

August 21, 1997

**MEMORANDUM FOR DISTRIBUTION**

From: RICHARD C. CROWE  
DIRECTOR, SAFETY MANAGEMENT  
IMPLEMENTATION TEAM

Subject: **Safety Management Implementation Team: Roles and Responsibilities**

The Safety Management Implementation Team chartered in April 1996 has completed more than one year of operations as the Department proceeds with the implementation and institutionalization of Integrated Safety Management Systems at sites throughout the complex. As we continue to progress our implementation program, I recognize that some infrastructure and organization realignments are required to address both existing and emerging challenges to the Department in this area. I have decided, after review of the Headquarters safety management initiative and framework, to put into effect a management infrastructure that will continue to serve the needs of the Department in this critical area, while acknowledging certain required personnel realignments. Within the current Departmental organization, as Director, Safety Management Implementation Team, I report to a Senior Policy Advisor to the Secretary of Energy on safety management implementation initiatives.

The Safety Management Implementation Team will continue to function as originally chartered and will provide day-to-day management guidance with respect to the Department's integrated safety management initiative. As part of its charter, the Team is responsible for tracking the implementation of integrated safety management throughout the complex. This includes reporting to the Department's management on the progress and status of the following:

- The addition of safety management-related DEAR clause requirements to appropriate site contracts;
- The completion and implementation of Functions, Responsibilities, and Authorities Manuals (FRAMs);
- The scheduling of Phase I and II safety management system verifications;
- Providing safety management courses of instruction and assistance visits as requested by site officials; and,
- Providing quarterly progress reports to senior Department management as to the progress in implementing integrated safety management throughout the complex and in achieving related goals in the Department's Strategic Plan.

As chartered, the Director, Safety Management Implementation Team, is also responsible for:

- Overseeing commitments and internal management actions outlined in the Implementation Plan for DNFSB Recommendation 95-2 and tracking accomplishment of actions using established line management channels;
- Providing consistent and clear program guidance for the implementation of integrated safety management and for ensuring coordination of other safety-related programs and initiatives with

this approach;

- Conducting quarterly public briefings to the DNFSB;
- Tracking and reconciling safety-related programs to assure consistency with the approach outlined in the 95-2 Implementation Plan;
- Conducting periodic meetings with the responsible lead officials for the Implementation Plan's commitments;
- Conducting periodic meetings with a "Core Team;"
- Advising senior Department managers of schedule variances and their impact on commitments and safety management system implementation, and recommending appropriate action;
- Chairing periodic Safety Management Workshops with Headquarters, Field, and contractor personnel to review Lessons Learned during the safety management systems implementation processes; and,
- Submitting 95-2 Implementation Plan correspondence to the Board reflecting completions and schedule enhancements for commitments and milestones in the Implementation Plan.

Specific actions expected of Safety Management Implementation Team members are as follows:

- Tracking and reporting on progress on specific safety management deliverables required of his or her organization;
- Participating in weekly (nominally) Safety Management Implementation Team conference calls/meetings and providing updates on their organization's progress in completing assigned tasks;
- Preparing materials for and participating in, as required, periodic and quarterly meetings with the DNFSB;
- Monitoring his or her organizational initiatives to ensure their consistency and coordination with the principles of safety management;
- Advising his or her senior managers of developing issues, schedule variances, and the like which potentially impact the Department's ability to meet its formal commitments in a timely manner; and,
- Attending periodic Safety Management Workshops with Headquarters, Field, and contractor personnel to review lessons learned from implementation efforts to date.

## **ATTACHMENT A -- Safety Management Implementation Team**

### Distribution:

SMIT Principals and Alternates listed in Attachment A

cc:

V. Reis, DP-1  
V. Stello, DP-3

A. Alm, EM-1  
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F. Peters, FM-1 (Acting)  
E. Fygi, GC-1 (Acting)  
A. Durham, HR-1  
T. Evans, HR-2  
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Manager, Albuquerque Operations Office  
Manager, Chicago Operations Office  
Manager, Idaho Operations Office  
Manager, Nevada Operations Office  
Manager, Oakland Operations Office  
Manager, Oak Ridge Operations Office  
Manager, Ohio Field Office  
Manager, Richland Operations Office  
Manager, Rocky Flats Field Office  
Manager, Savannah River Operations Office

## ATTACHMENT A

### SAFETY MANAGEMENT IMPLEMENTATION TEAM

Organizaton/Project	Team Member	Alternate
Director	Dick Crowe	Emil Morrow
Office of Defense Programs	Emil Morrow	Joe King
Office of Environmental Management	Charles O'Dell	Carol Peabody
Office of Environment, Safety and Health	Marty Mathamel	Rich Stark
Office of Energy Research	Charlie Billups	DeVaughn Nelson
Office of Nuclear Energy	Larry Miller	William Hartman
Office of Field Management	Mike Weis (Acting)	----
Office of Fossil Energy	Craig Zamuda	Al White
Office of Energy Efficiency	Gary Staffo	----
Office of the General Counsel	Jeanette Helfrich	Anne Troy
Office of Human Resources	Tom Evans	Howard Landon
Office of the Departmental Representative to the DNFSB	Ted Wyka	David Compton
Albuquerque Operations Office	Pat Higgins	Dan Pellegrino
PANTEX	Sue King	Roy Williams
Chicago Operations Office	John Adachi	Michael Flannigan
Idaho Operations Office	John Hobbs	Brian Edgerton

## ATTACHMENT A

### SAFETY MANAGEMENT IMPLEMENTATION TEAM

Organization/Project	Team Member	Alternate
Nevada Operations Office	Mitch Kunich	----
Oakland Operations Office	"T. K." Subramanian	Charlie Simkins
Oak Ridge Operations Office	Bob Poe	P. J. Gross
Oak Ridge Y-12	Dan Hoag	Martin McBride
Oak Ridge K-25	Dawn Rosenstrom	----
Ohio Operations Office	Jack Zimmerman	Bob Everson
Richland Operations Office	Charlie Hansen	Mike Humphreys
Rocky Flats Field Office	Mike Weis	Patrice McEahern
Savannah River Operations Office	Mosi Dayani	Randy Clendenning
Department Standards Committee	Maggie Sturdivant	Rick Glass/Karen Boardman
FRAM	Kevin Greenaugh	----
SMS Guide	Rich Stark	----
Safety Management Course	Dave Roth	----
Verification	Joe King	----

## ATTACHMENT A

### SAFETY MANAGEMENT IMPLEMENTATION TEAM

#### "INFORMATION ONLY" Correspondence List

##### **Defense Programs (DP)**

Dennis Miotla (DP-10 facility spokesperson)

Mike Mitchell (DP-20/primary contact for  
Gene Ives)

Dave Chaney (Primary Worker Protection Contact)

Vic Stello

##### **Environment, Safety and Health (EH)**

Frank Tooper (Primary Clause Contact)

Rick Jones

Bob Barber

Geoff Judge

Orin Pearson

Dick Black

Ray Hardwick

##### **Environmental Management (EM)**

Beth Bilson

Barry Smith

Ralph Erickson

Dinesh Gupta

John Psaras

John Kaysak

Brian Skokan

Ronald Ramsey

Ray Lopiccolo

Colette Broussard

##### **Energy Research (ER)**

Matt Cole

Ray Schwartz

## **ATTACHMENT A**

### **SAFETY MANAGEMENT IMPLEMENTATION TEAM**

#### **Field Management (FM)**

Denis Feck

Stephen Smith

#### **S-1 Office**

Jeff Crater

#### **Albuquerque Operations Office**

Dan Glenn

Dan Rose

#### **Oakland Operations Office**

Charlie Simkins

#### **Richland Operations Office**

Frances Roddy

Michael DeWitt

#### **Rocky Flats Field Office**

Doug Smith

#### **Savannah River Operations Office**

Frank McCoy

Sandy Johnson

Amy Poston / Kim Davis

#### **Brookhaven National Laboratory**

Mary White

## **ATTACHMENT A**

### **SAFETY MANAGEMENT IMPLEMENTATION TEAM**

#### **Los Alamos National Laboratory**

Lee McAtee

#### **Procurement**

Ed Lovett

#### **Lawrence Livermore National Laboratory**

George Campbell

David Short

#### **Policy**

Connie Fournier

#### **Sandia National Laboratory**

Dick Steele