

Tailoring Subcontract Exhibits:

An Enhanced Approach to Flowing Down Requirements

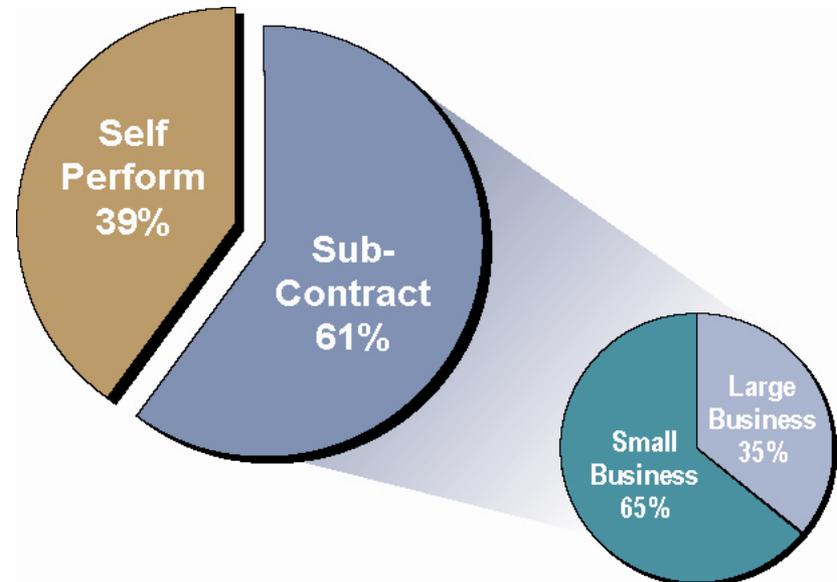
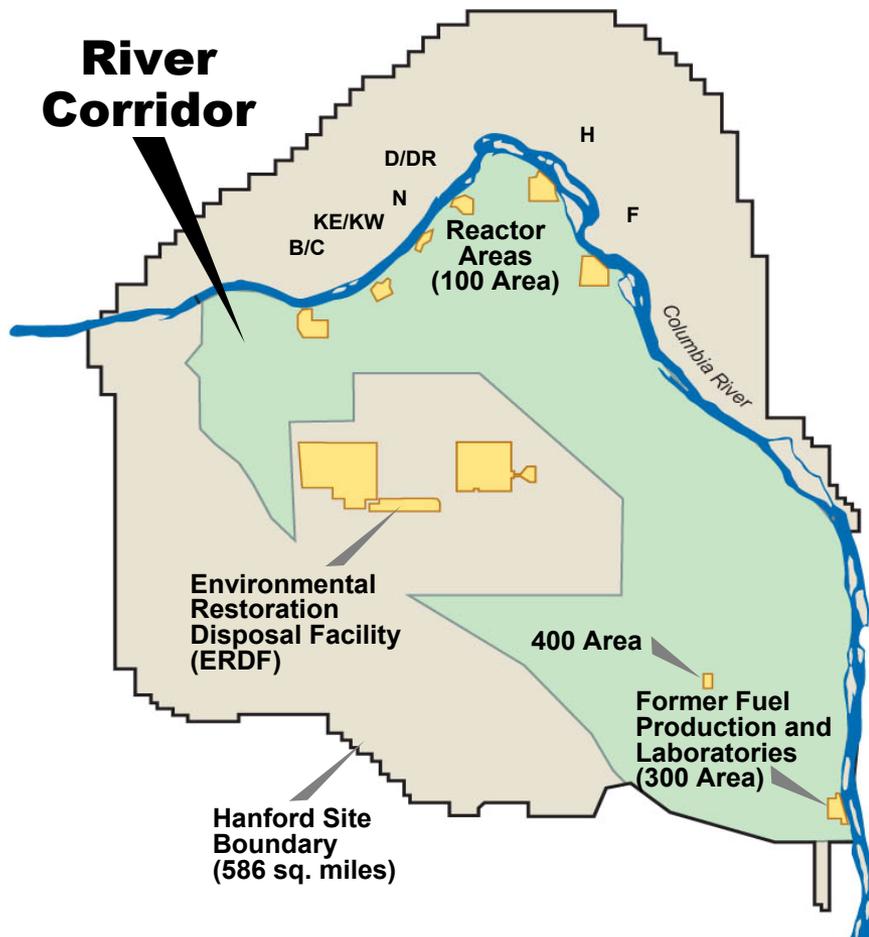
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U.S. Department of Energy
Richland Operations Office

The RCC scope represents a broad spectrum of cleanup activities — the majority of which, by contract, must be subcontracted



140G-221_WC Subcontracting_r3

The scope (and hazards) of subcontracted work varies considerably:

Electrofishing sampling activities in the Columbia River



Unearthed safe containing pure Pu in solution



184N Asbestos panel removal



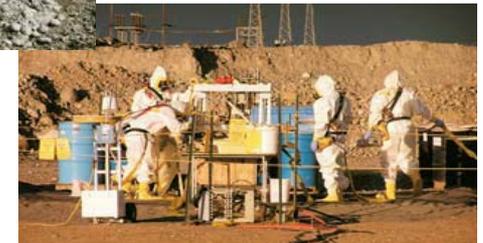
Identifying contents during waste site excavation



Sampling activities on the Hanford Site

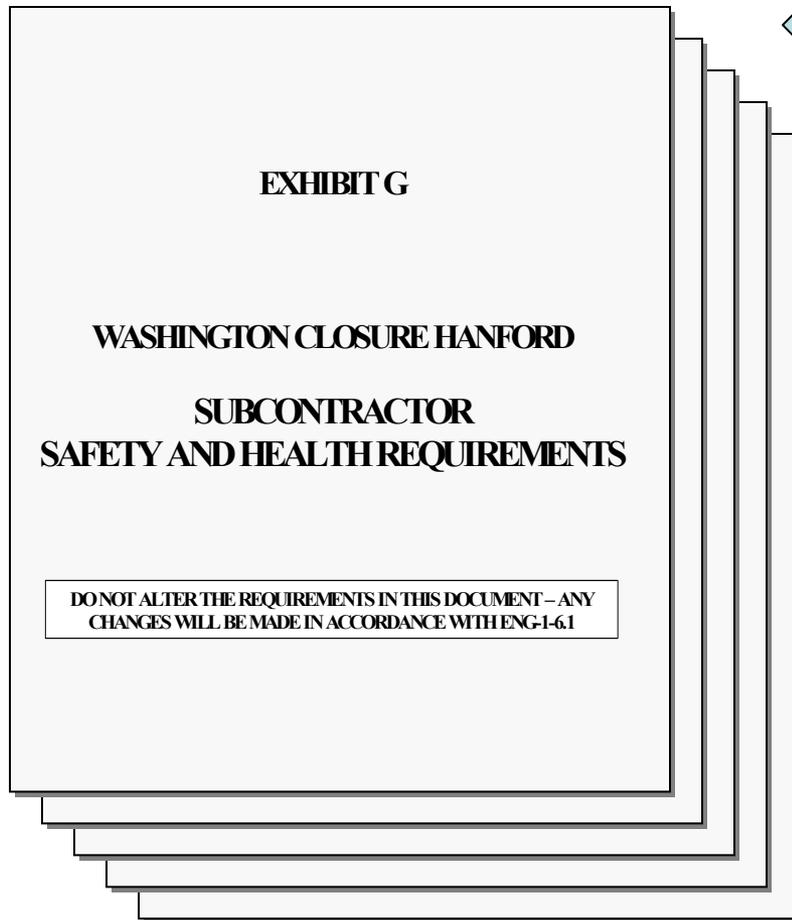


Waste site cleanup near the Columbia River



Identifying contents of sealed metal tubes

Internal assessments identified challenges and opportunities with how we were flowing down requirements



Primary Issues

- Subcontract exhibits complex and confusing;
- Onus on subcontractor to determine relevant requirements;
- Overlaps;
- Configuration management of frequently changing requirements;
- Roles and responsibilities of project, procurements, and subject matter experts

Our response was to develop Applicability Matrices identifying mandatory vs. scope dependent requirements

Subcontract team indicates
 N = not applicable
 X = applies

Applicable		EXHIBIT G (HEALTH AND SAFETY) – APPLICABILITY MA			
		Requisition Type	Construction Services	Tech Services	
		SOW Classification: None.			
		SH 4.0 – General Safety And Health Requirements			
X	4.1.01	Safety Management Systems (ISMS)	M	M	
	4.1.02	Security Program	M	S	
	4.1.03	Safety And Health Program	M	S	
	4.1.04	Hazard Communication	M	S	
	4.1.05	Explosives	S		
	4.1.06	Emergency Preparedness	M	S	
	4.1.07	Reporting Accidents And Incidents	M	S	
	4.1.08	Bulletin Boards	S	S	
X	4.1.09	General Employee Training	M	M	
	4.1.10	Fire Protection-General	S	S	
		SH-4.2 – Construction Safety & Health Requirements			
	4.2.01	General	M	S	
	4.2.02	Hazard Analysis	M	S	
	4.2.03	Inspections And Hazard Abatement	S	S	
	4.2.04	Fire Protection-Field	S	S	
	4.2.05	Control Of Hazardous Energy And Materials (Lockout/Tagout)	M		
	4.2.06	Hoisting And Rigging	S		
	4.2.07	Meetings	M	S	
	4.2.08	Electrical Safety Practices	S		
	4.2.09	Excavation	S		
	4.2.10	Task Safety Awareness (TSA) Program	S	S	
	4.2.11	Industrial Hygiene	S	S	
	4.2.12	Fall Protection	S		
		SH-4.3 – Hazardous Waste & Radiological Requirements			
	4.3.01	General	M	S	
	4.3.02	Site-Specific Health And Safety Plan	S	S	
	4.3.03	Radiological Protection	S	S	

S = scope dependent

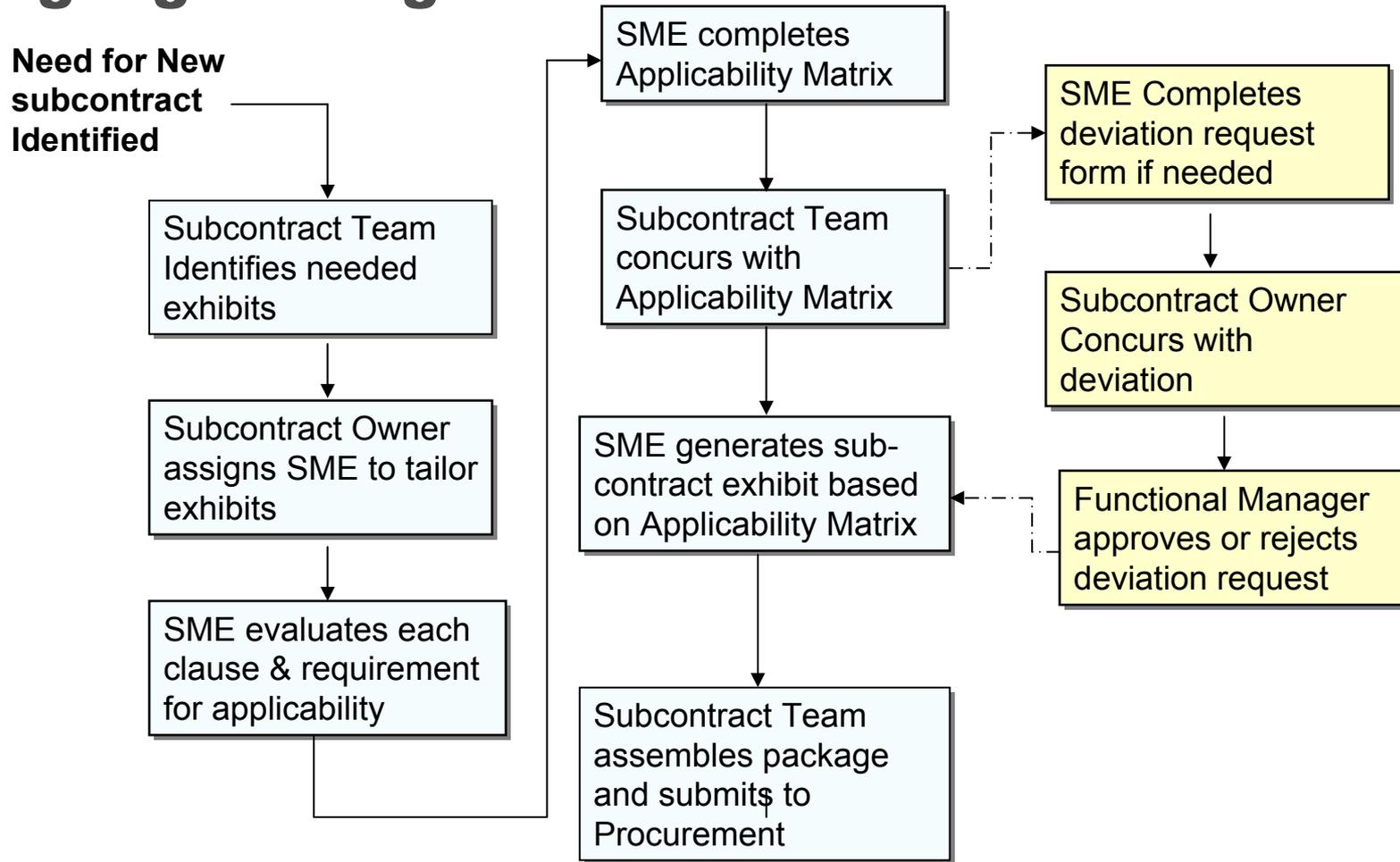
M = mandatory

EXHIBIT G
06/01/08

M = Mandatory – Justification required for Deviation

S = Scope Dependent

...along with processes for tailoring exhibits and for requesting deviations exemptions or language changes



The approach has introduced enhancements to process and product

Improvements

- **Exhibits tailored** — all cited requirements and deliverables apply to subcontract; clearer communication between subcontractor and WCH personnel (i.e., STRs, SMEs)
- **Exhibit configuration control established** — ensures subcontracts remain aligned with changes in policy and/ or requirements (e.g., new DOE Orders)
- **Streamlined procurement process** — ownership, responsibility, authority, and accountability defined; teamed orientation to producing subcontracts eliminates redundant reviews
- **Exhibit quality enhanced** — scope of each exhibit clearly delineated, redundancy eliminated, standardized formatting promotes ease of use



Potential Indirect benefits

- Increased vendor participation (& reduced subcontract costs)
- Improved quality of Scope of Work statements
- Improved compliance to applicable S&H requirements

...and strengthened essentially all ISMS core functions

- Scope of work and expectations more explicit
- Attention to hazards associated with the scope of work reinforced
- Requirements specifically focused on addressing / minimizing / eliminating the hazards
- Subcontractor attention focused more acutely on the work at hand
- Common understanding of expectations strengthens communication / feedback between subcontractor and WCH

