

# Westinghouse Savannah River Company

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## "Assessment Program" Presentation to the Defense Nuclear Facilities Safety Board

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The logo features the letters 'SRS' in a bold, black, sans-serif font. To the left of the letters is a stylized white graphic consisting of two overlapping curved lines that form a partial circle or 'C' shape. A small 'TM' trademark symbol is located at the bottom left of this graphic.

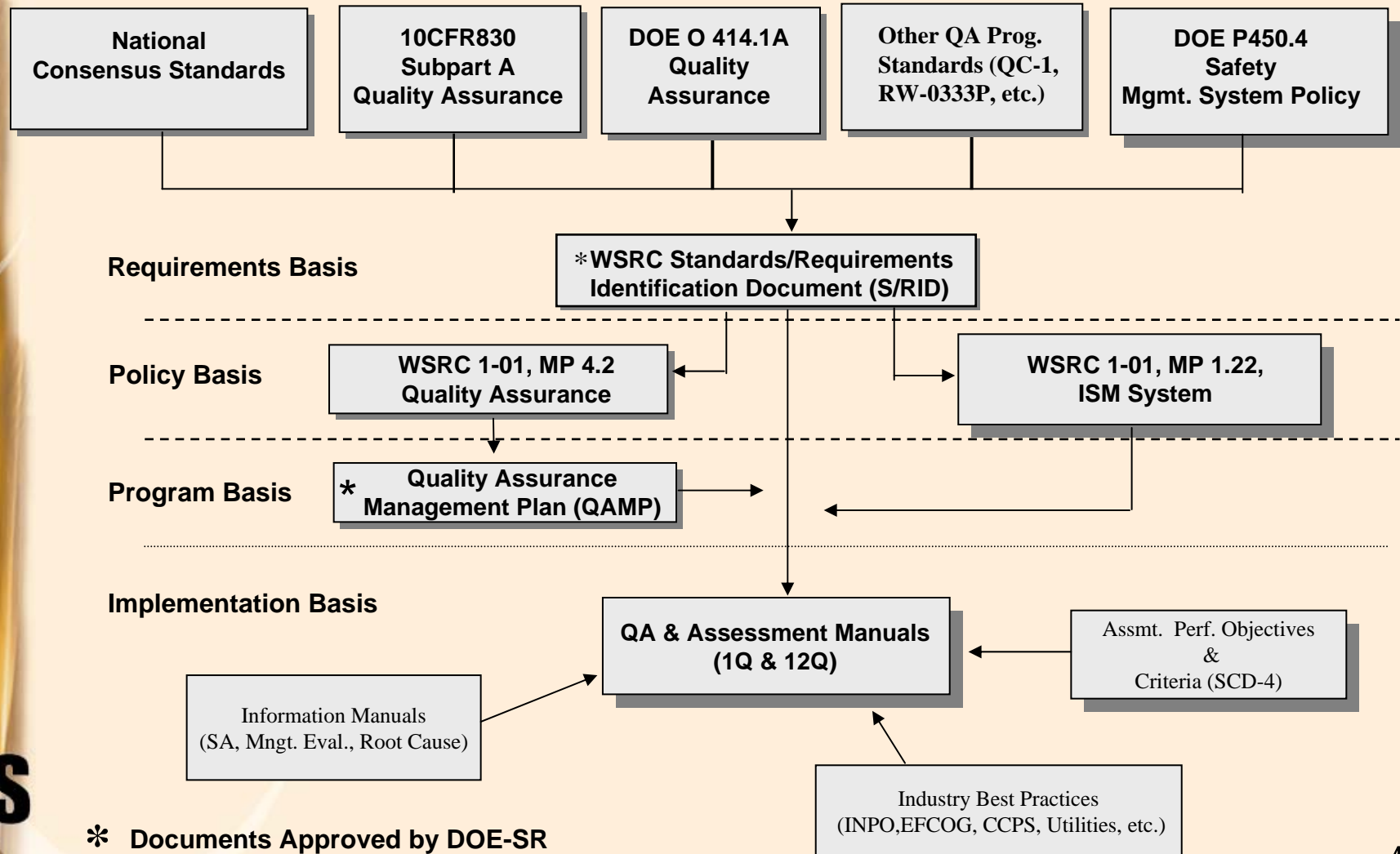
s a v a n n a h r i v e r s i t e

- WSRC Assessment Program
- Line Oversight/Contractor Assurance System
- Technical Staffing
- Corrective Action Program
- Program Enhancements
- Closing Remarks
- Questions & Answers

# Assessment Program

- WSRC Recognizes that a Robust Assessment Program is Key to:
  - | Meeting the Integrated Safety Management System's Requirements and Expectations for "Feedback & Improvement"
  - | Meeting the Requirements of the Quality Assurance Rule and Order,
  - | Identifying and Correcting Precursor Problems Before a More Serious Incident Occurs, and,
  - | Ensuring Continuous Improvement Throughout the Organization
- WSRC Program: Integrated Two-Tier Process
  - | Independent Assessments
  - | Management Assessments
- Program has Full Management Leadership and Support

# Assessment Program Basis



# Independent Assessment Program

## ■ History

- | 1994 - Consolidation of Multiple Independent Oversight Processes into Single Approach (Facility Evaluation Boards) & Integrated Approach for Start-up Readiness Determinations
- | 1998 - Facility Evaluation Board (FEB) Process Designated to Verify On-going Integrated Safety Management System Implementation
- | 2002 - FEB Process Extended to the Evaluation of Projects
- | FEB Process Consistently Recognized by DOE SR, DOE HQ and INPO as an Effective, Credible, Process that Drives Improvement

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# Independent Assessment Program

## ■ Scope

### | All Facilities, Projects and Programs Regularly Evaluated

- Evaluates Performance in Key Company Functional Areas
  - Engineering, Operations, Maintenance, QA, etc.
- Nominal 16 Month Evaluation Interval
- Project Evaluations Focused on Line Item and Significant Capital Equipment/General Plant Projects

### | Standards-Based

- Single Set of Performance Objectives & Criteria

### | Independent Assessment Function

- Staffs All WSRC Operational Readiness Reviews
- Provides Mentoring for Major Line Readiness Assessments & On-going Operations (Assist Evaluations)

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# Independent Assessment Program

## ■ FEB Process

- | Teams Report Directly to WSRC President
- | Organization is Staffed with Technically Competent, Field-Experienced, Personnel on Rotational Assignments
- | Evaluations are Unannounced using Performance Based Techniques and Standards Based Performance Objectives and Criteria
- | Evaluations Identify Compliance Issues, Strengths, and Improvement Opportunities
- | Corrective Action Plans Submitted to WSRC President
- | Verification of Corrective Action Closure Accomplished in Future Evaluations

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# Management Assessment Program

## ■ History

- | Management Assessment Programs Implemented in 1994  
Concurrent with Initiation of the Facility Evaluation Board Process

- | Processes Re-engineered in 1998 & 2001

- | Two Key Processes

- Self-Assessments
- Management Evaluations

- | Standards-Based

- Single Set of Performance Objectives & Criteria

- Same as Used for Independent Assessment Process

- | Implemented Throughout the Organization in a Tailored Manner

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# Management Assessment Program

## ■ Self-Assessment Process

### | Implemented By:

- Line Organization at the Facility/Project Level
- Functional Program Managers at the Company Level
  - Engineering, QA, Rad. Protection, Maintenance, Operations, etc.

### | Tailored Approach to Implementation

- Facility, Business Management, Service and Product Applications
  - Evolution-Based Horizontal/Vertical Slices, Team Evaluations, Performance Measures, Process Mapping, Activity Evaluations, etc.

### | Benchmarking

- Process Evaluated by INPO using Their “Principles for Effective Self-Assessment and Corrective Action Programs”
- Senior Management Team Conducted On-site Evaluation of Carolina Power & Lights H. B. Robinson Nuclear Plant’s “Self-Evaluation” Program

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# Management Assessment Program

## ■ Management Evaluation Process

Established to Ensure Available Sources of Information are Collectively Analyzed with a Focus on Improving Performance throughout the Company

Implemented:

- Annually by WSRC's Functional Program Managers
- Periodically by Facility Managers (FEB Frequency)

Process:

- Integrates All Available Review-Based and Event-Based Data
- Outputs
  - Provide Targeted Areas for Self-Assessment Activities
  - Ensure Resources are Applied to Areas of Weaknesses
  - Used to Integrate and Prioritize Corrective Actions

# Line Oversight/Contractor Assurance System

## ■ NNSA Objective

| Comprehensive Contractor Assurance System (CAS) to Ensure Missions and Functions are Properly Executed in an Effective, Efficient and Safe Manner

## ■ Status

| Comprehensive Review of 17 Key Attributes Completed. WSRC in Compliance with All Attributes. Considering Enhancements for:

- Attribute 5: Third Party Assessments
- Attribute 10: Risk and Opportunity Management Plan

## ■ Impacts

| None. Attributes Reflect WSRC's Current Institutional Approaches to ISM, Assessments, QA, SRID's, etc.

# Technical Staffing

- Independent Organization is Fully Staffed and Operational
  - | 3 Team Managers, 18 Team Members
  - | 21 Individuals on 2 to 3 Year Rotational Assignments
  - | 300+ Total Years of Operational and Subject Matter Experience
- Management Assessment Program is Fully Implemented
  - | Line Organizations are Planning, Scheduling and Performing Assessments using Currently Assigned Resources and Company Subject Matter Experts, As Appropriate
- WSRC Does Not See Any Significant Impact from the Proposed DOE Oversight Program Changes

# Corrective Action Program

- **Comprehensive Integrated Process**
  - | Problem Identification, Investigation, Causal Analysis, Lessons Learned, Corrective Action Development, Closure Verifications and Effectiveness Reviews
- **Program Actions Tailored by Significance (Cat. 1-4)**
- **Initial Model for New DOE Occurrence Reporting Process with Numerous Features Incorporated into the Final System**
- **Apparent and Root Cause Analysis Processes Mature and Implemented throughout WSRC**
  - | Cause Coding System Adopted for DOE-wide ORPS Application
    - Incorporates Nuclear Industry-based Human Performance Error Coding
  - | WSRC Instructors Trained 125+ Personnel (75 Trainers) Throughout DOE Complex in ORPS Regional Workshops (2003)

# Initiatives & Program Enhancements

## ■ Independent Assessment Program

- | Integrated Strengths and Improvement Opportunities into WSRC's Lessons Learned/Operating Experience Process
- | Established Presidential Focus Area to Validate On-going Implementation of Integrated Safety Management (ISM)
- | Initiated Company-wide ISM Phase I/II Reverification (In-progress)

## ■ Management Assessment Program

- | Implementing New "Performance Analysis" Process in 1QCY04
  - Under the Leadership of WSRC's Management Council
  - Focus on Trending/Analysis of Data to Identify Recurring Problems
  - Includes Both Event-Based and Review-Based Data Sources
- | Streamlining Self-Assessment Process to Focus on Core Requirements and Designated Performance Areas for Improvement

# Closing Remarks

## ■ WSRC Assessment Program

- | Established and Meets DOE QA Rule/Order Requirements
- | Applied in a Graded Approach to the Full Scope of WSRC Operations
- | Demonstrates On-going Compliance to WSRC Contractual Requirements, Policies and Procedures, and,
- | Fosters Continuous Improvement Throughout the Organization

## ■ Corrective Action Program

- | Integral Part of All Activities with Actions Systematically Managed Based on the Significance of the Issue, Problem or Event
- | Model for New DOE Occurrence Reporting System

## ■ Challenge

- | Demonstrating Value, and Maintaining Management Leadership, in an Accelerated Clean-up Environment with a Project versus Functional Organizational Structure

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