

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003

Revision 3

Effective Date: November 2, 2011

Topic: ISMS

Integrated Environment, Safety, and Health Management System Description

1.0	INTRODUCTION AND ANNUAL REVIEW.....	1
2.0	MSA FUNCTIONS, WORK BREAKDOWN STRUCTURE (WBS), AND ORGANIZATION	1
	Figure 1. Mission Support Contract Work Breakdown Structure and Service/Functional Areas.....	3
3.0	MSA ISMS OVERVIEW AND IMPLEMENTATION STRATEGY	4
	Table 1. ISMS Core Functions and Guiding Principles	4
4.0	MSA ESH&Q POLICY	5
5.0	ISMS SUPPORTING SYSTEMS, PLANS, PROGRAMS, AND INITIATIVES.....	6
5.1	ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)	6
	Table 2. EMS/ISMS Crosswalk	7
5.2	THE MSC PROJECT EXECUTION PLAN (PEP).....	7
5.3	REGULATORY PROGRAMS.....	8
5.4	KEY SAFETY INITIATIVES	8
5.4.1	The DOE Voluntary Protection Program.....	8
5.4.2	Enhanced Work Planning	8
6.0	REQUIREMENTS MANAGEMENT, HIERARCHY AND FLOW-DOWN	9
6.1	REQUIREMENTS MANAGEMENT	9
6.2	DOCUMENT HIERARCHY	10
	Table 3. Level of Document Applicability	10
6.3	FLOW-DOWN OF REQUIREMENTS	11
	Figure 2. Requirements Flow-down	12
7.0	MSA WORK FOR OTHER HANFORD SITE CONTRACTORS (OHC).....	13
7.1	CONTRACTOR INTERFACE AGREEMENTS AND OTHER INTER-CONTRACTOR DOCUMENTS.....	14
7.2	INTER-CONTRACTOR WORK ORDER PROCESS.....	15
7.3	PERFORMANCE OF WORK AT INTERFACES.....	16
8.0	MSA IMPLEMENTATION OF ISMS CORE FUNCTIONS AND GUIDING PRINCIPLES	19
8.1	ISMS CORE FUNCTIONS	19
	Figure 3. MSA Integrated Safety Management System.....	19
8.2	CORE FUNCTION 1: DEFINE SCOPE OF WORK	20
8.3	CORE FUNCTION 2: IDENTIFY AND ANALYZE HAZARDS	23
8.4	CORE FUNCTION 3: DEVELOP AND IMPLEMENT HAZARD AND ENVIRONMENTAL CONTROLS	26
8.5	CORE FUNCTION 4: PERFORM WORK WITHIN CONTROLS	28
8.6	CORE FUNCTION 5: PROVIDE FEEDBACK AND CONTINUOUS IMPROVEMENT.....	30
8.7	ISMS GUIDING PRINCIPLES	33
8.8	GUIDING PRINCIPLE 1: LINE MANAGEMENT RESPONSIBILITY FOR SAFETY	33
8.9	GUIDING PRINCIPLE 2: CLEAR ROLES AND RESPONSIBILITIES	34
8.10	GUIDING PRINCIPLE 3: COMPETENCE COMMENSURATE WITH RESPONSIBILITIES	36
8.11	GUIDING PRINCIPLE 4: BALANCED PRIORITIES	37
8.12	GUIDING PRINCIPLE 5: IDENTIFICATION OF ES&H STANDARDS AND REQUIREMENTS	37
8.13	GUIDING PRINCIPLE 6: HAZARD CONTROLS TAILORED TO WORK BEING PERFORMED.....	38
8.14	GUIDING PRINCIPLE 7: OPERATIONS AUTHORIZATION.....	38
8.15	GUIDING PRINCIPLE 8: WORKER INVOLVEMENT.....	40
8.16	GUIDING PRINCIPLE 9: SENIOR MANAGEMENT INVOLVEMENT	40

Integrated Environment, Safety, and Health Management System Description

APPENDICES

Appendix 1. Roles and Responsibilities for Core Functions 42
Appendix 2. Roles and Responsibilities for Guiding Principles..... 44
Appendix 3. Document Type Criteria..... 49
Appendix 4. ISMS “Implementing Mechanisms” for Core Functions and Guiding Principles 51

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 1 of 55

1.0 INTRODUCTION AND ANNUAL REVIEW

This Mission Support Alliance (MSA) Integrated Environment, Safety, and Health Management System Description (ISMSD) describes how MSA integrates Environment, Safety, Health, and Quality (ESH&Q) within all of its operations at the Hanford Site. MSA ensures the objectives of ISMS are achieved by applying ISMS principles across MSA business, organizational, and administrative functions, in addition to the planning and execution of the Hanford Mission Support Contract (MSC) scope of work.

This ISMSD is consistent with U.S. Department of Energy (DOE) policy and the DOE Acquisition Regulation (DEAR) requirements for integration of ESH&Q into work planning and execution. It is also in compliance with laws, regulations, and DOE directives contained within the MSC (DOE contract number DE-AC06-09RL14728).

DEAR 970.5223-1, *Integration of Environment, Safety, and Health Into Work Planning and Execution*, requires the Contractor submit to the Contracting Officer documentation of its System for review and approval. Following approval, on an annual basis, the Contractor shall review and update, as necessary, for DOE approval, its safety Performance Objectives, Measures, and Commitments (POMC) consistent with DOE's program and budget guidance and direction. The required content for these annual reviews includes:

- Review and update the ISMS System Description;
- Conduct an effectiveness review of the ISMS Description in supporting the conduct of work;
- Review and update the Safety POMC's in response to DOE program and budget execution and direction.

The annual ISMS effectiveness review process is as follows:

1. MSA updates the ISMS System Description as required by changes in requirements, processes and scope of work.
2. DOE provides guidance on conduct of the annual effectiveness review.
3. MSA conducts an effectiveness review of the ISMS program utilizing components of the MSA Performance Assurance System (MSC-MP-29238, *Assurance System Description*).
4. MSA evaluates current POMC and develops POMC for the following year based on performance and DOE guidance.
5. MSA reports to DOE in a format directly responsive to the DOE guidance.
6. DOE reviews and provides approval for the next year. DOE will schedule full ISMS verification on a periodic basis utilizing the scope and schedule of other assessments and evaluation of the annual ISMS effectiveness reviews.

2.0 MSA FUNCTIONS, WORK BREAKDOWN STRUCTURE (WBS), AND ORGANIZATION

The MSA is comprised of a Limited Liability Corporation (LLC) formed by Lockheed Martin, Jacobs Engineering, Wackenhut Services, Inc. (WSI), and preselected subcontractors. The purpose of the MSA is to provide direct support to DOE-Richland Operations Office (DOE-RL), DOE-Office of River Protection (ORP), and their contractors/subcontractors with infrastructure and site services necessary to accomplish the Hanford site environmental cleanup mission.

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 2 of 55

MSA Hanford Site Service Provider Functions and Interfaces with Other Hanford Contractors (OHC) are listed in Attachment J-3 of the MSC, DOE Contract Number DE-AC06-09RL14728. The MSA Service Provider Functions include the following general categories:

- Safety, Security and Environment
- Site Infrastructure and Utilities
- Site Business Management
- Information Resources/Content Management
- Portfolio Management

MSA work-scope can be self-performed, subcontracted, or performed for Other Hanford Contractors (OHC).

Work performed by MSA is frequently described in terms of “Services” or “Activities”. Work can be performed for OHC, or for other MSA organizations and facilities (self-performed), or subcontracted. The MSA provides “Services” and/or “Activities” to site contractors as required by the contract.

Services are provided by conducting associated work activities. Services are generally defined as support provided through work scope from a functional organization, such as Crane and Rigging, Fire Protection, Facility Maintenance, Patrol Operations/Security, or Computer Maintenance.

Activities are conducted in support of “facilities” or “organizations” for the purpose of achieving satisfactory “service”, either in administrative settings or as work in the field. Activities are “tasks” such as performing preventive maintenance on a component or system, conducting a critical lift, performing facility surveillance, or making copies of important documents.

The MSA is organized to correlate with the Hanford Site Service Provider Functions and Work Breakdown Structure of the contract; Figure 1 depicts the highest level of the WBS, which is consistent with Attachment J-3 of the contract.

Integrated Environment, Safety, and Health Management System Description

Safety, Security, & Environment	Site Infrastructure & Utilities	Site Business Management	Information Resources & Content Management	Portfolio Management	General Performance Requirements
Safeguards & Security Site Training Services & HAMMER Fire and Emergency Response Services Emergency Operations Site Safety Standards Radiological Assistance Program Environmental Regulatory Management Public Safety & Resource Protection Radiological Site Services	Analytical Services Biological Control Crane & Rigging Motor Carrier Services Facility Services Fleet Services Railroad Services Roads and Grounds Utilities Sewer Systems Sanitary Waste Management & Disposal	Real Property Asset Management Property Systems/ Acquisition & Materials Management Sponsorship, Management & Administration of Employee Pension and Other Benefit Plans EEOICPA/Workers Compensation External Affairs & Other Interactions Courier & Mail Services Reproduction, Correspondence Control, & Multi-Media	Strategic Planning and Program Management Telecommunications Information Systems Content (Records) Management	Hanford Portfolio Planning, Analysis & Performance Assessment Project Acquisition & Support Independent Analysis & Assessments	Project Management ISMS Radiation Protection Worker Safety & Health Management Quality Assurance Beryllium Event Reporting & Investigation Work-for-Others Interface Management Transition Business Administration Legal Support Internal Audit Employee Concerns Traffic Management

Figure 1. Mission Support Contract Work Breakdown Structure and Service/Functional Areas

The Work Breakdown Structure (WBS) represents the scope of the contract and is managed by the Program Controls organization to ensure that all work is contained within the WBS hierarchy and to reduce redundancy.

MSC-RD-17913, *Work Breakdown Structure and Coding Requirements*, establishes requirements and responsibilities for developing and maintaining the subdivision of contract tasks of the MSC into a WBS such that the work can be effectively defined, planned, controlled, and executed. MSC-PRO-31463, *Work Authorization*, defines how Control Account Managers within functional organizations receive the authority to begin the work identified in the WBS. MSC-PRO-527, *Cost Control, Analysis, and Reporting*, establishes the cost control, analysis, and reporting control requirements for the project work. MSC-PRO-585, *Cost Estimating*, establishes the implementation methodology for the preparation and use of cost estimates.

The MSA maintains a lifecycle Performance Measurement Baseline (PMB). The PMB is the integrated and traceable baseline that includes technical scope, schedule, and costs encompassing all activities necessary to execute the requirements of the contract. MSC-PRO-519, *Scheduling*, establishes the approach used in developing and maintaining the PMB schedule. Additionally, all changes to the PMB are incorporated in accordance with MSC-PRO-18477, *Baseline Change Management Process*.

The MSA organizational structure supports the planning and execution of work consistent with the contract. To achieve this objective, the work scope is separated into manageable divisions. MSA has established distinct work scopes under Vice Presidents, who have responsibility and authority for successful mission execution.

The MSA organization is shown in the organization charts at <http://hrprodweb1.rl.gov/orgcharts/MS/px/chartMSCDx.htm>. This organizational structure provides flexibility for the individual service providers and functions, facilitates simplicity, and promotes rapid decision-making.

Integrated Environment, Safety, and Health Management System Description

3.0 MSA ISMS OVERVIEW AND IMPLEMENTATION STRATEGY

This ISMSD describes the management systems and implementing mechanisms by which MSA ensures that employees and subcontractors perform work safely and in an environmentally sound manner. The MSA approach to ISMS addresses five Core Functions and nine Guiding Principles as shown below in Table 1:

Table 1. ISMS Core Functions and Guiding Principles

Core Functions	Guiding Principles
Define Scope of Work	Line Management Responsibility for Safety and Environmental Controls
Identify and Analyze Hazards	Clear Roles and Responsibilities
Develop and Implement Hazard and Environmental Controls	Competence Commensurate with Responsibilities
Perform Work within Controls	Balanced Priorities
Feedback and Continuous Improvement	Identification of Safety and Environmental Standards and Requirements
	Hazard Controls Tailored To Work Being Performed
	Operations Authorization
	Worker Involvement
	Senior Management Involvement

The MSA workforce is a partner in the execution of ISMS. To emphasize this point, a new Guiding Principle (GP-8) for Worker Involvement was added to the program, as well as a collateral Guiding Principle (GP-9) for Senior Management Involvement. Both new Guiding Principles function in support of the workforce having significant and constructive engagement with management in the performance of work under this contract. MSA leaders and managers are expected to be present in the field observing work and interacting with the workforce so that worker input is integrated into all applicable MSA activities.

Integrated Environment, Safety, and Health Management System Description

The MSA implements the ISMS at three levels within the company. Each level is important to the successful implementation of ISMS. The three levels are:

- Company Level
- Service/Function/Facility Level
- Activity Level

The Company Level is the highest tier and encompasses all functions and all employees within the MSA. At the Company Level the MSA contract and multi-year work scopes are managed and integrated with the Hanford baseline. Risks are broadly identified and mitigation requirements determined in support of resource planning. Additionally, environmental, health and safety policies are established. This application is addressed primarily in the MSA Level I/Level II documentation.

The Service/Function/Facility Level is that element of MSA scope controlled by each Vice President. At the Service/Function/Facility Level, work scopes are more defined and planning time frames shortened. The identification and mitigation of risks are more detailed and tied to specific resources and requirements. Health and safety procedures and other work process documents are developed and promulgated throughout the affected facilities and organizations. This application is addressed primarily in the MSA Level III documentation.

The Activity Level is applicable to work typically under the control of a first line manager and/or Field Work Supervisor. The Activity Level is where work scope, task duration, hazards, controls, resources and requirements are defined, documented, and implemented. Specific activity-level instructions, procedures, work documents or work packages are developed with identified/analyzed hazards and controls, and are executed in the field consistent with applicable MSA work control documents.

4.0 MSA ESH&Q POLICY

The MSA conducts its work to the highest ESH&Q standards, implementing a strong safety culture into all work activities. MSC-POL-5053, *Mission Support Alliance Policy for Environment, Safety, Health and Quality*, is based on the principles of an Integrated Management System (IMS). MSA believes that achieving zero accidents, incidents, and environmental events is the logical outcome of a highly engaged and empowered workforce.

To support this policy, MSA processes incorporate early, active input from workers in planning and executing work including hazard and environmental impact identification, analysis and implementation of controls. The MSA workforce also assists in the development of safety and health strategies, policies, and work planning and execution activities. This direct involvement by workers allows them to share their knowledge and experience, improving work efficiency and ensuring safe work performance. MSC-POL-4361, *MSC Expectations for Worker Involvement* recognizes that MSA employees play a vital role in creating and maintaining an environment of involvement, teamwork, and continuous improvement.

MSA is committed to operating in an environmentally safe manner with a “Target Zero” goal of no unplanned releases or damage to the environment. MSC-POL-5054, *Mission Support Alliance Environmental Policy*, captures the MSA commitment to environmental protection and stewardship, compliance with environmental requirements, and continual improvement of MSA environmental performance.

Integrated Environment, Safety, and Health Management System Description

Incidents, injuries, and accidents are investigated, causal analyses performed, and corrective actions developed and tracked to closure. MSA takes aggressive actions to identify and effectively resolve ESH&Q and Security issues in order to continuously improve operations.

5.0 ISMS SUPPORTING SYSTEMS, PLANS, PROGRAMS, AND INITIATIVES

5.1 Environmental Management System (EMS)

MSA is required to implement DOE Order 450.1A, *Environmental Protection Program*, and integrate its environmental stewardship requirements into the MSA ISMS. Additionally, the EMS reflects the International Organization for Standardization (ISO) 14001:2004(E) International Standard with core functions that include Environmental Policy, Planning, Implementation and Operation, Checking, and Management Review.

Consistent with DOE Policy 450.4, *Safety Management System Policy*, the MSA ISMS Core Functions and Guiding Principles are as applicable to the protection of the environment as they are to the protection of employee health and safety. As discussed in MSC-MP-42081, *Mission Support Alliance Environmental Management System Description*, MSA work activities are analyzed and reviewed for potential health and safety risks to the worker/public and environmental impacts prior to performance in the field.

MSC-PRO-15333, *Environmental Protection Processes*, ensures that all regulations and requirements applicable to the EMS process, as identified in MSC-RD-15332, *Environmental Protection Requirements*, are considered during the planning, implementation, checking, and management of activities conducted by MSA. MSC-PRO-15333 is activity based and includes project planning, facility construction and modification, deactivation, decommissioning, and demolition; as well as service based including excavation and waste management. MSC-PRO-15333 also includes references to plans and procedures that implement specific additional operational control, including environmental radiological protection.

MSC-PRO-12115, *Work Management*, is the MSA process for initiating, authorizing, performing, and conducting field-work and identifies how to plan operations in a manner that protects human health and the environment. MSC-PRO-12115 requires that a Job Hazards Analysis (JHA), as described in MSC-PRO-079 *Job Hazard Analysis*, be conducted to identify, evaluate, control, and communicate potential hazards and environmental impacts relative to discrete work activities/tasks to be performed. Through this planning process, MSA also evaluates work scope to determine whether new environmental aspects have been identified, or if existing environmental issues exist. These processes ensure that identified environmental aspects are appropriately managed to minimize negative environmental impacts.

Table 2 provides a crosswalk between core EMS Elements and the ISMS Core Functions/Guiding Principles. This crosswalk illustrates how the required EMS Core Elements map to their corresponding ISMS Core Functions and Guiding Principles. A detailed description of EMS Core Elements is contained in MSC-MP-42081.

Integrated Environment, Safety, and Health Management System Description

Table 2. EMS/ISMS Crosswalk

EMS Core Elements	ISMS Core Functions	ISMS Guiding Principles
CE1 – Establish Environmental Policy	CF1 - Define Scope of Work	GP1 - Line Management Responsibility for Safety
CE2 – Planning Environmental Aspects Legal and Other Requirements Objectives, Targets, and Programs		CF2 – Identify and Analyze Hazards
CE3 – Implementation and Operation Resources, Roles, Responsibilities, and Authorities Competence, Training and Awareness Communication Documentation Control of Documents Operational Control Emergency Preparedness and Response	CF3 – Develop and Implement Hazard and Environmental Controls	GP4 - Balanced Priorities GP5 - Identification of ES&H Standards and Requirements
	CF4 - Perform Work within Controls	GP6 - Hazard Controls Tailored to Work Being Performed
CE4 – Checking Monitoring and Measurement Evaluation of Compliance Nonconformity, Corrective Action & Preventative Action Control of Records Internal Audit	CF5 - Provide Feedback and Continuous Improvement	GP7 - Operations Authorization GP8 - Worker Involvement
CE5 – Management Review		GP9 - Senior Management Involvement

5.2 The MSC Project Execution Plan (PEP)

The Project Execution Plan (PEP), MSC-MP-42374, *Mission Support Contract Project Execution Plan*, provides direction on how the MSC Project is executed, monitored, and controlled consistent with the requirements of DE-AC06-09RL14728, *Mission Support Contract*, and CRD O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*.

The nine Project Management (PM) Principles of CRD O 413.3B are consistent with the purpose, values, and approach the MSA has defined for executing the Contract. These principles are consistent with the MSA ISMS Core Functions and Guiding Principles:

1. Line management accountability
2. Sound, disciplined, up-front planning
3. Development and implementation of sound acquisition strategies
4. Well-defined and managed performance baselines
5. Effective project management systems
6. Implementation of ISMS
7. Effective communication among all project stakeholders
8. Worker Involvement
9. Senior Management Involvement

The PEP describes the MSA strategy and approach to effectively provide services by adjusting the intensity of management and interface controls commensurate with the risks, complexities, priority of service, impacts of failure, and/or quality of service required to meet DOE and each Site customer’s technical needs.

Integrated Environment, Safety, and Health Management System Description

5.3 Regulatory Programs

The MSA maintains a set of Level I documents that set company level requirements and expectations consistent with the ISMSD and applicable regulations. Flow down of requirements from these documents to all field activities ensures consistency of application and compliance to all health, safety, and environmental protection expectations. The key Level I regulatory documents are listed below:

- [MSC-MP-32219](#), *10 CFR 851 MSC Worker Safety and Health Program Description*
- [MSC-MP-42081](#), *Mission Support Alliance Environmental Management System Description*
- [MSC-MP-29238](#), *Assurance System Description*
- [MSC-MP-41930](#), *Nuclear Safety Protocol*
- [MSC-SP-1145](#), *MSC Radiation Protection Program Plan*
- [MSC-MP-599](#), *Quality Assurance Program Description*
- [DOE-0342](#), *Hanford Site Chronic Beryllium Disease Prevention Program*

5.4 Key Safety Initiatives

MSA fully supports the Voluntary Protection Program (VPP) and Enhanced Work Planning (EWP) key initiatives that promote excellence in worker involvement and safety. Additionally, the MSA is leading the effort to develop/implement a common set of site safety standards to be used by all contractors conducting environmental restoration activities on the Hanford Reservation.

5.4.1 The DOE Voluntary Protection Program

MSA strongly supports continuance of participation in the DOE Voluntary Protection Program (VPP). This program outlines areas where DOE contractors and subcontractors can go beyond compliance with DOE Orders and the Occupational Safety and Health Administration (OSHA) standards.

Requirements for VPP certification are based on comprehensive management systems, with employees actively involved in assessing, preventing, and controlling the potential health and safety hazards at the site. VPP is one of the most important ways MSA implements the ISMS Guiding Principle of Worker Involvement. The MSA VPP initiative has the full support of the Hanford Atomic Metal Trades Council (HAMTC) and Hanford Guards Union (HGU).

Currently two STAR flags (HAMMER and Mission Support Services) have been earned with the direct involvement of MSA employees. VPP Merit status has been awarded to the Safeguards and Security organization.

5.4.2 Enhanced Work Planning

The EWP initiative was developed to improve work planning activities through applications of graded approach, worker involvement and the use of multi-disciplinary teams to develop hazard based, integrated work packages. EWP is a safety enhancement program designed to evaluate and improve work control processes by which work is identified, planned, approved, controlled and executed.

Integrated Environment, Safety, and Health Management System Description

EWP supports ISMS by encouraging team planning for work that has moderate to high levels of hazards, complexity and risk. The enhanced work planning concepts are supported in MSA activity-level hazard analysis (MSC-PRO-079, *Hazard Analysis*) and work control (MSC-PRO-12115, *Work Management*) and approved Level III implementing documents.

5.4.3 Site-Wide Safety Standards

Consistent with the requirements of 10 CFR 851.11, the MSA has been assigned lead responsibility for the development and maintenance of Hanford Site-Wide Safety and Health processes for use by all Hanford Site contractors as defined by MSC-MP-41080. The goal is to have common programs and processes for worker safety where there are similar hazards, requirements, and worker expectations. The MSA will provide a consistent approach that ensures Hanford Site workers have the necessary tools and processes to perform work safely anywhere on the Hanford Site.

5.4.4 Safety Culture

Organizations with a positive Safety Culture are characterized by communications founded on mutual trust, shared perceptions on the importance of safety, and by confidence in the effectiveness of preventive measures. The MSA Senior Management Team sets the tone and expectations for the entire organization. Expectations are transparent, understood, and enforced.

The foundation for a robust Safety Culture involves worker partnering with management. MSA continually works to maintain a strong partnering relationship with applicable Bargaining Unit members and leadership. Additionally, MSA maintains a strong Safety Culture through activities such as employee safety skills and training, recognition and rewards, incident analysis, performance indicators, Safety Councils, Safety Log, and assessments.

6.0 REQUIREMENTS MANAGEMENT, HIERARCHY AND FLOW-DOWN

6.1 Requirements Management

MSA contractual requirements are listed in Attachment J-2 of the MSC, DOE Contract Number DE-AC06-09RL14728 and subsequently captured within the Contract Requirement Management database (CRM) governed by MSC-PRO-015, *Requirements Management Process*. These requirements include Federal, State, and local laws and regulations, DOE directives, site-specific manuals, and agreements and provide the basis for MSA procedures and requirement documents, which are prepared according to MSC-PRO-589, *Mission Support Contract Management System Documents*. The major MSA organizations implement the procedure development and control process consistent with MSC-PRO-589 or approved internal documents as listed below:

- | | |
|--------------------------|--|
| • Facility Maintenance | MSC-PRO-589 |
| • Water Utilities | MSC-PRO-589 |
| • Electrical Utilities | MSC-PRO-589 |
| • Biological Controls | MSC-PRO-589 |
| • Motor Carrier Services | MSC-PRO-589 |
| • Fleet Maintenance | MSC-PRO-589 |
| • Crane and Rigging | MSC-PRO-589 |
| • Information Management | IM-3000, <i>IM Procedure Administration</i> |
| • Safeguards & Security | SAS-5846, <i>Managing S&S Procedures</i> |

Integrated Environment, Safety, and Health Management System Description

- | | |
|--|--|
| <ul style="list-style-type: none"> • Fire Maintenance • HAMMER • WSCF | <p>MSC-PRO-589
HM-FP-01 1.0
ASP-315-1.00, ASP-315-1.18. ASP-315-1.24</p> |
|--|--|

Implementation of requirements is governed by MSC-RD-8457, *Requirements Management*.

Each contract requirement has a designated Interpretative Authority (IA) who is the authorized Company representative for interpretation and implementation of the requirement. The IA provides the company’s position on methodologies for implementation of a contractual or regulatory requirement within their technical area.

The management system for requirements/documents is referred to as “MSC Docs Online.” This management system is a web-based document publishing and control system located at <http://msc.rl.gov/rapidweb/MSCDOL/dol/search.cfm>.

NOTES:

Appendix 3 discusses the types of documents within the MSA organization.

Appendix 4 identifies the primary implementing documents for the specific ISMS Core Functions and Guiding Principles.

6.2 Document Hierarchy

Work scope and regulatory requirements are implemented using the highest tier document available and by applying a graded approach, as described in MSC-PRO-015, *Requirements Management Process*. Different level documents may be used in place of a higher tier document if they comply with the same Attachment J-2 and upper level requirements. The intent of having levels of documents is twofold; first to increase safety and efficiency through flexibility and second to refine implementation of the contractual requirement at the Company, Service/Facility, or Activity Level. The MSA document hierarchy was developed to reflect a graded approach and to promote flexibility in implementation of contractual requirements, level of authority, and risk management.

There are several layers of documents, and the organizational level to which they apply is shown in Table 3.

Table 3. Level of Document Applicability

Level I Document	Documents that apply to all MSA organizations and their pre-selected subcontractors	Examples: <ul style="list-style-type: none"> • MSA Policies issued by the Office of the President • Regulatory Program Descriptions • Project Execution Plan • ESH&Q Policy
Level II Document	Documents that apply to more than one project, function, or organization	Maintenance Program Training
Level III Document	Documents that apply to one organization, facility, or function AND do not require MSA organizational interface to implement.	Function, Service, or Facility Level documents

Integrated Environment, Safety, and Health Management System Description

MSA procedures are the primary mechanisms for defining roles and responsibilities, directing work practices and establishing reporting criteria. Each ISMS implementing procedure also identifies key program and organizational interfaces.

MSA has also developed a set of documents/procedures that are used by both the Plateau Remediation Contractor (PRC) and the Tanks Farms Operating Contractor (TOC). These documents/procedures are labeled as “Endorsed.” The MSA “Endorsed” documents reside within the following functional areas:

<ul style="list-style-type: none">• Fire fighting water supply and fire protection programs (detection and suppression)• Quality affecting services• Hoisting and rigging• Electrical supply• Water supply	<ul style="list-style-type: none">• Weapons and security• Hanford rail system• Landlord contractor work• Site wide safety programs such as <i>Hanford Site Lockout/Tag-out</i>, DOE-0336• Emergency preparedness and drill program• Transportation and packaging
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A list of Endorsed Documents is available on the MSA IMS website which may be accessed via (<http://msc.rl.gov/ims/>).

6.3 Flow-down of Requirements

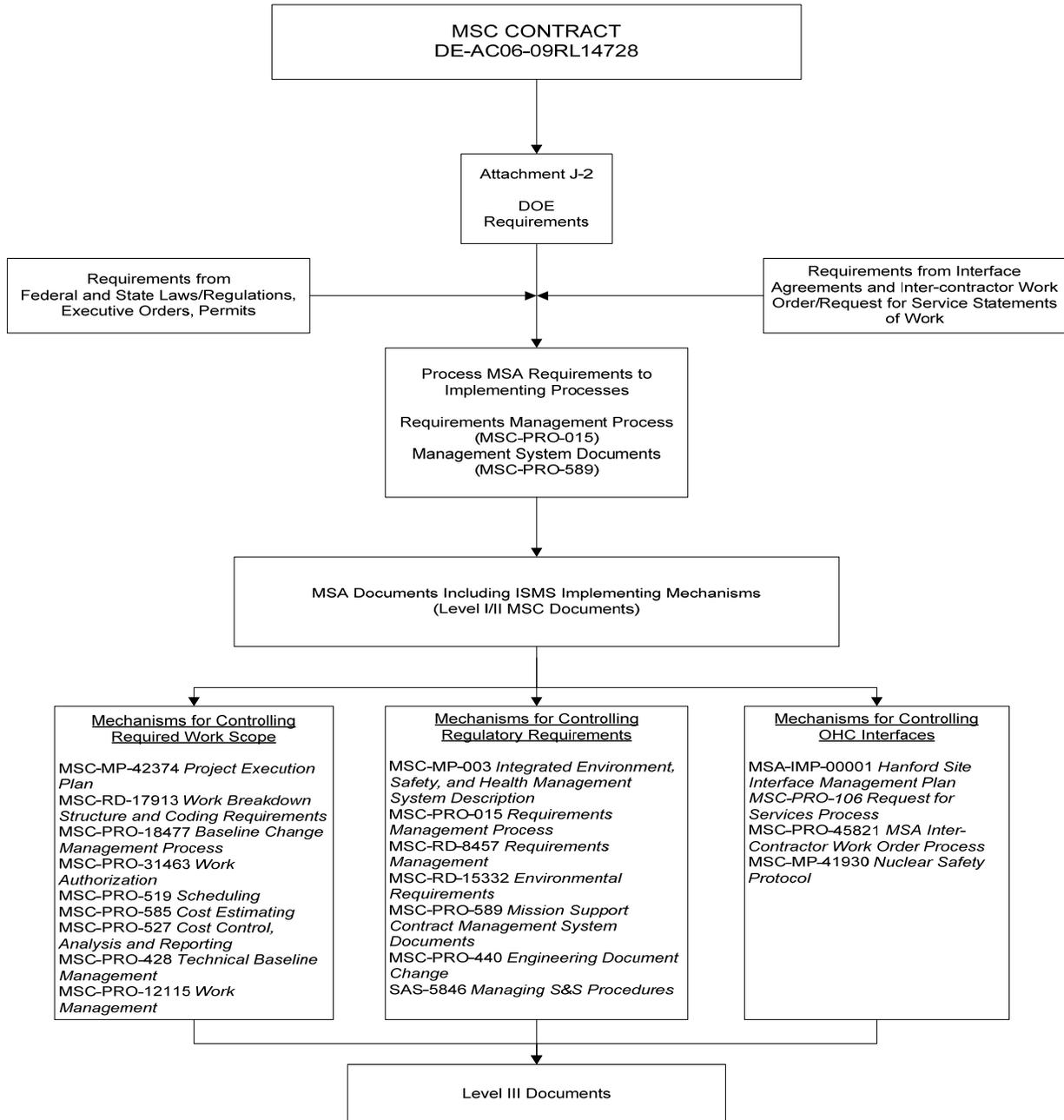
MSA is responsible for compliance with and flow-down of applicable requirements into implementing mechanisms throughout the MSA organization, including subcontractors.

Figure 2 illustrates the flow-down of requirements from Federal, State and local Regulations and Laws, Executive Orders, and DOE Orders through the various levels of MSA documents that define and implement ISMS.

Work is subsequently processed through administrative and work control systems to first line managers/fieldwork supervisors and then to workers. Managers/supervisors are responsible for assuring that work is performed in the field consistent with applicable requirements. These requirements are considered when developing and approving procedures at all document hierarchy levels. Fieldwork is assigned in conjunction with work packages, job/trouble tickets, and procedures. The workers in the field employ their work documents along with established procedures to complete assigned tasks in an integrated safe work program.

Integrated Environment, Safety, and Health Management System Description

Figure 2. Requirements Flow-down



MSA is also responsible for ensuring flow-down of applicable ES&H requirements to their lowest tier Sub-Contractors. MSC-RD-10320, *MSC Acquisition System Requirements*, describes the MSA acquisition system in support of the contract and IAW delegated procurement authority. Consistent with

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 13 of 55

this document, requests for services will identify ES&H standards and requirements commensurate with the hazards associated with the scope of work. Additionally, the MSA ensures that before work is performed, the hazards associated with the scope of work are evaluated and a set of ES&H standards and requirements are established for the contract.

MSC-PRO-015, *Requirements Management Process*, is used by the MSA to ensure that applicable and appropriate requirements are implemented in the performance of work within the scope of the MSC. Consistent with this process, the MSA is responsible for flowing down requirements to subcontracts at any tier to the extent necessary to ensure the Sub-Contractor's compliance with the requirements.

MSC-PRO-186, *Statements of Work (SOW)*, identifies the SOW as the primary mechanism for defining work to be performed by MSA Contractors. The SOW must clearly communicate environmental, safety, health, and quality expectations/requirements to the Contractor.

Safety and health requirements management and flow down for MSA subcontracted construction projects are defined in MSC-PRO-14990, *Construction Management*.

MSA subcontracts, including the appropriate flow down of all safety and health requirements, are administered by a Buyer's Technical Representative (BTR) as outlined in MSC-PRO-192, *Buyer's Technical Representative Assignment and Duties*. The BTR receives a "BTR Designation Letter" which contains the responsibilities of the BTR for performing oversight of subcontractor(s). The Control Account Manager (CAM) will ensure the identification of ESH&Q considerations are fully addressed in the subcontract. The BTR will monitor the performance of the subcontractor, including implementation of ESH&Q requirements, and will analyze the subcontractor performance against the flow-down requirements of the contract. By analyzing subcontractor performance against contractual requirements, the BTR will obtain early identification of potential issues. Potential issues will be communicated to the CAM for mitigation actions.

The principles of the Integrated Management System are levied through procurement documents / statements of work for work subcontracted by MSA. Procurement documents identify the flow-down of worker safety and health requirements to Contractors at all tiers IAW MSC-PRO-48065, *Contractor Safety Processes*. The hazard analysis requirements IAW MSC-PRO-079, *Job Hazard Analysis* for the work scope being contracted are specified in the procurement documents. When it is determined that the subcontractor's safety program is not equivalent to MSA standards, the subcontractor is directed to use the necessary elements of the MSA safety program. Such elements may include but are not limited to training, respirator mask fit, the use of the AJHA system, industrial hygiene monitoring, and access to safety and health SMEs.

7.0 MSA WORK FOR OTHER HANFORD SITE CONTRACTORS (OHC)

Where the MSA provides services to OHC, the MSA *Hanford Site Interface Management Plan* (MSA-IMP-00001), *MSC Project Execution Plan* (MSC-MP-42374), *MSA Inter-Contractor Work Order Process* (MSC-PRO-45821), *Inter-Contractor Work Control* (MSC-MP-47124), and associated Memoranda of Agreement (MOA) / Interface Agreements discuss how these interfaces are handled to ensure the safe performance of work.

Integrated Environment, Safety, and Health Management System Description

7.1 Contractor Interface Agreements and Other Inter-Contractor Documents

MSA performs a variety of Service Provider Functions for OHC. The controls for performance of that work along with the roles and responsibilities of each party are defined in a group of documents collectively known as Interface Agreements.

The MSA Interface Management (IM) organization ensures the effective delivery of infrastructure and support services by using a hierarchy of interface documents as described below:

- The MSC Attachment J-3 Hanford Site Services and Interface Requirements (J-3 Matrix) is a listing of service interfaces between site Contractors and other site users. The J-3 Matrix defines services that they receive from or provide to each other, with “type” designations as a Basic Service, Usage-Based, or a combination of these two, and categorized as Optional or Mandatory.
- MSA-IMP-00001, *Hanford Site Interface Management Plan*, is a high-level document intended to identify and maintain interface processes among prime Contractors to ensure the effective delivery and performance of Site services. The IMP describes Hanford Site prime Contractor roles and responsibilities in requesting and performing inter-contractor work.
- The Memorandum of Agreement (MOA) documents the business interfaces between the Hanford Site Contractors. The MOA documents overall roles and responsibilities for service requests, delivery, and payment.
- The Service Delivery Document (SDD) represents a mechanism to provide a single document that Site users can access regarding a particular J-3 service that they want to acquire. The intent of the SDD is to streamline infrastructure services information by eliminating the need for other Interface Management documents. The SDD includes:
 - Whether the service is mandatory or optional for that contractor
 - Basic vs. Usage-Based Services
 - Usage-based cost information
 - Statement of Work (SOW)
 - Boundaries/constraints for that SOW
 - Points of Contact (POCs)
 - Linked Administrative Interface Agreements (AIA)/Interface Control Documents (ICD)
- Administrative Interface Agreements (AIA) document roles and responsibilities between Contractors for a specific service or set of related services when there is no transfer of funds and there is a service interface but no physical interface (e.g., the MSA maintains a database of site training records that other Contractors need to access). AIAs are linked to SDDs and reviewed annually.
- An Interface Control Document (ICD) is established for a service under a particular MOA and may be linked to a corresponding SDD. ICDs document:
 - Physical interfaces/relationships (e.g., MSA will provide information technology services for the Tank Operating Contractor)
 - Roles and responsibilities of each party responsible for maintaining that service
 - Baseline schedule
 - Costs and charging methods
 - Work approval and change control procedures

Integrated Environment, Safety, and Health Management System Description

- ESH&Q requirements

ICDs also are used to define critical interfaces, such as those interfaces needed to support the design, construction, commissioning, and operation of the Waste Treatment Plant (WTP).

These ICDs describe future site services that must be developed and implemented (e.g., the site infrastructure services required to support the WTP throughout its operating life). ICDs are generally controlled as engineering documents.

7.2 Inter-Contractor Work Order Process

MSC-PRO-45821, *MSA Inter-Contractor Work Order Process*, provides direction to the MSA and MSA Sub-Contractors for work performed in response to requests from OHC in accordance with MSC Section C, Section H Special Contract Requirements H.44, Attachment J-3, and various Memoranda of Agreement for Performance and Payment of Services (MOA). This procedure applies to work requested of and performed by MSA for OHC. This represents a service delivery/execution component of the MSA Interface Management Process.

The objectives of the MSA Inter-Contractor Work Order Process (ICWO) are to:

- Ensure clear roles, responsibilities, authorities, and accountabilities relative to accepted work scope;
- Ensure safe and environmentally sound performance of work scope;
- Provide accurate, timely, and comprehensive information to assist in decision-making;
- Provide the tools that enhance communication and support effective work execution;
- Facilitate formal authorization of work to be performed.

The services provided by MSA include but are not limited to waste/janitorial services, hoisting and rigging, refrigeration equipment services, analytical services, water and electric utilities, telecommunications, security/fire systems and emergency response, roads and grounds, calibration services, weed/pest control, fleet maintenance, sanitary waste disposal, training, and property management. These services may be provided as one of the following general categories:

- **Technical Services** – Technical Services are for specific, routine services, such as staff augmentation or sample analysis.
- **General Site Services** – A General Site Service is a DOE direct-funded service provided by a Party for the benefit of one or more of the other Hanford Site Prime Contractors.
- **Usage-Based Services** – Usage-Based Services (mandatory or optional) are performed by each Party pursuant to their prime contract for the benefit of one or more of the other Hanford Site Prime Contractors. The Requesting Contractor requests/determines the level of service provided.
- **Use of MSA Facilities or Shops by Another Hanford Contractor for Work to Their Own Benefit** – A form of Usage-Based Services where by mutual agreement another Hanford Contractor utilizes their own work package and personnel, including, MSA matrixed or loaned labor, to perform work in MSA facilities or areas for the Contractor's own benefit and under their own direction and supervision (e.g., classes taught at HAMMER, use of MSA maintenance shops).

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 16 of 55

- **Loaned Labor** – Personnel of a specific craft/trade or with skills/qualifications specified in a request are matrixed/loaned/assigned to work under the direction and supervision of the Requesting Contractor for a period of time or project task.
- **Projects** – Projects consist of discrete work scopes that normally include milestones and/or significant deliverables.
- **Blanket Master Agreement for Walk-In Services** – A Walk-In Service is a Usage Based Service available upon request with a predetermined rate (e.g., duplicating, stores, calibration).

The MSA conducts its service work activities consistent with the ISMS approach. Identification of Line Management responsibility for MSA service work in accordance with the Core Function of “Define Scope of Work” is critical. MSA service work will not be performed unless a well- defined work scope is provided by the requestor and accepted by the MSA. Additionally, requests for service must include information relative to who is in charge of the work, hazard identification and controls, and assignment of ESH&Q responsibilities. These elements must be defined in advance of work authorization and performance.

For all MSA service work, determination of line management responsibility will be consistent with the following criteria:

- Unless otherwise stated in the ICWO or SOW, the Facility Owner/Landlord is the responsible party for work in their facility boundaries and within their authorization agreement;
- Roles, Responsibilities, Accountabilities, and Authorities (R2A2’s) and ESH&Q requirements and reporting responsibilities will be provided in the SOW. The SOW may dictate that the responsible party is an entity other than the Facility Owner/Landlord;
- For those events occurring outside established facility boundaries, the Contractor who has direct control of the specific work activity shall be defined as the facility manager and will have line management responsibility.

7.3 Performance of Work at Interfaces

MSC-MP-47124, *Inter-Contractor Work Control*, describes acceptable work control approaches for conducting fieldwork, and establishes clear roles and responsibilities between the MSA and Other Hanford Contractors for Work Requiring Interface.

As described in MSC-PRO-45821, *MSA Inter-Contractor Work Order Process*, transmittal of work scope information from the Requesting Contractor to the Performing Contractor is established by a Memorandum of Agreement for Performance and Payment of Services (MOA) between the respective parties. The MOAs are consistent in that 1) each party will perform services in accordance with the terms and conditions of its respective DOE prime contract, and 2) task specific requirements will be defined in individual work authorization documents.

The definition of work scope, requirements, and roles and responsibilities provided in the SOW for a specific service is intended to support and strengthen the work control process in the performance of work at interfaces.

Integrated Environment, Safety, and Health Management System Description

Work Requiring Interface is performed within 3 basic categories:

1. **Performing Contractor Managed Primary Scope** – Performing Contractor performs work for the Requesting Contractor. All aspects of the work are typically provided by the Performing Contractor work group, including ES&H support, work documents, and field work supervision. The work activities may require or involve Requesting Contractor subject matter expert support during planning, oversight, work release, and work execution.

For **OHC Managed Shop Work** in MSA Shops, the OHC will provide the Field Work Supervisor (FWS), and will be responsible for the safe conduct of the work. MSA shop supervision will retain responsibility, as the landlord, for ensuring work is performed safely within the MSA shops. The OHC is both the Performing Contractor, with respect to the conduct of work, and the Requesting Contractor, with respect to the service requested.

2. **Performing Contractor Managed Support Scope** – Performing Contractor performs work for Requesting Contractor, except the Requesting Contractor owns the primary work scope. The Performing Contractor is providing/performing a task associated with a specific service which supports the broader scope of work owned by the Requesting Contractor.
3. **Loaned Labor** – Providing Contractor loans resources to Requesting Contractor through the Resource Allocation Process or in response to a request delivered through the OCWO process. These resources may be single or multiple individuals, including a complete work group, excluding the Field Work Supervisor.

The following are the primary roles and responsibilities associated with Loaned Labor, for the Providing/Requesting Contractor:

- Providing Contractor loans only qualified resources to Requesting Contractor;
- Providing Contractor Supervisor provides day-to-day administrative management support;
- Providing Contractor Supervisor makes labor assignments and provides initial information to the assigned resources (where to report, who to report to, etc.);
- Work documents, Field Work Supervision, Pre/Post Job Reviews, ESH oversight, etc., are provided by the Requesting Contractor.

Consistent with the MSA ISMS program, the following represent key elements of the MSA work control and execution process for work requiring interface:

1. Define Work Scope and Hazards

A Statement of Work (SOW) is the primary mechanism for defining the work to be performed by the Performing Contractor. For services provided by the MSA, the SOW will either be contained in the MSC SOW and J-3 Matrix, or will be developed via a work request from the Contractor processed IAW MSC-PRO-45821. The work request must include an SOW which clearly communicates environmental, safety, health, and quality (ESH&Q) expectations to the performing organization. Additionally, the SOW will identify the Person-In-Charge (PIC), outline R2A2's, identify hazards/controls and ESH&Q responsibilities.

2. Plan the Work

The scope of the work planning activity includes preparation and assembly of work documents and hazards analyses. The organization identified as responsible for Work Planning will actively involve workers (and applicable Subject Matter Experts) in the

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 18 of 55

planning associated with the proposed activity. The planning will also include hazard and environmental impact identification and analyses, identification and incorporation of necessary activity specific controls, and pre/post-job reviews. Specific ESH&Q or other requirements contained in the associated SOW will be incorporated into the planning, hazards evaluation, and work documents. The work planning procedure(s) of the organization planning the work will be followed, unless the governing procedure(s) has been specifically identified in the SOW.

3. Release the Work

Release of work involves verifying the work package is ready for release and the system/facility lineup is properly configured. Release of work also includes 1) communicating any work environmental hazards not previously identified in the work document, and 2) identifying and communicating to the work team associated boundaries/stopping points, or limitations related to the proposed work. Delegation of Release/Acceptance Authority is allowed for work in General Purpose Facilities. Delegation of Release/Acceptance Authority is NOT permitted for planned maintenance on fire suppression equipment or on fire alarms/life safety systems.

4. Conduct Pre-Job Brief

Field work, whether conducted per work documents generated IAW work control or technical procedures, is expected to begin with a Pre-Job Briefing. Pre-job briefs will be conducted by the designated FWS, IAW the applicable procedure associated with their organization, unless the governing procedure to be followed has been specifically identified in the SOW.

5. Perform the Work

Workers conduct work IAW the approved work package, with attention given to confirm that hazards and controls remain as anticipated/established in the initial work instructions. If changes in hazards occur and/or changes to controls are needed, the workers are to notify the FWS and facility Release Authority or other defined facility Point of Contact immediately, such that the change control process can be implemented.

6. Conduct Post-Job Review

It is expected that a post-job review will be conducted at the completion of all field work. Formal post-job reviews will be conducted by the designated FWS, IAW the applicable requirements.

NOTE: Monitoring performance applies to work other than loaned labor or subcontractors. The tasks performed by loaned laborers are controlled by the OHC. MSA provides craft resources that are qualified according to the requirements specified by the OHCs either when MSA is hiring the resource (e.g., long-term loan) or weekly as input to the resource allocation meeting (e.g., day labor). Work planning, materials supply, any needed vehicle, ESH&Q, etc., are supplied or performed by the customer. Any costs for the labor or subcontractor are provided by and liquidated against the customer's budget, not MSA's budget. In addition, MSA does not measure work performance of loaned labor/subcontractors. While feedback on an individual's performance may be provided to MSA via weekly planning sessions, performance on budgeted cost of work performed vs. actual cost of work performed, task completion, resources used, cost of completion, or other earned value measure is the responsibility of the OHC.

Integrated Environment, Safety, and Health Management System Description

8.0 MSA IMPLEMENTATION OF ISMS CORE FUNCTIONS AND GUIDING PRINCIPLES

NOTE: See Appendix 4 for a listing of ISMS Implementing Mechanisms for each Core Function and Guiding Principle. Some MSC policies and procedures (mechanisms) “implement” ISMS in more than one Core Function or Guiding Principle and, in fact, may be applicable to several.

8.1 ISMS Core Functions

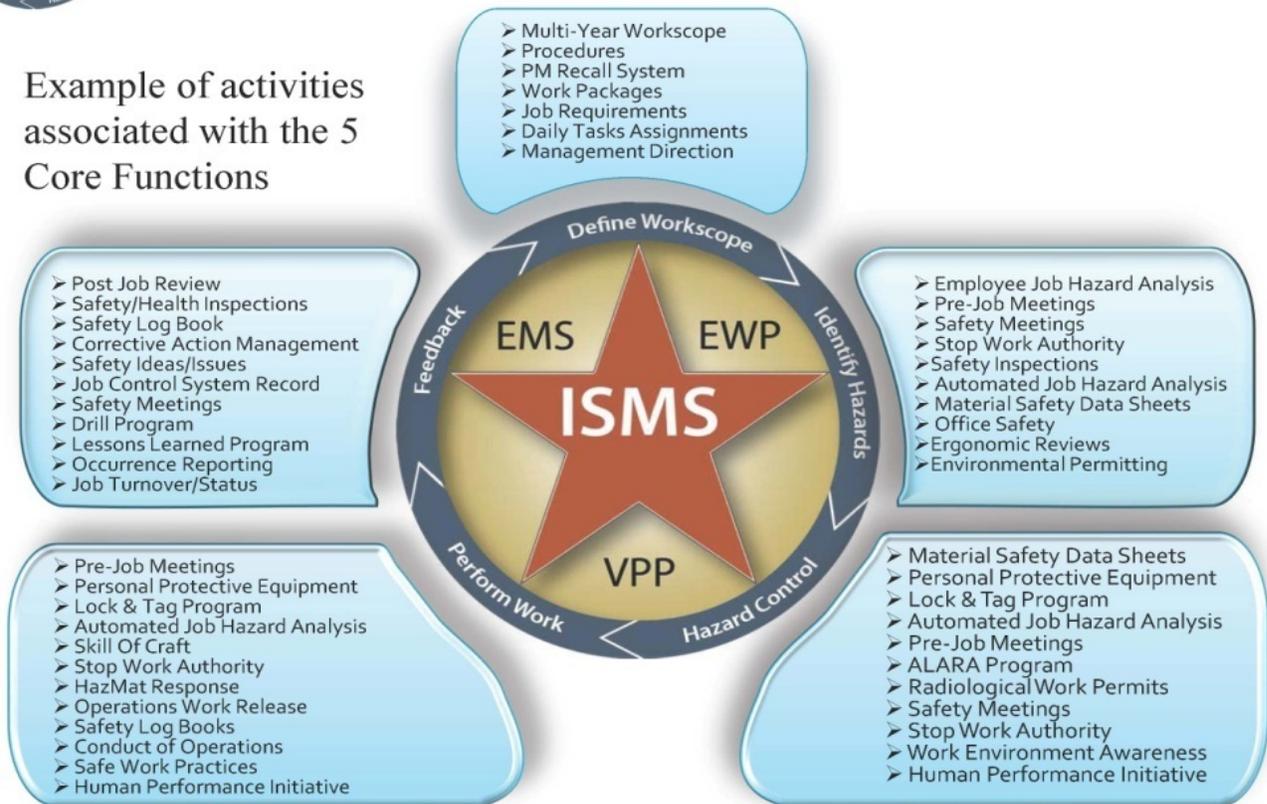
MSA uses the processes/activities shown in Figure 3 to implement the ISMS Core Functions. MSA workers are involved in an appropriate manner in all aspects of the Core Functions. Often workers are most familiar with the worksite, the hazards at the site, the work to be performed, and they are knowledgeable about effective controls. Workers are key to providing feedback for continuous improvement of MSA execution of the five Core Functions. MSA Bargaining Unit employees developed the graphic in Figure 3 to enable the worker at the field level to easily recognize the ISMS processes.

Figure 3. MSA Integrated Safety Management System



MSA Integrated Safety Management System (ISMS)

Example of activities associated with the 5 Core Functions



Integrated Environment, Safety, and Health Management System Description

8.2 Core Function 1: Define Scope of Work

Definition: Missions are translated into work, expectations are set, tasks are identified and prioritized, and resources allocated.

Translate Mission into Work: The MSA Scope of Work is defined by the contract with DOE and, in particular, by the Service Provider Functions listed in Attachment J-3. MSA translates this directed scope into a WBS and Integrated Life-Cycle Baseline.

The Integrated Life-Cycle Baseline is composed of three components: scope, schedule, and cost. The technical scope and foundation for the schedule are derived from the contract. The remaining scope and all costs are developed based upon strategic assumptions, legal agreements, fiscal constraints, risk, and cost-estimating processes.

The Integrated Life-Cycle Baseline is also incorporated into MSC-MP-42374, *Mission Support Contract Project Execution Plan* (PEP) which:

- Identifies work scope and interfaces between MSA and other Hanford Site Contractors.
- Provides information to assess compliance with site requirements, including the Tri-Party Agreement, ESH&Q requirements, and DOE Directives.
- Contains the work breakdown structure (WBS) dictionaries that specify work to be completed for the performance year, as well as work through the contract period.

MSC-MP-42374, Attachment B, *Project Control System Description*, (PCSD) is an Attachment to the *Mission Support Contract Project Execution Plan* and is an important component of “Define the Scope of Work”. It describes the processes and procedures that translate mission into work including:

- The WBS establishes the requirements and responsibilities for developing the subdivision of contract tasks into a logical, hierarchical breakdown so that the work can be effectively defined, planned, executed, and controlled.
- The planning, scheduling, and budget development and control requirements for project work.
- The implementation methodology for the preparation and use of cost estimates.
- The baseline change management process which establishes the processes by which potential changes to the project are identified, quantified, and resolved.

MSC-PRO-428, *Technical Baseline Management*, supplements the PCSD by providing direction for maintaining and managing configuration control of the contract technical baseline.

Mission is translated into work at the service/functional/facility and activity levels IAW MSC-PRO-12115, *Work Management*.

Set Expectations: The WBS development process establishes the expectations for accomplishing the work, prioritizing tasks, and allocating resources. A hierarchy of mechanisms is used such that each successively lower tier provides an increasing level of detail on what work is to be performed and how integration will occur (broad mission objectives are translated into discrete tasks). Expectations are set, by establishing performance objectives, whereby cost and schedule considerations can never override safety concerns for the assigned work.

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 21 of 55

Identify/Prioritize Tasks and Allocate Resources: The following are the major MSA “Define the Scope of Work” tasks conducted in the field across the Hanford Site as they relate to the contracted Service Provider Functions listed in Attachment J-3 of the contract.

Safety, Security, and Environment:

Protective Forces:	Provides security for facilities possessing critical Safeguards and Security interests (e.g., special nuclear material). Coverage is provided 24/7 via the Hanford Patrol.
Physical Security Systems:	Physical security for accountable quantities of nuclear and classified materials, including performance testing, intrusion detection, entry/access control, explosive detection, locksmith services, and engineering / maintenance of the physical security and access control systems.
Fire & Emergency Response Services:	<p>Provides fire prevention, fire suppression, fire investigations, emergency rescue, emergency medical service and patient transport, incident command, and hazardous material and chemical/biological emergency response for the Hanford Site. Also provides 24/7 fire-related protection of human life, property, and facilities; and operates basic advanced lie support emergency medical services.</p> <p>Fire system protection system inspection, testing, and maintenance of existing and new fire systems.</p>

Site Infrastructure and Utilities:

Analytical Services:	Performs chemical and low-level radiological analysis on a variety of sample media at the Waste Sampling and Characterization Facility (WSCF).
Biological Controls:	Service to control noxious/industrial weeds, other vegetation, and animal pests. The program also removes animals and eliminates insect infestations.
Crane & Rigging:	Provides a ready-to-serve, centralized resource of equipment/manpower providing mobile crane pool, a regulated/non-regulated guzzler, coordination of rental and movement of cranes, preventive maintenance inspections, repairs, and supervision of crane crews.
Facility Services:	Central maintenance function for non-radiological facilities. Provides facility/sign painting, carpentry, refrigerated equipment services, insulation, pipefitting, electrical, sheet metal, instrumentation, cement finishing, glazier work, custodial, locksmith, movers, equipment calibration, and HVAC maintenance and repair.
Motor Carrier Services:	Provides a ready-to-serve, centralized pool of vehicles and drivers for the on-site or local transportation of freight including hazardous/radioactive material and radioactive/mixed waste.

Integrated Environment, Safety, and Health Management System Description

Fleet Services:	Administers, manages, and maintains/repairs a fleet of motorized vehicles and equipment including sedans, pickups, vans, busses, ambulances, tractors, flatbeds, dump trucks, tool vans, utility maintenance vans, cab and chassis, trailers, forklifts, cranes, generators, compressors, excavators, frontend loaders, dozers, wreckers, and fuel tankers.
Roads & Grounds:	Performs road maintenance (patching/paving/stripping), snow removal, traffic management, and common grounds maintenance.
Electrical Transmission and Distribution:	Management function of the high voltage electrical utility consisting of a system for providing power to the facilities at the Hanford Site.
Water System:	Provides a ready-to-serve water utility service to the Hanford Site. Responsible for all aspects of the water distribution system up to and including the first off-valve or demarcation point outside the customer's facility. Performs backflow preventer testing, water system contaminant monitoring, pipeline sanitation, and priority water line upgrades.
Sewer System:	Provides sewer pumper truck services, collection of sewage, compliance sampling, and maintenance of support structures, systems, and components.
Sanitary Waste Mgt. and Disposal:	Performs waste collection from on-site dumpsters and transportation to off-site landfills for disposal. Includes management of Hanford sanitary, inert and demolition waste landfills currently in operation or closed.

Site Business Management:

Property Systems:	Provides operation and management of on-site "stores" inventory warehouses and delivery of inventory items to Hanford Site locations.
Courier Services:	Provides delivery and pickup of items across the Hanford Site.
Reproduction Services:	Provides large volume document reproduction services (including printing, duplicating, binding) and manages the convenience copier contract.
Mail Services:	Provides for basic mail services including pickup and delivery of interplant and U.S. Postal mail for Hanford Site customers.
Telephone Services:	Provides and maintains telecommunications capability for the Hanford Site.

Integrated Environment, Safety, and Health Management System Description

Radio Services:	Provides engineering, operations, and maintenance of emergency and non-emergency radio communications services.
Network Services:	Provides for the operation and maintenance of the HLAN information/communication infrastructure including technology support, network management and maintenance, desktop/user services, and hardware maintenance.
Records Storage:	Provides for over 110,000 cubic feet of physical storage of records in various hard copy mediums.

Potential hazards, risks, and/or customer needs may be considered when prioritizing work related to these MSA tasks. At the activity level, scope of work may be captured on a schedule and/or discussed with applicable workers at Plan of the Week/Day meetings. A comprehensive work planning process is used to involve the workers in specific task discussion and hazard identification. Preparations are identified to ensure the safety of the worker and minimize impacts to the environment and to ensure the work is properly defined. Work planning and hazards identification are conducted consistent with the requirements of MSC-PRO-12115, *Work Management* and MSC-PRO-079, *Job Hazard Analysis* or pre-approved organizationally specific Level III documents.

MSA line management ensures ESH&Q resources are identified, budgeted and adequate to support project needs at the company, service/facility, and activity levels. Resources are allocated to address safety, programmatic, and operational considerations. Protecting the workers, the public, and the environment, is a priority whenever MSA activities are planned and performed.

8.3 Core Function 2: Identify and Analyze Hazards

Definition: Hazards and requirements associated with the work are identified, analyzed, and categorized.

At the company level, major ES&H risks and vulnerabilities are identified, communicated, and appropriately discussed with involved workers. The methods to address risks and hazards are incorporated into budget planning to effectively manage ES&H risks. To meet these objectives, project management uses risk management as early as possible in the project life cycle to ensure that critical technical, scope, schedule, and cost risks are identified and addressed as part of project planning, budget, and execution activities.

Identify Hazards and Requirements: MSC-PRO-079, *Job Hazard Analysis* (JHA), establishes the minimum requirements for integrating activity-based job hazard analysis into work planning. At the activity level, job hazard analysis is used to identify, evaluate, control, and communicate potential hazards and environmental impacts relative to discrete work activities/tasks to be performed. MSC-PRO-079 also implements and integrates the MSC General Industrial Hazard Analysis (GHA), the Craft Specific Hazard Analysis (CSHA), and the web-based Automated Job Hazard Analysis (AJHA) tool with the job hazard analysis process.

MSC-PRO-079 applies to work performed by MSA and applicable construction/lower tier Sub-Contractors/vendors performing activities/projects for the MSA. In particular, MSC-PRO-079 implements the following:

Integrated Environment, Safety, and Health Management System Description

- Interface with OHC will be managed IAW MSC-PRO-45821, *MSA Inter-Contractor Work Order Process* and MSC-MP-47124, *Inter-Contractor Work Control* and associated MOAs. MSA workers supporting an activity being supervised by an OHC will follow the supervising contractor's job hazard analysis process. MSA workers performing normal activities on property managed by OHC will conduct the work according to MSA procedures, unless otherwise negotiated in the SOW (MSA workers will check-in and obtain work release from the building/facility/project where the work will occur).
- MSC-PRO-079 does not apply to vendors/subcontractors performing work on-site that is acquired through the P-Card process. The requirements of this procedure are to be passed through to subcontractors for all other MSA contracted work performed on-site. Additionally, Hanford Patrol and the Hanford Fire Department utilize ISMS consistent processes for hazard identification, risk evaluation, and mitigation during operations, training, drills, and exercises. These processes provide an equivalent method of meeting the purpose and intent of MSC-PRO-079.
- The GHA and CSHA establish the controls for hazards common to the core activities of the workers' assigned job position. The scope of the GHA/CSHA is limited to hazards that the worker can reasonably be expected to recognize and mitigate based on the fundamental knowledge and training requirements of the specific job assignment. The use of the GHA/CSHA method of hazard analysis is limited to work referred to as "Skill Based", as determined by MSC-PRO-079, Appendix B. Work activities with hazards beyond those identified in the GHA/CSHA are evaluated using the Automated Job Hazard Analysis (AJHA) tool described in MSC-GD-17132, *Job Hazard Analysis Process Guide*. The AJHA facilitates identifying job hazards and environmental impacts and ensures the controls for the identified hazards are incorporated into the work instruction documents. The JHA process is a line management responsibility and includes worker involvement and appropriate participation of ESH&Q and other support staff. The JHA process applies to the execution of maintenance, operations, construction, and surveillance work. Job hazards analysis is an integral part of the work management process defined in MSC-PRO-12115, *Work Management*.
- Any hazard analysis tool other than the AJHA used for analyzing hazards for work determined to be beyond skill-based, other than subcontracted construction work, must be prescribed in a Level 3 MSC procedure/instruction.
- For MSA subcontracted construction activities, the Contractor will use the AJHA process or an activity specific K2 Job Safety Analysis (JSA) form.

Organizations may utilize a Level 3 procedure that meets the intent of and compliment to MSC-PRO-079 if reviewed and approved by the SME/Technical Authority. The major MSA organizations implement the hazard analysis and control process consistent with MSC-PRO-079 or approved internal documents as listed below:

- | | |
|--------------------------|-------------|
| • Facility Maintenance | MSC-PRO-079 |
| • Water Utilities | MSC-PRO-079 |
| • Electrical Utilities | MSC-PRO-079 |
| • Biological Controls | MSC-PRO-079 |
| • Motor Carrier Services | MSC-PRO-079 |
| • Fleet Maintenance | MSC-PRO-079 |
| • Crane and Rigging | MSC-PRO-079 |

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 25 of 55

<ul style="list-style-type: none"> • Information Management • Safeguards & Security • Fire Maintenance • HAMMER • WSCF 	<p>MSC-PRO-079</p> <p>SAS-7321 Hazards Analysis Procedure</p> <p>MSC-PRO-079</p> <p>MSC-PRO-079 for work control HM-FP-01 3.3 for training</p> <p>ASP-315-1.27 Implementation of the AJHA Process</p>
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The program to identify and manage chemical hazards is captured in MSC-PRO-10468, *Chemical Management Process*. This procedure establishes requirements and provides guidance for chemical management activities that involve acquisition, tracking, storage, use, transportation, and disposition of such materials. These activities include, but are not limited to, maintenance, processing, construction activities, and laboratory operations. This procedure also describes requirements for using the site-wide Chemical Inventory Tracking System (CITS). Control of radioactive materials is covered under MSC-5173, *MSC Radiological Control Manual*. Additional hazards may be identified when safety inspections are performed, according to MSC-RD-7652, *Safety and Health Inspections*.

The Employee Job Task Analysis (EJTA) is used to identify necessary employee medical qualifications and monitoring based on the job requirements, hazards, exposures, and overall risk associated with their assigned work scope. Requirements for conducting an EJTA are contained in MSC-RD-11058, *Occupational Medical Qualification and Monitoring*.

Requirements and roles/responsibilities for conducting environmental impact identification and analysis are defined in MSC-RD-15332, *Environmental Protection Requirements*, and MSC-PRO-15333, *Environmental Protection Processes*. Environmental aspects or hazards and impacts that may directly affect natural resources in the course of performing project tasks are identified by an environmental SME. Based on the complexity and risk associated with the activity, work processes and associated environmental areas may be reviewed by an integrated multi-discipline team, which includes workers. This team analyzes the work steps to identify any hazards or environmental aspects and to identify the controls necessary to perform the activity safely. MSC-PRO-15333, *Environmental Protection Processes*, includes examining facility safety basis requirements (MSC-RD-15332, *Environmental Protection Requirements*), reviewing the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) risk assessment and associated applicable or relevant and appropriate requirements (ARAR), examining identified National Environmental Policy Act (NEPA) information, interviewing staff involved in the work processes, and performing site walk-downs. If existing information does not provide adequate data to identify hazards, sampling and characterization may be performed.

Environmental analyses, such as environmental impact statements (EIS) and notices of construction (NOCs), are completed to evaluate the potential for environmental impact. Site-wide EISs provide top-level identification and evaluation of programmatic hazards associated with the Hanford site mission. Contractors performing work as part of this mission evaluate work activities against the bounding conditions of the EIS.

Analyze and Categorize Hazards: At the service/facility level, hazards are generally analyzed with the specific work being performed. There are two facilities that are “Less Than Category 3” Nuclear Facilities within the scope of the MSA contract, the Waste Sampling and Characterization Facility and the newly established historical landmark, B Reactor. The MSA manages the B Reactor for the U.S. Department of Energy, which includes conducting surveillance and maintenance, program management, facility preservation for continued public access, and the B-Reactor public tour program. Nuclear hazard analysis and categorization is performed per MSC-PRO-8366, *Facility Hazard Categorization*. This

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 26 of 55

procedure establishes a process for the development, implementation and maintenance of hazard basis documentation in accordance with the Code of Federal Regulation, Title 10, Part 830 (10 CFR 830), Nuclear Safety Management, Subpart B, Safety Basis Requirements.

MSC-RD-10606, *Fire Protection Program Requirements*, provides an overview of the MSC Fire Protection Program requirements and responsibilities. This document implements a Fire Prevention Program that meets or exceeds the requirement of nationally recognized codes and standards such as National Fire Protection Association (NFPA) 1, ensuring an acceptable degree of life safety to personnel and no undue hazards to the public from fire.

8.4 Core Function 3: Develop and Implement Hazard and Environmental Controls

Definition: Applicable standards and requirements are identified and agreed-upon, controls to prevent/mitigate hazards are identified, the safety envelope is established, and controls are implemented.

Identify Controls to Prevent/Mitigate Hazards: Ensuring hazards are analyzed and proper controls are established to support work at the activity level is one of the fundamental objectives of ISMS/EMS. Injuries to workers and environmental insults typically occur at the activity level. Much of the company level and facility/project level work activities are designed to support the safe performance of work at the activity level. By effectively controlling these hazards, ISMS/EMS objectives are met and the workers, the public, and the environment are protected.

After the associated hazards are identified and before work is performed, various forms of hazard analysis are used to develop appropriate controls. Developing and implementing hazard controls include:

- Identifying applicable standards and agreed-upon sets of requirements
- Identifying appropriate controls to prevent or mitigate the hazards
- Establishing boundaries for safe operations through a defined safety envelope
- Implementing and maintaining configuration of controls

The hierarchy of controls as outlined in DOE M 450.4-1, *Integrated Safety Management System Manual*, and 10 CFR 851 include: (1) elimination or substitution of the hazards, (2) engineering controls, (3) work practices and administrative controls, and (4) personal protective equipment. Controls, developed, implemented, and maintained for projects and activities, are tailored to the associated work being performed as stated in MSC-PRO-45009, *Personal Protective Equipment*.

The MSA is responsible for site-wide emergency planning based on the type and scope of hazard and the controls necessary to contain and recover from the incident. The emergency management program (MSC-RD-7647, *Emergency Preparedness Program Requirements*) uses the Emergency Planning Hazard Analysis as the technical basis for emergency response planning thereby establishing controls for emergency situations. The extent of emergency planning directly corresponds to the type and scope of hazards and environmental impacts present, and the potential consequences of analyzed events or scenarios.

At the service/function/facility level, controls are identified during engineering design IAW MSC-RD-1819, *MSC Engineering Requirements*. This document requires that:

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 27 of 55

- Facilities are designed to keep occupational radiation exposure within statutory limits and incorporate as low as reasonably achievable (ALARA) principles in design, including design provisions to facilitate decontamination during the operational period.
- Hazards, environmental impacts, and environment compliance, radiological safety, fire protection, industrial safety and nuclear safety requirements shall be identified.
- Hazards are identified and analyzed for new designs and design changes. Designs will be created to ensure adequate protection of workers, the public, and the environment.
- For nuclear facilities, controls are also established in facility safety basis documents. The following mechanisms are incorporated as appropriate as part of work planning process and all serve to establish safety and environmental controls:
 - Permits such as Radiological Work Permits, environmental permits, Confined Space Permits, Hot Work Permits, Beryllium Work Permit, etc.
 - Procedures as evidenced in the many hazard controlling procedures shown in Appendix 4
 - AJHAs
 - Craft Specific Hazard Analysis (for Skill-Based Work)
 - Safety and Health Plans
 - Environmental Activity Screening Form, Form A-6003-727, referenced in MSC-PRO-15333, *Environmental Protection Processes*

At the activity level, hazard controls are identified using MSC-PRO-079, *Job Hazard Analysis*. The Automated Job Hazard Analysis (AJHA) is a computerized “expert system” that automatically recommends (links) controls when specific hazards are identified. This system includes data from MSA hazard controls procedures thus helping assure that the necessary controls are included to mitigate identified hazards.

Establish Safety and Environmental Controls: Establish safety controls means that once the controls are identified they are incorporated in the appropriate work-controlling document or other mechanism so that they may be implemented or applied when the work is performed. Controls are established at the service/facility level by assuring that engineering controls determined necessary when the hazards were analyzed and the controls were identified are in place and functioning.

For construction activities, the assigned Construction Manager or Superintendent is responsible to verify that design controls are built according to plan and requirements. The BTR is responsible for assuring that required controls are established during construction. These requirements are specified in MSC-PRO-14990, *Construction Management*.

At the activity level, worker safety and environmental controls are captured within work control documents, instructions, job tickets, and procedures that are products of the MAXIMO/JCS work control systems described in MSC-PRO-12115, *Work Management*. Controls are tailored to the specific activity, project and task. Activity sequences, prerequisites, and hold points are documented in the work plan. The types of administrative controls, and personal protective equipment used to mitigate or preclude all identified hazards are documented in both planned work packages and job tickets in the field. If the work site conditions change, work is stopped, hazards are reviewed and, when needed, controls are supplemented, discontinued, or modified with management concurrence.

Hazard controls may also be established as part of subcontracted work scope according to MSC-PRO-186, *Statements of Work*.

Integrated Environment, Safety, and Health Management System Description

When working within an OHC project or facility, MSA workers are subject to the controls established in the facility safety basis or other work-controlling documents to ensure that site personnel, the public, and the environment are protected from unacceptable ES&H consequences due to accidents or discharges. This is governed by the roles and responsibilities established in MSC-MP-41930, *Nuclear Safety Protocol*.

Implement Controls: Work control is an integral part of daily operations and is an effective tool for preventing accidents by ensuring that no unanalyzed or unauthorized work is performed. Work control provides a disciplined approach to defining and evaluating the hazards prior to the performance of new activities. MSC-PRO-079 ensures that work activities receive the appropriate level of safety planning, based on each activity's complexity and hazards.

MSC-PRO-696, *Conduct of Operations*, supports the control of hazards across many work activities and operations. Conduct of Operations (CONOPS) is an integral part of and supports ISMS by providing techniques and practices to implement the ISMS Core Functions of Develop and Implement Hazard and Environmental Controls, and Perform Work within Controls. CONOPS is implemented through facility policies, directives, plans, and safety management systems.

MSC-RD-1819, *MSC Engineering Requirements*, supports the engineering controls associated with work activities and functions. MSC-PRO-14990, *Construction Management*, supports the implementation of hazard controls during construction activities.

8.5 Core Function 4: Perform Work Within Controls

Definition: Readiness is confirmed and work is performed safely, with environmental protection measures in place.

Confirm Readiness: Management confirms the readiness of the work team, verifies that the work control documents are in place, monitors and oversees work during execution, and ensures that effective systems for managing change are in place (MSC-PRO-14047, *Conducting Pre-job Briefings and Post-Job Reviews*).

To verify that the appropriate pre-job activities have been completed effectively for tasks involving significant hazards, MSA performs a final work management review. The rigor of this review increases for more hazardous activities. The review provides evidence that the following elements are in place:

- Work scope is accurately and specifically defined.
- Hazards and environmental aspects have been adequately identified and characterized.
- Fieldwork supervision is assigned, as appropriate
- Appropriate controls for the protection of workers, the public, and the environment have been identified and will be implemented during the execution of work.
- Adequate ES&H procedures, emergency response procedures, environmental documentation (NEPA/National Historic Preservation Act [NHPA]), and applicable environmental permits and plans have been developed and will be implemented during execution of work.
- Adequate levels of trained staff and technical support are in place before the start of work.
- Safety systems are operable and maintained according to design specifications and Technical Safety Requirements.

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 29 of 55

- Workers are trained and qualified.
- Workers are afforded opportunities to provide input to the task.
- Worker questions and concerns have been satisfactorily addressed.
- Workers understand Suspend/Stop Work Authority.

Perform Work Safely: MSC-PRO-12115, *Work Management*, details the work management process for initiating, authorizing, performing, and conducting fieldwork within the scope of the MSC. Fieldwork includes repair, replacement or alteration of physical assets or property including rental and other portable powered equipment performed in MSC controlled facilities and equipment, shop fabrication, environmental restoration (ER), and deactivation and decommissioning (D&D) work. MSC performed construction projects are subject to MSC-PRO-12115 to the extent agreed upon through MSC-PRO-8006, *Construction Work Authorization Envelope* (CWAE) or MOU. Work planning and execution requirements for Contracted work activities are developed by the BTR and described in the resulting applicable SOW. When MSA performs a managed task for OHC under the direction of an SOW, the requirements and controls within the SOW are flowed down into the appropriate Work Package. MSC-PRO-12115 does not apply when MSA employees perform fieldwork in MSA facilities/shops for OHC benefit. In these cases, the OHC will provide direction, work package instructions, hazard analysis, and fieldwork supervision.

Applicable MSA work is processed, planned, and conducted consistent with the requirements of MSC-PRO-12115 and includes the following key steps:

- Work requests enter the Plan Work function subsequent to validation.
- A field walk down is performed of the proposed work activity. Includes the FWS, SME, Radiological Control, and workers as appropriate in the walk-down.
- Utilizing MSC-GD-12116, *Work Planning Guide*, prepare the work instruction/document based on the walk-down results. Work Document (WD) styles may be in the form of Planning Required, No Additional Planning Required (NPR), or Minor Work Ticket.
- Conduct a hazards analysis per MSC-PRO-079.
- Review the work activity/package for applicable environmental requirements.
- Incorporate controls from the hazard analysis process into the work instructions (including appropriate radiological controls).
- Schedule the work based on attributes such as priority, risk, milestones, resource availability, etc.
- Release and perform the work:
 - Conduct formal/informal pre-job briefing with the fieldwork team IAW MSC-PRO-14047, *Conducting Pre-Job Briefing and Post-Job Reviews*.
 - Confirm worker training and qualifications are correct and current.
 - Safely perform the work as specified in the approved work package.
- Conduct a post-job review.

Organizations may utilize a Level 3 procedure that meets the intent of and compliment to MSC-PRO-12115 if reviewed and approved by the SME/Technical Authority. The major MSA organizations implement the work planning and control process consistent with MSC-PRO-12115 or approved internal documents as listed below:

- Facility Maintenance M-M-00.01 Work Management
- Water Utilities M-M-00.01 Work Management

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 30 of 55

• Electrical Utilities	UE-A-22.27 Work Management
• Biological Controls	BC-ADMIN-001 Work Management Process
• Motor Carrier Services	MC-ADMIN-001 Work Management Process
• Fleet Maintenance	FS-ADMIN-001 Work Management Process
• Crane and Rigging	MSC-PRO-12115
• Information Management	IM-3301 IM Construction Work Control Process IM-3302 Field Work Control
• Safeguards & Security	OPS-300 Technical Security Work Control Process
• Fire Maintenance	SOP-4.4 Work Management
• HAMMER	HM-FP-01 2.4 Hammer Work Management Process
• WSCF	ASP-315-3.12 WSCF Work Control Process

Line management identifies the scope of work through task orders, service tickets, or other work delivery documents. Line managers are responsible for the safety of workers, environmental conditions, and property within their respective areas of work activity. Line managers ensure that work is performed in accordance with approved instructions, procedures and management direction. Each supervisor, and any other person who immediately directs efforts of a working unit, is responsible and accountable to ensure prevention of injuries to workers under their control.

The MSA ensures that supervision of work activities conducted in the field is adequate and appropriate for the work being performed. MSC-RD-8524, *Field Work Supervision*, provides requirements for training and qualification as well as roles and responsibilities of a Field Work Supervisor (FWS). A FWS is the designated person responsible for safe and productive performance of specifically identified work in accordance with established requirements and approved work procedures. Terms such as "Person-in-Charge (PIC)," "Job Sponsor," "fieldwork supervisor," and other similar terms may be used to identify personnel who actually supervise fieldwork.

Workers, their supervisors, and managers are held accountable for working in compliance with the procedures, whether these procedures are administrative or technical (MSC-POL-PROCEDURE, *Procedure Compliance Expectations*). The formality and degree to which work is directed by procedures or work instruction, and the degree of direct supervision is based on the type and magnitude of the hazards and environmental impacts. Formal rigor also depends on the confidence that the hazards and environmental impacts are well known, confidence in the controls selected, complexity of the work performed, and worker qualifications.

If issues arise during the performance of the work, workers have the responsibility and authority to Stop Work on any specific activity, job, or task when they believe a situation exists that places themselves, their coworkers, or the environment in danger, or when they believe that they have been directed to perform work outside written work scope for the job (MSC-RD-7085, *Safety Responsibilities*, and DOE-0343, *Stop Work Responsibility*)

8.6 Core Function 5: Provide Feedback and Continuous Improvement

Definition: Feedback information on the adequacy of controls is gathered, opportunities for improving the definition and planning of work are identified and implemented, and management and independent oversight is conducted.

MSA uses a variety of feedback and assessment methods to evaluate the adequacy and effectiveness of its processes and to assure continuous improvement in ISMS implementation. Data is collected at the

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 31 of 55

company, service/facility, and activity levels through formal and informal mechanisms. MSA management systems for obtaining feedback include assessments, post-job reviews, work records, lessons learned information, and direct communication with workers.

Provide Feedback and Implement Continuous Improvement: Opportunities for continuous improvement are obtained through worker feedback, management and independent assessments, operating experience/lessons learned bulletins, performance indicator trending/analysis, corrective action management and commitment tracking, causal factor analysis, extent of condition and effectiveness reviews, and inspections by external agencies. Management involvement and review are crucial to successful operation of the feedback and improvement function. Management observation provides an opportunity to directly interact with workers, allows workers a direct path for management feedback, and allows the manager to assess worker knowledge and proficiency.

Line managers promote a work environment that encourages identification and communication of opportunities for improvement (MSC-POL-11388, *Open Door and Zero Tolerance for Retaliation*). Managers ensure that workers understand the need for a feedback and improvement process and that the workers are equipped with the necessary information, tools, and understanding to support this activity. MSC-POL-11388 reaffirms the MSA commitment to zero tolerance for retaliation against employees who raise work-related concerns. Workers, supervisors, and managers continually check the adequacy of work processes, procedures, and equipment, and correct deficiencies when identified. All aspects of the ISMS are subject to continuous improvement through assessment, corrective action, and feedback processes. Feedback and continuous improvement are encouraged at every level and stage of work planning and execution. The comprehensive processes for feedback and improvement are established in MSC-MP-599, *Quality Assurance Program Description*. Workers are encouraged to elevate environmental, safety, health, and quality issues through the chain of command and raise issues at local Employee Zero Accident Council (EZAC) meetings. Concerns raised at EZAC can be addressed at the facility level or forwarded to the monthly PZAC for consideration and resolution (MSC-RD-9982, *Presidents' and Employee Zero Accident Councils*). Concerns can also be entered into facility safety log for resolution by MSA supervision and management.

MSA maintains a confidential Employee Concerns Program (MSC-PRO-410, *Employee Concern Resolution*). The employee's concern can be addressed at the MSC or DOE-RL level. In addition, any employee may generate an Issue Identification Form (IIF), identifying a potential concern into the IIF System. This system is used by MSA to identify, track to closure, and trend significant issues, adverse conditions, and opportunities for improvement. The trend codes imbedded in the IIF software are also used as the tool for trending issues related to performance. This system is described in MSC-PRO-052, *Corrective Action Management*.

Post-job reviews, as described in MSC-PRO-14047, *Conducting Pre-Job Briefings and Post-Job Reviews*, evaluate the entire work planning and execution process and evaluate items such as ESH&Q coordination and support; AJHA completion/implementation; effectiveness of the hazard and environmental impact identification and mitigation; adequacy of the job walk down and work instruction/procedure development; and worker performance. Workers are empowered and expected to provide constructive feedback to management concerning ESH&Q issues and identify opportunities for performance improvement. This interaction between workers and management promotes improvements in safety, work performance and compliance.

MSA receives feedback regarding issues in safety, environmental, and quality performance from various external oversight organizations including DOE-RL, DOE Headquarters, the Defense Nuclear Facility Safety Board (DNFSB), U.S. Environmental Protection Agency (EPA), the Washington State

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 32 of 55

Departments of Ecology and Health, and the Benton County Clean Air Authority. Deficiencies identified by external oversight organizations are managed consistent with MSC-PRO-052, *Corrective Action Management*.

Senior staff uses feedback information resulting from measurements and observations to determine actions to improve work performance. The information originates from numerous sources including worker feedback, management assessments (MSC-PRO-246, *Management Assessment*), independent assessments (MSC-PRO-9662, *Independent Assessment Process*, and MSC-PRO-9769, *Surveillance Process*), the corrective action management process (MSC-PRO-052, *Corrective Action Management*), lessons learned program (MSC-PRO-067, *Operating Experience Program*), safety inspections (MSC-RD-7652, *Safety and Health Inspections*), and external evaluations.

MSC-PRO-24741, *Performance Analysis Process*, is used to analyze and review reportable/non-reportable events. Systematic and repeatable processes are used to review available ESH&Q information, analyze trends, and present recommendations to the executive staff as input into the decision-making process necessary for performance improvement.

MSC-PRO-48298, *Performance Measurement System Procedure*, establishes with DOE-RL a set of company level strategic performance objectives. The objectives have defined measurements flowing down through executive management to lower working levels. The Performance Management System displays results for continuous improvement and analysis using the MSA Executive Dashboard.

The performance measurement system, in conjunction with other performance assessment processes, provides a comprehensive understanding of ISMS effectiveness. Performance indicators are reviewed regularly and adjusted as needed to ensure effective performance monitoring and assessment. MSC-PRO-4294, *Performance Indicator Process*, establishes the requirements for developing and analyzing indicators and for reporting results. Certain indicators are reviewed weekly with senior staff and at the monthly PZAC. Goals for environmental improvement are established through the process described in the Objectives and Targets section of MSC-MP-42081, *Mission Support Alliance Environmental Management System Description*.

The MSA Operating Experience (OE) program represents an important tool for identifying improvement needs. The MSC OE Coordinator screens various sources of information, including the Occurrence Reporting and Processing System, and DOE/contractor publications and enters them into the site database. SMEs assist the OE Coordinator with technical issues and implementation. MSC-PRO-067, *Operating Experience Program*, defines the process for generating/submitted OE/Lessons Learned documents.

MSC-PRO-050, *Managing Employee Performance*, provides general guidelines for managing and assessing employee performance/development. This procedure applies to regular exempt and salaried non-exempt employees. It addresses general guidelines for defining, measuring, and continually improving employee performance, including safety expectations/standards. Reward and recognition programs are established to identify, reinforce, and promote safe and environmentally protective work behavior.

Conduct Management and Independent Oversight: MSA performs independent assessments to measure the adequacy of work performed in complying with applicable requirements, to evaluate service quality, and to promote improvement in processes and activities. These assessments are coordinated with the project through the Integrated Evaluation Plan (IEP). Issues identified from these assessments are managed in accordance with MSC-PRO-052, *Corrective Action Management*.

Integrated Environment, Safety, and Health Management System Description

MSC-MP-599, *Quality Assurance Program Description*, establishes the oversight requirements for performing management and independent assessments/surveillances (MSC-PRO-246, *Management Assessment*; MSC-PRO-9662, *Independent Assessment Process*, MSC-PRO-9769, *Surveillance Process*) to evaluate the adequacy of MSA work activities. MSC-MP-42081, *Mission Support Alliance Environmental Management System*, establishes the requirements for management to routinely review the scope, effectiveness, and suitability of the MSA EMS. Oversight activities are used to determine whether items, programs, processes, systems, or services meet specified requirements and performance expectations.

The identification of areas for improvement, tracking of issues for collective significance, and processing of issues using a graded approach are performed in accordance with MSC-PRO-052, *Corrective Action Management*. In addition to compliance with DOE O 226.1A, *Implementation of Department of Energy Oversight Policy*, MSA conducts its contractor assurance activities in accordance with MSC-MP-29238, *Assurance System Description*.

MSC-POL-21255, *Integrated Assessment Policy*, establishes the MSA expectations for a formal and comprehensive integrated assessment program for the MSA scope of work. This policy establishes the fundamental principle that individuals performing the work are responsible for finding and fixing problems and being engaged in a process of continuous improvement. Assessment teams collect information and evaluate performance by analyzing the results of occurrence reports (MSC-PRO-060, *Reporting Occurrences and Processing Operations Information*), investigations (MSC-PRO-077, *Reporting, Investigating, and Managing Health, Safety, and Property/Vehicle Events*), and critiques (MSC-PRO-058, *Event Initial Investigation and Critique Process*).

Line managers are assigned responsibility for the identification, categorization, and notification of occurrences. These activities include performance of formal investigations, including those related to Price-Anderson Amendment Act (PAAA) and Worker Safety and Health Program (10CFR851) non-compliances, and preparing, disseminating, and using lessons learned information. This is performed in accordance with MSC-PRO-2243, *Identification, Reporting, and Tracking of Nuclear Safety and Worker Safety and Health Requirement Noncompliance and PAAA/851 Enforcement Activities*.

8.7 ISMS Guiding Principles

The Guiding Principles (GPs) are the fundamental ISMS aspects that guide MSA actions from the development of safety directives to the performance of work. For environmental functions, implementation of the ISMS Core Functions and Guiding Principles is integrated throughout MSC-MP-42081, *MSA Environmental Management System Description*.

8.8 Guiding Principle 1: Line Management Responsibility for Safety

Definition: Line management is directly responsible for the protection of the public, the workers, and the environment.

Implementation: MSC-POL-5053, *Mission Support Alliance Policy for Environment, Safety, Health, and Quality* states: “Line Management is responsible for the safe and efficient conduct of work to ensure protection of the public, the workers, and the environment.” It is also discussed in MSC-RD-7085, *Safety Responsibilities*. This MSC-MP-003, *Integrated Environment, Safety and Health Management System Description*, and the MSC-MP-42081, *Mission Support Alliance Environmental Management System*

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 34 of 55

Description, in conjunction with the MSC-MP-42374, *Mission Support Contract Project Execution Plan*, are the primary mechanisms that implement Guiding Principle 1 at all levels within the company.

When conducting work for OHC, the MSA pays special attention to line management responsibility for safety at the service/facility level of the company. These requirements are addressed in MSC-PRO-45821, *MSA Inter-contractor Work Order Process*, MSC-PRO-106, *Requests for Services*, MSC-MP-47124, *Inter-Contractor Work Control*, and MSC-PRO-186, *Statements of Work*.

The MSA conducts its service work activities consistent with its Integrated Safety Management (ISM) approach. MSA service work will only be performed when a well defined scope of work is provided by the requestor and accepted by the MSA. Minimum elements in the work scope will be the identification of who is in charge of the work and roles, responsibility, accountability, and authority (R2A2), and ESH&Q responsibilities. Task orders and general site services will similarly have these elements defined in advance of work authorization and performance. Work will be properly approved and authorized.

MSA service work can be of various types and occurs in both nuclear and non-nuclear facilities. The primary criteria for determining line management responsibility are listed below:

1. The facility landlord is the responsible party for work in their facility boundaries and within their authorization agreements.
2. Clear roles and responsibilities for ESH&Q and reporting responsibilities are to be provided in detailed Statements of Work (SOW), which govern the work activity.
3. For those events occurring outside established facility boundaries (e.g. 600 Area), the Contractor who has direct control of the specific work activity shall be defined as the facility manager and will have line management responsibility for safety.

Many MSA procedures implementing ISMS clearly demonstrate the line management responsibilities for safety at all levels within the company, particularly at the activity level. As examples, line managers perform the role as fieldwork supervisors, sign and approve safety-related permits, lead the preparation of work documents and work packages including the hazard analysis, lead daily pre-job briefings, and resolve safety issues with the workforce whenever stop work responsibility has been exercised. Some examples of MSA procedures that further establish line management responsibility for safety are:

- MSC-RD-8524, *Field Work Supervision*
- MSC-PRO-14047, *Conducting Pre-Job Briefings and Post-Job Reviews*
- MSC-RD-7085, *Safety Responsibilities*
- MSC-RD-10743, *Safety Communications*
- MSC-RD-12524, *Escorting*

8.9 Guiding Principle 2: Clear Roles and Responsibilities

Definition: Clear and unambiguous lines of authority and responsibility for ensuring safety shall be established and maintained at all organizational levels.

Implementation: A listing of ISMS Roles and Responsibilities (R&Rs) is presented in Appendix 1 for Core Functions and in Appendix 2 for Guiding Principles.

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 35 of 55

MSC-RD-7085, *Safety Responsibilities*, provides the following summary of MSA management's responsibility for safety:

- MSA is required to provide a place of employment that is free from recognized hazards that are causing or have the potential to cause death or serious physical harm to workers.
- MSA is required to provide the financial resources; personnel resources shall be provided to ensure the maintenance of appropriate levels of worker protection.
- MSA provides mechanisms to involve workers and their elected representatives in the development of the worker safety and health program goals, objectives, and performance measures and in the identification and control of hazards in the workplace.
- Worker involvement shall be maintained in the following activities, as they apply to the function of the organization:
 - ESH&Q policy, guidance, and procedure development
 - Worksite inspections and assessments
 - Safety meeting and committee functions
 - Safety, health and environmental policy development
 - Pre-job briefings/Post-job reviews
 - Resolution of safety and environmental concerns
 - Accident/near miss investigation and corrective action planning
- The workforce shall be empowered with the requisite authority and resources to meet their assigned responsibilities.
- Workers are required to be properly trained and qualified for the job assigned to them. Employee training and qualifications are meant to ensure the employees have the capability to perform work safely.
- Workers shall be made aware of the safety requirements and responsibilities for which they are held accountable.
- Employee physical limitations and medical work restrictions shall be considered in assignment of tasks.
- Employees shall promptly notify management of events or conditions that could have an adverse effect on worker safety. Wherever possible, the unsafe act/condition observed shall be immediately corrected.

MSA higher tier policies, plans, programs, and procedures identify specific roles and responsibilities for the safe execution of work. The person performing specific work steps is listed within the documents. MSA-IMP-00001, *Hanford Site Interface Management Plan*, also establishes contractor roles and responsibilities by defining scopes of work and identifying responsibilities for safety according to set criteria.

The MSC-MP-42374, *Mission Support Contract Project Execution Plan*, is another mechanism for describing the specific organizations and methods for implementing requirements described in Section C, "Statement of Work" of the contract. Organizational business and support roles and responsibilities are included in that document. Specific roles and responsibilities of the President, Vice Presidents, their direct report managers, and workers are included in Appendix 1 and Appendix 2.

Organization Charters (<http://msc.rl.gov/rapidweb/MSCDOL/dol/search.cfm>) further discuss the role each organization plays in accomplishing the work scope and presents responsibilities of each management tier.

Integrated Environment, Safety, and Health Management System Description

8.10 Guiding Principle 3: Competence Commensurate with Responsibilities

Definition: Personnel shall possess the experience, knowledge, skills, and abilities that are necessary to discharge their responsibilities.

Implementation: This Guiding Principle is accomplished through a five-tier process:

- Annual budget planning
- Job postings through the Human Resources office.
- Annual performance objectives for each non-bargaining unit employee
- Employee Job Task Analysis
- Training

The MSA expects all workers to be competent commensurate with responsibilities for work assignments. The MSA processes ensure employees or subcontracted personnel meet this expectation for all assigned activities. Line management and Human Resources partner to secure the needed personnel with the appropriate skills to perform the work. MSC-PRO-021, *Obtaining Personnel Resources*, outlines the process for obtaining, procuring, or hiring personnel and/or the reassignment of non-bargaining unit employees. Reassignment of bargaining unit personnel is accomplished per the applicable labor agreement contract. Each non-bargaining unit position description summarizes the required skills, abilities, scope, knowledge and experience necessary for the particular job. These requirements are identified for every open position and Human Resources verifies that candidates meet all minimum standards prior to hiring. Once a non-bargaining unit employee fills an open position, the manager provides the employee with specific objectives necessary for performing that job at the beginning of each performance management year.

Following selection of personnel, line management submits an Employee Job Task Analysis (EJTA) to the medical provider in accordance with MSC-RD-11058, *Occupational Medical Qualification and Monitoring* for selected personnel. The completed EJTA is based on the employee's job duties/scope of work and results in the assignment of medical monitoring, as required. Once an EJTA is established, line management is responsible to ensure the EJTA is updated whenever essential job functions, physical job requirements change or additional medical qualifications are identified.

In addition to the EJTA, line management is responsible for developing a training plan for each employee in accordance with MSC-PRO-164, *Integrated Training Electronic Matrix (ITEM)*. The training plan is based on the job duties/scope of work for the position and information from the EJTA. Training program descriptions developed in accordance with MSC-PRO-175, *Training Program Descriptions and the Training Selection Tool (TST)* provide guidance to line management in identifying training for personnel. In cases where personnel have experience or previous training that is equivalent to the training courses provided by the MSA, a training equivalency is processed in accordance with MSC-PRO-179, *Obtaining Training Equivalencies, Waivers, and Extensions*. Once training plans are established, line management monitors the status of training plans and is responsible for ensuring employees are trained and remain proficient for assigned work.

There are several tools available to line management for ensuring personnel are trained and qualified for assigned work. ITEM reports provide current training status of employees and are used to identify scheduling of personnel into required training courses. The Hanford Site Worker Eligibility Tool (HSWET) provides information relative to which workers meet both the training and medical clearance requirements for a specified work activity. The Worker Authorization Matrix (WAM) is a tool that interfaces with the Job Control System (JCS) to produce reports as part of work packages indicating

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 37 of 55

which workers meet the training requirements for the work. All of these tools assist line management to meet the requirements of MSC-PRO-12115, *Work Management* and MSC-PRO-14047, *Conducting Pre-job Briefings and Post-job Reviews* to ensure personnel are trained and qualified prior to work assignments.

For subcontractors, competence commensurate with responsibilities is validated as part of the selection process. For staff augmentation subcontractors, the responsible manager determines the necessary training and qualifications for the subcontractor to effectively execute their work in accordance with applicable processes and procedures. For subcontracted work activities, line management ensures personnel are trained and understand their roles in performing the activity in accordance with MSC-RD-14988, *Project Management Requirements*.

Only trained and qualified workers are assigned to perform work within the MSA and for OHC. MSA worker competence is continually evaluated and reviewed by their fieldwork supervisor or line managers through periodic observations of work performance. If there are concerns or problems relative to worker performance, management is responsible for any necessary corrective actions, to include counseling or re-training.

Line management receives feedback from personnel via post-job review's, management assessments and training evaluations to confirm training programs meet the needs of employees.

8.11 Guiding Principle 4: Balanced Priorities

Definition: Resources shall be effectively allocated to address safety, programmatic, and operational considerations. Protecting the public, the workers, and the environment shall be a priority whenever activities are planned and performed.

Implementation: Priorities are balanced at the company level by implementing criteria in the MSC-MP-42374, *Mission Support Contract Project Execution Plan (PEP)*; MSC-MP-42374, Attachment B, *Project Controls System Description*. Resources are allocated effectively to address ESH&Q, programmatic, and operational considerations.

Protecting human health and the environment is a top priority whenever MSA plans and performs work. The PEP establishes the methods for ensuring a proper balance among competing priorities of the organization (e.g., budget, schedule, safety, quality). These include processes for reconciling internal and external conflicts, managing change control, and ensuring a balance in resource allocation. The goal is to define work and allocate resources so that work is performed safely and contributes to the accomplishment of the DOE mission.

At the Activity level, work control centers use a graded approach to schedule and perform work per MSC-PRO-259, *Graded Approach*. A graded approach assures that the proper allocation of ESH&Q resources (involvement) and actions for planning and approving maintenance activities are commensurate with the relative importance of quality and safety.

8.12 Guiding Principle 5: Identification of ES&H Standards and Requirements

Definition: Before work is performed, the associated hazards shall be evaluated and an agreed-upon set of safety standards and requirements shall be established which, if properly implemented, will provide adequate assurance that the public, the workers, and the environment are protected from adverse consequences.

Integrated Environment, Safety, and Health Management System Description

Implementation: MSA implements this Guiding Principle through the use of management plans, requirements documents, practices (PRACS), and procedures. The requirements, established in the contract, are identified and flow-down into the appropriate implementing document. The implementing document provides assurance that work will be performed safely and the public and environment will be protected. The MSA Technical Authority (TA) and Subject Matter Experts (SME) ensure the applicable Level I, II, III and activity specific documents reflect the appropriate requirements consistent with the contract.

Specific requirements for subcontractors are specified in MSC-PRO-123, *Requesting Materials and Services*, MSC-PRO-186, *Statements of Work*, and MSC-RD-10320, *MSC Acquisition System Requirements*. These documents require requests for services to identify ESH&Q standards and requirements commensurate with the hazards associated with the scope of work.

The Buyer's Technical Representative (BTR), per MSC-PRO-192, *Buyer's Technical Representative Assignment and Duties*, and the line manager responsible for the subcontracted work scope, are required to identify the ESH&Q requirements applicable to the subcontractor.

8.13 Guiding Principle 6: Hazard Controls Tailored to Work Being Performed

Definition: Engineering/administrative controls to prevent and mitigate hazards shall be tailored to the work being performed and associated hazards.

Implementation: Engineering/administrative controls, and personal protective equipment are defined based on the scope/environment of the work and associated hazards. MSC-PRO-45009, *Personal Protective Equipment*, specifies that the hierarchy of controls include (1) substitution of work practices such that the hazard does not exist, (2) engineering controls to eliminate or mitigate the hazard, (3) administrative controls to mitigate the potential for persons to come in contact with the hazard, and (4) use of personal protective equipment (PPE).

Controls to prevent and mitigate hazards are tailored to the work being performed. MSA applies a graded approach to individual work activities based on risk and complexity to implement safe, environmentally protective, and cost-effective operations as discussed in MSC-MP-599, *Quality Assurance Program Description*.

Controls are defined and tailored using MSC-PRO-079, *Job Hazard Analysis*, and MSC-GD-17132, *Automated Job Hazard Analysis Process Guide*. The work planning process defined in MSC-PRO-12115, *Work Management*, and in MSC-GD-12116, *Work Planning Guide*, considers the nature of the task to determine the proper balance of work planning, work instructions, worker supervision, and craft skills. Once risk and complexity of the task have been defined, facility/program history and worker experience are considered to establish a set of controls and facility job authorization requirements.

8.14 Guiding Principle 7: Operations Authorization

Definition: The conditions and requirements to be satisfied for operations to be initiated and conducted shall be clearly established and agreed-upon.

Implementation: MSC-MP-42374, Attachment B, *Project Control System Description*, defines how project organizations and Cost Account Managers (CAMs) receive the authority to conduct work. The flow-down of WBS elements (scope, planning, scheduling, budget, cost accumulation, and work

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 39 of 55

authorization) is finalized when a Work Authorization Document at the control account level of the project is issued.

MSC-PRO-31463, *Work Authorization*, defines the MSA Work Authorization process. MSC-PRO-8006, *Construction Work Authorization Envelope (CWAE)*, applies to construction subcontractors. The purpose of a Construction Work Authorization Envelope (CWAE) is to serve as a memorandum of understanding, or organizational interface agreement between the performing organization (e.g., MSA) and the project or facility that maintains responsibility for the footprint of the work to be performed. The project, sub-project, or activity-specific CWAE agreement, defines the scope of work and project/facility interface responsibilities for the coordination of work in an operating facility. This agreement also summarizes the facility (e.g., safety basis and facility work control) and project (e.g., contractor's contract with MSC) requirements for work control and release of work (e.g., construction forces) within an operating facility. Work for OHC is based on Memorandum of Agreement (MOA) for the Performance and Payment of Services with the MSA. The MOA describes the interfaces from requesting services through completion of service work under either party's prime contract with the DOE. Work is requested from the MSA using a work authorization document and includes the minimum information required for work definition, cost, estimating, and acceptance. The work authorization document also contains a detailed Statement of Work (SOW) and addresses the following:

- Period of Performance
- Authorized funded value
- Detailed work scope description
- Deliverables
- Milestones and reporting requirements
- Specific quality assurance (QA), safety, technical, and/or other unique requirements pertaining to the SOW, including compliance to specific terms and conditions in the parties to the prime contract.

Requests are reviewed for completeness and a determination is made if the request is within the MSC work scope. Estimates, if required, are prepared and communicated to the requesting party. MSA is responsible for ensuring that work is performed in accordance with SOW requirements, within the scheduled period of performance, pursuant to any special terms and conditions set forth in the individual work authorization document, and that the work can be completed safely for the amount authorized.

When MSA performs work for OHC in their nuclear facilities, Operations Authorization is executed in accordance with MSC-MP-41930, *Nuclear Safety Protocol*. The other Hanford contractor designs, maintains, and operates the nuclear facility, and establishes the work control system and nuclear safety management requirements for the facility. Work is released in accordance with OHC processes. When MSA performs work for OHC in non-nuclear facilities (i.e.: general purpose facilities), MSA management coordinates with the OHC, complies with their work control processes, including work authorization, work release, entry/exit controls, required training, and then performs work within controls. MSA ensures work is properly released through the OHC work control process prior to performing the work. OHC management may provide documented delegation to the MSA for performing certain work control responsibilities, such as development of work documents and releasing work for these facilities. MSA releases work in accordance with approved work control processes (MSC-PRO-12115), and only properly released work may be performed.

Integrated Environment, Safety, and Health Management System Description

8.15 Guiding Principle 8: Worker Involvement

Definition: Workers are actively involved in performing work safely, including planning, hazard and environmental impact identification and analysis, communication of hazards and applicable controls, implementation of controls, and pre-job and post-job reviews.

Implementation: MSA understands that involvement of employees is key to success as a company. Worker involvement improves the safety and quality of service to MSA customers. MSC-POL-4361, *MSA Expectations for Worker Involvement*, recognizes that MSA employees play a vital role in creating and maintaining an environment of active participation, teamwork, and continuous improvement. MSA projects and support organizations encourage active employee involvement at all levels of operations. Involvement, such as that exercised within the framework of the Voluntary Protection Program, remains an essential element in the planning and execution of work for long-term success of MSA goals and objectives.

MSA applies a team approach that encourages early worker involvement including Enhanced Work Planning as discussed in MSC-GD-12116, *Work Planning Guide*, Appendix H, *Enhanced Work Planning Guidance*. Workers are involved actively in preparing work, including planning, hazard and environmental impact identification and analysis, communication of hazards and controls, implementation of controls, and pre-job and post-job reviews. This direct involvement by workers helps assure their knowledge and experience are shared, work efficiency is enhanced, and work is performed safely. Each worker has the right, responsibility, and authority to report unsafe or environmentally unsound conditions or practices and stop work without fear of reprisal (DOE-0343, *Stop Work Responsibility*).

8.16 Guiding Principle 9: Senior Management Involvement

Definition: Senior management is engaged actively in the implementation and improvement of the ISMS.

Implementation: It is an expectation (documented in all MSA manager's Performance Appraisals) of the MSA President that all MSA Managers routinely engage in discussions with the workforce, proactively solicit their opinions, develop a partnering relationship with the HAMTC and HGU Safety Representatives, and provide staff and funding support to worker participation in ISMS/VPP working groups/reviews/conferences and other ESH&Q related activities. Each manager is expected to support both local safety committee's (Employee Zero Accident Committee's - EZAC's) and the Presidents Zero Accident Committee (PZAC). Frequent attendance and engagement of Management at EZAC meetings is expected, and VP attendance at all the PZAC meetings is required per MSC-RD-9982, *Presidents' and Employee Zero Accident Councils*.

Senior management regularly evaluates work performance, which includes the effectiveness of ISMS implementation. This is accomplished by senior management conducting field visits and interactions with workers, holding discussions with HAMTC/HGU Safety Reps and SH&Q-assigned safety professionals, and performing informal/formal self assessments. Management monitors Contractor Assurance System (CAS) metrics and intervenes when corrective actions are necessary to ensure high levels of performance. These actions may require the need for changes to policy, objectives, and other elements of the ISMS to accommodate worker, management, and independent assessment results, changing circumstances, and the commitment to continuous improvement. In addition, an Executive Safety Review Board (ESRB) has been established to oversee and monitor the effectiveness of programs and processes associated with MSA Functional Areas, QA Program, ISMS/EMS activities and the Price-Anderson Amendments Act (PAAA)/Worker Safety and Health (WSH) program and to review the Contractor Assurance System performance.

Integrated Environment, Safety, and Health Management System Description

A key expectation in MSC-POL-5053, *Mission Support Alliance Policy for Environment, Safety, Health and Quality*, is that the senior management team is frequently in the field.

Integrated Environment, Safety, and Health Management System Description

Appendix 1. Roles and Responsibilities for Core Functions

ISMS Core Functions provide the necessary structure for work activities that could potentially affect the public, the worker, and the environment. The functions are applied as a continuous cycle with the degree of rigor appropriate to address the type of work activity and the hazards involved.

Core Function #1: Define Scope of Work		
<p><u>President/Chief Op Officer</u> Identify and assign the contracted work scope to the appropriate Mission Vice President</p>	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Identify and allocate appropriate resources sufficient to perform the task • Assure missions are communicated to employees • Set and communicate expectations for performance of the work in a safe and compliant manner • Identify and assign discrete tasks to qualified employees on a prioritized basis 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Participate in Pre-Job meetings to provide technical expertise to the work plan/instruction • Communicate improvements
Core Function #2: Identify and Analyze Hazards		
<p><u>President/Chief Op Officer</u> Ensure hazards and risks within the contracted scope of work are identified and control is assigned to the appropriate Mission Vice President</p>	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Identify hazards within assigned work scope • Analyze those hazards, and categorize them with regard to potential harm to the worker, public, or environment • Communicate the hazards to the appropriate personnel • Hold personnel accountable to being knowledgeable of the hazard 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Communicate information on any hazard not identified in a pre-evolution meeting • Communicate hazard to any co-worker not familiar with the job scope/work area • Provide technical expertise on any known requirement not previously communicated

Integrated Environment, Safety, and Health Management System Description

Core Function #3: Analyze and Implement Hazard and Environmental Controls		
<p><u>President/Chief Op Officer</u> Assign and hold the appropriate Mission Vice President accountable for the developing controls to their specific hazard set</p>	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Identify and define applicable standards and requirements associated with assigned work scope • When necessary, communicate with other Hanford contractor management to ensure all known hazards are identified and controls are established and communicated • Identify and establish controls to prevent/mitigate all hazards and risks associated with work • Establish criteria and safety envelope for successful completion of discrete tasks • Implement controls to ensure safe completion of each task 	<p><u>Worker</u> Implement any controls identified in the Pre-job, work plan, job ticket</p>
Core Function #4: Perform Work within Controls		
<p><u>President/Chief Op Officer</u> Once assigned, track completion of mission objectives and work scope for each Mission Vice President</p>	<p><u>VP/Manager</u></p> <ul style="list-style-type: none"> • Assign competent personnel to task • Verify safe working conditions exist • Authorize performance and completion of task • Frequently observe performance of work activities • Hold individuals accountable for working within the established standards, requirements, and hazard controls 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • STOP WORK if unknown conditions or issue become apparent • Perform work within established controls by following permits and procedures
Core Function #5: Provide Feedback and Continuous Improvement		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Report status of work completion to customer • Examine current organizations and processes and Identify improvements to be made • Communicate improvement opportunities to customer and Mission Vice Presidents 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Evaluate work performance • Evaluate adequacy of controls from employees/customer • Identify opportunities to improve the safety envelope within which the task was completed • Ensure line and independent oversight is conducted regarding the definition and planning of the next iteration • Identify and report on and enforce any regulatory deficiency or other issue if necessary • Conduct/participate in post-job reviews 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Communicate an issue or improvement discovered during the latest evolution • Participate in post-job reviews

Integrated Environment, Safety, and Health Management System Description

Appendix 2. Roles and Responsibilities for Guiding Principles

Guiding Principle #1: <i>Line Management Responsibility for Safety</i>		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Establishes and approves the ESH&Q and EMS Policies • Champions ISMS Implementation across all organizational lines • Defines and conveys the lines of authority across all management levels within the organization structure • Establishes and conveys ESH&Q expectations for all levels of management • Holds management accountable for these expectations 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Communicate the ESH&Q and EMS Policies to all employees • Responsible for ISMS implementation across all his/her organization • Establishes and conveys ESH&Q expectations for all employees • Holds management accountable for these expectations 	<p><u>Worker</u> N/A</p>
Guiding Principle #2: <i>Clear Roles and Responsibilities</i>		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Establishes the company organization structure to support the implementation of ISMS methodology • Identifies and assigns discrete contract work scope to each Mission Vice President • Identifies and establishes each Mission Vice President's responsibilities under their work scope • Establishes performance expectations and accountabilities for each Mission Vice President 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Identifies and establishes sub-tier organizations to support implementation of ISMS • Ensures work is not authorized or performed unless a SOW or Task order fully describes who is in charge of the work, and clear ESH&Q and reporting responsibilities are established. • Assigns discrete work scope through subordinate management to employees • Identifies each employee's responsibilities under that work scope • Establishes performance expectations and accountabilities for all employees 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Comply with Code of Conduct • Work Safely and in an eco-friendly manner • STOP WORK if necessary.

Integrated Environment, Safety, and Health Management System Description

Guiding Principle #3: Competence Commensurate with Responsibilities		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> Evaluates contract work scope to determine what competence is necessary for each discrete task/mission Evaluates education and experience of identified “Key Person”, and selects best candidate Determines and establishes continuing mentoring/training experiences to improve Mission Vice President’s performance 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> Evaluates work scope and determines needed personnel resources Coordinates with other Vice Presidents/Managers to establish number and type of personnel resource needed to accomplish work scope Evaluates identified candidates education and experience in performing available work scope Identifies employee weaknesses, and assigns appropriate training/reading/stretch assignments 	<p><u>Worker</u></p> <ul style="list-style-type: none"> Successfully attend/complete any assigned training Maintain any certification/qualification Exercise your technical expertise in the field
Guiding Principle #4: <i>Balanced Priorities</i>		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> Reviews contracted/negotiated priorities, customer expectations, and establishes the company’s priorities for protection of the worker, public, and environment Evaluates and assigns priority to incoming direction from the customer Assigns priorities to appropriate Mission Vice President Identifies milestones and tracks priority to completion Realigns priorities when new requirement or direction is received. 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> Reviews and accepts assigned priority Coordinates with other Vice Presidents/Managers to align resources correctly with the stated priorities Provides resources to other Vice Presidents as required Assign work within organization on a priority basis Tracks milestones to completion Accepts realigned priorities, and realigns resources accordingly 	<p><u>Worker</u></p> <p>* Provide input to priorities from a worker perspective</p>

Integrated Environment, Safety, and Health Management System Description

<i>Guiding Principle #5: Identification of ES&H Standards and Requirements</i>		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Reviews contracted work scope and identifies safety standards and requirements to assure the public, worker, and environment are protected from adverse impacts • Sets the expectation that all work will be conducted within the bounds of safety standards and requirements • Assigns responsibility for implementing requirements to Mission Vice Presidents • Holds Mission Vice Presidents accountable for implementation 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Identify and maintain requirements specific to assigned area • Identify any new requirement within assigned work scope • Communicate existing and new requirements to personnel in organization • Drive the expectation that all work will be conducted within the bounds of standards and requirements • Identify and assign specific requirements to subcontractors • Hold personnel and subcontractors accountable for the use of standards and requirements in the performance of work 	<p><u>Worker</u></p> <p>Assist in identification of any requirement NOT previously accounted for during planning</p>
<i>Guiding Principle #6: Hazard Controls Tailored to Work Being Performed</i>		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Cause the review of the contracted work scope to identify potential hazards/risk to the public, worker, or environment • Establish and assign ownership of hazards and risk to the appropriate Mission Vice President • Hold assigned Mission Vice President accountable for mitigation of hazards and risks 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Identify potential hazards/risk within area of responsibility • Establish and maintain systems to identify and control hazards and risk • Apply Human performance principles to identify hazards and controls prior to work being performed • Coordinate with OHC to ensure hazards are identified, and proper controls are established • Communicate hazards to employees and subcontractors • Identify and track lapses in hazard control and risk management • Communicate lapses to employees • Hold personnel and sub contractors accountable for performing work within requirements, standards, and controls 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Participate in identification of potential hazards/risks • Participate in improvement activities • Assist in the analysis of hazards

Integrated Environment, Safety, and Health Management System Description

Guiding Principle #7 Operations Authorization		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Review contracted work scope to determine the set of criteria under which work can be conducted in a safe and environmentally sound manner • Communicate criteria to Mission Vice Presidents • Hold Vice Presidents accountable to the criteria 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Identify the set of conditions and requirements under which work is conducted within assigned work scope • Communicate criteria to the employees • Establish processes for conducting work within the authorized set of conditions • Identify, track, and report circumstances where the conditions or requirements for successful operations failed, or were successful • Communicate successes and failures to all appropriate employees • Hold employees accountable to work within authorized conditions and requirements 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Await authorization of work release prior to starting work • Read and understand authorization
Guiding Principle #8: Worker Involvement		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Comply with HAMTC and other Labor agreements • Establish regular meetings/communications with Union executives • Establish forums for engaging workers and Union employees • Proactively garner Union and worker input to MSA policies, and other high level MSA guidance documents. • Foster the company safety culture by establishing and regularly attending employee safety committees • Frequently visit MSA work sites to observe work, obtain worker feedback, and provide MSA leadership perspectives. • Establish relationships and routine meetings with Union Stewards and Union Safety Representatives. • Establish funding for safety awards and other employee morale efforts 	<p><u>VP/Managers</u></p> <ul style="list-style-type: none"> • Comply with established labor agreements • Frequently visit MSA work sites to observe work, obtain worker feedback, and provide MSA leadership perspectives. • Establish forums for engaging workers and Union employees • Proactively gather worker and union input and incorporate worker and Union input/suggestions as appropriate, and/or explain why input/suggestions cannot be incorporated. • Establish relationships and routine meetings with Union Stewards and Union safety Representatives • Regularly attend established safety meetings • Implement MSA Safety Policies and programs • Regularly evaluate suggestions, safety log entries, employee feedback from various meetings • Provide for Safety awards and other employee morale efforts 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Provide technical expertise in identifying and analyzing hazards • Participate in company safety meetings and other forums to provide worker input • Establish a working relationship with your supervisor • Provide suggestions, and feedback to management on improving conditions and performance

Integrated Environment, Safety, and Health Management System Description

Guiding Principle #9: Senior Management Involvement		
<p><u>President/Chief Op Officer</u></p> <ul style="list-style-type: none"> • Set expectations for visibility in the field and management by walking around • Articulate support for the MSA ISMS, EMS, VPP, EWP and HPI programs/initiatives and set a leadership expectation of Mission Vice Presidents' support to these activities • Frequently visit fieldwork locations and engage workers and Union employees in dialogue on improvements that can be made to service safety and delivery • Develop relationships with Union leadership and the Union safety Representatives • Establish and execute "open door" policies for workers and Union members • Participate in employee recognition events • Participate in community events, fundraisers, charity events • Be a "Good corporate citizen" in the local cities • Attend EMS Management Reviews 	<p><u>VP / Managers</u></p> <ul style="list-style-type: none"> • Establish and be present at employee recognition events • Be visibility in the field, participate in employee sponsored events, and manage by walking around • Routinely visit fieldwork locations and engage workers and Union employees in dialogue on improvements that can be made to service safety and delivery • Establish and execute "open door" policies for workers and Union members • Develop relationships with Union Stewards and the Union safety Representatives • Call upon workers and Union members for input to Mission Vice President's policies, procedures and work activities • Demonstrate support for the MSA ISMS, EMS, VPP, EWP, and HPI programs/initiatives both verbally and by the supplying of resources to support these initiatives as appropriate; Improve employee communications within your own groups • Attend EMS Management Review 	<p><u>Worker</u></p> <ul style="list-style-type: none"> • Provide input to MSA leadership and management on opportunities to improve safety, EMS, and environmental performance and service delivery • Attend Environmental Management Review

Integrated Environment, Safety, and Health Management System Description

Appendix 3. Document Type Criteria

(In accordance with MSC-PRO-604, *Controlled Information Numbering System*)

Document Type	Description
<p>Policy MSC-POL-XXXX</p> <p>NOTE: <i>Older policies may have a different numbering scheme-</i></p>	<p>Policies are guiding principles that influence or determine decisions or actions. They present a broad statement of values, principles and acceptable business practices. Policies have the following characteristics:</p> <ul style="list-style-type: none"> • A policy is typically one page or less • A policy is approved by the President (Level 1 and 2) or by the responsible Vice President (Level 3) • The policy is written in the present tense, active voice, stating the policy in terms of management's expectations
<p>Management Directive MSC-MD-XXXX</p>	<p>A Management Directive (MD) conveys or communicates temporary direction. Management Directives shall have the following characteristics:</p> <ul style="list-style-type: none"> • The maximum duration of a MD is 90 calendar days • MDs are reviewed only by identified Senior Staff • Level 1 and 2 MDs are approved by the President's Office • Level 3 MDs are approved by the responsible Vice President
<p>Management Plan MSC-MP-XXXX</p> <p>MSA Management Plans are limited to Level 1 and 2 documents.</p> <p>Level 3 management plans previously identified with MSC-MP-xxxx control numbers will retain those numbers through future revisions. New Level 3 management plans are identified with the MSC-xxxx control numbers in accordance with MSC-PRO-604.</p>	<p>A Management Plan (MP) presents a program or system description. Management Plan content varies according to area covered and may have but is not limited to the following characteristics:</p> <ul style="list-style-type: none"> • Provide the definition and scope of the plan. Identify any regulatory or contractual drivers • Describe the activities for each major function of the program or system • Describe the pertinent roles and responsibilities required to accomplish the program or plan described in the executive summary • Identify the interfaces within the program and with other programs, organizations, and documents • Generate a list of deliverables, as applicable, with enough specificity that members of the organization understand what completion of the program or project looks like • Contain linkages to implementing MSA Documents or Project procedures (i.e., ISMS implementing mechanisms)
<p>Requirements Document MSC-RD-XXXX</p>	<p>Requirements Documents (RD) convey requirements imposed through the MSC or adopted by senior management. Requirements documents present the requirements for compliance, but do not define the implementing processes. RDs have the following characteristics:</p> <ul style="list-style-type: none"> • List requirements, their source reference(s) (or business practice), categorization of requirement (verbatim, interpreted, or self-imposed). • Requirements sources should be identified to the level that traceability is readily apparent between the requirement and the source language.

Integrated Environment, Safety, and Health Management System Description

MSC-MP-003, Rev. 3

Effective Date: November 2, 2011

Page 50 of 55

Document Type	Description
Procedures MSC-PRO-XXXX	A procedure presents a series of steps to be followed in a regular, definite order to accomplish work. The following are procedure types:
<ul style="list-style-type: none"> • Technical Procedure Project/ Facility approved specific designation 	<p>Technical Procedures describe how to accomplish the tasks to perform work for an authorized activity (e.g. facility, process, transportation). Technical Procedures include but are not limited to start-up/shutdown, operations, maintenance, surveillance, and laboratory analysis. Technical Procedures satisfy the functions and requirements of authorized operation.</p> <p>Technical Procedures are clearly identified as either continuous (step-by-step) or reference use (general intent)</p>
<ul style="list-style-type: none"> • Management Control Procedure 	Management Control Procedures define the communication and coordination activities necessary to carry out a projector facility technical programs. These procedures describe the processes to be followed to ensure that of the various functions are effectively integrated and that the requirements are applied appropriately throughout the projector facility lifetime
<ul style="list-style-type: none"> • Business Administration Procedure 	Business Administration Procedures are used to define administrative processes for managing personnel, funds, and programs where safety or mission is not directly impacted.
Practice MSC-PRAC-XXXXX	A document used by construction forces to perform specific tasks. These documents describe the processes to be followed to ensure safe, efficient, consistent results.
Guidance Document MSC-GD-XXXX	A Guidance Document (GD) expresses an acceptable method for performing a task or process or provides information that may assist in accomplishing work, such as checklists, style guides, graphical aides and hand. Guidance Documents containing processes are formatted using the "Procedure" template.
Other	Documents listed in the " Other " category are "virtual manuals" - an electronic binder of information on a particular subject, or are documents that are not currently placed in any of the above categories. Documents placed in this category are documents having unique contractual requirements or required content and format driven by external sources and therefore do not fit in any of the above categories. These documents are processed on an exception basis only. Some documents in this category are not controlled by MSA but just posted by them after approved.

Integrated Environment, Safety, and Health Management System Description

Appendix 4. ISMS “Implementing Mechanisms” for Core Functions and Guiding Principles

Core Function 1: Define the Scope of Work	
<p>DE-AC06-09RL14728, <i>Mission Support Contract</i> MSA-IMP-00001, <i>Hanford Site Interface Management Plan</i> MSC-MP-42374, <i>MSC Project Execution Plan</i> MSC-RD-10320, <i>MSC Acquisition System Requirements</i> MSC-PRO-186, <i>Statements of Work</i> MSC-PRO-192-<i>Buyer’s Technical Representative Assignment and Duties</i> MSC-POL-36200, <i>Fire Protection Program Policy</i> MSC-PRO-585, <i>Cost Estimating</i> MSC-PRO-519, <i>Scheduling</i> MSC-RD-17913, <i>Work Breakdown Structure and Coding Requirements</i></p>	<p>MSC-PRO-12115, <i>Work Management</i> MSC-POL-5053, <i>Mission Support Alliance Policy for Environment, Safety, Health, and Quality</i> MSC-POL-5054, <i>Mission Support Alliance Environmental Policy</i> MSC-PRO-18477, <i>Baseline Change Management Process</i> MSC-PRO-428, <i>Technical Baseline Management</i> MSC-PRO-48065, <i>Contractor Safety Processes</i> MSC-PRO-38421, <i>Fire Hazard Analysis Development and Implementation Process</i></p>
Core Function 2: Identify and Analyze Hazards	
<p>MSC-PRO-8366, <i>Facility Hazard Categorization</i> MSC-RD-15332, <i>Environmental Protection Requirements</i> MSC-PRO-15333, <i>Environmental Protection Processes</i> MSC-PRO-10468, <i>Chemical Management Process</i> MSC-PRO-079, <i>Job Hazard Analysis (JHA)</i> MSC-GD-17132, <i>Job Hazard Analysis Process Guide</i> MSC-PRO-12115, <i>Work Management</i> MSC-PRO-19304, <i>Periodic Maintenance Process</i> MSC-RD-11058, <i>Occupational Medical Qualification and Monitoring</i> MSC-PRO-7652, <i>Safety and Health Inspections</i> MSC-RD-10606, <i>Fire Protection Program Requirements</i></p>	<p>MSC-RD-9717, <i>Fire Prevention for Construction/Occupancy/Demolition Activities</i> MSC-PRO-17916, <i>Industrial Hygiene Baseline Hazard Assessments</i> MSC-PRO-067, <i>Operating Experience Program</i> MSC-5173, <i>MSC Radiological Control Manual</i> MSC-SP-1145, <i>MSC Radiation Protection Program Plan</i> MSC-MP-32219, <i>10 CFR 851 MSC Worker Safety and Health Program</i> DOE-0342, <i>Hanford Site Chronic Beryllium Disease Prevention Program (CBDPP)</i> MSC-MP-42081, <i>Mission Support Alliance Environmental Management System Description</i> DOE-0361, <i>Hanford Site-Wide Emergency Planning and Community Right-To-Know Act (EPCRA) Procedure</i></p>

Integrated Environment, Safety, and Health Management System Description

Core Function 3: Develop and Implement Hazard and Environmental Controls	
<p>MSC-PRO-45009 <i>Personal Protective Equipment</i> MSC-MP-42374, <i>Mission Support Contract Project Execution Plan</i> MSC-RD-1819, <i>MSC Engineering Requirements</i> MSC-PRO-186, <i>Statements of Work</i> MSC-PRO-079, <i>Job Hazard Analysis</i> MSC-PRO-14990, <i>Construction Management</i> MSC-RD-8589, <i>Hanford Fire Marshall Permits</i></p>	<p>MSC-PRO-12115, <i>Work Management</i> DOE-0336, <i>Hanford Site Lockout/Tag-out</i> MSC-PRO-066, <i>Electrical Utilities Lock and Tag Program</i> MSC-MP-41930, <i>Nuclear Safety Protocol</i> MSC-RD-7647, <i>Emergency Preparedness Program Requirements</i> MSC-SP-1145, <i>MSC Radiation Protection Program Plan</i> MSC-5173, <i>MSC Radiological Control Manual</i> MSC-PRO-696, <i>Conduct of Operations</i></p>
Core Function 4: Perform the Work Within Controls	
<p>MSC-RD-7085, <i>Safety, Health and Environmental Responsibilities</i> MSC-PRO-12115, <i>Work Management</i> MSC-PRO-19304, <i>Periodic Maintenance Process</i> MSC-MP-599, <i>Quality Assurance Program Description</i> MSC-PRO-589, <i>Mission Support Contract Management System Documents</i> MSC-PRO-440, <i>Engineering Document Change</i> MSC-RD-48351, <i>Working Alone – Two Man Rule</i></p>	<p>MSC-RD-8524, <i>Field Work Supervision</i> MSC-POL-PROCEDURE, <i>Procedure Compliance Expectations</i> DOE-0343, <i>Stop Work Responsibility</i> MSC-PRO-14990, <i>Construction Management</i> MSC-RD-14988, <i>Project Management Requirements</i> MSC-PRO-604, <i>Controlled Information Numbering System</i> MSC-PRO-21712, <i>Required Reading</i> MSC-PRO-10472, <i>Interface Agreement Document Management Process</i> MSC-RD-49349, <i>Safety and Health Compliance</i></p>

Integrated Environment, Safety, and Health Management System Description

Core Function 5: Provide Feedback and Continuous Improvement	
<p>MSC-MP-599, <i>Quality Assurance Program Description</i></p> <p>MSC-MP-29238, <i>Assurance System Description</i></p> <p>MSC-POL-21255, <i>Integrated Assessment Policy</i></p> <p>MSC-PRO-246, <i>Management Assessment</i></p> <p>MSC-PRO-052, <i>Corrective Action Management</i></p> <p>MSC-PRO-9662, <i>Independent Assessment Process</i></p> <p>MSC-PRO-067, <i>Operating Experience Program</i></p> <p>MSC-RD-10348, <i>Legal and Ethical Conduct</i></p> <p>MSC-PRO-14047, <i>Conducting Pre-Job Briefings and Post-Job Reviews</i></p> <p>MSC-PRO-410, <i>Employee Concern Resolution</i></p> <p>MSC-POL-11388, <i>Open Door and Zero Tolerance for Retaliation</i></p> <p>MSC-PRO-050, <i>Managing Employee Performance</i></p> <p>MSC-GD-40148, <i>Safety Awareness and Recognition Program</i></p> <p>MSC-POL-11385, <i>Standards of Conduct</i></p> <p>MSC-POL-47259, <i>Defense Nuclear Facilities Safety Board</i></p>	<p>MSC-PRO-9769, <i>Surveillance Process</i></p> <p>MSC-PRO-058, <i>Event Initial Investigation and Critique Process</i></p> <p>MSC-PRO-077, <i>Reporting, Investigating, and Managing Health, Safety and Property/Vehicle Events</i></p> <p>MSC-PRO-2243, <i>Identification, Reporting, and Tracking of Nuclear Safety and Worker Safety and Health Requirement Non-Compliances and PAA/851 Enforcement Activities</i></p> <p>MSC-PRO-060, <i>Reporting Occurrences and Processing Operation Information</i></p> <p>MSC-PRO-527, <i>Cost Control, Analysis, and Reporting</i></p> <p>MSC-PRO-4294, <i>Performance Indicator Process</i></p> <p>MSC-PRO-24741, <i>Performance Analysis Process</i></p> <p>MSC-PRO-34037, <i>Performance of Fire Protection Assessments</i></p> <p>MSC-RD-9982, <i>Presidents' and Employee Zero Accident Councils</i></p> <p>MSC-MP-46518, <i>MSA Environmental Management System Leadership Awards Program</i></p>

Integrated Environment, Safety, and Health Management System Description

Guiding Principle 1: Line Management Responsibility for Safety and Environmental Performance	
<p>MSC-RD-7085, <i>Safety Responsibilities</i></p> <p>MSC-RD-10743, <i>Safety Communications</i></p> <p>MSC-RD-12524, <i>Escorting</i></p> <p>MSC-PRO-12115, <i>Work Management</i></p>	<p>MSC-MP-42081, <i>Mission Support Alliance Environmental Management System Description</i></p> <p>MSC-MP-42374, <i>Mission Support Contract Project Execution Plan</i></p> <p>MSC-PRO-45821, <i>MSA Inter-contractor Work Order Process</i></p> <p>MSC-PRO-186, <i>Statements of Work</i></p> <p>MSC-PRO-106, <i>Requests for Services</i></p>
Guiding Principle 2: Clear ESH&Q Roles and Responsibilities	
<p>MSC-MP-42374, <i>Mission Support Contract Project Execution Plan</i></p> <p>MSA-IMP-00001, <i>Hanford Site Interface Management Plan</i></p>	<p>Charters http://msc.rl.gov/rapidweb/MSCDOL/dol/search.cfm</p> <p>Organization Charts</p> <p>http://hrprodweb1.rl.gov/orgcharts/MSC/px/chartMSCDx.htm</p> <p>MSC-RD-48663, <i>Control Account Manager Roles and Responsibilities</i></p>
Guiding Principle 3: Competence is Commensurate with Responsibilities	
<p>MSC-MP-011, <i>Mission Support Alliance (MSA) Qualification and Training (Q&T) Plan</i></p> <p>MSC-PRO-175, <i>Training Program Descriptions</i></p> <p>MSC-PRO-164, <i>Integrated Training Electronic Matrix</i></p> <p>MSC-PRO-179, <i>Obtaining Training Equivalencies, Waivers, and Extensions</i></p>	<p>MSC-PRO-021, <i>Obtaining Personnel Resources</i></p> <p>MSC-MP-599, <i>Quality Assurance Program</i></p> <p>MSC-PRO-046, <i>Compensating Exempt and Salaried Non-exempt Employees</i></p> <p>MSC-MP-48652, <i>MSA EMS Communications and Training Plan</i></p> <p>MSC-PRO-26025, <i>Developing Training Programs</i></p>

Integrated Environment, Safety, and Health Management System Description

Guiding Principle 4: Balanced Priorities	
MSC-MP-42374, <i>Mission Support Contract Project Execution Plan</i>	MSC-PRO-259, <i>Graded Approach</i>
Guiding Principle 5: Identification of Safety Standards and Requirements	
MSC-PRO-015, <i>Requirements Management Process</i> MSC-RD-8457, <i>Requirements Management</i> MSC-PRO-589, <i>Mission Support Contract Management System Documents</i> MSC-PRO-123, <i>Requesting Materials and Services</i> MSC-PRO-186, <i>Statements of Work</i>	MSC-RD-10320, <i>MSC Acquisition System Requirements</i> MSC-PRO-192, <i>Buyer's Technical Representative Assignment and Duties</i> MSC-PRO-19304, <i>Periodic Maintenance Process</i>
Guiding Principle 6: Hazard Controls Tailored to Work Being Performed	
MSC-PRO-45009, <i>Personal Protective Equipment</i> MSC-MP-599, <i>Quality Assurance Program Description</i> MSC-PRO-079, <i>Job Hazard Analysis Process Guide</i>	MSC-GD-17132, <i>Automated Job Hazard Analysis</i> MSC-PRO-12115, <i>Work Management</i> MSC-GD-12116, <i>Work Planning Guide</i> MSC-PRO-261, <i>Quality Assurance Planning</i>
Guiding Principle 7: Operations Authorization	
MSC-PRO-8006, <i>Construction Work Authorization Envelope</i> MSC-MP-41930, <i>Nuclear Safety Protocol</i> MSC-PRO-31463, <i>Work Authorization</i>	
Guiding Principle 8: Worker Involvement	
MSC-POL-5053, <i>Mission Support Alliance Policy for Environment, Safety, Health and Quality</i> MSC-POL-4361, <i>MSA Expectations for Worker Involvement</i>	MSC-RD-9982, <i>President's and Employee Zero Accident Councils</i> MSC-GD-12116, <i>Work Planning Guide</i> DOE-0343, <i>Stop Work Responsibility</i>
Guiding Principle 9: Senior Management Involvement	
MSC-POL-5053, <i>Mission Support Alliance Policy for Environment, Safety, Health and Quality</i> MSC-RD-9982, <i>Presidents' and Employee Zero Accident Councils</i> MSC-GD-47528, <i>Executive Safety Review Board (ESRB)</i>	