



Office of Environmental Management Top-to-Bottom Review

5th Radioactive Waste Tank Closure

November 2001

U.S. Department of Energy

Why?

- The EM program is not performing... we, as an institution, are not delivering on cleanup and closure
- This is manifested by the fact that cleanup and closure takes too long and costs too much... remaining on current course, this program will cost America \$300-billion and take almost a century to complete
- EM is facing a crisis... a crisis of accountability

Root Causes

- EM has not adequately scoped this program
- EM has not demonstrated competence in managing large multi-year complex projects
- EM has not fully held its contractors accountable for performance
- Our systems and processes incorporate a bias for inaction, delay, and risk-aversion

The review is NOT...

- A budget cutting exercise
- A way to seek more funding
- A way to force regulators to relax enforcement or eliminate requirements
- A way to seek relief from legal requirements
- A magic bullet to avoid or eliminate requirements
- An excuse to not work safely or avoid work
- A “hope and a prayer”

The Review IS a way to...

- Find methods to deliver more cleanup actions, sooner
- Blueprint the restructuring of the EM program to deliver on this challenge
- Improve accountability of our contractors and ourselves
- Live to the terms and conditions of our agreements
- Implement program-wide best practices with minimum variation/defect