

2009 Waste Management Conference



Savannah River Site M&O Contract Transition

Maintaining the Safety Culture Through Transition

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March 3, 2009



Introduction

- **Transitions are intense, highly disruptive, and fraught with unexplored uncertainty**
- **Many opportunities exist to lose focus on safety and discipline**
- **Careful planning, three-way coordination, disciplined execution, good communication, and attention to safety practices and culture are vital for a successful transition**



Background

- DOE acquisition strategy required split of SRS work scope
- Savannah River Nuclear Solutions (SRNS), LLC selected as new M&O contractor January 2008
- Scope of the new M&O contract
 - EM Closure activities
 - Savannah River National Laboratory
 - NNSA activities
- Contract transition began May 2, 2008; SRNS assumed responsibility August 1



Contract-Driven ISM Responsibilities

- **SRNS is the ISM integrator for the site**
 - Implement an improved sitewide ES&H program, including management and integration of an Integrated Safety Management System (ISMS)
- **Flow down ISM to all subcontractors and perform assessment**
- **Deliver ISM system description in 120 days from contract award**



DOE-SR Transition Objectives

- **Orderly transfer of work scope in a safe, secure, and efficient manner**
- **Minimize personnel and programmatic disruptions and maintain continuity of operations**
- **Confirm SRNS is managerially and financially ready to assume contract responsibility and perform safely**
- **Ensure the Federal staff is prepared to manage the new contract (in a multiple prime contract environment)**
- **Identify, implement and share lessons learned**

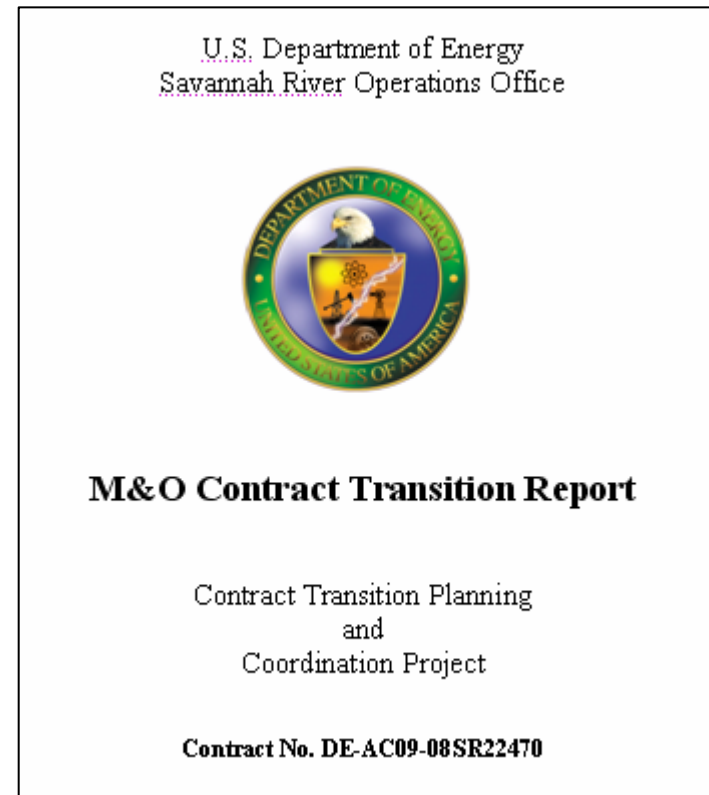


Transition Oversight

- **Managed transition as a project with the end in mind**
- **Developed and executed Transition Oversight Plans (14 functional areas)**
- **Participated in SRNS Readiness Review and prepared Contract Transition Oversight Report**



EM Environmental Management
→ cleanup → closure



ISM During Transition (DOE)

- **Oversight confirmed:**
 - SRNS understood all work scope
 - SRNS understood hazards and conditions
 - SRNS had access to WSRC plans, policies, and procedures to understand
 - (1) How work is planned
 - (2) Work in progress
 - (3) How work is controlled
 - (4) How ISM is being implemented at SRS
- **Attention to workforce (focus, distractions, performance)**



ISM During Transition (WSRC)

- **The incumbent (WSRC) had total responsibility for site operations through the transition period**
- **WSRC worked to keep personnel focused on safe and disciplined operations**



ISM During Transition (SRNS)

- **Understood the work in progress (conditions and activities)**
- **Reviewed the flow down of ISM requirements into work packages and the execution of work**
- **Recognized workforce issues and communicated with workforce to minimize distractions**
- **Delivered 10CFR 851, Worker Safety and Health Plan**



Lessons Learned from a Safe Transition

- **Planning**

- Detailed planning (PEP, Oversight Plans, etc)
- Understand and commit the needed resources
- Train the Transition team (validation guides)
- Early start on logistics planning and funds allocation for new contractor – avoid delays
- Be ready to work to the contractor's schedule

- **Execution**

- ID the key Transition risks
- Dedicated transition core team
- Apply Project Management
 - daily meetings to track progress and identify issues
- Early identification and resolution of critical issues
- Critical role of Facility Reps
- Continuous communication with both contractors
- Attention to workforce morale



Critical Issues for Safe Operations Post Transition

- **Post transition – start of operations**
 - Attention to workforce (much change under way)
 - Specific plans for follow-up on observations to achieve continuous improvement



Questions?



Jeff Allison and Chuck Munns unveil the new sign at the Savannah River National Laboratory on the day SRNS assumed the contract.

