



Department of Energy

Washington, DC 20585

November 1, 2001

MEMORANDUM FOR DISTRIBUTION

FROM: JOHN A. GORDON, UNDER SECRETARY
NATIONAL NUCLEAR SECURITY ADMINISTRATION

ROBERT G. CARD, UNDER SECRETARY
OFFICE OF ENERGY, SCIENCE AND ENVIRONMENT

SUBJECT: Executive Safety Conference December 11-12, 2001, in
Washington, D.C.

This administration strongly endorses the Department's integrated safety management (ISM) policy as the foundation for our safety management strategy. Now that the policy has been declared implemented across the complex, we are asking all Heads of Departmental Elements and contractor managers to join us here in our Nation's Capital on December 11-12, 2001, for the Executive Safety Conference. Hotel information will be sent separately.

The central theme of our conference will be "Taking ISM to the Next Level." We recognize and appreciate the significant effort that has gone into establishing and implementing the policy and the resulting contribution to protecting our workers, the public, and the environment; and to reducing accidents, events, and near-misses. Most of us would acknowledge, however, that taking ISM to the next level is critical to public risk reduction (mission); elimination of unnecessary work; and excellence in safety, security, and environmental management.

We have asked two senior executives from the commercial nuclear industry to join us at the conference to share their approach, experience, and successes in safety management. Mr. James P. O'Hanlon, President and Chief Operating Officer of Dominion Generation, will speak to industry models for safety management. Dr. Richard Meserve, Chairman of the Nuclear Regulatory Commission, will speak to the Nuclear Regulatory Commission's revised approach to safety management and regulation. John T. Conway, Chairman, and Joseph J. DiNunno, Board Member, of the Defense Nuclear Facilities Safety Board, will speak on the Board's ISM perspective and strategy. We welcome these distinguished speakers and look forward to their contribution to the Department of Energy's (DOE) safety management strategy.

Taking ISM to the next level and achieving maximum value from the policy require identifying and removing any remaining barriers to success. We have listened to our DOE and contractor line managers and staff and plan to address remaining barriers in our conference breakout sessions.

We want to thank each of you in advance for your support of this executive conference and the path forward that will result. We believe that a more collaborative and synergistic management approach is critical to achieving the next level in ISM, and to establishing a complex-wide safety management strategy that will endure.

Attachment



Printed with soy ink on recycled paper

Executive Safety Conference

Final Report Distribution

Secretary, Office of the Secretary of Energy, S
Deputy Secretary, Office of the Deputy Secretary, S
Chief of Staff, Office of the Secretary of Energy, S
Senior Technical Advisor, Office of the Secretary of Energy, S

Acting Deputy Administrator, National Nuclear Security Administration, Defense Programs, NA-1
Deputy Administrator, National Nuclear Security Administration, Nuclear Nonproliferation, NA-1
Senior Advisor, National Nuclear Security Administration, Environment, Safety and Health, NA-3.6
Acting Assistant Administrator, National Nuclear Security Administration, Facilities and Operations, NA-50

Acting Executive Director, Office of Advisory Board, AB-1
Assistant Secretary, Office of Congressional and Intergovernmental Affairs, CI-1
Assistant Secretary, Office of Energy Efficiency and Renewable Energy, EE-1
Acting Assistant Secretary, Office of Environment, Safety and Health, EH-1
Assistant Secretary, Office of Environmental Management, EM-1
Acting Assistant Secretary, Office of Fossil Energy, FE-1
General Counsel, Office of General Counsel, GC-1
Director, Office of Hearing and Appeals (HG-1)
Inspector General, Office of Inspector General, IG-1
Director, Office of Management, Budget and Evaluation, ME-2
Director, Office of Nuclear Energy, Science and Technology, NE-1
Director, Office of Independent Oversight and Performance Assurance (OA-1)
Director, Office of Public Affairs, PA-1
Director, Office of Contract Reform & Privatization (PC-1)
Assistant Secretary, Office of Policy and International Affairs, PI-1
Acting Director, Office of Civilian Radioactive Waste Management, RW-1
Acting Director, Office of Science, SC-1
Director, Office of Security and Emergency Operations, SO-1

Director, Office of Procurement and Assistance Management, ME-60
Director, Office of Enforcement and Investigation, EH-10
Director, Office of Nuclear and Facility Safety Policy, EH-53
Chief of Staff, Office of Environmental Management, EM-3

Executive Safety Conference

Final Report Distribution Continued

Acting Deputy Director, Office of Science, SC-2

Manager, Albuquerque Operations Office (AL)
Manager, Chicago Operations Office (CH)
Manager, Carlsbad Field Office (CFO)
Manager, Golden Field Office (GO)
Acting Manager, Idaho Operations Office (ID)
Manager, Nevada Operations Office (NV)
Manager, Oakland Operations Office (OAK)
Manager, Ohio Field Office (OH)
Manager, Oak Ridge Operations Office (OR)
Manager, Rocky Flats Field Office (RFFO)
Manager, Office of River Protection (RIVPRO)
Manager, Richland Operations Office (RL)
Manager, Savannah River Operations Office (SR)

Area Manager, Amarillo Area Office (AAO)
Group Manager, Ames Area Office (AMESAO)
Area Manager, Argonne Area Office (ARGAO)
Director, Atlanta Regional Office (ARO)
Manager, Berkeley Site Office (BERK)
Director, Boston Regional Office, BRO
Director, Chicago Regional Support Office (CSO)
Director, Denver Regional Office, DRO
Deputy Manager, Fernald Environmental Management Project (FEMP)
Area Manager, Fermi Area Office (FERMI)
Manager, Kirtland Area Office (KAO)
Area Manager, Kansas City Area Office (KCAO)
Area Manager, Los Alamos Area Office (LAAO)
Project Director, Miamisburg Environmental Management Project (MEMP)
Site Manager, Oak Ridge National Laboratory Site Office (ORNL SO)
Manager, Princeton Area Office (PAO)
Acting Director, Philadelphia Regional Office, PRO
Project Manager, Strategic Petroleum Reserve Project Management Office (SPRPMO)
Director, Seattle Regional Office, SRO
Director, Office of Science, Stanford Site Office (SSO)
Deputy Director, West Valley Demonstration Project (WVDP)

Executive Safety Conference

Final Report Distribution Continued

Project Manager, Yucca Mountain Site Characterization Office (YMSCO)
Manager, Y-12 Area Office (YSO)

Director, Ames National Laboratory (AMES)
Director, Argonne National Laboratory (ANL)
Manager, Bettis Atomic Power Laboratory (BL)
Director, Columbus Environmental Management Project (COMP)
Director, Environmental Measurements Laboratory (EML)
Director, Fermi National Accelerator Laboratory (FNAL)
President and General Manager, Idaho National Engineering and Environmental Laboratory (INEEL)
General Manager, Knolls Atomic Power Laboratory (KA)
Director, Los Alamos National Laboratory, LANL
Director, Lawrence Berkeley National Laboratory (LBNL)
Director, Lawrence Livermore National Laboratory, LLNL
Director, New Brunswick Laboratory (NBL)
Director, National Energy Technology Laboratory (NETL)
Director, National Renewable Energy Laboratory (NREL)
Director, Oak Ridge National Laboratory (ORNL)
Director, Pacific Northwest National Laboratory (PNNL)
Director, Princeton Plasma Physics Laboratory (PPPL)
Director, Structural Biology and Molecular Medicine Laboratory, SBMML
Director, Stanford Linear Accelerator Center (SLAC)
President, Sandia National Laboratory (SNL)
Director, Savannah River Ecology Laboratory, SREL
Interim Director, Thomas Jefferson National Accelerator Laboratory, TJNAL

Chairman, Defense Nuclear Facilities Safety Board, DNFSB
Board Member, Defense Nuclear Facilities Safety Board, DNFSB
Departmental Representative to DNFSB, Office of the Departmental Representative to the Defense Nuclear Facilities Safety Board, S-3.1

Chairman, Nuclear Regulatory Commission (NRC)
Executive Director for Operations, Nuclear Regulatory Commission (NRC)
Regional Administrator, Region II, Nuclear Regulatory Commission (NRC)

Executive Safety Conference

Final Report Distribution Continued

Provost, Ames Laboratory, AMES
Vice President, Argonne National Laboratory (ANL)
President, Bechtel National, Inc., BNI-ORP
Acting Laboratory Director, Brookhaven Sciences Associates, Brookhaven National Laboratory (BNL)
President, ORP, CH2M Hill Hanford Group, Inc., CH2M-HAN
President, University Research Association, Fermi National Accelerator Laboratory (FNAL)
Chairman and CEO, Fluor Fernald (FDF)
President & CEO, Fluor Hanford, Inc. (FHI-Hanford)
President, RL, Bechtel Hanford, Inc. - RL, BHI-RL
President & Laboratory Director, Bechtel BWXT Idaho (ID)
President, RFETS, Kaiser-Hill Company, LLC (KHC)
Director, Environment, Health and Safety Division, Lawrence Berkeley National Laboratory (LBNL)
President, Midwest Research Institute, National Renewable Energy Laboratory (NREL)
President, Princeton Plasma Physics Laboratory (PPPL)
President, Stanford Linear Accelerator Center (SLAC)
Vice President, SNL, Sandia National Laboratories, California (SNL-CA)
President, Southeastern University Research Association, SURA-TJNAF
President, AS-KC, Honeywell FM&T, Allied Signal, Inc. - Kansas City (AS-KC)
President, Yucca Mountain Plant, B. S. C., BSC-YMP
President, Bechtel BWXT OR, BWXT-OR
General Manager, Bechtel Nevada (NV)
President, BWXT of Ohio, OHIO
President and General Manager, BWXT of Pantex, PTX
President, Westinghouse Savannah River Company (SR)
General Manager, WIPP TRU Solution, LLC, TRUS-WIPP
Director, University of California (UCA)
President, University of California (UCA)
President, West Valley Nuclear Service Company, Inc. (WVNS)
President, BWXT Y-12, Y-12



Executive Safety Conference

December 11-12, 2001
Washington, D.C.

PRELIMINARY AGENDA

Tuesday, December 11, 2001 8:00am - Dinner

Welcome and Overview	John A. Gordon, Under Secretary National Nuclear Security Administration
DOE Safety Management Strategy	Robert G. Card, Under Secretary Office of Energy, Science and Environment
Industry Models for Safety Management	James P. O'Hanlon, President & Chief Operating Officer Dominion Generation
NRC Safety Management	Dr. Richard Meserve, Chairman Nuclear Regulatory Commission
Safety Management Perspective	John T. Conway, Chairman Defense Nuclear Facilities Safety Board
ISM Safety Management Strategy	Joseph J. DiNunno, Board Member Defense Nuclear Facilities Safety Board
NNSA Integrated Safeguards and Security Management	Ralph Erickson, Acting Associate Administrator for Facilities and Operations National Nuclear Security Administration
Safety and Environmental Management in the EM Review	Jessie Roberson, Assistant Secretary Office of Environmental Management
Office of Science Safety Management	James Decker, Principal Deputy Director Office of Science
Wrap-up into Breakout	Robert G. Card
Breakout Sessions (see page 2 for Session Information)	

Taking ISM to the Next Level – Removing the Barriers to Success

<p>Session 1</p>	<ul style="list-style-type: none"> • Upgrading the contribution of self assessment, line oversight, and independent oversight (DOE Policy 450.5) to ISM implementation: <ul style="list-style-type: none"> – Reducing layers and redundancy in DOE oversight. – Coordinating line and independent oversight and schedules. – Voluntary accreditation of contractor self-assessment programs. – Focusing DOE oversight on contractor self-assessment and performance indicators versus direct oversight of workers.
<p>Session 2</p>	<ul style="list-style-type: none"> • Tailoring requirements, standards, and authorization bases to the changing DOE mission and hazards to facilitate innovative cleanup approaches and operational efficiency, reduce time at risk, and assure protection of workers: <ul style="list-style-type: none"> – Eliminating redundancy between DOE orders and existing industry standards (Fernald and Sandia pilots and Kansas City experience). – Developing decontamination and decommissioning authorization bases (United Kingdom model) that are tailored, and in a format that is easy to generate, approve, advertise. – Establishing non-prescriptive performance objectives and allow contractor to develop tailored plan to meet (simulated-licensing concept). – Simplifying process for downgrading hazards classification of a facility in decontamination and decommissioning. – Maintaining Federal and contractor technical capabilities.
<p>Session 3</p>	<ul style="list-style-type: none"> • Improving the contribution of operating experience, performance monitoring and analysis, and lessons learned to integrated safety management: <ul style="list-style-type: none"> – Revising the Occurrence Reporting and Processing System (ORPS) to ISM framework to assure systemic improvements, a common language for lessons learned, and direct ISM performance indicators. – Performance metrics development and analysis. – Taking a collaborative, corporate approach to solving generic performance problems. – Improve sharing of successful programs, noteworthy practices, innovative initiatives, and lessons learned. – Establish a complex-wide color rating system to assist in focusing management attention and resources.
<p>Session 4</p>	<ul style="list-style-type: none"> • Improving the contribution of contracts and subcontracts to the effective implementation of ISM: <ul style="list-style-type: none"> – Replacing the standard ISM clause in contracts with specific and measurable ISM requirements. – Applying ISM to writing performance-based contracts. – ISM implementation in construction and operating contracts. – Focusing DOE oversight on contracts and accountability for performance.

Day 2: Wednesday, December 12, 2001

Executive Safety Conference

8:00am – 1:00pm

Session 1 – *Implementation Strategy and Priorities* - Presentation / Q&A

Session 2 – *Implementation Strategy and Priorities* - Presentation / Q&A

Session 3 – *Implementation Strategy and Priorities* - Presentation / Q&A

Session 4 – *Implementation Strategy and Priorities* - Presentation/ Q&A

Wrap-up

Robert G. Card

Luncheon – Secretary of Energy Spencer Abraham (Invited Speaker)