HANFORD MISSION SUPPORT CONTRACT

Hanford Site-Wide Standards Management Plan

MSC-MP-41080

Revision 3

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1.0 Purpose

This Site-Wide Standards Management Plan, herein called the Plan, defines the basic process that Mission Support Alliance, LLC, the Affected Contractors, the Hanford Atomic Metal Trades Council (HAMTC), and the Central Washington Building and Construction Trades Council (CWB&CTC) will use when developing, implementing, and maintaining site-wide standards and standardized training. The goal of the Plan is to have site-wide standards and standardized training where there are similar hazards, requirements, and worker expectations. Since Hanford-site workers may perform work in facilities controlled by multiple Hanford-site contractors, safety can be improved by having such standards and training in place. The desired outcome of the Plan is to establish a set of site-wide procedures, programs, and standardized training that provides a consistent approach for workers to perform work safely on the Hanford Site.

The process defined in the Plan is designed to achieve collaboration from the U.S. Department of Energy (DOE), all Affected Contractors, and the Collective Bargaining Units on the Hanford Site. The process is flexible, and should accelerate on subject matters where the affected parties determine common processes exist or near site-wide coordination is already functioning.

2.0 Background Information

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

- Mission Support Contract (MSC); MSC will provide a broad range of cost-effective infrastructure and site services integral and necessary to the environmental cleanup mission; MSC is managed by RL and operated by Mission Support Alliance, LLC (MSA)
- Plateau Remediation Contract (PRC); PRC will perform remediation activities in the Central Plateau; PRC is managed by RL and operated by CH2M HILL Plateau Remediation Company (CHPRC)
- Tank Operations Contract (TOC); TOC will store, retrieve, and treat Hanford tank waste; TOC is managed by ORP and operated by Washington River Protection Solutions LLC (WRPS)
- River Corridor Closure Contract (RCCC); RCCC provides environmental restoration and cleanup along the river corridor and deactivates former nuclear reactors, placing them into interim storage; RCCC is managed by RL and operated by Washington Closure Hanford LLC (WCH)

The Pacific Northwest National Laboratory (PNNL) is managed by the Pacific Northwest Site Office (PNSO) of Science and operated by Battelle Memorial Institute. The PNNL involvement in developing and implementing site-wide standards will be at the level directed by the PNSO.

AdvanceMed Hanford (AMH) is the Site Occupational Medical Contractor for the Hanford Site. AMH will be an Affected Contractor by providing medical surveillance as required. AMH involvement and extent of implementation will be at the direction of RL.

Other Hanford-site contractors (e.g. Bechtel National Inc., Johnson Controls) may participate in the development of site-wide standards if they choose to or are directed by their respective DOE Field Office.

Organized labor at the Hanford Site consists of the Hanford Atomic Metal Trades Council (HAMTC), the Hanford Guards Union (HGU), and the Central Washington Building & Construction Trades Council (CWB&CTC). These unions will be represented in this process and provide membership to the committees.

3.0 Work Scope

3.1 Fiscal Year 2010

The following programs, processes, and training are listed in MSC Table C.2.1.2-1 (Appendix A) as site-wide standards and common processes; henceforth known as the standards. These standards include the following.

- Hazardous Waste Operations and Emergency Response (HAZWOPER) Training (**Now DOE-0355**)
- Lockout/Tagout Procedure (**Now DOE-0336)**
- Confined Space Procedure (**Now DOE-0360**)
- Chronic Beryllium Disease Prevention Program **(Now DOE-0342)**
- Respiratory Protection Program **(Now DOE-0352)**
- Hoisting and Rigging Manual (DOE/RL-92-36 Release 30)
- Fall Protection Program **(Now DOE-0346)**
- Electrical Safety Program (**Now DOE-0359**)
- Radiation Safety Training **(Now DOE-0357 and DOE-0358)**
- Criticality Safety **(Deleted)** [1]
- Hanford General Employee Training, **(Now DOE-0356)**
- Industrial Hygiene Database **(Now DOE-0351)**
- Employee Job Task Analysis
- Excavating, Trenching and Shoring Procedure **(Now DOE-0344)**
- Hazardous Chemical Reporting (**Now DOE-0361 & DOE-0362)**

[1] Contract direction from DOE-RL provided November 2009, modified the list of Common Safety Processes to include Stop Work Procedure **[Now DOE-0343]** and to remove Criticality Safety Training.

The DOE established contract language and letters of direction to accelerate the development of these standards through tasking the MSA and other Affected Contractors to develop 14 of the 15 standards by the end of the fiscal year. The fiscal year objective was to develop 14 standards, and the associated training, and submit them to the DOE for approval.

3.2 Fourth Quarter Fiscal Year 2010

In July 2010, the DOE added additional work scope to accelerate the site-side standards' process to include integrated implementation planning, schedules, and tracking/reporting. The MSA, with support from the Affected Contractors shall:

- Develop a high-level master schedule showing the phasing and duration of implementing the remaining six standards (Fall Protection, Respiratory Protection, Electrical Safety, Confined Space, Industrial Hygiene Database, and Hazardous Chemical Reporting)
- Modify MSC-MP-41080, *Hanford Site-Wide Safety Program Plan*, Revision 1, to include processes for administration and integrated implementation
- Develop a milestone tracking and reporting system

3.3 Fiscal Year 2011

The DOE is providing contract language for fiscal year 2011 that conveys additional standards, and a continuation of administrating the integrated implementation plan. The following additional standards are recommended.

- Employee Job Task Analysis (EJTA) (original contracted Standard delayed until 2011)
- Scaffold Erection
- Heat/Cold Stress Procedure
- Work Control Practices Relating to Worker Involvement

4.0 Roles and Responsibilities

4.1 MSA Site-Wide Standards (SWS) Organization

The roles of the SWS Organization are to manage and administer the process that will be used to develop, implement, and maintain the standards.

During the Development Phase the SWS Organization will provide the scheduling, meeting location, essential historical documents and requirements, facilitation, and recordkeeping for the Development Committees to function and achieve the task as assigned.

The SWS Organization will schedule periodic briefings of the SMT to communicate progress and discuss issues that are impacting development or implementation. The SWS Organization will also inform the DOE of areas that require contractual direction to support decisions or future implementation.

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

During the Maintenance Phase the SWS Organization will act as a resource for the I&M Committees and manage requests that may impact the content of the approved document, as well as provide them with a Recording Secretary, Facilitator (when necessary), and Scribe/Technical Editor during the required revision process.

SWS Responsibilities:

- Structure meetings, including location and attendance
- Facilitate the standards development process
- Produce and distribute draft documents
- Mediate and resolve disputes
- Communicate and report status to the SMT
- Maintain documentation
- Coordinate document review and comment resolution process
- Publish and submit documents for approval
- Manage the interface with the Document Control System
- Collect contractor implementation progress and report monthly to the DOE
- Develop a standard-specific integrated implementation plan and schedule and submit to the DOE for approval
- Organize and commence I&M Committees
- Establish and manage short and long term metrics of each standards' progress
- Coordinate and manage document control and change requests for documents
- Manage schedules and deliverables
- Support collaborative reviews and effectiveness evaluations

4.2 DOE Field Offices

The role of DOE (RL, ORP, and PNSO) is to provide contractual direction to the Affected Contractors, communicate expectations (priorities, funding, schedules), provide or seek interpretations, and support the goal of the SWS Organization in achieving approved site-wide standards and standardized training.

The DOE shall identify members to the SMT, the Development Committees, and the I&M Committees to represent DOE policy and technical interpretations.

The DOE shall retain final authority in the dispute resolution process (See Appendix B, *Site-Wide Standards Dispute Resolution Process*).

DOE Responsibilities:

- Issue contractual direction
- Communicate with other DOE Field Offices and report status
- Provide interpretations
- Resolve technical disputes and differing technical opinions
- Engage contracting officers and legal counsel in the document review process
- Review and approve final documents and revisions
- Request and approve cost impacts and implementation schedules
- Establish priorities and major milestones/schedules
- Conduct oversight of program implementation and effectiveness

4.3 Affected Contractors

The Affected Contractors are those Hanford-site contractors who have been identified by the DOE to be covered under the standards. The Affected Contractors are responsible for identifying an SMT member who will serve as a point of contact for the SWS Organization in prioritization, coordination, and communication of the standards being addressed.

Affected Contractors Responsibilities:

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

4.4 Labor

A partnership between the Labor on the Hanford Site and the Affected Contractors is crucial to the success of the site-wide standards. Labor is responsible for identifying an SMT member who will serve as a point of contact for the SWS Organization in prioritization, coordination, and communication of the standards being addressed.

Labor Responsibilities:

- Identify an authorized SMT representative
- Identify Development Committee members and alternates
- Identify I&M Committee members and alternates
- Review and approve documents

4.5 Senior Management Team (SMT)

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

SMT Responsibilities:

- Act as the senior policy agent of the represented organization
- Attend periodic briefings from the SWS Organization
- Obtain routine feedback from Development and I&M Committee members
- Communicate concerns and issues to SWS Organization and/or DOE for resolution
- Participate in the dispute resolution process (See Appendix B, *Site-Wide Standards Dispute Resolution Process*)
- Review, collect, and submit comments on the draft document(s) to the SWS Organization
- Review final document
- Engage contracting officers and legal counsel during reviews of documents
- Submit final document for approval by organization
- Recommend and approve milestones and schedules for integrated implementation of approved Standards
- Ensure their organization performs annual assessments of each implemented Standard to determine effectiveness; Once effectiveness is determined the assessment periodicity will be reevaluated
- Provide oversight for the Development, Implementation, and Maintenance Phases

4.6 Development Committees

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

The role of the Development Committee is to collaboratively develop the standard under review.

Development Committee Member Responsibilities:

- Attend scheduled meetings
- Agree and adhere to the Development Committee Governance and Ground Rules (See Appendix C, *Sample Development Committee Governance and Ground Rules*)
- Represent the interests of their organization
- Communicate often with their SMT member and organization
- Identify issues and commit to achieve resolution
- Assist in issuing a draft document
- Develop the Charter for the I&M Committee (See Appendix D, *Sample Implementation and Maintenance Committee Charter*)
- Compile and resolve comments during the comment resolution process
- Support the transition from published document to implementation

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

Facilitator Responsibilities:

- Attend scheduled meetings
- Facilitate the consensus building process that will produce the final Standard document
- Maintain group focus on the deliverables in the Governance document
- Maintain effective collaboration and communication
- Reinforce the Ground Rules
- Provide conflict resolution
- Provide the Committee with information on the SWS Organization process
- Communicate with the SMT

Technical Writer/Editor Responsibilities:

- Attend scheduled meetings
- Work collaboratively with the Facilitator
- Listen to discussions and draft language
- Develop forms when necessary
- Support Sub-Committees when necessary
- Maintain notebooks and reference materials
- Provide technical editing of final documents

Mediator Responsibilities:

- Mediate conflicts
- Work with the Facilitator and Members to resolve issues
- Determine the type of mediation/facilitation needed
- Determine when issue needs to be elevated

4.7 Implementation & Maintenance (I&M) Committees

The I&M Committees are chartered to function as an initial communication/consistency committee during the Implementation Phase and as a long-term stewardship committee during the Maintenance Phase. The I&M Committees' role is to maintain consistency, publish interpretative guidance, and evaluate effectiveness through feedback from field reports, assessments, and incident or issues reports.

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

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

I&M Committee Member Responsibilities:

- Elect a chair and co-chair
- Attend scheduled meetings
- Agree and adhere to the Charter (See Appendix D, *Sample Implementation and Maintenance Committee Charter*)
- Represent the interests of their organization
- Communicate often back to their SMT member and organization
- Identify issues and commit to achieve resolution
- Ensure consistency of implementation
- Assist in issuing guidance and standards of implementation

I&M Committee Chair Responsibilities:

- Schedule Meetings
- Attend scheduled meetings
- Agree and adhere to the Charter (See Appendix D, *Sample Implementation and Maintenance Committee Charter*)
- Lead meetings

- Ensure meeting agendas are prepared
- Ensure meeting minutes are taken and comments are documented
- Ensure actions and assignments are completed
- Identify conflicts and report them to the SWS organization
- Obtain additional facilitation to assist in communication and mediation of conflicts
- Communicate the need for changes in the Standard to the SWS organization

The SWS Organization shall provide the I&M Committees with a Recording Secretary and, as necessary, a Facilitator.

Recording Secretary Responsibilities:

- Attend scheduled meetings
- Record, publish, and maintain Committee minutes
- Report progress and activities to the SWS Organization

Facilitator Responsibilities:

- Assist members in identifying issues and possible resolutions
- Assist in conflict resolution
- Mentor chair and co-chair
- Identify when mediation is needed

5.0 Process

5.1 Development Phase

The Development Phase begins with chartering a Development Committee to review current requirements and standards to work towards a common documented standard that all Affected Contractors and Collective Bargaining Units can approve and implement.

Affected Contractors and Collective Bargaining Units shall identify SMEs and workers to represent their respective organizations during the Development Phase of the process. The goal of the Development Phase is to achieve a final document of the Standard and Standardized Training criteria.

The Development Phase will solicit comments from affected parties, resolve comments, and publish the Standard document. During the Development Phase Affected Contractors may begin discussions with DOE on cost impacts.

The following key activities are conducted in the Development Phase. (See Appendix E, *Development Phase Flowchart*)

- Standard for development is identified
- Affected Contractors, Collective Bargaining Units, and DOE representatives are identified

- Development Committee signs Governance & Ground Rules
- Draft document is developed through a series of facilitated meetings
- Volpentest HAMMER Training and Education Center (HAMMER) representative begins the Training Determination Process (Appendix F, *Training Determination Process with Site-Wide Committees*)
- Periodic status meetings with SMT are held
- Disputes are resolved through the dispute resolution process (Attachment B, *Site-Wide Standards Dispute Resolution Process*), as necessary
- Draft document is issued for review and comment resolution process
- Draft document is issued for second and final review and comment resolution process
- Affected Contractors and Collective Bargaining Units concur and sign
- Document submitted to the DOE Field Offices for approval

5.2 Implementation Phase

The Implementation Phase includes DOE approval of the standard, the SWS Organization working collaboratively with the Affected Contractors in developing an integrated implementation plan and schedule, and establishing the I&M Committee.

As part of the Implementation Phase for each standard, the Affected Contractors shall produce a cost impact and implementation schedule for submittal to the DOE. Once these cost impacts and schedules have been approved by the DOE, the SWS Organization and Affected Contractors shall work collaboratively to develop an integrated implementation plan and schedule.

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

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

The integrated implementation plan and schedule shall establish key milestones that each Affected Contractor must achieve on or near the same date. Affected Contractors shall also develop logic ties between each milestone. Coordinated implementation ensures uniform knowledge and training of the workforce, consistent work control configuration, and management of hazards and controls within the work place. This assists in preventing confusion within the work place that may occur when contractors have different programs, requirements, and workforce expectations.

The following key activities are conducted in the Implementation Phase. (See Appendix G, *Implementation Phase Flowchart)*

- DOE Field Offices approve Standard
- Document published in MSA Document Control System
- DOE Field Offices issue letters to Affected Contractors requesting cost impacts and schedule
- Affected Contractors submit cost impacts and schedule to DOE Field Offices
- Affected Contractors provide schedule to SWS
- DOE Field Offices and Affected Contractors reach agreement on cost impacts
- Establish the I&M Committee
- SWS develops integrated implementation plan and schedule
- Affected Contractors' SMT concur with integrated implementation plan and schedule
- SWS submits integrated implementation plan and schedule to DOE Field Offices for approval
- DOE Field Offices approve integrated implementation plan and schedule
- DOE Field Offices and Affected Contractors concur with any adjustments to cost impacts from the integrated implementation plan and schedule
- Affected Contractors begin implementing the integrated implementation plan and schedule
- SWS reports monthly progress
- I&M Committee conducts meetings, communicates progress of implementation, and provides interpretations of Standard document
- Affected Contractors declare final implementation of Standard
- Site-Wide Standard implemented

5.3 Maintenance Phase

During the Maintenance Phase, the I&M Committee shall continue to provide long-term stewardship and operation of the Standard.

The following key activities are conducted in the Maintenance Phase. (See Appendix H, *Maintenance Phase Flowchart*)

- I&M Committee meetings are held
- SMEs respond to field requests
- SMEs answer questions, hear concerns, provide interpretations, and maintain consistency
- Affected Contractors manage corrective actions
- SMEs provide input for publication on the standard's website
- Affected Contractors conduct Standard assessments
- Affected Contractors' representatives to I&M Committee bring assessment information to I&M Committee
- I&M Committee performs effectiveness assessment using Affected Contractors' assessment information

- Revise the standard, as necessary
- Revised document is issued for review and comment resolution process
- Affected Contractors and Collective Bargaining Units concur and sign
- Revised document submitted to the DOE Field Offices for approval
- DOE Field Offices issue letters to Affected Contractors to develop impacts
- DOE Field Offices issue letters to Affected Contractors to implement
- Revised standard implemented

6.0 Status

Statuses of the standards that are in the Development Phase are reported and published weekly on the SWS Organization's website.

Statuses of the standards that are in the Implementation Phase are reported as progress against the milestones agreed to in the integrated implementation plan and schedule. A point of contact from the Affected Contractor, such as the SMT representative and/or the representative to the I&M Committee, or other shall provide progress against the implementation milestones by the 5th of every month to the SWS Organization. The SWS Organization shall compile the Affected Contractors' input and produce the Implementation Status Report (See Appendix I, *Sample Implementation Status Report*) for the standards and publish the report by the 10th of every month. These status reports shall be accessible by all Affected Contractors, Collective Bargaining Units, and the DOE Field Offices, and shall be reviewed monthly by the SMT.

7.0 Data Management

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

8.0 Requirements, Implementing Mechanisms, & References

8.1 Requirements

DOE RL Letters 09-SED-0089, 09-SED-0090, 09-SED-0091 and DOE ORP Letter 09-ESQ-145 (See Attachment 1: *Sample Letters in Conducting Business*)

8.2 Implementing Mechanisms

- MSC, Contract No. DE-AC06-09RL14728, C.2.1.2, C.2.1.2.-1, and C.2.1.5
- PRC, Contract No. DE-AC06-08RL14788, Section J, Attachment J.3
- TOC, Contract No. DE-AC27-08RV14800, Section J.3-17
- RCCC, 09-SED-0089, May 5, 2009
- 2007 Labor Agreement between Hanford Site Contractors and Hanford Atomic Metal Trades Council (HAMTC), AFL-CIO; Article X

8.3 References

10 CFR 851, "Worker Safety and Health Program," Title 10, *Code of Federal Regulations*, Subpart A 851.11(a)(2ii)

Appendix A: Table C.2.1.2-1 from the Mission Support Contract

Table C.2.1.2-1, Required Standardized Training and Common Safety Processes

Worker Safety Requirement	Common Process	Standardized Training
1. Hazardous Waste Operations and Emergency Response (HAZWOPER) Training in accordance with 29 CFR 1910.120, facility-wide RCRA permit, WAC 173-303, etc.	N/A	Yes
2. Lockout/tagout of hazardous energy as required by 29 CFR 1910.147, DOE O CRD 5480.19 Chg. 2 Chapter IX and DOE-RL Supplement O 5480.19, Chg. 2 Rev.3.	Yes	Yes
3. Permit required confined space entry as required by 29 CFR 1910.146.	Yes	Yes
4. Chronic Beryllium Disease Prevention Program (CBDPP) as required by 10 CFR 850.	Yes	Yes
5. Respiratory protection program as required by 29 CFR 1910.134 and ANSI Z88.	Yes	Yes
6. Hoisting and rigging in accordance with the Hanford Site Hoisting and Rigging Manual (DOE/RL-92-36 Release 30) and 29 CFR 1910 and 1926.	Yes	Yes
7. Fall protection as required by 29 CFR 1910 and 1926.	Yes	Yes
8. Electrical safety as required by NFPA 70 and 70E and 10 CFR 851 Appendix A Section 10.	Yes	Yes
9. Radiation Safety as required by 10 CFR 835 (i.e., Radiological Worker I and II).	N/A	Yes
10. Criticality Safety as required by DOE O CRD 420.1B.	N/A	Yes
11. Hanford General Employee Training (satisfies numerous requirements - see HGET Training Program Description at www2.rl.gov/rapidweb/phmc/training/docs/35/docs/HGET%20TPD.pdf)	N/A	Yes
12. Industrial hygiene exposure records including the generation, common database, and storage as required by 10 CFR 851 Appendix A, Section 6.	Yes	N/A
13. Employee job task analysis (EJTA) as required by 10 CFR 851 Appendix A Section 8 and as being implemented on the Hanford site at the present time.	Yes	N/A
14. Excavation permits as required by 29 CFR 1926.651 with emphasis on the existing Hanford site system for obtaining excavation permits.	Yes	N/A
15. Hazardous Chemical Reporting: Community Right-to-Know as required by 40 CFR 370.41 with the MSC responsible for obtaining data from other Hanford site contractors, compiling and submitting the required data.	Yes	N/A

Appendix B: Site-Wide Standards Dispute Resolution Process

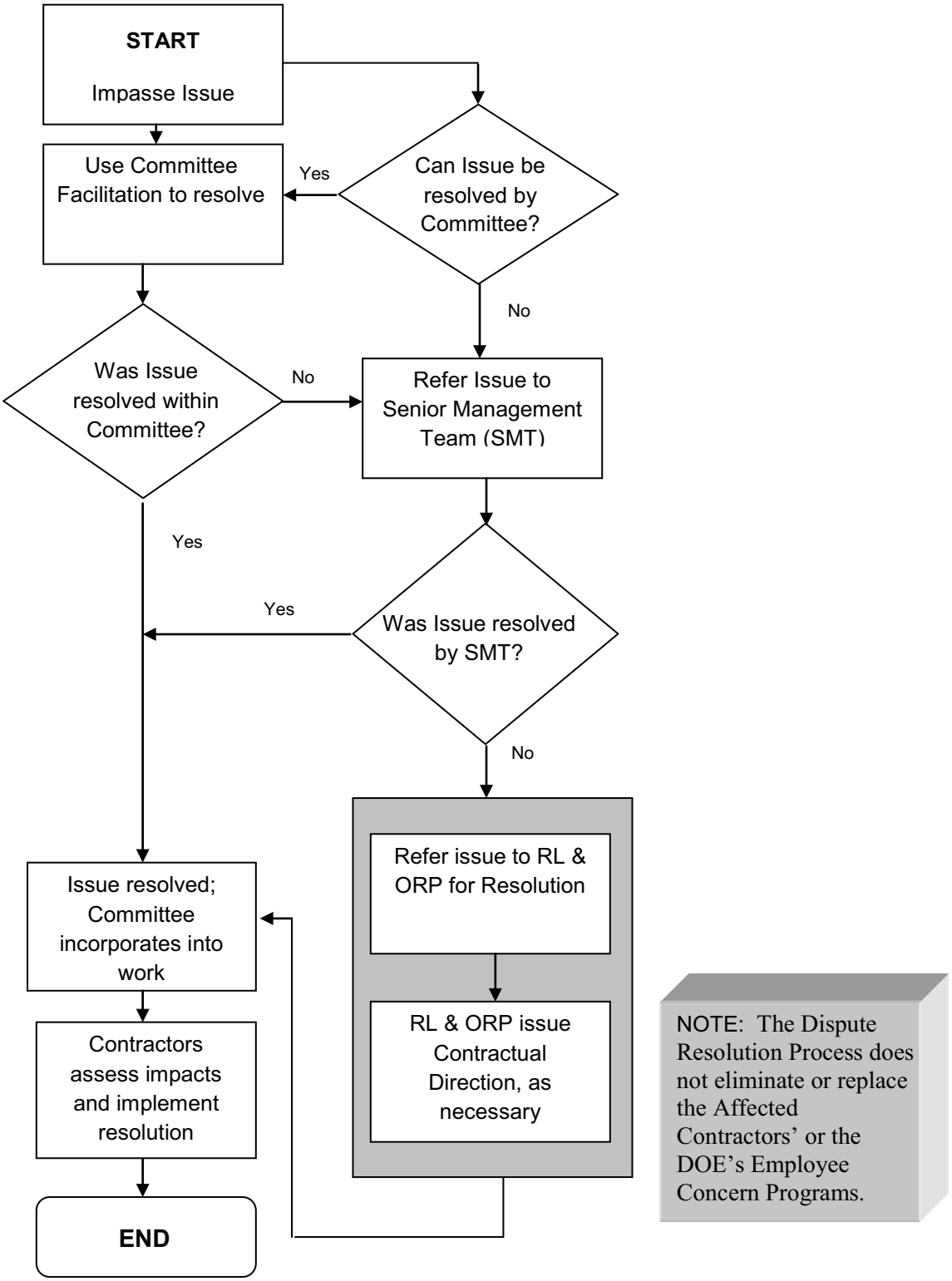
The Mission Support Alliance, LLC (MSA), Site-Wide Standards (SWS) Organization shall facilitate the consensus building process that will lead to the development, implementation, and maintenance of standards. As the Development and Implementation and Maintenance (I&M) Committees work towards the goal of developing, implementing, or maintaining a standard, there may be technical areas where problems are identified, options are weighed, and decisions are made in a routine manner. Frequently, there is no single right answer, and the selected direction represents the best professional judgment of known options. MSA will use skilled Facilitators and Mediators to assist the Development and I&M Committees in resolving conflict and determining the best solution and path forward.

On occasion when the issue cannot be resolved within the Committee, MSA will raise the issue up to the Senior Management Team (SMT) for discussion and resolution. The decision of the SMT will be reported back to the Development or I&M Committee for incorporation into the standard.

If the SMT cannot resolve the issue, regulatory interpretation is required, or contractual direction is required, then MSA will submit the issue to the Department of Energy (DOE) Richland Operations Office (RL) and Office of River Protection (ORP) for final resolution. DOE RL & ORP will align on the issue and respond to the SMT and Development or I&M Committee. If the resolution of the issue by RL & ORP requires contractual direction, then they shall follow the decision with, or reply under, the contracting officer's signature.

Figure 1: *Dispute Resolution Process* (see below) illustrates the process for dispute resolution. The dispute resolution process does not eliminate or replace the Affected Contractors or the DOE Employee Concern Programs.

Figure 1: Dispute Resolution Process



Appendix C: Sample Development Committee Governance and Ground Rules

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

1.0. Governance

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

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

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

2.0. Membership

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

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

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

RL and ORP representatives shall serve in an advisory capacity.

SAMPLE

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

MSA will provide a Facilitator and Scribe to the Committee.

3.0. Decision Making

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

4.0. Member Roles and Responsibilities

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

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

5.0. Final Product

Hanford Site-Wide Electrical Safety Program:

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

Hanford Electrical Code Board and Hanford Workplace Electrical Safety Board:

- Upon completion of the Hanford Site-Wide Electrical Safety Program, the Committee shall develop a Charter for both the Hanford Electrical Code Board and Hanford Workplace Electrical Safety Board reflecting remaining actions for the administration, implementation, maintenance, and long term stewardship of the Hanford Site-Wide Electrical Safety Program, including any recommended training requirements.

SAMPLE

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

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

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

Members of the ESPDC agree to:

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

Caucuses may be requested by any Member.

Issues and concerns of the conduct of the meetings will be brought up within the meetings or to the Facilitator.
Ground Rules will be written down and displayed, when possible, during meetings.

MSA-MP- 41080, Hanford Site-Wide Safety Program Plan defines the process to achieve the Committee's objective, and defines the roles and responsibilities of Members. The Facilitator leads and guides the Committee through the interactive consensus building process.

SAMPLE

Appendix D: Sample Implementation and Maintenance Committee Charter

Hanford Site Respiratory Protection Program (HSRPP) Committee Charter

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

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

1.0 Mission

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

2.0 Committee Structure/Membership/Qualification

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

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

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

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

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

SAMPLE

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

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

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

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

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

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

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

3.0 Functions of the HSRPP Committee

The functions of the Committee shall be:

- Assist the MSC with the maintenance of the written Program
- Communicate and submit Program changes to RL and ORP through the MSC
- Maintain the Committee charter and review annually
- Review and verify that training is consistent and appropriately covers the content of the Program
- Evaluate trends in performance and recommend actions for improvement
- Review respiratory protection related events, issues, and lessons learned as appropriate
- Ensure distribution of lessons learned as necessary
- Maintain communication with the Contractor Respiratory Protection Committees and collaborate to resolve worker level issues, concerns, or events in a way that maintains site-wide consistency

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

4.0 Roles and Responsibilities

4.1. Chair Roles and Responsibilities

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

4.2. Co-Chair Roles and Responsibilities

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

4.3. Member Roles and Responsibilities

- Provide the chairperson with the identity of an alternate Committee member who is designated as the organizational representative
- Attend and participate in meetings when scheduled or notify their alternate when unable to attend
  - Alternates are responsible to attend and participate in meetings when the primary cannot attend
  - If the primary and alternate are both unable to attend, the Chair shall be notified

- Foster communication between the Committee and affected organizations relative to issue identification, interpretations, and consensus resolution
- Work in good faith toward consensus on issues without compromising safety or Program compliance
- Maintain a safety and requirements focus when addressing issues; avoid facility, craft, job function, or contractor biases when participating in discussions or voting
- Maintain current knowledge of the requirements of the Program
- Participate in issue discussions representing respective organization
- Bring up issues or speak in discussions only after being recognized by the chairperson
- Listen respectfully and refrain from interrupting others
- Refrain from disruptive side conversations

5.0 Meetings

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

6.0 Meeting Agenda

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

7.0 Quorum and Voting

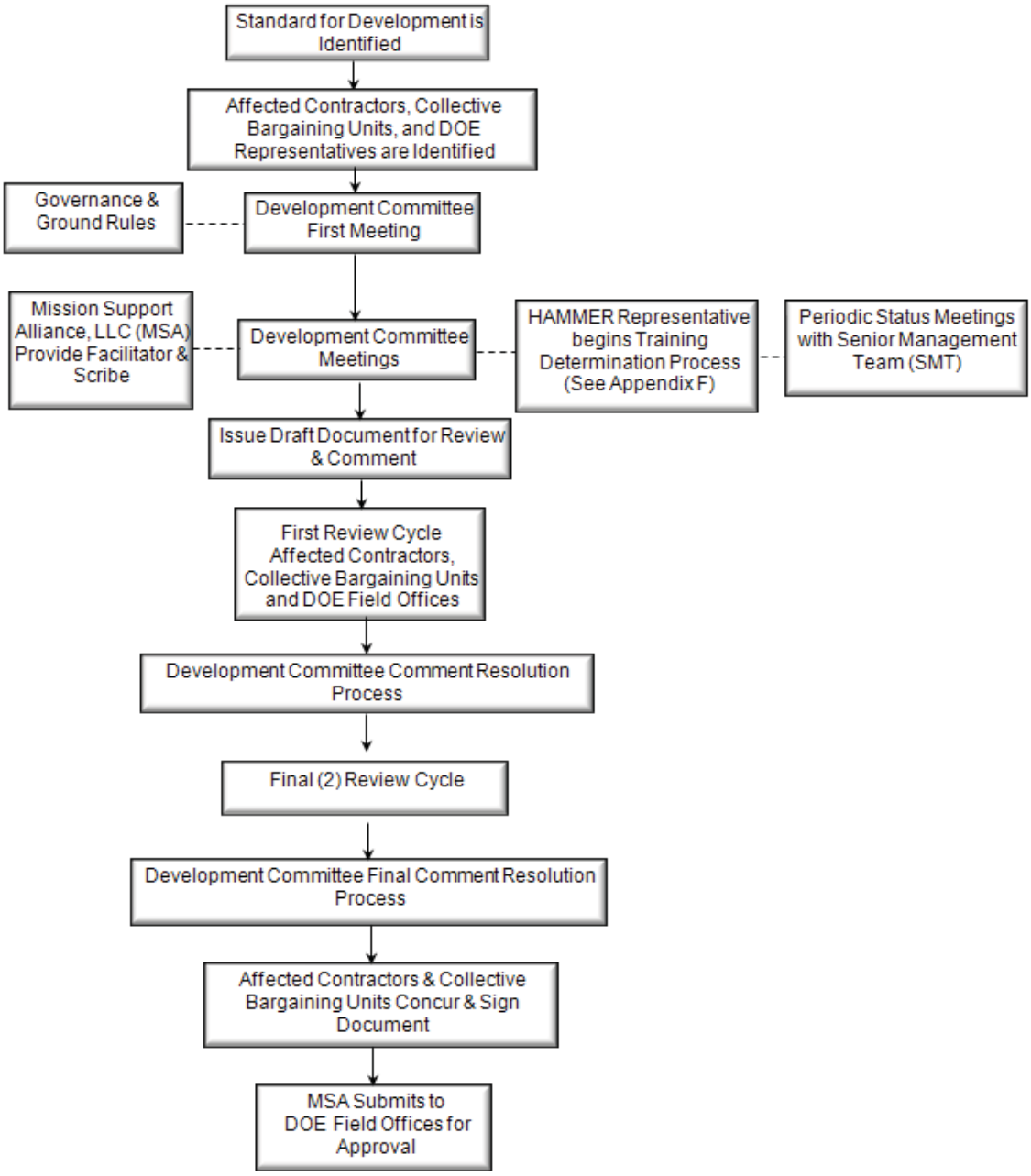
The Committee shall be considered to have a quorum when all Committee members who are eligible to vote (or their designated alternates) are present. One or more dissenting votes from the voting membership will be cause for an issue to elevate into a secondary phase of discussion and comment.

8.0 Secondary Phase of Discussion and Issue Resolution

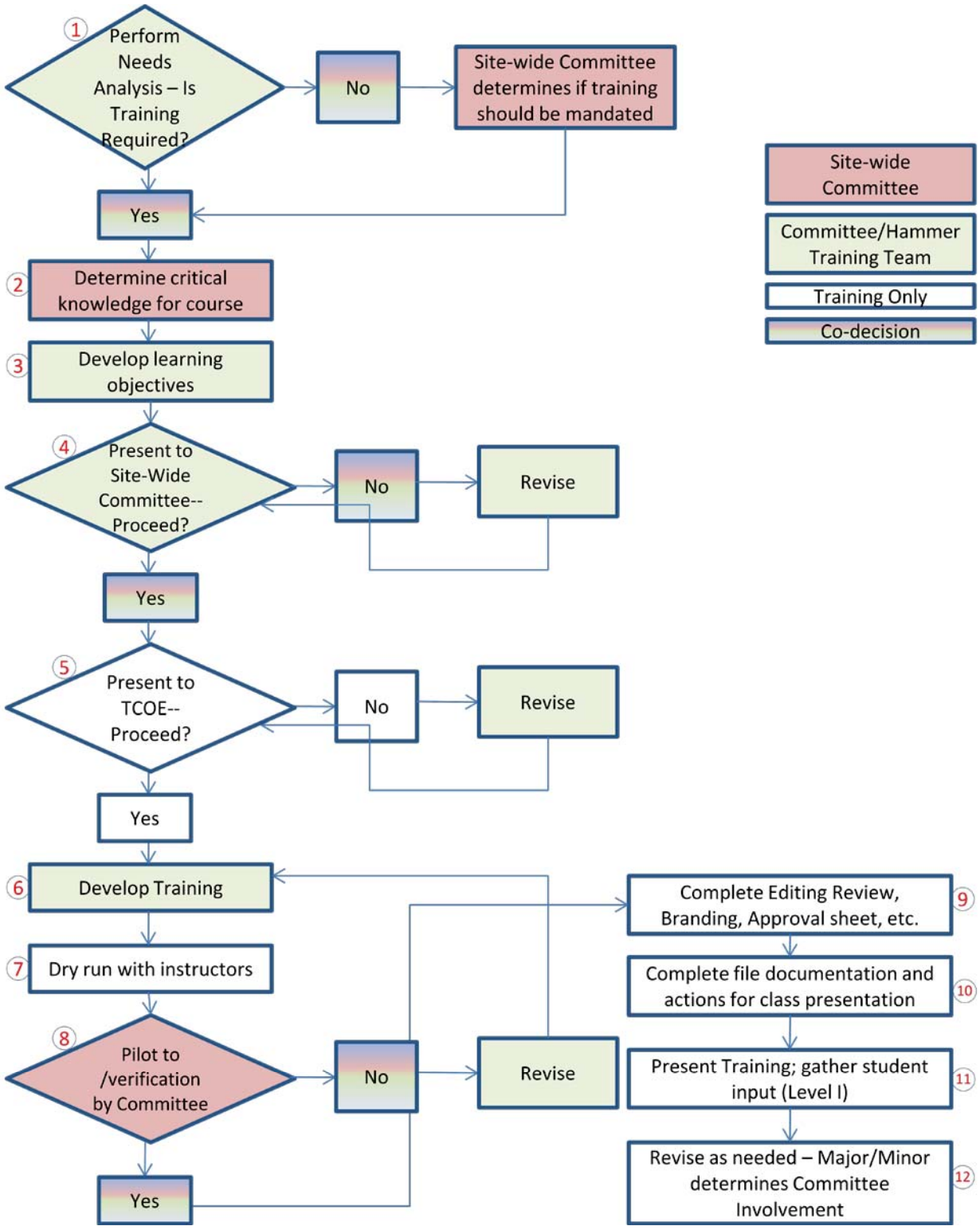
Matters not agreed upon by the Committee through the initial voting process shall be elevated to the secondary phase of discussion. This phase may include up to two additional meetings. Further discussion/investigation beyond the two additional meetings may be conducted if there is unanimous agreement by the Committee.

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

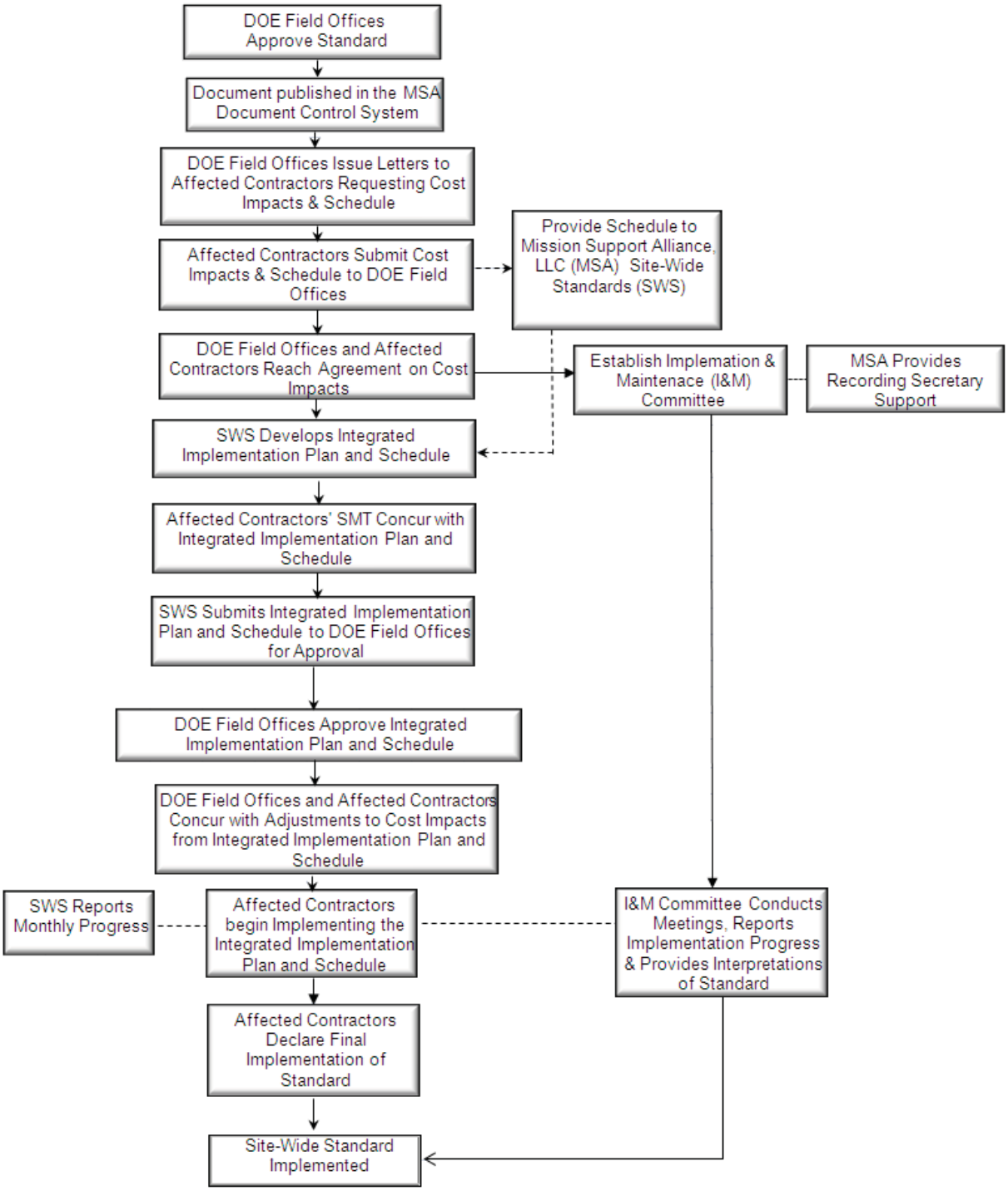
Appendix E: Development Phase Flowchart



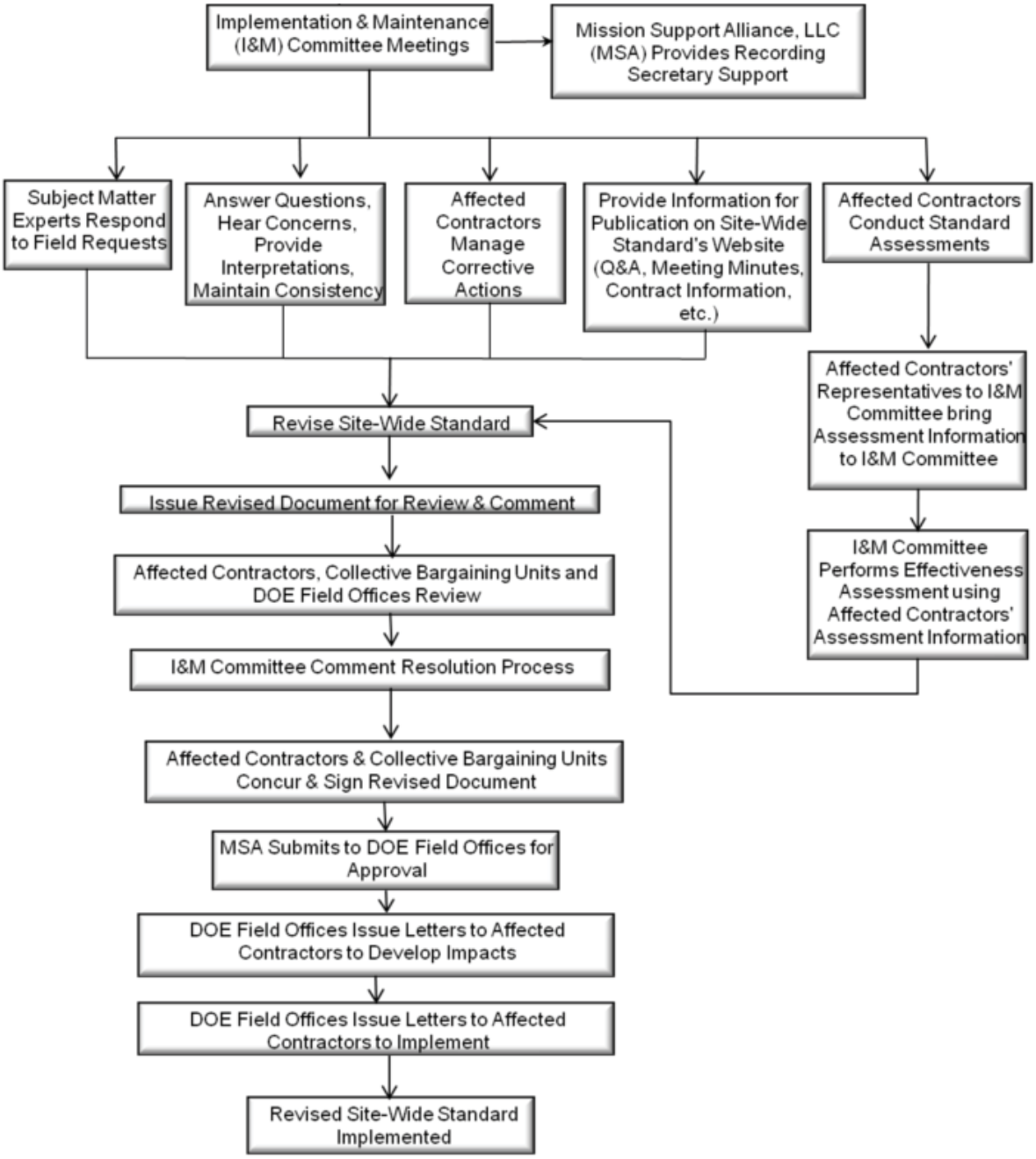
Appendix F: Training Determination Process with Site-Wide Committees



Appendix G: Implementation Phase Flowchart



Appendix H: Maintenance Phase Flowchart



Appendix I: Sample Implementation Status Report

Overall percentage of progress against Milestone.

Shows Contractor(s) with longer duration or larger impact begins early to achieve Milestone by due date.

Fall Protection Program		10	20	30	40	50	60		80	90	100
Milestone 1 Due: 09/01/11	Start										
CHPRC	9/15/10										
MSA	2/10/11										
WCH	3/15/11										
WRPS	4/10/11										
Milestone 2 Due: 08/10/11	Start										
CHPRC	9/15/10										
MSA	3/11/11										
WCH	2/03/11										
WRPS	12/01/10										
Milestone 3 Due: 04/12/11	Start										
CHPRC	9/15/10										
MSA	9/15/10										
WCH	9/15/10										
WRPS	9/15/10										
Milestone 4 Due: 06/6/11											
CHPRC											
MSA											
WCH											
WRPS											
Milestone 5 Due: 09/01/11											
CHPRC											
MSA											
WCH											
WRPS											
Milestone 6 Due: 10/10/12											
CHPRC											
MSA											
WCH											
WRPS											

Shows individual Contractor start date. Start dates delayed so each Contractor completes by Milestone date.

Description: [General description of Site-Wide Standard being implemented, detailed statement of Milestones, references to any documents, permits, lower-tiered procedures, implementation plan, etc.]

Progress Summary: [Current details on progress against the Integrated Implementation Plan and Schedule; significant achievements; any modifications based on new impacts or findings, etc. This section will change every month based on contractors' input.]

Issues: [Describes any current or anticipated issues that arise during implementation for the reporting month. This section will change based on contractors' input.]

Schedule Impacts: [Provides description of impact, its effect on the Integrated Implementation Plan and Schedule and if the schedule is recoverable or if Milestone dates have/will shift based on impact. This section will change based on contractors' input.]

SAMPLE

Attachment 1: Sample Letters in Conducting Business

Department of Energy
Richland Operations Office
P.O. Box 550
Richland, Washington 99352

MAY 05 2009

09-SED-0089

Mr. C. G. Spencer, President
Washington Closure Hanford LLC
2620 Fermi Avenue
Richland, Washington 99354

Dear Mr. Spencer:

CONTRACT NO. DE-AC06-05RL14655 – HANFORD SITE-WIDE SAFETY PROGRAMS

The purpose of this letter is to inform you that Fluor Hanford, Inc. (FHI) has been designated as the coordinator for the development of Hanford Site-Wide Safety Programs until the workscope is transferred to the mission support contractor. The primary point-of-contact (POC) for FHI has been identified as Mr. Dave Jackson. Please advise Mr. Jackson of your POC for this effort within 5 days of receipt of this letter.

The next site-wide program to be developed is the respiratory protection program. FHI will contact your POC to discuss next steps in the process.

If you have any questions, please contact me or Pete J. Garcia, Jr., Director, Safety and Engineering Division, on (509) 372-1909.

Sincerely,

Andrew H. Wirkkala

Andrew H. Wirkkala
Contracting Officer

SED:SLB

cc: S. L. Feaster, WCH
T. A. Harris, WCH
D. H. Houston, WCH
D. Jackson, FHI
D. L. Plung, WCH
R. J. Skwarek, WCH

Department of Energy
Richland Operations Office
P.O. Box 550
Richland, Washington 99352

0900811
CC Rcvd: 04/06/2009

09-SED-0090

APR - 3 2009

Mr. D. G. Ruscitto, President
and Chief Executive Officer
Fluor Hanford, Inc.
Richland, Washington 99352

Dear Mr. Ruscitto:

CONTRACT NO. DE-AC06-96RL13200 – HANFORD SITE-WIDE SAFETY PROGRAMS

As you know, DOE has designated FHI to be the contractor responsible for coordinating the development of the Hanford Site-Wide Safety Programs required by the Plateau Remediation Contract, the Tank Operations Contract, and the River Corridor Contract. DOE has notified Hanford prime contractors CH2M Hill Plateau Remediation Company LLC, Washington Closure Hanford LLC, and Washington River Protection Solutions of this role, and requested that they identify a point of contact (POC) within their respective organizations and provide that information to Mr. Dave Jackson of your staff.

We also advised the contractors that the next site-wide program to be developed is the respiratory protection program. Please contact the POCs to initiate the program development process.

If you have any questions, please contact me, or your staff may contact Ray J. Corey, Assistant Manager for Safety and Environment, on (509) 376-0108.

Sincerely,

Sally A. Sieracki
Contracting Officer

SED:SLB

cc: D. Jackson, FHI
W. H. Previty, FHI
M. S. Strickland, FHI

Department of Energy
Richland Operations Office
P.O. Box 550
Richland, Washington 99352

09-SED-0091

APR - 1 2009

Ms. D. R. Sagner
Senior Manager of Contracts
AdvanceMed Hanford
A Computer Sciences Corporation
15245 Shady Grove Road, Suite 200
Rockville, Maryland 20850

Dear Ms. Sagner:

CONTRACT NO. DE-AC06-04RL14383 – HANFORD SITE-WIDE SAFETY PROGRAMS

The purpose of this letter is to inform you that Fluor Hanford, Inc. (FHI) has been designated as the coordinator for the development of Hanford Site-Wide Safety Programs. The primary point-of-contact (POC) for FHI has been identified as Mr. Dave Jackson. Please advise Mr. Jackson of your POC for this effort within 5 days of receipt of this letter.

The next site-wide program to be developed is the respiratory protection program. FHI will contact your POC to discuss next steps in the process.

If you have any questions, please contact me, or your staff may contact Ray J. Corey, Assistant Manager for Safety and Environment, at (509) 376-0108.

Sincerely,

Andrew H. Wirkkala
Contracting Officer

SED:SLB

cc: D. Jackson, FHI
M. Zizzi, AMH

U.S. Department of Energy
Office of River Protection
P.O. Box 450, MSIN H6-60
Richland, Washington 99352

MAY 08 2009

09-ESQ-145

Mr. Mike Armstead, Contract Manager
Washington River Protection Solutions LLC
2440 Stevens Center Place
Richland, Washington 99354

Dear Mr. Armstead:

CONTRACT NO. DE-AC27-08RV14800 – WASHINGTON RIVER PROTECTION SOLUTIONS LLC (WRPS) SUPPORT OF THE SITEWIDE SAFETY PROGRAMS

The U.S. Department of Energy (DOE) has designated Fluor Hanford Inc. to be the contractor responsible for coordinating the development of the Hanford Sitewide Safety Programs. DOE Office of River Protection wants to congratulate WRPS on your support of the sitewide beryllium program. WRPS has played a valuable role in discussing sitewide beryllium concerns including providing valuable recommendations.

DOE has notified other Hanford prime contractors CH2M HILL Plateau Remediation Company LLC, Washington Closure Hanford LLC, and this role, and requested that they identify a Point-of-Contact (POC) for each sitewide safety programs. With that said, I request that within 30 days of this letter of direction that you provide me with a list of POC's for each sitewide safety program in accordance with J.3-17 of your contract.

At the quarterly Environment, Safety, and Health Manager meetings, it was discussed that the next sitewide program to be developed is the respiratory protection program.

If you have any questions, please contact me, or your staff may contact William J. Taylor, Assistant Manager, Office of Environmental Safety and Quality, (509) 376-7851.

Sincerely,

Joseph C. Poniatowski
Contracting Officer

ESQ:RLU

cc: See page 2