



Safety Initiatives (and Challenges)

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DOE and UCOR partner to provide environmental management services



Leveraging the past, built for the future

amentum® **Jacobs** **Honeywell**

Proven delivery Enhanced capability

Oak Ridge Reservation Cleanup Contract

10-15 year period of performance

Y-12/ORNL + Remaining Heritage Center



Executing hazardous and complex work to deliver notable outcomes

Decommissioning, Deactivation and Demolition of Facilities and Structures

Waste Disposition and Management

Cleanup of Contaminated Soil and Groundwater

Operations, Surveillance and Maintenance of Nuclear Facilities

Facility Design and Construction

Reindustrialization and Conservation of Federal Land

National Historic Preservation



Some

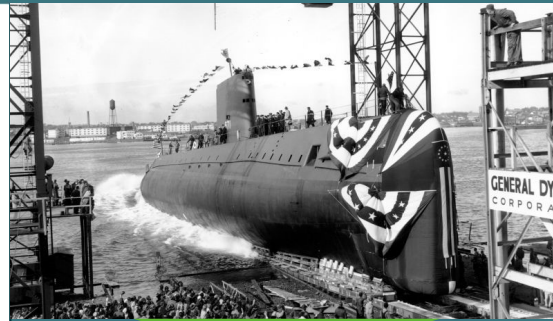
Safety Initiatives (and Challenges)

- Lazy Conservatism
- Mixed Signals
- Seeing the Forrest *as well as* the Trees
- The Human Element

Oak Ridge - Serving national defense and energy needs for 75+ Years



Provided fuel for atomic bomb that ended World War II



Provided fuel to the world's first nuclear submarine



Provided fuel for the first US nuclear power reactor



Scientists helped identify ways to purify flu and polio vaccines

Lazy Conservatism

The Challenge

- What it is: the easy way
- What it can do for you
 - Simple; Quick; Easy to defend
 - You're bound to be bounded, right?
- What it can cost you
 - May not be bounding
 - Can reduce available resources/put focus on the wrong things
 - Can significantly impact productivity
 - Can erode the credibility and credence of controls
 - Can reduce safety



Mixed Messages

The Challenge

- That wasn't what I meant !
 - Fight lazy conservatism
...eliminate conservatism
 - Look for ways to hold schedule
...take shortcuts
 - Look for ways to reduce costs
...safety is not important



Seeing the Forrest *as well as* the Trees

The Challenge

- This is perhaps the hardest challenge
- When reducing one risk increases another risk
- When safety controls conflict with or impede the elimination of hazards
- Requires more involved management of safety and risk
- Requires understanding risks, and making good decisions
- Not always possible to achieve an ideal balance, but always worth exploring and communicating



The Human Element

The Challenge

- Nothing works without it; not even engineering controls
- Usually provides both the first and last lines of defense
- Reward or ROI is pervasive
 - Impacts everyone, from company officer to physical worker
 - Impacts all processes, from programs to work instructions
 - Impacts all safety, from nuclear safety to walking safety

