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ATTACHMENT

VOLUNTARY PROTECTION PROGRAM ANNUAL REPORT

Consisting of 77 pages,
including this cover page

Department of Energy

Mission Support Contract

Mission Support Alliance

Voluntary Protection Program Annual Report

Calendar-Year 2013

1.0 SUMMARY

Mission Support Alliance's (MSA) calendar year (CY) 2013 annual evaluation for the Department of Energy's Voluntary Protection Program (DOE VPP) included reviewing the processes and requirements for maintaining STAR level of participation. To accomplish this, MSA utilized a trimester VPP self-assessment strategy that consists of conducting three periodic reviews of VPP activities during the year instead of the single annual assessment. This approach benefitted MSA by providing three data points that continuously monitored the health of VPP implementation and progress of improvements while allowing workers and managers to respond accordingly to changes within the work environment and the dynamic influences of ever changing resources.

Trimester assessment results for each of MSA's STAR sites are contained in the following appendices:

- Appendix A, HAMMER
- Appendix B, Safeguards and Security (SAS)
- Appendix C, Mission Support Services (MSS), which is the STAR Site for the balance of MSA employees and work groups, excluding HAMMER and SAS.

The scope of VPP reviews included all projects, facilities, and activities managed by MSA. The set of tailored criteria included, at a minimum, safety and health (S&H) Improvement Plan (SIP) action items and considered the integrated evaluation program (IEP) assessment schedule which was used to evaluate the S&H system and effectively assess and evaluate the elements and tenets of VPP.

2.0 CONTINUOUS IMPROVEMENT

In 2012, MSA initiated a VPP trimester evaluation process. The evaluation process proved positive results and was utilized at all three MSA Star Sites in CY 2013. A brief description of the process follows:

- Historically, MSA has used an annual process to evaluate aspects of VPP knowledge and general safety attitudes. While the evaluation provided valuable information, at times, the information gained was a lagging indicator of weaknesses within safety. The trimester evaluation process was implemented to identify the safety status of the organization on a more frequent basis and address safety issues before they became weaknesses.

  In addition to gaining three sets of assessment data annually, the trimester process also lends itself to increased employee involvement and management commitment. Representatives from 54 work groups, comprising 46 safety councils, conducted interviews from a pre-selected list of questions that focused on the tenets and elements of VPP. The results of the interviews were captured and along with other requested information, were provided to the MSA VPP Core Team. Those results were tabulated and then discussed with the Vice President (VP) and points of contact within the MSA organizations, as well as the MSA Chief of Operations. This process allowed MSA to be proactive in its approach to potential safety issues and produced a unified response from the partnership of management and workers.

  Data points and evaluation results were gathered and tabulated throughout the year and, along with information from SIPs, combined and incorporated into the annual VPP assessment report.

- MSA engaged the Integrated Safety Management System (ISMS) Surveillance Team to continually monitor safety culture through their assessment strategy (field observation, interviews, and document reviews). The Surveillance Team utilizes safety culture attributes that are contained in DOE Guide 450.4, Attachment 10. Discrepancies were immediately identified to management and to the best extent possible, fixed on the spot. Surveillance information was captured in the surveillance database and reviewed by the VPP Core Team, MSA management, bargaining unit and exempt personnel. Results were combined with leading indicators and other assessment and survey data to determine both positive and negative trends on a monthly basis.

<u>VPP Focused Programs and Initiatives</u>

MSA instituted several programs and initiatives that focused on employee participation, continuous improvement, and safety awareness. The following activities are designed to recognize and promote effective safety and health management:

- "Safety Starts", which are weekly newsletters that consist of common safety topics, were distributed to all employees for use in "back-to-work" meetings. They are designed to encourage discussion by providing a topic and relative information that is applicable to current workplace or community issues. Nearly 100% of the MSA employees participated in a weekly back-to-work meeting.

- The Performance Incentive Programs for Safety is designed to promote overall safety performance toward achieving the MSA's safety goals. Employees must attend monthly safety meetings and are encouraged to participate in at least 3 of 16 safety activities per trimester. Personnel completing the minimum number of activities are eligible to participate in a safety luncheon. All MSA workgroups earned eligibility to participate in a safety lunch during the year.

- The Weekly Safety Sleuth Challenge, which is available to all MSA employees and consists of an online safety question, was established. Each week a new safety-related question or current activity is posted; two winners are also randomly selected from the correct answers of the previous week's question. Winners receive a pre-selected item from the MSA-managed Safety Store.

- Employees participated in monthly Zero Accident Council meetings. Each agenda includes an "Open Discussion" for raising issues and concerns.

- The 2014 Safety Calendar campaign provided each employee with a 2014 Calendar. The calendar maintained the theme of preventing slips, trips, and falls and displayed drawings created by local Boy Scouts of America on the same theme.

- The "Submit a Safety Slogan" campaign remained strong through CY 2013. Over 700 safety slogans were submitted by employees during the year.

- Attendance at the monthly Presidents Zero Accident Council (PZAC) meeting remained strong, with over 90% of normal attendance at most meetings. PZAC meetings support the following initiatives:

    - workers partner with management to provide the safety topic
    - workers provide good news stories of safety, environment, and programs
    - managers share detailed injury reports emphasizing actions taken to avoid future incidents
    - MSA President and Chief Operations Officer have a platform to share information, changes, goals, and expectations for safety
    - workers have an opportunity to share ideas, make comments, and voice concerns.

- The annual Kathryn Wheeler Safety Leadership award, which recognizes MSA personnel based on worker engagement and activities that are collaborative, cooperative, and proactive, was established in 2012. Employees were encouraged to nominate coworkers for their contributions toward creating a safe work environment and promoting safety throughout the workplace. One award winner was selected from the seven employees who were nominated by their coworkers.

3.0 GOALS AND OBJECTIVES

Company-level goals and objectives were developed for CY 2013 to continuously improve programs and foster new initiatives for both management and employees to achieve the desired goal of zero injuries and illnesses in an effort to continuously improve the safety culture.

MSA utilized a comprehensive contractor assurance system (CAS) which monitored areas of performance metrics for environmental, safety, health and quality (ESH&Q). A combination of leading (i.e., process or behavioral) and lagging (i.e., outcome or results) indicators were used to identify areas for improvements, along with specific actions that were taken to maintain or achieve long term performance objectives. Included were the ISMS performance objectives, measures and commitments (POMCs) that were defined in the FY 2012 Annual ISMS and Quality Assurance Effectiveness Review Declaration.

During CY 2013, the CAS was reported monthly to the Executive Safety Review Board (ESRB) and to the Department of Energy, Richland Operations Office (DOE-RL) at quarterly CAS meetings. Adverse incidents/trends or predicted areas of risk had corrective actions developed, were tracked to closure and their effectiveness evaluated. MSA posted monthly performance data on the CAS website that can be accessed by all MSA employees.

Injury/Illness/Vehicle Accident Review

MSA analyzed and tracked all first aid, recordable, and or/days away restricted cases and vehicle accidents. VPs reviewed each injury/incident with their assigned safety professional(s) and applicable management; actions were documented and shared with employees to preclude or mitigate similar injuries. Details of injuries/vehicle accidents and actions taken were presented by the VP at PZAC meetings and openly discussed.

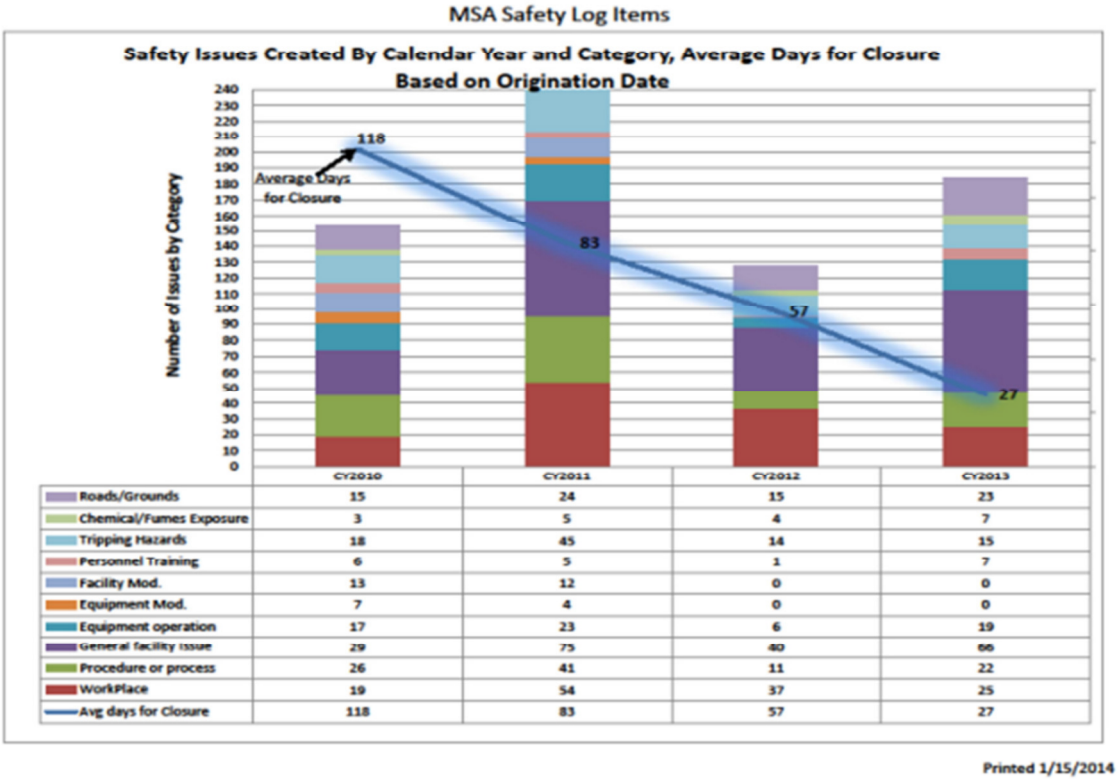
- The number of "First Aid Only" cases decreased slightly in CY 2013, from 82 reported in CY 2012 to 80 reported in CY 2013. The number of 'Recordable' injuries was about the same from 19 reported in CY 2012 to 18 reported in CY 2013, indicating the reporting of injuries has been consistent. One area that has shown improvement is injuries associated with slips, trips, and falls. In FY 2013, MSA experienced a 33% decrease of these injuries compared to CY 2012.

- The total number of vehicle incidents decreased by 21% between CY 2012 and CY 2013. More importantly, when using a scale that grades the severity of the vehicle incidents, CY 2013 indicated a 40% decrease from CY 2012.

Safety Culture

- MSA evaluated the data gathered during the DOE 2012 Hanford Site Organizational Climate & Safety Conscious Work Environment (SCWE) survey. A plan that supports the MSA initiative for continually monitoring and improving safety culture and SCWE was prepared and approved by MSA management. All of the CY 2013 improvement initiatives contained within the plan were completed as scheduled.

- MSA's safety log process has continued to show improvement in the time required to close safety ideas and issues submitted by the workforce. Between CY 2011 and CY 2012, MSA improved in the number of days required to close a safety log item by 33%. This rate improved by another 50% during CY 2013. The number of items reported in the logs increased between CY 2012 and 2013, 129 vs 183, respectively.



- The total number of safety & health inspections completed and submitted increased by 9% between CY 2012 (489 inspections) and CY 2013 (537 inspections). Throughout CY 2013, MSA has consistently met or exceeded completion of all required safety and health inspections.

MSA was successful in achieving established metrics within the goals established for CY 2013. Performance within most of the areas has been exemplary.

Safety & Health Improvement Plan (SIP)

SIPs, recognized by employees as part of their annual safety and health goals, were developed in partnership with employees and managers through work group safety councils. Written versions were easily accessible to all levels of employees; they were accessible both electronically and in hard copy, posted on safety bulletin boards, and located on the VPP web page.

MSA developed a generic SIP template that included cross-cutting safety and health issues and involves numerous disciplines and coordination between departments. As a minimum, all workgroups utilize the MSA SIP; however, individual workgroups had the option to augment the template with health and safety goals specific to their group.

The MSA cross-cutting SIP items are as follows:

- MSA management will ensure all new/transferred employees receive proper company and workplace orientation to include training on ISMS and VPP. (*Measure by comparing 2012/2013 VPP annual self-assessment*)
- Employees will have a better understanding of how the hierarchy of controls is used to

control workplace hazards (Elimination, Engineering, Administration, and PPE). (*Evaluate by comparing 2012/2013 VPP annual self-assessment)*

- Increase positive Safety Culture. (*Verify by analyzing monthly safety metrics, HGET survey results*)
- Reduce total number of vehicle incidents and damage to/by Government vehicles (*Verify by analyzing 'Weighted Vehicle Accident' metric produced monthly)*
- Increase hazard awareness by leading the Hanford site wide effort for the Chronic Beryllium Disease Prevention Program (CBDPP). *(Measure by evaluating activity of MSA's Beryllium Program Organization)*
- Increase employees' knowledge of, training, and participation in Health and Safety inspections. *(Measure by evaluating quarterly health and safety inspections to verify more employees are involved.)*

Results from the above actions are described in individual annual reports for the 3 STAR Sites (Appendices A, B, and C).

SIP Implementation of Improvements

Improvements of the SIP made throughout the year were captured, documented and reported on a trimester basis. Incorporation of additional focus areas were made to ensure continuous improvement of the S&H program. This information was provided to the VPs during VPP assessment debriefs, reported at both PZAC and EZAC meetings, and distributed via Weekly Safety Starts. All information was accessible to employees on the VPP website.

4.0 CONTRACTOR AND SUBCONTRACTOR INCIDENCE RATES

TRC and DART rates for HAMMER, SAS and MSS STAR Sites have been trending lower over the past three years, and all are below the comparison industry average. These rates, as presented in Appendices A, B and C, for the past three years clearly meet the expectations for participation in the DOE-VPP.

5.0 MENTORING AND OUTREACH

MSA participated in the following mentoring and outreach activities:

- In 2013, MSA, in partnership with the other Hanford Site Contractors and DOE, were recognized as the Hanford Site VPP Committee and awarded the VPPPA Outreach award. The Hanford Site VPP Champions Committee is a unique mix of both contractors and regulators that work together to mentor and facilitate excellence in the S&H arena representing over 10,400 employees across the Hanford site. This committee provides support and assistance to Hanford Projects and Companies as they pursue and or maintain VPP recognition. Committee participation and involvement provides the

vehicle for information exchange and for the development and enhancement of VPP activities for continuous improvement of safety and health. The Hanford Site Champions Committee brings contractors (companies) together offering a free exchange of information and improvements. This has been well established within the individual companies represented by the group but offers a unique setting in which competing companies are working together along with the regulator to improve the S&H of the Hanford site, the DOE complex, and the nation.

- MSA provided executive sponsorship as-well-as EXPO planning committee participants for the 2013 Annual Health & Safety EXPO that was held May 14-15, 2013 at the TRAC Facility in Pasco, Washington. EXPO welcomed 175 vendors in over 200 booths to share health and safety related items and services. Over 65,000 members of the community attended the 2 day event. The Bicycle Rodeo that occurred both days gave away 187 bicycle helmets that were properly fitted by a trained MSA employee. As part of the Bicycle Rodeo, the kids that received free helmets went thru the Safe Kid's Coalition Bicycle Rodeo safety course. The EXPO Committee was able to give away 13 bicycles that were collected through donations within the community and refurbished prior to the event.

- A MSA employee participated as a Special Government Employee (SGE) on the VPP onsite review at Savannah River Site in South Carolina.

- The Hanford Site Traffic Safety Enhancement Committee (TSEC) served as the advisory group which provides consensus direction for Hanford Site Highway and Vehicle issues affecting the Hanford site. The DOE Richland Operations Office (RL), Office of River Protection (ORP), and affected Contractors acknowledge that a joint committee provides the best approach for identification, evaluation and recommendations for implementation of traffic safety related issues. MSA has provided both the leadership and administrative resources to ensure that the committee functions and has remained effective.

- The Committee has been an effective tool to promote "Safe Driving" on the Hanford site through:

    - Increased Driving Awareness
    - Gathering ideas to improve our traffic safety
    - Evaluate and resolve traffic/vehicle issues affecting more than one Contractor
    - Making recommendations to DOE that require Hanford Site decisions and funding

  As demonstrated in recent vehicle safety metrics the committee has been instrumental in significantly reducing vehicle accidents for MSA, CH2M Hill Plateau Remediation Company (CHPRC), and Pacific Northwest National Laboratory (PNNL) employees. The Traffic Committee is integral for the Hanford Site to continue meeting Traffic Safety goals, as well as providing excellent and safe drivers training that can be used by workers while on and off duty.

6.0 MANAGEMENT LEADERSHIP

MSA Management exemplified leadership through involvement and partnership with MSA employees in 2013. For example, managers:

- opened meetings with a safety topic
- partnered with employees to present safety topics at PZAC meetings
- presented recognition awards to employees
- reviewed results of VPP trimester evaluations with designated Points of Contact (POC) and working together, determined actions to address potential weaknesses
- supported and encouraged participation in safety councils and safety activities
- ensured resources were available to meet safety requirements and commitments

Refer to Appendices A, B, and/or C for greater details of management leadership at the 3 STAR Sites within MSA.

7.0 EMPLOYEE INVOLVEMENT

Refer to Appendices A, B, and/or C for various employee involvement activities for the 3 STAR Sites within MSA.

8.0 WORK SITE ANALYSIS

DOE-RL established a process to assemble a multi-contractor mentoring team for weekly field and hazard identification. MSA assisted RL in developing the Lines of Inquiry (LOIs) which were based on the requirements contained in *10CFR851.21* and *10CFR851.22*, *Hazard Identification and Assessment* and *Hazard Prevention and Abatement*. The DOE-RL led team initiated their onsite evaluations on January 23, 2013. MSA and other Hanford contractor (OHC) field safety professionals participated, as-well-as bargaining unit representatives and a member from the MSA ISMS Surveillance Team. The objective of the efforts was to (1) establish an integrated team with the contractor and labor representatives to evaluate the implementation of hazard identification, evaluation and control processes, and (2) enhance the contractors understanding of RL's compliance perspective.

9.0 HAZARD PREVENTION AND CONTROL

The following activities were performed in support of hazard prevention and control at the Hanford Site:

- MSA led the effort to develop and issue a Hanford Site Hazards Guide that describes the various hazards that a manager/employee might encounter while working at the Hanford site. The Guide covers safety and industrial hygiene areas and is a Hanford network accessible electronic .PDF with relevant links to requirements sources. For each topical area, a description of the hazard, exposure monitoring criteria and OSHA/NIOSH limits, training requirements, medical qualifications/clearance requirements, regulatory drivers, and links to those drivers is provided.

- MSA facilitated the Hanford Site Traffic Committee that recommended and gained DOE-RL endorsement on incorporating traffic safety/responsible driver curriculum in Site training programs. Since instituting the Drivers Awareness training, MSA has reduced vehicle incidents, with no Occurrence Reporting and Processing System (ORPS) vehicle incidents to date. Only two employees that have taken the Drivers course have had accidents. One was a no fault accident and the other was an individual not paying attention. While there have been some anomalous peaks of vehicle accidents, the general trend for MSA vehicles accidents has shown continued improvement when compared to 2010 accidents rates.

10.0 HEALTH AND SAFETY TRAINING

MSA focused on health and safety training by developing the following courses:

- MSA piloted a new training course in 2013 for supervisors and managers. This course is intended to be one overview/fundamentals class for all supervisors (preferably within 3 months of becoming a manager) plus several lower level detail courses. These detailed classes are intended for those managers who have a need to fully understand specific processes/procedures (staffing/hiring, for example). The goal of the training course was to improve manager knowledge of MSA procedures and processes while increasing management consistency. The course includes modules in safety culture, employee assistance processes, disciplinary processes, and safety professional contacts and lessons learned.

- MSA initiated an effort to reduce slips, trips, and falls (ST&F's) in 2013. Utilizing a multi-prong approach the goal was to increase awareness, improve skills, and communicate expectations thereby reducing the incidences of ST&F's at MSA.
    - Training included classroom as well as skills training on a slip simulator where employees could practice walking skills on a slippery surface in a safe controlled environment.
    - Communications included ST&F's posters distributed to employees and a Weekly Safety Start. Safety messages were sent to MSA employees when hazardous roads were expected due to inclement weather.

11.0 AWARDS AND RECOGNITION

MSA actively participates on the VPP Champions Committee and mentors OHCs by participating on VPP assessment teams and providing requested communication guides and campaign materials. The Hanford Site VPP Champions Committee is a unique mix of both

contractors and regulators that work together to mentor and facilitate excellence in the safety and health arena representing over 10,400 employees across the Hanford site. This committee provides support and assistance to Hanford Projects and Companies as they pursue and or maintain VPP recognition. A National VPP Outreach Award is presented to one entity and this year recognized the outstanding efforts of the Hanford Site VPP Committee in participating, promoting, and assisting Hanford Site Contractors, other DOE Sites and Contractors, as well as private industries interested in the value of achieving safety programs and practices that are above national standards. This achievement is recognized by the national committee as the best example of VPP Outreach in the Nation.

All Employee Message from the MSA President's Office,

October 16, 2013 -- VPP Congratulations!

I am proud that MSA was recognized at the recent National Voluntary Protection Program Participants Association (VPPPA) Conference with several awards acknowledging our successes in safety. The effort and dedication all of you put into ensuring that our workers are safe is admirable and deserves the positive recognition it has received.

At this year's conference, MSA received three DOE Superior Star Status awards – one each for the HAMMER Federal Training Facility, the Safeguards and Security organization and for Mission Support Services. Along with all MSA employees, these organizations have worked hard to ensure that everyone goes home safely at the end of each day.

Additionally, MSA employees participated on a sitewide VPP team that received the VPPPA Outreach Award for having the best VPP outreach program in the nation, and taking the principles of VPP across company lines, ensuring a strong safety culture for all at Hanford.

It is important to protect the health and safety of ourselves and each other. We must all continue to be diligent, be aware of the situations around us and maintain a positive environment, confident that safety is a top priority.

J. Frank Armijo, MSA President and General Manager
Wednesday, October 16, 2013

Appendix A

HAMMER Federal Training Center

VPP Annual Self-Assessment 2013

Department of Energy
Mission Support Alliance, LLC
HAMMER Federal Training Center
Voluntary Protection Program
Annual Self-Assessment
Calendar Year 2013

EXECUTIVE SUMMARY

The sixteenth year of training at the HAMMER campus has been one of continued change. Fiscal Year 2013 impacts due to the government sequester continued to impact HAMMER staffing levels, budget and student numbers. The staffing reductions totaled eight positions and included retirements, transfers, voluntary reductions and involuntary reductions. Even so, the HAMMER staff remained focused on providing excellent training.

Standardized Site-wide safety training has helped reduce training costs across Hanford and provided consistent training to all workers. The increase in hands-on activities has engaged students in learning activities that have more direct applicability on the job.

The DOE National Training Center increased funding to HAMMER based on past performance and technical, subject matter and curriculum design expertise. The increased funding is to help resolve DOE-complex issues of training reciprocity and 10CFR851 implementation. Other external work remains strong with the Office of Electricity Delivery and Energy Reliability as HAMMER Staff takes on new scope in program administration while maintaining the high quality training expertise.

HAMMER staff is committed to safety through Employee Zero Accident Council (EZAC) and the Director's VPP Committee by focusing on safety culture, situational awareness, and hazard

identification and control. Also contributing to these positive results are the campus safety walkthroughs and excellent participation by staff in HAMMER and MSA EZACs and teams. Unfortunately, HAMMER experienced one recordable injury this calendar year and actions were immediately put in place to reinforce daily stretching especially for those who sit at their desk for long lengths of time.

INTRODUCTION

HAMMER Federal Training Center utilized the Mission Support Alliance (MSA) trimester VPP evaluation process to continually review and provide feedback to employees and management. During the self-evaluation an overall grade was assigned as the 5 tenets of VPP were examined through an interview process. The overall score was on a 0 – 5 scale, with 5 being the best possible implementation of the VPP. Each of the 5 tenets and sub elements were validated with questions or Lines-Of-Inquiry which included employee interviews, and document/information reviews. The first self-evaluation was completed in April 2013 and was graded as an overall score of 4.6/5.0 which is equivalent to 'excellent'. The next self-evaluation was completed in August 2013, and an overall score of 4.9/5.0 was established, which indicates the program is sustaining its strength. The final self-evaluation was completed in December 2013 with an overall score of 4.5/5.0 which showed a continuing trend of "excellent" performance throughout the year. Combining all three of the VPP self-evaluations, HAMMER ended with a total overall score of 4.7/5.0. A total of 52 employees across the organization were interviewed during the three self-evaluations, which equates to 58% of the full time staff. Corrective actions plans were developed to target identified weaknesses. In addition, many 'good practice' lessons learned were observed which have been shared with the other organizations to see if they could be implemented to strengthen their VPP effort.

Below is the executive summary statement from the three HAMMER VPP trimester self-evaluations.

January – April 2013

The Voluntary Protection Program (VPP) Trimester Evaluation of the HAMMER Training & Education Center was conducted during the second/third quarter of fiscal year 2013. The evaluation's 25 questions were provided by the Mission Support Alliance's VPP Core Team. Team membership was expanded beyond the previous four person group that had conducted the previous two evaluations. The eight person Team consisted of most of those who attend the HAMMER Directors VPP Monthly Status meeting

Interview Team:

Directors VPP Steering Committee: Jim Gamin, Jon Juette, Todd Ofsthun, & Bob McDowell. EZAC: Libby Butler, & Scott Jones, Review Team Lead; Rick Zimmerman

Percent of Staff interviewed: 18%
Total Interviewed: 16
Total HAMMER full time staff: 89

Job Groups of Interviewees:

Manager (1 of 8), Exempt (7 of 70), Non-Exempt (3 of 11), Hourly (4 of 16), and Worker Trainers (1 of 72 temporary)

Noteworthy Practices:

- Hazards associated with training are identified and communicated through a formal process. (Question EI-9)
- HAMMER management demonstrates open communication that promotes a safety conscious work environment with the best example being the Monday Morning Safety Emphasis meeting with an agenda item titled 24/7. (Question WA-12 & SH&T-23)

Potential Improvement Opportunities

- Some had difficulty stating what the hierarchy of hazard controls was without prompting. However, once one of the controls was mentioned, they could state the rest. (Question HP&C-20)

May - August 2013

Interview Team:

Director's VPP Steering Committee: Jon Juette, Dennis Humphreys, & Tom Van Morris
HAMMER EZAC: Kim Knight (Chair), Patia Alexander, & Kristin Eby
Review Team Lead: Rick Zimmerman

Percent of staff interviewed: 22%
Total Interviewed: 20
Total HAMMER full time staff: 89

Job Groups of Interviewees:

Manager (2 of 8), Exempt (12 of 70), Non-Exempt (2 of 11), Hourly (2 of 16), Worker Trainers (2)

Noteworthy Practices

- **The change where HAMMER staff attends a single Safety Emphasis (Weekly Safety Start) meeting was cited as a positive**. A decision was made to merge the two separate Weekly Safety Starts meetings into one. The past practice was to hold one meeting for the majority of HAMMER employees on Monday morning and a second one just for the HAMMER Operations staff on Tuesday in the mid-morning. Many of those interviewed stated this greatly improved the demonstration of the HAMMER management team communicating safety issues and their status along with improving the belief that HAMMER staff is one team

committed to open communication and safety of the staff and students. (Questions ML-1, S&HT-21, SH&T-25)

- **Safety issues identified at HAMMER immediately corrected or are addressed in as soon as practical.** Many of those interviewed were able to describe how to report a safety concern and relayed a personal experience related to catching a possible safety issue, reported that concern, and saw immediate action taken to resolve that concern. (Question WA-11 & WA-15)

Potential Improvement Opportunities

- **Improvements in reaching out to HAMMER part-time employees who miss opportunities to learn or participate in safety activities due to their on-campus schedules should be considered.** (Questions ML-1, ML-2, EI-6, EI-9, HP&C-19, HP&C-20, S&HT-21, S&HT-23)
    - HAMMER utilizes part-time employees in a variety of ways with many of them only on campus for a short time each week. Many are not on campus for the Monday Morning Safety Emphasis meeting, or Monthly Safety Meeting, Emergency drills, or monthly HAMMER EZAC meeting. Others miss the opportunities as they are providing HAMMER training.

- **All HAMMER employee safety recognition submittals should be communicated to employees rather than just the winners by random site level drawings.** (Question ML-3)
    - One interview summed it up best by saying: Lots of behind the scene activities are not recognized. A lot of people are nominated for STAR and they should all be talked about too. One STAR when two people were part of a larger group effort. The lack of recognizing the entire group was disheartening to those not recognized.

- **Efforts to nurture future EZAC leadership should be considered as a professional development to expand the group who typically step up when nobody volunteers.** (Question: EI-7, EI-8, S&HT-25)
    - Many of those interviewed answered with "I guess so" as the questions were focused on knowledge of the inner working of the HAMMER EZAC. Additional discussions by the Interview Team expressed that over the years and few volunteer for EZAC duties and miss out on the learning opportunities.

September – December 2013

Interview Team:

VPP Director Steering Committee: Scott Angerman, Mary Brown,
HAMMER EZAC: Libby Butler (Chair), Patia Alexander, Patti Calendar, Carol Lorenzen Review Team Lead: Rick Zimmerman

Percent of staff interviewed: 18%
Total Interviewed: 16
Total HAMMER full time staff: 89

Job Groups of Interviewees:

Manager (1 of 8), Exempt (12 of 70), Non-Exempt (2 of 11), Hourly (1 of 16), Worker Trainers (2)

Noteworthy Practices

- **Strong management support during the monthly safety walkthroughs** (Question ML-4).
    - It was noted during several of the interviews that there was always a strong management presence during the monthly walkthroughs.

Potential Improvement Opportunities

- **Formal communication of the MSA Disciplinary Police is warranted.** (Question ML-1).
    - Most people interviewed were not aware of a formal Disciplinary Policy.
- **Additional management involvement in the safety recognition program needed.** (Question ML-5).
    - Several interviews noted that management supported the program but did not see them actively nominating people.
- **Most of the staff did not have direct knowledge of the CAMS tracking system.** (Question WA-12).
    - Suggest revision of the question.
- **Work Management per MSC-PRO-12115 only pertains to a small minority of the staff.** (Questions HP&C 16 – 20).
    - Suggest reformat of the question for future reviews.
- **Most individuals interviewed had to be coached through the ISMS core functions.** (Question S&HT-22).
    - Additional emphasis on the ISMS Core Functions needed.

2.0 VPP ACCOMPLISHMENTS

- HAMMER/Hanford Training was certified a Star Site in September 2002.
- Re-certified as a DOE-VPP Star Site in July 2005 and January 2011.
- Awarded VPP Star of Excellence in 2003, 2005, 2006, and 2008.
- Awarded VPP Superior Star in 2009, 2010, 2011, and 2012.
- Special Achievement Award was presented to Karen McGinnis and Pat Gardner in August 2006.
- Awarded VPP Legacy of Stars in 2007.

3.0 CONTINUOUS IMPROVEMENT

A self-evaluation process gathered key information on how HAMMER meets the VPP tenets. The self-evaluation is broken into a trimester review cycle to provide three data points during the year versus the single format used in the past. Opportunities for improvement tracked to resolution. All corrective actions identified in the IIFs were found to be implemented and effective.

3.1 Statistical Performance

The following table displays the HAMMER/Hanford Training safety data for 2010, 2011 and 2012. For complete statistical information, see Attachment 1.

Three Year Comparison of Safety Data

Calendar Year	Hours Worked	Total Recordable Cases	Total Recordable Case Incident Rate	No. of Days Away or Restricted Workday Cases	Days Away or Restricted Workday Case Incident Rate
2011	257567	1	0.78	1	0.78
2012	218102	0	0.00	0	0.00
2013	205108	1	0.98	0	0.00
3-Year Average	226926	.67	0.59	.33	0.29
3-Year total	680777	2	0.59	1	0.29

4.0 VPP OUTREACH

HAMMER continues to seek opportunities for VPP mentoring and outreach. The following items are a summary of the activities:

- May 2013 – Two members from HAMMER/Hanford Training attended the Voluntary Protection Program Participants Association (VPPPA) Region X convention in Spokane, WA. Employees participated in meetings and shared results with other site employees.
- May 2013 – HAMMER staff supported 100 Boy Scouts earn various Badges through training on the HAMMER campus. This was a collaborative effort with MSS, SAS & HAMMER.

- May 2013 – HAMMER hosted the 8th Annual Fire Ops 101 course. The Fire Fighter Outreach event gave notable community participants from Washington, Idaho, and Alaska the opportunity to experience Fire Fighter training in several disciplines.

- Calendar Year 2013 –Staff participated in the Hanford Site VPP Champions Group, which meets monthly to discuss ongoing activities of the Hanford Contractors. These meetings enable the sharing of ideas and resources for assessment support. In addition to the Site-wide group, MSA formed an internal team to coordinate VPP efforts within the organization.
- Calendar Year 2013 – Staff supported the MSA VPP Core Team.

5.0 MANAGEMENT LEADERSHIP

HAMMER continues to have strong leadership commitment to safety and health. This is evidenced by the HAMMER Director's bi-weekly meetings with the VPP Steering Committee. Assigned actions are tracked and discussed at each meeting until complete.

HAMMER paused training in the fall to emphasize its commitment to safety. This was the fourth year for the day long "Safety Focus Day". The workshop had four breakout sessions that focused on HAMMER Covenants, Performing a Mock Safety Inspection, Use of the Meyers Briggs Personality Profile, and Defensive Driving.

The core covenants, developed in 2012, are strongly endorsed and have been embedded in HAMMERs culture. Focus on the Covenants have aided in strengthening group cohesion. The Covenants include:

- Pride
- Innovative
- Teamwork
- Family

An example of the Covenants in action was the turnout during Spirit Day where staff was asked to wear sports attire from their favorite team.

HAMMER also carried on the tradition of celebrating Veterans Day and honoring current and past military Veterans.

6.0 EMPLOYEE INVOLVEMENT

The involvement of the staff in the safety and health program, Automated Job Hazard Analysis (AJHA) preparations, procedure reviews, work package walk downs, and the EZACs is excellent. Employees remained very active in facility walk downs, safety observations, safety meetings, and staying focused on working safely. The Wellness Committee had several new members this last year and was able to present a variety of events and activities for the well-being of the employees.

Gary Karnofski, was presented the Life Saving award at the December 2013 PZAC for his quick action to prevent a potential drowning while on vacation.

7.0 WORKSITE ANALYSIS

HAMMER continues to encourage employees to perform monthly safety walkthroughs of the facility. Employees not involved with the walkthroughs are required to perform a quarterly evaluation of their work area. Additionally, safety observations have been emphasized for work activities and hands-on training scenarios. Having fresh eyes look at safety around the facility and in training and work activities has provided opportunities for improvement that otherwise might have been missed by individuals involved in the daily routines. Prop Pre-Use and Post-Use reviews by instructors improve the safety of students by identifying potential issues that may impact training prior to the session.

8.0 HAZARD PREVENTION AND CONTROL

HAMMER has well defined hazard control methods derived from AJHAs, Training Hazard Analyses and Employee Job Task Analyses. The hierarchy of controls plays a key role in selection of control method. The control methods are implemented through an efficient and effective work control process. A questioning attitude is encouraged to ensure the pre-identified hazard control methods are understood by all prior to and during the conduct of work. This maintains employee involvement and narrows the window for an unexpected event.

All critical equipment and training props have preventive maintenance work packages in place to ensure their workability and the safety of students. A tracking system is in place to monitor the status of hazards identified during the safety walkthroughs. Posters have been located in each classroom and in other strategic locations instructing people on who to call with safety concerns and equipment problems. Safety items are entered into a safety logbook maintained by the HAMMER safety professionals. Four satellite safety log books are located across the campus to encourage students and instructors to document concerns.

8.1 Emergency Preparedness

HAMMER is supported by two full-time Hanford Fire Department firefighters who are Emergency Medical Technicians. In addition, approximately 30 staff members are First Aid or First Aid/Automated External Defibrillator trained. Four Automated External Defibrillator units are strategically located around the campus. HPMC is the Hanford Site medical provider delivering a full range of preventive, injury and post-injury care. The occupational medical provider staff is regularly on campus conducting facility walkthroughs, delivering wellness and flu shot clinics and providing presentations to staff.

The HAMMER Emergency Response Organization (ERO), instructors, and staff participated in several drills during the year. Following each drill, critiques were held and improvements identified and implemented. The lessons learned from these drills were used to revise the HAMMER Emergency Response Plan. The Primary Building Warden has taken an active role in conducting one on one coaching and training of the ERO members.

HAMMER is also used during Hanford Site-wide exercises as a Control Cell for those acting as Public Agencies, Organizations, Media and concerned citizens.

9.0 Safety and Health Training

Employee Job Task Analyses are updated annually by the management team and reviewed with the employees. Training requirements are reviewed and adjusted accordingly. Training records are reviewed routinely to insure personnel stay current with retraining requirements.

APPENDIX A: HAMMER/Hanford Training Safety Improvement Plan (SIP) 2013

This Safety Improvement Plan was developed by HAMMER/Hanford Training employees to:

- Prevent injuries and illnesses at both work and home
- Prevent incidents that would have an adverse effect on the environment
- Prevent errors and omissions in work practices
- Expand employee involvement
- Improve communications
- Facilitate and expedite resolutions to safety issues
- Build safety-related skills, knowledge, and abilities

The SIP describes specific safety improvement goals and personal commitments that the HAMMER/Hanford Training employees have developed and agreed upon through the Employee Zero Accident Council (EZAC). These improvements and commitments incorporate the five basic elements of the Voluntary Protection Program (VPP) and the guiding principles of Integrated Safety Management System (ISMS)

The overriding goal of each employee is to be accident- and injury-free on and off the job through safe work planning, maintaining a safe work environment, and using safe behaviors.

APPROVAL:

_____ Date: _____

HAMMER/Hanford Training EZAC Chair

_____ Date: _____

K.A. McGinnis, Director HAMMER/Hanford Training

HAMMER Federal Training Center
VPP Annual Self-Assessment 2013

Key:

- Goal – This is what we want to accomplish.
- Action – This is how we are going to accomplish it.
- Indicator of Success – This is how we will know if we have accomplished it.
- Champion – This is the lead person in charge of accomplishing it.

Goal	Action	Indicator of Success	Champion
8.1.1.1Management Leadership			
8.1.1.2 Provide visible leadership in implementing the HAMMER/Hanford Training Safety and Health Program.	**8.1.1.3** Continue management participation of campus initiatives.	By the end of the CY, all managers will have attended at least one safety walkthrough or EZAC meeting per quarter.	K. McGinnis ***COMPLETED***
8.1.1.4 Empower and encourage employees to take a leadership role on both HAMMER and site-wide safety committees.	8.1.1.5 Ensure employees are encouraged and have the opportunity to volunteer for leadership and membership roles on safety committees.	Throughout the CY, managers will request volunteers and designate staff to represent the organization on at least 10 HAMMER, MSA, or site-wide safety committees.	All Managers **COMPLETED**
8.1.1.6Employee Involvement			
Enhance employee involvement.	Complete quarterly Safety Incentive Program activities.	95% of HAMMER employees will complete the requirements of the MSA Safety Incentive Program by the end of the CY.	Kim Knight Libby Butler Scott Jones ***COMPLETED***
	Participate in campus-wide safety and housekeeping surveillances.	Each full-time HAMMER employee will participate in at least one Monthly Safety Walkthrough during the year.	All Managers ***COMPLETED***

Goal	Action	Indicator of Success	Champion
Enhance Safety Awareness and Performance.	Employees will actively nominate fellow employees for On-the-Spot Awards for going above and beyond normal safety expectations.	HAMMER Staff will submit On-the-spot Safety Recognitions nominations to utilize 75% of the organizational allotment of quarterly awards.	Libby Butler ***COMPLETED***
8.1.1.7Work Site Analysis			
Ensure that noise levels within HAMMER Campus do not exceed the limits established in the MSA Procedures per the Hearing Conservation Program	Monitor dBA levels that have the potential to exceed the dBA limit per MSC Procedures	All areas with the potential to exceed the MSA Procedural limits for noise are identified	R. Smith/T. Van Morris ***COMPLETED***
8.1.1.8	After monitoring noise levels, develop an abatement plan for noise reduction in the identified areas of concern	A corrective action plan is developed to shield HAMMER employees and students from high noise areas	R. Smith/T. Van Morris ***COMPLETED***
8.1.1.9 Educate Staff on Work Site inspection procedure and process	Conduct training session(s) for staff on inspection procedure and process	Course evaluations and interview of attendees after performing site inspection.	T. Van Morris R Zimmerman ***COMPLETED***

Goal	Action	Indicator of Success	Champion
8.1.1.10 Hazard Prevention and Control			
Maintain an active and knowledgeable Emergency Response Organization.	8.1.1.11 Conduct emergency drills to improve staff knowledge, skills, and abilities when responding to emergency situations.	By the end of the CY, conduct one drill per requirement and communicate the lessons learned to all staff at the following all-hands meeting.	N. Zawadzki and ERO ***COMPLETED***
	8.1.1.12 The Master Safety Log Book will be utilized to track safety concerns and their resolutions.	Safety issues documented in the Master Safety Log Book will be evaluated within five working days. Findings/Issues status will be provided during the EZAC meeting each month.	Tom Van Morris Bob Mcdowell Kim Knight ***COMPLETED***
Improve staff knowledge on the Work Management System	8.1.1.13 Conduct information sessions on the HAMMER Work Control Center and work management process.	Interview staff during VPP 1st Trimester on work management	S. Angerman **COMPLETED**
Safety and Health Training			
HAMMER/Hanford Training remains current under assigned Safety and Health training.	8.1.1.14 Review employee training plans and ensure they are accurate and current.	Training plans will be monitored monthly with no delinquencies.	All Managers ***COMPLETED***
	8.1.1.15 HAMMER will conduct a facility Safety Focus Day.	By the end of the third quarter, schedule and conduct a Safety Focus Day with participation by all available HAMMER staff.	**Scheduled 9/23/13** ***COMPLETED***

Appendix A-Attachment 1

VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET

Review: December 31, 2013
Site Contractor Name/Acronym: Mission Support Alliance / HAMMER
Site Name: Hanford
Company President/Manager: Frank Armijo
Company Address:
MSA
PO Box 650
Richland, Washington 99352

Injury Incidence/Lost Workdays Case Rate (contractor (participant) employees and staff augments)

Calendar Year	Hours Worked	TRC Cases	TRC Rate	DART*Cases	DART*Rate
(Year-2) 2011	234,104	1	0.85	1	0.85
(Year-1) 2012	198,166	0	0.00	0	0.00
(Year -) 2013	184,903	1	1.08	0	0.00
3-Year Total	**617,173**	**2**	**0.65**	**1**	**0.32**

Injury Incidence/Lost Workdays Case Rate (subcontractors)

Calendar Year	Hours Worked	TRC Cases	TRC Rate	DART*Cases	DART*Rate
(Year-2) 2011	23,463	0	0	0	0
(Year-1) 2012	19,936	0	0	0	0
(Year -) 2013	20,205	0	0	0	0
3-Year Total	**63,604**	**0**	**0**	**0**	**0**

Total Contractor & Subcontractors for 3 Years:

Hours = 680,777 TRC Cases = 2 TRC Rate = 0.59 DART Cases = 1 DART Rate = 0.29

BLS for NAICS** # 611 TRC Rate = 5.00 DART Rate = 1.90

* Days Away, Restricted or Transferred ** North American Industry Classification System

HAMMER is 88% below the NAICS TRC Rate and 84% below DART Rate

Number of Contractor Employees: 100
Union Representative
Email: John_J_Jeskey@rl.gov
Contractor VPP POC
Email: L_S_Scott_Angerman@rl.gov
DOE/RL VPP POC
Email: Larry.Yearsley@rl.doe.gov

Number of Subcontractor Employees: Varies
Name: John Jeskey
Contact # 509-376-1009
Name: Scott Angerman
Contact # 509-373-6069
Name: Larry Yearsley
Contact # 509-376-5104

Appendix B

Safeguards & Security

VPP Annual Self-Assessment Report 2013

Department of Energy

Mission Support Alliance, LLC

Safeguards and Security (SAS)

Voluntary Protection Program Annual Self-Assessment

Calendar Year 2013

Safeguards and Security
VPP Annual Self-Assessment 2013

EXECUTIVE SUMMARY

The Mission Support Alliance, LLC (MSA), Safeguards and Security (SAS) organization includes the following elements: protective forces, physical security systems, information security, personnel security, nuclear material control and accountability, cyber security, and program management. These elements ensure the safeguarding of special nuclear material, classified, government sensitive information, and government property. This organization ensures the reduction of Hanford Site quantities of special nuclear material and classified information retain the level of protection required for the remaining security interest.

Critical attributes of SAS's successful processes are as follows:

- Incorporation of Voluntary Protection Program (VPP) tenets, Human Performance Improvement (HPI) concepts, and elements of Safety Conscious Work Environment (SCWE) programs to ensure organizational and personnel aspects of safety and health performance are addressed, and a self-sustaining, just culture is fostered
- Implementation of Integrated Safety Management System (ISMS) ensures safety and health will be reflected in every plan and decision
- Elevation of assessment-driven continuous improvement in all phases of work planning and execution, ensuring weaknesses are found and fixed before problems occur
- Pursuit of the MSA Goals: *Target Zero* and *Do Work Safely* though tracking and communication of safety-related metrics.

An on-site verification review by the Office of Health, Safety, and Security was conducted on August 23, 2012. The review reestablished SAS Star Status.

Value of VPP at SAS

The primary value of the SAS Voluntary Protection Program (VPP) is the ongoing partnership

between management and staff committed to maintain the highest level of the safety culture. VPP enables the SAS's safety and health program to transcend a top-down, by-the-book approach to safety, and it also raises grassroots safety consciousness by promoting a commitment to safety and health 24 hours a day, 7 days a week. The SAS VPP is a dynamic, evolving program that fosters innovative approaches to continuous improvement in safety and health performance.

VPP is not another layer of requirements of new tasks, it is an approach by which safety and health-related activities can be more efficiently promoted through the joint support of staff and management. VPP principles foster communication, creativity, and innovation and are helping to improve the way SAS employees view safety and health -as an ever-present value.

Some of the benefits SAS realizes from VPP programs include:

- Fewer injuries and illnesses. In addition to the ethical and quality of life issues associated with preventing employee injuries and illnesses, maintaining injury/illness rates as low as possible results in significant savings to SAS.
- Increase in output, productivity, completed work on schedule. Occupational injuries, illnesses and other accidents can cost a substantial amount in terms of down-time and staff-management hours spent on investigation and corrective action that could have been put to more productive uses.
- Better safety performance results in greater customer satisfaction, which can bring more business to support the SAS's growth agenda.

1.0 INTRODUCTION

During FY2013, the annual self-assessment was sub divided into three separate VPP self-assessments referred to as “Trimesters”. SAS along with the other organizations within the MSA utilized the trimester approach to provide three data points instead of the single annual assessment. During the self-assessments an overall grade was assigned as the 5 tenets of VPP were examined through an interview process. The overall score was on a 0 – 5 scale, with 5 being the best possible implementation of the VPP. Each of the 5 tenets and sub elements were validated with questions or lines of inquiry which included employee interviews, and document/information reviews.

2.0 SAS VPP ACCOMPLISHMENTS

- SAS hosted a DOE HSS VPP On-site Review Team and supported Mission Support Services On-site Review Team preparation and logistics.
- SAS judged to meet all DOE-VPP Star attributes.
- Technical Security surpassed 30 years without a DART classified injury.
- Safety and Health Hazard Baselines were upgraded for all SAS facilities using a new integrated process that incorporates inputs from management assessments, Industrial Hygiene monitoring, facility inspections, arising operational events/issues, and employee / management input.
- Safety Inspection process was updated with a computer based training module for each section to aid those assigned to conducting the inspection. This SAS process was shared with MSA and has been implemented for use throughout MSA.
- Conducted 2013 Hanford Guards Union (HGU) Safety Summit:

- 14 items were raised with 14 being placed in the Safety Issue Database (aka - Safety Logbook) with all issues currently closed as of 12/31/2013.
- Five SAS members were involved in the Hanford Safety Expo
- Vehicle Crash Demonstration (VAD)
- One SAS member attended the Voluntary Protection Program Participants Association (VPPPA) National Conference and brought back information.
- Two SAS members attended the Voluntary Protection Program Participants Association (VPPPA) Region X Conference and brought back information.
- SAS member earned the Certified Laser Safety Officer designation
- SAS member earned the Certified Safety Professional Certification.

3.0 CONTINUOUS IMPROVEMENT

The self-assessment for 2013 utilized a Trimester approach to gather information. A Trimester review cycle was used to provide three data points during the year versus the single assessment used in the past. A combined team of bargaining unit, exempt and management employees conducted interviews with a cross-section of SAS personnel at remote work locations. During this year's evaluations, the team made an effort to focus heavily on comments from the employees rather than solely concentrate on grading numbers.

The results were discussed with the Emergency Services Vice President and SAS Points of Contact (POC's) which consisted of a team of bargaining unit workers and management. This team determined the significance of the results and documented opportunities for improvement. Opportunities for improvement were communicated to the work force at shift change, safety meetings and all employee messages. Items of concern were incorporated into the SAS Safety Improvement Plan and are being worked to closure.

The first assessment was completed in April 2013 and was graded as an overall score of 4.71/5.0 which is equivalent to 'excellent'. A team completed the required evaluation for the 1st trimester VPP assessment of SAS. 15 interviews were conducted throughout SAS. A listing of noteworthy practices and opportunities for improvement is as follows:

1st Trimester - SAS Tenet Scores

Overall Average	4.71
Management Leadership	4.63
Employee Involvement	4.92
Worksite Analysis	4.52
Hazard Prevention & Control	4.68
Safety & Health Training	4.80

Safeguards and Security
VPP Annual Self-Assessment 2013

Positive Practices

- Project specific management is very visible, despite busy schedules
- Safety oversight of ergonomic issues
- Safety items are immediately taken care of
- Good safety support, sometimes safety is "too visible"
- Safety training applied at home is good due to the fact that PPE is worn at work
- Peer to peer recognition
- Very proactive managers in Patrol
- Strength of program is the management leadership within Patrol
- Employees identify hazards and they are communicated over the radio

Potential Opportunities for Improvement

- Hanford Patrol does not see green tokens as much as others within Emergency Services
- We are over trained in safety

The second trimester assessment was completed in August 2013 and was graded as an overall score of 4.61/5.0 which is equivalent to 'excellent'. A team completed the required evaluation for the 2nd trimester VPP assessment of SAS. 11 interviews were conducted throughout SAS. A listing of noteworthy practices and opportunities for improvement is as follows:

2nd Trimester - SAS Tenet Scores

Overall Average	4.61
Management Leadership	4.70
Employee Involvement	4.58
Worksite Analysis	4.76
Hazard Prevention & Control	4.62
Safety & Health Training	4.38

Positive Practices

- Patrol Management is very visible
- Good participation at Patrol EZAC by Safety group
- Appreciate efforts to improve vehicle safety and address road issues on site
- Safety Summit is a good thing and needs to continue
- Safety and health trending data is discussed without the particulars which means little to us. Management is good at letting us know what we really need to know.

Potential Opportunities for Improvement

- Green tokens don't make it to Patrol often enough.

- SAS directors are less visible than they used to be but are still around.
- Safety logs not utilized, instead items are reported to steward, safety rep or manager and database issues are created.
- Safety Store is not easily accessible for all employees such as Patrol and Patrol-Exempt who are unable to leave post to redeem tokens during store hours. Tokens work great but not sure how to get to store, or redeem the tokens otherwise.
- Unfamiliar with who participates in inspections.

The second trimester assessment was completed in August 2013 and was graded as an overall score of 4.76/5.0 which is equivalent to 'excellent'. A team completed the required evaluation for the 3rd trimester VPP assessment of SAS. 14 interviews were conducted throughout SAS. A listing of noteworthy practices and opportunities for improvement is as follows:

3rd Trimester SAS Tenet Scores

Overall Average	4.76
Management Leadership	4.57
Employee Involvement	4.69
Worksite Analysis	4.76
Hazard Prevention & Control	4.81
Safety & Health Training	4.98

Positive Practices

- Good policies in place for addressing safety issues. (ML-2)
- Willing to use open door policy up to and including Chief Giulio. (ML-2)
- Comfortable on accessibility of management to concerns being brought forward. (ML-2)
- Feels that management is very positive in the endorsement of safety, they not only talk it, but they enforce it as well. (ML-4)
- Our open door policy is our best positive asset. (ML-2)
- Feel that our culture has developed to where safe behavior is the norm. (ML-5)
- Management is very open to input from employees. (ML-4)
- Bad news is handled well within Patrol between management and Patrol. (EI-10)
- Bad news is addressed as a point of discussion in a rational manner, not in a blaming manner. (EI-10)
- SAS Safety Professional attends bi-weekly meeting at our shop and brings donuts. He is always available to answer questions and is recognized as part of the team by the workers. (EI-6)
- Biggest improvement over the last 20 years in activity and presence by safety professionals. (WA-11)

- Involved in development for craft over the last 29 years, has helped in determining the breadth and scope. (WA-13)
- Employees are involved in all jobs. (WA-14)
- Safety professionals have helped by being accessible and professional in supporting work. (WA-11)
- Had meeting and opportunity to review and comment on work scope with all hands. (WA-13)
- We talk about procedures, review, and walk down and reviews. Work group is highly involved in process. (WA-14)
- Involved in work scope. SAS is very systematic in its processes. (WA-13)
- Very involved in work planning. Good feedback for improvements to the process. (WA-14)
- Procedures are completed through a consensus approach. (WA-14)
- EJTA, AJHA and walk downs are used to involve workers in all phases. (WA-13)
- We all have a robust and questioning attitude. (WA-11)
- Team approach used. Concerns are always addressed. (WA-14)
- Supervisor and work planner open to all suggestions and opportunities for improvement. (HP&C-20)
- Management and planner are available as needed. (HP&C-20)
- Work Control trusts workers and always takes input well, to improve process.(HP&C-20)
- SAS is the safest organization in the DOE complex regarding process used. Care for others is apparent.
- Workers have no problem providing feedback and improvement. (HP&C-20)

Potential Opportunities for Improvement

- Safety recognition has decreased in type and value of recognition. Need to look at process to see if we have cheapened it. (ML-5)
- Meetings begin with a safety topic only in DC De Groof's staff. (ML-3)
- Open door policy is abused at times. (ML-2)
- Need to communicate the disciplinary policy more widely to employees. (ML-1)
- Discipline is not consistent and specifics need to be better addressed. (ML-1)
- Need to improve safety topics at beginning of meetings. (ML-3)
- Don't know if managers are involved with safety recognition program. (ML-5)
- Knowledge of policy feels that it is becoming too stringent/inflexible. (ML-1)
- Need to clarify when safety starts are needed/required. (ML-3)
- Need more exposure of managers to safety recognition program. (ML-5)
- Disciplinary policy needs to be more clearly communicated and reinforced. (ML-1)
- Need a more refreshing approach in providing VPP flow down information. (ML-4)

- Not all meetings are started with a safety topic; however, most meetings are safety related. (ML-3)
- Employees don't pay attention to the SIP. (EI-7)
- Individuals not familiar with SIP overall goals. Need more communication. (EI-7)
- Don't understand SIP, but work towards it. (EI-7)
- Within Patrol – The score is a "5". Outside of Patrol – An email doesn't work. (EI-10)
- Need to communicate SIP's in a more efficient manner to field workers. (EI-7)
- SIP application is not taken serious in the field. (EI-7)
- Operations/Field personnel wouldn't know the name for the task. (EI-9)
- We don't see Corrective Action Management System (CAMS). (WA-12)
- Safety database issues should be better communicated to workers. (WA-12)
- Not familiar with specific environmental goals in our company. (WA-15)
- Need prompted as to what a pre-job is. (HP&C-19)
- More verbal than physical. (work control documents) (HP&C)
- Not beyond safety (HP&C-16)
- Feedback is hit or miss. (HP&C-20)
- Better define VPP/ISMS programs. (S&HT-23)

3.1 SAS PARTICIPATION IN MSA INITIATIVES

- Safety Focus meetings
- Target Zero / SAS Situational Awareness Briefings
- Boy Scouts of America Hanford Patrol Explorer Post
- SAS staff supported 100 Boy Scouts in earning the Safety, Traffic Safety and Fire Safety Merit Badges at the HAMMER campus in April and May of 2013. This was a collaborative effort with MSS, Emergency Services, SAS & HAMMER.

SAS employees were key participants in the following MSA/Hanford committees

- Hanford Site-wide Fall Protection Standards Committee – 1 member
- MSA VPP Core Team – 2 members
- PZAC Planning Team – 1 member
- Hanford Site Traffic Safety Committee – 2
- Safety Expo Planning Team – 1 member
- MSA Case Management Team -1 member

SAS employees are assigned as MSA Subject Matter Experts

- Adverse Weather
- Aviation Safety
- Compressed Gases
- Fall Protection
- Fixed Ladders
- IS/IH Selection, Qualification and Training
- Laser Safety
- Safety Inspection Program
- Industrial Hygiene Baseline Hazards Analysis
-

4.0 VPP OUTREACH

SAS continues to seek opportunities for VPP mentoring and outreach. The following items are a summary of the activities:

In 2013, SAS participated in the Hanford VPP Champions that represents every major Hanford contractor and several sub-contractors. The purpose of the group is to share and help each other plan and conduct activities supporting VPP. Several safety program and practices were shared with Nevada Nuclear Security Site (NNSS) contractor WSI following one of their members' participation on the DOE-VPP On-site review of SAS.

The Patrol Training Academy's staff is providing specialized driver safety training on the Emergency Vehicle Operations Course (EVOC) to CH2M Hill Plateau Remediation Company (CHPRC), Washington River Protection Solutions (WRPS) and Pacific Northwest National Laboratory (PNNL) personnel and others who drive government vehicles as part of a Hanford Traffic Safety Committee initiative.

SAS participation at VPPPA National Conference.

- Mobility Supporting the Mission and MSA Safety inspection improvements presentations were presented and supported by SAS employees.

SAS was involved in the planning and conduct of the 18th annual Health and Safety Exposition (EXPO). EXPO is an exhibition of information, equipment, supplies, and success stories from 200 vendors and organizations that promote the health and safety of workers both at home and at work, which was attended by over 65,000 people of all ages. EXPO is one way to foster safety as a value in employees' lives is to provide ways to share safety and health related lessons learned and success stories.

5.0 MANAGEMENT LEADERSHIP

The SAS Management Team continues to emphasize that work must be performed safely and that there is no need to hurry to complete a task. This is further emphasized through MSA-wide goal *Zero Accidents* and *Do Work Safely*.

The MSA commitment to safety is set forth in MSC-MP-003, *Integrated Environment, Safety Management System Description* and MSC-MP-32219, *10CFR851 Worker Safety and Health Program Description*. SAS management formally set forth safety expectations in SAS-5874, *Environmental, Safety, and Health Program* and HNF-IP-1292, Section 1.14 *Patrol Safety*. Management demonstrates their commitment through recognition of employees for safe acts in daily work activities, monitoring of site safety performance, and committing resources to safety committees. Above all, management empowers employees with Stop Work responsibility when a question is raised prior to or during work activities regarding safety. Every Stop Work event resulted in improvements to the activities/processes where the concerns were raised.

6.0 EMPLOYEE INVOLVEMENT

Workers and supervisors from the responsible work groups are actively involved in the development and review of work packages, Standard Operating Procedures, etc.). As part of the enhanced work

planning process, line personnel involvement in development of work instructions is essential to ensure that work can be performed as written and performed safely. In accordance with MSC-PRO-12115, *Work Management,* jobs must be walked down by the work group(s) prior to having the document approved by the hazard controls specialists.

SAS personnel are actively involved in MSA safety committees and task teams that include:

- SAS Employee Zero Accident Council
- Hanford Guards Union (HGU) Employee Safety Council (recently renamed HGU Zero Accident Council)
- Presidents Zero Accident Council
- PZAC Planning Group
- MSA VPP Core Team
- AJHA Users Group
- Case Management Committee
- Industrial Hygiene Huddle-up's
- Injury Investigation Process Improvement Team
- MSA Ergonomics Committee

SAS personnel are actively involved in Hanford site multi-contractor safety committees that include:

- Hanford VPP Champions
- Hanford Traffic Safety Committee
- Hanford Aviation Safety Committee
- Hanford Site Aviation Safety Committee
- Hanford Site Fall Protection Committee
- Hanford EXPO Development Team

7.0 WORKSITE ANALYSIS

7.1 Analysis of new facilities and planned work

Analysis hazards for new facilities occur at various stages of the process. The activities are driven by the following procedures: MSC-PRO-45109, *Safeguards and Security Requirements for Project Planning,* MSC-PRO-396, *Planning Construction Projects in Security Areas*, and MSC-PRO-14990, *Construction Management*. An example was the construction of 2720EA building which was built to be highly energy efficient.

MSC-PRO-12115, *Work Management* continues to be used for planned work which includes specific hazard analysis steps addressed in MSC-PRO-079, *Job Hazard Analysis*.

7.2 Health and safety surveys by Safety & Health professionals

The baseline surveys are updated through annual completion of monthly hazard assessments documented per SAS 7321, *Hazard Analysis Procedure* and SAS-5874*, Environmental, Safety & Health Program* by the SAS Safety and Health staff. The SAS-OSH-DI-001, *Baseline Hazard Assessment Process* Desk Instruction documents the process used for identifying potential hazards, analyzing these hazards, and implementing hazard mitigation. Data from individual area hazard

assessments is entered into both the SAS Hazard Baselines, and a site-wide industrial hygiene database to ensure that baseline information is maintained current to area conditions and/or operations. The baseline hazard assessment is posted on the SAS Safety Central for easy access by facility management in establishing hazard control measures for hazards identified.

7.3 System for employee to give notification of hazards to management

A number of avenues are available for employee reporting of hazards which include the management chain of command, open door policy, HGU Safety Rep, the formal Employee Concerns Program, SAS ES&H group, and the Issue Identification Form (IIF) which his part of the CAMS. SAS encourages workers including subcontractors to implement a stop work culture which is reinforced by work instructions and line management. SAS management embraces the site-wide DOE-0343, *Stop Work* procedure where work is stopped when an there is an unsafe condition or unexpected event occurs that requires the need to step back, re-evaluate the situation, and make necessary adjustments.

7.4 Accident/incident investigation

Line management is responsible for preparing and investigating all injury case reports. Every recordable case is thoroughly investigated by a team that includes SAS ES&H and HGU Safety Representatives. Actions based on the investigation are tracked and discussed at the Safety Council meeting. Feedback is also provided to the employee and supervisor.

7.5 Trend Analysis

MSA Safety Culture and Analysis tracks occupational injury cases, such as first aid, recordable, restricted, and day's away injury cases, in order to identify adverse trends. Trend analysis of the cases are used to develop areas for increased awareness activities, required Weekly Safety Start discussions, and determine where an increased SAS ES&H presence may be appropriate. Other indicators as to the strength of the safety and health culture are also tracked, such as employee achievements in completing voluntary safety training courses or certifications, number of and types of first aid injuries, and number of safe work hours achieved.

Effectiveness of VPP is also demonstrated through trend analysis which continually evaluates the performance of the VPP and ISMS Programs. SAS prepares a Quarterly Performance Trend Report which evaluates the impact of programs and systems in meeting project standards. Safety performance is also discussed at the quarterly MSA Safety, Security & Emergency Board of Directors meeting.

8.0 HAZARD PREVENTION AND CONTROL

8.1 Access to Certified Professionals

SAS has a broad range of professional expertise, both full-time and contract resources, to draw upon within the support and operations organizations. Continuing professional development is supported to maintain areas of expertise. Currently there are two Certified Safety Professionals (CSP) and (1) Certified Laser Safety Officer. Other Certified Safety Professionals and Certified Industrial Hygienists are readily available within other MSA organizations. In addition, 24 HGU Safety Council members completed the OSHA 511 Safety course this year.

8.2 Eliminating/controlling hazards

SAS continues to develop controls for hazards in the following order:

- Elimination or process *and/or* material substitution
- Engineering controls
- Administrative controls
- Personal Protective Equipment

Internal lessons learned are discussed daily at the Line-ups, Plan of the Day meetings and lessons learned are disseminated across operational and support organizations. External lessons learned are regularly received from both the DOE Lessons Learned system, as well as from outside sources. Both internal lessons learned and key lessons learned from outside the SAS were evaluated and discussed at all-hands meetings.

8.3 Procedures for positive reinforcement and disciplinary action

Positive reinforcement is provided through department celebrations of achieving project performance based incentives, the Safety Recognition Award program and site safety goal achievements. Employees who do not comply with safety requirements are disciplined based on a grade approach as defined in MSA Standards of Conduct. Subcontract documents address SAS oversight and requirements when non-compliances are *identified.* Formal actions taken to enforce subcontractor compliance to MSA and SAS safety and health requirements are fully documented by SAS.

8.4 Preventive Maintenance

SAS equipment is cataloged in an electronic database and preventive maintenance is conducted and tracked on a monthly trend chart which is reviewed monthly by management.

Based on a review of the metrics maintained by Maintenance, it is evident that Preventive Maintenance (PMs) has a scheduling priority and employees are encouraged to complete their assigned PMs each month. PMs are an essential and vital element of the maintenance program and keeps equipment that is essential to site mission running smoothly without frequent breakdowns and catastrophic failures. No major changes have occurred in the program this past year.

8.5 Emergency Response Procedures

Drills and exercises continued to focus on demonstrating the readiness of Emergency and

Protective Force Response Teams. A debriefing followed each event, drill or exercise to verify that the objectives were met and to identify any issues that need to be addressed. Quarterly emergency exercises have been conducted for personnel who staff the Emergency Operations and Technical Support Centers during emergency events.

Other organizations within MSA ensure the site hazards survey and hazards assessments are updated annually to reflect changes in the sites operations and hazards. Associated site procedures are modified accordingly.

8.6 Medical Program that provided timely response

The medical program provides employee pre-employment and termination physicals and annual assessments as required by job duties. The program continues to be effective in noting tasks or conditions where there is a risk of injury and providing mechanisms for employees to improve their working conditions. The medical program is performed by HPMC, under a separate contract with DOE-RL.

9.0 SAFETY AND HEALTH TRAINING

9.1 Employees

SAS continues to require employees and subcontractor personnel to complete training requirements commensurate with their positions or work activities and as required by contract and regulatory requirements. SAS utilizes the Enterprise Learning Management (ELM) system to notify managers and employees when refresher arid requalification training is due. Lessons learned from internal and external events or issues typically provide opportunities to re-evaluate the adequacy of personnel training and are used to improve training packages. When necessary, briefings on specific health and safety concerns are developed and presented to the affected personnel. SAS training program for Protective Force is governed by the DOE National Training Center to ensure that the level of training and the necessary peer-mentoring in the field is implemented to ensure work can be performed safely.

9.2 Supervisors/Manager

SAS managers and supervisors continue to receive safety, environmental safety, emergency preparedness and Integrated Safety Management System (ISMS) training as part of their Hanford General Employee Training (HGET). Other training requirements may be required based on their responsibilities. MSA-wide special emphasis courses were attended by SAS management on Beryllium Work Planning and Risk Communication.

Safeguards and Security
2013 Safety Improvement Plan

OUR GOAL IS TO DO ALL WORK SAFELY – AT WORK AND AT HOME		
STRATEGY	**TACTIC**	**INDICATORS OF SUCCESS**
Improve safety communications throughout SAS	Improve information gathering for, and dissemination from, safety meetings	**1.** Attendees arrive prepared to share safety (good news stories, issues, etc.) from workgroups or personal life. **2.** Attendees share pertinent information from meetings with their workgroups and encourage discussion and take-home topics. **Champion:** *Jamie Roy*
	Enhance production at committee meetings	**3.** EZAC Chair will attend seminar on *Successful Safety Committees* at the Region X VPPPA Conference and bring ideas/processes back to the Council. **Champion:** *Jamie Roy*
	Develop reader board systems in SAS facilities	**4.** Prepare proposal to buy/install/maintain reader boards in main SAS facilities. **Champion:** *Andy Foster*
Promote Safety Awareness 24/7/365	Promote Slip Simulator Training at HAMMER in effort to reduce slips/trips/falls	**5.** Determine process for enrolling in the course, draft email to inform managers of process. Goal is 10% of SAS workforce. **Champion:** *Teresa Smith*
	Develop and promote Vehicle 360° Inspection Refresher 'training'	**6.** Develop 'program' to give drivers a refresher on the Vehicle 360° Inspection – which is required when driving government vehicles. **Champions:** *JR Jamerson/Rod Briscoe*
	Develop brown-bag safety meetings	**7.** Develop a routine safety meeting during lunch on various safety topics (Health Dept, food safety, germs, etc.) **Champion:** *Char Scott*

2013 Hanford Patrol Safety Improvement Plan

STRATEGIES AND TACTICS TO REDUCE HANFORD PATROL INJURIES

Support employee involvement

- Provide various methods to share information within Hanford Guards Union (HGU).
- HGU Employee Zero Accident Council (EZAC) participates in the Safeguards and Security (SAS) Safety Recognition Program.

Improve Situational Awareness (Safety Culture)

- Hanford Patrol Senior Management encourages personnel to remain diligent with situational awareness.
- The Protective Force Safety Organization (PFSO), during training at the Patrol Training Academy (PTA) and major field training exercises, will emphasize situational awareness for the task at hand.
- Continue to train SPOs and supervisors on Stop Work authority and response to the implementation of a Stop Work.
- Provide Hanford Patrol personnel with guidance on conducting a safety stop.

Reduce unanalyzed hazards

- Increase SAS Safety staff involvement in hazard analysis done by the PFSO.

Apply correct hazard controls

- Ensure appropriate levels of hazard control are selected for planned work.

Safety Improvement Plan (SIP) was cooperatively developed by Hanford Patrol leadership and the HGU EZAC:

- Prevent injuries/illness
- Prevent errors/omissions
- Improve communications
- Improve issue resolution
- Build safety-related Skills / Knowledge / Abilities.

SIP status will be reported in the HGU EZAC minutes.

Monty Gidlio, Chief Hanford Patrol

James Sautter, SPO II
HGU EZAC Chair, A/B Shift

Dave Richey, SPO III
HGU EZAC Chair, C/D Shift

01/10/2013

2013 Hanford Patrol Safety Improvement Plan

Our goal is to reduce risks and opportunities for Hanford Patrol injuries

STRATEGY	TACTIC	INDICATORS OF SUCCESS
Support employee involvement Champions 1. Shift Commanders 2. PFSO HGU SRs 3. Line Management 4. PFSO and Shift SRs	Provide various methods to share information within Hanford Guards Union (HGU).	**1.** Disseminate *After Action Reviews* to all shifts.
		2. During field time have the Protective Force Safety Organization (PFSO) HGU Safety Representatives show Security Police Officers (SPOs) how to access SAS Safety Central, safety information in Hanford Patrol IDMS, and discuss the information posted on Safeguards and Security (SAS) Safety Information Boards.
		3. Continue to conduct monthly safety meetings with personnel.
	HGU Employee Zero Accident Council (EZAC) participates in the SAS Safety Recognition Program	**4.** Recognition activities/rewards reported at the HGU EZAC meetings including but not limited to: - slogans; - management involvement; - soliciting worker input; - awards received by peers; and, - fitness and health achievements through the Hanford Patrol Voluntary Fitness Programs.
Improve Situational Awareness (Safety Culture) Champions 5. Chief 6. PFSO 7. Shift Commanders 8. Deputy Chiefs	Hanford Patrol Senior Management encourages personnel to remain diligent with situational awareness.	**5.** Institute a weekly *Situational Awareness* correspondence to be sent to all personnel; this can be reviewed at shift line-ups, during post contacts, etc., and will be a different topic each week.
	The PFSO, during training at the Patrol Training Academy (PTA) and major field training exercises, will emphasize situational awareness for the task at hand.	**6.** The training safety briefings will discuss situational awareness relevant to the type of training being conducted, the time of year, etc.
	Continue to train SPOs and supervisors on Stop Work authority and response to the implementation of a Stop Work	**7.** DOE-0343, *STOP WORK*, will periodically be reviewed by supervisors and SPOs.
	Provide Hanford Patrol personnel with guidance on conducting a safety stop.	**8.** Hanford Patrol will develop a Safety Stop Policy, train personal on it and discuss how conducting a safety stop is not calling a Stop Work.
Reduce unanalyzed hazards Champion 9. SAS Safety	Increase SAS Safety staff involvement in hazard analysis done by the PFSO.	**9.** Hazard analysis information is provided to the PFSO in order to comply with implementing SAS -7321, *Hazard Analysis Procedure*, to SPO functions, PTA training, and Hanford Patrol Operations.
Apply correct hazard controls Champion 10. PFSO	Ensure appropriate levels of hazard control are selected for planned work.	**10.** The PFSO will conduct reviews of existing HAs (AJHAs/Safety Plans/PowerPoint Safety Briefings) to update as needed (based on changed conditions or newly introduced hazards) in order to maintain an accurate database and mitigation of hazards for Hanford Patrol activities.

APPENDIX B- ATTACHMENT 1

VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET

Review: December 31, 2013
Site Contractor Name/Acronym: Safeguards and Security / SAS
Site Name: Hanford
Company President/Manager: Frank Armijo
Company Address:
MSA
PO Box 650
Richland, Washington
99352

Injury Incidence/Lost Workdays Case Rate (contractor (participant) employees and staff augments)

Calendar Year	Hours Worked	TRC Cases			
(Year-2) 2011	678,352	6	1.77	3	0.88
(Year-1) 2012	645,787	9	2.79	6	1.86
(Year -) 2013	607,656	4	1.32	3	0.99
3-Year Total	**1,931,795**	**19**	**1.97**	**12**	**1.24**
BLS for NAICS** # 92212			6.30		3.80

Injury Incidence/Lost Workdays Case Rate (subcontractors) [No injuries, hours included in total above]

Calendar Year	Hours Worked	TRC Cases			
(Year-2) 2011	0	0	0	0	0
(Year-1) 2012	0	0	0	0	0
(Year -) 2013	0	0	0	0	0

3 Year average, SAS is 68% below the NAICS TRC rate
3 Year average, SAS is 67% below the NAICS DART rate

* Days Away, Restricted or Transferred ** North American Industry Classification System
Number of Contractor Employees:
350
Union Representative
Email: Gordon_w_denman@rl.gov
Contractor VPP POC
Email: Andrew_L_Foster@rl.gov
DOE/RL VPP POC
Email:Larry.Yearsley@rl.doe.gov

Appendix C

Mission Support Services

2013 VPP Annual Self-Assessment

Department of Energy

Mission Support Alliance, LLC

Mission Support Services

Voluntary Protection Program Annual Report

Calendar Year 2013

1.0 Introduction

The Mission Support Services (MSS) STAR site consists of those Mission Support Alliance (MSA) interface organizations at the field level that support all Hanford site contractors and subcontractors who perform environmental restoration at Hanford. MSS is group of organizations within MSA and does not include Safeguards and Security (SAS) or HAMMER, as they are independent Department of Energy (DOE) Voluntary Protection Program (VPP) STAR Sites. MSS consists of functional areas that report through the following organizations:

- Site Infrastructure and Logistics
- Emergency Management
- Hanford Fire Department
- Information Management, including LMSI subcontracted support
- Portfolio Management
- Business Operations
- Energy & Environmental Services
- Safety, Health & Quality
- Human Resources
- Project, Planning, & Integration

2.0 VPP Accomplishment

An onsite verification review by the DOE Headquarters Office of Health, Safety, and Security (HSS) was performed September 26 through October 6, 2011. As a result, DOE officially recognized MSS as a STAR Site on January 10, 2012.

During CY 2013, the following accomplishments within MSS occurred:

- MSA's ISMS Surveillance Team conducted an effectiveness review on the corrective actions for the 16 OFIs defined in the HSS VPP assessment report. Results of the effectiveness review indicated that all 16 were effectively addressed and implemented
- Completion and implementation of SIPs for individual work groups.
- MSA reduced slips, trips and falls from 2012 levels by 33%.
- VPP trimester self-assessments completed and results discussed with Senior Management.
- Immediate feedback of strengths and weaknesses from the VPP trimester evaluations were provided to VPs via the VPP Points Of Contact (POC).
- 742 issues and/or OFIs were self-identified by MSS and tracked through MSA Corrective Action Management System (CAMS).
- 131 safety ideas/issues were reported in the "Safety Logs" by MSS employees. On average, 27 days were taken to address, resolve and close safety log entries.
- 344 MSS employees participated in 218 safety and health inspections. Safety issues were either fixed-on-the-spot, recorded on the applicable safety log, or reported and entered into MSA CAMS for further tracking.

Critical attributes of MSS's successful processes are as follows:

- Incorporation of VPP tenets to ensure organizational and personnel aspects of safety and health performance are addressed.
- Implementation of an Integrated Safety Management System (ISMS) that ensures safety and health will be reflected in every plan and decision.
- Assessment-driven continuous improvement in all phases of work planning and execution, ensuring weaknesses are found and fixed before problems occur.
- Pursuit of the MSA goals Target Zero and Do Work Safely through tracking and communication of safety-related metrics.

AVERAGE NUMBER OF EMPLOYEES DURING THE YEAR = 1550
TOTAL MAN HOURS = 2,982,875
NAICS CODE/AVERAGE FOR YEAR IN REVIEW = 5612
NUMBER OF OSHA REPORTABLE INJURIES = 15, Total Recordable Rate (TRC) = 1.01 NUMBER OF DAYS AWAY, RESTRICTED, TRANSFERRED (DART) INJURIES = 11, DART Rate = 0.74.
Refer to Attachment 1, VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET for complete statistical information.

3.0 Continuous Improvement

Safety & Health Improvement Plan (SIP) Highlights

A general Safety Improvement Plan (SIP) was developed to address cross cutting safety and health (S&H) issues that apply to all organizations within MSA. MSS organizations participated in MSA S&H program activities that concentrated on these issues that affected employees within the STAR Site and involved commitment from numerous disciplines and coordination between departments for resolution.

Some work groups opted to utilize the generic SIP. However, others elected to develop their own based on S&H goals and initiatives established by analyzing results of their annual VPP self-assessment, other S&H management assessments performed during the year, and injury data trends. There are approximately 20 individual SIPs within the MSS STAR Site.

MSA SIP goals, including yearend status, are listed below:

- MSA management will ensure all new/transferred employees receive proper company and workplace orientation to include training on ISMS and VPP. *(Measure by comparing 2012/2013 VPP annual self-assessment)*
  RESULT: A section on Integrated Safety Management System (ISMS) core functions and VPP tenets was incorporated in MSA's "new hire orientation" presentation and discussed with new hires during the "onboarding process". Additionally, further orientation was provided by direct supervision upon arrival to their specific work location.

Annual VPP assessment data for MSS reveals improvement between 2012 and 2013 on knowledge of ISMS and VPP. CY 2012 assessment responses resulted in an average rating of 3.89/5.00 and 2013 averaged at 4.72/5.00. It appears the enhanced new hire orientation training has been effective as indicated by the increased awareness and knowledge of ISMS/VPP.

- Employees will have a better understanding of how the hierarchy of controls is used to control workplace hazards, i.e., elimination, engineering, administration, PPE. (*Evaluate by comparing 2012/2013 VPP annual self-assessment)*

  RESULT: MSS VPP assessment responses on understanding the hierarchy of controls improved between 2012 and 2013. CY 2012 responses averaged 3.45/5.00, whereas 2013 assessment data scored positively at 4.50/5.00, thus indicating that the employees have become more knowledgeable of the hierarchy of controls.

- Increase positive Safety Culture. (*Verify by analyzing monthly safety metrics, Hanford General Employee Training (HGET) VPP survey results*)

  RESULT: MSS employees' HGET VPP survey results between 2012 and 2013 were relatively the same. Positive responses for CY 2012 averaged 4.08/5.00 and 2013 at 4.07/5.00. This data appears to be stable and shows no indication of either a positive or
  negative trend. Therefore, based on HGET VPP data alone, this item of the SIP is considered to neither have succeeded nor failed.

- Reduce total number of vehicle incidents and damage to/by Government vehicles (*Verify by analyzing 'Weighted Vehicle Accident' metric produced monthly)*
  RESULT: This item of the SIP was applicable to MSA as a company and not MSS specific. MSA distributed communications focused on vehicle safety and implemented a traffic safety course. These efforts proved to have a positive impact as supported by the 'Weighted Vehicle Accidents' metric where 2012 was 56 and 2013 was 30.

- Increase hazard awareness by leading the Hanford site wide effort for the Chronic Beryllium Disease Prevention Program (CBDPP). *(Measure by evaluating activity of MSA's Beryllium ProgramOrganization)*

  RESULT: Although this item of the SIP was applicable to MSA as a company, MSS was instrumental in MSA's success for completing this SIP item by providing site coordination for the implementation and ongoing efforts to improve the Hanford CBDPP. In May, 2013, MSA transmitted to DOE for contract direction, Revision 2 of DOE-0342, *Hanford Site Chronic Beryllium Disease Prevention Program (CBDPP).* This issuance was a major revision that incorporated several implementing site wide procedures, including the first revision to DOE-0342-001, *Hanford Site Beryllium Work Permit (BWP)and Hazard Assessment Procedure;* DOE-0342-002 Revision 0, *Hanford Site Assessment and Characterization/Verification of Buildings Procedure;* DOE-0342-003 Revision 0, *Hanford Site Beryllium Posting and Labeling Requirements Procedure*; DOE-0342-004 Revision 0, *Hanford Site Assessment and Characterization/Verification of Structures and Conex Boxes Procedure;* and, DOE-0342-005 Revision 0, *Hanford Site Evaluation of Electrical Equipment for Beryllium Procedure*.

Other miscellaneous Beryllium Program Corrective Action Plan products were directly incorporated into DOE-0342 Revision 2, including Affected Worker Handbook, revision of the Medical Support Plan, and Work Control and Employee Exposure Monitoring. Contractors prepared implementation strategies, which were consolidated into implementation strategy and transmitted to DOE in July 2013.

MSA also is the contractor accountable for scope, funding and contract administration of a separate/independent epidemiologic study by a qualified entity, (e.g., a university). MSA has contracted National Jewish Health (Denver, CO) to assemble the Hanford surveillance data in cohort design to clearly describe beryllium sensitization and CBD risk in the workforce and help identify opportunities for prevention. The study is progressing and on schedule for completion by the end of FY 2014.

- Increase employees' knowledge of, training, and participation in Health and Safety inspections. *(Measure by evaluating quarterly Health and Safety Inspections to verify more employees are involved.)*
  RESULT: Comparison of the number of S&H inspections MSS performed monthly during CYs 2012 and 2013 did not indicate any change, 43 vs. 44, respectively. This level of inspections met MSA's expectations of implementing the S&H inspection procedure.

  However, MSA improved the safety inspection process by developing a series of subject- specific facility inspection guidance modules. These modules, which provide description on inspection criteria, were shared at various MSS workgroup meetings and posted for access to all employees on the S&H VPP website.

Attachment 2 contains the MSA SIP and, as examples, SIPs from two organizations within the MSS STAR Site

Implementations of Improvements

MSS organization-specific SIPs were updated periodically during the year to capture completion of S&H goals and improvement items. Emerging safety issues requiring additional focus were identified and actions, such as enhanced safety communications and special presentations at EZAC/PZAC meetings, were taken to address the concerns.

Trimester VPP assessment results were provided to both the VPs and their respective staff via discussion with the VPP Core Team. This information and/or other safety metrics was further disseminated at organizational staff meetings, monthly safety meetings, monthly EZAC meetings, newsletters, and posted on employee bulletin boards.

Voluntary Protection Program (VPP) Annual Self-Assessment

During CY 2013, MSS performed the annual VPP self-assessment process by conducting trimester evaluations. This method allowed a higher review frequency of VPP activities and progress on actions throughout the year. Employees were interviewed using lines of inquiry (LOIs) as they apply to the 5 VPP tenets. During the year, 339 interviews, approximately 21%, of MSS employees, were conducted during the 3-assessment process. Documents and supporting information were also reviewed to support verification of the

implementation of the VPP. An overall rate was determined based on a 0 – 5 scale, with 5 indicative of the highest level of implementation of the VPP. Results for the year are as follows:

First Trimester: 4.65
Second Trimester: 4.61
Third Trimester: 4.59

CY 2013 Average: 4.61

The scope of the annual VPP review included all functions, facilities, and activities managed by MSS organizations. The set of tailored criteria included the SIP action items, and the integrated assessment schedule which was used to evaluate the S&H system and effectively assess the elements and tenets of VPP. Assessment data indicates MSS has excellent employee perception of participation in the VPP, and has been able to sustain that strength throughout the year. All assessment results, including "good practice" and lessons learned data, were discussed with both the MSS Senior Leadership team, and individually with the respective VPs and their VPP points of contact (POCs). The immediate feedback allowed organizations to recognize strengths and weaknesses, thus prompting revision of safety improvement plans or development of corrective action plans as needed for sustainability or enhancement of program implementation. Assessment data for the MSS was posted on the MSA VPP website and accessible to all employees.

Attachment 4 contains a detailed account of data collected during the interview and review process. Included is the complete list of the LOIs that was used for the three assessments. It should be noted that organizations that transitioned to MSA after the submittal of the original MSS VPP application reflected some of the lower scores. This is not unusual as these employees and their management are still learning about the benefits of VPP and is continuing to receive mentoring and feedback from others.

During CY 2011, HSS performed an onsite review of MSS VPP activities. As a result, 16 Opportunities for Improvement (OFIs) were identified. To date, all of the OFIs have been addressed. Listed below is the complete list and status of OFIs stemming from the HSS VPP evaluation report:

1. MSA should review the disciplinary process and its implementation to ensure that all investigations are completed before any disciplinary measures are taken. (complete)
2. MSA should ensure that workers are intimately involved in all incident investigations and ensure that organizational and cultural influences are adequately addressed before individual discipline is implemented. (complete)
3. MSA should ensure that if Human Performance Improvement (HPI) is used, it does not begin with the culpability matrix, but instead uses a thorough analysis of all the latent weaknesses to identify corrective actions and organizational factors, and possible process substitution or engineered controls. (Complete. This OFI was evaluated and some portions of HPI were incorporated into the current event investigation process. The culpability matrix is no longer in use.)
4. MSA should identify specific actions they want workers to take to reduce accidents and injuries, promote awareness, and improve the safety culture, and then find ways to measure those actions as leading indicators. (complete)
5. MSA should continue working with middle managers and supervisors to ensure

they are provided adequate incentives and opportunities to participate in safety improvement efforts. (complete)

6. MSA should consider discontinuing the use of the clocks displaying days since last recordable at its sites to encourage employees to report all injuries. (complete)
7. MSA should ensure Automated Job Hazard Analysis (AJHAs) include sufficient analysis to clearly justify the subsequent control selection to the work planner and worker. (complete)
8. MSA should ensure that workers and supervisors exhibit a questioning attitude with regard to the existence or adequacy of hazard analyses, and that all activities are covered by some form of hazard analysis. (complete)
9. MSA should ensure hazard analyses are reviewed and revised when conditions change or workers become aware of new information. (complete)
10. MSA should explore methods to track leading indicators, such as near misses. (complete)
11. Pending the outcome of the current venting and balancing evaluation, MSA needs to ensure the hazards controlled within the hoods are effectively controlled by the hoods. (complete)
12. MSA should continue to pursue an alternative method for analyzing beryllium samples
    that does not have the degrading impact that the acid digestions process presents on the current hood designs and the corresponding air-handling systems associated with those hoods. (complete)
13. MSA should evaluate upgrading current hood designs to control the acid digestions process effects if alternative sampling methodologies cannot be identified. (complete)
14. MSA should analyze the potential exposures to workers using or transiting the area adjacent to the glue booth exhaust stack. (complete)
15. MSA should work with RL to ensure MSA gets appropriate information in a timely manner to ensure cases are correctly categorized and tracked. (complete)
16. MSA should consider a review of, and revise submittal requirements for all of its subcontractors to assure that all the subcontractors have an Employee Job Task Analysis (EJTA) prior to allowing the workers onsite. (complete)

Goals and Objectives

CY 2013 goals and objectives were developed to continuously improve programs and foster new initiatives for both management and employees to achieve the desired goal of zero injuries and illnesses and continuously improve the safety culture. The following is a brief summary of each goal and the results obtained:

DOE/EM TRC Goal: Rate of 1.1 was exceeded as MSS TRC rate for 2013 was 1.01.
DOE/EM DART Goal: Rate of 0.60 was not met as the MSS DART rate for 2013 was 0.74

MSS was not successful in achieving the above goals established for 2013 although safety performance within most of the areas has been strong. Efforts to address the rate increase continue and will be monitored throughout 2014.

4.0 Mentoring and Outreach

The following activities were performed by MSS employees throughout the year:

- Managing the planning and execution of the two-day Health & Safety EXPO, which is a community event held at the Trade, Recreational & Agricultural Center in Pasco, Washington. Approximately 65,000 people from the local community attended.
- Developing and delivering safety and health training in the form of Merit Badge classes to over 100 local youth from the Boy Scouts of America.
- Attending the Region X and National VPPPA Conferences (4 employees to each conference)
- Volunteering to arrive early to the VPP Conferences to assist the VPPPA with conference preparations
- Delivering three presentations and leading discussions at VPP Conferences
- Assisting other Hanford contractors with their annual VPP self-assessments
- Maintaining involvement in VPP assessments as loaned assessors which benefited the OSHA VPP, as well as the DOE VPP
- Accepting election (one employee) to the VPPPA Region X Board of Directors
- Chairing and serving on several Hanford site-wide committees including: Traffic Safety; Electrical Safety; Ergonomics; and, Site-Wide VPP Champions Committee

5.0 Management Leadership

MSS continues to have strong management leadership and commitment to safety. This is evidenced by MSS management (including VPs) participating in the monthly PZAC and EZAC all-chair meetings. Senior leadership is regularly on the agenda to present safety topics, reports on their organizations' safety efforts, and/or lead discussions on injuries and subsequent lessons learned to prevent recurrence.

MSS management also encourages employees to participate in safety-related activities, such as safety committees, safety meetings, "safety summits" or "focus days", and safety training in support of the OSHA Special Government Employee (SGE) Program.

A unique safety recognition award was initiated. The "Kathy Wheeler Award" was implemented this past year to honor an employee who was known for their passion for safety and performing over and above their normal duties to create a safer workplace. Seven employees were nominated by coworkers and one individual was selected by committee to receive this annual award.

The safety awareness and recognition program remains strong and is supported by MSS management as demonstrated by the awarding of "on-the-spot" safety tokens and safety lunch celebrations. Both the tokens and lunches are a means for employees to receive recognition of safe behaviors and/or performance.

The MSS management team continues to emphasize that work must be performed safely by placing emphasis on meeting the primary goals of *Zero Accidents and Do Work Safely*. MSS commitment to safety is set forth in multiple documents including:

MSC-POL-5053, *Mission Support Alliance Policy for Environment, Safety, Health and Quality;* MSC-MP-003, *Integrated Environment, Safety, and Health Management System Description;* and MSC-MP- 32219, *10 CFR 851 Worker Safety and Health Program Description*. MSS management is committed to empower employees with Stop Work Authority when potential unsafe conditions exist.

Safety objectives have been incorporated in the annual performance assessment process for MSS supervision. First line managers are responsible for conducting pre-job briefings to ensure those involved with a work activity are aware of the hazards and the controls required to prevent or mitigate the hazards. Facility managers are responsible for the safety of work in their facilities and are accountable for investigation of events and development of corrective actions aimed at preventingrecurrence.

6.0 Employee Involvement

MSS employees were strongly engaged in safety initiatives such as:

- Submitting safety slogans in support of MSA's seasonal safety campaign. Each season, all slogans were screened by an employee committee who pared the submissions down to the 'best' 12. The selected 12 were communicated throughout the company in various ways, such as on safety boards, websites, and through company correspondence. More than 375 employees have submitted over 500 safety slogans.

- The following are some of the safety slogans submitted by MSS employees:

    - "When thunder roars, go indoors"
    - "Safety is success by purpose, not accident"
    - "Safety works, when you work at safety"
    - "Safety sense prevents accidents"

- Attending Monday morning back-to-work safety meetings. MSA develops "Weekly Safety Starts" that are provided to all employees for use and discussion at the safety meetings held at the beginning of each week. All employees are expected to attend a back to work meeting to discuss the literature that highlights a specific safety topic that was selected to promote safety awareness and encourage employees to refocus their efforts of safety consciousness for the upcoming work week. Attachment 3 contains an example of a Weekly Safety Start.

- Participating in the 'Safety Sleuth" challenge which consists of a weekly online quiz about a current safety issue or topic. Questions refer to documents and procedures applicable to all employees. This program began in July and averaged 109 employees per week. By the end of the CY, the average number participating per week had increased to exceed 180 employees.

- Reducing slips, trips and falls by utilizing company supplied ice and snow foot traction devices (i.e., YAK Traks). MSS realized a 33% reduction in slips, trips and falls during CY 2013. In part, the reduction was attributed to the use of the

company supplied traction devices, attending slip simulator training, and emphasis on situational awareness and communication.

- Maintaining over 40 separate EZAC's, each is led by a volunteer Chairperson and often a Co- Chair that are employees of that work group. All employees of a work group may attend the EZAC meetings if they desire.

- Attending the monthly all-EZAC Chairperson meetings. All EZAC Chairpersons and Co-Chairs are invited to attend. Roles and responsibilities of EZAC Chairs, lessons learned, and general safety information is discussed to be further distributed throughout their workgroups.

- Engaging MSA Leadership at EZAC meetings. MSS incorporated a presentation from MSA VPs onto the agenda. Senior Leadership is invited to discuss their organization, interfaces with the other organizations and other Hanford contractors, structure and operation of their EZAC(s), their safety statistics, and what safety improvements and initiatives they have undertaken during the past year.

7.0 Worksite Analysis

Baseline surveys are updated through annual completion of monthly hazard assessments by S&H staff. Data from individual area hazard assessments is entered into a site wide industrial hygiene database to ensure that baseline information is maintained current to area conditions and/or operations. The baseline hazard assessment is posted for easy access by facility management in establishing hazard control measures for hazards identified.

There are several mechanisms for routine hazard assessment that continue to be maintained by MSS. Quarterly full site walkthroughs and annual hazard assessment checklists which are used to update the hazard assessment database are performed by the S&H Worker Protection Organization. Management safety walk downs are routinely performed as-well-as routine work 'safer' dialogues.

The following are a number of avenues and processes that are available to employees for reporting hazards:

- Management Chain-of-Command
- Open Door Policy
- Hanford Atomic Metal Trades Council (HAMTC) Safety Representatives
- MSA Employee Concerns Program
- DOE Employee Concerns Program
- MSS SHQ&T Worker Protection Organization
- Safety idea and issues process (safety logs)
- Issue Identification Form which is part of CAMS

MSS encourages workers, including subcontractors, to implement a "stop work" culture which is reinforced by work instructions and line management.

Line management is responsible for preparing and investigating all injury case reports

with the assistance of MSS's Worker Protection and HAMTC Safety Representatives.

MSS tracks occupational injuries such as first aid recordable and days away, restricted transferred injury cases in order to identify adverse trends. Trend analysis of the cases are used to develop areas for increased awareness activities, recommended Weekly Safety Start discussions, and to determine where an increased MSS safety and health presence may be appropriate.

Effectiveness of VPP is also demonstrated through trend analysis which continually evaluates the performance of VPP. Additionally, as employees complete mandatory annual HGET training, an optional VPP perception survey is available to be completed where the results are captured and monitored.

8.0 Hazard Prevention and Control

MSS has a broad range of professional expertise, both full-time and contract resources within the support and operations organizations. Continuing professional development is supported to maintain areas of expertise. Currently there are six Certified Safety Professionals (CSPs), and six Certified Industrial Hygienists (CIHs) on the MSS staff.

MSS continues to develop controls for hazards in the following order:

- Process *and/or* Material Substitution
- Engineering Controls
- Administrative Controls
- Personal Protective Equipment

Other hazard prevention and control activities include:

- Internal lessons learned are discussed at Plan of the Day meetings, Monday morning back-to- work meetings, staff meetings, etc. Lessons learned are also disseminated across operational and support organizations. External lessons learned are regularly received from both the DOE OPEXShare (Lessons Learned) system, as well as from outside sources. Both internal lessons learned and key lessons learned from outside the MSS were evaluated and discussed at all-hands meetings.

- Positive reinforcement is provided through celebrations of achieving organizational performance based incentives, the Safety Recognition and Awareness Program, and site safety goal achievements.

- Employees who do not comply with safety requirements are disciplined based on a graded approach as defined in MSA *Standards of Conduct* (Document MSC-POL-11385). Subcontract documents address MSS oversight and requirements when non-compliances are identified. Formal actions taken to enforce subcontractor compliance to MSA safety and health requirements are fully documented.

- MSS equipment is cataloged in an electronic database and preventive maintenance is conducted and tracked on a monthly trend chart which is reviewed monthly by management. Based on a review of the metrics maintained by Maintenance, it is evident that Preventive Maintenance (PM) has a scheduling priority and employees

are encouraged to complete their assigned PMs each month. PMs are an essential and vital element of the maintenance program and keeps equipment that is essential to site mission running smoothly without frequent breakdowns and catastrophic failures. No major changes have occurred in the program this past year.

- Drills and exercises continue to focus on demonstrating the readiness of Emergency and Protective Force Response Teams. A debriefing follows each drill or exercise to verify that the objectives have been met and to identify issues that need to be addressed. Quarterly emergency exercises have been conducted for personnel who staff the Emergency Operations and Technical Support Centers during emergency events.

- The medical monitoring program provides employee pre-employment and termination physicals and annual assessments as required by job duties. The program continues to be effective by completion of an employee job task analysis (EJTA) that notes tasks or conditions where there is a risk of injury and providing mechanisms for employees to improve their working conditions. The medical monitoring program is managed by HPMCO, under a separate contract with DOE-RL.

9.0 Health & Safety Training

MSS continues to require employees and subcontractor personnel to complete training requirements commensurate with their positions or work activities and as required by contractual and regulatory requirements. MSS notifies managers and employees when refresher and requalification training is due. Lessons learned from internal and external events or issues typically provide opportunities to re-evaluate the adequacy of personnel training and are used to improve training packages. When necessary, briefings on specific health and safety concerns are developed and presented to the affected personnel.

MSS managers and supervisors continue to receive safety, environmental, emergency management, and ISMS training as part of their HGET. Other training requirements may be required based on their responsibilities. Special emphasis courses were attended by the MSA management on beryllium work planning and risk communication. The Safety Trained
Supervisor (STS) certification preparation course was added as a new initiative for MSA. Some
MSS employees have already obtained their STS certifications.

10.0 Awards and Recognition

MSS organizations were the recipients of the following awards and recognition:

- Co-recipient of the National and Region X VPPPA Outreach Award
- Recertified as an ISO 14001 compliant site
- DOE VPP Superior Star Award – 2012, 2013

APPENDIX C – ATTACHMENT 1

VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET

Review: January 1 - December 31, 2013
Site Contractor Name/Acronym: Mission Support Services / MSS
Site Name: Hanford
Company President/Manager: Frank Armijo
Company Address:
MSA
PO Box 650
Richland, Washington 99352

Injury Incidence/Lost Workdays Case Rate (contractor [participant] employees and staff augments)

Calendar Year	Hours Worked	TRC Cases	TRC Rate	DART*Cases	DART*Rate
(Year-2) 2011	4,003,002	18	0.90	12	0.60
(Year-1) 2012	3,178,597	12	0.76	8	0.50
(Year -) 2013	2,982,875	15	1.01	11	0.74
3-Year Total	**10,164,474**	**45**	**0.89**	**31**	**0.61**

Injury Incidence/Lost Workdays Case Rate (subcontractors)

Calendar Year	Hours Worked	TRC Cases	TRC Rate	DART*Cases	DART*Rate
(Year-2) 2011	101,544	1	1.97	1	1.97
(Year-1) 2012	54,679	0	0.00	0	0.00
(Year -) 2013	36,716	0	0.00	0	0.00
3-Year Total	**192,939**	**1**	**1.04**	**1**	**1.04**

Total Contractor & Subcontractors for 3 Years:

Hours = 10,357,413 TRC Cases = 46 TRC Rate = 0.89 DART Cases = 32 DART Rate = 0.62
BLS for NAICS** # 5612 TRC Rate = 3.60 DART Rate = 1.90

* Days Away, Restricted or Transferred ** North American Industry Classification System

MSS is 75% below the NAICS TRC Rate, and 67% below the NAICS DART Rate

Number of Contractor Employees: 1729
Number of Subcontractor Employees: Varies

Union Representative
Name: John Jeskey
Email: John_J_Jeskey@rl.gov
Contact # 509-376-1009
Contractor VPP POC
Name: Lanette Adams
Email: Lanette_K_Adams@rl.gov
Contact # 509-373-9669
DOE VPP POC
Name: Larry Yearsley
Email:Larry.Yearsley@rl.doe.gov
Contact # 509-376-5104

WSCF Safety Improvement Plan – CY- 2013

This WSCF Safety Improvement Plan (SIP) is a "living" document. As new initiatives arise or action items are identified, they will be added to the plan. As others are completed, they will be removed from the plan. The SIP captures activities that address identified weaknesses, improve on existing initiatives, and create a step-change forward in the safety culture at WSCF.

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS
1.0 Management Leadership			
1.1 Reinforce Chain of Command to allow flow of information up and down within the WSCF Organization *Continuing Effort*	1, 3	WSCF Management	10/03/13: Management has been working to improve lines of communication.
1.2 Develop management observation program for implementation. Managers to conduct field visits and talk to random employees. Given the opportunity, employees can discuss their concerns and at least will have the opportunity to share their concerns on an individual basis. *Continuing Effort*	1	WSCF Management	10/03/13: Management setting up more regular walk through visits of the lab and also during Safety Inspections
1.3 MSA Executive Level presence at the facility at least at a quarterly basis. *Continuing Effort*	1	Lori Fritz	Lori has visited the Facility in March and April. Paul Kruger visited the Facility in June
1.4 Conduct quarterly All Hands Meetings with employees. *Continuing Effort*	1	WSCF Executive Director	All Hands meeting scheduled for October 10th
1.5 MSA Senior Management Level more present at Facility other than Feeds or to deliver "Bad News".	1	Lori Fritz	This item has been redefined to also include the MSA President and COO not just the VP.
2.0 EMPLOYEE INVOLVEMENT			
2.1 Managers/leads and or Stewards request volunteers to attend EZAC Meetings from all Identified/represented groups at WSCF (See EZAC	1 , 3	Ley Temple Managers / Leads	04/22/13: The ZAC has gained three volunteer members from the bargaining unit. Two from the Organic Group and one from the Radchem group and one from Client Services/Production Control.

*VPP Elements **(1)** Management Leadership **(2)** Employee Involvement **(3)** Worksite Analysis **(4)** Hazard Prevention and Control **(5)** ES&H Training

WSCF Safety Improvement Plan – CY 2013

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS
Charter) *Continuing Effort*			
2.2 Provide an overview of the Industrial Hygiene Baseline Assessment to new employees. As a follow-up, issue a People Center Message reviewing the baseline and links to information. Establish trending reports for all industrial hygiene reports. *Continuing Effort*	2 , 3 , 4	Eric Hokanson	Baseline link on the website is not working currently looking into adding this information into the WSCF DOI
2.3 Quarterly review of WSCF Safety Recognition Program. Track nominations and awards provide report to the EZAC. *Continuing Effort*	2 , 3 , 4	Ley Temple Debbie Besabella	Started to do a "running total" of Spot Awards issued for each Quarter. For January – April WSCF Issued 49 Spot Awards. For May – August WSCF issued 20 Spot Awards.
2.4 Continue to Promote the Safety Recognition program to increase employee awareness and utilization. *Continuing Effort*	2 , 3 , 4	ZAC Council	Started up the "Safety Person of the Month". Need to work on more recognition of people who get Spot Awards. 07/15/13: Continuing to ask for "Safety Person of the Month" Nominations. If no nominations are received ZAC Chair opens nominations to the floor during the ZAC Meeting. 08/27/13: Ley asked ZAC Members to vote via email on whether or not we should increase the number of tokens issued for Safety Person of the Month. Of 27 members 14 responded 13 voted "Yes" with 1 voting "No".
2.5 Promote safety log usage. *Continuing Effort*	1, 2, 3 , 4 , 5	Ley Temple Cynthia Johnson	WSCF has issued five (5) Safety Ideas and Issues so far in 2013. 07/15/13: WSCF has six (6) issues in 2013 so far. 08/27/13: WSCF has issued nine (9) issues so far in 2013.

*VPP Elements **(1)** Management Leadership **(2)** Employee Involvement **(3)** Worksite Analysis **(4)** Hazard Prevention and Control **(5)** ES&H Training

WSCF Safety Improvement Plan – CY 2013

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS
3.0 WORKSITE ANALYSIS			
3.1 Re-establish WSCF HPI Steering Committee *Continuing Effort*	1,2,3,4	HPI Committee	Troy going to see if there is an HPI POC within MSA
3.2 Quarterly, status the safety idea issue usage and trending to the ZAC Council, including breakdown by issue type and average time to resolve safety issues. *Continuing Effort*	1,2,3,4	Ley Temple	04/15/13: Completed and posted update on Safety Boards. 06/24/13 Updated and posted on Safety Boards 08/27/13: Updated and Posted on Safety Boards. 09/20/13: Updated and posted on Safety Boards
3.3 Provide Quarterly HPI Review of "Building Warden" calls and other Occurrences or Stop Work Events. *Continuing Effort*	3 , 5	Ley Temple	04/15/13: Completed Quarterly Review. 07/02/13: Completed quarterly review.
3.4 Better recognition of workers' who bring up Safety Issues or Concerns.	3	WSCF Management Ley Temple	Currently recognizing people at the ZAC looking at recognizing people at All Hands meetings
3.5 Better Safety Issue / Concern receptiveness and quicker resolution of issues.	3	WSCF Management Ley Temple	All Issues are mitigated when an issue is received unless something can't be corrected. Once the hazard is mitigated the issue is requested to be closed by the ZAC and moved to the SIP as a Safety Improvement item. Per Rocky Simmons (HAMTC Safety Rep).

*VPP Elements **(1)** Management Leadership **(2)** Employee Involvement **(3)** Worksite Analysis **(4)** Hazard Prevention and Control **(5)** ES&H Training

WSCF Safety Improvement Plan – CY 2013

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS
3.6 Better follow up in addressing findings during the ES&H Inspections	3	WSCF Management	Findings are currently being sent to Managers and Leads
4.0 HAZARD PREVENTION and CONTROL			
4.1 Conduct training drills per the WSCF drill program to ensure employees are readily able to respond to an emergency. *Continuing Effort*	1 , 2 , 5	Jeff Stachofsky Troy Dale	04/18/13: WSCF Participated in the site wide drill. 08/26/13: WSCF ran an unannounced evacuation drill all WSCF personnel participated except ground water personnel housed within the WSCF area. 10/03/13: Additional training drills are planned in the near future.
4.2 Ensure proper PPE are available *Continuing Effort*	2 , 3	ZAC Council Management Team	Building Operations Personnel maintaining PPE availability. Ops continuing to provide PPE
4.3 Conduct semi-annual trending analysis on Error Precursors and present to ZAC for review. *Continuing Effort*	3 , 5	Ley Temple	04/15/13: Completed and updates posted on Safety Boards. 07/02/13: Completed and Updates posted on Safety Boards.
4.4 Review EJTA results with Employees yearly	2 , 4	Eric Hokanson Responsible Manager	EJTA results were given out in March.
4.5 Better Preventative Maintenance on Equipment also, better housekeeping in Lab Rooms.	4	Management / Leads Room Owners	

*VPP Elements **(1)** Management Leadership **(2)** Employee Involvement **(3)** Worksite Analysis **(4)** Hazard Prevention and Control **(5)** ES&H Training

WSCF Safety Improvement Plan – CY 2013

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS
4.6 Item moved from Safety Log (WSCF-A11-004) 6266A Large Door allows debris into Building.	4	WSCF ZAC Council	Operations Personnel mitigating this issue by performing housekeeping of area as needed while a more permanent fix is put in place. WSCF needs to measure the area for the fence / gate Rocky Simmons has arranged for Craig Brewer to contact Jeff Stachofsky to provide assistance.
4.6.1. Item moved from Safety Log (WSCF-A11-025) Relamp selected areas of the North Lab with Emergency Lights	4	WSCF ZAC Council	LED lights established at step off pad areas until work can be done to increase the number of Emergency Lights in the North Lab. WSCF has an additional planner this issue is now # 6 on the planners list. 10/03/13: Planning is completed need to find out how ballists are wired and then proceed.
4.6.2. Item moved from Safety Log (WSCF-A13-005) Moving of Samples between the North Lab and the NSL	4	WSCF ZAC Council	A better more stable cart has been put into service for moving samples to the NSL vendor will be here again in July. 07/10/13: Vendor here and repaired Dumbwaiter and is now being used. Initiator contacted and closed this issue. Dumbwaiter has been repaired and is now in use. This item is now closed.

*VPP Elements **(1)** Management Leadership **(2)** Employee Involvement **(3)** Worksite Analysis **(4)** Hazard Prevention and Control **(5)** ES&H Training

WSCF Safety Improvement Plan – CY 2013

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS
4.6.3 Item moved from Safety Log (WSCF-A13-004) Off Gassing from the TOX Analyzer in N13.	4	WSCF ZAC Council	08/08/13: Still working and planning on procurement of new equipment. Gerald suggested placing a larger tube in cell area that is hooked into a fan to help pull gasses from the area. Initiator okayed moving this issue to the WSCF SIP. A. Old work practice: Just used N13 cleaning cells, Chem techs used minimal PPE as required. Work performed when needed. IH samples baseline and real-time. Some issues with fume/smells workers contacted the HPMC provider to get this information into their medical records as suggested by their MSA case manager. B. Current work practice: Use N13 now cleaning cells in a hood, Chem techs used minimal PPE as required. Workers tried new hood process and to provide feedback to team. IH samples baseline and real-time. C. Options – 1. Add new instruments TOX for N13 – pending procurement approvals 2014 – top procurement priority (90 day review) Management responsibility. 2. Add temporary/permanent hood arrangement – pending engineering design and comment, need assigned to engineering department by Jon Kon – management responsibility (ETA on info). 3. Train additional workers to provide a better rotational practice (Labor/Management issue). D. Hood Change; 1. Reassign current work to be conducted in N14. Discussion - this is a possibility but must have a whole host of reviews, equipment moves – best time line would be 18-36 month to complete once a decision was made to make the change. Right now consensus not a viable option. 09/05/13: Waiting for Actual funding monies

*VPP Elements **(1)** Management Leadership **(2)** Employee Involvement **(3)** Worksite Analysis **(4)** Hazard Prevention and Control **(5)** ES&H Training

WSCF Safety Improvement Plan – CY 2013

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS	
4.6.4. Item moved from Safety Log (WSCF-A13-002) Carboy in N22 causing a potential tripping hazard.	4	WSCF ZAC Council	08/08/13: Carboy is to be moved when not in use. Plan to continue with the FMP to have a roll out drawer placed under sink as a permanent fix. ZAC Chair to speak to initiator about closing this issue and move to the WSCF SIP. 08/13/13: ZAC Chair spoke to Initiator with the above solution and agreed to close the issue and move the concern to the SIP. 09/05/13: A work Package number has been assigned for this issue will need to have an FMP done for this. 10/03/13: On the Engineers desk other issues currently have the priority.	
4.6.5. Item moved from Safety Log (WSCF-A13-007) Compactable Waste Handling in the North Lab	4	WSCF ZAC Council	08/08/13: ZAC Chair to contact Eric Hokanson for ergonomic review. Management and Waste group are going to review this change. 08/13/13: ZAC Chair spoke to initiator about path forward and agreed to close this log entry and place issue into the WSCF SIP. 09/05/13: Waste group looked at the proposed / suggested changes. Group felt they have no issues with the way the work is currently done. ZAC Chair to contact initiator to close this issue out.	
5.0 ENVIRONMENTAL, SAFETY & HEALTH TRAINING				

WSCF Safety Improvement Plan – CY 2013

SIP GOALS	*VPP Element	RESPONSIBLE CHAMPION	STATUS	
5.1 Bring All Employees' up to speed on new Inspection processes. New forms are available	2 , 4 , 5	Ley Temple Eric Hokanson Troy Dale	04/29/13: Tom Lindholm emailed the training power point presentations to the Operations leads to allow us a better method of training lab people. 05/2/13: Troy Dale sent a "People Center" email with the link for the Safety and Health Inspection training. 05/20/13: Ley brought up the need for all lab personnel to go through the power point presentation. Sent out the link via people center. People have been reviewing the presentation. 10/03/13: Have been using the new inspection format this improvement item can be closed.	
5.2 Ensure Employees are kept updated on progress of Safety Issues and offer refresher of Safety Idea and Issues process. (EZAC, Monday Morning Mtg, etc.) *Continuing Effort*	2 , 4	Ley Temple	07/15/13: Ley working to keep initiators up to date on Safety Issues for those who don't attend ZAC Meetings. Dan Smith has begun asking for updated of ZAC items during the Monday Morning Back to Work meetings.	
5.3 Ensure proper training for New staff	5	WSCF Management	Ensuring new employees get mentored and trained	
5.4 Better Communication between WSCF Employees and Senior Management.	1 , 5	WSCF Management Lori Fritz	Communication has gotten better with more info coming to personnel involved i.e. kudos etc.	

SIP Goal Sources: WSCF 2011 DOE-HQ VPP Evaluation, WSCF 2010 Human Performance Improvement (HPI) Initiatives, WSCF 2012 Safety Improvement Plan, WSCF 2012 VPP Assessment.

*VPP Elements **(1)** Management Leadership **(2)** Employee Involvement **(3)** Worksite Analysis **(4)** Hazard Prevention and Control **(5)** ES&H Training

WSCF Safety Improvement Plan – CY 2013

Approved By:

Original Signed	*3/7/13*
Ley A. Temple WSCF Zero Accident Council Chairperson	Date
Original Signed	*3/7/13*
Bob R. Smith HAMTC Safety Representative	Date
Original Signed	*3/7/13*
Troy F. Dale Facility Manager	Date
Original Signed	*3/11/13*
Greg T. Berlin Production Control/Client Services Manager	Date
Original Signed	*3/7/13*
Dan T. Smith Analytical Chemistry Manager	Date
Original Signed	*3/7/13*
Jon B. Kon Analytical Services Director	Date
Original Signed	*3/7/13*
Eric J. Hokanson MSA Industrial Hygiene & Safety	Date

SITE INFRASTRUCTURE & LOGISTICS 2013 SAFETY IMPROVEMENT PLAN

OUR VISION

Site Infrastructure & Logistics (SI&L) vision is to capitalize on our greatest resource, our employees, and be recognized, both within MSA and by our customers as "Best-in Class" in achieving safety and health excellence in all we do.

OUR GOAL

The goal of our operation is to return employees back to their families each day injury free. We will accomplish this by maintaining an awareness of the hazards we face 24/7. We participate in Employee Zero Accident Councils (Sponsor: EZAC), Back to work/safety meetings, to openly share lessons learned from incidents and Close Calls. We strive to maintain safety/situational awareness both at home and at work.

MANAGEMENT/LEADERSHIP COMMITMENT

- Continue to monitor senior management's commitment to field visits.
    - Will include invitations to CEO & COO for field visits (i.e. Safety Feeds etc.)
- Managers / supervisors to lead stretching at Monday back-to-work meetings to encourage employees to stretch daily.

EMPLOYEE INVOLVEMENT

- Additional employees will be included in overexertion injury investigations.
- Build depth in our EZAC leadership team.

WORKSITE ANALYSIS

- Verify multi-discipline teams (i.e. supervision, safety, bargaining or non-bargaining etc.) participation in walk-downs and safety inspections.
    - Rotate employees involved.
    - Invite other work groups.
- Make ZAC Charter and SIP more visible to the work groups by giving a monthly status at the SI&L ZAC meetings and a quarterly handout for review and reinforcement.

HAZARD PREVENTION AND CONTROL

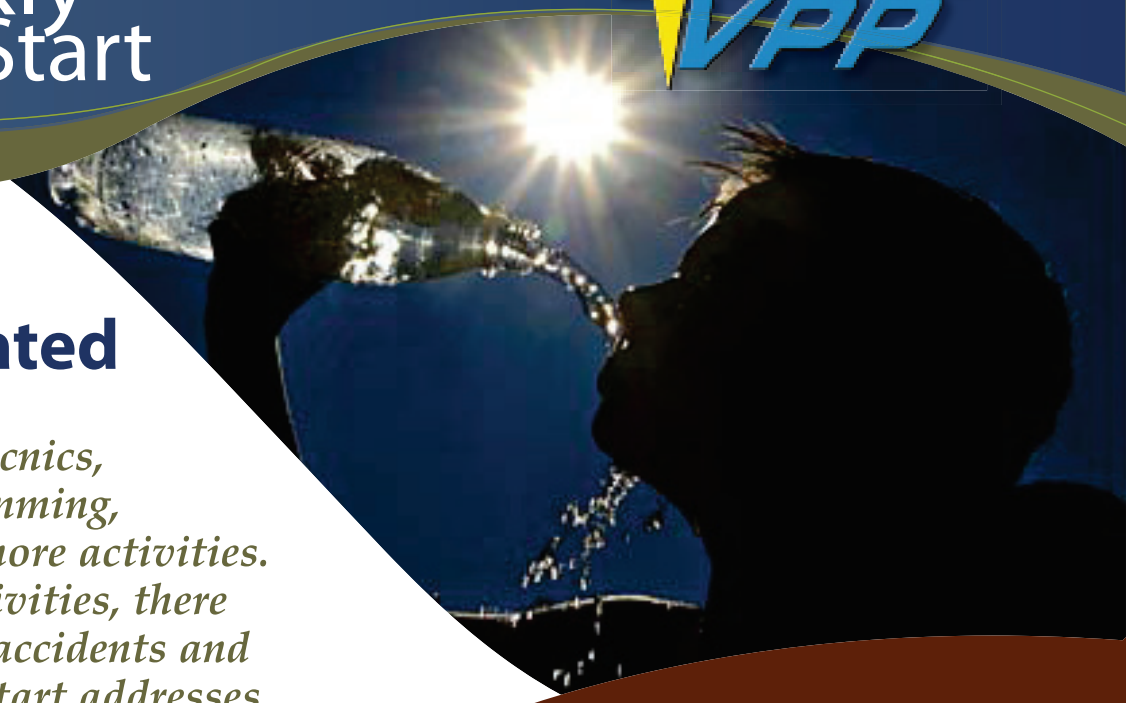
- Provide and discuss ergonomic assessment information and worksheets for each group (one time only).

SAFETY AND HEALTH TRAINING

- Distribute latest version of flippy books to all work groups.
- Conduct pilot program of the managers/supervisors on the STS (Safety Trained Supervisor) program. Train individuals regarding safety and health roles and responsibilities of the employees they manage.

Mission Support Alliance

Weekly Safety Start



Staying Hydrated

Summer is here with picnics, boating, camping, swimming, barbeques, and many more activities. But with increased activities, there is a greater chance for accidents and mishaps. This safety start addresses the danger of not staying hydrated.

Why is drinking adequate fluids important?

Your body does not have a reservoir for storage, so fluids must be replaced daily. Fluids:

- Help maintain body temperature and help prevent you from overheating.
- Are essential for digestion, absorption and removal of waste products.
- Help transport nutrients and other bodily substances.
- Prevent dehydration.
  - During moderate activity, in moderately hot conditions, workers should drink 1 cup of water every 15 minutes (don't wait until you 'feel' thirsty).
  - Alcohol and caffeinated drinks negatively affect the body's ability to use water.

Signs/Symptoms of Dehydration

- Thirst
- Irritability
- General Discomfort
- Headache
- Weakness
- Dizziness
- Cramps
- Chills
- Vomiting
- Nausea
- Head/Neck Heat Sensations
- Decreased Work Performance

Mission Support Alliance
Weekly Safety Start

Supervisor Briefing Points

Drink fluids early and often to replace water lost through sweating in both hot and cold environments. Dehydration and decreased performance can occur at any temperature, however, your needs will increase on hot and humid days.

Tips to Staying Hydrated:

Carry a reusable water bottle.

Eat fruit or popsicles. You don't have to just drink your water — you get fluids from what you eat as well. Fruits, like watermelon and cantaloupe, have high water content, as well as frozen treats like 100% fruit juice pops.

Give your water a twist. Adding flavor to your water can make it easier to drink more. Drop in slices of lemon, lime, cucumber or strawberries.

Sip throughout the day. Little things add up and fluid intake is no exception.

Plan ahead. If you are headed for a workout outside, or an outing at the pool, make sure to pack plenty of fluids for the trip. When in the heat, you can lose fluids very quickly.

Ask yourself the following:

- Am I familiar with the amount of fluid I should drink daily?
- Do I carry a water bottle with me?
- Do I know what the symptoms are for dehydration?
- Do I look out for for signs of heat distress in my co-workers?

EMS TIP:

Hanford's environmental objective is to reduce potable and non-potable water by 2% annually from the FY 2007 and FY 2010 baselines, respectively. To see Hanford's progress, look for the Water Use metric within the linked metrics presentation and help us minimize water use!

http://msc.rl.gov/ims/files.cfm/Comm_EES_Quarterly_Management_Review_2013-05.pdf

GUIDING PRINCIPLE: 3

Hazard & Environmental Controls

Mission Support Services CY 2013 VPP Trimester Assessments

Description		President's Office			Business Operations			Site Infrastructure & Logistics			Portfolio Management			Safety, Health, Quality			Project Planning & Integration			Information Management			Environmental & Energy Services (1st = WSCF, 2=EES, 3=RSS)			Emergency Services (not including SAS)			Human Resources			Total Employees Interviewed	Total AVERAGE
Trimester		1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3		
Employees Interviewed per Trimester		2	2	2	5	8	17	28	15	20	3	1	5	25	30	21	2	2	2	27	22	33	6	6	8	12	13	8	6	5	3	339	
% Employees Interviewed per Group/Trimester		8.0	8.0	8.0	5.1	8.1	17.2	5.7	3.0	4.0	9.1	3.0	15.2	20.5	24.6	17.2	10.0	10.0	10.0	5.7	4.6	7.0	4.7	4.7	6.2	7.1	7.7	4.8	13.6	11.4	6.8	21.08	
MANAGEMENT LEADERSHIP																																	
1	Policy/Commitment	5.0	5.0	5.0	4.8	4.7	4.7	4.3	4.8	4.7	4.3	4.0	4.5	4.8	4.5	4.3	5.0	4.5	3.5	4.3	4.7	3.7	3.0	5.0	3.8	4.8	4.8	5.0	4.9	4.1	4.3		4.49
2	Goal & Objectives		4.0	5.0		4.8	5.0		4.3	4.9		3.0	4.6		3.7	4.9		4.5	5.0		4.4	5.0		5.0	4.4		4.5	4.5		4.1	4		4.48
3	Written S&H Program	5.0	5.0	5.0	4.8	4.9	4.9	3.9	4.8	4.9	4.0	4.0	4.8	4.4	5.0	4.9	5.0	4.5	5.0	4.9	4.9	5.0	2.0	5.0	4.0	4.8	4.5	4.5	4.6	4.0	4.7		4.59
4	Authority & Resources	5.0	5.0	5.0	4.8	5.0	4.9	4.8	4.9	4.5	4.2	5.0	4.4	4.6	4.3	4.5	5.0	4.5	4.5	4.7	4.7	5.0	3.0	5.0	3.8	4.5	4.5	5.0	5.0	3.9	5		4.63
5	Line Accountability/Involvement	5.0	4.0	5.0	5.0	4.9	4.9	4.5	4.9	4.2	4.0	5.0	4.6	3.7	4.0	4.6	5.0	5.0	4.5	4.2	4.6	5.0	3.0	5.0	3.4	4.8	4.0	4.0	5.0	4.1	4.3		4.47
																																AVG =	4.53
EMPLOYEE INVOLVEMENT																																	
6	Involvement of Employees	5.0	5.0	4.0	5.0	4.7	4.8	3.8	4.6	4.7	4.5	5.0	4.6	4.8	3.5	4.7	5.0	5.0	5.0	4.5	4.7	5.0	3.0	5.0	3.4	4.5	4.0	5.0	5.0	3.9	4.7		4.55
7	Participation Requirement	5.0	5.0	4.0	4.6		4.5	3.8		3.4	5.0	4.0	4.2	4.7		3.9	5.0		4.0	4.8		4.7	5.0		1.6	4.8	5.0	4.5	5.0		4		4.37
8	Hazard Identification			5.0			4.5			4.9			3.8			5.0			4.0			5.0			4.6			4.5			4.3		4.56
9	Safety Training	5.0	3.0	5.0	4.6	4.9	4.8	4.5	4.8	4.4	5.0	5.0	4.1	4.7	4.3	4.7	5.0	4.5	5.0	4.7	4.8	5.0	5.0	5.0	3.4	5.0	4.8	5.0	5.0	4.0	4.7		4.66
10	Participation of S&H Resolution	4.0	5.0	5.0	4.6	4.7	4.8	4.4	4.8	4.4	5.0	5.0	4.7	4.6	4.8	4.9	5.0	5.0	5.0		4.7	5.0	5.0	5.0	3.8	5.0	4.8	5.0	5.0	4.5	4.7		4.77
																																AVG =	4.58
WORKSITE ANALYSIS																																	
11	Safety Reviews	5.0	5.0		5.0	5.0	4.9	3.9	4.6	4.6	5.0	5.0	4.7	4.7	4.1	4.8	5.0	5.0	5.0		4.3	5.0	4.0	5.0	3.6	4.8	4.8	5.0	5.0	3.9	4		4.67
12	Pre Analysis	5.0	5.0	5.0	4.6	4.8	5.0	4.4	4.9	4.2	5.0	3.0	3.8	4.8	4.5	4.5	5.0	5.0	4.5		4.9	5.0	3.0	5.0	3.2	4.8	4.5	4.0	4.9	4.0	4.7		4.52
13	General hazard Assessments	5.0	3.0		3.6	4.9		4.3	4.7		5.0			4.9	4.8		5.0	4.5	5.0	4.8	5.0		4.0			4.5	4.5		5.0	3.8			4.54
14	Hazard Documentation	5.0	5.0		5.0	4.9		4.7	4.6		4.5			4.4	5.0		5.0	5.0	3.5	4.7	5.0		3.0	5.0		5.0	5.0		5.0	4.4			4.69
15	Accident Investigations	5.0	3.0	5.0	4.8	4.8	4.8	3.6	4.5	3.8	5.0	5.0	4.3	4.4	3.5	4.6	5.0	4.5	4.5	5.0	4.0	5.0	4.0	5.0	3.0	4.5	4.3	5.0	5.0	4.5	4.7		4.47
																																AVG =	4.58
HAZARD PREVENTION & CONTROL																																	
16	Certified Professional	5.0	4.0		4.6	4.8	4.9	5.0	5.0	4.5	5.0	4.0	4.3	4.9	5.0	4.2	5.0	5.0	4.5	5.0	5.0	4.8	5.0	5.0	4.6	4.5	4.5	4.8	4.6	4.2	4		4.68
17	Control / Eliminating Hazards	5.0	5.0	5.0	5.0	5.0	5.0	4.8	4.8	4.5	5.0	4.0	4.3	4.9	5.0	4.3	5.0	5.0	5.0	5.0	4.8	5.0	3.0	5.0	4.0	4.8	4.5	4.5	4.9	4.0	4		4.67
18	Preventive Maintenance	5.0	5.0		5.0	4.9	4.9	4.9	4.7	4.1	5.0	5.0	4.6	5.0	4.6	4.7	5.0	5.0	5.0	5.0	4.8	5.0	5.0	4.0	4.0	5.0	5.0	4.8	5.0	4.6	5		4.81
19	Ergonomic Hazards	4.0	5.0		5.0	4.9	4.8	4.7	4.8	4.8	5.0	3.0	3.5	4.9	5.0	3.2	5.0	5.0	4.5	5.0	4.0	5.0	5.0	5.0	2.6	4.9	5.0	5.0	5.0	4.0	4		4.54
20	Safety of Tools	3.0	5.0		4.2	4.6	5.0	4.0	4.9	4.6	5.0	5.0	4.9	4.7	5.0	4.7	4.5	4.5	5.0	4.5	4.3	5.0	5.0	5.0	4.2	4.8	5.0	5.0	4.8	4.5	4.7		4.67
																																AVG =	4.67
SAFETY & HEALTH TRAINING																																	
21	Manager / Safety Training	5.0	5.0	5.0	5.0	4.8	5.0	4.5	4.9	4.7	5.0	4.0	4.1	4.7	3.6	4.7	5.0	5.0	5.0	5.0	4.4	5.0	5.0	5.0	4.2	4.8	4.8	5.0	4.9	4.1	4.3		4.72
22	Current Training Plans	5.0	5.0	5.0	5.0	4.1	5.0	4.8	4.9	4.9	5.0	3.0	3.3	4.8	4.8	4.5	5.0	5.0	4.0	5.0	5.0	4.7	3.0	5.0	4.8	5.0	4.9	4.8	4.9	4.5	4.7		4.65
23	Employee Hazard Awareness	5.0	3.0	5.0	5.0	4.4	4.9	5.0	4.9	4.9	5.0	5.0	4.7	4.8	4.8	4.7	5.0	4.5	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.5	5.0	5.0	4.1	4.3		4.78
24	Emergency Response	5.0	5.0	5.0	4.2	4.8	5.0	3.2	4.8	5.0	4.7	5.0	4.5	4.4	4.5	4.9	4.5	3.5	5.0	4.3	4.8	5.0	1.0	5.0	4.4	4.7	4.8	5.0	4.5	4.2	4.7		4.51
25	Safety Meeting Attendance	5.0	5.0	5.0	4.2		5.0	4.6		4.8	5.0	5.0	4.9	4.6		5.0	5.0		5.0	5.0		5.0	1.0	5.0	4.6	4.8	4.5	5.0	5.0		4.7		4.70
																																AVG =	4.67
	Total Average	4.83	4.5	4.9	4.71	4.79	4.9	4.37	4.77	4.5	4.79	4.36	4.4	4.66	4.47	4.6	4.96	4.73	4.6	4.77	4.67	4.9	3.70	4.95	3.8	4.79	4.65	4.8	4.91	4.15	4.46		4.61
	Total % Employees Interviewed/CY	24.00			30.30			12.75			27.27			62.30			30.00			17.30			15.50			19.64			31.82			MSA%	21.08

Green: > 4.0
Yellow: 3.0 - 4.0
Red: < 3.0

1st Trimester	4.65
2nd Trimester	4.61
3rd Trimester	4.59