

INNOVATION • DEFENSE
NONPROLIFERATION • ENVIRONMENT



We make the world safer.

Conduct of Operations (ConOps) Sustainment

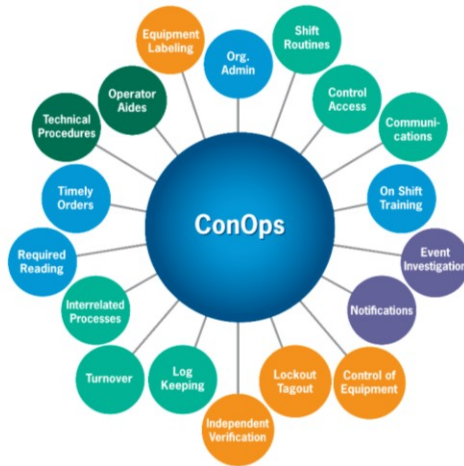
Nick Miller

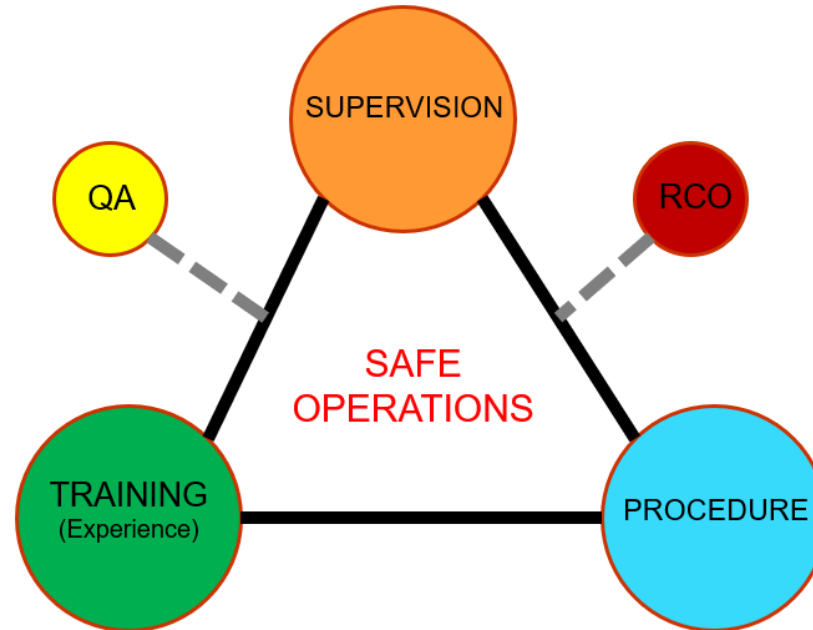
SRNS, EM Operations Deputy Vice President

CAB – September 2024

SRNS-N1000-2024-00032

- **Conduct of Operations (ConOps)** is a program that aims to *minimize the likelihood and consequences of human or system failures* by executing operational and management tasks in a *deliberate and structured manner*.





Changes in our Workforce



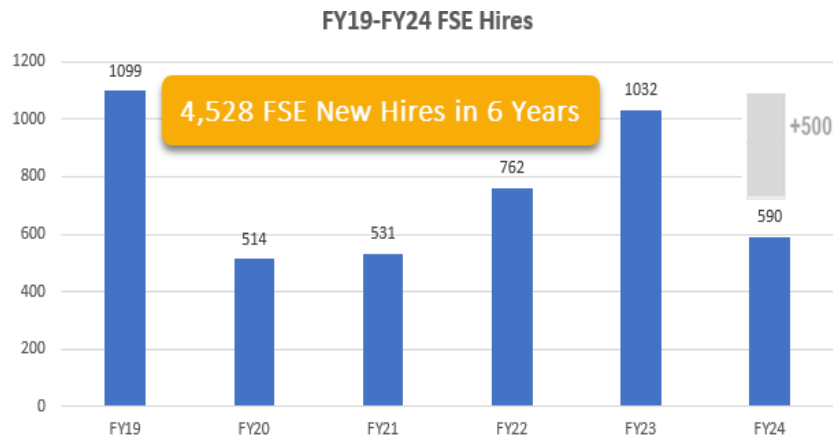
Average Tenure: 16 years (2018) → 9 years (2024)

46% of employees < 5 years SRNS service

86% of employees have been in their current role < 5 years

5-Year Hiring Projection (FY24-FY28): 7,800

5-Year Anticipated Growth: 4,300



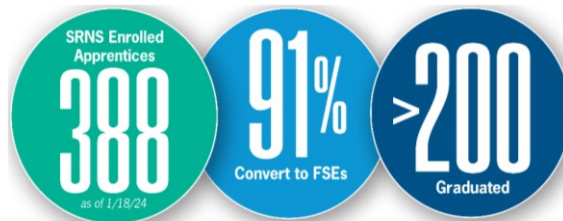
Preparing the Workforce - Apprenticeship



- **Goals:** Enhance workforce readiness, bridge gaps in skills and institutional knowledge, and develop workforce pipeline
- **Initiated in 2019**
- **Three College Partners**
 - Aiken Technical College (SC)
 - Denmark Technical College (SC)
 - Augusta Technical College (GA)
- **Nine (9) Month Program**
 - Technical College Classroom Training
 - Site Specific Classroom Training
 - Hands-On WSB Training
- **24 registered apprenticeships**
- **“Earn while you learn”, Nuc Fund Certificate**



The first joint cohort of SRS Production Operator Apprentices at Aiken Technical College.



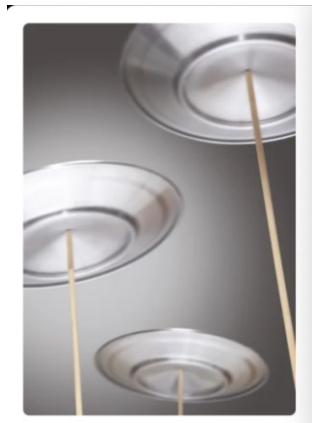
- **Apprenticeship (9 months)**
- **Facility Specific (6 months – 18 months)**
 - Classroom Training
 - On-the-Job Training/ Job Performance Measures / Practical Factor Evaluations
 - Under Instruction
 - Oral Evaluation
- **Initial Qualification**
- **Re-Qualification Requirement (Every 2 years)**



Goals: Maintain and enhance the ability of personnel to perform job assignments in nuclear setting

Four (4) hours per month, 2 – year cycle

Fixed and Flexible components



Key Elements

- Direct and frequent SME engagement
- Focus on “why” along with “when”, “where”, and “how”
- Broad sharing of facility specific resources
- Extensive evaluated-components (e.g. drills)
- Maximize field training time; Utilize WSB, Walk-Through Guides



SRNS employees during a Hazardous Energy Lockout/Tagout training

Sustainment Plans – focused, documented, purposeful strategy to sustain ConOps Excellence

Examples of elements included:

- Expectations for MFO Target Lists
- FLM Shadowing
- Post Job Reviews
- HPI
- Independent Oversight
- ConOps Minutes
- Red-Circle Readings
- Quarterly All-Hands
- CT Program Improvements
- Task Previews/Readiness
- SICAMs
- Quad Charts



Elements tracked via facility and program schedules

MFO – Management Field Observation

FLM – First Line Manager

CT – Continuing Training

HPI – Human Performance Improvement

SICAMs – Safety Improvement Compensatory Action & Measures

Management Field Observations

Facility level / EM Management Review Boards

Assessments

Metrics / KPI

Independent Evaluation Board

Federal oversight

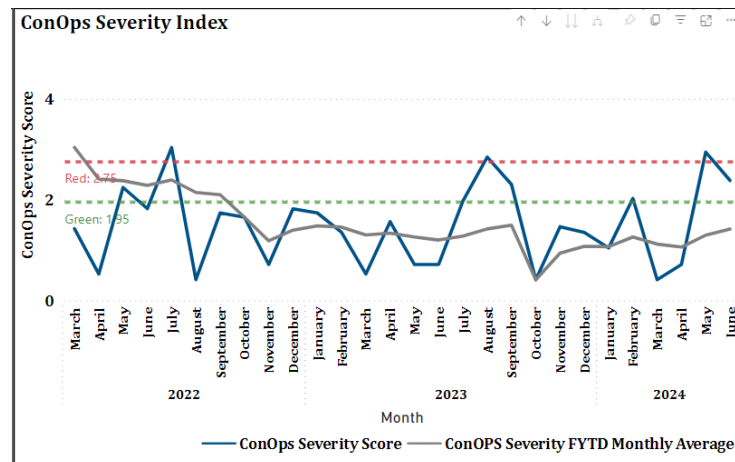


Figure - ConOps Severity Metric (simulated data)

- **Conduct of Operations (ConOps) is *how we ensure we conduct operations at SRNS safely and effectively, using a deliberate and structured approach***
- **Foundation of Strong ConOps performance *established through comprehensive Hiring and Training Programs (Apprenticeships, Qualification Programs, Continuing Training)***
- **Sustainment of Strong ConOps performance *achieved through Contractor Assurance Programs (Ops Excellence Plans, Monitoring & Trending)***

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SRNS

Savannah River Nuclear Solutions

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