



Safety Management Review of Voluntary Protection Program

Purpose

The purpose of this assessment is to determine the overall health of Voluntary Protection Program (VPP). This assessment will serve the requirement of the annual self-evaluation which will be formally transmitted to the U.S. Department of Energy-Headquarters, Office of Safety and Health. This review will serve as the formal VPP assessment as part of the ISMS annual review and provide information in support of the ISMS Declaration. Areas for review will include the DOE tenets of VPP, the Opportunities for Improvement identified during previous assessments, and the DOE focus areas as outlined in the DOE VPP Guide.

Scope

This assessment will evaluate the TOC's effectiveness in meeting the requirements set by DOE's handbook, "*DOE/HE-0436, U.S. Department of Energy-Voluntary Protection Program-Part IV: Onsite Review Handbook.*" It is expected that implementation of all ISMS Core Functions and Guiding Principles will be evaluated.

This assessment will focus on the following key elements:

- VPP Tenet 1, Management Leadership
- VPP Tenet 2, Employee Involvement
- VPP Tenet 3, Worksite Analysis
- VPP Tenet 4, Hazard Prevention and Control
- VPP Tenet 5, Safety and Health Training
- VPP Tenet 6, Injury/Illness Rates
- VPP Tenet 7, Previous Assessment Opportunities For Improvements (OFIs)

Assessment Team

The VPP self-evaluation team will be structured and populated as follows:

- Team Lead
- Management Support
- Administrative Support
- VPP Tenet-1 Management Leadership
- VPP Tenet-2 Employee Involvement
- VPP Tenet-3 Worksite Analysis
- VPP Tenet-4 Hazard Prevention and Control
- VPP Tenet-5 Safety and Health Training
- VPP Tenet-6 Injury/Illness Review
- VPP Tenet-7 OFI review from previous assessments



Assessment Schedule

The assessment will be conducted from **INSERT DATE**.

Performance objectives and criteria, including source information used to perform the assessment, and implementing documents and checklists developed:

- DOE/EH-0436, U.S. Department of Energy-Voluntary Protection Program-Part IV: Onsite Review Handbook
- Lines of Inquiry/Interview Questions (attachment 1)

Assessment Plan Approval:

Printed Name/Signature of Team Leader

Date

Printed Name/Signature of Responsible Manager

Date



Attachment 1: Lines of Inquiry and Interview Questions

Management Leadership:

LOIs

- Management systems for comprehensive planning must address health and safety.
 - Verify the ISMS Description Document and ISMS Declaration. Include the review of the POMCs. Describe how safety is integrated into the planning process and at what level.
- A written version of the safety and health policy is easily accessible to all employees.
 - List the policy, ease of accessibility, and the knowledge of employees of this policy. Describe how this information is flowed down to employees.
- Written versions of the safety and health program goal and the objectives to achieve it are easily accessible to all employees.
 - S&H Goals should be included in the POMCs, the S&H Improvement Plan, the VPP improvement actions and S&H Program activities. Review these to determine the established goals, status of the goals, and the employee understanding of these.
- There is some evidence that planning for contractor operations over the long term includes occupational safety and health considerations.
 - Review the out-year planning of the contract and identify evidence of how safety and health is incorporated and included...this will also involve planning for materials, personnel, and equipment.
- The safety and health program is written and accessible to all employees.
 - Describe the locations of the S&H program and how employees without computer access receive this information and gain access to these documents.
- Responsibilities for safety and health are clearly assigned. Documents are accessible to employees.
 - Describe how qual cards are used, HAMTC Safety Reps, S&H personnel, and general duties for safety for managers, supervisors, and employees.
- Interviews with employees at all levels indicate that they clearly understand their safety and health responsibilities.
 - Verify that employees have an understanding of their roles. Determine if employees understand and implement these responsibilities. Determine if supervision has provided safety assignments as part of the work execution process and what safety roles supervisors and managers have. Determine the steps that supervisors take to ensure that safety responsibilities are assigned and verified.
- Any personnel assigned responsibility for safe and healthful operations for any given equipment or process have full authority to shut down operations or equipment and order maintenance.
 - Describe the Stop Work and the Worker Bill of Rights. Provide examples of this.
- There is no evidence that unsafe conditions or practices in the contractor's operations at the site are occurring because of inadequate or misplaced designation of authority.



- Verify...if evidence is found determine what actions occurred and how the issue was resolved.
- Performance evaluations randomly sampled by the team show specific safety and health protection criteria for all line managers, supervisors and hourly employees.
 - Contact HR to obtain sample performance evaluations to review how employees are evaluated using S&H principles and goals. Describe how HAMTC is evaluated as they do not go through the formal performance evaluation process.
- Interviewed employees indicate their opinion or experience that top management is accessible to them for safety and health concerns and can provide examples of such accessibility.
 - Provide evidence of this and give examples.
- There is a documented system for top managers, including the site CEO, to be actively involved in worker safety and health.
 - Provide evidence of this and give examples.
- Sampling of records indicates that all persons operating in contractor-controlled spaces at the site have received appropriate site orientation.
 - Outline the new hire orientation process. Include subcontractors and temporary personnel (Staff Aug personnel, interns, service personnel).
- There is evidence that safety is a consideration during the sub-contractor selection process.
 - Contact contracts personnel (procurement) and outline the criteria used to evaluate and select subcontractors.
- Records of hours worked and injury and illness occurrence are kept for all sub-contractor work in the contractor-controlled spaces at this DOE site.
 - Explain the process the receipt and review of subcontractor hours and how rates are used in the subcontractor evaluation (Experience Modification Rates)
- Required contract provisions are documented in every sub-contract reviewed in a random sample selected by DOE-VPP onsite team members.
 - Review random subcontracts to determine if the required materials, submittals, and safety programs are in place and documented. This includes personnel monitoring.
- Documentation and/or interviews provide evidence that hazards occurring in sub-contractor operations in contractor-controlled spaces are corrected promptly.
 - Describe and give examples of the process used to correct hazards. Determine if the subcontractors use the Stop Work Authority and/or other processes to identify and correct hazards. This must be a documented process.
- The report contains an analysis of program effectiveness in meeting the overall goal as well as the objectives set annually, and avoids mere description of activities.
 - Outline the process for the development of S&H goals and objectives. Contact the S&H and QA groups to determine how the POMCs are developed and who provides input to these. Additionally, determine the process to include certain goals into the POMCs. Review other goals outside of the POMCs and outline this process. Provide a progress evaluation of all the WRPS goals and determine the status of these.



- All authorized collective bargaining agents continue concurrence with participation in the DOE-VPP program.
 - Contact labor relations to ensure that HAMTC supports WRPS and the VPP. Obtain a copy of the HAMTC support letter from S&H in support of this review.
- All areas described in the management leadership section are included in the VPP evaluation.
 - Validate that the items in the management leadership section are included in the final assessment report. Include additional items reviewed and highlight these in the report...site specific issues.

Interview Questions-Managers

- **Who is the champion of VPP? If we asked employees, who would they say initiated the pursuit for VPP Star Status?**
 - President and Project Manager
 - Senior Manager Sponsor for VPP
 - VPP Task Team Coordinator
 - VPP Task Team Co-Chairs
 - VPP Mentor-contractor
 - S&H Director/ES&H Manager
- **How are you directly involved in the VPP effort?**
 - Provide funding, time, and support to participate in safety incentives, walk-throughs, and VPP initiatives.
 - Constructed and participated in the Slip Simulator-real time behavior based safety that allows employees to implement tools and tips provided in this training both at work and home.
 - Personally participate in Safety Campaigns, Stop Work Authority, provide management expectations, and encourage continuous employee involvement.
- **How do you communicate safety to your employees?**
 - Staff Meetings
 - All Employee Bulletins
 - Tailgate Information
 - Safety Re-Focus presentations
 - Posters, Safety Bulletins, Updates, S&H Awareness information, and OSHA 300 log (report of annual incidents)
- **What are the benefits of VPP and how has this information been communicated to employees?**
 - Employee owned safety program
 - Lower accident/incident rates
 - Reduced workers compensation costs
 - Improved employee moral
 - Improved quality and production of work
 - Less re-work and efficient processes
 - Teaming with management, staff, and craft
 - Part of the Hanford Site VPP Champions Committee who recently won a National VPP Outreach award through the National VPPPA.



- Communicated via~ Weekly Tailgates, Weekly Awareness information, VPP Newsletter (monthly), Senior Staff Meetings, Project Staff Meetings, Posters, Bulletins, VPP campaigns and initiatives
- **What type of support have you provided for the pursuit of VPP?**
 - financial
 - time
 - committees
 - training
- **What type of mentoring did you receive/request during the pursuit of the VPP status?**
 - Contractor Internal VPP assessment team comprised of local contractors currently in the DOE VPP program.
 - Assistance within contractor from personnel with first-hand experience on DOE and OSHA VPP review teams, National and Regional VPPPA Board experience, and VPP mentoring of other sites working towards VPP.
- **Is safety considered a priority or a value?** (priorities change...values remain)
- **Many employees state that this is the safest place they have worked...is this the safest place that WRPS can be?**
 - The project is continuously improving
 - The goal is zero
 - safe work hours
- **What is the process if an employee has a safety concern?**
 - Employees can fix the safety concern on the spot
 - Notify their supervisor of the concern
 - Enter the concern in the PERs or work order system
 - Elevate the concern to upper management, DOE, and/or DOE HQ for resolution
- **How are employees empowered to improve the safety of their work environment?**
 - Participate in site walk-throughs
 - Stop work
 - Management Inspections
 - Employee Committee inspections/Observations
 - Identify and correct safety concerns
 - Obtain additional S&H training and implement skills/knowledge learned from this training
 - Participate in the development of a JHA/Work Package
- **The overall safety program?**
 - Comment on S&H Programs
 - Document suggestions/improvements in the corrective action management system and Safety and Health Improvement Plans (items from VPP and ISMS assessments)
 - Direct feedback and suggestions to supervisors/managers
- **What working relationship do you have with the union?**
 - Union Safety Representatives
 - Include union representatives in the Employee Committees and VPP Task Team leadership
 - Include union personnel in attending safety conferences and expo
- **Subcontractor personnel?**



- Seamless safety culture with subcontractor personnel
- Included in the overall safety statistics.
- **Administrative staff?**
 - Monthly safety meetings
 - WRPS Health Fairs
 - Daily Bulletins/Announcements
- **Do they support the VPP effort?**
 - Support letter received from Union
 - All personnel are eligible to participate in the VPP initiatives
- **How are the latest injury/illness/first aids/close calls communicated to employees?**
 - Sent out via e-mail in the Safety notices and tailgate information. Also posted on the S&H Web site and included in the Employee Committee newsletters
 - Post the OSHA 300 information for contractor and subcontractors each February
 - Tailgates review the incidents and how to prevent reoccurrence
 - Lessons Learned are provided to all employees
 - All of these types of bulletins linked to the S&H Website ~ provided to Senior Managers, Employee Committee Chairs, and S&H Representatives.
- **What steps are taken by management to prevent reoccurrence?**
 - The S&H Improvement Plans, corrective actions, and Lessons Learned all have mechanisms identified to prevent reoccurrence.
 - Safety professionals review the trends based upon the incidents for the last two years and initiate programs to reduce, eliminate, and/or reverse the adverse trend.
 - Safety issues can be developed into a leading performance indicator to monitor and track progress to reduce, eliminate, and/or reverse the adverse trend and make adjustments to the program as necessary.
 - Programmatic items are included into performance indicators that are reviewed and tracked on a monthly basis.
- **Describe your safety incentive program.**
 - Safety incentives and a budget provided to management staff for incentives to employees. These incentives are reviewed and approved by the Employee Committees, VPP Task Team, and management staff.
 - Feedback is received from the field personnel to tailor the incentives and programs to assist in the participation and overall success of the program.
 - Employees who participate in the incentive program earn awards based upon completion of safety tasks to include wellness programs, ISMS quizzes, VPP initiatives, Heat Stress Campaigns, Housekeeping initiatives, Electrical initiatives, recognition of stop work and participation in committees and programs.
- **How has this program made a difference in the safety at the worksite?**
 - Employees are excited about the safety program due to the recognition and have become more involved in all aspects of safety because of it. The best recognition is from their direct supervisor in the field in front of the co-workers acknowledging that the employees did a good job.
 - Cultural change evident with the increased participation in VPP and ISMS initiatives where Safety Awareness Campaign Awards were provided.



- Employees believe in safety and desire to “claim” the VPP star.
- **What indicators are available that correlates the safety incentive program with safety performance?**
 - There is a direct correlation in the systematic decline of injury/illness rates and the severity of incidences while still maintaining a positive level of reporting of leading indicators (first aid incidents).
 - Additional performance indicators have been introduced to track and trend observations in the field, corrective action entries and rate of closure, and compliance items.
- **Are you directly involved in safety committees?**
 - Employee Committees
 - VPP Task Team
 - Site Wide Committees
- **What are your S&H Goals?**
 - POMCs-as outlined in the annual ISMS Declaration and Description document
 - SHIP
 - Provided to employees periodically
- **How are these communicated to employees?**
 - Through improvement plans, Employee Committee newsletters, and awareness information sent electronically
 - Sent out to employees via the tailgates with updates with the progress on the goals.
- **How are these established?**
 - POMCs are established by WRPS and agreed upon by ORP
 - SHIP goals are developed from the POMCs with input from Employee Committee members, review of injuries/illnesses, and past safety performance objectives
- **How are employees/subcontractors held accountable for safety?**
 - Employees are held accountable through annual performance reviews.
 - Subcontractor representatives flow down the requirements to the subcontractors and review performance parameters within the contract. Fee and discipline up to and including termination of an employee is an option for a safety violation.
- **Who has the authority/ability to stop work?**
 - All employees
 - It is an expectation that all employees Stop Work when identifying an imminent safety concern, violation of a work package and/or deviation of a procedure.
- **How is safety integrated into the overall work planning process?**
 - Work Control Program
 - JHAs
 - ConOps
- **What types of safety observations are you involved in?**
 - Management walk-downs
 - Safety Trained Supervisor observations
 - EAPC walk-throughs
 - S&H Weekly Walk-Throughs



- Self-Assessments
- **Is Senior Management visible in the field?**
 - Management has increased visibility through the use and completion of management observations which empowers management, staff, and craft to interact and share information involving safety and VPP.
 - A corrective action was entered from the last VPP assessment indicating additional focus needed in this area. Management expectations have been communicated to supervisors and managers with the VPP Task Team validating that management is more visible in the field. Additional initiatives are being developed to increase visibility and management/employee interaction.
- **What are some of the challenges (now or in the future) facing WRPS in regards to safety? How do you plan to address these issues?**
 - New employees coming on the project due funding opportunities
 - Current employees transferring (bump and roll)
 - Contract negotiations
 - Schedule changes
 - Complacency

Interview Questions-Supervisors

1. Where else have you worked? How did the safety and health program(s) compare to this one?
2. In your opinion, is adequate supervision provided for night and weekend operations?
3. Is maintenance satisfactory, particularly on toxic release prevention equipment? **Maintenance is conducted on all equipment through the Predictive and Preventative Maintenance Program.**
4. Do you have contract employees working in your area? If yes, how do you address any safety and/or health problems relating to or created by them? (Examples?) **Contract employees follow the same rules and regulations as contractor employees which are flowed down through their contract. They receive evaluations through their Subcontract and receive disciplinary actions as outlined in their work procedures.**
5. What kinds of hazards are you and/or your employees exposed to? **General construction, electrical, ergonomic, heat stress, underground work activities, falling objects, operating vehicles, etc.**
6. How has management provided protection from those hazards? **Contractor provides first aid kits in the event of minor cuts and scrapes. All locations have access to an Automated Electronic Defibrillator with training on these units during First Aid/CPR. PPE is required when working underground and at certain areas at the site. Personnel who work in an office location are provided with ergonomic chairs, keyboard trays, and other ergonomic equipment as necessary to ensure proper posture while working. Personnel are also required to attend certain training prior to performing tasks. This training provides the necessary information to protect them from the hazards.**
7. What do you do when you discover a hazard in your area? **Contractor encourages all employees to Stop Work when they observe an unsafe act or condition. Employees have the right and obligation to report safety concerns that cannot be immediately addressed to their supervisor, manager, tenant manager, or any place they feel comfortable. Employees have the right and responsibility to record concerns through the Employee Safety Committees and/or in the Corrective Action Management System and receive a response back on the actions used to**



close the items. Employees have the right and obligation to submit request to fix issues that they cannot fix themselves to protect themselves and their co-workers.

8. What do you do when an employee reports a hazard in your area? **Supervisors/Managers are required to provide employees with a safe and healthful working environment. If hazardous conditions exist, supervisors/managers have the obligation to perform actions to mitigate the hazards and prevent these hazards from reoccurring. These can be recorded in either Employee Committee walk downs or in the corrective action systems.**
9. What do you do when an employee reports a hazard in an area not under your control? **Supervisors/Managers have the responsibility to inform the Project Director and/or Building Warden and/or submit an entry into the corrective action systems to mitigate the hazard. If imminent danger exists, personnel in the immediate area should be notified of the hazard and kept out of danger until the danger no longer exists.**
10. What kind of safety and health training have you received since becoming a supervisor? **Training could include:**
 - **Accident Investigation**
 - **Assessments**
 - **Case Management/Worker Compensation**
 - **Conduct of Operations**
 - **Electrical Safety**
 - **Injury and Illness Record Keeping**
 - **Risk Evaluation**
 - **Root Cause Analysis**
 - **Emergency Response (Critiques, Building Wardens, etc.)**
 - **Radiological Control Operational Training (PM-ESHQ-12)**
 - **First/Aid or Medical Case Management**
 - **WCH ISMS Manager/Supervisor Briefing**
 - **Safety Conscious Work Environment**
11. Describe your role in ensuring that your employees understand and follow the safety and health rules? **Managers outline the necessary training based upon their job duties, functions, and location. Employees are monitored on a daily basis prior to performing work and annually through employee training assignments to ensure that training is adequate and up to date. Managers review the specific hazards that employees will be exposed to and review the tasks to outline the necessary medical monitoring and PPE required. Managers provide the PPE at no cost to the employee and ensure that this PPE is maintained properly. Employees are evaluated for their adherence to S&H rules through their performance reviews. Managers provide comments on how well the employee is meeting the expectations set forth.**
12. Do you provide employee training in safe work procedures? (If so, please describe.) **See response above.**
13. What kind of emergency drills do you run for employees? How often? What is your role in the drill? **Annual drills take place in all locations to provide practice and continuously improve our program for both shelter in place and evacuation. Selected managers/supervisors who act as a part of the emergency response team and subsequently drilled and tested to help coordinate and facilitate effective emergency response. Managers/Supervisors are required to provide accountability of all their employees at all times during the work day.**
14. What methods do you use to provide positive reinforcement of rules and safe work practices? **Managers/Supervisors have the opportunity to award their employees with on-the-spot incentives when they observe them performing safe acts and/or suggestions to improve the**



safety and health of the workplace. Managers may also provide employees with a Spot Award through WCH HR for safety/quality suggestions, improvements, and observations. Positive reinforcement is confirmed through annual performance reviews with both employees and supervision.

15. How often do you use at least the first step of your disciplinary system? What is the most frequent offense? **This is Project specific and relative to each manager/supervisor.**
16. How are you held accountable for ensuring safe and healthful working conditions in your area? **Managers are held accountable through their performance reviews and evaluations of emergency drills, area walk-through inspections, and the actions of their employees which they directly supervise.**



1. Employee Involvement

LOIs

- Management has developed a process to involve employees at all levels in the safety and health program and in decisions that affect employee health and safety.
 - Describe how employees are involved in all levels of S&H. Be specific. Identify the programs that include all employees, incorporate suggestions, and employee rights in VPP and S&H.
- There is a documented system to involve employees in safety and health program design and implementation, in both safety and health problem identification and resolution.
 - Provide an overview of access and use of the PERS by employees. Include the identification of issues and the resolution process involving the employees.
- Interviewed employees at all levels (including top line managers, line supervisors and hourly workers) understand and feel part of the safety and health program.
 - Provide a cross section review of employees from senior management to staff and craft personnel for validation of involvement in the safety program.
- Management is helpful in providing requested employees for both informal and formal interviews.
 - Describe the mechanism that Management provided to allow for employees to be interviewed during this assessment. Describe any issues identified in this area.
- There is evidence through documentation and employee interviews that at least half of the Employee Safety Committee is made up of either:
 - bona fide worker representatives who work at the site and, if unionized, are selected, elected or approved by a duly authorized collective bargaining organization or,
 - hourly craft workers who are rotated through membership frequently enough that all contractor hourly craft personnel receive experience on the committee over a reasonable period of time, but with terms long enough for development of adequate expertise to be of assistance.
 - Describe the EAPC and PAPC process. Include the charter and mechanism for personnel to become involved. Give examples of members and their affiliations.
- Minutes of committee meetings and member interviews provide evidence that minutes are always kept and distributed, and that the committee meets monthly at a minimum.
 - Contact S&H to obtain a copy of the Performance Indicator that tracks and trends the employee committee participation. Review meeting notes and attendance rosters to determine the mix of craft, staff, and management personnel.
- Documentation and member interviews provide evidence that committee members are allowed to observe or assist in accident investigations, have access to all relevant safety and health data, and have adequate training in hazard recognition.
 - Provide evidence of employees participating in investigations, inspections, and the training that was provided to committee members.



- Employees are involved in the site communication to include safety and health.
- Describe the methods that employees use to communicate S&H...safety shares, tailgate topics, awareness topics, etc.

Employee Interview Questions

1. How is top management involved with worker safety and health?
Management is committed to S&H by allowing employees to participate in S&H activities, holding them accountable on performance review, and by providing a safe and healthful working environment. WRPS provides staff who are subject matter experts in S&H and provides both positive and negative reinforcement for participation in and compliance with established S&H programs.
2. What happens if an employee disobeys a company safety rule? Do you know of anyone this has happened to? **Employees are disciplined through the Human Resources discipline policy. Additionally. Subcontractors have a stipulation in their contracts to earn additional safety awards which could be affected by a violation of a company safety rule.**
3. Have you ever seen the Log of Injuries and Illnesses or a summary of the log? If so, did it seem to agree with your knowledge of accidents and illnesses here? **Injury/Illness information is posted each February with information injuries and illnesses provide to employees through Monday morning tailgate presentations, PODs and newsletters. Additionally this information is provided to the Employee Committees and incorporated into the monthly performance indicators. Information is readily available to all employees on the Safety and Health Statistics web page.**
4. How does this workplace compare to others where you have worked in terms of safety and health? Worse? About the same? Better? Much better?
5. Is employee turnover high?
 - a. If so, why?
 - b. If so, how long does it take a new employee to learn to work safely alone? **The higher hazard work locations and activities require additional mentoring in the field with experience and competency verified prior to allowing personnel to perform work on their own.**
6. Is there anything else you think we should know about the safety and health program here? **Active participation in the Employee Committees at each project location to include the office and promotes employee observations and involvement in the identification and resolution of safety issues. The Contractor also provides focused safety campaigns that deal with recent safety issues, concerns, and lessons learned across the DOE complex. The Contractor encourages employee and management participation in safety through weekly communication of safety items at the POD and monthly safety meetings and recognizes employees through an established and robust safety recognition program.**
7. What do you know about the committees (or other employee participation method) for safety and health?
The Contractor has Employee Committees to facilitate safety and health. The Employee Committees coordinate with the S&H Department and Senior staff to raise, communicate and correct S&H issues. These committees identify areas of improvement for their individual departments and projects as well as share lessons learned and successes with other areas. The Employee Committees have a focus areas to raise awareness for a certain safety and health issue to both educate and improve upon this issue.



8. What has management told you about the DOE-VPP program? **VPP is a voluntary program that identifies and implements elements of an effective S&H program that go above and beyond compliance with employees owning the program.**
9. Have you been told what your rights are under the DOE-VPP? If so, can you tell me what they are? **You have the right to work in a safe and healthful work environment, obtain and wear the necessary PPE at no charge, raise any issue or concern without the fear of reprisal to any level of management or DOE, to be included in S&H committees, and obtain the necessary training to safely perform your job.**
10. Would you feel comfortable making a safety or health complaint to management? To DOE? Do you support the company's participation in the DOE-VPP?
11. How are committee members' chosen? **Members are chosen either by volunteer or by management encouragement. All employees are afforded the opportunity to participate in and/or become a member of a S&H Committee. Each project area has an Employee Committee with a high level committee that includes management and the project Committee representatives. Additionally, the contractor has a VPP Task Team Committee that includes Directors, managers, staff and craft employees and members from each Employee Committee.**
12. Does the committee have a written charter? **Yes. The Employee Committee are outlined in a charter.**
13. What is the total number of committee members? (For construction or other sites with a joint labor management committee): **Total number of members varies from site to site depending on the need, scope of the project, and the number of personnel on that project.**
 - a. Number of management representatives? **(estimate...this fluctuates)**
 - b. Number of employee (non-bargaining/staff) representatives? **(estimate...this is the co-chair Committee membership)**
 - i. How often does the committee meet? **Monthly**
 - a. In view of the committee's workload, is this number of meetings too many? Just about right? Too few? **Provide your opinion**
 - b. How are members notified of scheduled meetings? **Members are provided an invitation on their calendar via e-mail. If they do not have access to e-mail, their S&H representative or Employee Committee Chairperson will provide the date and time of the meeting.**
 - ii. How many of the committee members usually attend meetings? All? Most? About half? Less than half? Is there a quorum requirement? **Answer according to your Project Employee Committee.**
 - a. Are members encouraged to attend the meetings? **Answer according to your Project Employee Committee.**
 - b. What happens if you miss a meeting? **Members are informed of meeting activities through the meeting minutes and action items through newsletters from each Employee Committee, awareness bulletins, postings on the S&H web site and general S&H communications.**
1. Are committee meetings held on company time? **Yes.**
2. Are there safety and health professionals on the committee? If so, do these people take the time to explain technical points when they arise? **Contractor S&H Professionals provide guidance and feedback for each project location to help answer technical questions. These persons are available for staff, department, and S&H committee meetings.**
3. Does the committee have access to the OSHA Log of Injuries and Illnesses? **All employees have access to the injury/illness log information through the Safety Reports provided in the tailgate information. This report identifies first aid, recordable and lost time injuries and illnesses and**



information about each case as appropriate. This report is linked through the S&H web site and is provided to all employees.

4. What other safety and health records has the committee been able to review? **Committees are asked, as applicable to review and assist with accident investigations and workplace inspections. Medical records are proprietary information and are not available to committee members.**
5. Does the committee base inspections on this data? **Yes, trends are reviewed and focus areas are designated based upon recent incidents.**
6. Are written minutes taken and distributed? Do non-committee members have ready access to the minutes?
7. How often does the committee do whole site inspections? **This is dependent upon site schedules and the type of inspections conducted.**
8. If inspections cover only part of the workplace, how many inspections are needed before the entire workplace has been inspected? **There are distinctive project locations with an office complex. Sites are inspected at least weekly by the site S&H site reps. Other inspections include management walk-throughs, STS inspections, and Employee Committee inspections/observations. All sites are covered by these mechanisms at least monthly.**
9. Do you normally participate in the inspection process? What area do you inspect? **Answer based upon the type of observation/inspection conducted.**
10. How many inspections have you made in the past year? **Based upon individual participation.**
11. Do you consider this an adequate number? **Based upon individual participation**
12. In terms of keeping the workplace safe, do you consider the inspections very useful? Somewhat useful? Not useful? How would you change or improve them if you could? **Based upon individual participation**
13. What role (if any) does the committee play in accident investigations? **Members are asked to participate as requested.**
14. SITE: Have you seen industrial hygiene inspections at your worksite? Have you accompanied or participated in any of these inspections? **Based upon individual participation**
15. Can you describe the committee's role (if any) in the handling of reports of safety and health problems from workers? **Employee Committees document the observations in the corrective action system or through work orders. Those items that are programmatic in nature will be entered into the corrective action system to be analyzed and assigned to the appropriate organization. Follow up with these actions is conducted until the issued has been effectively resolved.**
16. If the committee oversees the process for employee reports of safety and health problems, does it verify that hazard correction occurs on valid concerns? Have you ever accompanied a DOE OSH assessment? How would you compare committee inspections with DOE's? Are the results similar? Explain. **Follow up with these actions is conducted until the issued has been effectively resolved.**
17. Have you been trained specifically to work on the committee? If so, describe. **Certain committee members have received OSHA 500 and 501 courses depending upon their location and hazards they encounter. Others are trained through the STS certification process. Many members are mentored by the S&H site reps during observations and inspections. Members have received leadership training through the contractor.**
18. Who provided the training? **Site Contractor**
19. Did your training prepare you for committee work?
20. Did your training include information on safety hazards? Health hazards?



21. Since your initial training have you received supplementary "refresher" training? Describe briefly.
22. How would you change or improve the training, if you could?
23. Do you think the committee has had an effect on employee awareness of safety and health problems? If so, describe. **Employees are provided information through the review of the items logged in the corrective action system during tailgate meetings and special S&H bulletins. Resolution to these issues has improved worker safety both in the field and in the office environment. Additionally, documented observations have resulted in the development of additional procedures and best management practices to provide uniform and consistent requirements for all employees to follow.**
24. Does the committee have authority to correct safety and health concerns? Please give examples. **Yes. Committees are empowered and expected to correct issues and/or concerns during the observations and inspections if they are able. Many corrective action system entries identify those items that were corrected on the spot by either craft or the management team member. All members are empowered and expected to Stop Work if an unsafe act or condition is observed.**
25. Has the committee made suggestions to management for safety and health improvements? If yes, give examples. **The corrective action system and work orders both contain improvements identified by committee members.**
26. How are these communicated to management? **Monthly, the Employee Committee chairs meet with management and support S&H personnel to discuss emerging issues and concerns and how these can be addressed. For systemic issues, the Employee Committees have a focus area each month based upon the location and findings of the Employee Committee inspections. This is communicated through newsletters and tailgates where management is present and participating.**
27. Do you think that the company has been responsive to suggestions the committee has offered? Give examples. **Based upon personal experience.**
28. If the company does not accept recommendations, does it explain why? Give an example. **Based upon personal experience.**
29. Have there been any disagreements between employees and management about safety and health issues? If so, how are they resolved? **Based upon personal experience.**
30. Would you say that the company has been supportive of the time you spend on committee business? **Projects allow and encourage committee members to attend committee meetings as part of their normal work schedule.**
31. Do you think that the committee functions or operations can be improved? If yes, how? **Based upon personal experience.**
32. What else do you think the committee can do to improve safety and health conditions? **Based upon personal experience.**
33. As a whole, how would you rate the effectiveness of the committee? **Committee members play an integral role in the identification of hazards, areas for improvement, and providing an effective means of communication of S&H issues both up and down the chain of command.**
34. Have you ever seen the Log of Injuries and Illnesses or a summary of the log? If so, did it seem to agree with your knowledge of accidents and illnesses here. **All employees have access to the injury/illness log. This log identifies first aid, recordable and lost time injuries and illnesses. This log is located on bulletin boards throughout the projects. Additionally, each first aid, recordable and lost time incident is communicated to all employees through the weekly tailgate sent out electronically and linked via the S&H website and reviewed at the weekly tailgate meetings.**



35. How does this workplace compare to others where you have worked in terms of safety and health? Worse? About the same? Better? Much better?
36. Is employee turnover high? **Turnover of employees has increased lately due to the contract transitions on the Hanford site.**
- If so, in your opinion, why?
 - Also if so, how long does it take a new employee to learn to work safely alone?
37. Is there anything else you think we should know about the safety and health program here? **The Contractor has effectively involved all employees in the safety program from top management to craft level workers. Both Contractor and subcontractor employees are viewed equal under the safety program where any employee Stop Work and raise a safety concern without any fear of retribution. All are afforded the opportunity to participate in committees and provide improvements via the corrective action system and work order process.**
38. Safety Culture Questions:
- **LEADERSHIP**
 - ***Clear Expectations and accountability***
 - Are senior management's expectations regarding safety and quality clearly communicated?
 - Is your immediate supervisor intolerant of conditions or behaviors that have the potential to increase safety hazards?
 - Are personnel at all company levels are held accountable for standards and expectations?
 - **The Contractor establishes expectations and safety standards upon hire. All personnel are expected to stop work if an unsafe condition exists. When employees violate the safety expectations or rules, WRPS implements the progressive discipline policy to reinforce these expectations.**
 - ***Management engagement and time in field***
 - Does your immediate supervisor listens to and acts on real-time operational information?
 - Does your immediate supervisor give useful feedback about how to improve my performance?
 - Does your immediate supervisor manage people effectively, including dealing with difficult or emotional situations?
 - **Ask employees to provide examples of these attributes (both pro/con).**
 - ***Risk-informed, conservation decision making.***
 - Does your immediate supervisor support your right to stop work if you see something unsafe?
 - Are unusual or unexpected conditions that may have an impact on safety promptly investigated and resolved?
 - Does the contractor consistently make decisions that support safe, reliable operations?



- d. Does WRPS sacrifice the quality of products/ services in order to meet schedule/deadlines?
 - e. Does management allocate resources to meet safety needs?
 - **Ask employees to provide examples of these attributes (both pro/con).**
 - ***Open communication and fostering an environment free from retribution.***
 - a. Do managers apply the disciplinary process fairly and consistently?
 - b. Does your immediate supervisor encourage you to make suggestions to improve safety or quality?
 - c. Are you free to talk about work related issues with someone more senior than my immediate supervisor when you need to?
 - d. Do you feel comfortable in approaching your immediate supervisor regarding any concern?
 - e. Is there honest communication about safety issues in your immediate workgroup?
 - ***Demonstrated safety leadership***
 - a. Does senior management sets high standards for safety performance through their own actions?
 - b. Does senior management actions demonstrate that safety is just as important as meeting production goals?
 - c. Do managers show concern for workers' well-being?
 - d. Does your immediate supervisor supports compliance with procedures?
 - **Describe how senior management establishes safety standards and support procedural compliance through the S&H Program and Work Control procedures.**
 - ***Staff recruitment, selection, retention, and development***
 - a. Does management ensure that the project has the right level of technical/staff experience and education to accomplish our mission?
 - b. Are people in your immediate work group encouraged and/or continually try to improve safety performance?
 - c. Are company values and practices learning from past experience and mistakes?
 - d. Does your immediate supervisor support your professional development?
- **EMPLOYEE/WORKER ENGAGEMENT**
- ***Personal commitment to everyone's safety***
 - a. Do you understand your responsibility for safety?
 - b. Does the contractor have clearly defined and written: Roles related to safety; Responsibilities related to safety; Authorities related to safety?
- **Goals are established each year through the ISMS Declaration and the ISMS Performance Objectives, Measures, and Commitments (POMCs). These goals are flowed down to**



employees through the Safety and Health Improvement Plans, updated in the VPP newsletters, and stasured at the end of the year for overall performance.

- c. Are members of your immediate workgroup willing to identify errors, deficiencies, or potentially unsafe or poor quality conditions?
 - d. Who is responsible for taking action (i.e., stop work, report it, caution others) when you see a potentially unsafe condition?
- **All employees have the responsibility and authority to stop work. Employees are encouraged to mentor and to look out for fellow co-workers if they see unsafe acts or conditions.**
- ***Teamwork and mutual respect***
 - a. Within the last year, have you observed retaliation among your peers?
 - b. Do you feel comfortable enough to express your opinion when discussing safety issues with your team even if that means disagreeing with colleagues?
 - c. Are the people you work with willing to help each other, even if it means doing something outside their usual activities?
 - d. Do your coworkers look out for each others' safety?
 - e. At the Hanford Site, do organizational boundaries affect how employees work as a team?
- ***Participation in work planning and improvement***
 - a. Can you personally stop work?
 - b. Are you encouraged to come up with new and better ways of performing work?
- ***Mindfulness of hazards and controls***
 - a. Does the Contractor correct problems the first time they are identified?
 - b. Are your coworkers actively looking for equipment or facilities that may be unsafe?
 - c. Are your coworkers taking the necessary precautions during their work to avoid hazards?
- **The Contractor involves employees in the work control document development and control implementation. Hazards that are identified are entered into PERs with a manager assigned to correct and mitigate the hazard. For immediate hazards, employees stop work, place the area in a safe configuration, and evaluate the hazard and necessary controls to resume work.**
- ***Job Characteristics***
 - a. Is your workload is reasonable?
 - b. Do priorities of work objectives change so frequently that you have trouble getting your work done?
 - c. Do physical conditions at work (for example, noise level, temperatures) allow you to perform your job well?
- **The Contractor evaluates the hazards (both field and office locations) to determine the hazard and the necessary control. This is part of the work control process. Additionally,**



employees are empowered and expected to stop work if conditions are such that create a safety hazard.

- **LEARNING ORGANIZATION**

- ***Performance monitoring through multiple means***

- a. Is the project commitment to quality apparent in what you do on a day-to-day basis?
- b. Does the Contractor monitor key safety performance indicators (for example, incident rates, near-misses, accident rates)?

- **The Contractor tracks, trends and monitors performance indicators on a monthly basis. This information is communicated to management and flowed down to employees through the Employee Committee newsletters, VPP Newsletter, and posted on the intranet site under S&H.**

- c. Does the Contractor respond when safety indicators show that performance is degrading?

- **The Contractor implements initiatives when indicators show a negative trend. These are implemented site wide. Examples include hand safety, vehicle safety, fall protection emphasis on walking/working surfaces and stairs, and electrical safety campaigns.**

- ***Use of operational experience***

- a. Does the Contractor use "lessons learned" from events at Hanford and elsewhere to improve safety and performance?
- b. Does the information received from regular safety meetings (such as Tailgate) enable you to do your job more safely?
- c. Are mistakes are used as opportunities to learn rather than blame?

- ***Creditability, trust, and reporting errors and problems***

- a. Are people are willing to report safety issues?
- b. Is there is a feeling of trust and respect in your immediate work group?
- c. Are your immediate supervisor is trustworthy?

- ***Questioning Attitude***

- a. Are you treated with dignity and respect when you raise a safety issue?
- b. Has the Contractor established an environment where people can challenge the traditional ways of doing things?
- c. Do you feel comfortable expressing differing opinions within: The Project; Your immediate work group?

- ***Effective resolution of reported problems***

- a. Does management take action to investigate and correct accidents and incident?



- b. Are you confident that safety concerns you raise will be listened to and acted on?
 - c. Does management act decisively when a safety concern is raised?
- ***Effective safety/general communication***
 - a. Does the Contractor communicate important information in a timely manner?
 - b. Does your immediate supervisor inform you about risks associated with my work?
- ***Management support/encouragement to raise safety concerns***
 - a. Does management at all levels encourage you to raise safety concerns through your avenue of choice?
 - b. Do you believe that your immediate supervisor wants you to report any concerns you might have?
 - c. Are you free to raise safety concerns without fear of retaliation?
 - d. If you raise a safety issue to your immediate supervisor: Is the issue/opinion listened to; Is the issue/opinion resolved in an open/transparent manner; Is the issue/opinion resolved promptly; Is feedback provided to you in a timely manner?
- ***Internal Avenues of Redress***
- ***Corrective Action Systems***
 - a. Are you confident that the corrective action system: Effectively prioritizes issues; Provides both traceability and transparency in how issues are resolved; Enables rapid response to imminent problems while closing minor issues in a timely manner; Is supported by senior management?
 - b. Is the corrective action system easy to use?
- ***Other Avenues of Redress***
 - a. Are you comfortable in raising concerns to: A Union Safety Representative, if applicable; Human Resources; Labor Relations?
 - b. Are you comfortable in discussing concerns with a DOE Facility Representative without fear of retaliation?
- ***Alternate Problem Identification Processes***
- ***Differing of Professional Opinions Process***
 - a. Are you aware of the DOE Differing Opinion process?
- ***Contractor Employee Concerns Programs***
 - a. Do you know how, or who to contact, to submit a concern within the Employee Concern Program?
 - b. Do you believe that senior management supports the Employee Concerns Program?



c. If you were uncomfortable raising a concern through other means, would you raise the concern through the Employee Concerns Program?

- ***DOE Employee Concerns Programs***

- a. Do you know how, or who to contact, to submit a concern with the DOE Employee Concerns Program?
- b. Do you believe senior management support the DOE Employee Concerns Program?
- c. If you were uncomfortable raising a concern through other means, would you raise the concern with the DOE Employee Concerns Program?

- ***Detection & Prevention of Retaliation***

- a. Within the past year, have you experienced retaliation for raising a safety issue/concern from: Your immediate supervisor; Any of managers; Your peers; DOE?
- b. A chilling effect exists when an employee is unwilling or unable to raise a safety concern because he/she fears reprisal for doing so. Provide your opinion: Does a chilling effect does exist in your immediate workgroup?
- c. If you were aware of a chilling effect, would you report it?

- ***Work Environment Assessment***

- a. Has the work environment at the project has improved over the past year?

- **Give examples of this.**

- ***Organizational Trust***

- a. Do you trust the Contractor to do the right things to protect environmental and public safety?
- b. Do you trust WPRS to do the right things to protect workers' safety and health?

- ***Overall Satisfaction with Organization***

- a. Would recommend your project as a good place to work?

- ***Senior Management Assessment***

- a. In your judgment, with all things considered, how good a job is senior management doing: In stating objectives clearly; Establishing priorities; Making decisions promptly; Providing leadership; Communicating with people?

Informal Interview Topics

1. Safety and health orientation for new employees
2. Ongoing safety and health training
3. Awareness of the Employee Committees and its functions (where applicable).
4. Safety rules and enforcement.
5. Safe work practices.
6. Freedom to raise safety or health hazards and/or concerns.



7. Awareness of an internal safety and health complaint process
8. Responsiveness of management in correcting hazards.
9. Emergency procedures and employee responsibility
10. Comparison of the safety/health conditions at this workplace in relation to others.
11. Visibility of top management involvement in the S&H program



2. Worksite Analysis

LOIs

- There is a system in place to recognize and correct hazards.
 - What is this system...provide the procedure names and process for hazard analysis. Give a thorough explanation of the process with validated examples. THIS IS A FOCUS AREA FOR THE DOE ASSESSMENT TEAM.
- Documents provide evidence that comprehensive surveys (as opposed to routine inspections) covering all contractor-controlled spaces has been done within a time frame appropriate for the risk level of the workplace operations.
 - Contact S&H to review the inspections and reviews. The Contractor should have a baseline hazard assessment. Determine the date when this was updated and the areas it includes.
- There is a written system of job hazard analysis which provides for the analysis of all jobs over a given period of time and sets priorities for the most hazardous jobs.
 - Describe the system and how hazards are evaluated and reviewed based upon the severity of the hazard.
- Job hazard analyses, while used to revise procedures, are not themselves used as procedures.
 - Ensure that the JHAs are part of the work packages to identify the hazards. The work package is used to implement the appropriate controls. Describe how hazards are analyzed and who is included in the analysis (workers, supervisors, Subject Matter Experts, S&H staff, etc.)
- Documentation and/or interviews indicate that tools, equipment and other hardware involved in work processes are analyzed for hazards as part of the job analysis.
 - Review work packages to identify where this has occurred. Good examples include the use of cranes, respiratory equipment, heavy equipment, and hand tools.
- Where contractor operations include work settings with continuous change and/or overlapping operations, such as experimental laboratories, chemical process "turn-around" or construction, there is a written system of phase hazard analysis.
 - Describe the mechanism to conduct turnover for shifts. This needs to include any overtime work where workers may not be familiar with the area they are working in.
- There is documentation, where phase hazard analysis is applicable, that project phases have been identified and received detailed attention and analysis.
 - Provide evidence that hazards are not only reviewed in the planning process but throughout the evolution of work. Provide examples where additional hazards were identified and controlled based upon changing conditions (weather, time of day, week-end work, work after a holiday, etc.)
- A random sample of applicable documents selected by the onsite team members provides evidence of a thorough analysis of new activities and facilities, including new chemicals brought onsite for hazards and risks.



- Describe the process for the review and approval of new activities and facilities. List those individuals that are involved in this process. Contact Procurement to determine how materials and chemicals are ordered, reviewed, approved, and received on site.
- A written system for conducting routine inspections meeting the requirements above is readily accessible to all those who conduct such inspections.
 - List the procedure that outlines the routine inspection processes. S&H, Management Observations, and the Employee Committees all have routine inspection processes.
- Where necessary, a written program of routine industrial hygiene monitoring and sampling has been designed which is adequate for the health hazards of the operation, and is compliant with applicable requirements.
 - Contact IH to determine the program used to conduct monitoring and sampling and demonstrate the effectiveness of the program.
- A sample of inspection and/or monitoring reports over a period of time does not show patterns of recurring hazards or noncompliance.
 - Contact S&H to determine any trend reports (through QA). If a trend was identified, what actions took place to correct/reverse this trend.
- The onsite team site tour does not reveal a pattern of hazards or noncompliance missed or left uncorrected by self-inspections or routine monitoring.
 - Conduct a site inspection as part of the review. Look at general housekeeping and S&H issues. Document these and write up corrective actions as needed to correct these issues. If trends are identified, contact S&H (QA) to determine if these trends have already been identified and the corrective actions in place to correct.
- Interviewed employees can explain how they get apparent hazards corrected, including the system for them to report hazards in writing.
 - Ask employees about the corrective actions and any other mechanisms for correcting hazards. This could also include face to face conversations with management/supervision. If this occurs, determine how this information is documented.
- Interviewed employees provide examples of reported hazards getting corrected in timely manner.
 - Random interviews should include personal experience in using the corrective action system and any feedback received by the employee and the satisfaction of the resolution of the issues.
- Written reports of hazards sampled by the team provide evidence of timely and appropriate management response.
 - Review communications, responses, awareness information, and/or other reports that demonstrate timely management response to issues.
- Comparison of first reports of injuries, first aid logs, and interviews and the sample of accident/incident reports provides evidence that both accidents and incidents are investigated and result in narrative reports.



- Describe the mechanism for communicating injuries and illnesses. Ask employees if they are aware of where the injury/illness information is located and how to find out additional information on corrective actions and other associated actions in response to incidents.
- The written system for incident (no injury involved) investigation produces adequate investigations and reports which include recommendations for recurrence control.
 - Determine if there is process to document close calls and incidents that do not result in a first aid. Describe the process for equipment (vehicles, materials, tools, heavy equipment) incident reviews where no injury occurred.
- A sample of accident/incident investigation reports demonstrates that root cause analysis is conducted, with most reports finding multiple causes rather than fixing blame on the injured worker or the worker most closely involved with the incident.
 - Contact QA to obtain information on root cause investigations and reviews and determine the cause identified in the report. Identify how this relates to systemic improvement of the process and not just that single event.
- Document review provides evidence that records concerning injuries, illnesses and hazards are fully and accurately kept.
 - Contact S&H-Case Management to review the process and mechanisms for the documentation and review of the injury/illness records.
- Records of employee visits to health care providers are kept for analysis even though the care given may not involve an OSHA recordable.
 - Contact S&H-Case Management to review the process and mechanisms for the documentation and review of the injury/illness records. Ask for evidence of monitoring and support of cases that were not considered a recordable. **DO NOT INCLUDE ANY NAMES IN THE REPORT.**
- There is documented evidence that trend analysis is conducted on safety and health statistics and that the analysis results in the identification of potential programmatic weaknesses.
 - Contact S&H to review the performance indicators and interview personnel responsible for these to determine if trends exist and the actions taken when/if trends are/were identified.
- Trending analysis is conducted on, at least, injury and illness data, reported incidents, inspection or self-assessment reports, and employee reports of hazards.
 - Contact S&H to review the performance indicators and interview personnel responsible for these to determine if trends exist and the actions taken when/if trends are/were identified.
- Is the scope of work described in sufficient detail to allow the work planning process to identify and control the hazards associated with the work and to assign priorities and develop necessary schedules?
 - Review the work control documents and the planner specific checklists that supplement the checklist. Ensure that the specific hazards are outlined in enough detail to allow for the work crews to understand the hazards and the controls put in place.



- Are the hazards associated with the work environment and those associated with tasks performed and are effectively identified and analyzed for severity / significance?
 - Review the hazard analysis process and include Work Control Documents (WCDs) where the hazards that could potentially adversely impact workers, the public, the environment, the facility and its equipment to ensure that information is documented and analyzed for severity/significance. Provide appropriate documentation of participants and justification of not performing required JHA walk-downs in Work Packages. Review the “what if” scenarios and “error-likely” situations in pre-job planning and brief meetings to determine implementation and effectiveness. Review General Hazard Analyses (GHAs) during the pre-job meetings and evaluate situational awareness at the work location on use of GHAs controls. Determine the guidance that is provided for the completion of the Job Hazards Analysis Checklist.
- Are controls selected that effectively protect against identified hazards to allow for the WCD to be performed as written? Review the planning process to determine how concurrence is attained and if multiple reviews lead to inefficiencies and excessive controls.
 - Review field walk downs and determine if these are being replaced by table top reviews...is this normal practice?
- Is work is conducted diligently in accordance with approved work instructions and within established controls?
 - Ensure that the work packages released are task ready to include resources, field conditions or materials. Review the timeliness of closure of work control documents.
- WP&C process is routinely critiqued as part of doing work, and opportunities for improvement are adequately documented to allow for effective disposition by the feedback and improvement process.
 - Review the WP&C process to ensure that it is routinely critiqued as part of doing work, and opportunities for improvement are adequately documented to allow for effective disposition by the feedback and improvement process. Ensure that the procedures and processes utilized provide an adequate mechanism to communicate feedback and improvement.

Worksite Analysis Interview Questions:

1. What kinds of safety and health hazards are you potentially exposed to? **General construction, electrical, ergonomic, heat stress, hazardous waste work activities, falling objects, operating vehicles, radiological hazards, noise, Beryllium, Asbestos, Lead etc.**
2. What protection is provided to you? How do you help protect yourself? What kind of personal protective equipment do you use? If any, is it readily available when needed? **The Contractor provides first aid kits in the event of minor cuts and scrapes. All locations have access to an Automated Electronic Defibrillator with training on these units during First Aid/CPR. PPE is required when working in field areas at the project site. Each project location has specific PPE required with additional training as necessary for access to this work area. Personnel who**



work in an office location are provided with ergonomic chairs, keyboard trays, and other ergonomic equipment as necessary to ensure proper posture while working.

3. Do you think that management has a good understanding of the hazards? Have they provided an adequate program of protection for you? **The Contractor has outlined the processes and procedures for S&H in the S&H plan. Procedures to identify mitigate hazards are readily available to all employees and are used in the identification and development of controls through a structured Work Control Process with the documentation of these on a Job Hazard Analysis (JHA). Specific programs for additional hazards have been developed to ensure that specific requirements for hazards are outlined and adequately addressed and communicated to employees.**
4. Who is responsible for recordkeeping? **The Safety & Health Department is in charge of injury/illness recordkeeping.**
5. (If multi-contractor site ask) Is your recordkeeping centralized? **Yes** Computerized? **Yes** **All records of injuries and illnesses involving the Contractor, subcontractor, and/or purchased labor are all recorded by the S&H Department on the Injury/Illness log.**
6. Is your recordkeeping computerized? **Yes. The Contractor uses the CAIRs system and the computerized OSHA 300 log form.**
7. Do you have a completed Log and Summary of Occupational Injuries and Illnesses, OSHA No. 300, for the last three calendar years? **Yes.**
8. Do you have a completed supplementary record for each case entered on the log? **Yes.**
9. After an injury or illness occurs, how long does it take to enter it on the log? **Within one week of occurrence.**
10. In keeping the records, which of the following do you use? Instructions on the OSHA forms, BLS guidelines, Trade association guidelines, Insurers' guidelines, other? **OSHA instructions**
11. Who decides whether or not a case is recordable? **The S&H Manager and the SH&Q Manager must agree on the case definition.**
12. Are decisions made consistently in borderline cases? **Yes. The Contractor is conservative with the case determination.**
13. How do you determine whether or not a case is work related? **The Contractor uses interviews, investigations, and work history to assist in this decision.**
14. Do you record any cases on the OSHA forms that are not compensable under workers' compensation?
15. How do you distinguish between an injury and an illness? **OSHA guidelines are used to determine the case definition.**
16. How do you distinguish between medical treatment and first aid? **The Contractor uses the OSHA guidelines to determine treatment beyond first aid. This includes prescription medicine, treatment required by a doctor, and/or physical therapy.**
17. When does a case involve lost workdays? **When a case involves either time away from work or restricted duty at work.**
18. What constitutes restricted work activity? **A restricted activity is one that does not allow an employee to perform his normal job duties at 100%.**
19. If you need assistance in making recordkeeping decisions, how is it obtained? **The Contractor consults with OSHA, DOE, and other parent company sites for guidance and benchmarking.**



3. Hazard Prevention and Control LOIs

- There is evidence from documentation and/or interviews that all the above certified professionals are accessible for use as needed at the site (they do not have to be located at the site).
 - Contact S&H to get the list of ES&H professionals. List the number of certified personnel and others with unique training.
- Most tools and equipment used by workers are designed to minimize risk.
 - Describe the work packages and how tools and equipment are analyzed to minimize the hazards with specific controls for each of the hazards. THIS IS A FOCUS AREA OF THE DOE ASSESSMENT TEAM.
- There is evidence from documentation, interviews and site tour that ergonomic surveys involving occupational health professionals have been done and that, where needed, work stations, equipment and/or procedures are ergonomically improved.
 - Document if ergonomic designs and modifications were done in either office locations and/or field locations. Document the personnel conducting the evaluations and the training that they had prior to conducting the evaluations.
- Most work stations are designed to relieve body stress and remove ergonomic hazards.
 - Interview and conduct a review of work stations in offices and in the field to determine if ergo evaluations have been requested, conducted, and/or designed. Ensure to look at field work processes that include shop areas.
- Ventilation is adequate for both general building ventilation and removal of toxic contaminants.
 - Contact S&H-IH to obtain sampling results to validate general and task specific ventilation in building and within field work scope.
- Interviewed employees indicate that discipline is both fair and consistent.
 - Contact HR for the overview of the discipline process. Ask employees of their opinion, involvement, and awareness of this process.
- The schedule for maintenance of equipment is based upon the manufacturers' recommendations, is revised to reflect actual experience with equipment and is planned to avoid any equipment breakdown.
 - Contact the maintenance engineers/supervisors to determine the schedule for maintenance of facilities and equipment. Determine the areas that are designed for "Run To Failure" and the controls for these areas.
- Control of delinquent preventative maintenance schedules, in particular operating equipment with non-deferred PMs.
 - Contact the maintenance engineers/supervisors to determine how delinquent PM schedules are being addressed.
- Maintenance request and repair records are routinely analyzed to determine breakdown timing and to revise schedules as needed.



- Describe the process to incorporate the maintenance process into the production and operations schedules and how schedules are adjusted. Give examples of requests through PERs or other mechanisms.
- New equipment is routinely added to the maintenance schedule.
 - Provide evidence that equipment is added to the schedule.
- There is documentation that adequate procedures are in place for natural disasters that could occur at the site.
 - Contact S&H and/or emergency management staff to determine the process for natural disasters. Document the policy, plan, and/or procedure number.
- There is documentation that adequate procedures are in place for man-made disasters including any hazards of the workplace with emergency potential; proximity to air, rail or shipping operations; or possible terrorist activities.
 - Contact Emergency Management staff personnel to review and confirm that the emergency response plan takes into account man-made disasters.
- Based on a comparison of the written procedures and what has been seen and heard during the site tour and employee interviews, it is clear to the team that the emergency procedures provide for all likely types of emergencies given the nature of the work of the site and its geographical location.
 - Conduct field observations and inspections to determine if any additional hazards or occurrences are valid and/or included in the current emergency management plan for the site.
- Documentation and employee interviews provide evidence that written procedures meeting the above requirements are accessible to all employees.
 - Describe the location of the EM program and procedure documents and how employees have access to these.
- Medical records of onsite or contract medical service sampled by the team are clear and complete, and case management accounts for patient status from time of initial visit, through corrective referral, until individual is restored to full duty on the job or is separated from the organization.
 - Contact S&H-Case Management staff to obtain an overview of the case management process.
- There is evidence from documentation and interviews that contract or onsite medical services follow standardized protocols.
 - Contract S&H-Case Management staff for an overview of this process. Describe the process for on-site medical evaluations, becoming medically qualified, supervisory review of clearances, return to work actions, and employee awareness of this process.
- Interviewed employees who have received physicals and/or medical testing, report that tests and results were explained to them.
 - Provide a review of the two part exam and determine if employees had the results of the exams explained to them.

Hazard Prevention and Control Interview Questions



1. Has the company had you examined by a physician? If so, was it just at the start of work here or is it done periodically? **HPMC is our medical provider. Medical monitoring is outlined in the EJTA based upon the tasks being performed by each employee. Employees must be medically qualified prior to starting work activities. This is verified by the supervisor prior to allowing employees to start work. Personnel in the medical monitoring program have an annual physical exam. The tests performed during the exam is based upon the EJTA and the hazards that the employees could potentially be exposed to. HPMC does a two part exam where the employee will first obtain the tests and functions directed by the physician and return on a second visit to review the results of the exam with a medical doctor.**
 - a. If routine, how often? **Annually**
 - b. If not routine and not for start of employment, what was the reason?
 - c. Did the examination seem thorough?
 - d. Did anyone explain what was being done and why? If so, who?
 - e. Were the results of the examination provided to you? Did anyone explain them? If so, who?
2. If you see a condition or situation that seems hazardous to you, what do you do? If you cannot correct it yourself, what do you do? Is the response timely, appropriate? If management feels that you are mistaken about the severity of the hazard, do they explain this to your satisfaction? If not, please give examples. **The Contractor encourages all employees to Stop Work when they observe an unsafe act or condition. Employees have the right and obligation to report safety concerns that cannot be immediately addressed to their supervisor, manager, building warden, or any place they feel comfortable. Employees have the right and responsibility to record concerns through the corrective action system and receive a response back on the actions used to close the items. Employees have the right and obligation to submit request to fix issues that they cannot fix themselves to protect themselves and their co-workers.**
3. What kinds of emergency situations are possible here? What is your responsibility in times of emergency? How often do you practice it? **The Contractor has the potential weather, medical, radiological, hazardous waste, chemical, fire, bomb threat, suspicious package, workplace violence, power failure, and/or traffic. Employees are responsible to abide by all directions from the Emergency Response Team members and rescue personnel to either shelter in place and/or evacuate in a safe and effective manner. Annual drills take place in all locations to provide practice and continuously improve our program.**
4. Is there a scheduled preventive maintenance program? How is it carried out?
5. Does it include:
 - a. Critical instrumentation and controls?
 - b. Pressure relief devices and systems?
 - c. Metals inspection?
 - d. Environmental controls, scrubbers, filters, etc.?
6. Does the design, inspection and maintenance activity include procedures to preclude piping cross connections between potable water systems and non-potable systems?
7. How are these procedures carried out and how are systems monitored and inspected to find any cross connections?
8. Do maintenance personnel participate in safety committees and other safety functions?
9. Is there a priority system for safety/environmental related maintenance items? Is it being followed?
10. Does the preventive maintenance program include onsite vehicles, sprinkler systems, detection/alarm equipment, fire protection and emergency equipment?



11. Do you have input concerning safety and maintainability for new equipment and machinery purchases?
12. Do you have an inventory of spare parts critical to safety and environmental protection or a system in place to acquire these parts when needed?



4. Safety and Health Training LOIs

- Evidence from documents and interviews shows that top managers at the site receive at least informal training annually about their safety and health responsibilities.
 - Contact Training to determine the Management/Supervisor training involved with S&H. How is this documented and how frequent is this training conducted.
- Evidence from documentation and interviews shows that supervisors receive training on their responsibilities for worker safety and health as required above.
 - Contact Training to determine the Management/Supervisor training involved with S&H. How is this documented and how frequent is this training conducted. Review the EJTA and Training Outline for several employees to determine if the assigned training matches the medical clearances and hazards identified in the EJTA.
- A sample of training documentation and interviews provides evidence that all training required by standard or DOE order is being carried out systematically and thoroughly.
 - Contact Training to determine the process for the assignment and documentation of training based upon their work scope, location, and hazards.
- There is evidence from the site tour, documentation and interviews that where personal protective equipment is required, employees understand the need for it, and demonstrate that they know how to use and maintain it.
 - Interview personnel to determine if the training on S&H items was effective and describe the frequency and the method to ensure that employees understand the training (tests, demonstration, on the job training, etc.)

Safety and Health Training Interview Questions

1. Did you receive safety and health training when you began to work here?
 - a. How soon after you began to work did you receive the training?
 - b. How long did it last and what did it cover?
2. Do you receive regular safety and health training?
3. What protective equipment have you used? **Office ergonomic equipment, hard hats, safety shoes, safety glasses, respirators, protective clothing etc.**
 - a. Have you been trained in the use of this equipment? **Ergonomic evaluations, and General Employee Training, HASP training, and on the job training for specific equipment.**
 - b. If so, in your opinion, was the training adequate?



5. Injury/Illness Rates

- SIC selection by the contractor is appropriate to the predominant activity.
 - Contact Contracts personnel to determine how the SIC was selected and why. Document this rationale.
- Injury and illness records for the contractor have been reviewed against first reports of injury, first aid logs and injured worker interviews and are being kept correctly or with only minor discrepancies.
 - Contact S&H-Case Management Staff. Determine if an independent assessment of the injury/illness logs has occurred and the results of these. If no assessment has been conducted, determine the mechanism of review of the injury/illness logs. Review this information and compare the results of the OSHA 300 log and the CAIRS database.

Injury/Illness Rates Interview Questions

1. Who is responsible for recordkeeping? **The Safety & Health Department is in charge of injury/illness recordkeeping.**
2. (If multi-contractor site ask) Is your recordkeeping centralized? **Yes** Computerized? **Yes** **All records of injuries and illnesses involving the Contractor, subcontractor, and/or purchased labor are all recorded by the S&H Department on the Injury/Illness log.**
3. Is your recordkeeping computerized? **Yes. The Contractor uses the CAIRs system and the computerized OSHA 300 log form.**
4. Do you have a completed Log and Summary of Occupational Injuries and Illnesses, OSHA No. 300, for the last three calendar years? **Yes.**
5. Do you have a completed supplementary record for each case entered on the log? **Yes.**
6. After an injury or illness occurs, how long does it take to enter it on the log? **Within one week of occurrence.**
7. In keeping the records, which of the following do you use? Instructions on the OSHA forms, BLS guidelines, Trade association guidelines, Insurers' guidelines, other? **OSHA instructions**
8. Who decides whether or not a case is recordable? **The S&H Manager and the SH&Q Manager must agree on the case definition.**
9. Are decisions made consistently in borderline cases? **Yes. The Contractor is conservative with the case determination.**
10. How do you determine whether or not a case is work related? **The Contractor uses interviews, investigations, and work history to assist in this decision.**
11. Do you record any cases on the OSHA forms that are not compensable under workers' compensation?
12. How do you distinguish between an injury and an illness? **OSHA guidelines are used to determine the case definition.**
13. How do you distinguish between medical treatment and first aid? **WRPS uses the OSHA guidelines to determine treatment beyond first aid. This includes prescription medicine, treatment required by a doctor, and/or physical therapy.**



14. When does a case involve lost workdays? **When a case involves either time away from work or restricted duty at work.**
15. What constitutes restricted work activity? **A restricted activity is one that does not allow an employee to perform his normal job duties at 100%.**
16. If you need assistance in making recordkeeping decisions, how is it obtained? **The Contractor consults with OSHA, DOE, and other parent company sites for guidance and benchmarking.**



6. OFI Closure from previous assessments

OFIs

- A sample review of documents from self-assessments or inspections, employee reports of hazards, accident/ incident investigations and any other system for identifying hazards provides evidence that hazard correction tracking is clear and easy to follow from discovery to complete correction.
 - Contact personnel responsible for corrective actions and this system for an overview of the process. Randomly review samples of the corrective actions to determine the mechanism for closure. Choose a few items to determine if the closure mechanism was effective.
- A sample review of documents, interviews and the site tour provides evidence that hazard corrections are successfully tracked to completion.
 - Follow up in the field with validation of closure of issues of the PERs reviewed.

OFI Interview Questions

1. Were you involved in the previous VPP Assessment?
2. Were you included in the corrective actions from this assessment? If yes, were they closed to your satisfaction or in your opinion met the intent of the closure actions?
3. Have the closure of the items identified from the previous assessment been sustained?