

1 assistance, and one other comment I guess, and that
2 is 371 I've seen to be a problem for a long time.
3 Are you satisfied you've got good management control
4 there?

5 MR. PARKER: I am absolutely convinced
6 that our management will get that job done. It's --

7 CHAIRMAN CONWAY: Well, it's just been --
8 371 traditionally has been a problem area.

9 MR. PARKER: It's a tough building.

10 CHAIRMAN CONWAY: Jessie, did you want to
11 say something? Please come forward. Thank you.

12 MS. ROBERSON: Thank you, sir. Three
13 things --

14 CHAIRMAN CONWAY: Jessie, for the record,
15 would you tell us who you are so the record shows.

16 MS. ROBERSON: Jessie Roberson, Assistant
17 Secretary for Environmental Management for DOE.

18 CHAIRMAN CONWAY: And former Member of
19 this Board.

20 MS. ROBERSON: And former Member of the
21 Board. Thank you very much. I really enjoyed today.

22 There were three things that I really feel fairly
23 strongly that I would like to comment on. Those
24 three are the proposed -- the new draft DOE oversight
25 policy, accelerated clean-up [and its impact on

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1 safety], and Mr. Hicks' statement of yesterday.

2 On DOE's oversight policy, DOE as
3 everyone knows, is a broad-based organization. Even
4 though the Board's interface is primarily within NNSA
5 and EM, we have to keep in mind that DOE's policy is
6 structured to accommodate all of its program
7 missions. Second, DOE's policy in this area is a
8 floor, not a ceiling, and it does not eliminate the
9 need for managers to manage their business. It
10 establishes boundaries, it doesn't tell us
11 specifically how to do that, and we have to look at
12 the work that we're doing, [that], fit within that
13 boundary, so that when it comes to oversight, I think
14 Roy probably said it best, but I think you heard it
15 from each one of them. The expectation is that we
16 have very capable, technical resources because there
17 is no way to cover every area in writing. We need
18 smart people who contribute to the work that we're
19 doing, and that's what we expect our managers to do,
20 and that's the expectation of me.

21 In accelerated clean-up and its impact on
22 safety, I wanted to make sure that we didn't
23 attribute changes in DOE to things that weren't the
24 drivers. The policy itself, as you've probably
25 heard, is draft. We've made changes in the way we

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1 carry out oversight, not necessarily because of a
2 draft policy, it's because we believe it's good
3 business practice, it's the thing to do. Accelerated
4 clean-up is the same way. We actually started
5 changes to our infrastructure in this program before
6 there was an accelerated clean-up program. When I
7 came into the program, it doesn't take very -- you
8 don't have to look very deep, and the Board sees
9 these areas of concerns too, as there were lots of
10 assessments and lots of corrective actions, but very
11 few things being changed. What we're interested in
12 is an effective assessment program, both DOE and
13 contractor, that is affecting what's actually being
14 done. So the measure is what actually gets done, for
15 us. Accelerated clean-up, you can eliminate the word
16 accelerated, and just say get work done, because
17 that's what we're about and that's what we're
18 interested in. At the end of the road, we still have
19 to get work done. Where we introduce the new hazards
20 in the accelerated clean-up program is the process by
21 which we get there. The thought process and the
22 rigor, and we have somewhat different approaches at
23 each site, but I think you will see that the themes
24 run through all of those operations consistently.

25 Then, I actually did have the opportunity

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1 to read Mr. Hicks' statement. Some of the NNSA folks
2 from yesterday were gracious enough to call me last
3 night and make sure I saw that, and I appreciated
4 that. You raised this with some of the other
5 managers who had not had the opportunity to do that,
6 so I wanted to address it. I certainly cannot take
7 issue with his assessment of what he sees. His
8 statement was primarily focused on NNSA with one
9 sweeping characterization of the EM program, and that
10 characterization was that EM is eliminating
11 requirements that have provided the defense-in-depth
12 protection from major consequences, and I didn't want
13 to let this go without saying that I totally and
14 completely disagree with that, and if I didn't, if I
15 thought it were true, then I wouldn't be doing what I
16 was doing, because that obviously is not the goal of
17 what we're trying to accomplish.

18 On the Columbia report, the thing that
19 was most striking to me, and we've spent a couple of
20 days with our managers and a subset of our Facility
21 Reps, talking about it, the most striking thing to me
22 was the fact that the technical organization, which
23 we are, and is also, you know, a characterization of
24 the nuclear industry, very highly technical
25 organizations developed over some period of time an

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1 air of arrogance in that it only knows the way to do
2 things, and so we are not just looking at statistics,
3 although those statistics are requirements and are
4 provided, but many of the things that we're doing is
5 to ensure that we don't become an arrogant
6 organization in thinking that just because it was the
7 way it always was that it's the right way to do it.

8 CHAIRMAN CONWAY: Did you get General
9 Barry's presentation?

10 MS. ROBERSON: We did.

11 CHAIRMAN CONWAY: It's pretty good.

12 MS. ROBERSON: We sure did. It was very
13 good, very good. I heard nothing but glowing
14 comments, and we're considering, if we can afford
15 him, to have him speak to our broader staff. So,
16 thank you.

17 CHAIRMAN CONWAY: Thank you very much.
18 Anybody? Thank you. As always, you make it very
19 succinct and right to the point.

20 MS. ROBERSON: Thank you. I know it's
21 lunch time.

22 CHAIRMAN CONWAY: No, it's past lunch
23 time. Okay, well, thank you all, and is there anyone
24 in the audience that wishes to say something at this
25 point? If not, from henceforth hold your tongue.

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