

2008 Integrated Safety Management Workshop

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Savannah River Site M&O Contract Transition - *Maintaining the Safety Culture Through Transition*

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Slide 1

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Introduction

- **Transitions are intense, highly disruptive, and fraught with unexplored uncertainty**
- **There are many opportunities for the loss of safety focus and discipline**
- **Careful planning, 3-way coordination, disciplined execution, good communication, and attention to safety practices and culture are vital for a successful transition**



Contract Driven ISM Responsibilities

- **SRNS is the ISM integrator for the site**
 - Implement an improved sitewide ES&H program, including management and integration of an Integrated Safety Management System (ISMS)
- **Flow down ISM to all subcontractors and perform assessment**
- **Deliver ISM System Description in 120 days from contract award**



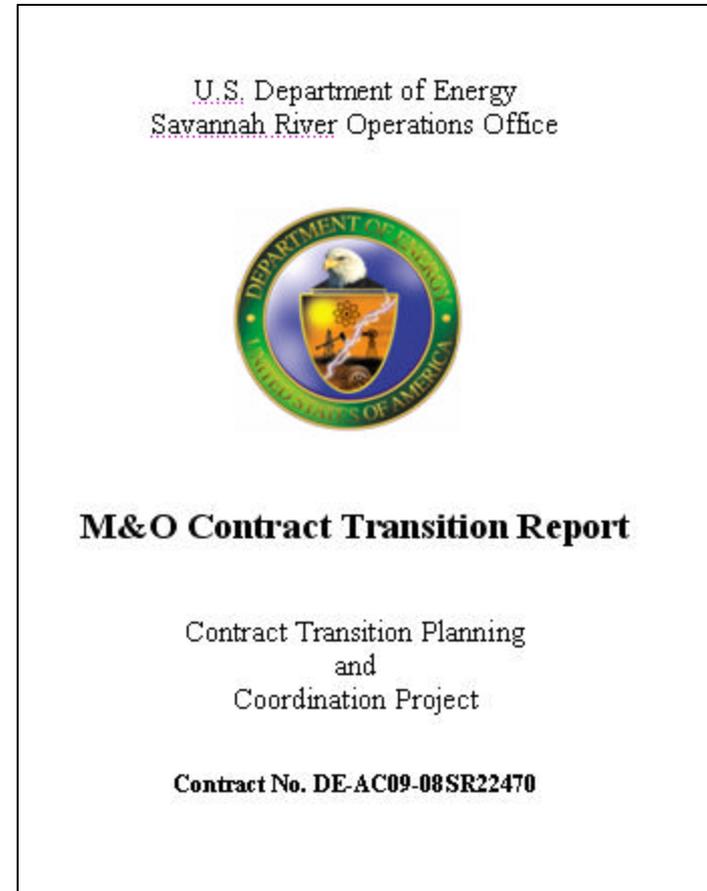
DOE-SR Transition Objectives

- **Orderly transfer of work scope in a safe, secure, and efficient manner**
- **Minimize personnel and programmatic disruptions and maintain continuity of operations**
- **Confirm SRNS is managerially and financially ready to assume contract responsibility and perform safely**
- **Ensure the Federal Staff is prepared to manage the new contract (in a multiple prime contract environment)**
- **Identify, implement and share lessons learned**



Transition Oversight

- **Managed Contract Transition as a Project with the end in mind**
- **Developed and executed Transition Oversight Plans (14 Functional Areas)**
- **Participated in SRNS Readiness Review and prepared Contract Transition Oversight Report**



ISM During Transition (DOE)

- **Oversight to confirm:**
 - SRNS understands all work scope.
 - SRNS understands hazards and conditions
 - SRNS has access to WSRC plans, policies, and procedures to understand
 - (1) how work is planned,
 - (2) work in progress,
 - (3) how work is controlled, and
 - (4) how ISM is being implemented at SRS.
- **Attention to workforce (focus, distractions, performance)**



ISM During Transition (WSRC)

- **The incumbent (WSRC) had total responsibility for site operations through the transition period.**
- **WSRC worked to keep personnel focused on safe and disciplined operations.**



ISM During Transition (SRNS)

- **Understand the work in progress (conditions and activities)**
- **Review the flow down of ISM requirements into work packages and the execution of work**
- **Recognize workforce issues and communicate with workforce to minimize distractions**
- **Deliver 10CFR 851, Worker Safety and Health**



Lessons Learned from a Safe Transition

- **Planning**

- Detailed planning (PEP, Oversight Plans, etc)
- Understand and commit the needed resources
- Train the Transition team (validation guides)
- Early start on logistics planning and funds allocation for new contractor – avoid delays
- Be ready to work to the contractor's schedule

- **Execution**

- ID the key Transition risks
- Dedicated transition core team
- Apply Project Management - Daily meetings to track progress and identify issues
- Early identification and resolution of critical issues
- Critical role of Fac Reps
- Continuous communication with both contractors
- Attention to workforce morale



Critical Issues for Safe Operations Post Transition

- **Post Transition – Start of Operations**
 - Attention to workforce (much change underway)
 - Specific plans for follow-up on observations to achieve continuous



Questions

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