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The Deputy Secretary of Energy
Washington, DC 20585

March 31, 2003

MEMORANDUM FOR DISTRIBUTION

FROM: KYLE E. MCCLARROW 

SUBJECT: Responsibilities for Increased Performance in Meeting DOE Commitments to DNFSB

The Secretary of Energy and I recognize the need to improve DOE's performance in meeting our commitments to the Defense Nuclear Facilities Safety Board (DNFSB), and to ensure the effectiveness of actions taken in response to recommendations. First and foremost, the Secretary has approved the Departmental Representative reporting directly to the Secretary of Energy. The attached letter, which was sent to the DNFSB on March 18, 2003, outlines the general responsibilities of the Office of the Assistant Secretary for Environment, Safety and Health (EH) and the Office of Independent Oversight and Performance Assurance (OA) in enhancing the Department's performance, especially in addressing cross-cutting issues.

The increased responsibilities for EH and OA, as outlined in the attached letter, are intended to build upon the continuing role of the Departmental Representative to the DNFSB as described in DOE Manual 140.1-1B, *Interface with the Defense Nuclear Facilities Safety Board*. The Departmental Representative will continue to represent the Secretary in regular and continuing interactions between the Department and the Board and will advise the Secretary and other senior managers regarding the Board's priorities, concerns, actions and plans. The Departmental Representative will facilitate communication and cooperation between Departmental elements and the Board, and will coordinate Departmental correspondence with the Board. The Departmental Representative will continue to manage the Safety Issues Management System for Board related issues, commitments and actions, and monthly status reports. The Departmental representative will also serve as the initial point for receipt and management of Board recommendations and other correspondence; where related to cross-cutting safety concerns, recommendations and/or correspondence will be routed to the Assistant Secretary, EH; where specific to a site or facility, the Departmental Representative will route those directly to the affected program office with a copy to EH.

Effective coordination between EH and the Departmental Representative will be needed to ensure that cross-cutting issues are effectively addressed and resolved in a timely manner. To ensure that Department-wide efforts are effectively designed and implemented, EH will focus on identifying, evaluating, monitoring, managing, and resolving cross-cutting safety issues and she will act as my agent on those commitments. In this role, EH-1 will regularly monitor line management's progress in meeting



commitments related to identified cross-cutting safety issues, and will work with line management and program offices to identify and address obstacles that arise in the course of implementing corrective actions. She will coordinate planning for Departmental actions in response to issues that require action by multiple organizations, and is charged with evaluating planned actions to ensure that collectively they are responsive to the DNFSB concerns and the underlying causes.

For cross-cutting issues, the Assistant Secretary will identify tasks that need to be completed and work with line management to ensure that necessary tasks are assigned to the proper organization. She will also review resource/budget allocations and sources of funding to ensure that DOE has assigned sufficient resources to complete the needed tasks. Particular emphasis will be placed on tasks that support multiple organizations and/or require funding from multiple organizations. EH will also review all new issues identified by the DNFSB to identify cross-cutting aspects. For those that have cross-cutting aspects, EH will be involved in all stages of the development of the DOE response and development of corrective action plans.

EH-1 will keep me informed on the status on a monthly basis and identify any problems that require resolution at the Office of the Secretary's level. EH-1 will also coordinate with the DOE Representative to the DNFSB and senior line managers, including those within the National Nuclear Security Administration (NNSA), to ensure that the DNFSB is briefed on a regular basis on the status of DNFSB operational concerns with the DOE.

I expect all DOE program offices and field elements to provide their full support to DOE Office of the Departmental Representative to the DNFSB, EH, and OA as they work to ensure we meet all of our commitments to the DNFSB in response to their recommendations in an effective manner.

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EH

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OA

DNFSB Representative



The Deputy Secretary of Energy
Washington, DC 20585

March 18, 2003

The Honorable John T. Conway
Chairman
Defense Nuclear Facilities Safety Board
625 Indiana Avenue, N.W. (Suite 700)
Washington, D.C. 20004-2901

Dear Mr. Chairman:

Reference: Responsibilities for Increased Monitoring of Progress on Meeting
Department of Energy (DOE) Commitments to the Defense Nuclear
Facilities Safety Board

Thank you for meeting with me on March 12, 2003. As we discussed in our meeting, the Secretary and I very much appreciate the contributions the Board makes to our national security through your work. We take our commitments to the Defense Nuclear Facilities Safety Board (DNFSB) very seriously.

I also appreciated your thoughts about the importance of resolving so-called "cross-cutting issues." As a result of our conversation, I am taking two actions to strengthen DOE's ability to monitor and meet our commitments, and to ensure the effectiveness of actions taken in response to DNFSB recommendations.

First, I am assigning the Assistant Secretary for Environment, Safety and Health (EH-1) to act as my agent on DOE commitments to the DNFSB, including cross-cutting issues. In this role, EH-1 will regularly monitor and track line management's progress in meeting commitments and will work with line management and individual sites to identify and address obstacles that arise in the course of implementing corrective actions.

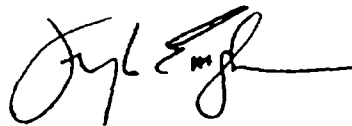
She will also coordinate planning for departmental actions in response to cross-cutting issues that require action by multiple organizations, and she is charged with evaluating planned actions to ensure that collectively they are responsive to the DNFSB concerns and any underlying causes. The Assistant Secretary will identify tasks that need to be completed and work with line management to ensure that necessary tasks are assigned to the proper organization. She will also review resource/budget allocations and sources of funding to ensure that DOE has assigned sufficient resources to complete the needed tasks. Particular emphasis will be placed on tasks that support multiple organizations and/or require funding from multiple organizations.

EH-1 will be responsible for keeping me informed on the status on a monthly basis and identifying problems that require resolution at the Office of the Secretary's level. She will also coordinate with the DOE Representative to the DNFSB and senior line managers, including those within the National Nuclear Security Administration (NNSA), to ensure that the DNFSB is briefed on a regular basis on the status of DNFSB operational concerns with the DOE.

Second, I am directing DOE's Office of Independent Oversight and Performance Assurance (OA) to substantially increase its focus on providing independent oversight of line management, including within the NNSA, and EH efforts in addressing commitments to the DNFSB. OA will devote additional attention to evaluating progress by individual sites, and where appropriate to evaluating departmental progress on issues of a cross-cutting nature. As part of this effort, OA will devote particular attention to reviewing specific instances where the Department is not on schedule to meet commitments, with emphasis on identifying causes of delays and potential actions to achieve timely closure. OA will also assess the effectiveness of actions taken to verify that, as implemented, they are responsive to the original weaknesses and underlying causes. The OA Director will brief me quarterly on the results of independent oversight activities in these areas.

Again, I appreciate the opportunity to discuss these important issues. Please contact me with any questions or comments.

Sincerely,

A handwritten signature in black ink, appearing to read "Kyle E. McStarrow". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Kyle E. McStarrow