

# Hanford Cleanup



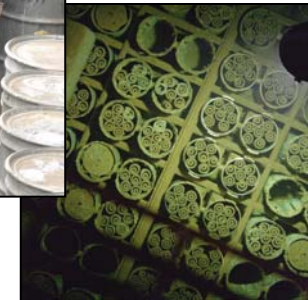
**Project**



**Closure**



**Hanford**

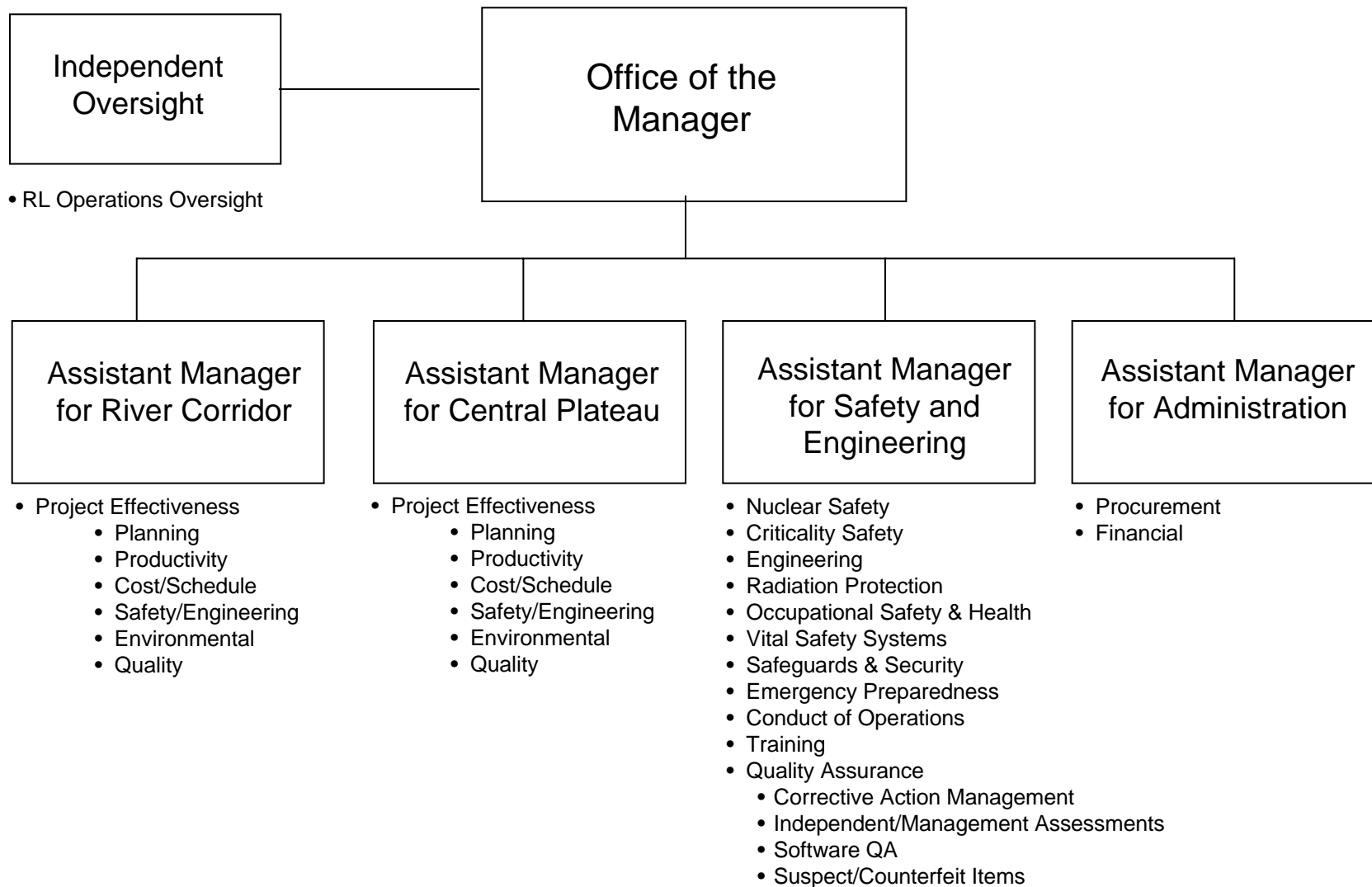


U.S. Department of Energy  
*Richland Operations Office*

**Keith Klein**  
**December 4, 2003**

# Oversight Responsibilities

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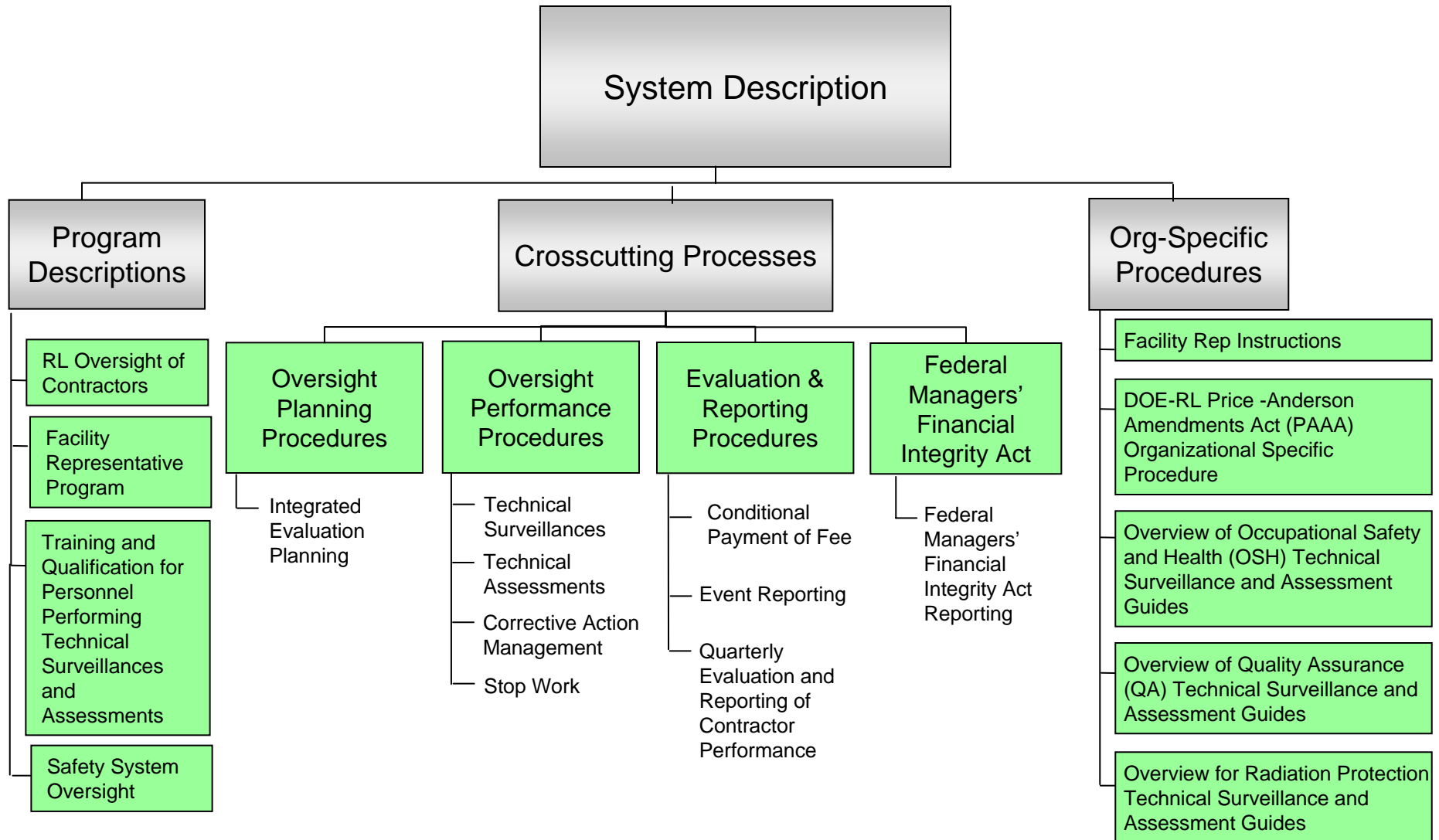
# RL Oversight of Contractors

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Program Description document (submitted) defines how RL performs contractor oversight

- Describes Regulatory Oversight Authority
- Describes Types Of Oversight
  - Operational Awareness
  - Surveillances
  - Assessments
- Establishes Oversight Responsibilities
- Describes Functional Areas To Be Assessed
- Sets Minimum Oversight Expectations & Frequencies

# RL System For Oversight of Contractors



# Fiscal Year 2003 Planned & For Cause Oversight

## 192 Completed - Key Areas Reviewed

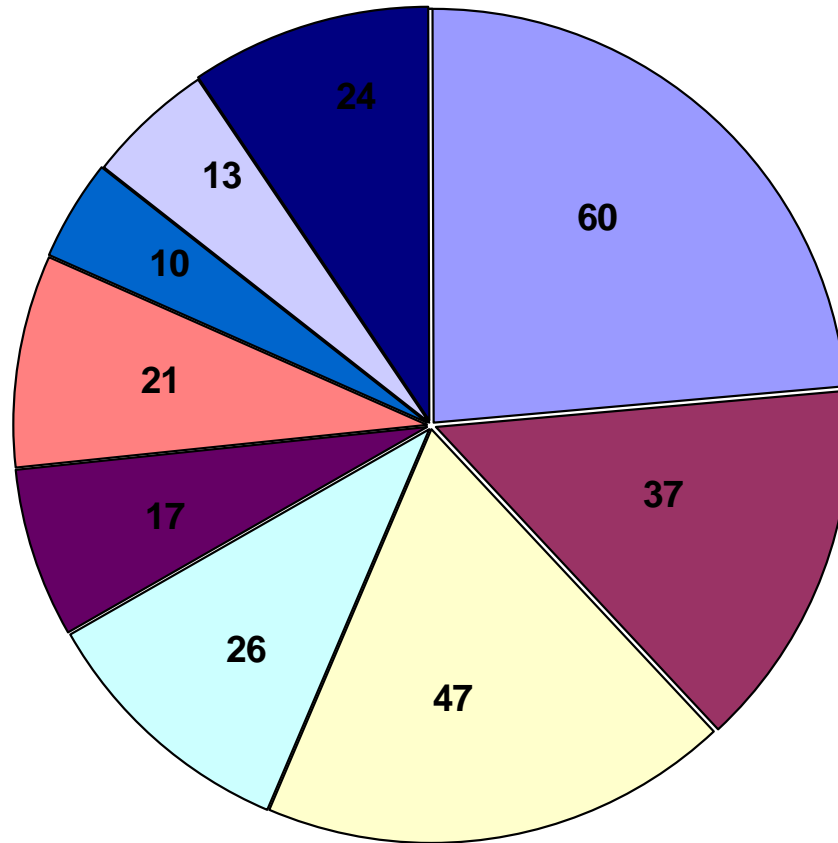
- Sludge Water System Design/Startup
- Lockout/Tagout Program
- Unreviewed Safety Question process
- Hazard Identification & Controls
- K-Basins Safety Culture
- PFP Criticality Safety
- Radiological Work Practices
- Corrective Action Management
- FHI System Engineer Program
- Conduct of Operations
- Procedure Content and Use
- Hanford Fire System

# RL Safety Indicators

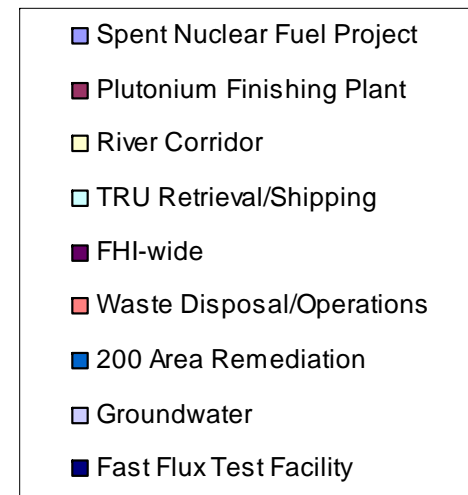
4<sup>th</sup> Quarter Fiscal Year 2003

| Quarter                      |   |   |  | Year end |         |         |         |
|------------------------------|---|---|--|----------|---------|---------|---------|
| 1 2 3 4                      | 1 2 3 4   | 1 2 3 4   | 1 2 3 4  | 1 2 3 4  | 1 2 3 4 | 1 2 3 4 | 1 2 3 4 |
| Near Misses                  | Lockout/Tagout  | Procedure Noncompliance                             | Personnel Contaminations<br><small>Clothing/Skin</small> |          |         |         |         |
| ↔ FY02 5 FY03 7              | ↓ FY02 13 FY03 15                                     | ↑ FY02 28 FY03 57                                   | ↔ FY02 24/15 FY03 28/6                                   |          |         |         |         |
| 1 2 3 4                      | 1 2 3 4   | 1 2 3 4   | 1 2 3 4  |          |         |         |         |
| Radiation Exposure           | Safety Basis<br>(+USQ'S)<br><small>Viol/+USQs</small> | Criticality Safety<br><small>occur/infracts</small> | OSHA Recordable Case Rate                                |          |         |         |         |
| ↓ FY02 0 FY03 1              | ↓ FY02 9/12 FY03 5/22                                 | ↑ FY02 2/12 FY03 2/28                               | ↔ FY02 1.6 FY03 1.44                                     |          |         |         |         |
| 1 2 3 4                      | 1 2 3 4   | 1 2 3 4   | 1 2 3 4  |          |         |         |         |
| Days Away for Work Case Rate | DOE Safety Cost Index<br><small>*SNF=44.69</small>    | Corrective Action Management                        | Shipping Noncompliances                                  |          |         |         |         |
| ↔ FY02 0.11 FY03 0.11        | ↓ FY02 8.0 FY03* 11.13                                | ↑   | ↔ FY02 2 FY03 2  |          |         |         |         |
| 1 2 3 4                      | 1 2 3 4   |   |  |          |         |         |         |
| Environmental Events         | Readiness Reviews                                     |   |  |          |         |         |         |
| ↔ FY02 n/a FY03 3            | ↔   |   |  |          |         |         |         |

# Fiscal Year 04 Planned Formal Oversight

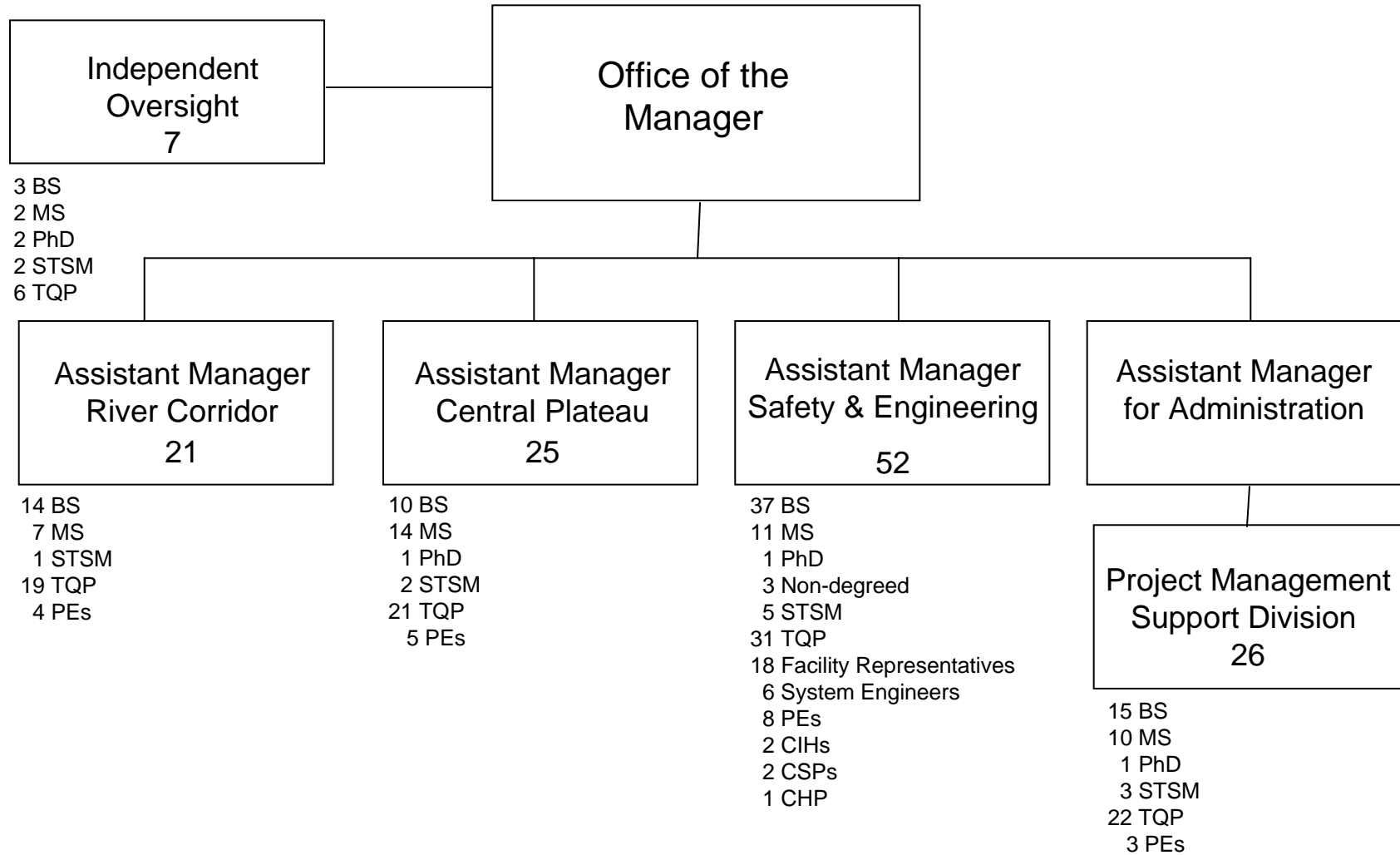


Total Planned: 255  
- Assessments: 29  
- Surveillances: 226



# Technical Staffing

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# Corrective Action Program

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- Problem Identification
    - Contractor Independent & Management Assessment
    - DOE Line Management Oversight
    - Accidents/Incidents
  - Quality Improvement
    - Deficiency Evaluation and Causal Analysis
    - Corrective Action Identification
    - Corrective Action Tracking and Trending
    - Corrective Action Completion and Verification
- ❖ Neither are adequately robust or mature at this time to reduce DOE oversight

} Integrated  
Evaluation  
Plan

# Columbia Accident Lessons Learned

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- Lack of independence/checks and balances in organizational structure. Budget/schedule pressures reduced technical capability of oversight organizations
  - Taken deliberate steps to achieve independence in safety oversight in my organizational structure
- Problem Identification
  - Improving the Mission Element oversight of 8 Projects (STSM qualification)
  - Improving corrective action system
  - Developed project metrics for cost/schedule and safety

# Columbia Accident Lessons Learned

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- Attitude/Safety Culture. Lack of intellectual curiosity/skepticism. Focused on why SAFE vs. analyzing why UNSAFE.
  - Completed Project Risk Assessments (asks the “what ifs”)
  - Challenging contractor/RL staff at Monthly and Quarterly Project Reviews
  - Encouraging differing opinions (don’t shoot the messenger)
- Decision makers not hearing the facts on technical issues (rolled up/dummied down)
  - Holding Plan of the Day meetings to hear first hand from Project Directors and Facility Representatives key issues that affect the projects

## RL's Self Assessment Activity

- RL Quality Assurance Program Description requires each organization, as a minimum, to conduct one management assessment annually
  - Issued memo further defining expectations for management assessments
- The RL Office of Independent Oversight performs independent assessments of RL organizations and functions

# Fiscal Year 04 Self Assessment Plans

- Each organization will perform a management assessment during the first quarter
- OIO will perform:
  - 14 functional assessments
  - FY 03 RL ISMS corrective action verification
  - FY 04 annual ISMS assessment
  - Special assessments as requested

# “Manage the Contract”

- Have good contracts
- Know the contract
- Enforce the contract
- Monitor end points
- Monitor processes
- Monitor compliance
- Report deficiencies to RL line manager
- Take contract action when indicated
- Only the Manager (or CO) gives direction – not the monitors
- Contractual requirements versus individual preferences
- Relationship is cordial but “arms length”
- Scrupulous avoidance of conflicts of interest
- Know what is going on daily at the floor level