

Savannah River Site M&O Contract: Maintaining ISM System Focus during Contract Transition

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Clarity of Vision and Commitment to Values

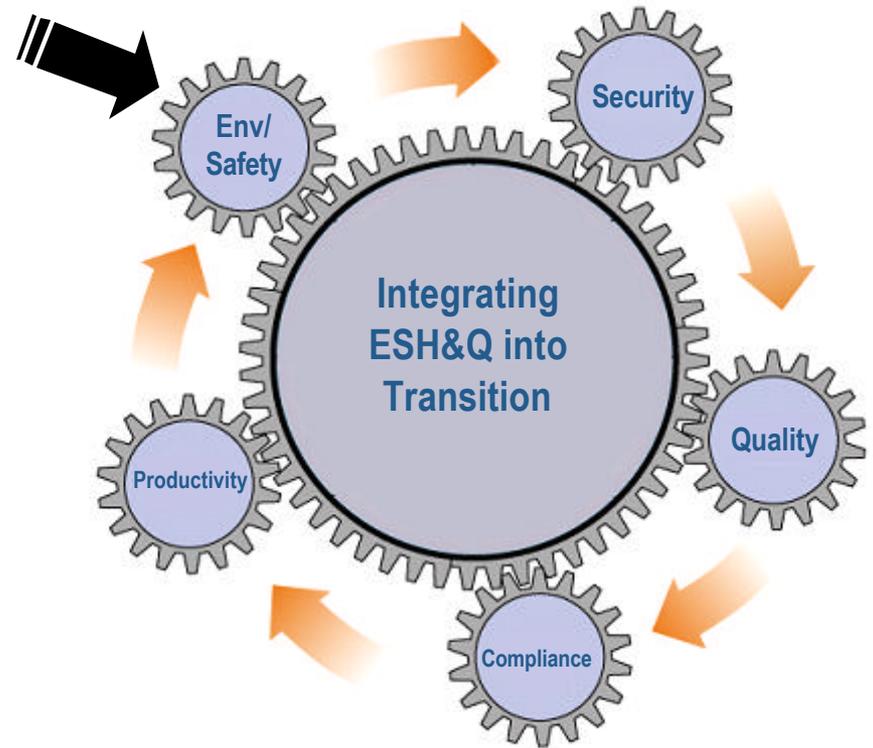
Establishing safety as No. 1 priority from Day 1

- **Maintain the highest ethical standards**
- **Understand the DOE client and the Site in context of the DOE Complex**
- **Operate to reflect the best interests of the Site**
- **Begin with the end in mind**
- **Develop and use an integrated plan**
- **Open/transparent communication – no surprises for the client**

Integrating “ESH&Q” into SRS Transition

Establishing the prerequisite from the beginning

- Establish SRNS as a benchmark for operations
- Ensure open and transparent leadership
- Employ meaningful, visible techniques to reinforce messages
- Anticipate DOE-SR’s needs
- Engage stakeholders and the community
- Use Lessons Learned – Feedback and Improvement



Take SRS to the Next Level

Engaging Stakeholders & the Community

Accessibility was key

- **Accessible to employees, communities and media (all-hands, Town Hall meetings)**
- **Meet, early on, with regulators and stakeholders**
- **Active involvement in community agencies (Red Cross; United Way)**
- **Transition team support Site-sponsored community activities (Golden Harvest, Celebrity Chef)**

Engaging Stakeholders & the Community

Being a good neighbor



- Be accessible to stakeholders and media
- Continue to meet with regulators
- Be actively involved in community agencies (Red Cross, United Way)
- Encourage folks to support site-sponsored community activities (Project Vision, College Night, Tech Days, National Engineers Week)
- Earn recognition as valuable members of the communities we serve

Employ Meaningful, Visible Techniques to Reinforce Messages

Laying the groundwork

- Instituted a **24/7 buddy system** for **SRNS transition team members**
- Started all **SRNS meetings** with a **safety, security or compliance message**
- Maintained **Document Control and Cyber Security**, assisted by **Site ADC & cyber experts**
- Employed a **recycling initiative** aimed at **reducing wastes** generated by the transition team
- Established **regular briefings** by **incumbent contractor SMEs** related to **ESH&Q** (including **cyber security**)

SRNS Key “ISMS” Focus

Establish SRNS as ISM integrator for the Site

- **Maintain a focus on safe, secure, environmentally compliant operations at all times**
- **Understand the overall Site conditions and major hazards and risks that must be managed over time**
- **Define and staff the organization necessary to implement SRNS Matrix Management approach, and identify and retain or replace critical staffing**
- **Build collaborative relationships with other Site contractors, subcontractors and community at large**

SRNS Readiness to Assume Contract Responsibility

Ready on Day 1

- **Review of people, hardware/facilities, and documentation**
- **Formal facility walk downs – integrated & cross cutting**
- **Use of standardized, formal “Transition Readiness Reports”**
- **Frequent communication with the client**

Maintaining ISM Compliance During Transition

Use existing documents and systems wherever possible

- **Evaluate/adapt or modify existing controlling documents via “blue sheeting”**
- **Adapt or create Service Level Agreements (SLA) and MOA/MOUs**
- **Obtain DOE approval of key compliance documents (e.g. 10CFR851 WSHP)**
- **Prepare a compliant ISM system description to support post transition readiness declaration**

Maintaining ISM Compliance During Transition

Blue sheeting process successfully applied, from lessons learned in prior transitions

- **Collaborated with DOE-SR and incumbent experts to identify the minimum set required**
- **Evaluated 24 functional areas & reviewed ~2,400 documents in detail**
- **Based on detailed review, determined need to blue sheet ~14,000 documents**
- **Required very few pre-transition changes**
- **Identified changes/improvements for future comprehensive revisions**

Post Transition Actions

Building a new culture, using the best from the past and the present

- **Continue to communicate, communicate, communicate**
- **Address pre-existing conditions consistent with ISMS; focus on root cause, not symptoms**
- **Implement opportunities for improvement, including cultural change and focusing on value-added activities**
- **Build the workforce for the future (dealing with demographics)**

Lessons Learned – Feedback and Improvement

A balancing act

- **Transition complexities**
 - Multi-contractor SLAs, MOUs/MOAs
- **Clarity of RFP definitions (MC&A Inventory)**
- **Balancing continuity of operations with streamlining**
 - Procedures, organizations
- **People mapping, retention and/or replacement of Critical Staff is a challenge**
- **Integrating Site priorities given existing challenges**
 - Funding, demographics, regulatory climate

Lessons Learned – Feedback and Improvement

Focused but flexible

- **Anticipate and proactively address changes to the plan**
- **Interact with the work force as soon as practical**
- **Make effective use of existing Site resources**
- **Proactive training important for continuity and compliance**
 - Emergency preparedness, cyber security
- **Establish safety & security points of contact – early on**
- **Walk the spaces, participate in Site-wide activities**
 - Drills, meetings