



Savannah River
Nuclear Solutions, LLC
A Fluor Daniel Partnership

Savannah River Site M&O Contract: Maintaining ISM System Focus during Contract Transition

Anthony M. (Tony) Umek

Vice President, Environmental, Safety, Health & Quality
Savannah River Nuclear Solutions, LLC
March 2, 2009



Waste Management Conference 2009

Phoenix, Arizona

Clarity of Vision and Commitment to Values

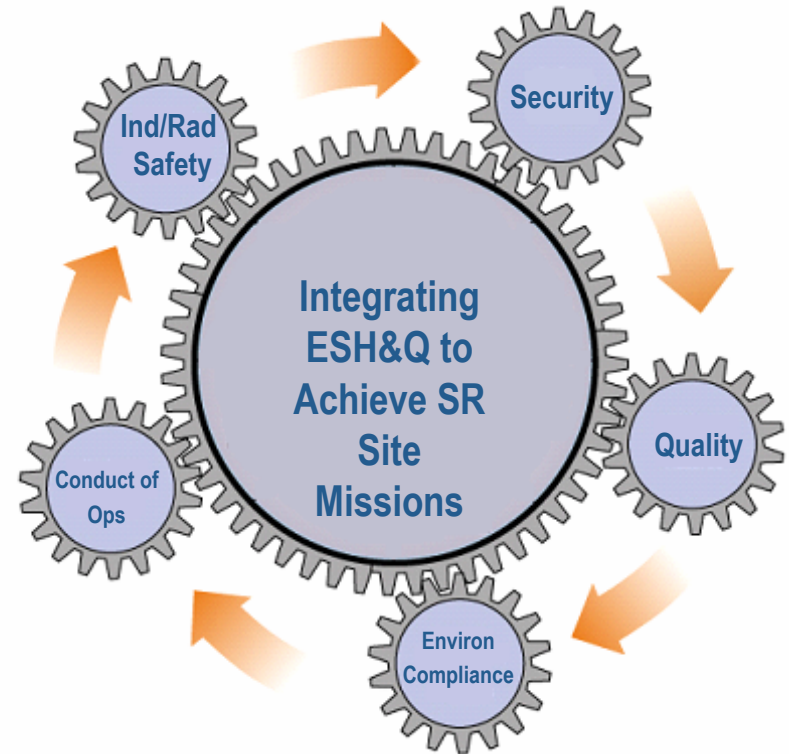
Establishing “safety” as No. 1 priority from day 1

- **Reflect the best interests of all Site employees and the public**
- **Understand the DOE client and the Site in the “big picture” context – DOE Complex, state, national, international**
- **Integrate/collaborate with other Site contractors**
- **Establish challenging HSSE/Q goals up front (e.g., “Zero Incidents” Program)**
- **Maintain open/transparent communication – no surprises for the client**
- **Meet early on with regulators and stakeholders**

Integrating “HSSE/Q” into SRS Transition

Establishing the prerequisite from the beginning

- Focus on safe, secure, environmentally compliant operations at all times
- Understand overall Site conditions: major hazards and risks that must be managed over time
- Build collaborative relationships with other Site contractors, subcontractors, and community at large
- Establish the organization needed to implement management approach: identify, retain or replace critical staff
- Have access to Staff Augmentation contracts to fill holes



Take SRS to the next level

Engaging Stakeholders & the Community

Being a good neighbor



- Be accessible to stakeholders and media
- Continue to meet with regulators
- Be actively involved in community agencies (Red Cross, United Way)
- Encourage folks to support site-sponsored community activities (Project Vision, College Night, Tech Days, National Engineers Week)
- Earn recognition as valuable members of the communities we serve

SRNS Readiness to Assume Contract Responsibility

Ready on day 1

- **Detailed/comprehensive review of people, hardware/facilities, and documentation**
- **Conduct formal facility walk downs – integrated and cross cutting**
- **Use standardized, formal “Transition Readiness Reports”**
- **Maintain frequent communication with the client**

Maintaining ISM Compliance During Transition

Use existing documents and systems wherever possible

- **Evaluate/adapt or modify existing controlling documents via “blue sheeting” – can be a significant task**
- **Adapt or create Service Level Agreements (SLA) and MOA/MOUs**
- **Obtain DOE approval of key compliance documents (e.g., 10CFR851 WSHP)**
- **Prepare a compliant ISM system description to support declaring post-transition readiness**

Lessons Learned – Feedback and Improvement

A balancing act

- **Transition complexities**
 - Multi-contractor SLAs, MOUs/MOAs
- **Clarity of Request for Proposal definitions (e.g., Material Control & Accountability Inventory)**
- **Focus on safety, continuity of operations pays off**
 - Best 1st quarter OSHA performance on record
- **People mapping, retention and/or replacement of critical staff is a challenge**
- **Integrating Site priorities given existing challenges**
 - Funding, demographics, regulatory climate

Lessons Learned – Feedback and Improvement

Focused but flexible

- **Interact with the work force as soon as practical**
- **Make effective use of existing Site resources**
- **Proactive training important for continuity and compliance**
 - Industrial and radiological safety
 - Emergency preparedness
 - IT/cyber security
- **Establish safety and security points of contact – early on**
- **Walk the spaces, participate in Site-wide activities**
 - Drills
 - Safety meetings (e.g., “Zero Incidents Council”)
 - Subcontractor safety meetings

Post Transition Actions

Building a new culture, using the best from the past and the present

- **Continue to communicate, communicate, communicate**
- **Address pre-existing conditions consistent with ISMS; focus on root cause, not symptoms**
- **Implement opportunities for improvement, including cultural change and focusing on value-added activities**
- **Build the workforce for the future (dealing with demographics)**

Results to Date

- **Site integrated ISMS declaration**
- **Fewer radiological events**
 - 8 percent vs. 5 percent goal
- **VPP STAR status granted**
 - Continue existing safety programs
- **Best fiscal-year 1st-quarter OSHA performance to date**

FY 1st Quarter Safety Performance 2002 - 2009

