



The Under Secretary of Energy

Washington, DC 20585

April 29, 1996

MEMORANDUM FOR ALL DEPARTMENTAL ELEMENTS

FROM: THOMAS P. GRUMBLY 

SUBJECT: IMPLEMENTATION OF THE DEPARTMENT'S IMPLEMENTATION PLAN FOR RECOMMENDATION 95-2

Attachment 1 provides the Department's Implementation Plan for addressing the Safety Management issues raised in the Defense Nuclear Facilities Safety Board's Recommendation 95-2. This document was submitted to the Board on April 18, 1996. The activities described in this Plan will help ensure that the Department effectively accomplishes its mission while ensuring the safety of the public, workers and the environment.

In order to enable effective department-wide implementation of the Safety Management System addressed in the Plan, I have established a Safety Management Implementation Team under the direction of Mr. Frank McCoy, Assistant Manager for Environment, Safety and Health at the Savannah River Site. Mr. McCoy will report directly to me in this capacity as Implementation Team Director. The Implementation Team will consist of a small group of senior Department Officers with representation from Field and Program Offices. The composition of the Implementation Team is set forth in Attachment 2.

I have given the Implementation Team broad authority for ensuring the Department's commitment to an effective Safety Management System is carried out. Their charter (Attachment 3) covers not only the oversight of deliverables to the Board, but also provides responsibility for proactively driving the safety management principles and functions throughout the Department's activities. This Implementation Team will also track and reconcile safety related programs and initiatives to ensure consistency with the approach outlined in the 95-2 Implementation Plan.

Cognizant Secretarial Officers and Site and Operations Office managers are directed to 1) effectively fulfill the commitments of the Implementation Plan (including development and implementation of Safety Management Systems at their facilities) consistent with the guidance provided by the Safety Management Implementation Team and 2) fully support the Implementation Team in its oversight and management role of this very important initiative. Field communication will be accomplished through the established chain of command using the designated Implementation Team members identified in Attachment 2. Each Implementation Team member is expected to participate actively in the work of the team and keep you appropriately informed.

Attachment:

- (1) 95-2 Implementation Plan
- (2) Implementation Team
- (3) Charter

Distribution:

DP-1

EH-1

EM-1

FM-1

GC-1

HR-1

NE-1

Operations/Field/Area Office Managers

Attachment 2

Proposed Safety Management Implementation Team

Frank McCoy (SR) - Director

Core Team

Dan Rose (AL) *

Dick Crowe (DP)

Marty Mathamel (EH)

Charles O'Dell (EM)

Charles Billups (ER)

Craig Zamuda (FE)

John Hobbs (ID) *

Susan King (Pantex) *

Dero Sargent (RF) *

* Effort at HQ expected to be part time (30-50%); predominant effort to be at the Field/Operations Office in direct support of Recommendation 95-2

Advisory/Support Team

Headquarters:

Claudette Brousard (EM)

Tom Evans (HR)

Dick Earl (FM)

Bill Hartman (NE)

Mary Haughey (EH)

Jeanette Helfrich (GC)

Kevin Greenaugh (DP)

Emil Morrow (DP)

Joe King (DP)

Gary Staffo (EERE)

Ted Wyka (S-3.1)

Field:

Hanford

K Basins

Tank Farms

LLNL

Superblock

LANL

TA 55

CMR

Pantex

Cells and Bays

SR

Canyons

RF

Bldg 371

Bldg 771

Oak Ridge

Y-12

Chicago

Charlie Hanson

Suzane Clark

Don Alexander

Joe Boice

Charles Simpkins

Dan Glenn

Susan King

Randy Clendinning

Dero Sargent

Robert W. Poe

Daniel Hoag

John Adachi

Attachment 3

Safety Management Implementation Team Recommendation 95-2

Mission

Oversee commitments and internal management actions outlined in the Implementation Plan and ensure action using the established line management channels. Ensure that safety related Department programs and initiatives are consistent with the safety management approach outlined in the Implementation Plan.

Functions

- Provide, through the Under Secretary, program direction for the implementation of integrated safety management and for ensuring consistency of other safety related programs and initiatives with this approach.
- Establish the following Safety Management Implementation Team Communications
 - Biweekly status meeting with the Under Secretary
 - Weekly meeting with the advisory team and responsible leads for the Implementation Plan commitments.
 - Monthly meeting with, EH-2, EM-2, DP-2, NE-2, ER-2, and S-3.1.
 - Quarterly briefing to the Board
 - Field communication will be accomplished through the established chain of command using the designated Implementation Team Points of Contact.

- **Coordinate with the Departmental Representative Office concerning:**
 - **Communications with the Board and Board Staff**
 - **Other Implementation Plan commitments**
- **Oversee all Recommendation 95-2 deliverables, all of which are to be submitted to the Board via the Implementation Team.**
- **Track and reconcile safety related programs to assure consistency with the approach outlined in the 95-2 Implementation Plan.**
- **Participate with the lead offices in the development of commitment deliverables.**
- **Coordinate with the Department Standards Committee and other committees, as appropriate, on issues related to the integration of Department programs and initiatives into the Safety Management System.**
- **Establish a Department-wide process for reconciling and integrating existing directives and ongoing initiatives with the Safety Management System.
(Internal Management Action 1.b)**
- **Coordinate with Human Resources, and develop a Department approach for improving the technical expertise and competence necessary to implement the Safety Management System.
(Commitment 5.1)**
- **Develop and present an awareness briefing for Department and contractor management at sites and facilities regarding implementation of the Safety Management System.
(Internal Management Action 5.a)**
- **Advise senior Department managers of schedule variances and their impact on commitments and safety management system implementation, and recommend appropriate action.**

- **Submit Implementation Plan revisions through the Secretary, as appropriate, to the Board based on changes to commitments and milestones in the Implementation Plan.**
- **Chair an annual Safety Management Conference with headquarters and the field to review Recommendation 95-2 implementation lessons learned.**