Officers (PSOs), i.e., Assistant Secretaries.
- The continued support of the Safety Management Integration Team (SMIT).

### DIRECTIVES

- Modifying DOE's Acquisition Regulation (DEAR) to require inclusion of Integrated Safety Management in major acquisition.
- Embedding ISM requirements in contracts for maintenance and operating (M&O) contacts.
- Issuing guidance on expectations for Integrated Safety Management (ISM) descriptions and implementing programs.

### IMPLEMENTATION

- Establishing a target goal for complex-wide implementation by September 2000 and providing the resources to support implementation efforts.
- Accomplishing the change-out of major operating contractors without disruption of ongoing safety practices or significant loss in momentum in upgrade efforts.