Public Meeting on Oversight

Office of River Protection

Presented to
Defense Nuclear Facilities Safety Board

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ORP Oversight Philosophy

- Establish a relationship between safety culture and the safety of site cleanup activities
- Focus on performance and effectiveness not just simple compliance with requirements
- Cannot rely on assessments/oversight conducted by one group instead rely on the combination of internal, external, contractor’s self-assessments, program, and independent sources (efficiencies must be managed)
ORP Oversight Philosophy (Cont’d)

Line Managers must push for

- Prompt resolution of oversight issues
- Understanding of issues singularly and collectively
- Understanding of root cause, and
- Understanding of implications/consequences of findings when developing the schedule for corrective actions

Reinforce the use and sharing of operating experiences to apply lessons-learned to prevent reoccurrences
**ORP Oversight Objectives**

- Continuously monitor contractor safety performance to benchmark and drive improvement and efficiency
- Determine effectiveness of implementation of requirements
- Improve the quality of the contractor’s self-assessment program
- Ensure that oversight is conducted by Federal personnel with appropriate credentials and relative experience
- Routinely evaluate the effectiveness of Federal oversight with combination of internal and external resources
ORP Oversight Process

- Develop an Annual Assessment Plan (AAP)
- Select, train, and qualify assessment personnel
- Develop assessment plan and conduct the assessment
- Hold an exit meeting with senior contractor management
- Formally communicate assessment results to the contractor
- Senior line and safety managers evaluate assessment results for collective significance, and ensure cross-cutting issues are identified and addressed
- Review performance against formally established environmental safety and health metrics
- Track assessment findings to resolution
- Provide feedback for development of the next AAP
Types of Oversight at ORP

- Operational assessments which are scheduled to coincide with contractor work activities (including design and construction)

- Facility Representative (FR) Assessments
  - Operational awareness
  - Structured

- Management Walkthrough Program (60 hr/month)

- Periodic, value-added appraisals to confirm a contractor’s safe performance of work and effectiveness of a contractor’s self-assessment program

- For-cause reviews, as necessary
ORP Self-Assessment Activities

- Self-assessment activities are included in the AAP
- Planning self-assessment of SSO Program and Federal Project Managers
- Other types of self-assessments conducted
  - ISMS Review
  - Vapor Event Response Assessment
  - Independent WTP Project Management Assessment
  - ORP organizational review
  - Outside engineering consultants
ORP Technical Staffing and Competence

- ORP staffing – 109 FTE
- Recently brought in 125 years of nuclear experience
- Increased Facility Representatives from 7 to 11
- Implementing the SSO Program
- Evaluating future staffing and technical discipline needs as the ORP mission evolves
## Status of Current Staffing and Qualifications

<table>
<thead>
<tr>
<th>Program</th>
<th># of Positions</th>
<th># Qualified</th>
<th>Date to be Qualified</th>
<th>Percent Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>STSM</td>
<td>10</td>
<td>8</td>
<td>June 2004</td>
<td>80%</td>
</tr>
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<td>Facility Reps</td>
<td>11</td>
<td>9</td>
<td>March 2004</td>
<td>82%</td>
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<td>SSO</td>
<td>TF - 6 WTP - 6</td>
<td>TF - 0 WTP - 0</td>
<td>TF - Sept. 2004 WTP - Sept. 2004</td>
<td>0% 0%</td>
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<td>TQP (excluding SSO)</td>
<td>86</td>
<td>78</td>
<td>June 2004</td>
<td>91%</td>
</tr>
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Draft Oversight Policy (DOE P 226.1)

- ORP reviewed the Policy for acceptability

  - Agree with the oversight principles as they relate to
    - Continuous improvement and efficiency
    - Personnel competence
    - Performance indicators

  - Disagree with
    - Reliance only on contractors self-assessment program
    - No redundancy in oversight
    - Focusing only on high-risk activities
**ORP Initiatives**

- Ensuring that line managers and senior staff understand the “details” of technical issues and incidents/events vice “conceptual”

- Striving for openness and information exchange between organizations

- Insisting that the managers recognize the extent of a condition and push for resolution

- Sharing with manager’s and all staff, Lesson’s Learned from ORP facilities and other DOE sites

- Providing immediate feedback to all staff following operational events

- Ensuring appropriate mix and depth of skill/technical knowledge