



# Maintaining Safety in Times of Change



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**URS**





# Safety at the Savannah River Site

- Safety is the constant that ties all SRS work together
- Employee-driven safety culture
- Nationally recognized VPP Site underscores SRS's excellent safety history and vigorous daily safety practices





# Transition and Safety for the Incumbent Contractor

- Begin with the end in mind: Continue safe operations during and after transition
- Ensure safety basis functions retained in transition
- Provide organizational support for safe transition
- Establish strong interactions early with M&O on safety performance expectations (Just like we do with subcontractors)
- Communicate to workforce
- Learn lessons to benefit future transitions



# Safety Basis Evaluation Approach

- Identify activities that require M&O performance to support LW Safety Basis
  - Program definition
  - Program performance
  - Equipment surveillances/inspections/PM tasks, etc.
- Compile pre-transition programs and implementation strategies that ensure safety posture is unaffected





# Interface Agreements Implementing Liquid Waste Safety Basis

- **Interface Management Plan and MOA**
  - Provided strategic direction for M&O to maintain Site ESH programs
  - M&O to ensure affected contractors integral in change management process
  
- **Bulk of the SLAs had activities to support LW Safety Basis. Examples include:**
  - ESH&QA
  - Contractor Assurance
  - Procurement
  - Emergency Services
  - Material receipts to LW
  - Engineering Services
  - Specialized Maintenance Services (e.g., diesel, HEPA testing, etc.)
  - Analytical Laboratories
  - SRNL (studies, Calibration Lab, NDE programs, etc.)



# Safety Basis Impact Documented for Liquid Waste Facilities



- Documented impact on Safety Basis via Unreviewed Safety Question (USQ) process
- Performing documented safety basis evaluations were part of DOE transition readiness expectations
- Positive feedback from customer on approach utilized



# Workforce Change Management Communications

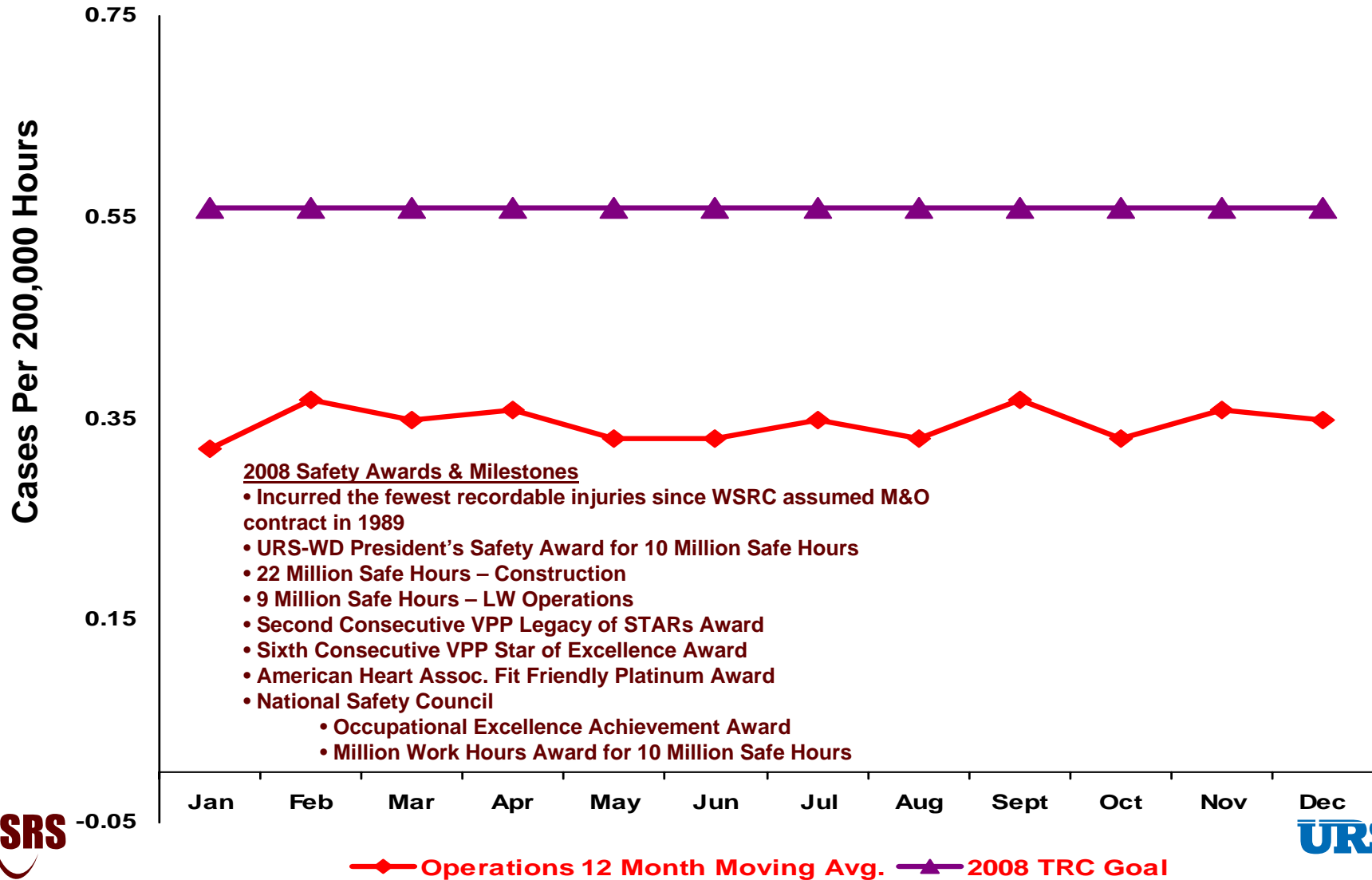


SRS Safety Culture Fair held to refocus employees on ISMS, VPP and Zero Injuries. Over 800 employees attended the informal, informative event.

- Communications important before, during and after transition.
- Upfront and during, many letters, meetings with employees to discuss distractions.
- Can't ignore post-transition.
  - 2,000 Liquid Waste employees attended a workshop to understand impact and expectations for M&O support post transition
  - 'Safety Blitz' held to remind employees about distractions after transition.



# WSRC Operations Injury Frequency Rates CY2008







# Lessons Learned Transition Process

- Start planning early, applying project management tools
- Ensure the “War Room” integrates safety in all aspects
- Identify key risks and address early in the process
- Issue regular progress reports that begin with safety risks
- Perform Safety Basis evaluations addressing the scope and breadth of the Site transition
- Interactive workforce briefing beneficial to personnel for understanding remaining WSRC mission, Site changes and interactions with M&O, and for re-emphasis of core values



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# Questions?