

Creation of INL—12 Years Later

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Transition and Consolidation, leading to...

- 1** Building a portfolio of relevant and impactful nuclear Science and Technology programs
- 2** Complimenting this portfolio with synergistic national and homeland security, energy, and environmental programs
- 3** Establishing a robust science base that provides the foundation for mission-enabling discoveries
- 4** Playing a central role in revitalizing nuclear and engineering education and academic research in the U.S.
- 5** Bringing together extensive collaborations with the world's premier academic, government, and industrial nuclear orgs
- 6** Acquiring forefront facilities, support infrastructure, and management systems essential to world-class research

Doing it required merging two different cultures



- **Single university contractor since 1949**
 - Minimal oversight presence by DOE-Chicago Field Office
 - **650 employees; skill of craft emphasis**
 - Game-changing nuclear contributions
 - No major events, but not up-to-date with nuclear safety requirements
 - Single purpose lab with nuclear R&D focus
 - Declining budget, but relative stability
 - Pride and sense of unified family
- **Managed by 7 or more for-profit contractors since 1949**
 - Significant oversight presence by DOE-Idaho Field Office
 - **5400 employees; emphasis on operations and following procedures, structure and rigor**
 - Game-changing nuclear contributions
 - Major event, safety focus followed
 - Multi-program
 - Major instability and downsizing over time
 - We were here before the contractor came and will be here after they go - Geographic populations

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Important lessons were learned

- **Treat staff with respect**, dignity and wisdom as change is pursued
- **Be in a learning mode as you work towards implementation** – Be open to learning and understanding difference in cultures. Listen and learn; honor powerful, positive legacies.
- **Establish teams of opinion leaders** down to frontline workers to assist in implementing long-term change - use a change methodology to help achieve desired results/impacts
- **Communicate a compelling purpose**, help people connect the dots to align their work with the purpose; they are key to your success
- **Keep employees and customers fully informed** and engaged along the way

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