

Chapter 3

Organization and Program for Operational Safety; OSHA



Purpose:

This chapter describes how DOE-RL and its Contractors fulfill their commitment to operate in a manner, which meets or exceeds OSHA standards for safety.



Scope:

The material covered in this chapter is limited to those areas of safety, which are directly related to the above stated commitment. Topics addressed are as follows:

- ❖ Application
- ❖ Employee Rights and Duties
- ❖ Inspections
- ❖ Variances
- ❖ References
- ❖ Related Chapters
- ❖ Forms & Attachments



Application:

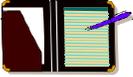
The U.S. Department of Labor granted the Department of Energy and its precursors, a statutory exemption from the requirements of the Occupational Safety and Health Act of 1970. However, to maintain the policy that DOE shall have a safety program equal to, or better than, that required by OSHA, DOE has directed that all the rules and regulations published by OSHA apply to DOE and its contractor operators on certain specified Government-owned or controlled sites.



Employer Rights and Duties:

The provisions of DOE Order O 440.1 must be followed strictly. The most important provisions include:

1. Initial and annual instruction of all employees in their rights and duties regarding safety.
2. Permanent posting of required posters and forms.
3. Maintenance of a permanent log of occupational injuries and illnesses (Form OSHA-200) and supporting documents.
4. Annual posting and informing of the employees rights.
5. Posting of all notices of violations and abatement plans.



6. Availability of forms to all employees who wish to file complaints relative to safety; acceptance, and investigation, of complaints, and appropriate response as required in DOE 5480. 29.
7. Maintenance of a permanent file on all complaints and responsive action.
8. A policy of complete nondiscrimination for employees who exercise their rights under this policy.
9. Assure all workers/employees working in their work area or another employers work area follow the designated ESH Manual; e.g., construction environmental safety manual (CESH) in a construction area.



Inspections:

1. DOE representatives' inspections will be comparable to those conducted by OSHA. The procedure for these inspections is formalized and includes the right of employee "walk around."
2. The inspector can effect immediate corrective action for imminent danger. Lesser violations will be corrected on a specified, posted schedule.



Variances:

When compliance with a specific safety regulation is not possible, does not provide the desired level of safety (whereas an alternative does), or is not economically justified, the responsible party may file a request for a variance. In general, it is unlikely that a variance will be granted unless an alternative will provide an equivalent level of safety.



RL Staff / Contractor Interfaces:

RL Staff Interfaces with DOE Hanford Contractors

- A. The mission of the Department of Energy's Richland Operations Office (RL) includes:
 1. Management of the 570 square mile Hanford Site,
 2. Safe, secure, environmentally-sound, high quality and cost-effective performance of assigned defense, commercial radioactive waste, and energy programs,
 3. Development of plans to assure the continued effective use of Hanford Site resources to serve the needs of the Department, and
 4. Conduct of activities to assure that the media and the public are informed regarding significant accomplishments and events in the performance of programs and projects under RL cognizance.
- B. This mission is accomplished primarily in Government-owned facilities operated for the Department by contractors. Under this



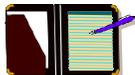
arrangement, contractor employees perform research, development and demonstration; materials production; waste management; and site services functions; while a relatively small staff of Federal employees has overall responsibility for:

1. Providing contractors with policy guidelines, program direction and funding,
2. Assuring that the work is being performed in accordance with applicable environmental, safety and health requirements and is consistent with DOE policy and program requirements.
3. Assuring contractor fulfillment of contract provisions and compliance with requirements of applicable laws and regulations,
4. Ensuring that Hanford has comprehensive and effective safeguards and security programs, facilities and equipment, and assuring that all DOE and contractor operations are cost effective.

- C. The fulfillment of these responsibilities requires frequent interfaces between the RL staff and the contractors. In these interfaces, it is essential that the staff avoid any actions which might tend to relieve the contractors of their responsibility or constrain them from using their full capability to perform as required under their contracts.

In seeking to achieve this objective, each RL staff member should:

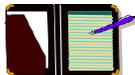
1. Understand DOE/RL policies, standards, and budgets relevant to programs/functions for which he/she is responsible and take positions consistent with these policies, standards and budgets.
2. Evaluate contractor performance against established criteria, DOE regulations and policies, goals and objectives, operations directives and the contractor's standards and procedures.
3. Establish systematic follow-up procedures on DOE directives, requests, appraisals, audits, and investigations.
4. Be alert to conditions related to safety, security, quality, and cost-effectiveness.
5. Assure that directions to the contractors are formalized and issued only by authorized DOE officials.
6. Assure that the potential cost and schedule impacts of directions to the contractor have been evaluated prior to transmittal of letters, directives, or notices. These impacts should be summarized in record notes.
7. Assure that commitments are solicited and accepted only from contractor officials who have been authorized by contractor management to make such commitments. Whenever possible, written agreements and commitments should be prepared and signed by authorized RL and contractor officials at the



- conclusion of meetings held for the purpose of resolving problems and issues.
8. Have "DOE only" discussions with HQ before contractor presentations and/or visits to contractor facilities to assure that HQ understands RL views regarding program/activity status and the contractor's performance.
 9. Assure that HQ directions/operating contractor proposals flow through RL.
 10. Deal with appropriate levels within contractor organization.
 11. Coordinate actions with other appropriate RL organizations.
 12. Assure that a coordinated RL position has been developed before group discussions with contractors.
 13. Bring major issues to RL management attention before taking positions with either HQ or contractor.
 14. Be alert to DOE staff actions that could remove responsibility from the contractor such as:
 - a) Participating in preparation of contractor submittals to DOE
 - b) Commenting on alternatives as they are developed by contractors
 - c) Informally approving (disapproving) specific actions in the field (non-safety related)
 - d) Becoming overly involved in contractor preparation for presentations to DOE
 - e) Providing informal feedback on formal submittals.
 15. Deal with contractor performance rather than performance of individual contractor employees - judgements regarding individuals should be referred to appropriate RL management.
 16. Maintain a cordial but "arms-length" day-to-day interaction with contractor counterparts.
 17. Represent RL/DOE management to the contractor and avoid the trap of becoming apologist for the contractors and/or representing the contractors interests to the RL/DOE management.
 18. Be alert to his/her obligations under the Conduct of Employees regulations.
 19. Don't tell the contractor how to do their job. RL personnel just tell them what you want as the customer and overview the results.
 20. Don't get involved in union/jurisdiction issues unless it is in the scope of your work.
 21. Avoid asking the contractor for favors, especially if on the personal side.
 22. Avoid discriminating between contractors or personnel within the contractors. Assure RL personnel do not give the impression of reprisal action towards any contractor or sub contractor employee.



23. If giving direction to the contractor, do it formal and through the Contracting Officer (CO) or the Contracting Officer Representative (COR).
 24. If direction is required or suggestions to a sub contractor while in the field; go through the contractor project manager or the appropriate level of contractor management. Document your direction and action.
 25. All personnel have "STOP WORK AUTHORITY" when an imminent hazard exist, but make sure if it is used, you inform your manager as soon as possible.
 26. Avoid any and all slanderous, abusive, vulgar, or attacking language of any person, Hanford worker, co worker, subordinate, or visitor.
- D. Health and Safety Responsibilities at Hanford: The listed direction is an example of the minimum requirements of RL, RL contractors and subcontractors concerning health and safety responsibilities at Hanford.
1. General Policy
Each RL, RL contractor and subcontractor is responsible for the health and safety of their own employees. Landlord contractors are responsible to aid and provide assurance that employers, service contractors, and subcontractors are aware of the hazards while working in other assigned work areas not considered to be their job station.
 2. Definitions
 - a) Contractor: An RL Government-Owned, Contractor-Operated (GOCO) Organization who has been designated to perform established work and manage assigned facilities or activities at Hanford.
 - b) Contractor (Landlord): An RL contractor who manages assigned facilities or activities at Hanford and requested the services of another RL GOCO contractor or subcontractor and use their employees to do this work in other than their assigned work areas. For example, the GOCO contractor employees to perform the service is in the 3000 Area, but the requested service work will be performed in the 600 Area for the GOCO contractor; another example would be the subcontractor has employees who work out of Pasco, Washington, but will work in the 100 N Area.
 - c) Employer: Any contractor performing work at Hanford who hires employees.



- d) Health and Safety Plan: A documented plan developed and implemented by the contractor to meet Federal, DOE, and DOE-RL regulations, and applicable State or local regulations, for the health and safety of employees, environmental protection, and property protection while performing work or activities at Hanford. (See pages 10 to 13 of this document under chapter 1.)
 - e) Service Contractor: A GOCO contractor at Hanford whose services are requested by another GOCO contractor to perform identified work or activities.
 - f) Stop Work Authority: Any contractor or employee so designated has the right, authority, and responsibility to stop operation of activities when they observe any unsafe act or condition that threatens the health and safety of employees or the public, or property at Hanford. Should any employee encounter a situation or event that poses an imminent or immediate danger, they may stop work.
 - g) Subcontractor: A contractor who will perform work at Hanford and is contracted by a GOCO contractor.
 - h) RL: Refers to a Federal Employee
3. Responsibilities
- a) The RL, RL contractor requesting the service of another RL contractor or subcontractor has responsibility to:
 - 1) Provide a program for the health and safety of its employees.
 - 2) Advise RL, RL contractor, service contractors, subcontractors and employees performing work in the assigned facilities of known potential hazards, including toxic materials, radiation zones/areas, electrical hazards, high voltage energy sources, pressurized equipment or lines, hot/cold, confined spaces or other stresses.
 - 3) Provide proper controls such as locks and tags for energy sources or plant systems.
 - 4) Advise affected employees of facilities and area emergency warning signals and the required responses.
 - 5) Review and approve any radiation work procedures or radiation work permit (RWP), hazardous work permit



(HWP), confined space entry, movement of explosive materials, work with toxic materials, etc.

- 6) Maintain a routine or regular liaison with the employer or RL contractor providing the service to the requesting contractor. This liaison may consist of routine meetings, walkthrough inspections, etc., to identify impacts on employees, facilities, and programs.
 - 7) Review the health and safety plans and activities that the service contractor and subcontractor will conduct in the facility. Identify and evaluate the impacts of the services and other related services or activities on the employees, facilities, or programs.
 - 8) Report immediately unsafe conditions, practices, releases, occurrences, or events which come to the attention of the RL contractor, services contractor, and subcontractor.
 - 9) Conduct and maintain activities and facilities so as not to cause injuries, illnesses, or loss of property or programs due to an unsafe condition.
 - 10) Stop work immediately if an imminent danger or unsafe act or condition is observed.
- b) Service Contractor is responsible to:
- 1) Provide a program for the health and safety of its employees.
 - 2) Conduct activities so as not to cause injuries, illnesses, or loss of property or programs due to an unsafe condition.
 - 3) Assure that the subcontractor providing requested services has an acceptable health and safety plan. Review, accept, and assure compliance with the plan and its specific activities.
 - 4) Establish and implement a health and safety plan for the activities or services to be provided.
 - 5) Monitor the health and safety of the activities, facilities, and programs under their services and requested subcontractor services. The monitoring will be



conducted by reviews, walkthrough inspections, and the enforcement of DOE, DOE-RL, RL contractor, service contractor, and subcontractor health and safety standards in the assigned work environments or areas.

- 6) Maintain activities and facilities in the work environment under their control in a safe and healthful condition.
 - 7) Report immediately to RL and the RL contractor any unsafe conditions, practices, releases, occurrences, or events which may affect any employees, facilities, or activities.
 - 8) Stop work immediately if an imminent danger or unsafe act or condition is observed.
- c) Subcontractor is responsible to:
- 1) Provide a program for the health and safety of its employees.
 - 2) Conduct activities so as no to cause injuries, illnesses, or loss of property or programs due to an unsafe condition.
 - 3) Provide and implement the approved health and safety plan for the requested services.
 - 4) Maintain the activities and facilities where the service is performed in a safe and healthful condition.
 - 5) Report immediately to the service contractor any unsafe conditions, practices, releases, occurrences, or events which may affect any employees, facilities, or activities under their purview.
 - 6) Stop work immediately if an imminent danger or unsafe act or condition is observed.

4. Enforcement

Enforcement of this policy and responsibility shall be by Line Management, Contract/Procurement Personnel, Project Engineer, and Safety Personnel. DOE, DOE-RL, and Contractor Health and Safety standards and reporting requirements shall be strictly enforced.

E. Employees' Responsibility and Authority for Suspension of Operations: Recently, there has been reluctance by safety



organizations and supervision to stop operations when an imminent safety hazard is reported or observed. Please inform your supervision, contracting officers, project engineers, safety personnel, and employees that the following policy and steps apply when an imminent hazard is observed:

Policy:

"Should an imminent safety hazard be observed, all employees have the responsibility and authority to stop work until the situation can be considered safe or mitigated."

Suggested Steps:

1. Stop the work immediately if it is within your own company, and if it is possible to do so without creating a larger safety problem.
2. If it is another Hanford contractor or subcontractor, contact the project engineer, person in charge, or other responsible company official for immediate action.
3. If the proper staff is not immediately available, stop the work and notify your supervisor. Document the state of conditions, identification of imminent safety hazards, immediate actions taken, and notifications made.
4. If this fails, contact the U.S. Department of Energy, Richland Field Office (DOE-RL) line management for that particular work.
5. All personnel shall be removed from the hazardous area and operations shall be suspended except for rescue operations until:
 - a) The contractor has fully evaluated the situation by use of appropriate qualified personnel and determined the operation to be safe.
 - b) An onsite investigation, and testing as appropriate, has been conducted and the contractor has developed written corrective actions satisfactory to the contracting officers or their representatives.
 - c) Procedures are in compliance with all requirements of the company health and safety manual and regulations of federal, state, and local entities having jurisdiction.
 - d) Authorized restart of operations is provided in writing by the contracting officers or their representatives.

Note: Only designated personnel will have authority and responsibility for shutdown of a plant, facility or reactor.



Master Safety Rules

All employees shall comply with the following Master Safety Rules:

1. Maintain the work environment and equipment in a clean and orderly condition.
2. Correct or report unsafe conditions or practices.
3. Inspect all tools, ladders, and equipment for defects before each use.
4. Know the hazards of the job and protective controls required prior to starting work.
5. Comply with established safety procedures and practices.
6. Use prescribed protective clothing and equipment.
7. Do not indulge in horseplay. Avoid distracting others.
8. Lift correctly: bend knees, keep back straight, and get help when needed.
9. Report every injury. Get first aid immediately.
10. Know the emergency procedures and respond promptly to all warning signals.
11. Observe all warning signs and do not enter barricaded areas without proper authorization.
12. Keep emergency equipment and exits clear at all times.

If It's Not Safe, Don't Do It.



Facility Representative Program:

Facility Representative Responsibilities

Facility Representatives report to a Operations Division Director (ODD) and purview facilities over which the programs Division Directors have line management responsibility. They have direct technical knowledge of these facilities and are aware of facility/program budgets to ensure program compliance. The Facility Representative is an integral part of the Occupational Safety and Health Program at Hanford. They are the eyes and ears of safety in the facilities.

The Facility Representative must maintain frequent communication with his/her manager sufficient for RL line management to be cognizant of current facility conditions. Facility Representatives must spend the majority of their time in their assigned facilities observing operations and assessing operating conditions. They should also be readily accessible to any facility workers who might be concerned about unsafe conditions within the facility or improper conduct by the contractor. Facility Representatives are responsible to their managers for all aspects of operations and conditions at their facilities.



Facility Representatives must be thoroughly familiar with the Hanford Site and their facility characteristics, operating procedures, and capabilities of contractor personnel. The Facility Representative must be aware of major work in progress and in planning who is doing the work, what procedures will be used, whether the workers are trained and qualified, and whether the activity is being performed safely. This knowledge is primarily acquired by facility tours, review of logs and documentation and attendance at appropriate management meetings of the operations review, safety review meetings, and attend operator qualification boards.

The Facility Representative must be available to respond to facility events and serve as the DOE presence for special evolutions. The operating contractor shall provide office space at the facility for the Facility Representative and post their portable phone or beeper number in the contractors control centers. The Facility Representative will maintain and keep their beeper or portable phone on their person while acting as Duty Officer.

Per RL policy, Facility Representatives will not have budget, programs, or schedule responsibilities for the facility assigned and therefore, should be in a position to provide information to DOE line management independent of programmatic influences. However, this does not eliminate the need for the Facility Representative to be knowledgeable on the budget, and the contractor deliverables.

Facility Representatives will be in a position to perform certain line management functions more effectively than could the programmatic organization. For example, the Facility Representative should play an active role in periodically assessing the integrated quality assurance program and its performance.

The RL manager has requested Facility Representatives to participate in all in-briefs and out-briefs for incoming visitors, inspectors, and inspection teams.

The Facility Representative will observe, evaluate, and report on the effectiveness of the contractor's operational performance, quality assurance program, management controls, and assurance of worker health and safety. Additionally, the Facility Representative will evaluate the overall effectiveness of the operating contractor in implementing corrective actions to deficiencies identified by facility reviews. The frequent presence of a Facility Representative in the facility can be expected to improve communication between DOE and the operating contractor, which should lead to a better understanding of DOE expectations by the contractor and aid in the implementation of enhancements to facility work practices and operating conditions.



In order to facilitate a direct communication link with senior contractor management, the Facility Representative should meet periodically with senior contractor management (level one) to report on facility assessments and discuss systemic issues.

Authority Granted to Facility Representatives

The Facility Representatives have the authority to “stop work” of an operation or the facility regardless of who is performing the work, if they believe that conditions exist which:

1. Pose an imminent danger to the health and safety of workers or the public
2. Could adversely affect the safe operation of, or could cause serious damage to, the facility if allowed to continue
3. Could result in the release of radiological or chemical hazards to the environment in excess of regulatory limits.

Hanford Facility Representatives are given authority to “stop work” per a memorandum that is maintained in the RL Manager’s office.

Other than as described in the preceding paragraph, the Facility Representative is not authorized to provide direction regarding the facility, its operation, or the people involved in its operation or maintenance.

In order for the Facility Representative to perform their activities, it is essential that they be given reasonable control of their workload. If it appears to require more time at work than the normal eight hours per day with an occasional overtime, then the Facility Representative and ODD must decide on an action plan to normalize hours. This may result in more Facility Representatives assigned to the facility, or the ODD helping the Facility Representative to more effectively organize his/her time.

The most important essential action is frequent communications with the ODD. The intent of the Facility Representative program is diminished or made non-functional without good communications.

Relationship of Facility Representative with other DOE Managers

The Facility Representatives report directly to their ODD. During an event when the Facility Representative can not contact the ODD, they should try to contact the appropriate chain of command AM. If that fails, contact should be made with the RL Deputy Manager or the RL Manager.



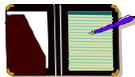
The Facility Representative is an integral portion of the DOE oversight of contractors and as such may be called upon by all levels of management.

Relationship of Facility Representatives with Program Operating Contractor

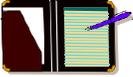
In order for a proper relationship to exist between the Facility Representative and the contractor, that relationship shall be clearly understood by both parties. The Facility Representative occupies a unique position in the transmission of information between DOE and the contractor. The Facility Representative must be able to communicate effectively with all levels of the contractor organization, be familiar with the contractor chain of command and with the operators. However, it is important that the Facility Representative neither give the appearance of being nor actually becoming subverted to the contractors interests.

Facility Representatives cannot replace contractor management; instead they must ensure the effectiveness of the contractor's operations. In defining the relationship between Facility Representatives and the contractor, the following points are emphasized:

1. The Facility Representatives provide line organization oversight of facility operations. The contractor is responsible for the work performed at the facility; however, this does not diminish the Facility Representatives responsibility to fulfill their obligation by constantly assessing the performance of the contractor. This constant assessment and attention to detail by DOE ensures the contractor is fulfilling contract obligations.
2. The contractor always retains primary responsibility for the safe operation of its facility, and any Facility Representative actions or inaction cannot be allowed to diminish this responsibility. The role of the Facility Representative is to ensure that the operating contractor's programs and processes are safe and effective.
3. Facility Representatives should not simply report status of problems at their facilities. The Facility Representatives must analyze each problem and determine whether or not the situation is satisfactory. When not satisfactory, the cause of the problem and the steps taken to correct it must be evaluated. This thoughtful analysis of the situation should be discussed with both contractor and DOE management to determine the best course of action.
4. The responsibility for identifying and correcting deficiencies rests with the operating contractor. The contractor should never rely on the Facility Representative to identify or correct deficiencies.



5. Minor events or problems are frequently clues that indicate more general problems in the contractor's organization, management, personnel abilities, or practices. Therefore, attention to detail in the association and correction of minor problems can result in significant improvements in the contractor's organization and performance. When corrective actions are called for, formal action should be taken with the contractor.
6. The Facility Representative must actively support high standards of safety. A Facility Representative should work to promote these high standards and ensure excellence in the conduct of operations by using and supporting those systems that produce:
 - a) A clear assignment of responsibility and authority
 - b) Attention to detail
 - c) A sound technical basis for operation
 - d) Qualified, trained people
 - e) Strong teamwork
 - f) A conservative, formal approach to operations
 - g) Effective and timely communications
 - h) Openness in recognizing problems
 - i) Responsiveness in solving problems
 - j) A questioning attitude among operating personnel and management
 - k) Complete compliance with procedures.
7. The Facility Representative should adhere to certain rules of conduct, or protocol, while performing assigned duties. The following is a formal protocol for the Facility Representative:
 - a) Except in the case of an emergency "stop work" as per FRI 006, Facility Representatives should avoid interrupting operators in their work. The Facility Representative should wait for a more opportune time to transact business. If the Facility Representative is observing operations or activities, the observation should be performed unobtrusively. Operators carry the burden of safety, and a diversion from their duties could adversely affect facility operations.
 - b) The Facility Representative should maintain frequent contact with facility management. When Facility Representatives observe something that causes them concern about safety, they first discuss their concerns with the level of management appropriate to the nature of the problem. This should be the lowest level of plant personnel or supervision that is responsible for the work observed. If the response is unsatisfactory, the Facility Representative should discuss the problem with higher levels of contractor staff.



References:

- ❖ 29 CFR 1904, "Recording and Reporting Occupational Injuries and Illnesses."
- ❖ 29 CFR 1910, "OSHA Safety and Health Standards."
- ❖ 29 CFR 1926, " Safety and Health Regulations for Construction."
- ❖ Occupational Safety and Health Act of 1970



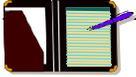
Related Chapters:

- ❖ Chapter 1, "General."
- ❖ Chapter 2, "Codes and Standards."
- ❖ Chapter 5, "Construction and Demolition."
- ❖ Chapter 15, "Industrial Hygiene; General"
- ❖ Chapter 16, "Industrial Hygiene; Factors."
- ❖ Chapter 17, "Safety Inspection Checklist."



Attachments:

- ❖ Attachment 1: *Employee Rights and Duties Instruction Records*
- ❖ Attachment 2: *Safety Complaint Forms (Blanks)*
- ❖ Attachment 3: *Safety Complaints and Response Records*

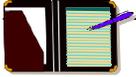


Attachment 1:
Employee Rights and Duties Instruction Records



Please insert a copy of applicable employee rights and duties instruction records following this page or indicate the location of these records on the form below.

Facility Name:		
Instruction Records Location:	Initial:	Date:



Attachment 2:
Safety Complaint Forms

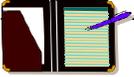


Please insert a copy of applicable blank safety complaint forms following this page or indicate the location of these form(s) below.

Facility Name:		
Blank Complaint Form Location:	Initial:	Date:

Attachment 3:

Safety Complaints and Response Records



Please insert a copy of applicable safety complaints and response records following this page or indicate the location of these records on the form below.

Facility Name:		
Complaint Records Location:	Initial:	Date: