

1 in light that we have a rather ambitious schedule
2 today, I'll hold my remarks to the witnesses.

3 CHAIRMAN CONWAY: Dr. Mansfield?

4 DR. MANSFIELD: As will I.

5 CHAIRMAN CONWAY: Dr. Matthews?

6 DR. MATTHEWS: Just quickly, I want to
7 thank the presenters for taking the time to come
8 here, and just to put it in context that my real
9 issue in this is the age-old problem of balancing
10 productivity and safety. And particularly in the
11 world of accelerated clean-up, I think that is the
12 hot issue, so I'll be looking for that in your
13 testimony. Thank you.

14 CHAIRMAN CONWAY: And I might say that
15 for each witness that appears before us this morning,
16 we have an autobiography which we will submit, put in
17 the record, preceding each of your testimonies, and
18 with that, I'll turn to Mr. Jeffrey Allison, the
19 Manager of Savannah River Operations Office for the
20 Department of Energy. Mr. Allison.

21 MR. ALLISON: Good morning, Mr. Chairman
22 and members of the Board. I'm Jeffrey Allison, the
23 Manager of the Savannah River Operations Office, and
24 I appreciate the opportunity to talk to you today
25 concerning safety oversight at the Savannah River

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1 Site. There is no more important subject to me than
2 the subject of safety. While I believe the Savannah
3 River Site has a sound and mature safety program,
4 with an excellent safety record, I also know that
5 continuous improvement is necessary to maintain or
6 improve this performance. The safety of the federal
7 and contractor workforce, the public, and the
8 environment receive daily attention from me and my
9 staff.

10 Today I will discuss how I ensure
11 policies and procedures are in place to safely
12 execute the work process at the Savannah River Site.

13 May I have the first slide, please? Next slide. I
14 will discuss the following topics during the course
15 of my talk. We'll talk about how I establish
16 expectations, how I organize and staff for success
17 from the oversight standpoint, how I manage the
18 contract, my personal involvement in operations and
19 safety oversight, and how the Savannah River
20 Operations Office reviewed and took lessons from the
21 NASA [National Aeronautics and Space Administration]
22 Columbia accident, then I'll conclude with a few
23 remarks.

24 This slide details how the Savannah River
25 Operations Office receives policy and direction from

1 Headquarters, and formulates that into procedures to
2 conduct its oversight. DOE Policy 450.5 [Line
3 Environment, Safety, and Health Oversight] gives
4 Headquarters expectations for oversight. A key
5 portion of the policy reads, "DOE Line Managers must
6 acquire and maintain sufficient knowledge of program
7 activities in order to make informed decisions on
8 safety resources of their activities."

9 A robust contractor self-assessment
10 program is one of the key elements of line ES&H
11 [Environmental Safety and Health] oversight
12 processes. The DOE field elements oversight function
13 maintains operational awareness, and that's very key,
14 of contractor work activities; it evaluates
15 contractor self-assessment results using operational
16 awareness, and conducts assessments when required,
17 for example, Operational Readiness Reviews [ORR],
18 when need is indicated by operational awareness
19 activities or when merited by the results of the
20 evaluation of contractor self-assessments.

21 Another key portion of this is also DOE
22 Policy 411.1 [Safety Management Functions,
23 Responsibilities, and Authorities], which establishes
24 the ultimate responsibility and accountability for
25 ensuring adequate protection of the operation of DOE

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1 facilities, which rests with DOE line management.
2 DOE fulfills this role where contractors are employed
3 by establishing expectations in contractor
4 requirements, overseeing compliance, and managing
5 contracts. All of these, of course, flow into the
6 direction that I have.

7 I have a Functions, Responsibilities, and
8 Authorities Procedure which I call FRAP [Functions
9 Responsibilities and Authorities Policy], which
10 provides the roles of responsibilities,
11 accountabilities and authorities for, among other
12 things, safety and operational oversight, and that's
13 a key aspect of how I provide direction to my direct
14 reports and also my workforce on how they need to
15 provide oversight of the contractor. A key aspect of
16 that is also a senior management team, called the
17 Executive Technical Management Board, and this is my
18 senior management responsible for line operations and
19 safety. We meet periodically to discuss areas of
20 cross-cutting interests to the site, share lessons
21 learned, and to make policy decisions that need to be
22 made in the areas where policy and direction may not
23 be as clear as it should be.

24 I also have an SRS [Savannah River Site]
25 workplace safety, health, and security policy, and

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1 this provide workers' safety, rights, and
2 responsibilities. It's a document that's signed off
3 by all the DOE and contractor counterparts at the
4 Site, and so we have a shared understanding as a
5 senior management council that these are the
6 expectations that the workers need to do to operate
7 safely, as well as the responsibilities and rights
8 that they have as employees.

9 Finally, the Westinghouse contract, and
10 part of that is the oversight plan that we put
11 together, which we call the Performance Evaluation
12 and Measurement Plan. This document provides
13 direction to my staff as well as an understanding by
14 the contractor of the activities that we're going to
15 oversee in order to safely conduct their activities
16 in the contract.

17 I also wanted to talk a little bit about
18 at this point DOE Policy 226.1 [DOE Oversight
19 Policy]. I have reviewed the DOE 226.1 and provided
20 comments back to Headquarters that I believe would
21 clarify the intent of that policy. The proposed
22 policy maintains an emphasis on reliance on the
23 contractor's feedback and improvement program. Based
24 on a review of the proposed policy, and in
25 consideration of the current programs previously

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1 mentioned, I would not expect that significant
2 changes would be necessary to implement the policy.

3 Now I want to talk a little bit about how
4 I organize and staff for success. Oversight at the
5 Savannah River Operations Office is really conducted
6 at three levels. I've got my Facility
7 Representatives that really are employees that have
8 broad-based duties that provide observation of day-
9 to-day operation and safety of the facilities, and
10 they're really my eyes and ears out in the facility,
11 and they're a very important aspect of my oversight
12 process. They are kind of like my first line of
13 defense. They're the ones who are out there on a
14 day-to-day basis that are looking at things, and
15 they're smart, they're not necessarily experts in
16 every area, but they're smart, and they understand
17 when there's issues that they need to bring to the
18 tech specialist. Specialists are folks that look at
19 criticality safety, nuclear safety, RADCON
20 [Radiological Control], industrial safety, all the
21 various subject matter experts [SME].

22 The way I've organized this, my line
23 organizations have all the technical resources they
24 need to conduct their duties. I also have an ES&H
25 [Environmental Safety and Health] organization that

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1 provides cross-cutting, site-wide reviews of safety
2 and health programs and operations. They look for
3 trends, they share lessons learned, they look across
4 the various line organizations. They also provide an
5 independent assessment aspect for me, so they look at
6 the line organizations. Their role is to really help
7 the line organization implement their safety and
8 operations oversight, but if they also feel that the
9 line organizations are not adequately discharging
10 those duties, they have, through the fact that they
11 report to me, also an avenue to report any concerns
12 to me so that I can resolve those issues. So it
13 provides a check and balance for me in my oversight.

14
15 From the standpoint of staffing, my
16 Facility Reps, I've got 29 Facility Reps currently,
17 and they're all fully qualified. I have a total of
18 206 positions that fall in the technical
19 qualification programs, 152 of those positions are
20 fully qualified. In a recent reorganization back in
21 June, I moved some folks around to give them some new
22 responsibilities and duties, and so of the 54 people
23 that are currently not qualified in the technical
24 qualification program, 23 of those were previously
25 qualified, so I do have a fairly sound and technical

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1 workforce.

2 Now I want to talk about managing the
3 contract. This slide, under operational oversight,
4 provides many of the aspects and things that we do to
5 oversee what the contractor does. Now the most
6 important thing, I believe, is maintaining
7 operational awareness. Just getting out in the
8 facilities, understanding what's going on, overseeing
9 the operations, and doing observations, and from
10 those observations, management walk-throughs,
11 management presence is also very important, not only
12 the technical folks. We go out and we develop formal
13 technical assessments. We also look at performance
14 indicators. Those are very critical in understanding
15 trends.

16 But probably the most important thing is
17 looking at day-to-day operational activities, whether
18 it's occurrence reports, or just field observations,
19 looking at that information, analyzing it,
20 understanding what it means and looking for trends.
21 That's probably the most important thing that we can
22 do, and then, of course, providing that feedback to
23 the contractor is very important because the whole
24 idea of oversight is to improve performance, and so
25 providing feedback and my expectations for my senior

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1 line management is that they are providing feedback
2 to the contractor on a routine basis, so when I send
3 the contractor a letter there should be no surprises.
4

5 I also believe that something that's very
6 important is my personal involvement in safety and
7 understanding what's going on out in the field and
8 the operations. One of the things that I have on my
9 staff of direct report to me and the manager of the
10 office, is I have a technical assistant who is
11 assigned to my staff to ensure I am kept fully aware
12 of operational issues in all facilities and work
13 activities, and this person is a former Senior
14 Facility Rep, and that person provides a lot of
15 directly insight to me. This person also attends all
16 the daily conference calls of operational activities
17 so they maintain direct awareness. We review all the
18 operational occurrences from the prior night, and
19 every morning that person and I sit down and discuss
20 those activities. We do a quick analysis to
21 understand if there is any trends that we need to
22 push back from the line organizations to make sure
23 that they are fully going out and looking at these
24 activities and taking the appropriate action steps,
25 and whether or not there is a need to provide

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1 feedback to the contractor.

2 I also meet weekly with my senior staff,
3 senior management staff, and the purpose of these
4 meetings is to really share lessons learned, and
5 discuss operational and safety issues. I spend a lot
6 of time personally out in the field, getting out
7 there with my Facility Reps, understanding issues,
8 and one of the things that I do to make sure that I'm
9 getting clear and unfiltered information from my line
10 managers is, I'll go out and talk with Facility Reps,
11 and then I'll wait and see what the message I get
12 back from the line manager on issues that they have,
13 and that provides a good way for me to correlate
14 whether or not I'm getting information directly, or
15 whether it's getting filtered through the line, or if
16 I'm not even receiving information.

17 I think one of the things that I try to
18 do is have a personal ownership and commitment for
19 safety, and I've provided those expectations through
20 performance plans and clear communication to my
21 senior management team.

22 I want to talk a little bit about what we
23 did at the Savannah River Operations Office with the
24 Columbia Accident Investigation Report. The first
25 thing I did was I sent that out to my senior

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1 management team, and asked them to read and review
2 that, and also share that with their senior technical
3 and Facility Reps. We sat down for a couple of hours
4 as a senior management team and analyzed that report,
5 and one of the things that we focused in on were some
6 of the behaviors and organizational aspects of that
7 and their applicability to Savannah River. Some of
8 the things that we found that were very important
9 that came out of that report were clearly
10 communicating safety expectations, and so we tried to
11 maintain that as a focus area, and I've continued to
12 do that through all-hands meetings and talks with my
13 staff. Any time I get a chance to talk about safety
14 from my expectations and how that relates to
15 accelerating work activities and why safety is the
16 most important thing that we do from the standpoint
17 of accelerating work, I take that opportunity.

18 We also wanted to make sure that there
19 were clear lines of communication. When safety
20 issues are raised, they need to be resolved either by
21 making some correcting actions, or getting additional
22 information and recognizing that it may not be as
23 significant an issue as we thought. We made sure we
24 got that message again, reinforced that to the
25 workforce so they knew that if you have a safety

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1 issue, it's going to get resolved one way or the
2 other. There will be no safety issues that will not
3 get resolved.

4 We've continued to reinforce that and
5 continued to talk about that through our organization
6 and made sure people understand primarily the message
7 of accelerated clean-up and how that doesn't diverge
8 from having safe operations.

9 Let me just conclude, and then I'll be
10 glad to take any questions from you. I believe at
11 the Savannah River Site, we've got a sound and mature
12 safety program with an excellent safety record. I
13 know that constant vigilance is required to maintain
14 and improve this performance. Our discipline
15 framework for able and due Headquarters direction for
16 oversight is accomplished through the commitment of
17 senior managers and their technical staff who are
18 fully engaged in the operational oversight of their
19 facilities. I believe I have demonstrated commitment
20 to safety as an individual and manager, and as such,
21 I have created a culture that fosters open
22 communication, values safety, and strives for
23 continued improvement. I appreciate the opportunity
24 to submit testimony and will be glad to answer any
25 questions.

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1 CHAIRMAN CONWAY: Thank you. Dr.
2 Eggenberger?

3 VICE CHAIRMAN EGGENBERGER: You mentioned
4 that the oversight policy that's being put together
5 by Headquarters, or has been put together by
6 Headquarters, that you have provided comments on the
7 policy and one of the conclusions that you drew was
8 that there would be no changes required on your part
9 to implement this policy. Is that -- you nod,
10 "Right." Okay.

11 MR. ALLISON: That's correct.

12 VICE CHAIRMAN EGGENBERGER: I'm not sure
13 what that policy is. If there is - if no change is
14 required, is this a new policy or don't we have
15 orders that define the policy fairly well, or can you
16 maybe give your view on that briefly?

17 MR. ALLISON: I looked at the policy and
18 also kind of did a coarse correlation with DOE Policy
19 450.5 which provides line ES&H oversight. From my
20 perspective, I believe that the new Policy 226.1 does
21 a good job of picking up some other areas like cyber-
22 security that weren't covered in DOE policy 450.5, so
23 I believe it's more inclusive. From the standpoint
24 of the aspects of the policy that are implemented, I
25 believe that, you know, there's not a lot of --

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1 basically the message is very similar to the current
2 policy. I didn't see where I was going to -- I would
3 relax my oversight, for example, in areas. It talks
4 about a graded approach, the prior policy talked
5 about a graded approach. It talks about reliance on
6 the contractor self-assessment, this policy does too.

7 My feeling is that to effectively oversee the
8 contractor, or manage the contract, there is a
9 certain level of oversight that you need to provide.

10 You need to maintain the safety envelope and make
11 sure that the contractor is doing that. As the
12 federal government, I think I have a role in doing
13 that in overseeing the contract, so I didn't see from
14 the standpoint of, you know, looking at that and
15 having some of my senior folks look at it, that I was
16 going to have to make significant changes in my
17 oversight.

18 VICE CHAIRMAN EGGENBERGER: Would you
19 agree with me that contractor self-assessment is part
20 of the contractor's job and that this is nothing new?

21 That the contractor should always be self-assessing?

22 Do you want to comment on that?

23 MR. ALLISON: I agree with you, A.J. In
24 fact, the contractor in Bobble [as heard] talked to
25 that as a very strong self-assessment program, you

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1 know, from the line self-assessment as well as the
2 independent assessment, and so I believe that the
3 contractor needs to do that. We have, in fact, taken
4 advantage of that in our oversight. We address and
5 assess the contractor's self-assessment program, look
6 at how rigorous a job they're doing, and clearly in
7 areas where they're not finding issues, where they've
8 done a fairly thorough job, we use that in our
9 assessment program and make sure -- we may do a spot
10 check in those areas. Areas where they're finding
11 issues, we may look at a little bit deeper. So we do
12 use that, and they do have -- the contractor does
13 have a fairly strong self-assessment program.

14 VICE CHAIRMAN EGGENBERGER: You're saying
15 it two ways here. Earlier you said that it was
16 important for you, as the government, to examine what
17 the contractor is doing period. That's a summary of
18 what you said, I think. Now you're telling me well,
19 maybe you'll look at some of the stuff that the
20 contractor is doing, but you may rely on his self-
21 assessment and not look at everything. Is that
22 correct?

23 MR. ALLISON: Well, okay. Let me
24 clarify that.

25 VICE CHAIRMAN EGGENBERGER: Yes.

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1 MR. ALLISON: I do believe that the
2 government has an obligation to understand what's
3 going on, that's the operational awareness, and we do
4 have an obligation to look periodically at certain
5 areas to basically validate the contractor self-
6 assessment program. I don't have the resources, and
7 I don't think I should have the resources, to look at
8 everything in 100% standpoint as far as everything
9 that the contractor does, but I need to have people
10 that are smart, that are looking at trends, so we can
11 go out and do a smart assessment program and make
12 sure that we're looking at the areas that are most
13 critical.

14 Certain areas, clearly an Operational
15 Readiness Review, you know, if the order dictates
16 that we need to do that, we're going to do that,
17 regardless of how good of a ready assessment the
18 contractor has done. So the point I was trying to
19 make is that no, we're not going to 100% review, but
20 we're going to do a smart sampling. A part of that
21 sampling is based on how well of a self-assessment
22 the contractor is doing.

23 VICE CHAIRMAN EGGENBERGER: Thank you.

24 DR. MANSFIELD: Just one or two
25 questions. On your corrective action programs, I'd

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1 like to use an example, one that's probably in
2 process right now. The recent occurrence of
3 disabling of both lines of ventilation in the FB Line
4 during maintenance, clearly some change, some
5 maintenance procedure would have prevented that. The
6 question, and maybe it's a question for Mr. Pedde, is
7 are procedures going to be changed, and how will you
8 track that? How will the Savannah River Office track
9 that, and who at Headquarters tracks you tracking
10 that?

11 MR. ALLISON: Okay. Well, as far as
12 whether or not we're going to track that, yeah, my
13 Facility Reps will be watching, you know, what
14 changes are made and then, you know, clearly they'll
15 report that back through their line management and to
16 me. As far as who is going to be watching what I'm
17 doing, Paul Golan, whom I report to, he and I stay in
18 very close contact on operational issues, and so he
19 will be aware of what's going on, and I'll make sure
20 he understands the corrective measures that have been
21 taken.

22 DR. MANSFIELD: Does this -- was this set
23 of occurrences more important than most? It seems to
24 me that the failure of two safety systems, two
25 redundant safety systems, should take more than an

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1 ordinary amount of attention.

2 MR. ALLISON: Yes. Clearly anytime a
3 safety system fails, that is something of significant
4 concern to me and to my staff, and so -- and I'll let
5 Bob speak from his perspective, but clearly that was
6 a concern, and we are looking very closely at why
7 that happened, how that happened, and what the
8 corrective measures might be.

9 DR. MANSFIELD: Okay, and does Mr. Golan
10 at Headquarters keep close technical contact with
11 this?

12 MR. ALLISON: He and I talk, if not
13 daily, several times a week. He also has access to
14 any occurrences that happen, and we talk frequently
15 about issues that are of an operational nature.

16 DR. MANSFIELD: That's all.

17 CHAIRMAN CONWAY: Dr. Matthews?

18 DR. MATTHEWS: Before this meeting, I
19 kind of looked at Undersecretary Card's testimony,
20 and you did too in the previous meeting, and he said
21 something here I thought was important. He said,
22 "We're going to put pressure on the systems to
23 deliver more for less, and as a result of that
24 accelerated work," then he said, "We have to think
25 through how this is going to induce new hazards into

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1 the system." I think that's an important statement,
2 so I was curious about what new hazards does
3 accelerated clean-up induce in the systems, have you
4 identified those, and how will you predict those as
5 the contractor goes through his job?

6 MR. ALLISON: I think with accelerated
7 clean-up, just as before, it's very important to have
8 a good understanding of what your scope of work is
9 and to clearly analyze the hazards. I mean, I think
10 ISM [Integrated Safety Management] has become, if
11 anything, more important in how we're doing work, and
12 to have deliberate, very good understanding of that
13 skillful work, what the boundaries are, it's very
14 important right now, and so that's really what the
15 focus has been on, you know, having that good up-
16 front planning, and making sure you have the right
17 controls in place, whether it's protective clothing
18 or engineering controls. That has become more and
19 more important, and so that's really been an area of
20 focus and an area of concern.

21 DR. MATTHEWS: Okay, but you didn't tell
22 me any new hazards you may have identified. Let me
23 tell you one that I would identify, and then I'll let
24 you respond to that, and because of this sort of
25 managing the contract, not the contractor concept,

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1 and pretty significant awards for meeting milestones
2 and deliverables, and accelerated clean-up (And by
3 the way, I congratulate the contractors for making
4 good progress on your site.) I'm not against
5 accelerated clean-up as such, I'm just worried about
6 the safety of locations [activities]. But I would
7 say a new hazard would be that there may be a
8 motivation by some to cut corners, and therefore,
9 take a little more risk in order to get done faster.

10 Do you see that as a hazard? Is that the type of
11 thing you think about?

12 MR. ALLISON: Well clearly, that's an
13 issue of concern, and that's got to be part of the
14 message that we communicate as a management team
15 that, you know, safety will not be relaxed just
16 because we're accelerating clean-up. Clearly you've
17 got to take the same rigorous approach to executing
18 work as you did before. There is no relaxation of
19 safety requirements or procedures, but clearly, you
20 know, as over the years I think we've come to the
21 conclusion that we probably have layered on
22 additional requirements above and beyond what needs
23 to be done to get work done, and so what we're trying
24 to do, and the way I look at is, de-layer or peel
25 back some of those requirements that don't

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1 necessarily add value from the standpoint of getting
2 work done or safety, but were just additional checks
3 and balances that we put in because of prior events.
4

5 So we're trying to delayer those work
6 activities and procedures clearly maintaining a focus
7 on safety, but also trying to balance that with
8 getting work done and reducing risk.

9 DR. MATTHEWS: Can you give me an example
10 of a delayed requirement that would accelerate
11 work?

12 MR. ALLISON: Well, not necessarily a
13 specific example, but I know in some of our job
14 planning and job hazards analysis, you know, we've
15 over the years just added additional requirements on
16 top of requirements, and in some of our procedures,
17 as you go through those and look at them, they've
18 just become too, you know, jobs that should take four
19 hours take eight hours. I think I can provide you
20 with an example. I'll submit that for the record
21 separately.

22 DR. MATTHEWS: Yeah, I'll give you an
23 example I would use, is you know, a stack of paper
24 that high with hazards assessment doesn't really help
25 the operator minimize hazards. Is that the kind of

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1 thing you're --

2 MR. ALLISON: Yeah, that's the kind of
3 thing, but I think I can provide you with some
4 specific examples of -- I will do that.

5 DR. MATTHEWS: Good.

6 CHAIRMAN CONWAY: Let me follow up if I
7 may. Are you finished? Let me follow up on that
8 now. Have you made during the past year any
9 modifications of your engineering manuals of
10 practice? Isn't that some of the changes you've
11 made?

12 MR. ALLISON: Yes.

13 CHAIRMAN CONWAY: Okay, and how they use
14 these manuals? Are these specific changes you're
15 making?

16 MR. ALLISON: Yeah, well, the contractor
17 is making those.

18 CHAIRMAN CONWAY: How did you make the
19 decisions in what you're going to change in your
20 manuals of practice? I mean, these are specific
21 changes you're making, as I've been told.

22 MR. ALLISON: Yeah.

23 CHAIRMAN CONWAY: Well, this is in answer
24 to his question, your manuals, engineering manuals of
25 practice are pretty fundamental for your people. Now

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1 you're making modifications to those, are you not?

2 MR. ALLISON: Yes.

3 CHAIRMAN CONWAY: Okay, well, that would
4 be one of the things I think you could have explained
5 to Dr. Matthews. Now that's pretty significant. Now
6 is this because of the new policies that are coming
7 out from Headquarters?

8 MR. ALLISON: No. This is --

9 CHAIRMAN CONWAY: This is something you
10 would have done anyway?

11 MR. ALLISON: Yeah.

12 CHAIRMAN CONWAY: So you had these in --
13 this is not because of the new policies coming out of
14 Headquarters?

15 MR. ALLISON: No, they're not related to
16 that.

17 CHAIRMAN CONWAY: So these are something
18 you're doing on your own initiative?

19 MR. ALLISON: Yes, as we're trying to
20 figure out, you know, basically, like I said, de-
21 layer some of these procedures and policies that
22 we've added requirements that are above and beyond
23 the standards, we're trying --

24 CHAIRMAN CONWAY: But why did you have
25 some of these in the past if they weren't really

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1 necessary? You've been here for quite awhile. I
2 suspect, but I'm hearing you say no, that this is in
3 furtherance of or in following on the new policies
4 that are coming out of Washington.

5 MR. ALLISON: No. I mean, what we're
6 trying -- well, in an effort to try to accelerate the
7 work, we're looking at ways in which we can basically
8 de-layer and make -- allow the worker to do the work
9 safety, but without having all kinds of excess
10 requirements layered on top of him.

11 CHAIRMAN CONWAY: So these were decisions
12 you made on your own down at --

13 MR. ALLISON: Yeah.

14 CHAIRMAN CONWAY: -- in furtherance of
15 this.

16 MR. ALLISON: Yeah. As we've looked at
17 policies and procedures, looked at ways in which we
18 can accelerate the work, we've also taken advantage
19 of things that have been done at other sites, lessons
20 that they've learned --

21 CHAIRMAN CONWAY: Okay. How do you
22 disseminate these new approaches now to your workers
23 out in the field? How do you -- now you're making
24 changes, you're no longer following all these
25 procedures that were in the manuals, now how do you

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1 get that down to your working people?

2 MR. ALLISON: Well clearly we have to
3 communicate as management and let them know, you
4 know, why this change is being made --

5 CHAIRMAN CONWAY: Are you doing this in
6 writing or is this all verbal?

7 MR. ALLISON: I think most of it is --
8 I'll have to let Bob talk to that.

9 CHAIRMAN CONWAY: All right.

10 MR. ALLISON: I know I've had a lot of
11 communication with my workforce in accelerated clean-
12 up so that's just --

13 CHAIRMAN CONWAY: Okay. So these changes
14 are being made because of the -- from the
15 contractors' point of view?

16 MR. ALLISON: Well, the contractors
17 proposed them clearly as --

18 CHAIRMAN CONWAY: So it's a contractor
19 proposal. It's coming out of the contractor to you,
20 and you're approving or disapproving some of them, I
21 presume.

22 MR. ALLISON: Yeah.

23 CHAIRMAN CONWAY: Okay, so then I should
24 turn to Bob Pedde and let him explain some of these
25 changes you're making or proposing to the government

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