

Using of Contractual Requirements to Promote Safety

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Over the last five to six years, the Department of Energy has had a mixture of success and failure in its attempt to implement its nuclear safety Orders and Standards. Based on a recent examination of the process used to maintain and develop safety bases at LANL and the local DOE field office own experience, DOE-LAAO believes that keys to successfully implementing the DOE Orders and Standards must include the following:

- A commitment on the part of DOE to clearly articulate its expectations in this area;
- A commitment on the part of the Laboratory to put forth the necessary resources to meet these expectations; and
- A mechanism to measure the progress toward full implementation of all relevant DOE Orders and Standards, which would include high quality safety basis products.

To meet these goals, DOE-LAAO has been using the Laboratories contractual obligations with the Department to promote safety. These contractual requirements provide motivation to improve safety to both the Laboratory and the Department, as well as provide a means of “grading” the Laboratory on its progress.

The Department has used both a “carrot” and “stick” approach in developing these contractual requirements. A penalty to the score is of course necessary when DOE expectations are not met, however, the point system should also reward good behavior and a positive attitude. Therefore, efforts to correct deficiencies, improve knowledge, train, or improve process are used to gain back points for the Laboratory.

The DOE LAA Office believes that the use of contractual requirements is fully inline with the Integrated Safety Management approach that safety be built into the process, instead of being reviewed in. It is also a variation on the Deming Plan-Do-Check-Act (PDCA) Cycle, which states that to achieve quality one must;

- Plan (Set goals based upon customer needs): Define Work Scope, mission needs

This paper will discuss the process the DOE-LAAO office has put together to achieve high quality safety documents at LANL. The main focus will be on the use of contract measures to place management emphasis on where organizations (in this case LANL/DOE) desire to evolve processes like AB.