

OPENING STATEMENT OF
DR. A.J. EGGENBERGER, CHAIRMAN
JULY 19, 2006, INCORPORATION OF SAFETY
INTO DESIGN AND CONSTRUCTION - HEARING AND MEETING II

MY NAME IS (DR.) A.J. EGGENBERGER. I AM THE CHAIRMAN OF THE DEFENSE NUCLEAR FACILITIES SAFETY BOARD, AND I WILL PRESIDE OVER THIS PUBLIC MEETING AND HEARING. I WOULD LIKE TO INTRODUCE THE MEMBERS OF THE SAFETY BOARD WHO ARE PRESENT HERE TODAY. ON MY RIGHT IS DR. JOHN MANSFIELD. TO MY LEFT IS MR. JOSEPH BADER. WE THREE CONSTITUTE THE BOARD.

THE BOARD'S GENERAL COUNSEL, RICHARD AZZARO, AND THE BOARD'S GENERAL MANAGER, BRIAN GROSNER, ARE TO MY LEFT. THE BOARD'S TECHNICAL DIRECTOR, KENT FORTENBERRY, AND THE BOARD'S GROUP LEAD FOR NUCLEAR FACILITY DESIGN AND INFRASTRUCTURE, ROY KASDORF, ARE ALSO PRESENT AT THE TABLE TO MY RIGHT. MEMBERS OF OUR STAFF CLOSELY INVOLVED WITH OVERSIGHT OF THE DEPARTMENT OF ENERGY'S INCORPORATION OF SAFETY INTO THE DESIGN AND CONSTRUCTION OF NEW AND MODIFICATION OF EXISTING DOE DEFENSE NUCLEAR FACILITIES ARE ALSO HERE TO RESPOND TO ANY QUESTIONS THE BOARD MAY HAVE RELEVANT TO THE SUBJECT OF THIS MEETING AND HEARING.

TODAY'S MEETING AND HEARING WERE PUBLICLY NOTICED IN THE FEDERAL REGISTER ON JUNE 9, 2006. THE MEETING AND HEARING ARE HELD OPEN TO THE PUBLIC

IN ACCORDANCE WITH THE PROVISIONS OF THE GOVERNMENT IN THE SUNSHINE ACT. TO PROVIDE TIMELY AND ACCURATE INFORMATION CONCERNING THE BOARD'S PUBLIC AND WORKER HEALTH AND SAFETY MISSION THROUGHOUT THE DEPARTMENT OF ENERGY'S DEFENSE NUCLEAR COMPLEX, THE BOARD IS RECORDING THIS PROCEEDING THROUGH A VERBATIM TRANSCRIPT AND VIDEOTAPE. AS A PART OF THE BOARD'S E-GOVERNMENT INITIATIVE, THE MEETING IS ALSO BEING MADE AVAILABLE OVER THE INTERNET THROUGH VIDEO STREAMING. THE TRANSCRIPT, ASSOCIATED DOCUMENTS, PUBLIC NOTICE, AND VIDEOTAPE WILL BE AVAILABLE FOR VIEWING IN OUR PUBLIC READING ROOM ON THE SEVENTH FLOOR OF THIS BUILDING. IN ADDITION, AN ARCHIVED COPY OF THE VIDEO STREAMING WILL BE AVAILABLE THROUGH OUR WEB PAGE FOR AT LEAST 60 DAYS.

THIS PUBLIC MEETING AND HEARING IS THE SECOND IN A SERIES CONCERNING THE DEPARTMENT OF ENERGY'S AND THE NATIONAL NUCLEAR SECURITY ADMINISTRATION'S INCORPORATION OF SAFETY INTO THE DESIGN AND CONSTRUCTION OF NEW AND EXISTING DEFENSE NUCLEAR FACILITIES. THE BOARD IS RESPONSIBLE, PURSUANT TO ITS STATUTORY CHARTER UNDER THE ATOMIC ENERGY ACT OF 1954, AS AMENDED, TO REVIEW AND EVALUATE THE CONTENT AND IMPLEMENTATION OF STANDARDS RELATING TO THE DESIGN AND CONSTRUCTION OF SUCH FACILITIES, AND TO REVIEW FACILITY DESIGN BEFORE CONSTRUCTION OF SUCH FACILITIES BEGINS, MAKING SUCH RECOMMENDATIONS FOR MODIFICATION OF THE DESIGN NECESSARY TO ENSURE ADEQUATE PROTECTION OF PUBLIC HEALTH AND SAFETY.

SINCE OUR LAST PUBLIC MEETING SUBSTANTIAL EFFORTS BY THE DOE, THE BOARD'S STAFF AND SEVERAL CONGRESSIONAL COMMITTEES HAVE BEEN EXPENDED TO ADDRESS THE NEED TO ENSURE THAT DOE'S DEFENSE NUCLEAR FACILITIES ARE CONSTRUCTED AS INTENDED, THAT THE CONSTRUCTION PROCEED ON SCHEDULE AND THAT, ONCE CONSTRUCTED, THEY FUNCTION AS INTENDED. IN THIS REGARD, SAFETY, DESIGN AND CONSTRUCTION ISSUES MUST BE RESOLVED COMPETENTLY AND CONSISTENT WITH THE DESIRED LOGIC PATH OR SEQUENCE OF EVENTS TO SUPPORT COMPETENT DESIGN AND CONSTRUCTION. THE BOARD RECOGNIZES THAT UNEXPECTED CHALLENGES CAN IMPACT SCHEDULE. NEVERTHELESS, MATTERS AFFECTING SAFETY, CAN USUALLY BE IDENTIFIED AND RESOLVED EARLY IN THE LOGIC PATH OF FACILITY DESIGN AND CONSTRUCTION. THIS PLACES A HIGH PREMIUM ON ENSURING THAT SAFETY EXPECTATIONS ARE BROUGHT INTO THE PROJECT PLANNING PROCESS EARLY, THOROUGHLY AND COMPETENTLY.

THE CHALLENGE NO LONGER AWAITS US AT SOME YET TO BE IDENTIFIED FUTURE DATE. OUR RESPECTIVE TASKS ARE NOW BEFORE US. THE TIME FOR RESOLUTION AND ACTION IS NOW. DELAY WITHOUT PURPOSE SERVES ONLY TO DEGRADE OUR RESOLVE. FAILURE, EVEN "EVENTUAL SUCCESS" ARE NOT ACCEPTABLE OR VIABLE OPTIONS. THE DOE, WORKING WITH THE OVERSIGHT OF THE DNFSB, AS PRESCRIBED UNDER THE ATOMIC ENERGY ACT AND VALIDATED BY ALMOST 17 YEARS OF EXPERIENCE SAYS THAT

WE CAN SUCCEED. DURING THE LAST YEAR WE HAVE SEEN A SUBSTANTIAL AND LAUDATORY EFFORT BY THE SECRETARY, THE DEPUTY SECRETARY AND THE ADMINISTRATOR, TO ENERGIZE THE DOE AND NNSA AS THEY MEET THE UNIQUE CHALLENGES TO OUR COUNTRY'S DEFENSE NUCLEAR FACILITIES AND THE NEED TO PROVIDE ADEQUATE PROTECTION TO THE PUBLIC HEALTH AND SAFETY, INCLUDING THAT OF THE DOE WORKER AND CONTRACTOR. BY PRECEPT AND EXAMPLE, THEY HAVE PROVIDED ENCOURAGEMENT AND DIRECTION TOWARD BUILDING A ROBUST DEPARTMENT THAT WILL ANSWER THE COMPLEX CHALLENGES WITH COMPETENCE. IN OUR LAST MEETING, THE DEPUTY SECRETARY ASKED THAT THE BOARD CONTINUE ITS SUPPORT TO "STRENGTHEN THE SAFETY CULTURE OF THE DEPARTMENT, FULLY REESTABLISH THE TECHNICAL COMPETENCE AND EXPERTISE OF THE OUR (DOE) STAFF, CONTINUE TO INSTITUTIONALIZE OVERSIGHT, ESTABLISH A SYSTEM OF CONTINUOUS IMPROVEMENT...." OUR RESPONSE TO THIS HAS BEEN AND CONTINUES TO BE DRIVEN BY THE ATOMIC ENERGY ACT AND THE GUIDANCE PROVIDED BY CONGRESS. THE BOARD IS CHARGED WITH OVERSIGHT COUPLED WITH ACTION-FORCING AUTHORITY. THIS AUTHORITY EXTENDS WELL BEYOND PROVIDING ADVICE AND CONSULTATION. THE CONTOURS OF WHAT WE ARE TO DO AND HOW WE ARE TO DO IT ARE CAREFULLY AND FORCEFULLY LAID OUT BY CONGRESS. AND AT THE SAME TIME WE MUST ALSO STATE THAT WHILE WE MAY NOT AGREE WITH EVERYTHING THE DOE SAYS OR DOES, WE ARE NOT THE DEPARTMENT'S ADVERSARY. OUR MUTUAL SERVICE TO OUR COUNTRY WILL NOT ALLOW EITHER OF US TO BE ADVERSARIES OR TO FOLLOW ADVERSARIAL PRACTICES OR PROCEDURES.

AS WE WILL HEAR TODAY FROM THE PRESENTERS, WE BELIEVE THAT THE DOE HAS MADE PROGRESS IN THE AREAS OF SAFETY IN DESIGN AND CONSTRUCTION AND THAT PROGRESS REVEALS A STRENGTHENED DOE MANAGEMENT TEAM AND TECHNICALLY COMPETENT STAFF WORK. WE HAVE MADE INITIAL GAINS, BUT THEY ARE, AS YET, INCOMPLETE. WE CAN DO MORE AND MORE QUICKLY. APPROPRIATE TO OUR DISCUSSION TODAY REGARDING EFFECTIVE PLANNING, WE MUST DO MORE BY RESOLVING TECHNICAL AND SAFETY ISSUES, ESPECIALLY THOSE RAISED BY THE BOARD, QUICKLY. THE SUBJECT MATTER AT HAND CAN AND MUST BE RESOLVED ON TECHNICAL MERITS, NOT ON THE IDENTITY OR SOURCE OF THE AUTHOR. ISSUES OR DECISION POINTS SHOULD NOT BE ALLOWED TO LANGUISH BECAUSE OF SOME AMBIGUITY AS TO WHO IDENTIFIED THE PROBLEM OR WHO PROPOSES THE BEST SOLUTION. BY VIRTUE OF THE OVERSIGHT ROLE OF THE BOARD, THE BOARD'S CONCERNS MUST BE DISPOSITIONED IN A MANNER CONSISTENT WITH SUBJECT MATTER; RESPONSIBLE ENGINEERING AND SCIENCE; PROFESSIONAL DISCIPLINE; AND THE NEED TO AVOID WASTING VALUABLE RESOURCES ENTRUSTED TO THE DOE OR THE BOARD. ANY DRIFT AWAY FROM THIS MODEL WILL ILL SERVE THE PUBLIC, AND VIOLATE THE RESPECTIVE STATUTORY DUTIES OF THE DOE AND THE BOARD UNDER THE ATOMIC ENERGY ACT. IT IS IN THIS SPIRIT THAT THE BOARD ENTERS DISCUSSIONS BEFORE US TODAY AND REASSURES ALL OF ITS COMMITMENT TO ENSURE ADEQUATE PROTECTION OF THE PUBLIC HEALTH AND SAFETY.

IN ACCORDANCE WITH THE BOARD'S PRACTICE, AND AS STATED IN THE FEDERAL

REGISTER NOTICE, WE WILL WELCOME COMMENTS FROM INTERESTED MEMBERS OF THE PUBLIC AT THE CONCLUSION OF TESTIMONY. A LIST OF THOSE SPEAKERS WHO HAVE CONTACTED THE BOARD IS POSTED AT THE ENTRANCE TO THIS MEETING ROOM. WE HAVE LISTED THE PEOPLE IN THE ORDER IN WHICH THEY CONTACTED US, OR IF POSSIBLE, WHEN THEY WISHED TO SPEAK. I WILL CALL THE SPEAKERS IN THIS ORDER. THERE IS ALSO A TABLE AT THE ENTRANCE TO THIS ROOM WITH A SIGN-UP SHEET FOR MEMBERS OF THE PUBLIC WHO WISH TO MAKE A PRESENTATION BUT DID NOT HAVE AN OPPORTUNITY TO NOTIFY US AHEAD OF TIME. THEY WILL FOLLOW THOSE WHO HAVE ALREADY REGISTERED WITH US IN THE ORDER IN WHICH THEY HAVE SIGNED UP.

IN ORDER TO GIVE EVERYONE WISHING TO SPEAK AN EQUAL OPPORTUNITY, WE ASK PRESENTERS TO LIMIT THEIR ORIGINAL STATEMENTS TO FIVE MINUTES. THE CHAIR WILL GIVE CONSIDERATION TO ADDITIONAL COMMENTS SHOULD TIME PERMIT. PRESENTATIONS SHOULD BE LIMITED TO COMMENTS, TECHNICAL INFORMATION, OR DATA CONCERNING THE SUBJECTS OF THIS MEETING. THE BOARD MEMBERS MAY QUESTION ANYONE MAKING PRESENTATIONS TO THE EXTENT DEEMED APPROPRIATE.

THE RECORD OF THIS PROCEEDING WILL REMAIN OPEN UNTIL AUGUST 19, 2006. I WOULD LIKE TO REITERATE THAT THE BOARD RESERVES ITS RIGHT TO FURTHER SCHEDULE AND OTHERWISE REGULATE THE COURSE OF THIS MEETING AND HEARING, TO RECESS, RECONVENE, POSTPONE, OR ADJOURN THIS MEETING AND HEARING, AND EXERCISE ITS

AUTHORITY UNDER THE ATOMIC ENERGY ACT OF 1954, AS AMENDED.

THIS CONCLUDES MY OPENING REMARKS.

OPENING STATEMENT OF

MR. ROY KASDORF

LEAD, NFDI GROUP

INCORPORATION OF SAFETY

INTO DESIGN AND CONSTRUCTION - HEARING AND MEETING II

JULY 19, 2006

GOOD MORNING MR. CHAIRMAN AND MEMBERS OF THE BOARD. MY NAME IS ROY KASDORF, I AM THE LEAD FOR THE NUCLEAR FACILITIES DESIGN AND INFRASTRUCTURE GROUP OF THE BOARD'S TECHNICAL STAFF. IN THIS ROLE, I AM RESPONSIBLE FOR ENSURING THAT STAFF REVIEWS OF DEPARTMENT OF ENERGY DESIGN AND CONSTRUCTION PROJECTS, SUBJECT TO THE BOARD'S JURISDICTION, ARE COMPLETED CONSISTENT WITH THE BOARD'S MISSION.

ON DECEMBER 7, 2005, THE BOARD HELD ITS INITIAL PUBLIC MEETING FOCUSING ON THE INTEGRATION OF SAFETY INTO THE DESIGN PROCESS. IN THIS MEETING, THE DEPARTMENT ACKNOWLEDGED THAT IMPROVEMENTS WERE NEEDED TO BETTER INCORPORATE SAFETY INTO THE DESIGN OF NUCLEAR FACILITIES AND REPORTED UNDERTAKING A NUMBER OF INITIATIVES TO ADDRESS THE IDENTIFIED SHORTCOMINGS. DURING THE MEETING, DEPUTY SECRETARY SELL DISCUSSED HIS

DECEMBER 5, 2005, MEMORANDUM TITLED, *INTEGRATING SAFETY INTO DESIGN AND CONSTRUCTION*. IN THIS MEMORANDUM, THE DEPUTY SECRETARY OUTLINED HIS TOP LEVEL EXPECTATIONS REGARDING INTEGRATION OF SAFETY INTO DESIGN AND CONSTRUCTION. TO PARAPHRASE, THESE EXPECTATIONS INCLUDE THAT:

- DOE REVISE ITS DIRECTIVES TO REQUIRE SAFETY BE INTEGRATED EARLY INTO THE PROJECT,
- LINE MANAGEMENT FOLLOW THESE REQUIREMENTS,
- LINE PROJECT TEAMS HAVE THE NEEDED EXPERIENCE, EXPERTISE, AND TRAINING,
- THE CHIEFS OF NUCLEAR SAFETY PROVIDE SAFETY OVERSIGHT, AND
- THE ENERGY SYSTEMS ACQUISITION ADVISORY BOARDS BE PROVIDED COMPLETE INFORMATION TO HIGHLIGHT TAILORING OF THE REQUIREMENTS AND SAFETY ISSUES.

FOR THE PAST 6 MONTHS, THE STAFF HAS OBSERVED THE DEPARTMENT'S PROGRESS IN REVISING THE DIRECTIVES. THIS EFFORT HAS FOCUSED ON DOE ORDER 413.3, *PROGRAM AND PROJECT MANAGEMENT FOR THE ACQUISITION OF CAPITAL ASSETS*. THIS EFFORT IS CENTRAL TO MEETING THE EXPECTATIONS IDENTIFIED IN THE DEPUTY SECRETARY'S MEMORANDUM.

FROM THE STAFF'S PERSPECTIVE, REVISION OF THIS ORDER IS THE LOGICAL STARTING POINT FOR SUCCESSFUL INTEGRATION OF SAFETY INTO THE DESIGN PROCESS. DRAFTS OF THE ORDER CONTAIN SOME POSITIVE CHANGES TOWARD ACHIEVING THE DEPUTY SECRETARIES EXPECTATION. FOR EXAMPLE, THE ORDER:

- REQUIRES THAT SAFETY BASIS DOCUMENTS BE PREPARED EARLY IN THE DESIGN AND THAT DOE APPROVE THEM,
- REQUIRES PROJECT TEAMS TO HAVE SAFETY EXPERTISE, AND
- DELINEATES RESPONSIBILITIES CONCERNING PROJECT DESIGN FOR THE CENTRAL TECHNICAL AUTHORITIES AND THE CHIEFS OF NUCLEAR SAFETY.

THE DETAILS AS TO WHAT IS REALLY EXPECTED AND HOW IT WILL BE ACHIEVED HAVE NOT YET BEEN DEVELOPED. FURTHER, THE CHANGES TO ORDER 413.3 ALONE ARE NOT SUFFICIENT TO MEET THE DEPUTY SECRETARY'S OBJECTIVES. RATHER, THE DEVELOPMENT AND IMPLEMENTATION OF SUPPLEMENTAL MATERIAL, NOT FOUND IN THE ORDER, WILL BE REQUIRED BEFORE THE DEPUTY SECRETARY'S EXPECTATIONS CAN BEGIN TO BE ACHIEVED.

FOR EXAMPLE, THE MOST RECENT DRAFT REVISION OF DOE ORDER 413.3, CONTAINS SEVERAL IMPORTANT IMPROVEMENTS AIMED AT INTEGRATING SAFETY INTO THE DESIGN PROCESS. SPECIFICALLY, THE SAFETY BASIS DOCUMENTS, WHICH ARE NOW BEING CALLED A CONCEPTUAL SAFETY DESIGN REPORT AND PRELIMINARY SAFETY DESIGN REPORT, ARE REQUIRED DELIVERABLES FOR CRITICAL DECISIONS ONE AND TWO, RESPECTIVELY. HOWEVER, THE CONTENT OF THESE REPORTS IS CURRENTLY UNDEFINED AND IS BEING DEVELOPED AS PART OF A NEW DOE STANDARD, DOE-STD-1189, *INTEGRATION OF SAFETY INTO THE DESIGN PROCESS*. THIS NEW STANDARD IS FUNDAMENTAL TO ACHIEVING THE DESIRED CHANGES; HOWEVER, IT IS STILL VERY EARLY IN ITS DEVELOPMENT AND WILL NOT BE IMPLEMENTED UNTIL SOMETIME AFTER THE PLANNED ISSUANCE OF THE REVISED ORDER. ADDITIONALLY, THE REVISED ORDER PROVIDES FOR THE INVOLVEMENT OF THE CENTRAL TECHNICAL AUTHORITIES AND CHIEFS OF NUCLEAR SAFETY, BUT WITHOUT SUPPLEMENTAL GUIDANCE THE STAFF BELIEVES THIS INVOLVEMENT MAY NOT BE SUFFICIENTLY FOCUSED.

ANOTHER PURPOSE OF THE DEPUTY SECRETARY'S MEMORANDUM WAS TO ALIGN THE ORDER TO BE CONSISTENT WITH ITS CORRESPONDING MANUAL, *PROJECT MANAGEMENT FOR THE ACQUISITION OF CAPITAL ASSETS*. YET, DUE TO THE PROPOSED CHANGES TO THE ORDER, WHICH CONTAIN NEW REQUIREMENTS, AS WELL AS NEW AND EXPANDED RESPONSIBILITIES FOR KEY ORGANIZATIONS, THE MANUAL MUST NOW ALSO

BE REVISED. FURTHER, THE DEPARTMENT HAS INDICATED THAT MANY OF THE DETAILS THAT ARE CURRENTLY LACKING IN THE DRAFT ORDER ARE EXPECTED TO BE INCLUDED AS A REVISION TO THE MANUAL.

OTHER CHANGES TO THE DIRECTIVES THAT WILL BE NECESSARY TO ACHIEVE THE DEPUTY SECRETARY'S EXPECTATIONS ARE NOT EVIDENT TO THE STAFF. REQUIREMENTS FOR THE ENERGY SYSTEMS ACQUISITIONS ADVISORY BOARDS TO REVIEW TAILORING AND SAFETY ISSUES ARE NOT PROVIDED, AND IT IS PREMATURE TO ASSESS LINE MANAGEMENT'S COMPLIANCE WITH THE NEW REQUIREMENTS.

NOTWITHSTANDING THESE CONCERNS, THE STAFF BELIEVES THE DEPARTMENT'S EFFORT TO IMPROVE THE ORDER IS THE RIGHT PLACE TO BEGIN ESTABLISHING REQUIREMENTS FOR INTEGRATING SAFETY INTO THE DESIGN PROCESS. THE LATEST DRAFT OF THE REVISION TO THE ORDER IS A SIGNIFICANT IMPROVEMENT OVER THE EXISTING ORDER. HOWEVER, THE STAFF STRONGLY BELIEVES THAT THE IMPLEMENTATION OF THE ORDER WILL LIKELY FALL SHORT OF ITS INTENDED OBJECTIVE UNLESS THE FOLLOWING OCCURS:

(1) DOE-STD-1189 AND NEEDED CHANGES TO THE MANUAL MUST BE DEVELOPED IN A TIMELY MANNER. THIS INCLUDES DEVELOPING THE MORE DETAILED

REQUIREMENTS EXPECTED TO BE CONTAINED IN THE MANUAL AND THE STANDARD THAT SUPPLEMENT THE BROAD REQUIREMENTS IN THE ORDER.

(2) SUBJECTIVITY IN SAFETY REQUIREMENTS IN THE ORDER, THE MANUAL AND THE STANDARD MUST BE MINIMIZED BY PROVIDING CLEAR AND EXPLICIT REQUIREMENTS FOR THE DESIGN AND CONSTRUCTION OF NEW FACILITIES.

(2) THE ORDER, THE MANUAL AND THE STANDARD MUST BE IMPLEMENTED TOGETHER IN A MANNER THAT WILL ENSURE CONSISTENT IMPLEMENTATION.

(3) THE MANUAL AND STANDARD MUST CONTAIN SUFFICIENT GUIDANCE TO IMPLEMENT THESE REQUIREMENTS, AND LASTLY,

(4) THE STRATEGY FOR IMPLEMENTING DOE-STD-1189 NEEDS TO ENSURE COMPLIANCE BY INCORPORATING IT INTO THE RULE GOVERNING NUCLEAR SAFETY OR BY CONVERTING IT TO A REQUIREMENTS DOCUMENT, SUCH AS A MANUAL.

THE BOARD'S STAFF ALSO RECOGNIZES THAT THE DEPARTMENT MUST PROVIDE SUFFICIENT NUMBERS OF QUALIFIED FEDERAL PROJECT DIRECTORS AND TECHNICALLY COMPETENT INTEGRATED PROJECT TEAM MEMBERS. THESE INDIVIDUALS MUST UNDERSTAND NUCLEAR SAFETY REQUIREMENTS AND HAVE BEEN TRAINED IN THE USE OF THESE DIRECTIVES BEFORE THE DEPARTMENT CAN EXPECT TO CONSISTENTLY INTEGRATE SAFETY INTO THE DESIGN PROCESS. IT IS NOT OBVIOUS TO THE STAFF HOW THE DEPARTMENT WILL OBTAIN THESE INDIVIDUALS.

THE STAFF HAS ALSO REVIEWED THE PLANS DEVELOPED BY NNSA AND EM TO IMPLEMENT THE DEPUTY SECRETARY'S POLICY . THESE PLANS ALSO PROVIDED A LOGICAL STARTING POINT FOR ADDRESSING THE POLICY OBJECTIVES. HOWEVER, THE STAFF BELIEVES THAT THESE PLANS MUST EVENTUALLY BE EXPANDED TO INCLUDE THE IMPLEMENTATION OF THE REVISED DOE ORDER 413.3 AND ITS MANUAL, AND THE NEW DOE-STD-1189, AS WELL AS FOLLOW-UP ACTIONS REQUIRED TO ENSURE THAT PROGRAMMATIC CHANGES INSTITUTED AS A RESULT OF THESE REVISED DIRECTIVES ACHIEVE THE DESIRED GOAL AND REMAIN EFFECTIVE WITH TIME.

DURING THE PAST SEVERAL YEARS, PROJECT MANAGEMENT IN DOE HAS BEEN STUDIED BY NUMEROUS GROUPS WITHIN THE DEPARTMENT AND FROM OUTSIDE ORGANIZATIONS. THE NATIONAL RESEARCH COUNCIL AND THE DEPARTMENT OF ENERGY'S INSPECTOR GENERAL HAVE IDENTIFIED ISSUES WHICH RESULTED IN A NUMBER OF CORRECTIVE ACTIONS BEING TAKEN BY THE DEPARTMENT . IN ITS LAST TWO SPECIAL REPORTS ENTITLED, "*MANAGEMENT CHALLENGES AT THE DEPARTMENT OF ENERGY*," THE INSPECTOR GENERAL IDENTIFIED PROJECT MANAGEMENT AS A SIGNIFICANT MANAGEMENT CHALLENGE FACED BY THE DEPARTMENT. WHILE THE INSPECTOR GENERAL NOTED PROGRESS HAS BEEN MADE, THE CHALLENGE STILL REMAINED. THE STAFF BELIEVES THAT THE UNIQUE INSIGHT THE INSPECTOR GENERAL HAS GAINED INTO THE SPECIFIC CHALLENGES FACED BY THE DEPARTMENT REGARDING

PROJECT MANAGEMENT AND THE ABILITY TO SUSTAIN EFFECTIVE AND LONG LASTING CORRECTIVE ACTIONS MAY BE APPROPRIATE TO CONSIDER WHEN MAKING CHANGES TO INTEGRATE SAFETY INTO DESIGN.

THE STAFF HAS MANY CONCERNS WITH THE DEPARTMENT'S ABILITY TO ACHIEVE THE DEPUTY SECRETARY'S GOALS; MAKING THE INSTITUTIONAL CHANGES NECESSARY TO ACHIEVE THE GOAL OF PROVIDING PROJECTS DESIGNED WITH APPROPRIATE SAFETY CONSIDERATIONS IS A CONTINUING, LONG-TERM ENDEAVOR. HOWEVER, WITH CONTINUED SENIOR MANAGEMENT LEADERSHIP, ADEQUATE STAFFING AND RESOURCES, AND CONTINUED COOPERATION BETWEEN DOE'S MAJOR PROGRAM ELEMENTS, MUCH CAN BE ACCOMPLISHED IN THE NEAR-TERM BY COMPLETING THE ORDER, THE MANUAL AND THE STANDARD, AND INITIATING AN AGGRESSIVE IMPLEMENTATION STRATEGY.