



Post-SMRB ISMS Surveillance

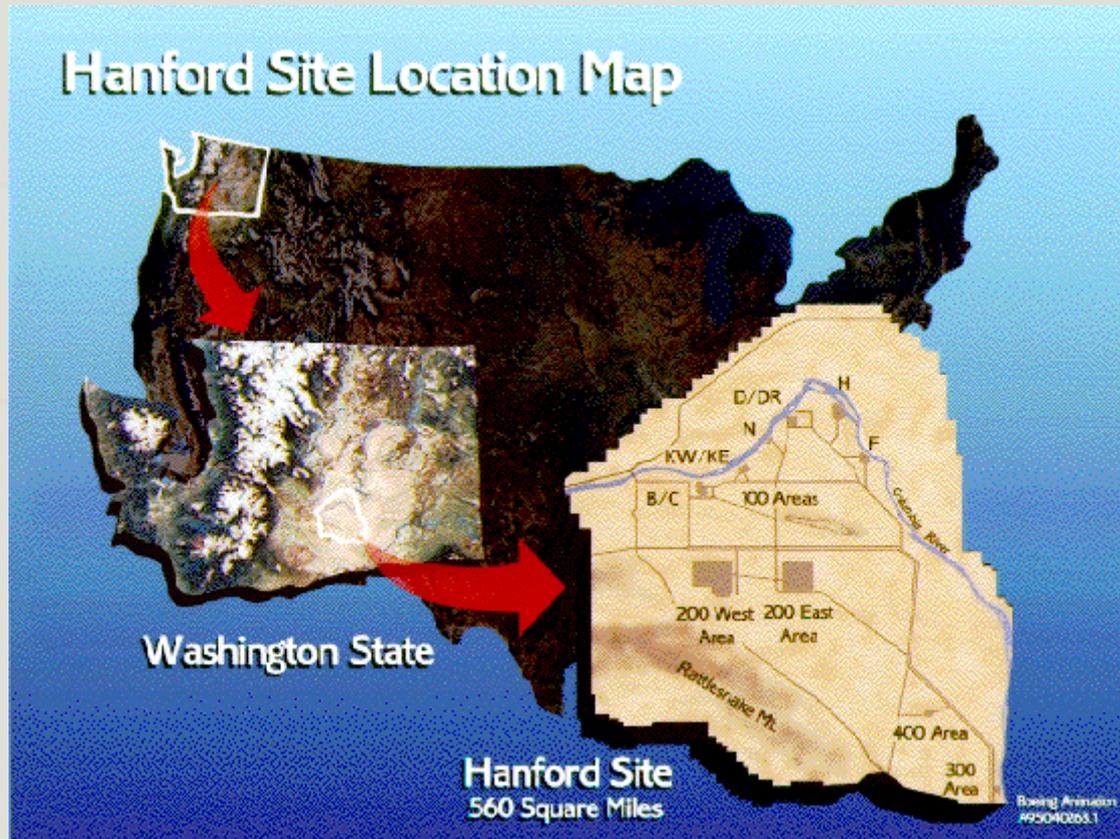
September 30, 2010

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& Rocky Simmons



Hanford Site

Hanford Site Location Map





ENVIRONMENTAL
INTEGRATION SERVICES

189 fuel efficient
vehicles

70,000
chemical analyses

2,000,000
lab work safe hours

55%
increase
laboratory
samples



657 metric tons
recycles

Mission Support Alliance scale

SITE INFRASTRUCTURE
AND UTILITIES

1 water treatment
plant

500
miles of
roadway

200,000
megawatt hours
of electricity

450,000,000
gallons of water per year

50
septic
tanks

2,000 acres under
biological control

100 miles of
water lines



LOGISTICS AND
TRANSPORTATION

7,500,000 managed facilities
gross square feet

1,200
heavy duty vehicles

375,000
acres of federally
owned land

40 miles
of rail

16,000
freight items
per month

1,200 fleet
vehicles

24
construction
cranes



359 square miles
wifi coverage

INFORMATION
MANAGEMENT

10,375
desktop
computers

990,000
electronic records

12,000
phone lines



40,000 blocked spam
emails per day

EMERGENCY SERVICES
AND TRAINING

1,500
emergency
response
calls

70,000
student training days

32 wildfires
this year

28 emergency
response vehicles

24/7 maintain patrol
operations center

4 fire
stations

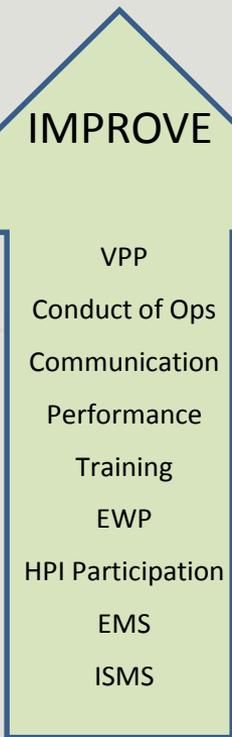


Fiscal Year 2010 accomplishments



MSA ISMS/Safety Culture

ISMS Safety Process



Feedback/Improvement

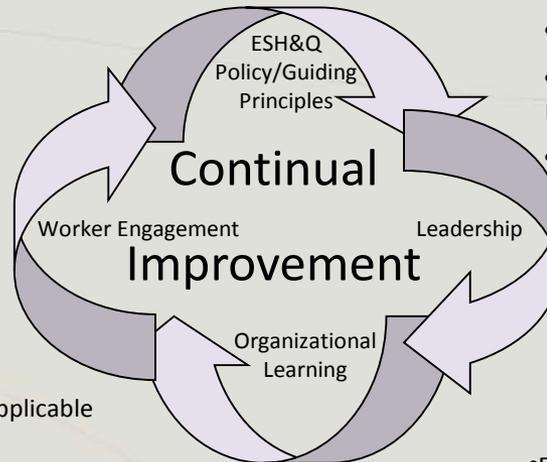
- Characterization/Monitoring Results
- Performance Indicators
- Injury Illness Statistics
- Accident Investigations
- Lessons Learned
- Self/Independent Assessments

Perform Work

- Operational elements applicable to the organization
- Education Training, Awareness & Competence
- Communication
- Document & Record Control Processes

Define Scope of Work

- Project Management
- Job Planning Documentation
- Statement of Work

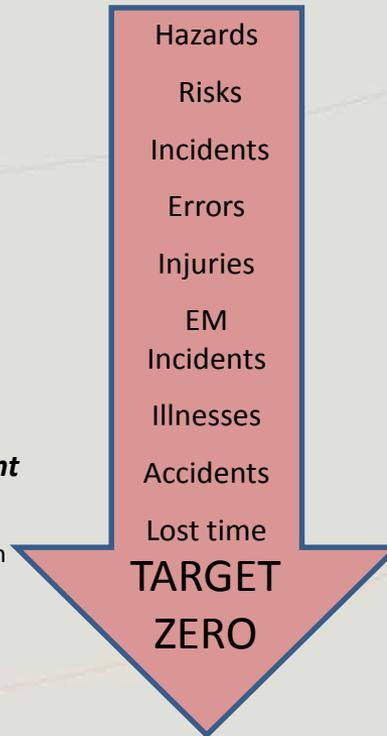


Analyze Hazards

- Statement of Work
- Hazard Identification
- Hazard Analysis
- Technical & Operating Procedures
- Subject Matter Experts

Develop & Implement Controls

- Elimination or substitution
- Engineered Controls
- Work Practices and Administrative Controls
- Personal Protective Equipment





Session Objectives

- **Share a one-of-a-kind approach of field engagement for Integrated Safety Management at the worker level**
- **Share with the audience our best practice methods found and shared with Senior Management**
- **Opportunities gleaned from the ISMS Surveillance Team for real-time improvement**



Focus of Surveillance

- **Determine the effectiveness of completed compensatory and corrective actions associated with the Phase II and SMRB Assessments.**
- **Observe and review work activities with a view to improve performance.**
- **Identified issues or opportunities for improvement will be immediately fed back to the field workers and supervision.**



Focus Areas

- **Completed and in-progress Corrective Actions**
- **Management Field Presence**
- **Subcontractor Flowdown**
- **Procedure/Work Instruction Compliance**
- **Pre and Post-Job Briefings**
- **Hazard Analysis and Use of AJHAs**
- **Work Package Efficacy and Quality**
- **ISMS Knowledge/Awareness**
- **Worker Involvement in Planning and Feedback Processes**



Methodology / Approach

- **Review the approved CAs that address Work Process and Field Performance issues**
- **Completed CAs will be reviewed to determine effectiveness**
- **In-progress CAs will be evaluated and discussed with field personnel and management to determine status and validity**
- **Surveillance activities focused by Criteria and Objectives in Attachment 1 of Assessment Plan**



Methodology/Approach (cont)

- **To the extent practical, review and observe Work Activities from cradle to grave including:**
 - work package and hazards analysis
 - pre- and post-job briefings
 - performance of work
- **Identified opportunities for improvement will be provided to field personnel and documented in accordance with the MSA Surveillance Process, MSC-PRO-9769**



Team Composition

- **Mark Steelman (Team Lead)**
- **Mike Ferry**
- **Art Garcia**
- **Ben Geppert**
- **Pete Gunter**
- **Mike Humphreys**
- **Steve Maiuri***
- **Terri McEvoy**
- **Lonnie Poteet***
- **Robin Quinton***
- **Henry Sparks***
- **Steve Veitenheimer**
- **Rocky Simmons and John Jeskey – Bargaining Unit oversight**
 - **Bargaining Unit Personnel**



Methodology/Approach (cont)

- **In-field duration – approximately 3 weeks**
 - **October 4 thru 22**
- **Surveillances and associated IIFs will be developed as issues are identified.**
- **Final Surveillances and IIFs complete by October 27**



ISMS

Surveillance Team Results

November 16, 2010



Agenda

- **Purpose & Scope**
- **Schedule**
- **Pre-SMRB Assessment Results**
- **SMRB Findings**
- **Work Control Surveillance**



Purpose and Scope

ISMS Surveillance activity was comprised of two phases.

Part 1 - Field Surveillance

Part 2 - Effectiveness Review



Schedule

- **ISMS Surveillance 4/20 – 7/01/10**
- **SMRB Review 7/19-30/10**
- **MSA Declaration of Readiness 9/27/10**
- **Work Control Surveillance 10/4-22/10**
- **DOE/RL MSA Phase I/II ISMS Verification 11/15-12/10/10**



Pre-SMRB Assessment Results

- **During Part 1 the surveillance team identified approximately 245 issues.**
- **These issues were rolled up into 12 categories, for example:**
 - **Senior Management Involvement**
 - **Procedures**
 - **Feedback and Improvement**
 - **ISMS Communication and Training**



Cross-Cutting Issues Identified

- **5 cross-cutting issues were identified**
 - **Safety Culture**
 - **Inter-Contractor Work Control**
 - **Communication**
 - **Work Control/Hazards and Controls**
 - **Training and Qualification**

- **8 “rollup” areas identified**



Cross-Cutting Issues Identified

Cross Cutting Issue	CARF# (AR#)	Corrective Actions	Status
Safety Culture	20100155 (29028210)	<ul style="list-style-type: none"> •IDENTIFY SAFETY CULTURAL TRUST ISSUES •ESTABLISH A COMMUNICATION PLAN •ANALYZE THE SAFETY CULTURE •DEVELOP ACTIONABLE PLAN 	COMPLETE COMPLETE OPEN OPEN
Inter-Contractor Work Control	20100163 (29028245)	<ul style="list-style-type: none"> •PERFORM NEEDS ANALYSIS FOR INITIAL AND CONTINUING TRAINING •RECEIVE OHC FEEDBACK BY COB 9/13/10 •INCORPORATE FEEDBACK IN DRAFT MP AND/OR OTHER DOCUMENTS •FINALIZE AND APPROVE MANAGEMENT PLAN •PLACE MSC-MP-47124 TO THE TARGET POPULATION IN REQUIRED READ 	COMPLETE COMPLETE COMPLETE COMPLETE OPEN
Communication	20100166 (29028251)	<ul style="list-style-type: none"> •IDENTIFY MAJOR SUBCONTRACTORS AND THEIR SUBCONTRACTORS •REVIEW SUBCONTRACTS TO ISMS SP-5 FLOWDOWN 	COMPLETE COMPLETE
Work Control/Hazards and Controls	20100153 (29028261)	<ul style="list-style-type: none"> •PERFORM AN ASSESSMENT ON EACH MSA FUNCTIONAL GROUP •REQUEST IA FOR MSC-RD-10321 TO DEVELOP IMPLEMENTING PRO (ROOF ACCESS & INSPECTIONS) •PERFORM EVALUATION OF CURRENT MANAGED TASKS WORK PROCESS •SI & U ACTING VP ASSIGN PROJ. MANAGER POSITION TO CENTRALIZE 	COMPLETE COMPLETE COMPLETE COMPLETE
Training and Qualification	20100155 (29028224)	<ul style="list-style-type: none"> •PERFORM AN EXTENT OF CONDITIONS REVIEW •ESTABLISH A MSA CORPORATE TRAINING FUNCTION 	COMPLETE COMPLETE



MSA

SMRB Findings (Category 1)

Finding	CARF# (AR#)	Corrective Actions	Status
MG.1-2 No Desc. Of ISMS Annual Update	20100213 (29028416)	<ul style="list-style-type: none"> •Revise MP-003 to include process 	COMPLETE
MG.1-4 Inter-Contractor Work Control	20100213 (29028245)	<ul style="list-style-type: none"> •See previous slide 	
WPC.1-1 Inappropriate latitude given to workers in implementation of safety controls	20100213 (29028414)	<ul style="list-style-type: none"> •Present a briefing to FWSs on procedure/work package compliance •Present a briefing to maintenance craft on procedure / work package compliance •Have discussion with Planners on use of "if required" and similar statements in work packages. 	Due 11/19 COMPLETE COMPLETE
WPC.3-2 Specific controls not always identified for a given hazard	20100213 (29028481)	<ul style="list-style-type: none"> •Issue guidance to managers/FWS on AJHA use •Review/revise all active AJHAs as necessary to assure consistent with PRO-079 and Kruger memo of 8/26 	All COMPLETE
WPC.4-5 Some maintenance workers and supervisors are not following work package instructions	20100213 (29028425)	<ul style="list-style-type: none"> •Develop and issue MSA FWS procedure •Develop MSA FWS training course •Train employees with FWS responsibilities 	COMPLETE COMPLETE Due 11/19
WPC.5-2 Jobs did not include a post-job review	20100213 (29028413)	<ul style="list-style-type: none"> •Develop a presentation covering expectations for post-job reviews and documentation of feedback •Brief all FWS using presentation on post-job review •Brief all planners using presentation on post-job reviews 	All COMPLETE
WPC.5-3 Feedback of lessons learned in one job to the next job is not well implemented	20100213 (29028465)	<ul style="list-style-type: none"> •Evaluate work control process to decide if additional information should be captured 	COMPLETE



Post SMRB Work Control Surveillance

- **Observe work control activities in the field.**
- **Observe and review work activities with a view to improve performance.**
- **Identify issues or opportunities for improvement, provide immediate feedback to the field workers and supervision.**



Results Summary

- **20 Surveillance Reports issued**
- **Summary of Performance**
 - **Overall Performance is Mixed**
 - **Some Positive Observations**
 - 3 Noteworthy Practices noted for Identification of Hazards & Controls, Feedback and Improvement
 - **Some Negative Observations**
 - Performance has not improved noticeably in several organizations



Rollup of Results

- **Hazards and Controls**
 - not consistently identifying the hazards and controls for a specific activity
 - no pre-job brief, or LTA pre-job brief
- **Procedural Compliance related**
 - Non-compliance with procedures / instructions / policies
 - Expired Standing AJHAs
 - “Controlled” Hard Copies of Instructions Out of Date



Rollup of Results

- **Work Control**
 - Several organizations do not appear to be fully in compliance with MSC-PRO-12115
- **Safety Issues / Zero Accident Council (ZAC) related**
 - Stop work, outstanding safety concern regarding moving furniture into new trailers
 - Safety logbook out of date, long standing issues not resolved
 - Expired Standing AJHAs
 - EZAC Bulletin Board Out of Date



Work Control Surveillance Results

Finding	CARF# (AR#)	Corrective Actions	Status
Not consistently identifying the specific Hazards and Controls for skill based work activities	TBD	•Revise MSC-PRO-14047 to more clearly state the expectation for FWS to brief on the specific hazards and controls	Open
		•Require affected department managers to brief THEIR FWSs on changes to MSC-PRO-14047	Open
Ladder Safety – OFI in MSC-RD-24243, Portable Ladders	20100327	•Revise MSC-RD-24243 to address opportunities for improvement	Open
ZAC Issues / Safety Issue	20100332	•Ensure Safety logbook is up-to-date	Open
RES Lockout / Tagout issue	20100326	•Brief workers on the issues identified and ways to keep from repeating the mistakes	Open
Tracking of Overtime	TBD	•Brief Supervisors/SOEs/FWS on how overtime is supposed to be tracked and approved	Open
No MSDS copies, lift gate manual in vans	20100328	<ul style="list-style-type: none"> •Verify the AJHA for lift gates is up to date •Verify that all RES Vans/trucks with lift gates have the lift gate operation manual in the vehicle. •Verify there is a method to ensure workers assigned to jobs that require having the MSDS, are given or have immediate access to the MSDS 	Open (all)
Workers not following steps in WP	TBD	•Fix hard copy desk instructions/Field instructions for RES/Janitors	Open
		•Brief workers on following procedure/work documents as written or stop work	Open
Hazard evaluation deficiencies	20100329	•Notify all Field Work Supervisors, Work Planners, and Engineers as appropriate that conduct pre-job planning to involve employees in the hazard analysis process.	Open
Out of Date Instructions	20100331	•Verify desk instructions have been purged and verified as being current on a routine basis	Open



- **ISMS Surveillance Team Results**
 - Significant Improvement has been seen
 - OFIs remain
- **SMRB noted the Team as a Strength**
 - The MSA ISMS Surveillance Activity “is an important internal review activity designed to assist Mission Support Alliance in solving particularly onerous and real-time interface issues.”
- **Pathforward**
 - Expect to benefit from Self-Identification, in the DOE/RL review, as we did in the SMRB review
 - ISMS Surveillance Team activity to continue as part of ISMS Sustain and Maintain



- **Mission Support Alliance has re-instituted the Corrective Action Plan (CAP) from our submitted results. This effort is currently ongoing.**



Current Status

- **July 2011 – The team has gone back in the field to assess the effectiveness of items found**
 - **We provide immediate feedback to work group leaders after the observations have been conducted**
 - **Reports are disbursed bi-monthly to the executive level leadership**



Take Away

- **Don't be afraid to take a critical look at yourself throughout the year to better align yourself for best practices.**



Thank you for your time!

Enjoy the conference!