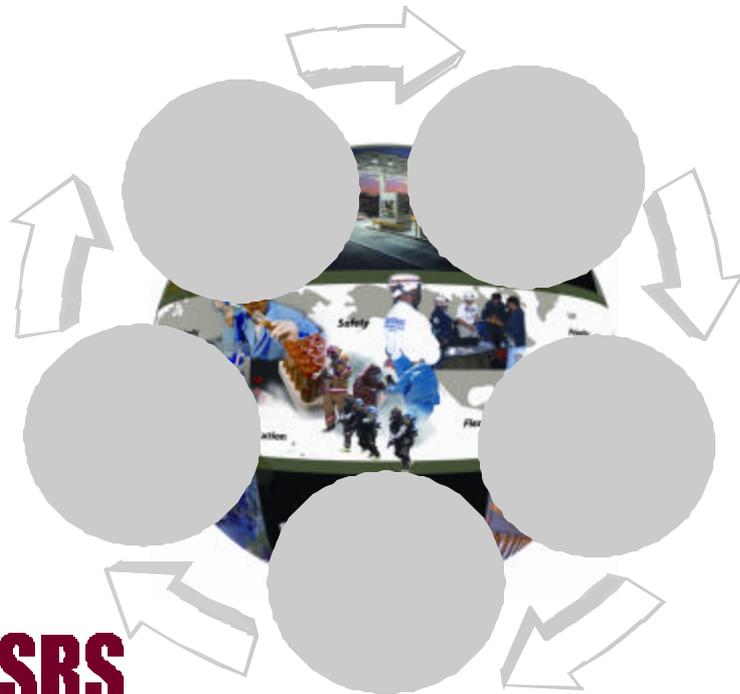




# ISM at the Savannah River Site WSRC Contract Transition and Safety Basis Evaluations



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# Transition Objectives for the Incumbent Contractor

- **Continue safe operations during and after transition**
- **Ensure safety basis functions retained**
- **Provide organizational support for transition**
- **Projectize transition strategy to enable success**
- **Establish strong interactions early with M&O**
- **Communicate key details to workforce**
- **Learn lessons to benefit future transitions**

# Summary of Post Contract Transition Impact on WSRC ISMS Functions

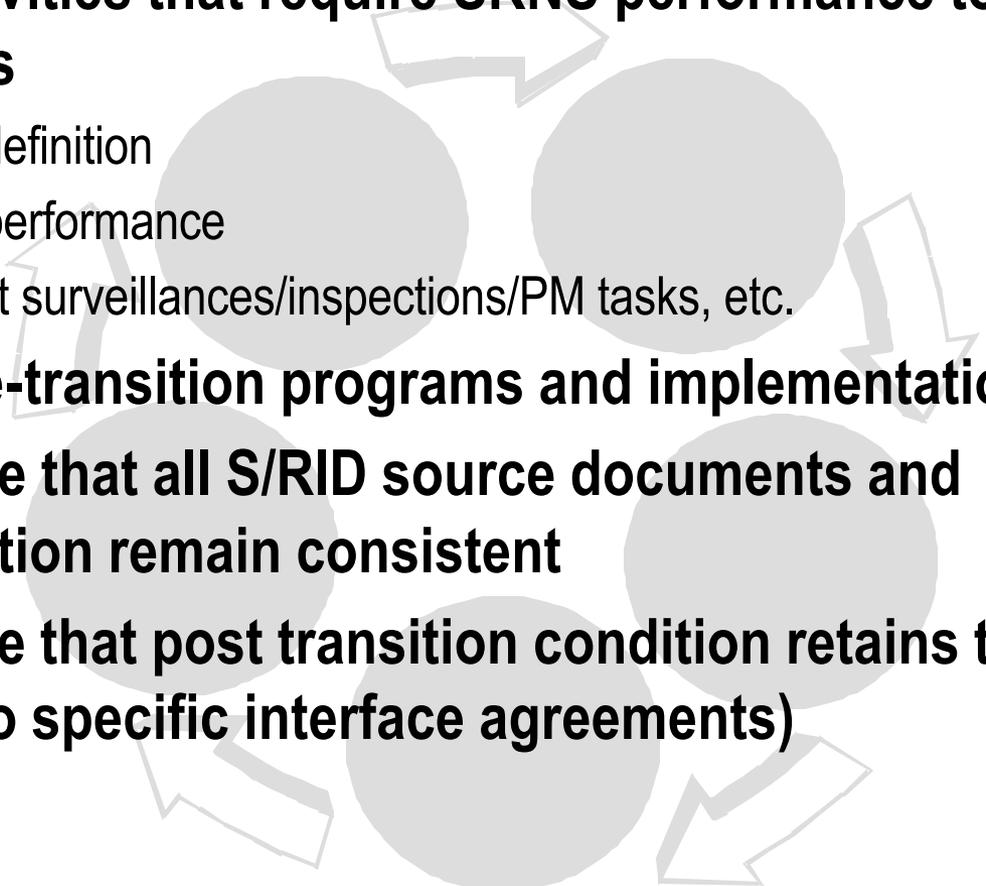
- **Redefined scope of work**
  - WSRC mission objectives focused on Liquid Waste Operations
- **Administrative controls**
  - SRNS maintains site ESH programs for SRS
  - WSRC concurrence with ESH program changes post transition
  - Separate corporate accountability for standards/requirements
- **Performance of work**
  - Requires close coordination with SRNS (SLAs)
  - SRNS performs site services and landlord functions
  - SRNS performs activities affecting WSRC ESH (e.g., procurement, receipt inspections, fabrications, etc)
  - WSRC manages “small business set-aside” tasks (Information Technology Services, Medical Services, Transportation & Mechanical Services)

# ISM Activities Necessary for WSRC Retaining LW

- **Ensure:**

- Governing attributes for ESH programs remain unchanged or used change management process and impact evaluation
- Tasks needed to support WSRC activities are provided internally, or are provided by interface agreements
- Environmental permits transferred
- Personnel allocated between companies to support and sustain:
  - Missions
  - Respective contract scopes
  - Disciplined operations
  - Roles and responsibilities
- Safety Bases expectations retained

# Safety Basis Evaluation Approach

- **Identify activities that require SRNS performance to support LW Safety Basis**
    - Program definition
    - Program performance
    - Equipment surveillances/inspections/PM tasks, etc.
  - **Compile pre-transition programs and implementation strategies**
  - **Demonstrate that all S/RID source documents and implementation remain consistent**
  - **Demonstrate that post transition condition retains the functions (traceable to specific interface agreements)**
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# Interface Agreements Implementing LWO Safety Bases

- **MOA and SLAs**
  - Provided strategic direction for SRNS to maintain site ESH programs
  - SRNS to ensure affected contractors integral in change management process
  - Defined specific task support to be listed in Service Level Agreements (SLAs)
- **Bulk of the SLAs had activities to support LW Safety Bases. Examples include:**
  - Contractor Assurance
  - ESH&QA
  - Procurement
  - Emergency Services
  - Material receipts to LW
  - Engineering Services
  - Specialized Maintenance Services (e.g., diesel, HEPA testing, etc.)
  - Analytical Laboratories
  - SRNL (studies, M&TE Calibration Lab, NDE programs, etc.)

# Safety Basis Impact Documented for WSRC-LWO Facilities

- Documented impact on Safety Basis via Unreviewed Safety Question (USQ) process
- Performing documented safety basis evaluations were part of DOE transition readiness expectations
- Positive feedback from customer on approach utilized
- Ultimately demonstrated necessary functions remained with only organizational title differences post transition
- USQ Determinations only required

# Workforce Change Management Communications



**Structured, interactive discussion format developed to educate WSRC employees on remaining WSRC contract scope, LW missions, interfaces with SRNS, etc.**

- **Worked with nationally recognized company that develops effective change management communications for large organizations**
- **Created roadmaps of program and processes pre- and post-transition**
- **Trained functional & line managers as facilitators (coaches)**
- **2000 employees participated in groups of 8 over a seven day period**
- **Positively received by workforce on effectively communicating impact and expectations for SRNS support post transition**

# Lessons Learned Transition Process

- **Start planning early, applying project management tools**
- **Utilize a dedicated transition manager**
- **Establish “War Room”**
- **Hold daily transition meetings**
- **Establish functional SLA transition points-of-contact network**
- **Identify key risks and address early in the process**
- **Issue regular progress reports**
- **Locate incoming transition team on site**
- **Develop integrated transition schedule**
- **Ensure personnel assignments are identified early in process**

# Lessons Learned Transition Impact

- **Minimize overall site impact by:**
  - Ensuring site programs remain consistent post transition
  - Documenting continuity in execution of required site services and support tasks
  - Ensuring effective change management process for site programs, especially those requiring cross-company interfaces (e.g. procurement and receipt inspection services, Emergency Preparedness, etc.)
- **Safety Basis evaluations were appropriate to perform, given the scope and breadth of the site transition**
- **Interactive workforce briefing beneficial to personnel for understanding remaining WSRC mission, site changes and interactions with SRNS, and for re-emphasis of core values**

# Contacts

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