



## Department of Energy

Washington, DC 20585

November 1, 2001

### MEMORANDUM FOR DISTRIBUTION

FROM: JOHN A. GORDON, UNDER SECRETARY  
NATIONAL NUCLEAR SECURITY ADMINISTRATION

ROBERT G. CARD, UNDER SECRETARY  
OFFICE OF ENERGY, SCIENCE AND ENVIRONMENT

SUBJECT: Executive Safety Conference December 11-12, 2001, in  
Washington, D.C.

This administration strongly endorses the Department's integrated safety management (ISM) policy as the foundation for our safety management strategy. Now that the policy has been declared implemented across the complex, we are asking all Heads of Departmental Elements and contractor managers to join us here in our Nation's Capital on December 11-12, 2001, for the Executive Safety Conference. Hotel information will be sent separately.

The central theme of our conference will be "Taking ISM to the Next Level." We recognize and appreciate the significant effort that has gone into establishing and implementing the policy and the resulting contribution to protecting our workers, the public, and the environment; and to reducing accidents, events, and near-misses. Most of us would acknowledge, however, that taking ISM to the next level is critical to public risk reduction (mission); elimination of unnecessary work; and excellence in safety, security, and environmental management.

We have asked two senior executives from the commercial nuclear industry to join us at the conference to share their approach, experience, and successes in safety management. Mr. James P. O'Hanlon, President and Chief Operating Officer of Dominion Generation, will speak to industry models for safety management. Dr. Richard Meserve, Chairman of the Nuclear Regulatory Commission, will speak to the Nuclear Regulatory Commission's revised approach to safety management and regulation. John T. Conway, Chairman, and Joseph J. DiNunno, Board Member, of the Defense Nuclear Facilities Safety Board, will speak on the Board's ISM perspective and strategy. We welcome these distinguished speakers and look forward to their contribution to the Department of Energy's (DOE) safety management strategy.

Taking ISM to the next level and achieving maximum value from the policy require identifying and removing any remaining barriers to success. We have listened to our DOE and contractor line managers and staff and plan to address remaining barriers in our conference breakout sessions.

We want to thank each of you in advance for your support of this executive conference and the path forward that will result. We believe that a more collaborative and synergistic management approach is critical to achieving the next level in ISM, and to establishing a complex-wide safety management strategy that will endure.

Attachment



# *Executive Safety Conference*

## **Final Report Distribution**

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# *Executive Safety Conference*

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# *Executive Safety Conference*

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# *Executive Safety Conference*

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## Executive Safety Conference

December 11-12, 2001  
Washington, D.C.

### PRELIMINARY AGENDA

#### **Tuesday, December 11, 2001 8:00am - Dinner**

|  |   |
|--|---|
| Welcome and Overview                                   | John A. Gordon, Under Secretary<br>National Nuclear Security Administration   |
| DOE Safety Management Strategy                         | Robert G. Card, Under Secretary<br>Office of Energy, Science and Environment  |
| Industry Models for Safety Management                  | James P. O'Hanlon, President & Chief Operating Officer<br>Dominion Generation   |
| NRC Safety Management                                  | Dr. Richard Meserve, Chairman<br>Nuclear Regulatory Commission  |
| Safety Management Perspective                          | John T. Conway, Chairman<br>Defense Nuclear Facilities Safety Board   |
| ISM Safety Management Strategy                         | Joseph J. DiNunno, Board Member<br>Defense Nuclear Facilities Safety Board  |
| NNSA Integrated Safeguards and Security Management     | Ralph Erickson, Acting Associate Administrator<br>for Facilities and Operations<br>National Nuclear Security Administration |
| Safety and Environmental Management in the EM Review   | Jessie Roberson, Assistant Secretary<br>Office of Environmental Management  |
| Office of Science Safety Management                    | James Decker, Principal Deputy Director<br>Office of Science  |
| Wrap-up into Breakout                                  | Robert G. Card  |
| Breakout Sessions (see page 2 for Session Information) |   |

*Taking ISM to the Next Level – Removing the Barriers to Success*

|                  |   |
|------------------|---|
| <p>Session 1</p> | <ul style="list-style-type: none"> <li>• Upgrading the contribution of self assessment, line oversight, and independent oversight (DOE Policy 450.5) to ISM implementation:             <ul style="list-style-type: none"> <li>– Reducing layers and redundancy in DOE oversight.</li> <li>– Coordinating line and independent oversight and schedules.</li> <li>– Voluntary accreditation of contractor self-assessment programs.</li> <li>– Focusing DOE oversight on contractor self-assessment and performance indicators versus direct oversight of workers.</li> </ul> </li> </ul>  |
| <p>Session 2</p> | <ul style="list-style-type: none"> <li>• Tailoring requirements, standards, and authorization bases to the changing DOE mission and hazards to facilitate innovative cleanup approaches and operational efficiency, reduce time at risk, and assure protection of workers:             <ul style="list-style-type: none"> <li>– Eliminating redundancy between DOE orders and existing industry standards (Fernald and Sandia pilots and Kansas City experience).</li> <li>– Developing decontamination and decommissioning authorization bases (United Kingdom model) that are tailored, and in a format that is easy to generate, approve, advertise.</li> <li>– Establishing non-prescriptive performance objectives and allow contractor to develop tailored plan to meet (simulated-licensing concept).</li> <li>– Simplifying process for downgrading hazards classification of a facility in decontamination and decommissioning.</li> <li>– Maintaining Federal and contractor technical capabilities.</li> </ul> </li> </ul> |
| <p>Session 3</p> | <ul style="list-style-type: none"> <li>• Improving the contribution of operating experience, performance monitoring and analysis, and lessons learned to integrated safety management:             <ul style="list-style-type: none"> <li>– Revising the Occurrence Reporting and Processing System (ORPS) to ISM framework to assure systemic improvements, a common language for lessons learned, and direct ISM performance indicators.</li> <li>– Performance metrics development and analysis.</li> <li>– Taking a collaborative, corporate approach to solving generic performance problems.</li> <li>– Improve sharing of successful programs, noteworthy practices, innovative initiatives, and lessons learned.</li> <li>– Establish a complex-wide color rating system to assist in focusing management attention and resources.</li> </ul> </li> </ul>   |
| <p>Session 4</p> | <ul style="list-style-type: none"> <li>• Improving the contribution of contracts and subcontracts to the effective implementation of ISM:             <ul style="list-style-type: none"> <li>– Replacing the standard ISM clause in contracts with specific and measurable ISM requirements.</li> <li>– Applying ISM to writing performance-based contracts.</li> <li>– ISM implementation in construction and operating contracts.</li> <li>– Focusing DOE oversight on contracts and accountability for performance.</li> </ul> </li> </ul>   |

**Day 2: Wednesday, December 12, 2001**

**Executive Safety Conference**

**8:00am – 1:00pm**

Session 1 – *Implementation Strategy and Priorities* - Presentation / Q&A

Session 2 – *Implementation Strategy and Priorities* - Presentation / Q&A

Session 3 – *Implementation Strategy and Priorities* - Presentation / Q&A

Session 4 – *Implementation Strategy and Priorities* - Presentation/ Q&A

Wrap-up

Robert G. Card

Luncheon – Secretary of Energy Spencer Abraham (Invited Speaker)