



Department of Energy

Mission Support Alliance

Voluntary Protection Program Annual Report

Calendar-Year 2012



The Mission Alliance (MSA) annual 2012 evaluation for the Department of Energy's Voluntary Protection Program (DOE VPP) is contained in three appendices, one for each of the three STAR sites at MSA. The evaluation examined the processes and requirements for maintaining the STAR level of participation.

Appendix A is the annual evaluation for Mission Support Services (MSS) which is the MSA STAR site for all employees and work groups except those for Safeguards and Security (SAS) and the Hazardous Materials Management and Emergency Response Training and Education Center (HAMMER).

Appendix B is the annual evaluation report for HAMMER.

Appendix C is the annual evaluation for SAS. Since the MSA SAS organization recently had an onsite VPP evaluation by the DOE Headquarters (HQ) Team, the evaluation report from their review is considered by MSA to satisfy the annual review for SAS.

The success of any Worker Safety and Health Program (WSHP) is evident in the culture exhibited by employees who are responsible for and accountable to the program. As the MSA program evolves and becomes more responsive to employees, there is a decrease in the number of injuries on the project, and continuous improvement becomes the focus. Without continuous improvement, injuries and illnesses are still a possibility. Until the ultimate goal of zero injuries and illnesses is achieved, improvements are necessary and expected. For this reason, MSA continues to develop a rigorous improvement process to encourage employees to achieve the next level of safety excellence.

MSA's WSHP is supported by a strong employee safety culture that questions work environments and co-worker behavior. MSA employees are proactive by implementing innovative and lasting improvements in an effort to reach the overall MSA goal of zero injuries and illnesses for themselves, and for the entire MSA workforce. When a hazardous condition is observed, their questioning attitude even affects non-MSA employees. The MSA WSHP is successful because all MSA employees, from front-line staff and craft to mid-level supervisors, technical leads, and senior managers, own and believe in this program, not only at work but also at home.

APPENDIX A

MISSION SUPPORT SERVICES

VPP Annual Self-Assessment Calendar Year 2012

A. SUMMARY - MISSION SUPPORT SERVICES

The Mission Support Services (MSS) STAR site consists of those MSA interface organizations at the field level that supports all Hanford site contractors and subcontractors who perform environmental restoration at Hanford.

Site support services include: Site Infrastructure and Logistics; Emergency Management; Information Management; Portfolio Management; Business Operations; Energy & Environmental Services; Safety, Health & Quality; Human Resources; Project, Planning, & Integration; and Interface Management.

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

- Incorporation of VPP tenets and elements of Safety Conscious Work Environment (SCWE) programs 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.

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

MISSION SUPPORT SERVICES

NUMBER OF EMPLOYEES: 1729	TOTAL MAN HOURS:	3,178,597
NAICS CODE/AVERAGE FOR YEAR IN REVIEW		
5612 (Facility Support Services): TRC 3.6. DART 1.9 – Source: <u>BLS - 1/10/2013</u>		
NUMBER OF OSHA REPORTABLE INCIDENTS-RATES (CY 2012)		
OSHA Recordable Cases: 7 Cases / 0.44 Rate		DART Cases: 4 Cases / 0.25 Rate

B. CONTINUOUS IMPROVEMENT

1. Integrated Safety Management System (ISMS) and Voluntary Protection Program (VPP) Annual Review



The scope of the annual ISMS declaration and VPP review included all projects, facilities, and activities managed by MSA. The set of tailored criteria included performance objectives, measures, and commitments (POMCs), along with the Safety Improvement Plan (SIP) action items, and the integrated assessment schedule which was used to evaluate the Safety & Health program and effectively assess and evaluate the elements and tenets of ISMS and VPP.

ISMS

During CY2012, MSA utilized the ISMS Surveillance Team to conduct field observations and evaluate effective implementation of ISMS. The Team, which consists of bargaining unit and exempt members, conducted field reviews to identify strengths and weaknesses in safety programs and processes. Additionally, effectiveness reviews were conducted to ensure corrective actions completed for identified deficiencies and opportunities for improvement were adequately addresses and implemented. The ISMS Surveillance Team has been operational for the past two years and identified as a "noteworthy" good practice. Their involvement has proved to be instrumental in the field by providing "on-the-spot" mentoring, as needed, to strengthen conduct of operations.

ISMS Annual Declaration

The annual MSA ISMS/QA effectiveness review was conducted using the Contractor Assurance System (CAS), self-assessments, line management oversight activities, performance measurement and analysis relative to established Performance Objectives, Measures, and Commitments (POMCs), the Operating Experience Program, the Surveillance and Mentoring Team Program, safety culture surveys, and applicable feedback and performance mechanisms. Additionally, the Declaration was developed using factual data and performance based insights, supported by objective evidence.

During the current reporting period, the MSA ISMS Surveillance Team continued to perform additional surveillance, feedback, and mentoring to ensure that the *Integrated Safety Management System (ISMS) Description* Document, MSC-MP-003, as submitted to DOE-RL, was effectively implemented in work planning and execution. During each campaign, any observations or opportunities for improvement were immediately fed back to the workers and supervisors and managers. Additionally the ISMS Team Leader and the Director of Safety Culture and Analysis briefed MSA executive's after each campaign.

Overall, the MSA has improved ISMS implementation since 2011 and considers ISMS effectively implemented at MSA. Several positive observations were noted during this surveillance period:

- Consistent and effective use of Safety Logs
- The majority of field workers interviewed stated that the “Safety Culture” had improved over the past year.
- The Ecological Monitoring & Environmental and Radiological Control organizations have improved and are effectively implementing the requirements of ISMS.
- Workers interviewed appear to be comfortable raising/documenting safety concerns within their applicable organizations.
- Workers stated they are doing work safely.

VPP Self Assessment

During FY2012, MSA modified the annual VPP self-assessment process by conducting assessments on a trimester basis. This shift in schedule allowed a more frequent review of VPP activities and progress. Employees were interviewed using lines of inquiry (LOIs) as they apply to the 5 VPP tenets. During the year, 521 employees, or 24.7%, of MSS organizations were interviewed during the 3-assessment process.

Documents and other applicable information were also reviewed to support verification of the implementation of the VPP. An overall grade was determined based on a 0 – 5 scale, with 5 being the best possible implementation of the VPP. Results for the year are as follows:

First Trimester: 4.35

Second Trimester: 4.64

Third Trimester: 4.82

CY 2012: 4.61

Assessment data indicates MSS has excellent participation in the Program 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 MSA Senior Leadership team and individually with the respective Vice President (VP) and their ISMS/VPP points of contact (POC). 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 was posted on the MSA VPP website and made accessible to all employees.

Attachment #1 displays a detailed account of data collected during the interview process. It should be noted that newly transitioned organizations 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 are continuing to receive feedback from others. Future scores will be monitored and negative trends addressed.

MSA VPP Opportunity for Improvement Effectiveness Review

The DOE/HQ VPP review team identified 16 OFIs that were included in their final report. Issue Identification Forms (IIFs) were generated for each of the following items and tracked in MSA's Corrective Action Management System (CAMS). To date, all of the OFIs are closed except for Item #2 which is scheduled for completion and is being tracked to closure.

1. MSA should review the disciplinary process and its implementation to ensure that all investigations are completed before any disciplinary measures are taken.
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.
3. MSA should ensure that if 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.
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.
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.
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.
7. MSA should ensure AJHAs include sufficient analysis to clearly justify the subsequent control selection to the work planner and worker.
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.
9. MSA should ensure hazard analyses are reviewed and revised when conditions change or workers become aware of new information.
10. MSA should explore methods to track leading indicators, such as near misses.
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.
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.
13. MSA should evaluate upgrading current hood designs to control the acid digestions process effects if alternative sampling methodologies cannot be identified.
14. MSA should analyze the potential exposures to workers using or transiting the area adjacent to the glue booth exhaust stack.
15. MSA should work with DOE-RL to ensure MSA gets appropriate information in a timely manner to ensure cases are correctly categorized and tracked.

16. MSA should consider a review of, and revise submittal requirements for all of its subcontractors to assure that all the subcontractors have an EJTA prior to allowing the workers onsite.

The ISMS Surveillance Team performed an effectiveness review of the closed corrective actions for each of the 16 issues listed above and concluded that all closed actions are effectively implemented within MSS's programs and processes.

2. ISMS/VPP Focused Programs and Initiatives

MSS employees were strongly engaged in MSA 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, MSA websites, and through company correspondence. To date, more than 650 employees have submitted over 750 safety slogans.
- 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 beginning of each week. The literature highlights a specific safety topic to promote safety awareness and encourage employees to refocus their efforts of safety consciousness for the upcoming work week.
- Continuing MSA's VPP Awareness Campaign (Phase I and Phase II) activities for interns and/or temporary workers. This campaign is designed to encourage employees to learn about the MSA safety programs, discuss their knowledge with Safety Professionals, their Manager, and their Zero Accident Council Chairperson, and record their knowledge in their "VPP Passport to Safety."
- Utilizing ice and snow foot traction devices (YAK Traks) that were provided to each employee to aid in walking on slippery surfaces, as needed. MSA also launched a HOOPS (Hands Out Of Pocket) campaign. The concept was to reduce the potential for slips on ice or slick surfaces by distributing a pair of gloves to the entire workforce and encouraging them to walk with their hands free (out of pockets) during cold weather to help with balance.

MSS employees were key participants in the following MSA/Hanford committees:

- MSA VPP Core Team, Steering Committee, Points of Contact
- Hanford Site-wide Standards Committee
- Hanford Site-wide Traffic Committee
- VPP Champions Committee
- Site-Wide Beryllium Program
- Hazard Control Board
- The Automated Job Hazards Analysis (AJHA) Users' Group
- Soft Tissue Injury Reduction Committee
- PZAC Planning Team

- Safety EXPO Planning Team
- MSA Safety Improvement Plan and actions



MSS ACCOMPLISHMENTS

During the year, the following MSS accomplishments occurred:

- Completion of 15/16 OFIs identified in the DOE/HQ onsite VPP assessment report
- Completion and implementation of SIPs for individual work groups.
- Communication of VPP trimester self-assessments results to Senior Management.
- Immediate feedback provided to VPs via the POC Steering Committee
- 181 issues and/or OFIs were self-identified by employees and tracked through MSA's CAMS. 147 of the issues have been corrected and closed. Remaining open issues will continue to be completed.
- 128 safety issues were reported by through the "Safety Log" system. On average, 34 days were taken to correct and close those issues.
- 397 safety and health inspections were performed. Safety issues are either fixed-on-the-spot, recorded on the applicable safety log, or reported on an IIF for further tracking in MSA CAMS.
- MSA served as the Executive Sponsor for the two-day Safety and Health Exposition (EXPO) which was held at the Trade, Recreational & Agricultural Center in Pasco, Washington. Several MSS members were involved in EXPO demonstrations and safety booths. Turnout for the event was recorded at over 70,000 attendees from the local community.
- Safety Trained Supervisor Certification is encouraged by management for employees to complete the certification.

- 25 employees from MSA attended the Region X and 14 attended the National VPP Conferences. Three presentations were delivered at the Conferences by MSS employees.
- During July and August, 2012, DOE performed an evaluation of MSS safety culture and noted the following "good practices" in the *DOE-RL Safety Culture Good Practices Evaluation Report*:

- ✓ Project Planning and Integration (PP&I)
- ✓ Crane and Rigging Reference Guide
- ✓ Water Utilities Director one-on-one sit downs
- ✓ Information Management Dedicated HAMTC Safety Representative
- ✓ ISMS Surveillance Team
- ✓ Company New Employee Orientation
- ✓ VPP Mini Assessments (trimester)
- ✓ Integrated Approach to Management of Risks

VPP Application information:

Since the submittal of the MSS VPP Application in June, 2011, two work groups entitled Meteorology and Climatology Services and Radiological Site Services (RSS), were transferred from Pacific Northwest National Laboratory (PNNL) to MSA. Both groups reside in the Energy & Environmental Services Organization which is a part of the MSS. Workscope includes the following:

Meteorological and Climatology Services

Meteorological and climatological information is provided as required by DOE and Hanford site contractors for emergency response, work scheduling and general site safety. The Hanford Meteorological Monitoring system currently includes 30 monitoring stations on and adjacent to the Hanford site. The Meteorology and Climatology Services operates the monitoring network and provides data as needed.

Radiological Site Services

RSS consists of the Hanford Radiological Instrumentation Program, Hanford Internal/External Dosimetry Program, and the Hanford Radiological Records Program.

Hanford Radiological Instrumentation Program (HRIP) – The HRIP provides calibration, maintenance, and repair services for a broad range of portable and semi-portable radiological instrumentation, including technical support and documentation, to maintain the capability of such instrumentation to demonstrate compliance with radiation monitoring requirements of applicable DOE regulations and directives.

Hanford Internal/External Dosimetry Program (HIDP/HEDP) – The HIDP/HEDP provides U.S. Department of Energy Laboratory Accreditation Program (DOELAP)-accredited internal and external dosimetry services, including providing technical support, documentation, and dosimeters that are capable of demonstrating compliance with internal/external radiation monitoring requirements and dose limits of applicable DOE regulations and directives

Hanford Radiological Records Program (HRRP) – The HRRP provides for the management and preservation of current and former radiation monitoring records for DOE (and predecessor agencies) employees, Hanford contractors, sub-contractors, and visitors, including records of existing and past Hanford Site radiation dosimetry policies and practices to demonstrate compliance with radiation exposure requirements of applicable DOE regulations and directives.

Due to the proximity of the Meteorology Department, new employees have been incorporated into the Waste Sampling and Characterization Facility's (WSCF) EZAC. WSCF's EZAC is very mature and has been instrumental in providing solid mentoring support by introducing the MSA safety culture, VPP, etc.

The Radiological Site Services work group has formed a new EZAC. Mentoring support continues to be provided by EZAC members from other MSS organizations as RSS employees embrace the MSA safety culture and implementation of VPP initiatives.

C. GOALS AND OBJECTIVES

MSS goals and objectives were developed for 2012 to continuously improve programs and foster new initiatives for both management and employees to achieve the desired goal of zero injuries and illnesses. The MSS goals were tracked and monitored.

1. 2012 Performance Objectives Measures, and Commitments Results

MSA has been successful in reaching the FY 2012 POMCs. Several areas were identified as opportunities for improvement and actions were assigned to achieve those improvements demonstrated through subsequent trending by the performance indicator. MSA has improved many of the key processes associated with the safe performance of work and has maintained a focus on feedback and improvement.

Table 1 FY2012 POMC		
Performance Objective	Performance Measure/Commitment	Status
Continue to Drive Human Performance Improvement (HPI)	<p>Incident Investigation Improvement Committee work to integrate HPI criteria into current incident investigation work planning, safety, assessment, and corrective action activities and programs.</p> <p>Work with MSA HAMTC Stewards and HAMTC/Hanford Guard Union (HGU) Safety Reps to include HPI “type” tools in incident investigation.</p> <p>Consider implementation of recommendations from the Event Investigation & Critique Improvement Team.</p>	<p>The Human Performance Improvement Tools & Techniques Guidance Document was published. This provides MSA a standardized tool kit derived from DOE guidance on HPI program implementation.</p> <p>The MSA Performance Assurance organization has drafted event investigation training material in support of the revised event investigation process.</p> <p>The new process and materials were piloted through the summer. The lessons learned from the pilot phase are to be integrated back into the revised material.</p>
Continue Site Wide CBDPP Documentation and Corrective Actions -Implement Program	a) Complete development and implementation of the BWP.	a) BWP Procedure (DOE-0342-001) and Revision 1 of DOE-0342 were transmitted to DOE, and DOE provided contract direction to the contractors for implementation. Contractors responded with an implementation date of July 30, 2012. All contractors completed implementation on schedule, July 30, 2012. Because of issues at Plutonium Finishing Plant in the implementation of the BWP, some changes were made to the procedure, which will be included in the first revision to that procedure.

<p>Continue Site Wide CBDPP Documentation and Corrective Actions -Implement Program (Cont'd)</p>	<p>b) Complete training modules and initiate training on the BWP program.</p> <p>c) Complete combination of Beryllium Facility Assessment and Characterization into a single procedure.</p>	<p>b) The Industrial Hygiene/Industrial Hygiene Technician and Beryllium Worker Gap Training for the Beryllium Work Permit (DOE-0342-001) was prepared by HAMMER and completed by all contactors. Preparation of training for the implementation of the Beryllium Assessment and Characterization/Verification of Buildings and Structures/Conex Boxes (DOE-0342-002 and DOE-0342-003) are progressing and are being modified prior to implementation, due to MSA's influence on the content of the Assessment/Characterization procedures, following the MSA pilot of those procedures. This training will also include the requirements of Beryllium Postings procedure (DOE-00342-004), and possibly Beryllium Evaluation of Electrical Equipment (DOE-0342-005), to be included in Revision 2 of DOE-0342.</p> <p>c) Assessment and Characterization of Facilities (DOE-0342-002) and Beryllium Postings (DOE-0342-003) have now been approved by the contractors. Awaiting direction from DOE as to when to transmit the procedures and Revision 2 of DOE-0342 to DOE for implementation.</p>
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<p>Continue Site Wide CBDPP Documentation and Corrective Actions -Implement Program (Cont'd)</p>	<p>d) Complete coordinated Site Wide EJTA Procedure, including software, rollout by early FY 2012.</p> <p>d) Normalize Beryllium program and develop criteria for inclusion as a Site Wide Safety Program.</p>	<p>e) The Site Wide EJTA procedure development is completed, and the procedures have been transmitted to all affected organizations for review and comment, and comment resolution process has concluded. Two issues remained following comment resolution, which were elevated to the Senior Management Team (SMT) as an impasse. The SMT provided direction for changes, and those changes will be presented to the EJTA committee for final resolution.</p> <p>f) Revision 1 to the CBDPP (DOE-0342) was published on June 12, 2012 superseding Revision 0, and was declared as implemented at the Hanford Site on July 31, 2012. This revision incorporated the first CBDPP implementing procedure, the <i>Hanford Site Beryllium Work Permit (BWP) and Hazard Assessment Procedure</i>, DOE-0342-001. In the first quarter of FY13, a second revision will be published, incorporating further Hanford Site Wide CBDPP procedures, including Assessment and Characterization of Facilities (DOE-0342-002), Beryllium Postings (DOE-0342-003), Assessment and Characterization of Structures and Conex Boxes (DOE-0342-004, a revision to the Beryllium Medical Support Plan, and other Beryllium Corrective Action Plan (BeCAP) products. Implementation of the first revision improved beryllium work activities through consistent application of enhanced analysis and controls. The second revision to DOE-0342 will further enhance the consistency and application of other Beryllium Program elements, resulting in a normalized, consistent Hanford Beryllium program and implementation of requirements.</p>
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<p>Achieve Voluntary Protection Plan (VPP) "STAR" Status</p>	<ul style="list-style-type: none"> • Implement improvement actions to recertify Safeguards and Security (SAS) as a DOE VPP STAR Site. 	<ol style="list-style-type: none"> 1. Hanford Patrol Chief / Deputy Chiefs continue to issue weekly Situational Awareness bulletins. 2. All <i>HGU Safety Summit</i> actions items tracked in the Safety Issues database are closed. 3. ISMS Surveillance Team has been performing an effectiveness review for the SAS Organization for those VPP corrective actions from the VPP Headquarter assessment. 4. DOE VPP team completed an onsite review of SAS for merit to STAR status on August 22-24, 2012. 5. MSA received formal notification of STAR recognition for SAS.
<p>Continue to Drive ISMS Principles After DOE Verification</p>	<ul style="list-style-type: none"> • Continue ISMS "Sustain and Improve" Surveillance Program and organization. Provide additional focus and field mentoring on identified weaknesses specific to work planning and control. • Use the ISMS "Sustain and Improve" Surveillance Program to monitor the implementation of the Site Wide Inter-Contractor Work Control Process. 	<ol style="list-style-type: none"> 1. The ISMS Surveillance Team completed Phase 1 surveillance and mentoring evaluation of the Electric Utilities and Water Utilities. 2. The ISMS Surveillance Team supported the DOE-RL Site Wide Safety Culture Good Practices Evaluation during July-August 2012. 3. The ISMS Surveillance Team completed an effectiveness review for the SAS Organization and HAMMER for those identified VPP corrective actions from the VPP Headquarter assessment. 4. ISMS Surveillance Team is providing surveillance data for use in the CAS for trending and reporting purposes.
<p>Monitor CAS data for use in continuous improvement of MSA's Safety Culture program.</p>	<p>Monitor the following data from CAS and develop specific Safety Culture Indicators:</p> <ul style="list-style-type: none"> ➤ Employee Hanford General Employee Training (HGET) Survey ➤ VPP Surveys ➤ Human Resources ➤ Accidents ➤ Total Recordable Case and Days Away from Work ➤ Issues Identification ➤ ISMS Surveillances ➤ Employee Concerns ➤ Safety logbook ➤ Management and Self Assessments 	<p>MSA has produced and socialized CAS data with DOE-RL on October 18, 2012.</p> <p>Noteworthy from the previous meetings:</p> <ul style="list-style-type: none"> • MSA has recorded Total Recordable Case rates at .93 which is below the 1.3 DOE established target, thus exceeding DOE expectations. • CAS metrics reflect an overall reduction in level of severity of issues and continued active issue identification • MSA continues to monitor indicators in support of ISM, VPP and Safety Culture - all showing strong levels of participation and favorable outcomes. • MSA Safety Log data indicates safety concerns are being addressed/closed at an

		<p>average of less than 30 days.</p> <ul style="list-style-type: none"> • CAS monthly reports can be accessed via the following link: http://msc.rl.gov/ims/page.cfm/MSACAS
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2. Mission Support Alliance, LLC. Safety Improvement Plan (Attachment 3)

The MSA Safety Improvement Plan included the following goals based on weaknesses discovered during assessments:

1. MSA management will demonstrate leadership and support of VPP by attending and supporting weekly back-to-work, monthly, and other safety and safety related meetings, and making sure safety related information is communicated to all employees.

RESULT:

- *Weekly Safety Start meetings were conducted by managers*
- *Managers attended the Employee Zero Accident Council meetings*
- *Management championed 52 'Safety Start' and 10 Informational Safety Bulletins for all employees.*

2. Involve employees in workplace inspections and reporting in accordance with MSC-RD-7652, *Safety and Health Inspections* and MSC-GD-8800, *Office Safety*.

RESULT:

- *Managers, employees and safety professionals were scheduled as a team to conduct facility/building inspections throughout the year. 397 Safety & Health inspections were completed during 2012.*
- *MSA Safety Culture & Analysis tracks and trends safety and health inspection results from submitted inspection reports.*

3. All injuries will be reported, investigated and have reported submitted in a timely manner.

RESULT:

- *Reporting of all injuries has been enforced by MSS. Event reports (used for reporting injuries) have been completed and turned in as required.*
- *MSS has improved timeliness of event reporting.*
- *MSS Case Manager files were reviewed by internal and external groups and cited as meeting requirements.*

4. Environmental Stewardship will be demonstrated through employee actions.

RESULT:

- *Recycling stations (paper, battery, disks, toner-cartridges) were established, including a major effort to recycle cardboard with many cardboard only recycling receptacles placed throughout the site.*

- *Internal ISO 14001 audits had favorable comments on the MSS practices. MSA has earned ISO 14001 certification during 2011 and recertification in 2012.*

5. All VPP HQ OFIs will be validated for assignment and closure.

RESULT:

- *The ISMS Surveillance conducted an effectiveness review and concluded all closed OFIs were effective.*

D. CONTRACTOR AND SUBCONTRACTOR INCIDENCE RATES

TRC and DART rates for Mission Support Services have been consistently low over the past three years and are below the comparison industry average. The three-year rates exceed the expectations for participation in the DOE-VPP at the STAR level.

Table 1. Contractor and Subcontractor Incidence Rates

MSS INCIDENCE RATES				
TOTAL RECORDABLE CASE RATE				
MSS recordable injury/illness case rate includes subcontractors who are directly supervised by the contractor and are included on the OSHA 300 Log.				
Calendar Year	Total Recordable Case (TRC) Rate	Number of Total Recordable Cases	Total Hours Worked	NAICS # 5612 Incident Rate
2010	1.43	23	3,209,421	3.6
2011	0.55	11	4,003,002	
2012	0.44	7	3,178,597	
3 Year Total		41	10,391,020	
3 Year Avg.		13.67	3,463,673	
3 Year Rate	0.79			
MSA, Mission Support Services - NAICS code #5612 Facility Support Services				
DAYS AWAY OR RESTRICTED CASE RATE				
MSS lost workday injury case rate includes subcontractors who are directly supervised by MSS and are included on the OSHA 200/300 Log.				
Calendar Year	Days Away or Restricted Case Rate (DART)	Number of DART Cases	Total Hours Worked	NAICS # Incident Rate 2011
2010	0.81	13	3,209,421	1.9
2011	0.35	7	4,003,002	
2012	0.25	4	3,178,597	
3 Year Total		24	10,391,020	
3 Year Avg.		8	3,463,673	
3 Year Rate	0.46			

SUBCONTRACTOR INCIDENCE RATES – Subcontractors not directly supervised by MSS.

RECORDABLE CASE RATE

Calendar Year	Subcontractor Total Recordable Case Rate (# of TRC injuries per 200,000 work hours)	Number of Recordable Cases	Total Hours Worked
2010	0.00	0	98,388
2011	1.97	1	101,544
2012	0.00	0	54,679
3 Year Total		1	254,611
3 Year Average		0.33	84,870.3
3 Year Rate	0.78		

DAYS AWAY OR RESTRICTED CASE RATE

Calendar Year	Subcontractor Days Away or Restricted Case Rate (# of DART cases per 200,000 work hours)	Number of DART Cases	Total Hours Worked
2010	0.00	0	98,388
2011	1.97	1	101,544
2012	0.00	0	54,679
3 Year Total		1	254,611
3 Year Average		0.33	84,870.3
3 Year Rate	0.78		

STATISTICAL COMPARISON

MSS and subcontractors	
CY 2012 TRCR: 0.43	88 % below NAICS code 5612 (3.6)
CY 2012 DART: 0.25	87 % below NAICS code 5612 (1.9)
3 year average TRCR: 0.79	78 % below NAICS code 5612 (3.6)
3 year average DART: 0.47	75 % below NAICS code 5612 (1.9)

The following chart shows potential cost savings based on a reduction of injuries from 2011 to 2012:

Injury/Illness Type	Injury/Illness Definition	Cost per event ⁽¹⁾	Incident Reduction 2011 vs 2012	Cost Savings
First Aid ⁽²⁾	Injury/Illness that received medical attention from the Site Occupational Medical Provider (SOMP) or	\$2,000	1	\$2,000

	private physician. (Non-recordable or lost time)			
Minor Event	Injury/Illness that received medical attention from the Site Occupational Medical Provider or private physician. (Recordable or 1-5 days lost time)	\$50,000	4	\$200,000
Major Event	Injury/Illness that required surgery, rehabilitation and/or lead to disability or death.	\$500,000	3	\$1,500,000
1)	Costs include both direct and indirect costs, but not any fines or penalties that may be imposed by the DOE. Direct costs include both the employee's medical and lost time. Indirect costs include management/co-worker time, training/briefings, and administrative and potential process/facility changes.			Total Savings:
2)	First Aids does not include self-treat and in all first aids the employee returned to work.			\$ 1,702,000

E. MENTORING AND OUTREACH

MSS employees were engaged in several mentoring and outreach activities over the past year, including the following:

- Over 40 MSS employees participated as interviewers and data collectors during the MSS VPP trimester self-assessments. During the assessments, after receiving the employee's perception of the safety program, the interviewers also coached many individuals regarding the MSA safety programs and their opportunities to participate in those programs.
- MSS employees were also able to provide mentoring and outreach capabilities to entities outside the MSC. Both the Hanford Waste Treatment Plant and Washington River Protection Solutions requested MSS employees to participate as assessors for their annual VPP self-assessments.
- At the request of the Occupational Safety & Health Administration (OSHA), MSS employees assisted as Special Government Employees (SGE) team members on three separate OSHA VPP field reviews.
- MSS participated in the Hanford Site wide VPP Champions Committee that represents every major Hanford contractor and several subcontractors. The Committee provides support and assistance to Hanford projects and companies as they pursue and or maintain VPP recognition.
- As an action of the VPP Champions Committee to promote VPP awareness, MSS personnel took the lead in developing the Hanford VPP Web page. This website, which is accessible to those outside the Hanford Site, serves as a central location for Hanford contractors' to share "good practices" and VPP activities.

- MSA supported employees' participation at VPPPA events by sending 25 to Region X and 14 to National Conferences. Attendees developed take-away presentations that were delivered at various safety council meetings. These presentations were also posted on the MSA VPP website.
- Several MSS employees were selected to speak at both the National and Region X Conference. Topics included Lockout/Tagout Site Wide Safety Standard and Labor/Management Relations.



- MSS employees serve on both Region X and National committees for VPPPA.
- As a result of networking at the VPPPA Region X Conference, Longview Fiber and a Bechtel Hanford subcontractor - Dave Meyers, requested information on MSA's safety campaigns.
- MSA shared VPP safety slogan campaign information with Pacific Northwest National Laboratory (PNNL) and their Palo Verde operation.
- An MSS employee serves on the Washington Governor's Safety Council.



- MSS was the executive sponsor and employees were involved in the planning and conduct of the 18th annual Health & Safety 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 70,000 people of all ages.
- MSS employees were involved in United Way that distributed \$3.75 million for 39 programs within 22 health and human service agencies.
- MSS employees also participated in other community Outreach Programs such as annual food drives and Junior Achievement (JA). MSS staff provided in-class discussions to K-12 school students in the greater Tri-Cities area participated in the 15th annual fund raising JA Bowling Tournament.
- MSS employees served on the Sunnyside, Yakima and Pasco School Boards and shared VPP principles in School Board meetings and activities.
- HAMTC Safety Representatives and other MSA staff supported the Energy Facilities Contractors Organizations Group (EFCOG) attending several meetings held around the country.
- An article for ‘The Leader’ magazine (VPPPA) was co-authored by an MSS employee



F. MANAGEMENT LEADERSHIP

1. Commitment to Workplace Safety and Health

The MSS Management Team continues to emphasize that work must be performed safely. This is further emphasized through MSA-wide goal *Zero Accidents, Do Work Safely*.

MSA commitment to safety is set forth in multiple documents including: MSC-MP-003, *Integrated Environment, Safety Management System Description* and MSC-MP-32219, *10CFR851 Worker Safety and Health Program Description*. 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 Authority when a potential unsafe condition exists.

2. Goals and Objectives

The MSS safety goals include *Target Zero* and *Do Work Safely*. MSS strived to continue to improve its well respected programs and reduce its injury rates. MSS supported other DOE sites and partners with other companies to promote worker safety.

3. Planning

The ISMS requires that safety be integrated in work planning process. MSS safety and health personnel are involved with review and approval of work documents and procurement documents to ensure that appropriate controls are in place for health and safety hazards. The hazard screening process continues to be employed and is scrutinized annually to ensure it is effective in identifying work hazards.

4. Worker Safety and Health Program

MSA's WSHP applies to conduct of activities within the scope of the MSC, including affiliate assignees, contractors working for MSA, and lower-tiered subcontractors performing DOE work at a MSA covered work place. Management and workers at every level are responsible and accountable for understanding and implementing established standards for safety.

5. Line Accountability

Safety objectives have been incorporated in the annual performance assessment process for MSS employees. Supervisors 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 preventing recurrence.

6. Visible Management Involvement

Management involvement in safety at MSS remains visible by conducting safety discussions at Monday morning back-to-work and organizational staff meetings, participating in the Employee Zero Accident Council and Presidents Zero Accident Council meetings, performing routine walk downs and visits of workspaces, and supporting safety recognition events and celebrations.



7. Site Orientation and General Accountability

MSA enforces the expectation that all employees are accountable for safety. Employees are required to annually take Hanford General Employee Training (HGET) to remain updated on Hanford site and company specific policies and programs. Mandatory safety requirements defined in Special Provision 5, *On-site Services*, are included in service or vendor contract scopes of work to ensure subcontractors are informed of the MSA safety culture and agree to adhere to site safety requirements prior to contract award.

8. Safety and Health Program Evaluation

A MSA wide formal safety and health assessment program included assessments that covered the following topics: Chemical Management, LOTO, Radioactive Contamination Control, Noise Exposure and Hearing Conservation, Lead Exposure Control, Heat Stress Control, Elevated Work Controls, Compressed Gasses, Safety Logs, Beryllium Program, and Safety and Health Training. The ISMS Surveillance Team conducted a variety of field visits and effectiveness reviews.

G. EMPLOYEE INVOLVEMENT

Workers and supervisors from the responsible work groups are actively involved in the development and review of work packages. 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 safely. In accordance with MSC-PRO-12115, *Work Management*, jobs must be walked down by the work group(s) prior to document approval.

MSS personnel were actively involved in MSA safety committees and task teams that include:

- Employee Zero Accident Councils
- Presidents Zero Accident Council
- PZAC Planning Committee
- MSA VPP Core Team
- AJHA Users Group
- Case Management Committee
- Soft Tissue Injury Reduction Committee

MSS personnel were actively involved in Hanford site multi-contractor safety committees that include:

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



H. WORK SITE ANALYSIS

1. Analysis of new facilities and planned work

Hazards analysis 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*.

MSC-PRO-12115, *Work Management* continues to be used to analyze planned work.

2. Health and safety surveys by S&H professionals

Baseline surveys are updated through annual completion of monthly hazard assessments by the Safety and Health 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.

3. Routine hazard assessments of site and tracking of hazard correction

There are several mechanisms for routine hazard assessment that continued to be maintained at the MSS. Quarterly full site walkthroughs and annual hazard assessment checklists which are used to update the hazard assessment database are performed by the SH&Q Department. Management safety walk downs are routinely performed. Routine work 'safer' dialogues are also used at MSS.

4. System for employee to give notification of hazards to management

A number of avenues are available for hazards reporting that include the management chain of command, open door policy, HAMTC Safety Representatives, the Employee Concerns Program, safety hotline, MSS SH&Q group, Safety Idea and issues process (safety logs) and the IIF 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.

5. Accident/incident investigation

Line management is responsible for preparing and investigating all injury case reports with the assistance of MSS's SH&Q and HAMTC Safety Representatives.

6. Trend Analysis

MSS Safety Culture and Analysis Group tracks occupational injuries, such as first aid, recordable, restricted, and day's away from work 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 the VPP and ISMS Programs. Additionally, as employees complete mandatory annual training, a VPP perception survey is offered and the results are tracked and trended.

I. HAZARD PREVENTION AND CONTROL

1. Access to Certified Professional

MSS 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 six Certified Safety Professionals (CSP), and six Certified Industrial Hygienists (CIH) on the MSS staff.

2. Eliminating/controlling hazards

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

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

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 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.

3. Procedures for positive reinforcement and disciplinary action

Positive reinforcement is provided through celebrations of achieving project 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. Subcontract documents address MSS oversight and requirements when noncompliances are *identified*. Formal actions taken to enforce subcontractor compliance to MSA safety and health requirements are fully documented.

4. Preventive Maintenance

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 (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.

5. Emergency Response Procedures

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.

6. Medical Program

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 Hanford, under a

separate contract with DOE-RL.

J. HEALTH AND SAFETY TRAINING

1. Employees

MSS 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. MSS utilizes the Enterprise Learning Management (ELM) system to notify 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.

2. Supervisors/Manager

MSS managers and supervisors continue to receive safety, environmental, emergency management, and 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 management on Beryllium Work Planning and Risk Communication. The STS certification preparation course was added as a new initiative for MSA. The pilot course was developed and deployed during the year. Some MSS employees have already obtained their STS certifications.



K. AWARDS AND RECOGNITION

Awards received during CY 2012 included the following:

- Department of Energy Voluntary Protection Program (DOE-VPP) “Superior Star”
- ISO 14001 re-certification for the Environmental Protection Program
- Honorable Mention recognition for the Presidential Migratory Bird Stewardship Award

**VPP ANNUAL REPORT
SUPPLEMENTAL
WORKSHEET**

Review: December 31, 2012

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
augmentments)**

Calendar Year	Hours Worked	TRC Cases	TRC Rate	DART*Cases	DART*Rate
(Year-2) 2010	3,209,421	23	1.43	13	0.81
(Year-1) 2011	4,003,002	11	0.55	7	0.35
(Year -) 2012	3,178,597	7	0.44	4	0.25
3-Year Total	10,391,020	41	0.79	24	0.46
BLS-YEAR average for NAICS** # 5612			3.6		1.9

Injury Incidence/Lost Workdays Case Rate (subcontractors)

Calendar Year	Hours Worked	TRC Cases	TRC Rate	DART*Cases	DART*Rate
(Year-2) 2010	98,388	0	0.00	0	0.00
(Year-1) 2011	101,544	1	1.97	1	1.97
(Year -) 2012	54,679	0	0.00	0	0.00
3-Year Total	254,611	1	.78	1	0.78
BLS-YEAR average for NAICS** # 5612			3.6		1.9
Total Contractor & Subcontractors (3 Years)			42	0.79	25
					0.47

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

What percentage Above / Below the NAICS TRC Rate for reporting year? 87% below the

NAICS TRC Rate for reporting year 2012

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: Steven Bertness

Email: steven.bertness@rl.doe.gov Contact # 509-376-6221

Attachment # 1: MSA Assessment "Stop Light" Chart by Trimester

Description	President's Office			Business Operations			Site Infrastructure & Logistics			Portfolio Management			Safety, Health & Quality			Project Planning & Integration			Information Management			Environmental & Energy Services			Emergency Services & Training			Human Resources			Total Employees Interviewed	Total AVERAGE	
	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			
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	7	6	6	14	15	16	71	56	43	2	2	2	13	14	13	3	3	3	27	27	27	3	8	9	31	45	35	7	7	6	521		
% Employees Interviewed per Group/Trimes	25.9	22.2	25	16.5	13.8	14.9	12.2	9.4	7.1	12.5	12.5	12.5	10.9	11	10.9	15.0	15.0	17.6	5.0	5.0	4.5	13.5	13.5	14.0	5.5	8.0	6.2	16.7	16.7	13.6	24.74		
MANAGEMENT LEADERSHIP																																	
1	Policy/Commitment	3.8	5.0	5.0	4.8	4.8	5.0	4.6	4.8	4.4	5.0	5.0	5.0	4.3	5.0	4.7	4.0	5.0	5.0	4.6	4.8	4.7	4.0	5.0	5.0	4.5	4.8	4.3	4.8	4.8	4.5	4.70	
2	Goal & Objectives	3.5	4.8	5.0	3.8	4.8	4.5	4.3	4.1	4.6	4.0	4.0	5.0	4.3	4.0	4.3	4.0	4.0	5.0	3.6	4.8	5.0	3.8	4.0	5.0	4.0	4.8	4.8	4.3	4.5	4.8	4.38	
3	Written S&H Program	4.8	4.0	3.8	4.3	4.8	5.0	4.5	4.5	4.3	4.0	5.0	5.0	4.8	4.8	5.0	4.0	5.0	5.0	4.8	5.0	4.7	4.8	4.0	5.0	4.3	4.5	4.5	4.3	4.5	5	4.60	
4	Authority & Resources	4.8	5.0	5.0	5.0	4.8	5.0	4.8	4.4	4.8	4.0	5.0	5.0	4.5	4.3	5.0	5.0	5.0	5.0	4.8	4.2	5.0	4.7	4.0	5.0	5.0	5.0	5.0	4.8	4.0	5	4.76	
5	Line Accountability/Involvement	4.1	5.0	4.8	4.8	5.0	4.5	4.3	4.5	4.7	4.0	5.0	5.0	4.5	4.8	5.0	4.0	5.0	5.0	4.6	5.0	5.0	4.3	5.0	5.0	4.3	4.5	4.8	4.5	4.0	4.8	4.66	
																																AVG = 4.62	
EMPLOYEE INVOLVEMENT																																	
6	Involvement of Employees	5.0	5.0	4.0	4.8	4.5	5.0	4.8	4.6	4.7		5.0	4.0	5.0	4.5	5.0	4.0	5.0	5.0	4.8	4.8	5.0	4.5	5.0	5.0	4.3	4.8	4.5	4.8	4.0	5	4.70	
7	Participation Requirement	4.5	5.0	5.0	4.8	5.0	4.8	4.6	4.4	5.0	3.0	5.0	5.0	4.8	3.3	4.7	4.0	5.0	4.0	5.0	4.4	5.0	3.5	4.0	5.0	4.5	4.5	4.8	4.8	4.0	5	4.55	
8	Hazard Identification	5.0	4.7	3.8	4.8	4.5	5.0	4.6	3.9	4.6	3.0	5.0	5.0	5.0	3.3	5.0	3.0	5.0	4.0	4.8	4.4	5.0	4.5	5.0	5.0	4.5	4.3	4.8	4.8	4.3	5	4.45	
9	Safety Training	5.0	4.0	4.0	4.3	5.0	5.0	4.6	4.8	4.4	5.0	5.0	5.0	5.0	4.8	4.7	4.0	5.0	5.0	4.8	5.0	3.8	5.0	5.0	5.0	4.3	4.8	4.8	3.8	4.5	4.8	4.67	
10	Participation of S&H Resolution		4.5	5.0	5.0	4.5	5.0	4.4	4.5	4.7	5.0	5.0	5.0	5.0	5.0	5.0		5.0	5.0		5.0	4.4	5.0	5.0		5.0	4.8	3.8	4.8	5	4.82		
																																AVG = 4.64	
WORKSITE ANALYSIS																																	
11	Safety Reviews		4.8	4.3	3.7	4.8	5.0	4.5	4.9	4.8	4.0	5.0	4.0	4.8	5.0	5.0		5.0	5.0		5.0	5.0	4.5	4.0	5.0		5.0	4.5	3.3	4.5	5	4.63	
12	Pre Analysis		5.0	5.0	4.3	4.5	5.0	4.4	4.8	4.6	5.0	5.0	5.0	5.0	4.8	5.0		5.0	5.0		5.0	5.0	4.0	5.0	5.0		5.0	4.8	4.0	4.3	5	4.79	
13	General hazard Assessments	3.5	5.0	4.7	4.0	5.0	5.0	4.3	4.0	4.7	3.0	4.0	5.0	3.5	4.5	5.0	2.0	4.0	5.0	4.6	4.4	5.0	3.8	4.0	5.0	4.5	4.5	4.5	3.3	4.0	4.8	4.29	
14	Hazard Documentation	4.8	4.0	5.0	4.8	5.0	5.0	4.5	4.9	4.6	4.0	5.0	5.0	5.0	5.0	5.0	4.0	5.0	5.0	4.8	5.0	5.0	4.2	5.0	5.0	4.5	5.0	4.5	4.5	4.5	4.8	4.75	
15	Accident Investigations	3.5	4.0	4.3	3.8	4.3	5.0	3.9	4.8	4.8		4.0	4.0	4.0	4.0	5.0	3.0	4.0	5.0	4.6	4.6	5.0	3.0	4.0	5.0	4.3	4.3	4.5	3.0	4.0	5	4.23	
																																AVG = 4.54	
HAZARD PREVENTION & CONTROL																																	
16	Certified Professional	4.0	5.0	4.8	4.3	4.8	5.0	4.9	4.6	4.8	4.0	5.0	5.0	4.8	5.0	5.0	5.0	5.0	5.0	4.6	4.6	5.0	4.5	4.0	5.0	4.5	4.8	4.5	4.0	4.0	5	4.68	
17	Control / Eliminating Hazards	3.8	5.0	5.0	2.8	4.8	5.0	4.0	4.8	4.7	5.0	5.0	5.0	3.3	5.0	4.0	2.0	5.0	4.0	2.6	5.0	5.0	3.2	5.0	5.0	4.3	5.0	4.3	3.5	4.5	4.8	4.35	
18	Preventive Maintenance		5.0	5.0	4.8	4.8	5.0	4.3	4.8	4.7	4.0	5.0	5.0	5.0	5.0	5.0		5.0	5.0		5.0	5.0	4.2	5.0	5.0		4.8	4.8	4.3	4.5	5	4.81	
19	Ergonomic Hazards	4.8	4.0	5.0	5.0	4.5	5.0	4.1	4.8	4.8	4.0	5.0	5.0	5.0	4.5	5.0	4.0	5.0	5.0	4.6	4.8	5.0	4.3	4.0	5.0	4.0	4.5	5.0	5.0	4.3	5	4.67	
20	Safety of Tools	4.8	5.0	5.0	5.0	4.5	5.0	4.5	4.6	4.7	3.0	5.0	5.0	4.8	5.0	5.0	4.0	5.0	5.0	4.4	3.8	4.7	4.3	5.0	5.0	4.0	4.5	5.0	5.0	4.5	5	4.67	
																																AVG = 4.63	
SAFETY & HEALTH TRAINING																																	
21	Manager / Safety Training	4.3	4.3	5.0	4.8	4.8	5.0	4.8	4.8	4.8	5.0	5.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	4.6	4.8	4.7	4.7	4.0	5.0	4.8	4.8	4.5	4.0	4.3	5	4.73	
22	Current Training Plans	5.0	3.3	4.8	4.8	3.0	5.0	4.8	4.6	5.0	2.0	5.0	5.0	5.0	3.8	5.0	3.0	5.0	5.0	4.8	4.8	5.0	3.8	5.0	5.0	4.8	4.7	4.8	4.3	3.8	5	4.50	
23	Employee Hazard Awareness	4.5	4.0	5.0	5.0	5.0	5.0	4.6	3.9	4.8	5.0	5.0	5.0	5.0	4.5	5.0	5.0	5.0	5.0	4.8	3.4	5.0	4.7	4.0	5.0	4.8	4.0	4.5	4.5	4.0	5	4.67	
24	Emergency Response	5.0	5.0	4.0	4.8	4.5	3.8	4.9	4.9	4.0	4.0	5.0	5.0	5.0	4.8	3.3	4.0	5.0	4.0	4.8	5.0	4.5	5.0	4.0	5.0	4.8	5.0	4.5	4.5	4.8	3.8	4.56	
25	Safety Meeting Attendance	5.0	4.0	4.5	4.8	4.8	4.8	4.9	4.9	4.6	4.0	5.0	5.0	5.0	5.0	4.7	4.0	5.0	5.0	4.6	5.0	5.0	3.8	4.0	5.0	5.0	5.0	4.5	4.5	5.0	4.8	4.69	
																																AVG = 4.63	
	Total Average	4.5	4.6	4.7	4.5	4.7	4.9	4.5	4.6	4.7	4.0	4.9	4.8	4.7	4.6	4.8	3.8	4.9	4.8	4.6	4.7	4.9	4.2	4.5	5.0	4.5	4.7	4.7	4.3	4.3	4.9	4.61	
	Total % Employees Interviewed/C	73.15			45.17			28.64			37.50			32.70			47.60			14.58			41.06			19.65			46.94			MSA%	24.74
Green: > 4.0																																	
Yellow: 3.0 - 4.0																																	
Red: < 3.0																																	
																													1st Trimester	4.35			
																													2nd Trimester	4.64			
																													3rd Trimester	4.82			

Attachment # 2

From: Eckman, Todd S

Sent: Saturday, November 10, 2012 6:49 AM

To: Smitch, Russell D; Maiuri, Steven W; Simmons, Rocky J; Jensen, Janis A; Jensen, Joseph B; Bongers, John E; Newman, David A; Schwisow, Timothy V; Simundson, Jeffrey P; Larocque, Rene R; Hatfield, Thomas E; Montelius, Sara K; Olson, Noelle T; Durham, Dean R

Cc: Eckman, Todd S; Smith, Ashley N; Isom, Debra A (Debbi); Felts, Paul C; Rains, Dennis J; Gregory, Daniel D (Dan); Carter, Shanta C; Ferguson, Kenneth R Jr; Hansen, Michael C; Combs, Carla A; Kruger, Paul W; Benoit, Justin H; Combs, Carla A; Corrigan, Neil B; Felts, Paul C; Ferguson, Kenneth R Jr; Gregory, Daniel D (Dan); Isom, Debra A (Debbi); Suarez, Anel C

Subject: IM 2nd trimester results and proposed actions

All,

I took the comments from the IM teams 2nd trimester survey, broke them into categories and have the following plan for action for your review and comment:

Drills:

No drills in 2430 Stevens when staff is in attendance.

Emergency drills needed at 1981 Snyder & 2261 Snyder – Fall 2012.

Actions:

1. Promote yearly drills in buildings occupied by IM employees starting with 2430, MO-404, 1981S and 2261. I have personally been involved with drills in MO-404 and 2490 in the last year and been told that 2430 just had one, so this appears to be a something easily rectifiable.

Senior Management visibility:

Senior Management needs to be more visible in the field (outer areas)

LM Senior Management has been reminded to communicate with our employees regarding their safety walkthroughs and inspections.

Senior management should be more visible to employees

Senior Management should make an effort to visit this area

Some Mtg. is visible, but others need to be made more available

Immediate management is rarely present. Senior manager is seen several times per week.

Actions:

1. Enhance my current engagement in the field by going to additional safety starts as well as scheduling a weekly trip to outer areas once a week to meet with and engage employees. Main target areas will be 1981S, 2261S, Fed, MO-404, 2750E, 2751E, MO-287, 1979S, 2430, and 1163. Additionally, will continue to attend pre and post jobs in particular for after-hours work.
2. As part of my staff meeting will begin asking directors for input on when and where they are engaging with employees in the field and what feedback they are getting.

EZAC responsibilities:

Schedule ample time for EZAC chairs to perform their duties
Mtg. to encourage participation at EZAC Meetings

Actions:

1. I will ask that EZAC chairs let me know if and when they are not given the time to perform their duties as well as reminding the managers of those individuals to fully support the requirement.
2. I will work with the safety team and EZAC chairs on ideas how to energize the EZAC program (any ideas would be appreciated).

Inspections and employee orientations:

Participation needed from employees (Injury/Illness investigations/analysis)
Participation needed from employees in quarterly inspections
Employees need to receive a safety walkthrough when they move
Employee unsure, need to review with group (safety procedures)
Review – employee was unaware of location (trending data)

Actions:

1. Plan to have managers work with building admins to walk-down building as they move to new area or work location.
2. Invite employees to participate in office, vehicle and building inspections. Discuss this process in staff meetings.
3. Look for opportunities if/when investigations are planned for employee participation.
4. Invite employees to participate in EZAC and PZAC meeting where safety trending data is communicated.

I will incorporate your feedback and review this with at my next staff with the IM directors ☐

Todd Eckman

*Mission Support Alliance Vice President Information Management
509-376-2696*

From: Kruger, Paul W

Sent: Thursday, November 15, 2012 2:47 PM

To: Anderson, Craig E; Adams, Lanette K; Schofield, Wayne D; Sheriff, Marnelle L; McGinnis, Karen A

Cc: Kruger, Paul W; Debevec, Richard J

Subject: FW: VPP 2nd Trimester Results - Actions

Importance: High

SHQ&T Managers,..

I recently reviewed our organizations results from the VPP 2nd Trimester evaluation. The VPP interviews were conducted in September/October by personnel from your groups. The results reflect the current “safety” health of SHQ&T and provides insights to workers perception of safety within the organization. It is my expectation, which is echoed by MSA COO, that VPP at MSA continuously improves and doesn’t degrade or stay flat. This ensures that the appropriate level of attention is focused on safety for the worker. You are integral to the implementation of safety within your groups and ensure that safety programs and controls are solid.

In general, our VPP Stoplight chart shows improvement. However there are indications that improvements are possible. It is my expectation that you will own these results, both positive and negative, and apply the appropriate level of due diligence to address each opportunity for improvement. Likewise, I encourage you to share the positive notes with your workers in a communication whether that be personal or through an email or other communication. Any action(s) that you take to address weaknesses should be documented and reported back to me. Please review the attachment for your group. RJ Debevec can help you with any better understanding you need of the comments. The comments/recommendations from the report relative to each Director in SHQ&T are shown below:

Safety Culture and Analysis

EI-7: Inspections		X	Involve or support involvement of all employees, Review
EI-8: Investigations/Analysis		X	Involve or support involvement of all employees, Review
HP&C-19: Trending data		X	Need to review the location of trending data with employees

Performance Assurance

ML-2: SIP		X	Review
ML-4: EZAC resources		X	Management to review resources with the EZAC Group
EI-7: Inspections		X	Involve or support involvement of all employees, Review
EI-8: Investigations		X	Involve or support involvement of all employees, Review

WA-12: PPE		X	Employees have asked for PPE but it was not received
WA-15: Trending data		X	Review
SH&T-22: Orientations		X	Need to track
SH&T-24: Safety logs		X	Review how to use

Worker Protection

ML-2: SIP		X	Review with workers
EI-6: Hazard analysis and mitigation		X	Process needs to be improved with contractors
EI-7: Inspections		X	Involve or support involvement of all

			employees, Review
EI-8: Investigations		X	Involve or support involvement of all employees, Review
WA-13: Corrective actions		X	Involve or support involvement of all employees, Review
S&HT-22: Employee orientation		X	Review process with the EZAC group
S&HT-23:senior management visibility		X	Need more senior management visibility

Quality Assurance

ML:2- SIP		X	Review SIP location with employees
ML-4: EZAC		X	No representative available
EI-7: Inspections		X	Involve or support involvement of all employees, Review
EI-8: Positive recognition		X	Examples to be shared at EZAC meetings

Training

ML-2 – SIP		X	Review routinely with staff
EI-9: Safety recognition program		X	Educate employees on the program and reward those that are truly “Safety Related” and “Above & Beyond” not routine.
S&HT-23: Senior Management visibility		X	Director and/or VP establish routine visits to all work groups.
S&HT-24: Safety Logs		X	Review safety log procedure with employees and educate on appropriate items for inclusion.
S&HT-25: MSA VPP Program		X	Review assignees to the Core Team; send out request for new nominees to the committee?

Paul W. Kruger
Mission Support Alliance
Vice President
Safety, Health & Quality
(509)376-0359
Cell (509)420-0250
Alt Cell (509)554-9440
Paul_W_Kruger@rl.gov



Attachment 3: MSA Safety Improvement Plan



Mission Support Alliance, LLC



My Organization's Specific Safety Improvement Plan

Complete the following for your EZAC Council

Your Name:
 Date Completed:
 EZAC Group Chair:
 Council Chair:
 Vice Chair: _____



Seemore says....

"Keep a copy of this SIP visible in your workplace."



Safety Improvement Plan 2012





MSA Employee Zero Accident Council

The Employee Zero Accident Council, or EZAC, is an employee-led, VPP-associated committee that represents all levels of MSA employees working to provide a healthy, safe, injury-free workplace. This is achieved by each employee's genuine commitment to be involved and by communicating safety, health-related and environmental issues consistent with Integrated Safety Management System (ISMS) supplemental management systems to his/her coworkers.

MSA's company goals—"Target Zero" and "Do Work Safely" embodies all of our safety processes.

MSC-RD-9982 - *President's and Employee Zero Accident Council*

MSC-GD-40148 *Safety Awareness and Recognition Program*

Safety Improvement Plan

✓ MSA management will demonstrate leadership and support of VPP by attending and supporting weekly back-to-work, monthly, and other safety and safety related meetings, and making sure safety related information is communicated to all employees (*Invite managers to the monthly/weekly safety meetings and periodically ask them to present on the agenda—verify by meeting minutes and roster completion.*)

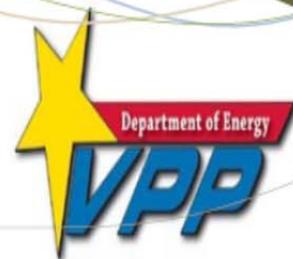
✓ Involve employees in workplace inspections and reporting in accordance with MSC-RD-7652

"Safety and Health Inspections" and MSC-GD-8800 "Office Safety" (Measure by: coordinating meetings utilizing Outlook invitations, having participants sign the inspection results, and sharing inspection results and reporting information with the work groups at the monthly safety meetings—include these items in the meeting agenda—verify by submitting meeting minutes and inspection sheets).

✓ All injuries will be reported, investigated and have reports submitted in a timely manner. (*Verify by analyzing injury reports and dates for tardiness.*)

✓ Environmental stewardship will be demonstrated through employee actions (*Verify by analyzing trends for recycling streams, spill/release reporting, ISO 14001 audit corrective actions/ award recognition and feedback from the annual management review process.*)

✓ All VPP HQ OFI's will be validated for assignment and closure. (*Measurement: MSA Surveillance Team will conduct a effectiveness review in the fall of 2012. IIF assignments are complete.*)



- Management Leadership
- Employee Involvement
- Worksite Analysis
- Hazard Prevention & Control
- Safety & Health Training

Learn more at

<http://msc.rl.gov/rapidweb/VPP>

MSA SAFETY RULES

- ✓ Comply with safety practices and procedures.
- ✓ Know the emergency procedures and proper responses.
- ✓ Report every injury; get first aid immediately.
- ✓ Correct or report unsafe work conditions or practices.

(View a complete list at MSC-RD-7085, "Safety Responsibilities")

Appendix B
Department of Energy
Mission Support Alliance, LLC
HAMMER/Hanford Training
Voluntary Protection Program
Annual Self-Assessment
Calendar Year 2012



EXECUTIVE SUMMARY

The fifteenth year of training at the HAMMER campus has been one of major change. Fiscal Year 2012 began with the completion of the American Resource and Recovery Act (ARRA) funding. Significant ramp down impacts have occurred with HAMMER staffing levels, budget and student numbers. The staffing reductions totaled 29 positions and included retirements, transfers, voluntary reductions and involuntary reductions. The training level has returned to the pre-ARRA level of 2008.

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 have engaged students in learning activities that have more direct applicability on the job.

The HAMMER facility benefited from additional funding during ARRA. New buildings and upgrades have enabled us to eliminate lease space costs and reduce the inefficiencies associated with off campus training delivery.

Several organization and office moves took place this fiscal year. Logistics and Mask Fit were relocated to better serve the Site and consolidate like services.

HAMMER has been providing technical, subject matter and curriculum design expertise to the National Training Center. 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 and students have not had a recordable injury this fiscal year. HAMMER Staff are committed to safety through 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 safety councils and teams.

1 INTRODUCTION

During FY2012, the annual self-assessment was sub divided into three separate VPP self-assessments referred to as “Trimesters”. HAMMER/Hanford Training along with the other organizations within the Mission Support Alliance (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.

The first assessment was completed in August 2012 and was graded as an overall score of 4.36/5.00 which is equivalent to ‘excellent’. The next self-assessment was completed in October 2012, and an overall score of 4.80/5.00 was established, which indicates the program is sustaining its strength. The final self-assessment was completed in December 2012 with an overall score of 4.84/5.00 which showed an increase in performance throughout the year. Combining all three of the VPP Self-assessments, HAMMER/Hanford Training ended with a total overall score of 4.67/5.00.

A total of 36 employees across the organization were interviewed during the 3 self-assessments, which equates to 38% 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 used implemented to strengthen their VPP effort.

Below is the executive summary statement from the first assessment (the 2nd & 3rd summaries were very similar to the 1st trimester assessment, so they were not included here).

VPP Trimester Assessment

HAMMER/Hanford Training

January – April, 2012

The Trimester Assessment was conducted during the time period of June 18 – 28, 2012. The evaluation along with comments is attached. Twelve (12) HAMMER Hanford Training Staff were interviewed.

The Assessment evaluated the organization using the five tenets of VPP, ranking them 1-5, and interviews of personnel, to validate the current health of the organization. Noteworthy practices and areas of improvement were identified and are listed below.

Noteworthy Practices:

- *The Director's VPP Steering Committee was identified as a noteworthy practice.*
- *Several areas for employee involvement exist.*
- *Emergency Preparedness training for employees.*
- *Corrective Actions for safety items continues to be resolved quickly*

Potential Improvement Opportunities:

- *Review SIP for required attendance of managers at the EZAC with attendance rosters to verify attendance.*
- *Clearly Communicate Company Safety & Health Goals more clearly.*
- *Identify Training Plans (where appropriate) and assign Training Coordinators for all groups.*

2 VPP ACCOMPLISHMENTS

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



**HAMMER/Hanford Training display of VPP
Certifications and Awards**

3 CONTINUOUS IMPROVEMENT

The self-assessment for 2012 utilized a new 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.

The MSA ISMS Surveillance Team performed an effectiveness review of Volpentest HAMMER Training Facility corrective actions associated with four OFIs identified during the DOE-HQ VPP Onsite Review January, 2011. The resulting IIFs were: IIF-2012-0311, IIF-2011-0312, IIF-2011-0331 and IIF-2011-0315. This review was performed during August and September, 2012.

Conclusion

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.

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
2010	317300	2	1.26	0	0
2011	202007	1	.99	1	.99
2012	220461	0	0.00	0	0.00
3-Year Average	246589	1	.75	.33	.33

4 VPP OUTREACH

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

- May 2012 – Three members from HAMMER/Hanford Training attended the VPPPA Region X convention in Boise, ID. Employees participated in meetings and shared results with other site employees.
- August 2012 – The Employee Zero Accident Council Chair along with a bargaining unit representative of the HAMMER/Hanford Training staff attended the VPPPA National convention in Anaheim, CA., and brought informational material back to share. Highlight information was provided to the MSA VPP Lead and was shared with the Site-wide VPP Champions.
- May 2012 – Rick Zimmerman was awarded the OSHA Special Government Employee (SGE) of the year for Region X and was a finalist for the OSHA National SGE of the Year.
- April 2012 – HAMMER hosted a two-day informational exchange with Los Angeles Power & Water and members from the Boeing Company. Items covered were the Worker Trainer Program, collaboration of the management and bargaining unit personnel, HAZMAT training, and the VPP process with Lessons Learned.
- June/July 2012 – Scott Angerman & Steve Gulley provided 1st aid and AED training material to Thomas Bukowski, Associate Editor, National Safety Council
- July 2012 – Rick Zimmerman, while on business travel attending the Fall Protection Train the Trainer course in Pennsylvania, briefed members of GOJO on VPP.
- August 2012 – Rick Zimmerman was awarded the “Contractor DOE-VPP Champions Award” at the National VPPPA conference.
- September 2012 – Rick Zimmerman conducted a safety review at the DuPont agricultural facility in Hermiston, OR focusing on signs and markings and briefed management on the merits of VPP.
- Calendar Year 2012 –Staff participated in the Hanford Site VPP Champions Group, which met monthly to discuss ongoing activities of the Hanford Contractors. These meetings enabled 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 2012 – Staff supported the MSA VPP Core Team.

5 MANAGEMENT LEADERSHIP

HAMMER/Hanford Training 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/Hanford Training paused training in the fall to emphasize its commitment to safety. This was the third year for the day long “Safety Focus Day”. Bruce Brown of Proactive Coaching provided the inspirational kick off. His message was well received and a second site visit was conducted for staff in September and also for MSA employees. From this workshop, employees initiated development of a set of HAMMER Covenants. These covenants were

intended to improve teamwork through better communication and early resolution of issues which will further improve safety performance. The current list of the core covenants are:

- Pride
- Innovative
- Teamwork
- Family

The next step is to finalize the communication package to the staff and embed them into the HAMMER culture.

6 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 safety committee is excellent. Employees remained active in facility walk downs, safety observations, safety meetings, and stayed 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.

7 WORKSITE ANALYSIS

HAMMER/Hanford Training 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 HAZARD PREVENTION AND CONTROL

HAMMER/Hanford Training 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/Hanford Training 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/Hanford Training 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, instructors, and staff participated in several drills during the year. Following each drill, critics 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.

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.

Attachment 1: HAMMER/Hanford Training Safety Improvement Plan (SIP) 2012

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:

HAMMER/Hanford Training EZAC Chair

Date: _____

K.A. McGinnis, Director HAMMER/Hanford Training

Date: _____

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
<u>Management Leadership</u>			
<u>Provide visible leadership in implementing the HAMMER/Hanford Training Safety and Health Program.</u>	<u>Continue management participation of campus initiatives.</u>	By the end of the CY, all managers will have attended at least one safety walkthrough and one EZAC meeting per quarter.	K. McGinnis
		On a quarterly basis, the organization with the best housekeeping in assigned areas, as scored during safety surveillance's, will receive a recognition luncheon.	P. Vandervert
<u>Empower and encourage employees to take a leadership role on both HAMMER and site-wide safety committees.</u>	<u>Ensure employees are encouraged and have the opportunity to volunteer for leadership and membership roles on safety committees.</u>	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
<u>Foster employee health and wellness.</u>	<u>Managers ensure employees have the opportunity to participate in health and wellness initiatives developed by the Health and Wellness Committee.</u>	Throughout the CY, employees will be given the opportunity to participate in 12 health and wellness events.	All Managers
<u>Employee Involvement</u>			
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.	Bobby McDaniel
	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.	Cathy Slape

Goal	Action	Indicator of Success	Champion
Enhance Safety Awareness and Performance.	Employees will actively nominate fellow employees for On-the-Spot Awards when they are observed 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.	Kim Knight
Work Site Analysis			
<i>Ensure safe and effective pedestrian and motor vehicle traffic flow on campus.</i>	<i>Monitor vehicle speeds on campus using a portable speed radar system from the Traffic Safety organization.</i>	<i>By August 1st, complete an assessment of the findings and report results and recommendations at the first available all-hands meeting.</i>	<i>B. Campbell</i>
<u>Analyze and address training hazards to prevent injuries to employees.</u>	Provide hazard analysis and control for all training activities at HAMMER.	By the end of FY-12 all active HAMMER training activities have a documented analysis (as applicable) in HFACTS.	D. Humphreys
Hazard Prevention and Control			
Maintain an active and knowledgeable Emergency Response Organization.	<u>Conduct emergency drills to improve staff knowledge, skills, and abilities when responding to emergency situations.</u>	By the end of the CY, conduct three or more operational based emergency drills and communicate the lessons learned to all staff at the following all-hands meeting.	N. Zawadski
Communicate hazards.	<u>Improve the HAMMER Campus Safety and Facility Orientation conducted by instructors and presenters.</u>	By the end of May, implement a revised facility safety orientation, or method of delivery, for courses and events conducted at HAMMER.	K. Knight M. Edwards B. Akers
	<u>The Master Safety Log Book will be utilized to track safety concerns and their resolutions.</u>	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.	B. Campbell
IIF resolutions from VPP Recertification Report are effective and corrected the issues.	<u>Perform effectiveness review of IIF resolutions in May 2012.</u>	By the end of May, confirm that resolutions are in use and have effectively corrected the issues.	S. Angerman
Safety and Health Training			
HAMMER/Hanford Training remains current under assigned Safety and	<u>Review employee training plans and ensure they are accurate and current.</u>	Training plans will be monitored monthly with no delinquencies.	All Managers

Goal	Action	Indicator of Success	Champion
Health training.	<u>HAMMER will conduct a facility Safety Focus Day.</u>	By the end of the third quarter, schedule and conduct a Safety Focus Day with participation by all available HAMMER staff.	EZAC Members

Appendix C

Department of Energy

Mission Support Alliance, LLC

Safeguards and Security

Voluntary Protection Program

Annual Self-Assessment

Calendar Year 2012



Department of Energy

Washington, DC 20585

December 6, 2012

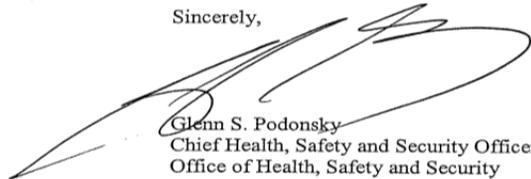
Mr. J. Frank Armijo
President and General Manager
Mission Support Alliance, LLC
P.O. Box 650, MSIN H1-30
Richland, Washington 99352

Dear Mr. Armijo:

We would like to congratulate you and the employees of Mission Support Alliance, LLC, (MSA) Safeguards and Security Project (SAS) for your pursuit of excellence in health and safety and for achieving recognition at the Star level in the Department of Energy (DOE) Voluntary Protection Program (VPP). Your efforts truly demonstrate the value of the DOE-VPP process, and we look forward to your continued cooperation as you perform your vital mission. Enclosed is a copy of the final onsite review team's report for your information.

By separate correspondence, we have informed Mr. Matthew S. McCormick, Manager, Richland Operations Office, of this decision. We will be forwarding a Star Certificate of Achievement and a DOE-VPP flag to him so that he may present them to you and the employees of MSA SAS.

Sincerely,



Glenn S. Podonsky
Chief Health, Safety and Security Officer
Office of Health, Safety and Security

Enclosure

cc w/enclosure:
See attached list.

Mission Support Alliance, LLC
Safeguards and Security
Department of Energy Voluntary Protection Program Merit Review
August 23, 2012

Background:

Located in Richland, Washington, the mission of Mission Support Alliance, LLC (MSA), Safeguards and Security (SAS), at Hanford is to maintain a standardized program for all Project Hanford Management contractors relating to safeguards and security functions and to physically protect special nuclear material, classified material, government property, and the personnel located within the confines of the Hanford Site. The Department of Energy (DOE) Richland Operations Office provides oversight of SAS.

SAS was originally admitted into the DOE Voluntary Protection Program (VPP) at the Star level in 2001 and recertified in 2004 when Day & Zimmerman, Protection Technology Hanford (PTH) was the safeguards and security contractor. PTH was subsequently replaced by Fluor Hanford (FH) SAS. The recertification of FH SAS occurred in 2008. In 2009, MSA assumed the contract from FH. Due to that transition, the Office of Worker Safety and Health Assistance (HS-12), within the Office of Health, Safety and Security (HSS), performed a reevaluation of SAS in 2011. Since the accident injury rates exceeded the comparison industry averages, the 2011 HSS DOE-VPP Team (Team) recommended SAS continue in the program at the Merit level.

Under the DOE-VPP program requirements, a review of Merit participants is required every year up to 5 years. This allows participants to continually improve and achieve Star recognition in DOE-VPP. The HS-12 review Team focused its review on injury rate improvements, disincentives to reporting of injuries, documentation of analysis logic, leading indicators, and physical fitness controls to prevent injuries. This report documents the results of the 1-year followup review conducted on August 23, 2012.

Results

The SAS 2011 end-of-year Total Recordable Case (TRC) rate of 3.0 and a Days Away, Restricted or Transferred (DART) rate of 1.6 per 200,000 hours worked is compared to the North American Industry Classification System (NAICS) Code 561612, *Security Guards and Patrol Services*, rates of 2.1 and 1.1, respectively. The rates were clearly above the National averages for the comparison industry. In order to address the needed improvements, SAS developed and implemented a plan to focus on injury rates and prevention of injuries for Security Police Officers. The 2011 assessment identified additional focus in physical conditioning and qualification activities as an opportunity for improvement (OFI). To address this OFI, an SAS fitness specialist is frequently in or immediately available to personnel using the weight room or treadmills. The fitness specialist performs frequent observations of fitness activities to ensure that personnel are using proper techniques in their workouts and in the use of equipment. He

also sends advance notices of upcoming fitness evaluations to individuals 8-10 weeks prior to the evaluation. The safety organization disseminates regular safety reminders.

SAS uses the MSA, *Case Management Desk Instruction, OSH-2*; Rev 5, dated March 10, 2010, to guide the weekly Classification Committee review for occupational injury and illnesses. In addition, a senior review team, which includes participants from CSC Hanford Occupational Health Services (Hanford Site Medical Provider), reviews the injury illness information weekly. The Team reviewed the classifications of events for 2012, to date. The Team identified weaknesses in the documentation for 3 out of 4 events that were classified by SAS as not work-related. The information in the records provided by SAS indicated the events are work-related. There was not enough information to determine if the injuries were recordable. After discussing these concerns with SAS personnel, SAS committed to reevaluating the events. It is clear that SAS is aggressively managing its cases and devoting much more attention to case classification. SAS must ensure that accident/illness case management is well documented and defensible.

Opportunity for Improvement: SAS should ensure that the accident and illness documentation is complete and defensible.

HS-12 reviewed the current TRC rate, to date, and the case rate shows four recordable cases, all of which resulted in DART cases. The results produce a TRC and DART rate of 1.5 per 200,000 hours worked. If the 3 events discussed above are recordable, then the resulting TRC rate changes to 2.64 events per 200,000 hours worked. This is an improvement over the 2010 TRC rate of 3.0 per 200,000 hours worked.

HSS also believes that based upon an Occupational Safety and Health Administration (OSHA) interpretation at a site with similar security forces, NAICS code 92212, *Police Protection*, is a more appropriate industry comparison. OSHA determined the mission, training, and activities of DOE security forces more closely compare with *Police Protection*. The industry averages for NAICS code 92212 are a TRC rate of 6.3 injuries per 200,000 hours worked and a DART case rate of 3.8 per 200,000 hours worked. Based upon the downward trend in incidents and comparison to *Police Protection* activities, SAS meets the requirements for participation in DOE-VPP at the Star level.

During the 2011 review, the Team identified an OFI to remove individual performance incentives tied to injuries. SAS has revised its procedure SAS-7309, *Safety Awareness and Recognition Program*, to remove individual performance incentives tied to individual injuries, vehicle accidents, and contamination events. The revision now focuses on participation opportunities, such as attending safety meetings or participating in an onsite or offsite safety activities.

In 2011, the Team could not clearly identify a requirement or mechanism to document the logic path from hazard identification to hazard control selection through the analysis process. SAS has revised its procedure SAS-7321, *Hazard Analysis Procedure*, to include notes and a record of analysis to justify control measures identified.

SAS is identifying and exploring ways to better use data on injuries, field presence of fitness specialists, and ongoing safety observations to more effectively reduce potential for injuries, and improve the safety awareness of its workers. The discussions held with the management team and workers indicate a positive attitude toward improvements instituted since the 2011 review. The managers expect a continued improvement as a result of these actions.

Conclusions

Since 2011, SAS has made improvements in the case management and prevention of accidents and injuries to its workers. SAS clearly demonstrates that continuous improvement is a value embraced by managers and the workforce together. SAS has improved its procedures relating to capturing analysis and removing any incentives that might imply a negative context relating to accidents or injury reporting. SAS has improved the utilization of collected data to prevent injuries and have made its fitness specialists more visible to guide the employees in their qualification efforts. SAS' commitment to make continual improvements across the organization reflects the expectations for a DOE-VPP Star site. As a result, the HS-12 Team recommends that SAS continue to participate in DOE-VPP and be elevated to a Star site.