

Environmental Management Journey to Excellence

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EM's Journey to Excellence: Vision and Mission

Goal 1: Complete the three major tank waste projects within the current approved baselines.

Goal 2: Reduce the life cycle costs and accelerate the cleanup of the Cold War environmental legacy.

Goal 3: Complete the disposition of 90% of the legacy transuranic waste by 2015.

Goal 4: Reduce the EM legacy footprint by 40% by the end of 2011, leading to approximately 90% reduction by 2015.

EM's Vision

To be viewed as one of the best managed government programs and the employer of choice in the Federal Government.

Goal 5: Improve safety, security and quality assurance towards a goal of zero accidents, incidents, and defects.

Goal 6: Improve contract and project management with the objective of delivering results on time, and within cost.

Goal 7: Achieve excellence in management and leadership, making EM one of the best places to work in the Federal Government.

EM's Mission

To safely transform the environmental legacy of the Cold War into assets available for the Nation's future by completing quality cleanup work on schedule and within cost, delivering demonstrated value to the American taxpayer.



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EM's Progress



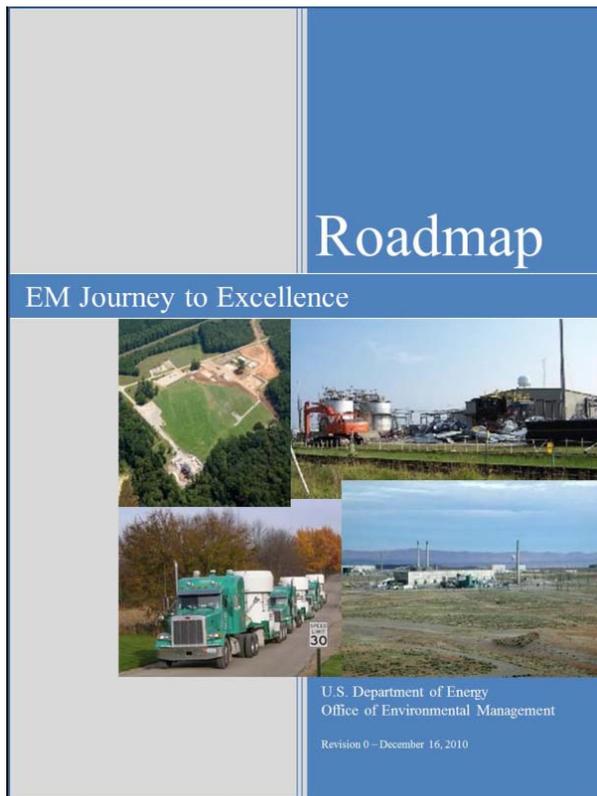
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Goal 5. Improve safety, security and quality assurance towards a goal of zero accidents, incidents, and defects.



“This goal requires collaborative efforts of EM Headquarters and Field to ensure timely and meaningful Federal operational awareness and collaborative technically credible interaction with the contractors.”

Key Strategies

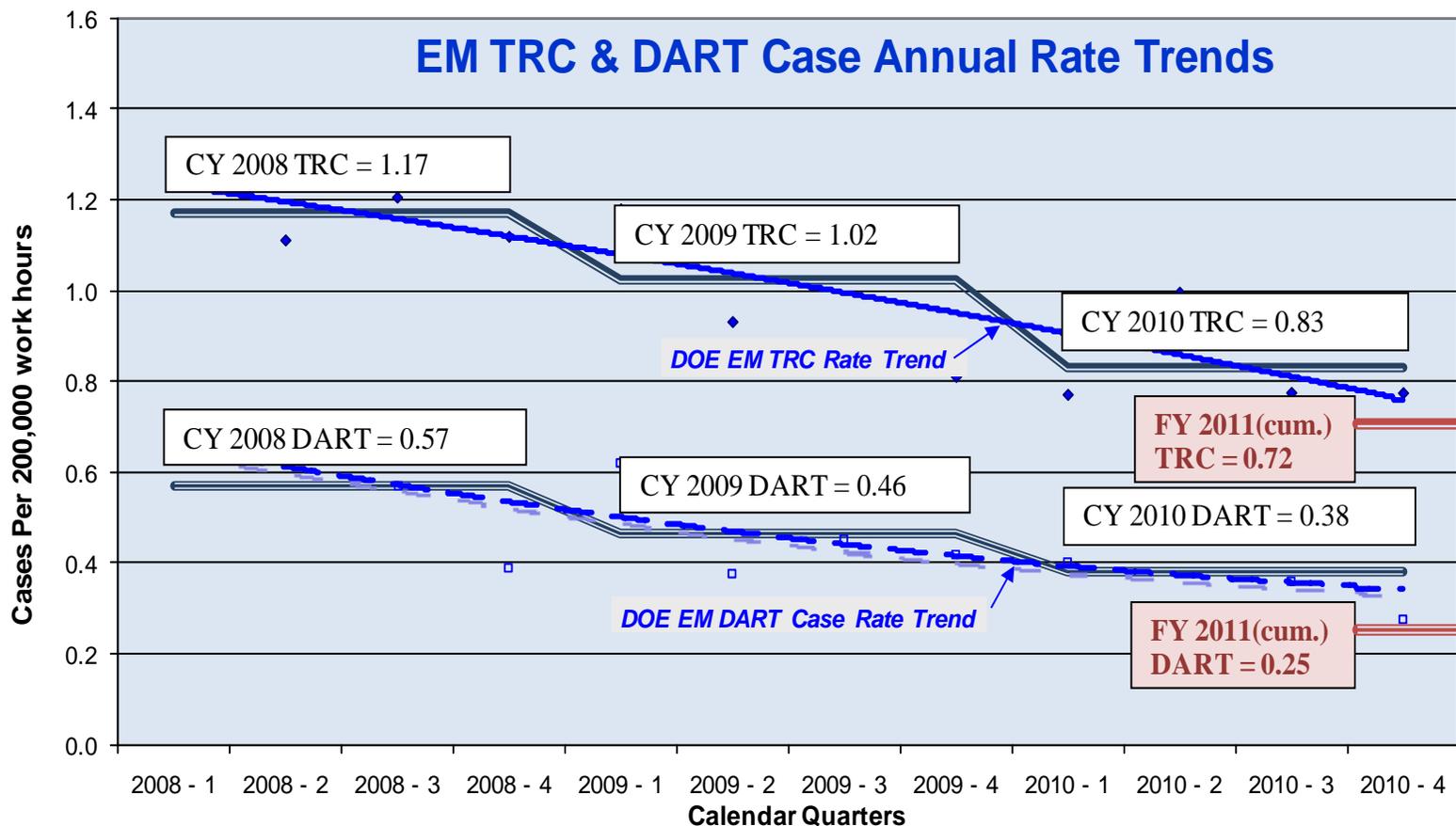
- **Use of Performance Indicators and Analysis**
- **Sound Science/Engineering along with proactive engagement of DNFSB to address issues**
- **Improving Safety Culture – Focus on poorest performers**



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Goal 5 Key Success Indicator Occupational Injury Rates



DART Case: Lost Work Days Cases - Days Away from work, Restricted or on job Transfer (DART) case rate per 200,000 work hours.
TRC: Occupational Injury Safety - Total Recordable Case (TRC) rate per 200,000 work hours.

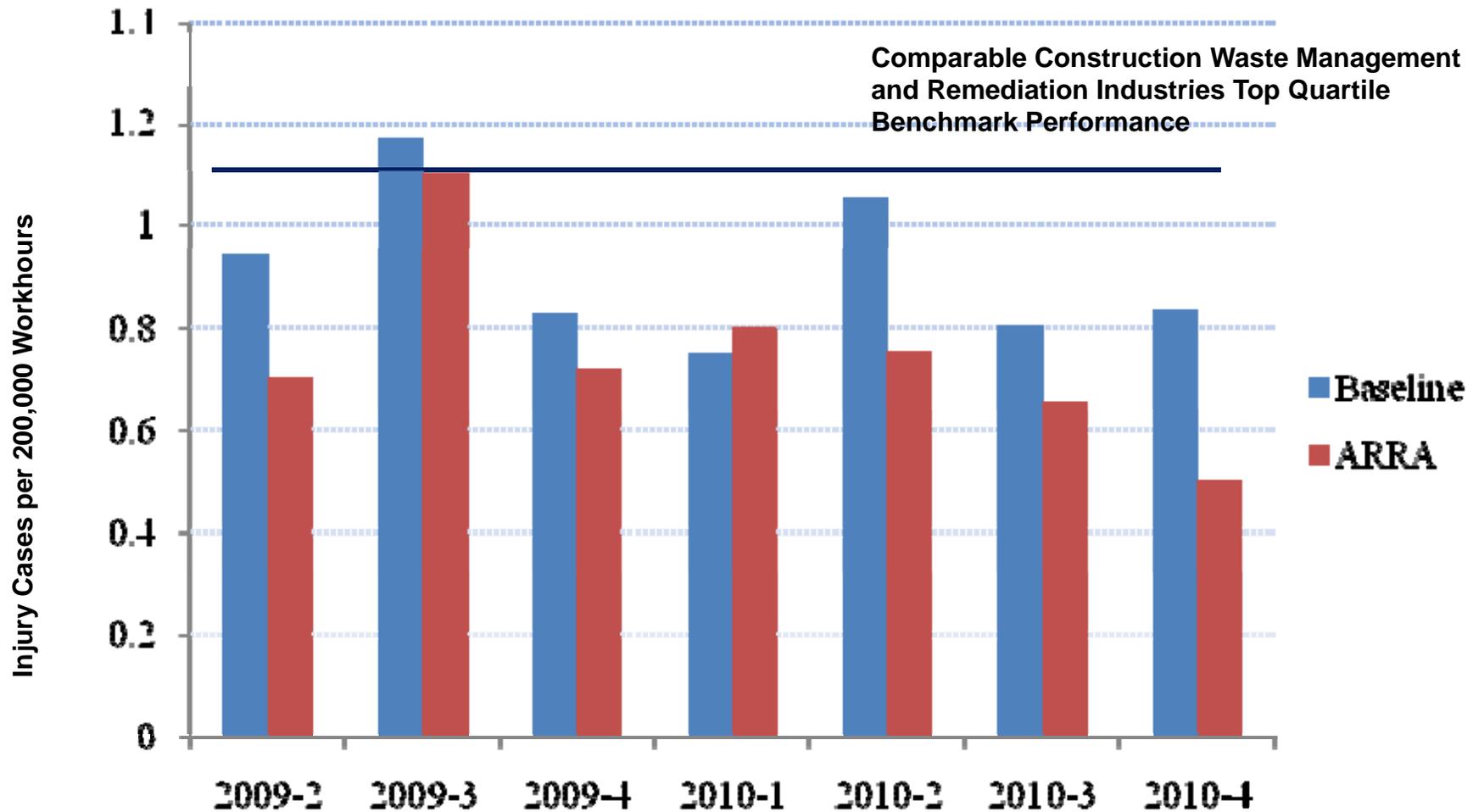
*This DOE data is collected in the Computerized Accident & Injury Reporting System (CAIRS). Data as of March 9, 2011



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DOE Office of Environmental Management Injury Rates by Calendar Year Quarter for Baseline and ARRA Work



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Goal 5 Key Success Indicator

Integrated Safety Management System Declarations

“Develop a concise statement that defines EM’s ISM vision that can be used to improve the effectiveness and focus of EM’s annual ISM validation.”

- **Use lessons learned from previous annual field declarations.**
- **Focus on Field mechanisms for assuring ISMS effectiveness**
 - **Contractor Assurance System**
 - **Field Operational Awareness/Oversight and Performance Analyses**
 - **Performance Objectives, Measures and Commitments**
 - **Focus on lessons learned and areas needing improvement**
- **Incorporated into FY2011 ISMS Declaration Guidance to Field**



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Oversight Safety Tools

- **Day-to-day oversight of operational safety**
- **Events below ORPS reportability**
- **30-minute notification replaced by HQ Notification and Oversight Process 11/1/10**
- **Comprehensive or targeted safety assessments**
- **Integrated oversight assessment schedule**
- **Weekly Safety Analysis Report for EM-1**
- **Periodic Safety Performance Analyses to EM-1**
(moving toward quarterly reporting to focus more on trends/issues needing attention and take advantage of Field Quarterly Safety Performance Analysis submittals)
- **Safety Alerts**



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Participate with Sites in:

- **Field assessments**
- **Startup/restart of nuclear facilities**
- **Operational Readiness Reviews**
- **Readiness Assessments**
- **Verification of the effectiveness of completed corrective actions**
- **Coordinating CPOF and DOE Enforcement Actions**



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Focus of Site Visits

- **Conduct of Operations**
- **Work Planning and Control**
- **Control of Hazardous Energy**
- **Radiological Protection**
- **Heavy Equipment**
- **Control of Subcontractors**



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Facility Representative and Safety System Oversight Expectations

- **EM has approximately X Facility Representatives and Y Safety System Oversight representatives at its facilities**
- **Important piece of EM involvement with FRs/SSOs is providing guidelines for work planning and work control**
 - **Work planning and control guidance issued in April 2010**
 - **EM emphasized work planning and control in 2010 integrated ISM/QA guidance to field**
- **Notification requirements to EM-HQ beyond those of other mechanisms relies on FR involvement: 1) Immediate (30 minutes); 2) Prompt (2 hours); 3) Routine (24 hours)**



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Targeted Reviews of Specific Administrative Controls (SACs) Implementation

- EM-20 assembled a core team to verify adequate field implementation of DOE-STD-1186, *Specific Administrative Controls* at 8 of the major EM-sites in its approach to close out DNFSB Recommendation 2002-3, *Requirements for the Design, Implementation, and Maintenance of Administrative Controls*.

- Completed actions by EM-20:
 - Evaluation of safety basis documents specifically on Specific Administrative Controls (SACs)
 - Evaluation of field implementation of SACs
 - Strengthening EM processes to ensure that SACs are properly designed, implemented, and maintained.

- The EM Team reviewed of over 300 SACs and findings and observations are documented on the EM HQ QA Issue Tracking Hub.

- EM-sites areas of improvement on Specific Administrative Controls:
 - Providing SACs descriptions on safety documents and supporting implementing procedures
 - Designing and implementing SACs in a manner that provides the safety assurance expected by the hazard and accident analysis.



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Monthly Project Reports

a Renewed Focus on Field's Perspective of Safety Performance

- **Conduct of Operations**
- **Work Planning & Control**
- **Electrical Safety**
- **Fire Protection**
- **Radiological Protection**
- **Nuclear Safety**
- **Lockout/Tagout**
- **Corrective Actions**
- **Quality Assurance**
- **Event Recurrence**
- **Environmental Release**
- **Material Handling/Transportation**
- **Equipment Degradation/Failure**
- **OS/IH**
- **DOE Oversight**



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