

Hanford Integrated Standards Management Plan

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Hanford Integrated Standards Management Plan

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1.0 Purpose and Scope

This Integrated Standards Management Plan, herein called the Plan, defines the process used to identify, develop, implement, and maintain site-wide standards and standardized training when consistent requirements and processes across Hanford contractors are necessary to provide controls for similar hazards, requirements, and worker expectations. The processes defined in this Plan are designed to achieve collaboration from the U.S. Department of Energy (DOE), Affected Hanford Contractors, and the Collective Bargaining Units on the Hanford Site.

Hanford Site employees may perform work in multiple facilities and areas controlled by various Hanford Site contractors. As such, consistent application of safety standards and training will improve safety through consistent approaches and requirements and will result in cost savings through reduction of training to several divergent standards and requirements among contractors, as opposed to one consistent standard for all. The expected outcome of the Plan is to establish and maintain a set of site-wide procedures, programs, and standardized training that provides a consistent approach for workers to perform work safely on the Hanford Site.

The Hoisting and Rigging Committee has functioned in an autonomous fashion since its inception, having been formed several years before the creation of the site-wide standards processes. While the Hoisting and Rigging Manual is still a site-wide standard, the Hoisting and Rigging Committee will continue to function by the processes defined within the Hoisting and Rigging Committee Charter, and is not bound to follow the processes defined within this Management Plan. The Hoisting and Rigging Committee Chairperson will notify the Integrated Standards Management (ISM) organization of changes to the Hoisting and Rigging Manual, and the ISM organization will assist the committee in appropriate notifications, as requested.

Analogous to the Hoisting and Rigging Committee, The Beryllium Corrective Action Plan (BeCAP) process follows an independent rigidly-defined process for development, review, implementation and maintenance of DOE-0342, the Hanford Chronic Beryllium Disease Prevention Program (CBDPP) and its implementing procedures (DOE-0342-001, DOE-0342-002, etc.). The BeCAP process operates outside of this Management Plan's scope, with the exception of the transmittal, publication and control of BeCAP produced documents and the transmittal of such documents to the DOE, as directed.

2.0 Background Information

The DOE has developed an acquisition approach for the Hanford Site Central Plateau and River Corridor that integrates the needs of both the DOE-Richland Operations Office (RL) and the DOE-Office of River Protection (ORP). The following five major prime contracts are affected by this Plan.

- Mission Support Contract (MSC): MSC will provide a broad range of cost-effective infrastructure and site services integral and necessary to the environmental cleanup mission; MSC is managed by RL.

Note: Before each use, check MSC Docs Online to ensure this copy is current.

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- Plateau Remediation Contract (PRC): PRC will perform remediation activities in the Central Plateau; PRC is managed by RL.
- Tank Operations Contract (TOC): TOC will store, retrieve, and treat Hanford tank waste; TOC is managed by ORP.
- River Corridor Closure Contract (RCCC): RCCC provides environmental restoration and cleanup along the river corridor and deactivates former nuclear reactors, placing them into interim storage; RCCC is managed by RL.
- Site Occupational Medical Contractor (SOMC): SOMC provides medical services as required to the Hanford Site; SOMC is managed by RL.

Organized labor at the Hanford Site consists of the Hanford Atomic Metal Trades Council (HAMTC), the Hanford Guards Union (HGU), and the Central Washington Building & Construction Trades Council (CWB&CTC).

The aforementioned stakeholders will be represented in this process and provide membership to the committees. Generally, the HGU does not participate in site wide standards committees, but have the right to do so if they so choose.

If other contractors choose to participate in this process or are so directed by their respective DOE Field Offices, they (e.g., the Hanford Site Waste Treatment Project) may also participate in the development of site-wide standards.

The Pacific Northwest Site Office (PNSO) manages the Pacific Northwest National Laboratory (PNL). The PNL involvement in developing and implementing site-wide standards will be at the level directed by the PNSO.

3.0 Roles and Responsibilities

3.1 MSA Integrated Standards Management Organization

The Mission Support Alliance (MSA) Integrated Standards Management (ISM) Organization manages and administers the processes to develop, implement, and maintain site-wide standards.

In the *Development Phase*, the ISM Organization will provide the scheduling and meeting locations, schedule those meetings, identify and provide essential relevant historical documents and requirements, provide facilitation as needed, and provide recordkeeping required for the Development Committees to function and achieve their assigned tasks.

The ISM Organization will schedule periodic briefings to the Senior Management Team (SMT) to communicate progress and discuss issues that are impacting development or implementation of any site-wide standards. These briefings are scheduled on a monthly basis but may be cancelled or held as needed. The ISM Organization will also inform the DOE of areas that require contractual direction to support decisions or future implementation.

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In the *Implementation Phase*, the ISM Organization will assist the DOE and the Affected Contractors by developing an integrated implementation schedule that is specific to each standard. The content of the integrated implementation schedule will be a result of combining all the Affected Contractors' individual implementation schedules submitted to the DOE during the cost and impact analysis period. The ISM Organization will coordinate the schedule durations and milestones with the Affected Contractors in order to establish coordinated milestone achievement and implementation. The ISM Organization will report implementation progress monthly to the DOE. In addition, the ISM Organization will assist in the formation of a chartered Implementation and Maintenance (I&M) Committee that will assist in reporting implementation progress and, after implementation, will provide the long-term maintenance of the standard.

In the *Maintenance Phase*, the ISM Organization will act as a resource for the I&M Committees and manage requests that may impact the content of the approved document, as well as provide them with a Recording Secretary, Facilitator (when requested by the Committee, or as necessary to resolve conflicts, as identified by the ISM Manager), and a Scribe/Technical Editor during the required revision process.

ISM Organizational Responsibilities include:

- Manage meetings, including location and attendance
- Facilitate the site-wide standards development process
- Produce and distribute draft documents
- Mediate and resolve disputes
- Communicate with and report status to the SMT
- Coordinate the document review and comment resolution processes
- Publish and submit documents for contractor and DOE approval
- Manage the interface with the Document Control System
- Collect contractor implementation progress and report monthly to the DOE
- Working with Committee and contractor SMT representatives, develop a standard-specific integrated implementation plan and schedule, and then submit to the DOE for approval
- Organize and commence I&M Committees
- Establish and manage short and long term metrics of each standard's progress
- Coordinate and manage document control and change requests for documents
- Maintain configuration control and documentation of site-wide standards and associated implementing procedures, instructions, etc.
- Manage ISM Organization schedules and deliverables
- Support, as requested by DOE, collaborative reviews and effectiveness evaluations

ISM Manager Responsibilities include:

- Communicate with SMT, DOE, and Bargaining Unit Representatives regarding status, issues, and focus of site wide standards and related committees

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- Ensure coordination of committee meetings, as necessary to review, develop, implement, and maintain site-wide standards
- Ensure appropriate representation at site-wide standard committees and coordinate with Affected Contractors' and Bargaining Unit leadership to provide representation as required
- Schedule and conduct regular SMT meetings, as needed to discuss and resolve issues, relay status, and coordinate activities of the site-wide standards committees to present schedules, status, and potential roadblocks to implementation
- Ensure preparation and publishing of site-wide standards status and implementation schedules
- Ensures maintenance of the site-wide standards webpage

3.2 DOE Field Offices

DOE (RL, ORP, and PNSO) provides contractual direction to the Affected Contractors, communicates expectations (priorities, funding, schedules), provides or seeks interpretations, and supports the goal of the ISM Organization in achieving approved site-wide standards and standardized training.

DOE shall identify, from within DOE, members to the SMT, site-wide standards Development Committees, and the site-wide standards I&M Committees to represent DOE policy and provide technical interpretations.

DOE Responsibilities:

- The DOE retains final authority in the dispute resolution process (See [Section 4.7, Site Wide Standards Dispute Resolution Process](#) and [Figure D-4.7](#)).
- Issue contractual direction in regard to participation in development, implementation, and maintenance of site-wide standards
- Communicate with other DOE Field Offices and report status
- Provide interpretations regarding site-wide standards development and implementation
- Resolve disputes and differing technical opinions, when those cannot be resolved at the committee, contractor or SMT level
- Engage contracting officers and legal counsel in the document review process and the implementation of site-wide standards
- Review and approve final documents and revisions
- Direct contractors to provide cost impacts and implementation schedules resulting from the site-wide standards development and implementation activities
- Establish priorities, major milestones, and schedules for new and revised site-wide standards
- Oversee the site-wide standards program, the development and maintenance of site wide standards, and the effectiveness of contractor implementation

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3.3 Affected Contractors

Affected Contractors are those who, through contract direction, have been assigned the responsibility to participate in the site wide standards process and will be covered by any or all site wide programs/procedures/training. The Affected Contractors are responsible to identify an SMT member from their company who will serve as a point of contact for the ISM Organization in prioritization, coordination, and communication of the standards being addressed.

Affected Contractors Responsibilities:

- Identify an authorized SMT representative
- Identify Development Committee members and alternates
- Communicate concerns and issues to the ISM Organization and/or DOE for resolution
- Review and approve documents
- Coordinate and complete their company's internal document review process
- Engage contracting officers and legal counsel in the document status and review process
- Seek DOE contracting officer direction, as necessary, to align contract(s) with specific standard(s)
- Identify I&M Committee members and alternates
- Conduct cost impacts and process necessary baseline change requests
- Establish implementation priorities, milestones, and schedules and provide them to the ISM Organization for inclusion in the integrated implementation plan and schedule
- Implement the standard in accordance with the integrated implementation plan and schedule
- Conduct Effectiveness Reviews and Assessments for each implemented standard
- Manage corrective actions

3.4 Labor

A partnership between the Bargaining Unit on the Hanford Site and the Affected Contractors is crucial to the success in the development and implementation site-wide standards. Labor is responsible for identifying an SMT member, from their ranks, who will serve as a point of contact for the ISM Organization in prioritization, coordination, and communication of the standards being developed, implemented or revised.

Bargaining Unit Responsibilities:

- Identify an authorized SMT representative to represent the Bargaining Unit in SMT decisions
- Identify Bargaining Unit Development Committee members and alternates
- Identify Bargaining Unit I&M Committee members and alternates
- Review and concur with produced site-wide standards (Note: if Represented Bargaining Unit representative to a site wide committee and Bargaining Unit SMT member does not concur with a new or revised site-wide standard, the issue will be elevated to the SMT, as defined in the [Section 4.7, Dispute Resolution Process](#))

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3.5 Senior Management Team

The SMT members are representatives from the Affected Contractors, Collective Bargaining Units, and the DOE that will be executive sponsors for the Development, Implementation, and Maintenance Phases of the site-wide standards. SMT members shall be empowered with full authority to commit their represented organization and make decisions necessary to achieve the development, implementation and maintenance of site-wide standards. Typically, an SMT member would be an Affected Contractor Vice President or Collective Bargaining Unit President.

SMT Responsibilities:

- Act as the senior policy agent of the represented organization
- Attend periodic briefings from the ISM Organization
- Obtain regular feedback from Development and I&M Committee members
- Communicate concerns and issues to the ISM Organization and/or DOE for resolution
- Participate in the dispute resolution process (See [Section 4.7, Site Wide Standards Dispute Resolution Process](#), and [Appendix D-4.7](#))
- Review, collect, and submit comments on the draft document(s) to the ISM Organization
- Review final document
- Engage their company's organizations affected by the proposed or revised standard to ensure that their input and concerns are articulated to the committee and the DOE during document reviews, comment resolution, and implementation phases.
- Engage their company's contracting officers and legal counsel during reviews of documents
- Recommend and approve milestones and schedules for integrated implementation of approved standards
- Ensure that their organization performs annual assessments of each implemented standard to determine effectiveness; once effectiveness is established, the assessment frequency will be reevaluated
- Provide oversight for the Development, Implementation, and Maintenance Phases

3.6 Development Committees

The Development Committees include members from the Affected Contractors, Collective Bargaining Units, and DOE Field Offices. The Development Committee members shall be Subject Matter Experts (SMEs), interpretative authorities, or individuals knowledgeable about current site operations in the selected standard.

The role of the Development Committee is to collaboratively develop the standard. [Section 4.2, Development Phase](#), describes this process. Appendix [Figure D-4.2, Development Phase](#), illustrates the process in a flowchart format.

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Development Committee Member Responsibilities:

- Attend scheduled meetings
- Agree and adhere to the Development Committee Governance and Ground Rules (See [Appendix B, Sample Development Committee Governance and Ground Rules](#) and specifically, the [Ground Rules Example](#))
- Develop the Charter for the I&M Committee (See [Appendix C, Sample Implementation and Maintenance Committee Charter](#))
- Represent the interests of their organization
- Communicate often with their SMT member and respective organization, and other organizations within their company that will be affected by the standard, to identify contractor/represented labor positions regarding the document and any barriers to the implementation of the document
- Identify problems or concerns and commit to achieve resolution
- Assist in the development of a draft document for issuance
- Assist in the compilation and resolution of comments during the comment resolution process, maintaining communication with their constituency regarding the status of their comments and resolutions (see [Section 4.2, Development Phase](#) and [Appendix D-4.2, Review and Approval](#))
- Support the transition from the publication of the document through field implementation, identifying any barriers to implementation to their SMT member and to the committee (see [Section 4.3, Implementation Phase](#) and [Appendix D-4.3, Implementation Phase](#))

The ISM Organization provides the Development Committees with a Facilitator, Scribe/Technical Editor, and Mediator when necessary.

Facilitator Responsibilities:

- Attend scheduled meetings
- Facilitate the consensus building process that will produce the final standard document
- Maintain group focus on the deliverables defined in the Governance and Ground Rules Maintain effective collaboration and communication within the committee and with Affected Contractors
- Reinforce – and enforce – the [Ground Rules](#) example in Appendix B within the committee meetings
- Facilitate conflict resolution
- Provide the Committee with information regarding the ISM Organization processes
- Communicate status and issues of committees to the ISM Manager and the SMT

Technical Writer/Editor Responsibilities:

- Attend scheduled meetings, as needed, during finalization of standards
- Work collaboratively with the Facilitator
- Listen to discussions and draft language
- Develop forms when necessary

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- Support sub-committees when necessary
- Maintain notebooks and reference materials, as requested by the committee
- Provide technical editing of final documents, working with the committee to ensure that editing does not change or invalidate the meaning of language prepared by the committee
- Develops writing resources for the IMS Organization to ensure the consistency of language and format in the site-wide standards documents.

Mediator Responsibilities:

- Mediate conflicts within the committee, as necessary to ensure continuing progress, and notify ISM Manager of conflicts that do not appear to be resolvable within the committee, thereby facilitating resolution by the SMT
- Work with the Facilitator and Members to resolve issues
- Determine the type of mediation/facilitation needed

3.7 Implementation & Maintenance Committees

The Implementation & Maintenance (I&M) Committees are chartered to function as an initial communication and consistency committee for the standard during the Implementation Phase and as a long-term stewardship committee during the Maintenance Phase. The I&M Committees' role is to maintain consistency, develop and publish interpretative guidance, and evaluate effectiveness through feedback from field reports, assessments, lessons learned and incident or issues management reporting mechanisms (see Section [4.3, Implementation Phase](#), Section [4.4, Maintenance Phase](#), and Appendices [D-4.3, Implementation Phase](#) and [D-4.4, Maintenance Phase](#)).

The I&M Committees include members from the Affected Contractors, Collective Bargaining Units, and DOE Field Offices.

The I&M Committees will not be formally called the I&M Committee but will be titled by the program that it administrates, such as the Site Wide Hazardous Energy Control Committee, Hoisting & Rigging Committee, etc. All standards will have chartered I&M Committees; however the Committees' meeting schedules will be determined based on complexity of the document and need. Once a standard is implemented, the I&M Committee shall meet, at a minimum, twice a year to conduct maintenance, review consistency, perform an annual evaluation regarding the currency and implementation status of the document and as necessary, initiate and finalize a revision to the standard document.

I&M Committee Member Responsibilities:

- Elect a chairperson and co-chairperson
- Attend scheduled meetings
- Agree to and adhere to the Charter (See [Appendix C, Sample Implementation and Maintenance Committee Charter](#))
- Represent the interests of their organization

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- Communicate often with their SMT member and affected organizations within their constituency
- Identify problems and commit to achieving resolution
- Ensure consistency of implementation
- Assist in issuing guidance to affected organizations during the implementation and maintenance of the standard

I&M Committee Chairperson Responsibilities:

- Schedule meetings, as required, to identify, discuss, and resolve issues
- Work with the ISM organization to develop, prepare, and maintain implementation schedules
- Identify implementation issues
- Attend, lead, and facilitate scheduled meetings
- Adhere to the Charter and ensure that committee members work within the tenets defined in the Charter (See [Appendix C, Sample Implementation and Maintenance Committee Charter](#))
- Ensure that meeting agendas are prepared prior to the meeting and distributed to committee members in a timely manner
- Ensure that meeting summaries are taken and comments are documented
- Ensure that actions and assignments are completed
- Identify conflicts or issues that appear to not be resolvable within the committee and report them to the ISM Organization
- Obtain additional facilitation to assist in communication and mediation of conflicts
- Communicate the need for revisions to a standard to the ISM Organization and SMT with a committee consensus recommendation as to whether such change constitutes a [Major Change](#) or [Minor Change](#), as determined by a review and the application of the definitions specified in [Section 5, Configuration Control of Site Wide Standards](#).

NOTE: *Only the DOE may make a determination as to whether a change is a [Significant Change](#) or [Not Significant Change](#).*

The ISM Organization will provide the I&M Committees with a Recording Secretary and as requested by the Committee Chairperson or as determined as necessary by the ISM Manager, a Facilitator.

Recording Secretary Responsibilities:

- Attend scheduled meetings
- Record, distribute (in a timely manner) and maintain Committee meeting summaries, as well as Action Item or "Parking Lot" lists, regulatory interpretations, Clarification, Guidance and Interpretation Forms (or equivalent document) and any other documentation relevant to the committee functions

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- Maintain committee file systems, by electronic format (i.e., the ISM Share Drive) and/or file record copies to ensure complete and accurate historical document records, current document publication status, etc.
- Report progress, committee activities, committee issues, and potential impasses to the ISM Organization Manager

Facilitator Responsibilities:

- Assist members in identifying issues and possible resolutions
- Assist and mediate in resolution of conflicts
- Assist the Committee Chairperson in the development and distribution of meeting Agendas
- Mentor chairperson and co-chairperson
- Identify when mediation is needed
- Notify ISM Manager when committee appears to be at an impasse

4.0 Process

4.1 Identification of Work Scope Phase

The work scope is identified through recommendations from the SMT or contractual direction from the DOE. The responsible DOE Field Office communicates expectations for priorities and funding for each fiscal year.

The process diagram describing how a specific work scope is established and approved for a given fiscal year is found in Appendix D, *Process Flowcharts*, [Figure D-4.1, Identification of Work Scope Phase](#).

4.2 Development Phase

The Development Phase begins with establishing a Development Committee. The Development Committee reviews current requirements and standards and works to develop a common documented standard that all Affected Contractors and Collective Bargaining Units can approve and implement. The primary goal of the Development Committee is to develop a standard that defines the process by which regulatory requirements are achieved in a common fashion among contractors.

NOTE: *The Development Committee is not chartered to develop a standard that imposes new requirements beyond those required by current regulation or DOE direction. The Development Committee is to develop a standard that defines a process by which regulatory requirements are implemented consistently by all contractors.*

Affected Contractors and Collective Bargaining Units shall identify SMEs and bargaining unit representatives to represent their respective organizations during the Development Phase of the

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process. A secondary goal of the Development Phase is to assist in the identification and development of Standardized Training criteria that the Volpentest Training and Education Center (HAMMER) will use to develop new training or revise/supplement existing training course(s) already in place.

In the Development Phase, the committee/ISM organization will solicit comments from affected parties, resolve comments, and publish the standard document. During the Development Phase Affected Contractors may begin discussions with the DOE on cost impacts.

The following key activities are conducted in the Development Phase. (See Appendix D, Process Flow Charts, [Figure D-4.2, Development Phase](#)):

- The standard for development is identified
- Affected Contractors, Collective Bargaining Units, and the DOE identify representatives to the committee and ensure their participation during the development and finalization of the standard
- Development Committee collectively establishes Governance & Ground Rules
- Development Committee develops a draft document through a series of facilitated meetings
- HAMMER representative begins the Training Determination Process (See Appendix D, Process Diagrams, [Figure D-4.6, Training Determination Process for Site Wide Standards](#))
- ISM Organization schedules and conducts periodic status meetings with SMT
- ISM Organization and SMT resolve disputes through the dispute resolution process [Section 4.7, Dispute Resolution Process](#) and Appendix D, *Process Flowcharts* [Figure D-4.7, Dispute Resolution Process](#), as necessary
- Development Committee and ISM Organization issue draft document for first phase review and both participate in the comment resolution process
- ISM Organization issues draft document for a second and final review and comment resolution process
- Development Committee and ISM Organization participate in the final comment resolution process and if comments cannot be resolved, the ISM Organization elevates the issue(s) to the SMT for resolution
- Affected Contractors concur and sign the standard
- ISM Organization submits standard to the DOE Field Offices for approval
- DOE Field Offices approve document and issue contract direction to Affected Contractors or formally reject document with notification to the ISM Organization

4.3 Implementation Phase

The Implementation Phase requires that the ISM Organization work collaboratively with the Affected Contractors to develop an integrated implementation plan and schedule, as well as work with Affected Contractors and bargaining unit leadership to establish the I&M Committee.

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As part of the Implementation Phase for each standard, the Affected Contractors shall produce a cost impact and implementation schedule recommendation for submittal to the DOE. Once the DOE has approved these cost impacts and schedules, the ISM Organization and Affected Contractors shall work collaboratively with the committee and SMT contractor representatives to develop an integrated implementation schedule.

During the collaborative effort to establish the integrated implementation plan and schedule, the Affected Contractors and the ISM Organization shall agree on a set of milestones, due dates, and activities to track for the purposes of consistent and coordinated implementation. Examples of these milestones and activities may include the following:

- Establishing the I&M Committee
- Communications and Briefings
- Standard Modifications
- Training
- Facility/Operations Reconfiguration
- Equipment Purchases/Installations
- Readiness Assessment

The integrated implementation plan and schedule establishes key milestones that each Affected Contractor must achieve on or near the same date. With the assistance of the ISM Organization, Affected Contractors must also develop logic ties required for completion of each identified milestone. Coordinated implementation ensures uniform knowledge and training of the workforce, consistent work control, and consistent management of hazards and controls within the work place. This integration assists in preventing confusion within the work place that could otherwise occur if contractors were to have different programs, requirements, and workforce expectations.

The following key activities are conducted in the Implementation Phase. (See Appendix D, *Process Flow Charts*, [Figure D-4.3, Implementation Phase](#))

- DOE Field Offices approve the standard
- ISM Organization publishes document in the MSA Document Control System and notifies Affected Contractors when standard has been published for implementation (**Note:** All site-wide standards will be published with notation of a “Published Date” and an “Effective Date,” which is derived from the integrated implementation schedule)
- DOE Field Offices issue letters to Affected Contractors requesting cost impacts and schedule
- Affected Contractors submit cost impacts and schedule to the DOE Field Offices
- Affected Contractors provide schedule to the ISM Organization for development of an integrated schedule and implementation date recommendation
- DOE Field Offices and Affected Contractors reach agreement on cost impacts
- Contractors, Bargaining Unit, and ISM Organization establish the I&M Committee

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- ISM Organization develops and publishes an integrated implementation plan and schedule for Affected Contractors' review
- Affected Contractors' SMT representatives concur with integrated implementation plan and schedule
- ISM Organization submits the integrated implementation plan and schedule to DOE Field Offices for approval
- DOE Field Offices approve integrated implementation plan and schedule
- DOE Field Offices and Affected Contractors negotiate and concur with any adjustments to cost impacts from the integrated implementation plan and schedule
- Affected Contractors begin implementation in accordance with the integrated implementation plan and schedule
- ISM Organization reports monthly progress to the SMT
- I&M Committee conducts meetings, communicates progress of implementation, and provides interpretations of standard
- Affected Contractors declare final implementation of standard
- ISM Organization formally notifies the DOE that the site-wide standard is implemented

4.4 Maintenance Phase

During the Maintenance Phase, I&M Committees shall continue to provide long-term stewardship and maintenance of their standard to ensure that the standard is current and appropriately incorporates regulatory requirements. The committee members will identify and address issues regarding the ability of contractors to effectively implement and use the standard.

The following key activities are conducted in the Maintenance Phase. ([Appendix D, Process Flowcharts, Figure D-4.4, Maintenance Phase](#))

- ISM Organization ensures that I&M Committee meetings are scheduled and conducted
- I&M Committee SMEs respond to field requests and when appropriate, elevate field requests to the I&M Committee
- I&M Committee SMEs answer questions, hear concerns, provide interpretations, and collectively evaluate consistency among contractors' implementation processes
- I&M Committee SMEs monitor regulatory requirements, identify forthcoming legislation that will affect the standard and recommend to the SMT when revisions are necessary
- Affected Contractors conduct assessments of contractor performance relative to the requirements defined in the standard
- Affected Contractors will manage corrective actions related to identified deficiencies in the contractors' implementation of the standard
- Affected Contractors' representatives to the I&M Committee convey assessment information to the I&M Committee to determine the adequacy of the standard and to determine if revisions or adjustments to the standard are necessary
- SMEs provide input for publication on the Site Wide Standards website (e.g., regulatory interpretations, Frequently Asked Questions, and so on.)

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- I&M Committee performs an effectiveness assessment of the standard, using Affected Contractors' assessment information (**NOTE:** *This is an assessment of the adequacy of the standard, not the contractors' implementation of the standard. The DOE and the contractors are responsible to assess the contractor's actual implementation of a standard, with each contractor utilizing their internal performance assurance processes*)
- I&M Committee recommends and develops revisions to the standard, as necessary, to address issues and incorporate regulatory changes

4.5 Site Wide Standards Review and Approval Process

Appendix D, *Process Flowcharts*, Figure [D-4.5, Site Wide Standards Review and Approval Process](#), depicts the process for the review and approval of both new site-wide standards and revisions to existing site-wide standards. This process supports both the Development and Maintenance Phases, as reflected in the connections between this flowchart and the Development and Maintenance Phase flowcharts (Figures [D-4.2](#) and [D-4.4](#) of Appendix D, respectively). The basic steps in this process are:

- New or revised document is issued for review and comment resolution process
- Following development or revision, ISM Organization facilitates the comment/review and comment resolution processes. This process requires two phases of comment/review and comment resolution
- Comments are addressed and resolved, or they are elevated to SMT for resolution per the Dispute Resolution Process
- Affected Contractors concur and sign
- ISM Organization formally submits the new or revised standard to DOE Field Offices for approval
- DOE Field Offices issue contract direction letters to Affected Contractors to identify impacts and develop input to an integrated implementation schedule
- ISM organization consolidates implementation schedules and provides the SMT and DOE with a recommended implementation date
- DOE Field Offices issue letters to Affected Contractors to implement the standard in accordance with the integrated implementation plan and schedule
- Contractors provide status updates of implementation to the ISM organization throughout the implementation period
- Revised standard is implemented

Before approval of a site-wide standard, either in initial development or revision, the ISM Organization will formally coordinate a two-phase review/comment and comment resolution process with Affected Contractors. In the first phase, the ISM Organization will provide the document to all affected organizations for a two-week review period. Affected organizations must provide comments to the ISM Organization within this two-week period or formally request extension of review time within the first week of the review period. Affected organizations must submit comments to the ISM Organization using a Comment Resolution

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Form ([Site Form A-6002-913](#)). The ISM Organization will not accept informal or verbal comments in the conduct of this process.

After the first phase of the review and comment period has closed, the ISM Organization will reconvene the committee to evaluate and resolve comments. Generally, this comment resolution will be done in meetings conducted on *at least* a weekly basis or more likely, a more frequent meeting schedule. This comment resolution process will continue until comments are resolved or an impasse is reached. If an impasse is reached during the comment resolution process, the committee will continue to resolve other comments until they have completed the process for all comments other than those for which an impasse exists. In those cases in which the committee cannot resolve a comment or concern within the committee, the Facilitator will attempt to involve the individual or organization representative that identified the concern with the committee and attempt to facilitate a resolution. If the committee believes an impasse exists, the Facilitator will elevate the impasse to the ISM Manager, who will in turn elevate the issue to the SMT, as defined in [Section 4.7, Dispute Resolution Process](#).

In the second phase of review and comment, the ISM Organization will provide the revised document to all affected organizations for a one-week review period. Affected organizations must provide comments to the ISM Organization within this one-week period or formally request extension of review time within the week of the review period. Affected organizations must submit comments to the ISM Organization using a Comment Resolution Form ([Site Form A-6002-913](#)). The ISM Organization will not accept informal or verbal comments in the conduct of this process.

After the second review and comment period has closed, the ISM Organization will reconvene the committee to resolve comments. As with the first phase, this comment resolution will be accomplished in meetings on at least a weekly basis or more likely, a twice per week meeting schedule. This comment resolution process will continue until comments are resolved or an impasse is reached. If an impasse is reached during the comment resolution process, the committee will continue to resolve other comments until they have completed the process for all comments other than those in which an impasse exists. In those cases in which the committee cannot resolve a comment or concern within the committee, the Facilitator will attempt to involve the individual or organization representative that identified the concern with the committee and attempt to reach resolution.

If an impasse still exists following the second comment resolution phase, the ISM Manager will elevate the impasse to the SMT for resolution, as defined in [Section 4.7, Dispute Resolution Process](#), of this Plan.

When all comments are resolved, the ISM Manager will ensure that contractors approve the standard, and then formally transmit the document to the DOE for final approval. This transmittal will include a request that the DOE provide contract direction to the Affected Contractors to participate in the development of cost impacts, an implementation plan and schedule. At this juncture, contractors may present the DOE with a Request for Equitable

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Adjustment if they believe that implementation of the document is outside of their current scope or additional funding is required to implement the document; however, management of such negotiations are outside the scope of this Plan, and the DOE must resolve such requests with the contractor(s) through contracting mechanisms, as required.

The processes described in this plan are divided into six subsections that parallel the first six subsections defined in Section 5 of [MSC-PRO-589, MSC Management System Documents](#). The flowchart indicates the exit/entry point into the MSC-PRO-589 process. The process defined in [Section 5, Configuration Control of Site Wide Standards](#), of this Plan manages configuration control of site-wide standards following approval and publication.

4.6 Training Determination Process

Appendix D, [Figure D-4.6, Site Wide Standards Training Determination Process](#), contains the flowchart summarizing the process for determining whether training is needed, the type of training required, the audience for such training, and a schedule for the development, approval, and delivery of that training. The contractors are responsible to coordinate with their training organizations to ensure that training of appropriate individuals is completed within the timeframe identified in their implementation schedules.

4.7 Dispute Resolution Process

The ISM Organization shall facilitate the consensus building process that will lead to the development, implementation, and maintenance of standards. As the Development and I&M Committees work toward the goal of developing, implementing, or maintaining a standard, there will be technical areas where problems are identified, options are weighed, and decisions are made. Frequently, there is no single solution, and the selected direction represents the best professional judgment of known options. MSA will use skilled Facilitators and Mediators to assist the Development and I&M Committees in resolving conflict and determining the best solution and path forward for each standard.

On occasion when the issue cannot be resolved within the Committee, then the Committee Chairperson, Co-Chairperson, or the Facilitator is responsible to ensure that the ISM Manager is aware of the situation. If the ISM Manager and Facilitator cannot resolve the issue within a reasonable amount of time, the ISM Manager will elevate the issue to the SMT for discussion and resolution. The ISM Manager or Facilitator will report the decision of the SMT to the Development or I&M Committee for incorporation into the standard. Committee members must adhere to the direction of the SMT, resolve the issue as directed, and proceed to new work. *When possible, the committee should continue to work on development of areas not under contention during the period in which it is awaiting the SMT decision.*

If the SMT cannot resolve the issue, regulatory interpretation is required, or contractual direction is needed, then MSA will submit the issue to RL and ORP for final resolution. RL and ORP will come to agreement and respond to the SMT and the Development or I&M Committee. The

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Committee and contractors shall adhere to the DOE's decision. The DOE will determine if Contract direction is required for implementation, as necessary.

Appendix D, Process Flowcharts, [Figure D-4.7, Dispute Resolution Process](#), illustrates the process for dispute resolution. The dispute resolution process does not eliminate or replace the Affected Contractors' internal dispute resolution processes or the DOE Employee Concerns Program. However, a decision by The DOE regarding a dispute is considered the final resolution, unless the DOE identifies legal, contractual, or ethical issues requiring further legal interpretation and resolution.

4.8 Status

The ISM Organization will maintain status documentation for all site-wide standards. These documents include an overall status report of all site-wide standards, whether in development, implementation, or maintenance. This status is reported and published monthly on the ISM Organization's webpage at the link entitled: [Current Status of Site Wide Standards](#).

Additionally, the ISM organization will report the status of the standards in the Implementation Phase using project schedules that indicate individual contractor progress against agreed-upon milestones, see: [Site Wide Standards Implementation Schedules](#).

A point of contact from each Affected Contractor, such as the SMT representative and/or the representative to I&M Committee, shall provide progress against the implementation milestones at least monthly to the ISM Organization.

The ISM Organization will develop individual project schedule charts for each standard in the Implementation Phase, which will be shared in the SMT meetings and posted on the ISM webpage. (See [Appendix E, Sample Implementation Status Report](#)) These status reports are accessible by all Affected Contractors, Collective Bargaining Units, and the DOE Field Offices, and shall be reviewed monthly by the SMT.

5.0 Configuration Control of Site Wide Standards

Various revisions to site-wide standards will be required, as a result of emerging conditions, changes in regulatory requirements, or discovered errors in the documents. As such, a rigorous configuration control process is required to ensure that: (1) Issued standards are correct and implementable; (2) Only the most current revisions are available for use; and (3) Documentation of the historical knowledge of revisions is retained for reference. This change control process applies to all revisions to any site-wide standard. This process is not applicable to newly developed site-wide standards. Newly developed standards shall undergo a review, comment, and successful comment resolution process and be appropriately approved in accordance with the process currently defined in Section 4.5, [Site Wide Standards Review and Approval Process](#) of this plan before issuance.

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The review and approval process for changes to standards has two components. The determination of whether a change is “Minor” or “Major” defines the review and approval process by the SMT. The determination of whether a change is “Significant” or “Not Significant” is made by RL and ORP. Significant changes require formal RL and ORP approval. Not Significant changes require only RL and ORP concurrence.

The SMT recognizes that revisions to site-wide standards will be required to adjust, clarify, or augment programs and processes to ensure usability, clarity, and compliance. Revisions or changes to any site-wide standards must adhere to a defined and rigorous change control process. The ISM Organization and the Hanford SMT will enforce the process defined in this section to ensure that such revisions receive appropriate review, approval, and configuration control.

5.1 Configuration Control Definitions

The following definitions are applicable to this configuration control process:

- The term **standard**, as used in this section, may refer to either a Hanford Site Wide Procedure or Hanford Site Wide Program.
- A **Minor Change** shall be any change to any site-wide standard or its attachments or appendices that meets any of the following conditions. The change is:
 - Reformatting that does not alter the technical content, such as: correcting grammar, typographical, or spelling errors; renumbering sections, pages, tables, figures, or attachments that do not affect the chronological sequence of work; or changing the title or number of the standard.
 - Updating organizational names or titles, provided organizational responsibilities are not changed
 - Updating or changing reference citations where the technical requirements are at least equivalent
 - Clarifying language that does not introduce conflicting language and does not add or delete specific requirements
 - Correction of obvious editorial errors in a published standard that change the original intent of the Implementation and Maintenance committee or regulations

NOTE: *Addition of requirements beyond those originally prescribed in a standard that can potentially result in additional cost or contract modification cannot be designated as a Minor Change*

- A **Major Change** shall be any change to any site-wide standard that does not conform to the definition of *Minor Change*, above.

NOTE: *The SMT recognizes that revisions may be required in site-wide standards that are not explicitly described in the definition of Minor Change, above. In such cases, the SMT*

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reserves the right to designate such changes as Minor Changes through SMT approval and concurrence by RL and ORP.

- A **Not Significant Change** shall be any change that does not significantly impact how a site-wide standard is implemented in the field. All *Minor Changes* are considered to be *Not Significant Changes*. While most *Major Changes* will also be *Significant Changes*, certain *Major Changes* may be deemed as *Not Significant Changes*. Changes determined to be *Not Significant* only require concurrence by RL and ORP representatives.
- A **Significant Change** shall be any change that impacts how a site-wide standard is implemented in the field. *Significant Changes* will normally require additional training of workers to implement and/or have significant cost or schedule impacts. *Significant Changes* require formal approval from the Managers of the RL and ORP field offices. RL and ORP have the sole authority to determine whether a *Major Change* is also a *Significant* change.

5.2 Processing Minor Changes to Site Wide Standards

A *Minor Change* to a standard does not require the extent of review and approval required for Major changes. *Minor Changes* shall be specified and documented within the revision process, as defined in the following paragraphs. The associated Hanford site-wide standard committee Chairperson and Co-Chairperson will approve *Minor Changes* to site-wide standards and explicitly designated site-wide standard implementing procedures of such standards, with concurrence by RL and ORP representatives. Upon DOE concurrence, the ISM Organization will notify Affected Contractors that a Minor Revision is being processed, and will publish the document for use.

5.3 Processing Major Changes to Site Wide Standards

A *Major Change* to a standard deemed by the DOE as a *Not Significant Change* shall be reviewed and approved by the SMT. If the SMT concurs, the ISM organization will process and publish the revision in the same manner as a *Minor Change*. If the SMT does not concur, then the ISM organization will process and publish the revision in accordance with the SMT's direction.

A *Major Change* to a standard deemed by the DOE as a *Significant Change* shall be reviewed and approved by the SMT and the same organizations that performed the original review and approval, unless other organizations are specifically designated (i.e., those specifically affected by the change). The SMT and any other reviewing organization(s) shall have access to pertinent data or information upon which to base their approval decision. Specifically designating other organizations is permitted in cases where organizational responsibilities and authorities have changed or review/approval requests are no longer valid. Once the SMT and other reviewing organizations have approved the document, the document shall be transmitted to RL and ORP for review and determination of significance. Dispensation of *Significant Changes* to a Standard

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will follow the process outlined in Section 4.5, [Site Wide Standards Review and Approval Process](#).

5.4 Change Control Process

1. The site-wide standard Committee responsible for the development of each site-wide standard shall be designated as the *Technical Authority* of that program or procedure. The MSA Integrated Standards Management organization shall be designated as the *Owner* of all site-wide standards. Any changes to site-wide standards that define processes, specify requirements, or establish design shall be identified, prepared, reviewed, approved, issued, revised, and used, as needed, in accordance with this process.
2. The site-wide standard Committee shall review any proposed revisions of their respective standard, including the associated attachments and appendices for adequacy, completeness, and correctness before approval and release by the SMT. After approval by the SMT, the revised document shall be distributed for required approval signature and released through the ISM organization.
3. *Major changes* are any changes that do not meet the criteria of *Minor changes*, except for the notation within the definitions of this section. [Significant Changes](#) to all site-wide standards shall be reviewed and approved by the same organizations that performed the original review and approval, unless other organizations are specifically designated. The reviewing organization shall have access to pertinent data or information upon which to base its approval. Specifically designating other organizations is permitted in cases where organizational responsibilities and authorities have changed, or review/approval requests are no longer valid.
4. *Minor Changes* to a site-wide standard, such as editorial corrections, do not require the extent of review and approval required for *Major Changes*. *Minor Changes* shall be specified, and their bases documented through the use of a site-wide standard Clarification, Interpretation and Guidance Form or Document Change Revision Notice. Clarification, Interpretation and Guidance Forms, Resolution Forms and/or Document Change Revision Notices shall be maintained within the change control systems defined below.
5. Revisions to any site-wide standard shall be accomplished with associated revision numbers. *Not Significant Changes* to a site-wide standard will require a Minor Revision number modification (e.g., Not Significant revisions to Revision 1 would be denoted as “Revision 1a, 1b.....”, etc.). Significant changes to a site-wide standard will require a Major Revision number modification (e.g., a Significant revision to Revision 1 would be denoted as Revision 2; a Significant revision to Revision 2a would be denoted as Revision 3).
6. The ISM Organization shall maintain all revisions of site-wide standards for configuration control purposes, along with change summaries that define the reasons and bases of the change(s). The process for distribution of site-wide standards shall ensure that the latest approved revisions are available to the personnel using these documents, and that appropriate notices and documents are posted with notice on the ISM and Hanford Onsite Contractors’ procedure pages. Past revisions shall be removed from the

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same locations. All retired revisions and their associated change notices (including the notice that retired the document) will be maintained in electronic format by both the ISM Organization and by the recording secretary of the appropriate site-wide standard Committee and the recording secretary of the SMT. Electronic copies of superseded or canceled controlled documents shall be identified and maintained as records for their specified retention period.

7. Site-wide standard Committees shall develop Change Summaries for any revisions to a site-wide standard. Change Summaries shall be documented in the standard at a location immediately preceding the standard's Table of Contents. Such Change Summaries shall document what has changed within the standard, where such change occurs within the standard, and a brief summary of the reason for such change. Previous Change Summaries will be deleted and replaced by the most recent Change Summary. While editorial change bar markers may be provided during review and comment cycles, editorial change bar markers will not be included in issued site-wide standards.
8. Upon DOE approval, the ISM Organization shall notify the SMT and Affected Contractor organizations that revisions have been approved and posted on the MSA ISM webpage. Contractors are responsible to adhere to their contractor-specific procedure review, issuance, posting and internal notification requirements, including ensuring appropriate reviews are completed, such as Unreviewed Safety Question screens and evaluations.

6.0 Data Management

All records generated from this document shall be kept in accordance with MSC-PRO-10588, *Records Management Processes*, and in accordance with individual contractor processes.

7.0 Requirements, Implementing Mechanisms, & References

7.1 Requirements

DOE RL Letters 09-SED-0089, 09-SED-0090, 09-SED-0091 and DOE ORP Letter 09-ESQ-145

7.2 Implementing Mechanisms

MSC, Contract No. DE-AC06-09RL14728, C.2.1.2, C.2.1.2.-1, and C.2.1.5

PRC, Contract No. DE-AC06-08RL14788, Section J, Attachment J.3

TOC, Contract No. DE-AC27-08RV14800, Section J.3-17

RCCC, 09-SED-0089, May 5, 2009

2007 Labor Agreement between Hanford Site Contractors and Hanford Atomic Metal Trades Council (HAMTC), AFL-CIO; Article X

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7.3 References

10 CFR 851, “Worker Safety and Health Program,” Title 10, *Code of Federal Regulations*, Subpart A 851.

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Appendix A: Current Site Wide Standards

Standards in the Development Phase

- No standards are currently in development as of this publication date

Standards Fully Developed, Awaiting Implementation

- *Hanford Site Employee Job Task Analysis (EJTA) Procedure*, DOE-0394
- *Hanford Site Wide Emergency Planning and Community Right-to-Know Act (EPCRA) Procedure and Requirements Implementation Plan*, DOE-0361, DOE-0362

Standards in the Implementation Phase

- *Hanford Site Respiratory Protection Program (HSRPP)*, DOE-0352
- *Hanford Site Chronic Beryllium Disease Prevention Program (CBDPP)*, DOE-0342, Revision 1
- *Hanford Site Electrical Safety Program (HSESP)*, DOE-0359, Revision 2

Standards in the Maintenance Phase

- *Hanford Radiological Worker Training Program Description*, DOE-0357
- *Hanford Site Confined Space Procedure (HSCSP)*, DOE-0360, Revision 0A
- *Hanford Site Excavation, Trenching, and Shoring Procedure (HSETSP)*, DOE-0344, Revision 3
- *Hanford Site Fall Protection Program (HSFPP)*, DOE-0346
- *Hanford Site Hoisting and Rigging Manual*, DOE-LR-92-36, Revision 1
- *Hanford Site Lockout/Tagout Procedure*, DOE-0336
- *Hanford Standardized HAZWOPER Training Program Description*, DOE-0355
- *Site-Wide Industrial Hygiene Database (SWIHD) Project Management Plan and Software Requirements Specification*, DOE-0350, DOE-0351
- *Stop Work Procedure*, DOE-0343, Revision 2
- *Training Program Description for Hanford Site Core Radiological Control Technician Qualification*, DOE-0358, Revision 0

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Appendix B: Sample Development Committee Governance and Ground Rules

Hanford Site Wide Electrical Safety Program Development Committee (ESPDC) Governance

1.0. Governance

The Hanford Site Wide Electrical Safety Program Development Committee (ESPDC) is established to create an Electrical Safety Program for use at the Department of Energy's (DOE) Hanford Site for the applicable contractors identified in Section 2.0. The Committee shall, at a minimum, address the requirements referenced and set forth in the following:

- National Fire Protection Association (NFPA) 70-2008, National Electrical Code,
- NFPA 70E-2009, Standard for Electrical Safety in the Workplace,
- 29 CFR 1910 Subpart S, Electrical,
- 29 CFR 1926 Subpart K, Electrical,
- 10 CFR Part 851 Worker Safety and Health Program, Final Rule
- DOE-RL Requirements Document (RRD)-005.

The DOE Richland Operations Office (RL), Office of River Protection (ORP), and Affected Contractors recognize that a joint development committee provides the best approach for establishing a consistent and effective Program that meets regulatory requirements and worker needs.

2.0. Membership

Committee membership shall consist of appointed representatives. The members will have decision-making capability, meaning the ability to provide input and content to a draft Electrical Safety Program that will be submitted to the Senior Management Team (SMT) for review and approval.

Decision-making representatives shall be appointed from the following: Washington River Protection Solutions (WRPS), CH2M HILL Plateau Remediation Company (CHPRC), Washington Closure Hanford (WCH), Mission Support Alliance (MSA), the Hanford Atomic Metal Trades Council (HAMTC), and the Central Washington Building & Construction Trades Council (CWB&CTC). Other Hanford contractors may be added to the list of representatives as directed by DOE RL and ORP.

As determined by the needs of the Committee and Facilitator, representatives from the Volpentest HAMMER Training & Education Center and Electrical Utilities can be full-time decision-making representatives, or only required to attend meetings that address matters pertaining to their respective areas of responsibility.

RL and ORP representatives shall serve in an advisory capacity.

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Visitors and guests may attend meetings to observe, however, discussion or comments from others shall be limited and decision-making capabilities reside with the Committee members. The Facilitator will manage discussions without undue disruption or delay to Committee deliberations.

MSA will provide a Facilitator and Scribe to the Committee.

3.0. Decision Making

The Members agree to use a consensus decision-making process to reach agreement. If after facilitated discussions, a consensus cannot be reached, the Committee will decide whether to elevate the issue to the Senior Management Team (SMT) using the process in *The Hanford Site Wide Safety Program Plan*, MSC-MP-41080, Section 4.7, Dispute Resolution Process.

4.0. Member Roles and Responsibilities

Roles and Responsibilities of the members of the Committee are as follows:

- Have the appropriate authority to represent their organization as described in Section 2.0. This requires sharing information from the Committee meetings, soliciting input/review of interim products, and building consensus within the organizational element the member is representing.
- Commit to identify problems or “showstoppers” to the Committee early so that there is ample time to discuss and resolve issues.
- Attend scheduled meetings or provide an alternate who is adequately briefed on matters requiring action and able to make decisions on behalf of their organization.
- Act in good faith, abide by the rules of common courtesy and conduct business within the Ground Rules (Attached) agreed upon by the Committee.
- Complete any assigned action items within the requested time period.
- Communicate often back to their SMT member and organization.
- Assist in comment resolution and issuance of the final Program document.

5.0. Final Product

Hanford Site Wide Electrical Safety Program:

- A Site Wide Electrical Safety Program that will apply to Hanford contractors and subcontractors who employ electricians, instrument technicians, or other electrical workers.

Hanford Electrical Code Board and Hanford Workplace Electrical Safety Board:

- Upon completion of the Hanford Site Wide Electrical Safety Program, the Committee shall develop a Charter for both the Hanford Electrical Code Board and Hanford Workplace Electrical Safety Board reflecting remaining actions for the administration,

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implementation, maintenance, and long term stewardship of the Hanford Site Wide Electrical Safety Program, including any recommended training requirements.

The Hanford Electrical Code Board and Hanford Workplace Electrical Safety Board Charters and Hanford Site Wide Electrical Safety Program documents shall be submitted to RL and ORP for final approval.

Hanford Site Wide Electrical Safety Program Development Committee (ESPDC) Ground Rules Example

Ground Rules are established to facilitate discussion, foster understanding, and to build consensus. Any member of the Committee can remind others of the Ground Rules or inform the Facilitator of the need to invoke the Ground Rules to avoid disruptions or manage conflict.

Members of the ESPDC agree to:

- Take turns speaking, to not interrupt each other, and to not monopolize a discussion. The Facilitator has the responsibility to set a limit on the amount of time any one person can speak and to ensure that all Members have the opportunity to speak.
- Listen respectfully and sincerely try to understand the other person's concerns and interests.
- Not blame, attack, or engage in put-downs. Members will ask questions of each other only for the purposes of gaining clarity and understanding.
- Openly share pertinent information.
- Treat all ideas with respect.
- Refrain from derogatory or inflammatory language.
- Be conscious of body language and nonverbal responses -- they can be as disrespectful as words.
- Refrain from disruptive side conversations.
- Practice timely attendance, including breaks.
- Not disrupt the meeting through the use of cell phones, laptop computers, pagers, or email. If a call needs to be taken, it will be taken away from the meeting area.
- Participate to the fullest of their ability. Members will stay on the topic/agenda and wait to discuss other items until they are at the appropriate place on the agenda. If situations call for a change in the topic or agenda, then the Members will discuss this with the Facilitator at that time.
- Support decisions that are reached by the Committee.

Caucuses may be requested by any Member.

Issues and concerns about the conduct of the meetings will be brought up in the meetings or to the Facilitator in private, if preferred.

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The Ground Rules will be written down and displayed, when possible, during meetings.

MSC-MP- 41080, *Hanford Integrated Standards Management Program Plan* defines the process to achieve the Committee's objective and defines the roles and responsibilities of the Members. The Facilitator leads and guides the Committee through the interactive consensus building process.

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Appendix C: Sample Implementation and Maintenance Committee Charter

Hanford Site Respiratory Protection Program (HSRPP) Committee Charter

The Hanford Site Respiratory Protection Program (HSRPP) Committee is established to serve as the advisory group providing consensus direction for the consistent administration and implementation of the HSRPP, herein called the Program. The participating contractors and organizations are responsible for appointing representatives to the committee.

The Department of Energy (DOE) Richland Operations Office (RL), DOE Office of River Protection (ORP), and affected Contractors acknowledge that a joint committee provides the best approach for implementing a consistent, effective, and compliant interpretation of requirements for the Program. The parties agree to cooperate in a teambuilding manner to ensure that the full intent of the Program is met and will be responsibly carried out by their respective organizations.

1.0 Mission

The mission of the HSRPP Committee is to ensure consistent and standard application of the Program to promote and maintain a safe work environment. The Committee will achieve this consistent approach through sharing best practices, lessons learned, and matters that affect multiple contractors to foster continuous improvement.

2.0 Committee Structure/Membership/Qualification

The Committee shall be comprised of two primary representatives each from the following prime contract to the DOE at Hanford.

- Mission Support Contract (MSC)
- Plateau Remediation Contract (PRC)
- River Corridor Closure Contract (RCCC)
- Tank Operations Contract (TOC)

One representative shall be the contractor's Technical Representative for the HSRPP Program as determined by their contractor; the second representative shall be a Hanford Atomic Metal Trades Council (HAMTC) representative (as appointed by the HAMTC President or delegate).

In addition, one representative each from the following organizations shall be appointed to serve on the Committee:

- Central Washington Building and Construction Trades Council (CWB&CTC) (as approved by the Union President or delegate)
- HAMTC

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These representatives comprise the voting membership. An alternate member shall be identified to serve during any absence of a primary representative. The alternate shall have the same authority as the primary representative.

Representatives from Volpentest HAMMER Training and Education Center, Training Department (HAMMER) and Computer Services Corporation (CSC) shall attend meetings as non-voting members to address matters pertaining to their respective areas of responsibility. An alternate member shall be identified to serve during any absence of a primary representative.

A Committee member's length of duty may be indeterminate, but rotation of representative assignments is encouraged by all parties.

A chair and co-chair shall be elected by a simple majority of the voting membership of the Committee every two years. The chair and co-chair may be reelected to their respective positions.

Meetings shall be open to others to observe and to give their organizations' impact, perspectives, and technical advice for consideration of the voting body, however, participation in consensus decisions resides solely with the Committee members described herein. The Committee has the authority to develop sub-committees and invite ad hoc participants as needed.

Representatives of RL and ORP shall be invited to participate at each meeting as non-voting attendees.

The MSC shall provide a recording secretary for the Committee. The recording secretary is a non-voting position that provides administrative support to the chairperson. A facilitator shall be provided by the MSC as requested by the Committee.

3.0 Functions of the HSRPP Committee

The functions of the Committee shall be:

- Assist the MSC with the maintenance of the written Program
- Communicate and submit Program changes to RL and ORP through the MSC
- Maintain the Committee charter and review annually
- Review and verify that training is consistent and appropriately covers the content of the Program
- Evaluate trends in performance and recommend actions for improvement
- Review respiratory protection related events, issues, and lessons learned as appropriate
- Ensure distribution of lessons learned as necessary

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- Maintain communication with the Contractor Respiratory Protection Committees and collaborate to resolve worker level issues, concerns, or events in a way that maintains Site Wide consistency
 - Since the core function of a Site Wide Safety Program is “worker protection,” it is imperative to have a structure that fosters and encourages input and feedback from the working level. Affected contractors will convene a working level committee (also referred to as a lower tier committee) to discuss issues, concerns, or events that occur in the area of respiratory protection within their organizations. These working level committees shall include equal representation of bargaining unit (as appointed by the bargaining unit president or delegate) and non-bargaining unit employees and ensure good communication up through each group’s representative(s) on the HSRPP Committee.
- Evaluate and recommend resolution for issues/disputes pertaining to the Program
 - Issues shall not include any actions regarding applicable Collective Bargaining Agreements
- Recommend topics/information for communication to the workforce
- Provide Program status to the Senior Management Team (SMT) and DOE management when requested

4.0 Roles and Responsibilities

4.1. Chair Roles and Responsibilities

- Schedule meetings
- Facilitate meetings in an orderly fashion
- Limit disruptions
- Ensure meeting agendas are prepared
- Ensure meeting minutes are taken and comments are documented
- Function as a point of contact and spokesperson for the Committee
- Interface with other Site Wide safety program committees as necessary
- Ensure action item list is maintained and members complete their assignments in a timely manner
- Coordinate assignments of sub-committee(s)

4.2. Co-Chair Roles and Responsibilities

- Act as the Chair when the Chair is absent
- Perform roles and responsibilities as delegated by the Chair

4.3. Member Roles and Responsibilities

- Provide the chairperson with the identity of an alternate Committee member who is designated as the organizational representative
- Attend and participate in meetings when scheduled or notify their alternate when unable to attend

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- Alternates are responsible to attend and participate in meetings when the primary cannot attend
- If the primary and alternate are both unable to attend, the Chair shall be notified
- Foster communication between the Committee and affected organizations relative to issue identification, interpretations, and consensus resolution
- Work in good faith toward consensus on issues without compromising safety or Program compliance
- Maintain a safety and requirements focus when addressing issues; avoid facility, craft, job function, or contractor biases when participating in discussions or voting
- Maintain current knowledge of the requirements of the Program
- Participate in issue discussions representing respective organization
- Bring up issues or speak in discussions only after being recognized by the chairperson
- Listen respectfully and refrain from interrupting others
- Refrain from disruptive side conversations

5.0 Meetings

- Meet regularly as necessary, but no less than quarterly, via scheduled meetings
- Hold special meetings to address urgent or emerging issues
- Record and retain meeting minutes and action items, and distribute to the membership, alternates, and DOE
- Document and maintain record copies of voting decisions

6.0 Meeting Agenda

- The chairperson shall ensure an agenda is prepared for each meeting, using input from the membership, and forward a copy to all members, alternates, and DOE in advance of the meeting time and date
- Action items shall be assigned and tracked

7.0 Quorum and Voting

The Committee shall be considered to have a quorum when all Committee members who are eligible to vote (or their designated alternates) are present. One or more dissenting votes from the voting membership will be cause for an issue to elevate into a secondary phase of discussion and comment.

8.0 Secondary Phase of Discussion and Issue Resolution

Matters not agreed upon by the Committee through the initial voting process shall be elevated to the secondary phase of discussion. This phase may include up to two additional

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meetings. Further discussion/investigation beyond the two additional meetings may be conducted if there is unanimous agreement by the Committee.

If consensus cannot be reached by the Committee, the issue may be elevated to the SMT and/or DOE. The SMT shall provide a status of their resolution process to the Committee at scheduled meetings.

SAMPLE

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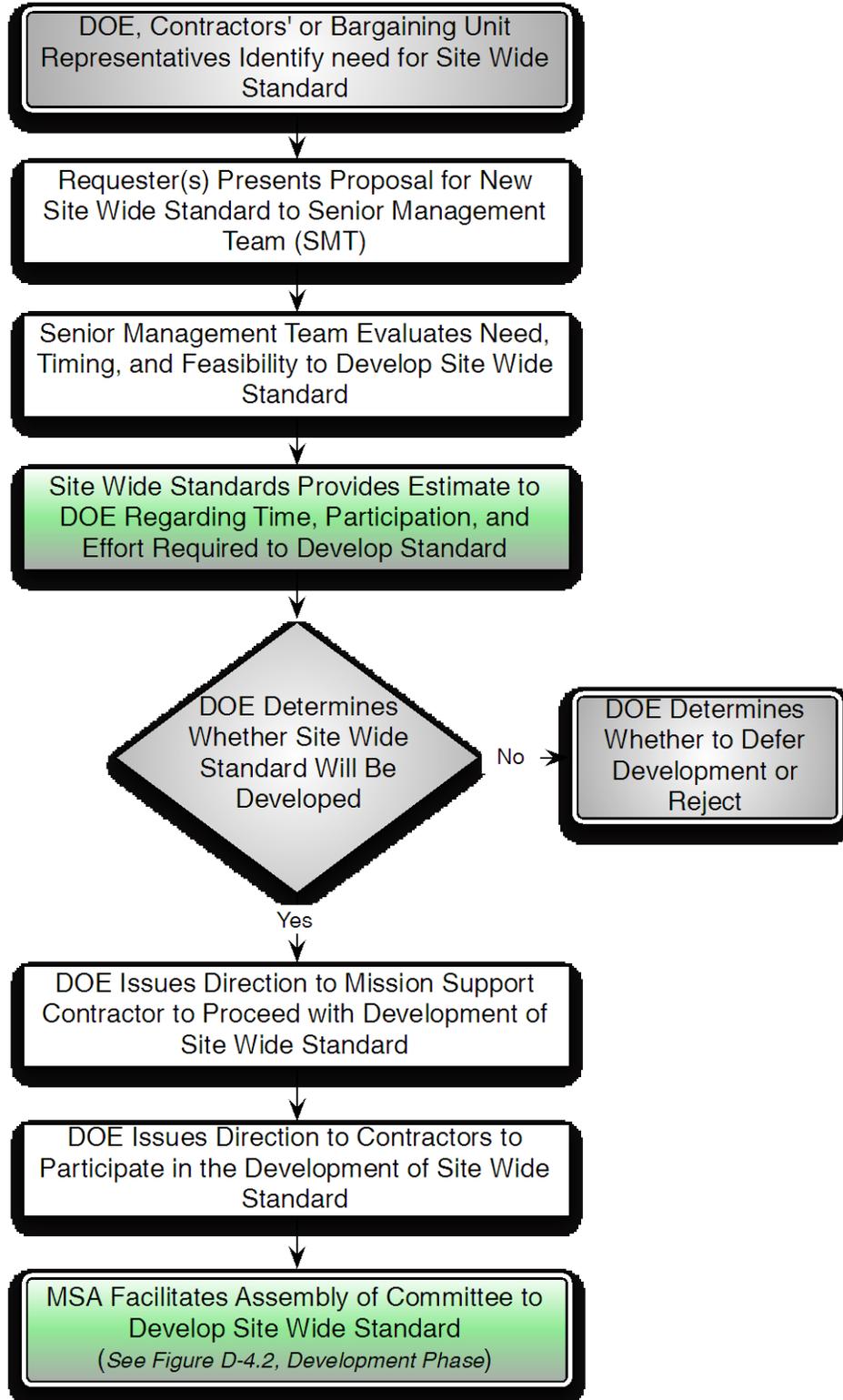
Appendix D: Process Flowcharts

This appendix contains the process flowcharts referenced in Section 4. The flowcharts are as follows:

- Figure D-4.1 Identification of Work Scope Phase
- Figure D-4.2 Development Phase
- Figure D-4.3 Implementation Phase
- Figure D-4.4 Maintenance Phase
- Figure D-4.5 Review and Approval Process
- Figure D-4.6 Training Determination Process
- Figure D-4.7 Dispute Resolution Process

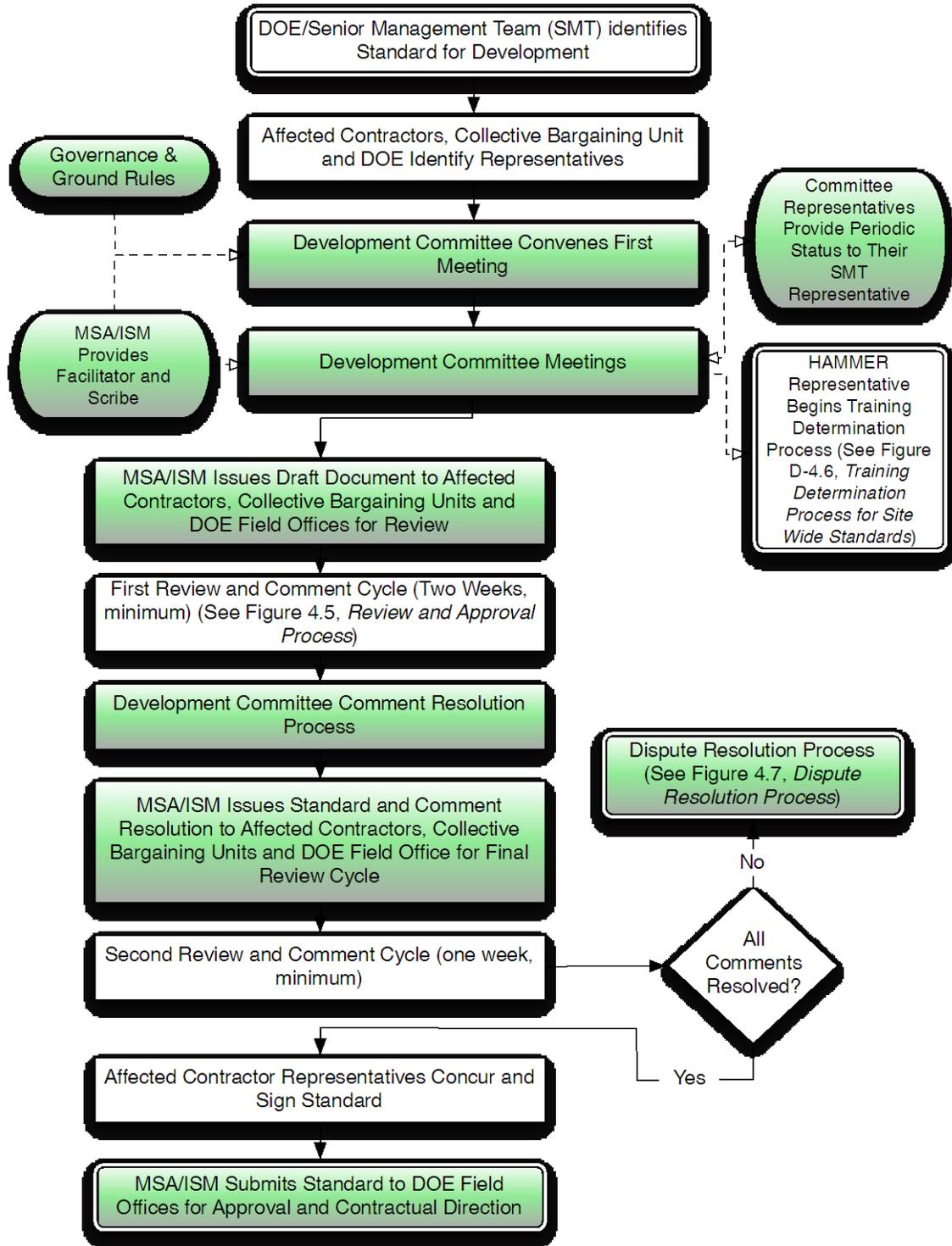
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Figure D-4.1 – Identification of Work Scope Phase



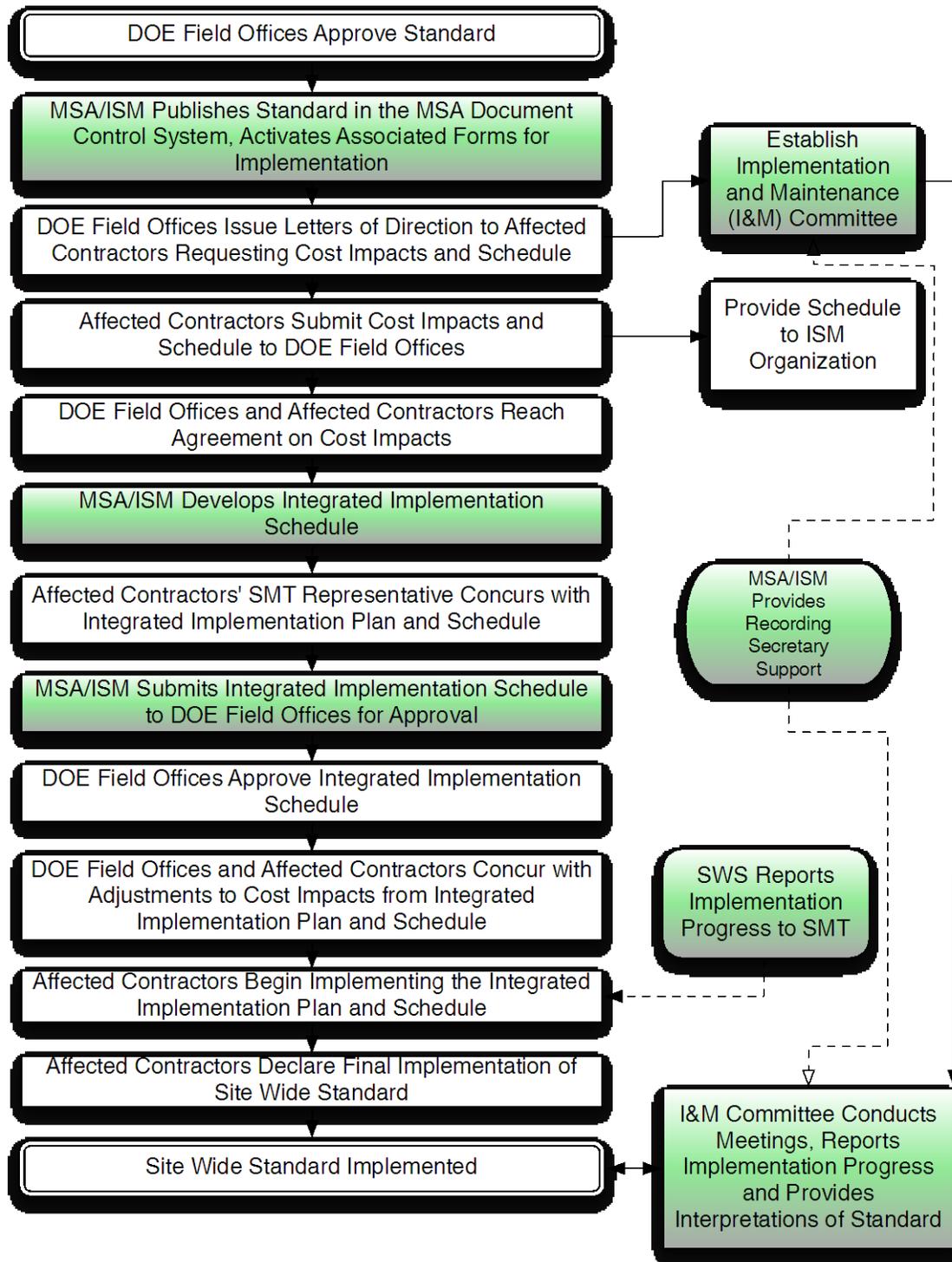
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Figure D-4.2 – Development Phase



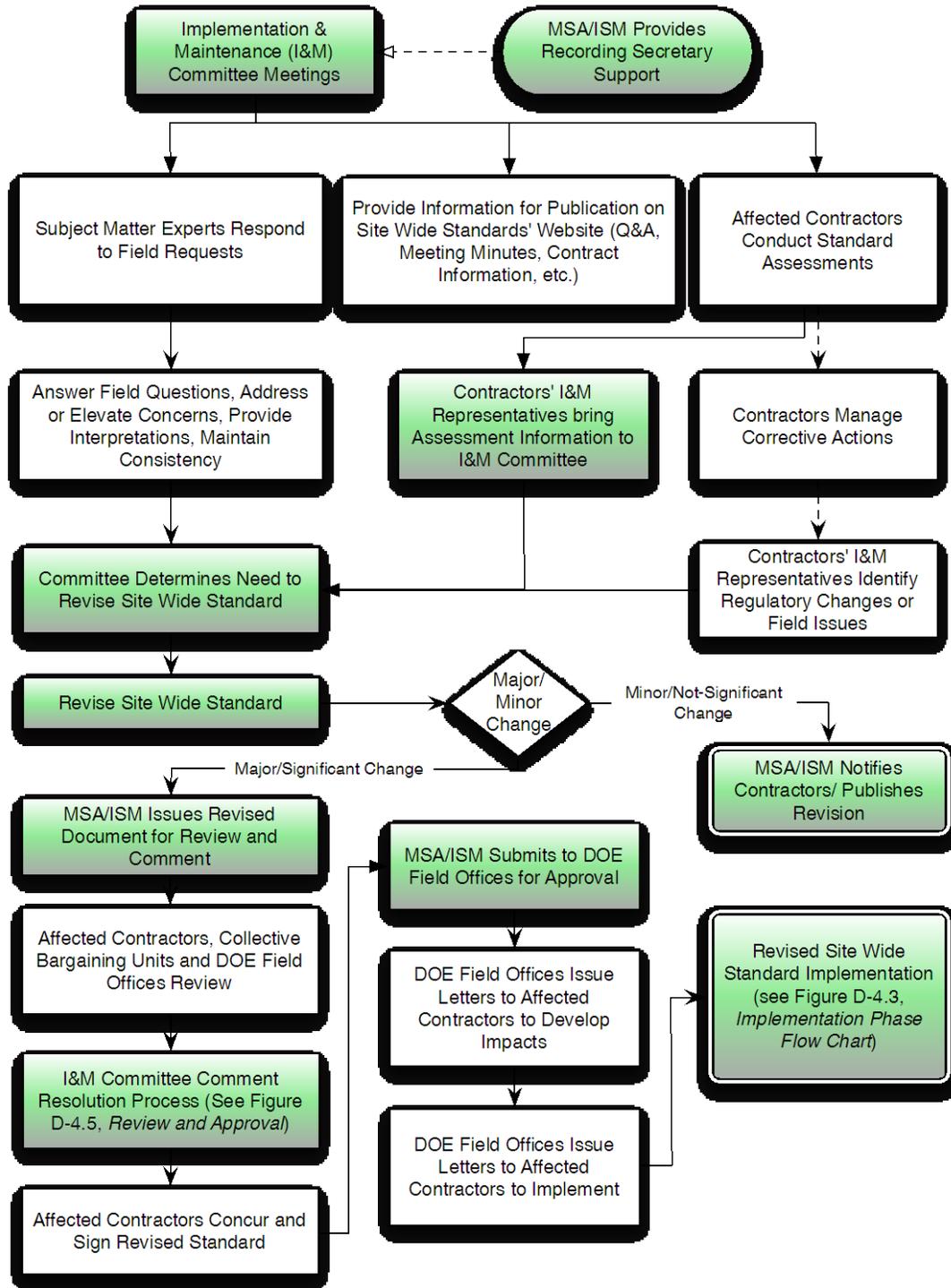
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Figure D-4.3 – Implementation Phase



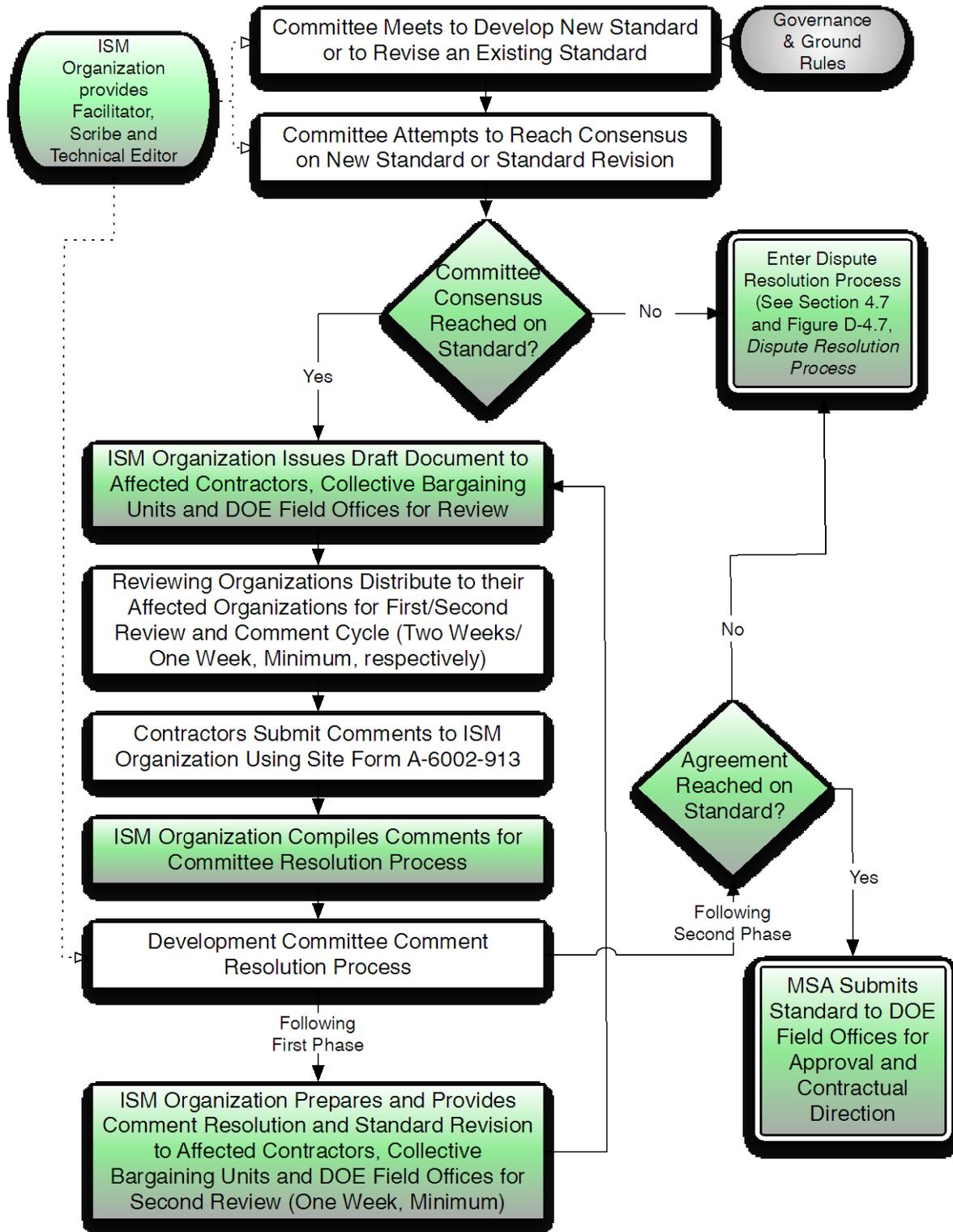
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Figure D-4.4 – Maintenance Phase



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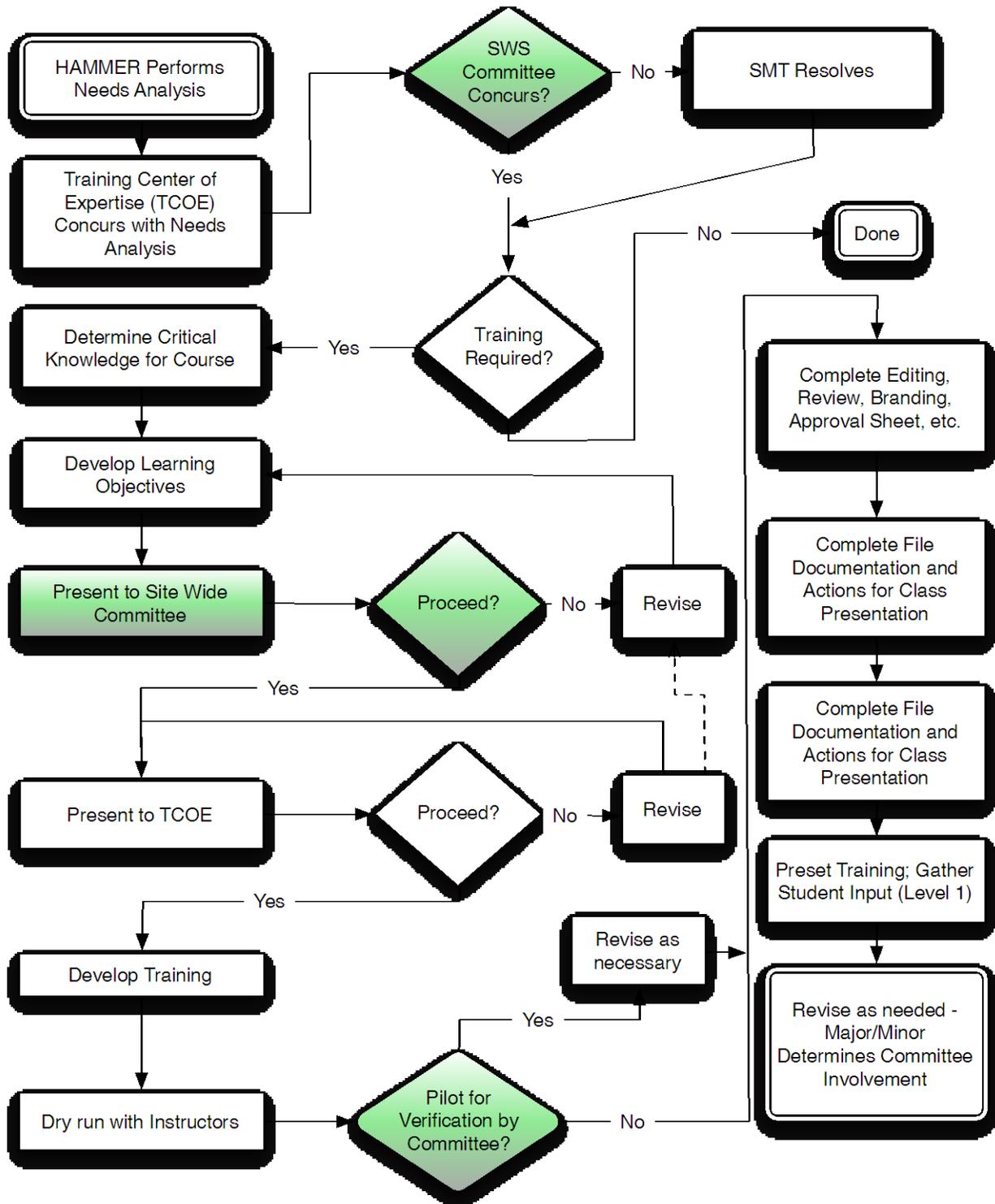
Figure D-4.5 – Review and Approval



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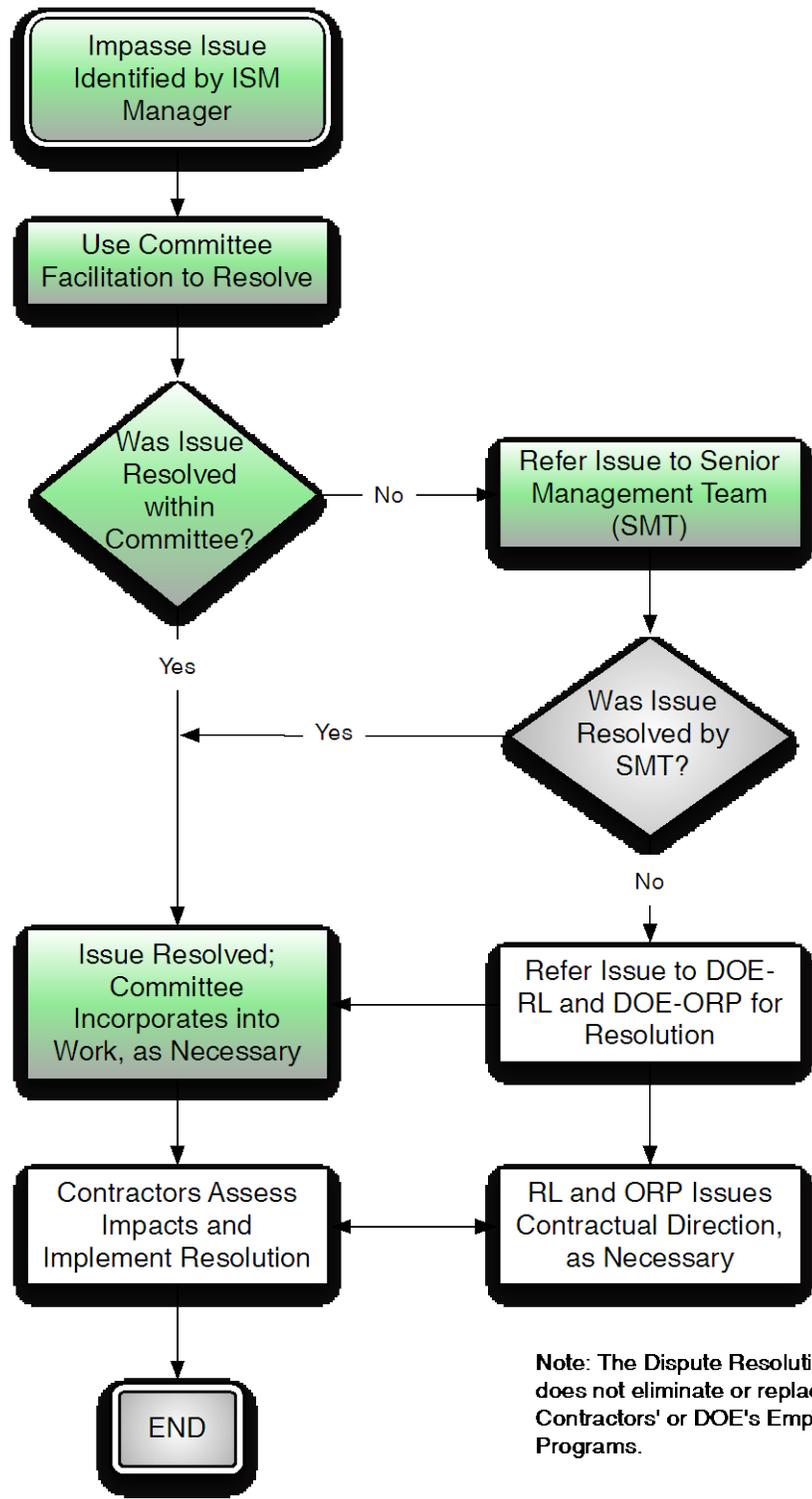
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Figure D-4.6 – Training Determination Process for Site Wide Standards



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Figure D-4.7 – Dispute Resolution Process



Note: The Dispute Resolution Process does not eliminate or replace the Affected Contractors' or DOE's Employee Concerns Programs.

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Appendix E: Sample Implementation Status Report

Activities								Q4 / 2011									Q1 / 2012			Q2 / 2012			Q3 / 2012		
#	Info	Title	Planned Dur.	Expected Start	Expected End	% Complete	# Pred	# S	10	11	12	01	02	03	04	05	06	07	08	09					
11		WCH establish Respiratory Protection Committee, including bargai...	43 days	4/2/12	5/30/12	50%																			
12		WRPS establish Respiratory Protection Committee, including bargai...	72 days	12/15/11	3/23/12	100%																			
13	▼	Programs/Procedures		12/1/11	9/17/12	87%																			
14	▼	CSC		12/1/11	9/17/12	89%																			
15		CSC assigns a full-time RPPA	22 days	12/1/11	12/30/11	100%	16																		
16		CSC ensure each facility/project has a respiratory protection SME	21 days	1/3/12	1/31/12	100%	15	17																	
17		CSC ensure each facility/project has a management POC*	21 days	2/1/12	2/29/12	100%	16	19																	
18		CSC develop and establish roles and responsibilities for SMEs, PO...	21 days	2/1/12	2/29/12	100%	16	19																	
19		CSC cancel existing programs/procedures	10 days	9/4/12	9/17/12	0%	17	18																	
20	▼	CHPRC		12/1/11	9/17/12	89%																			
21		CHPRC assigns a full-time RPPA	22 days	12/1/11	12/30/11	100%	22																		
22		CHPRC ensure each facility/project has a respiratory protection SME	21 days	1/3/12	1/31/12	100%	21	23																	
23		CHPRC ensure each facility/project has a management POC*	21 days	2/1/12	2/29/12	100%	22	25																	
24		CHPRC develop and establish roles and responsibilities for SMEs,...	21 days	2/1/12	2/29/12	100%	22	25																	
25		CHPRC cancel existing programs/procedures	10 days	9/4/12	9/17/12	0%	23	24																	
26	▼	MSA		12/1/11	9/17/12	92%																			
27		MSA assigns a full-time RPPA	22 days	12/1/11	12/30/11	100%	28																		
28		MSA ensure each facility/project has a respiratory protection SME	21 days	1/3/12	1/31/12	100%	27	29																	
29		MSA ensure each facility/project has a management POC*	34 days	3/26/12	5/10/12	100%	28	31																	
30		MSA develop and establish roles and responsibilities for SMEs, PO...	34 days	3/26/12	5/10/12	100%	28	31																	
31		MSA cancel existing programs/procedures	10 days	9/4/12	9/17/12	0%	29	30																	
32	▼	WCH		12/1/11	9/17/12	77%																			
33		WCH assigns a full-time RPPA	22 days	12/1/11	12/30/11	100%	34																		
34		WCH ensure each facility/project has a respiratory protection SME	21 days	1/3/12	1/31/12	100%	33	35																	
35		WCH ensure each facility/project has a management POC*	49 days	3/26/12	5/31/12	75%	34	37																	
36		WCH develop and establish roles and responsibilities for SMEs, PO...	49 days	3/26/12	5/31/12	75%	34	37																	
37		WCH cancel existing programs/procedures	10 days	9/4/12	9/17/12	0%	35	36																	
38	▼	WRPS		12/1/11	9/17/12	89%																			
39		WRPS assigns a full-time RPPA	22 days	12/1/11	12/30/11	100%	40																		
40		WRPS ensure each facility/project has a respiratory protection SME	21 days	1/3/12	1/31/12	100%	39	41																	
41		WRPS ensure each facility/project has a management POC*	21 days	2/1/12	2/29/12	100%	40	43																	
42		WRPS develop and establish roles and responsibilities for SMEs, P...	21 days	2/1/12	2/29/12	100%	40	43																	
43		WRPS cancel existing programs/procedures	10 days	9/4/12	9/17/12	0%	41	42																	
44	▼	Forms		12/1/11	9/26/12	53%																			
45	▼	CSC, CHPRC, MSA, WCH, WRPS		12/1/11	5/16/12	90%																			
46		Committee develops Respiratory Protection Issue and Concern For...	82 days	12/1/11	3/23/12	100%	51																		
47		Committee develops/revises RPE Job Aids	38 days	3/26/12	5/16/12	75%	96																		

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Appendix F: Acronym List

CHPRC	CH2M HILL Plateau Remediation Company
CWB&CTC	Central Washington Building & Construction Trades Council
DOE	U.S. Department of Energy
HAMMER	The Volpentest HAMMER Training and Education Center
HAMTC	Hanford Atomic Metal Trades Council
HGU	Hanford Guards Union
HPMC OMS	HPMC Occupational Medical Services
I&M	Implementation & Maintenance
ISM	Integrated Standards Management
MSA	Mission Support Alliance
MSC	Mission Support Contract
ORP	DOE-Office of River Protection
PNL	Pacific Northwest National Laboratory
PNSO	Pacific Northwest Site Office
PRC	Plateau Remediation Contract
RCCC	River Corridor Closure Contract
RL	DOE-Richland Office
SME	Subject Matter Expert
SMT	Senior Management Team
SOMC	Site Occupational Medicine Contractor
TOC	Tank Operations Contract
WCH	Washington Closure Hanford
WRPS	Washington River Protection Solutions