DEFENSE NUCLEAR FACILITIES SAFETY BOARD

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February 16,2001

Mr. Mark B. Whitaker, Jr.
Departmental Representative to the
Defense Nuclear Facilities Safety Board
Department of Energy
1000 Independence Avenue, SW
Washington, DC 20585-1000

Dear Mr. Whitaker:

I am transmitting the enclosed list of specific questions the Board would like DOE to be prepared to answer at the public hearing which will reconvene on February 22,2001, at 9:00. Additionally, DOE should be prepared to answer previously provided questions concerning Recommendation 98-1.

Sincerely,

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Richard A. Azzaro
General Counsel

Enclosure

Board Questions for the Public Meeting Continuation on February 22.2001

EM Line Management Questions

General Questions

1. A fundamental principle of the DOE safety management program established by DOE Policy 450.4 is that "line management is primarily responsible for safety." How that responsibility (and accountability) is satisfied at the EM-Headquarters level is not apparent either through organizational assignments or line management actions. Current organizational arrangements are assumed to be as attached.
   (a) Starting with yourself, please identify by name the line of accountability for safety at Idaho (as an example).
   (b) Within the context of DOE actions committed to by the Secretary of Energy, in response to Board recommendations, briefly discuss the explicit safety-related responsibilities that the principal line managers (DASs and COOS) are assigned relative to the staff support offices, such as the EM Office of Safety, Health and Security.
   (c) How are these responsibilities formalized?

2. The Board has seen a mismatching of efforts required to satisfy Secretarial commitments in . Implementation Plans and resources applied to them.
   (a) Organizationally, who allocates resources and resolves variances with Implementation Plan commitments?
   (b) How are Implementation Plan commitments prioritized relative to other demands for resources?
   (c) Who is responsible and accountable for meeting commitments made in Implementation Plans?

3. Please describe EM Headquarters' role in safety management by giving examples of line management leadership and active involvement in the development and review and approval of safety-related work products—designs, reports, quality requirements, work management plans, verification reviews, operational readiness reviews, incident investigations-or any similar such products affecting safety.

   For example: One of the primary objectives of Recommendation 94-1 was to stabilize the deteriorating spent nuclear fuel in Hanford's K-East Basin. The contractor has made it clear that DOE's Recommendation 94-1 commitments for cleaning out the K-East Basin and stabilizing its fuel and sludge will be not met under the current strategy. The contractor is in the process of proposing an alternate strategy. What is EM doing to rectify this situation and ensure this vital activity will not be further delayed?

4. How is "satiety" quantified for determining performance-award fees and who decides what information is available for consideration? Do EM Headquarters line managers lead or participate in the review of contractors' performance relative to safety as a part of the "performance-award" fee process?

Recommendation 95-2

5. What do you see as the EM-Headquarters role in implementing, maintaining, and improving ISM? Have the DOE resources and responsibilities necessary to carry out these roles been identified?

6. How will EM efforts be kept consistent with the overall Department's ISM policies and guidance and lessons-learned from other program office experiences?

7. Can you attribute any recent accidents/incidents to a failure to properly implement ISM and what might be done to prevent future occurrences?

8. Please describe the value of currently used Performance Indicators in assessing the state of your programs? What other performance indicators do you use to assist in measuring effectiveness and/or safety in your programs? What other performance indicators would you suggest that could be useful to you?

Recommendation 2000-2

9. Please identify the roles and responsibilities that EM-Headquarters line management plays in directing the efforts and making available necessary resources required to get the Implementation Plan for Recommendation 2000-2 back on schedule.

10. What issues, including budget and resource considerations, affect the completion of the Recommendation 2000-2 Implementation Plan in the field?

11. Who is responsible to provide necessary guidance to the field to ensure that the contractor facility management can implement Recommendation 2000-2 and can act on it in a timely manner? How is this guidance being provided?

12. Please discuss the plans for completing the initial reviews of vital safety systems at Rocky Flats Building 371, which were committed to the Board by February 28,2001, and which Mr. Oldham stated last week would be completed no later than 2 weeks following that commitment.

DP Line Management Questions

General Questions

1. A fundamental principle of the DOE safety management program established by DOE policy 450.4 is that "line management is primarily responsible for safety." How that responsibility (and accountability) is satisfied at the DOE-Headquarters level is not apparent either through organizational assignments or lie management actions. Current organizational arrangements are assumed to be as attached.
   (a) Starting with the Deputy Administrator, please identify by name the line of accountability for safety at Y- 12 (as an example).
   (b) Within the context of DOE actions committed to by the Secretary of Energy, in response to Board recommendations, briefly discuss the explicit safety-related responsibilities that the principal line managers (ADAs and COOS) are assigned relative to the staff support offices, such as the Office of Technical Support.
   (c) How are these responsibilities formalized?

2. The Board has seen a mismatching of efforts required to satisfy Secretarial commitments in Implementation Plans and resources applied to them.
   (a) Organizationally, who allocates resources and resolves variances with Implementation Plan commitments?
   (b) How are Implementation Plan commitments prioritized relative to other demands for resources?
   (c) Who is responsible and accountable for meeting commitments made in Implementation Plans?

3. Please describe DP-Headquarters' role in safety management by giving examples of line management leadership and active involvement in the development and review and approval of safety-related work products-designs, reports, quality requirements, work management plans, verification reviews, operational readiness reviews, incident investigations-or any similar such products affecting safety.

For example: The fundamental objective of Board Recommendation 98-2 was to simplify and expedite implementation of the SS-21 process. What leadership has or is DP-Headquarters line management providing to achieve this objective?

4. How is "safety" quantified for determining performance-award fees and who decides what information is available for consideration? Do DP-Headquarters line managers lead or participate in the review of contractors' performance relative to safety as a part of the "performance-award" fee process?

Recommendation 95-2

5. What do you see as the DP-Headquarters role in implementing, maintaining, and improving ISM? Have the DOE resources and responsibilities necessary to carry out these roles been identified?

6. How will DP efforts be kept consistent with the overall Department's ISM policies and guidance and lessons-learned from other program office experiences?

7. Can you attribute any recent accidents/incidents to a failure to properly implement ISM and **what** might be done to prevent future occurrences?

8. Please describe the value of currently used Performance Indicators in assessing the state of your programs? What other performance indicators do you use to assist in measuring effectiveness and/or safety in your programs? What other performance indicators would you suggest that could be useful to you.

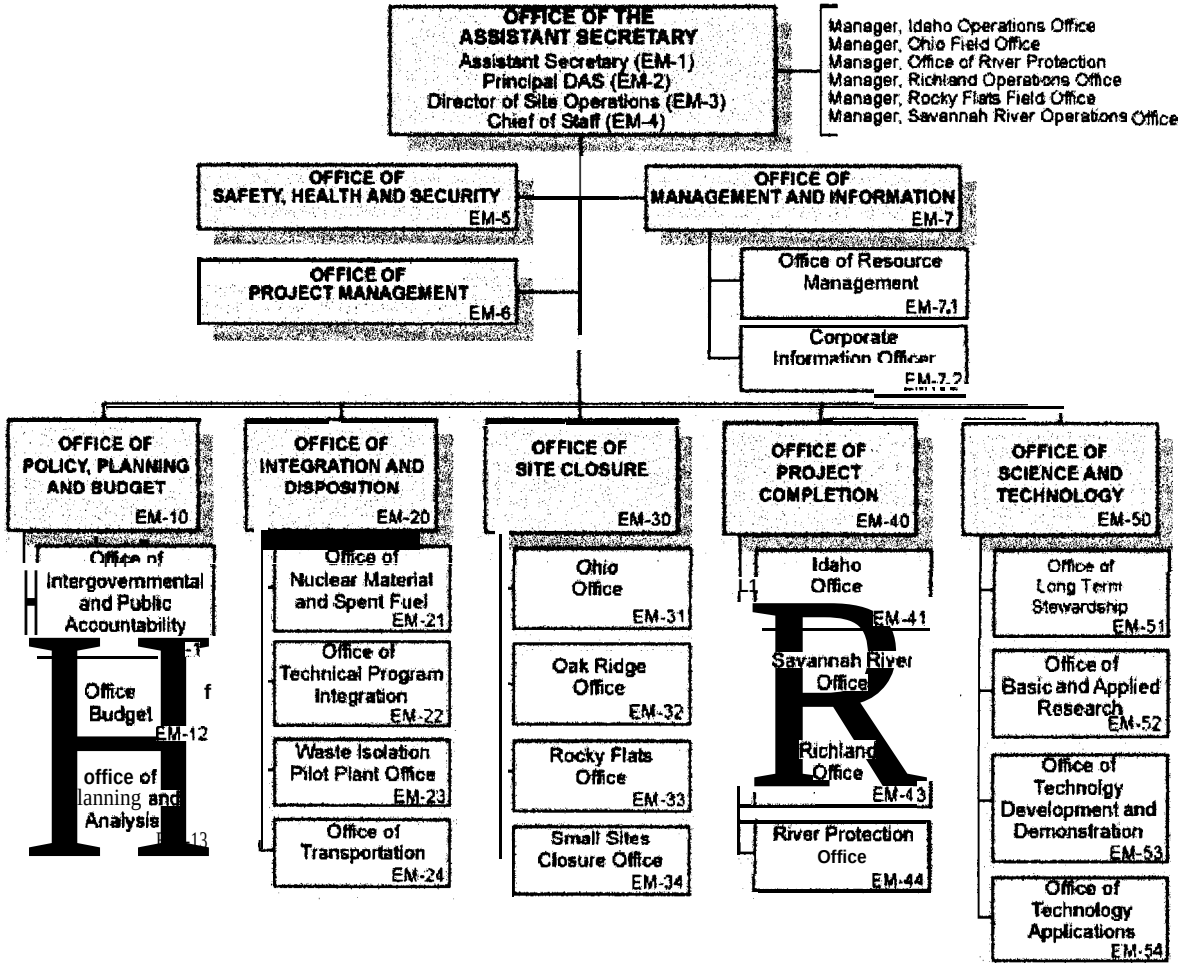
Recommendation 2000-2

9. Please identify the roles and responsibilities that DP-Headquarters line management plays in directing the efforts and making available necessary resources required to get the Implementation Plan for Recommendation 2000-2 back on schedule.

10. What issues, including budget and resource considerations, affect the completion of the Recommendation 2000-2 Implementation Plan in the field?

11. Who is responsible to provide necessary guidance to the field to ensure that the contractor facility management can implement Recommendation 2000-2 and can act on it in a timely manner? How is this guidance being provided?

Office of Environmental Management



DEFENSE PROGRAMS

National Nuclear Security Administration