The Deputy Secretary of Energy
Washington, DC 20585

May 18, 2005

MEMORANDUM FOR LINTON F. BROOKS
UNDER SECRETARY FOR NUCLEAR SECURITY

FROM: CLAY SELL

SUBJECT: Department of Energy Safety Performance Expectations

The Department of Energy (DOE) is charged by Congress to carry out very diverse missions, which include a variety of hazardous operations. DOE, as owner and regulator, must assure that assigned missions are accomplished safely, and I will hold Federal personnel accountable for managing our contractors. This responsibility requires that DOE and DOE contractor personnel never demonstrate complacency in safety matters, and that they also recognize that we must improve performance now.

I expect DOE to be a demanding safety customer in all aspects of operations from line management to procurement. Specifically, we will achieve more rigorous implementation of Integrated Safety Management by line managers. We will also make more effective use of the contractor solicitation process and contract provisions to hold contractors accountable for safety. Although safety is a line management responsibility, all DOE personnel share the common goal of safe operations. Safety includes protection of the environment, protection of worker safety and health, nuclear, and facility safety. Also, we must ensure that:

- Contractors that operate our facilities meet the requirements specified by DOE in contracts and applicable laws.

- DOE maintains technical safety standards that reflect proven technology and recognized policies and practices. The Assistant Secretary for Environment, Safety and Health is the corporate safety officer for assuring technically sufficient and effective safety policies and standards.

- Program Secretarial Officers and Directors are responsible and accountable for assuring proper contractor performance in the execution of operations and safety programs. These officers must keep me informed regarding their program status consistent with these expectations.

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- Site Office Managers are responsible for being technically vigilant and aware of how their contractors are performing to ensure the correct integration of safety and mission. That is to say, I expect DOE to be a smart customer.

- DOE elements oversee their respective operations, including periodic independent reviews to ensure that these responsibilities are carried out.

- Safety and health is integrated into all phases of our facilities' life cycle, from conceptual design through detailed design, construction, operation, and decommissioning.

- Exemptions or waivers from our requirements for radiological safety, nuclear safety, or quality assurance, or from procurement regulations that relate to safety, are held to a minimum. The authority to grant such exemptions or waivers is solely with a Central Technical Authority.

- Sound engineering and safety practices and procedures are applied in all of our missions. Accordingly, all DOE and contractor personnel have the right and obligation to voice any safety concern to senior DOE management.

The Independent Oversight program, within the Office of Security and Safety Performance Assurance, will provide me periodic reviews to help ensure these expectations are met.

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