Hanford Cleanup

Project

Closure

Hanford

Keith Klein
December 4, 2003
Oversight Responsibilities

- RL Operations Oversight

Assistant Manager for River Corridor
- Project Effectiveness
  - Planning
  - Productivity
  - Cost/Schedule
  - Safety/Engineering
  - Environmental
  - Quality

Assistant Manager for Central Plateau
- Project Effectiveness
  - Planning
  - Productivity
  - Cost/Schedule
  - Safety/Engineering
  - Environmental
  - Quality

Assistant Manager for Safety and Engineering
- Nuclear Safety
- Criticality Safety
- Engineering
- Radiation Protection
- Occupational Safety & Health
- Vital Safety Systems
- Safeguards & Security
- Emergency Preparedness
- Conduct of Operations
- Training
- Quality Assurance
  - Corrective Action Management
  - Independent/Management Assessments
  - Software QA
  - Suspect/Counterfeit Items

Assistant Manager for Administration
- Procurement
- Financial
RL Oversight of Contractors

Program Description document (submitted) defines how RL performs contractor oversight:

- Describes Regulatory Oversight Authority
- Describes Types Of Oversight
  - Operational Awareness
  - Surveillances
  - Assessments
- Establishes Oversight Responsibilities
- Describes Functional Areas To Be Assessed
- Sets Minimum Oversight Expectations & Frequencies
Fiscal Year 2003
Planned & For Cause Oversight

192 Completed - Key Areas Reviewed

- Sludge Water System Design/Startup
- Lockout/Tagout Program
- Unreviewed Safety Question process
- Hazard Identification & Controls
- K-Basins Safety Culture
- PFP Criticality Safety
- Radiological Work Practices
- Corrective Action Management
- FHI System Engineer Program
- Conduct of Operations
- Procedure Content and Use
- Hanford Fire System
# RL Safety Indicators

## 4th Quarter Fiscal Year 2003

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<td>Near Misses Viol/+USQs</td>
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*SNF= Safety Noncompliance Factor
Fiscal Year 04 Planned Formal Oversight

Total Planned: 255
- Assessments: 29
- Surveillances: 226
Technical Staffing

- Independent Oversight: 7
  - 3 BS
  - 2 MS
  - 2 PhD
  - 2 STSM
  - 6 TQP

- Office of the Manager:
  - Assistant Manager:
    - River Corridor: 21
      - 14 BS
      - 7 MS
      - 1 STSM
      - 19 TQP
      - 4 PEs
    - Central Plateau: 25
      - 10 BS
      - 14 MS
      - 1 PhD
      - 2 STSM
      - 21 TQP
      - 5 PEs
    - Safety & Engineering: 52
      - 37 BS
      - 11 MS
      - 1 PhD
      - 3 Non-degreed
      - 5 STSM
      - 31 TQP
      - 18 Facility Representatives
      - 6 System Engineers
      - 8 PEs
      - 2 CIHs
      - 2 CSPs
      - 1 CHP
    - for Administration:
      - 15 BS
      - 10 MS
      - 1 PhD
      - 3 STSM
      - 22 TQP
      - 3 PEs

- Project Management Support Division: 26
Corrective Action Program

• Problem Identification
  ➢ Contractor Independent & Management Assessment
  ➢ DOE Line Management Oversight
  ➢ Accidents/Incidents

• Quality Improvement
  ➢ Deficiency Evaluation and Causal Analysis
  ➢ Corrective Action Identification
  ➢ Corrective Action Tracking and Trending
  ➢ Corrective Action Completion and Verification

❖ Neither are adequately robust or mature at this time to reduce DOE oversight
Columbia Accident Lessons Learned

• Lack of independence/checks and balances in organizational structure. Budget/schedule pressures reduced technical capability of oversight organizations
  ➢ Taken deliberate steps to achieve independence in safety oversight in my organizational structure

• Problem Identification
  ➢ Improving the Mission Element oversight of 8 Projects (STSM qualification)
  ➢ Improving corrective action system
  ➢ Developed project metrics for cost/schedule and safety
Columbia Accident Lessons Learned

• Attitude/Safety Culture. Lack of intellectual curiosity/skepticism. Focused on why SAFE vs. analyzing why UNSAFE.
  - Completed Project Risk Assessments (asks the “what ifs”)
  - Challenging contractor/RL staff at Monthly and Quarterly Project Reviews
  - Encouraging differing opinions (don’t shoot the messenger)

• Decision makers not hearing the facts on technical issues (rolled up/dummied down)
  - Holding Plan of the Day meetings to hear first hand from Project Directors and Facility Representatives key issues that affect the projects
RL’s Self Assessment Activity

• RL Quality Assurance Program Description requires each organization, as a minimum, to conduct one management assessment annually

  ➢ Issued memo further defining expectations for management assessments

• The RL Office of Independent Oversight performs independent assessments of RL organizations and functions
Fiscal Year 04 Self Assessment Plans

• Each organization will perform a management assessment during the first quarter

• OIO will perform:
  ➢ 14 functional assessments
  ➢ FY 03 RL ISMS corrective action verification
  ➢ FY 04 annual ISMS assessment
  ➢ Special assessments as requested
“Manage the Contract”

- Have good contracts
- Know the contract
- Enforce the contract
- Monitor end points
- Monitor processes
- Monitor compliance
- Report deficiencies to RL line manager
- Take contract action when indicated

- Only the Manager (or CO) gives direction – not the monitors
- Contractual requirements versus individual preferences
- Relationship is cordial but “arms length”
- Scrupulous avoidance of conflicts of interest
- Know what is going on daily at the floor level