
Tailored Criteria for Safety and Quality Management of ARRA Work Performance

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- Eddie is a results oriented leader and change agent with experience at multiple DOE sites applying technical competence coupled with business process knowledge to deliver integrated management solutions.
- Eddie earned his BS degree in Occupational Safety & Health from Murray State University, Kentucky in 1993 and a Master of Business Administration from University of Tennessee in 2007. He is a Board Certified Safety Professional and a Professional Member of the American Society of Safety Engineers.
- He has experience as a company owner/operator, consultant, and various senior management roles. His career is linked to progressively increasing scopes of responsibility and professional challenges with a consistent improvement record at facilities across the DOE weapons complex.
- Accomplishments include VPP Star; significant injury reduction initiatives and case management; security force operations safety; implementation of 10CFR851, Worker Safety & Health Program; and development of Corporate proposals and capture strategies for winning new business.
- Eddie is a chief proponent of the B&W Target Zero philosophy which reflects commitment to operational excellence emphasizing a goal of zero accidents.

Overview of Key Talking Points

- Provide leadership to execute ARRA work consistently
- Set the right management objectives, goals, and expectations
- Connect people and processes to deliver safe, high quality, reliable operations...includes **environmental controls**
- Establish a culture where performing high quality work safely is considered an inherent value
- Select, qualify, and develop workers and subcontractors by mentoring and partnering
- Execute processes to ensure rigorous protection of people, **the environment**, and high-value assets
- Enhance productivity and safety through accountability for leading indicators and key metrics
- Meet performance objectives and provide feedback for improvement
- Get work done as safely and efficiently as possible

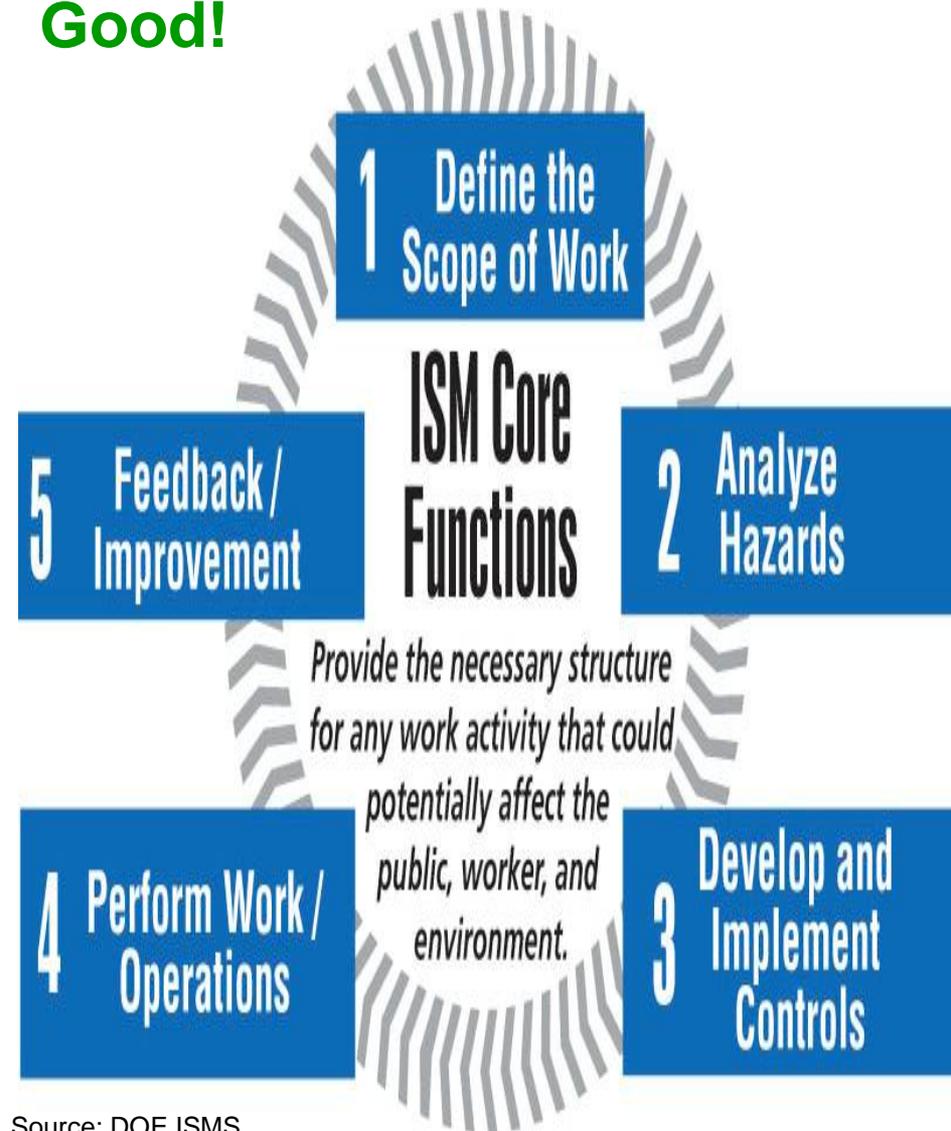
Have Clear Expectations and Set A Good Example

Bad!



Source: Unknown

Good!



Source: DOE ISMS

Project Level Policies and Leadership Expectations

- Interview managers/supervisors to determine a safety management system is in place to protect workers, the public, and **the environment**
 - Documented plans implement safety and health programs, quality assurance, and **environmental safety**
 - Plans are communicated to managers and workers and their input considered
 - Personnel responsible for authorizing and performing work understand and comply with requirements
- Review ISM, including programs and processes to ensure applicable safety/quality requirements are covered for new or enhanced work
 - Documentation is maintained that covers additional ARRA work scope, including baseline hazard assessments
 - Management and workers understand work scope changes associated with ARRA
 - Evidence that requirements are effectively implemented

Project Level Policies and Leadership Expectations (continued)

- Review Contractor Assurance System
 - A robust and pervasive culture exists that stresses safety, quality, and security
 - Functional area improvements are driven by documented performance metrics, self-assessments, and management actions
 - Graded/integrated risk management processes are applied to work activities
- Evaluate process for performing management assessments
 - Management assessments are routinely conducted...internal, external, and field surveillances
 - Issues are documented and managed to closure
 - Compensatory measures are implemented as warranted to maintain operations in a safe and stable configuration
- Evaluate process for worker involvement and feedback
 - Employees are involved in decisions that affect their health and safety
 - Documented system to engage employees in safety and health program design/implementation, including problem identification/resolution
 - Employees demonstrate a sense of "ownership" for safety and health program

Select Vendors Who Avoid Disasters Like This



Source: Unknown



Source: Unknown

Select Vendors Who Avoid Disasters Like This



Source: Unknown



Source: Unknown

Subcontractor Safety and Quality Requirements

- Verify that all contracts include safety and quality requirements
 - Requirements flow down to all subcontractors...including sub-tiers
 - Special terms and conditions cover safety, health, security, **environment**, quality, etc., as they relate to specific work scope
 - Selection and disqualification process considers past and present performance

- Don't let this be your site!
 - Hazards from the past



Source: New York Public Library

Subcontractor Safety and Quality Requirements

- Review process for enforcing compliance with requirements
 - Process to perform routine oversight
 - Process to track and trend compliance
 - Process to effectively enforce requirements

- Don't let this be your site!
 - Oversight is still necessary even today



Source: wizbangblue.com

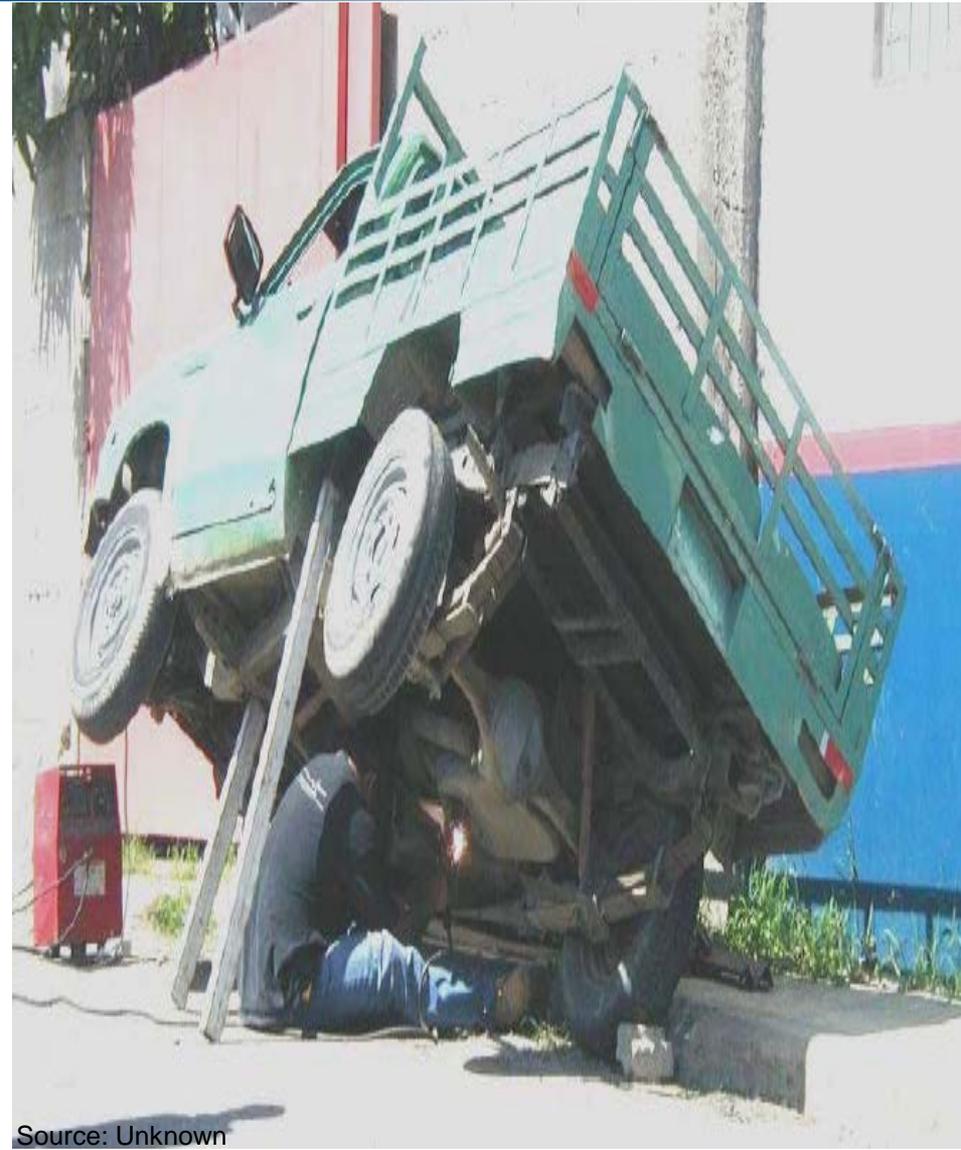
Train & Qualify People To Avoid Hazards Like These



Source: Naval Safety Center



Source: Naval Safety Center



Source: Unknown

Worker Training and Qualifications

- Verify that new and transferred workers are fully trained and meet occupational medical screening/surveillances as required by standards
 - Process to routinely track status of training/qualification on an individual basis to ensure they remain current, including new and transferred employees
 - New and transferred workers fully understand the scope of work; site safety and quality expectations; and their role in protecting **environment**
 - Process to ensure implementation of medical requirements
- Verify that Subcontract Technical Representatives (STR) are trained to perform effective contract oversight
 - Training is developed and administered...includes **environmental protection**
 - Training packages are comprehensive in nature and cover all necessary aspects related to site specific work scope
 - Process to verify STRs fully understand their roles, responsibilities, accountabilities, and authorities, e.g., validated qualification package

Plan, Execute & Control To Prevent Risk Like This



Source: WorkSafe Victoria



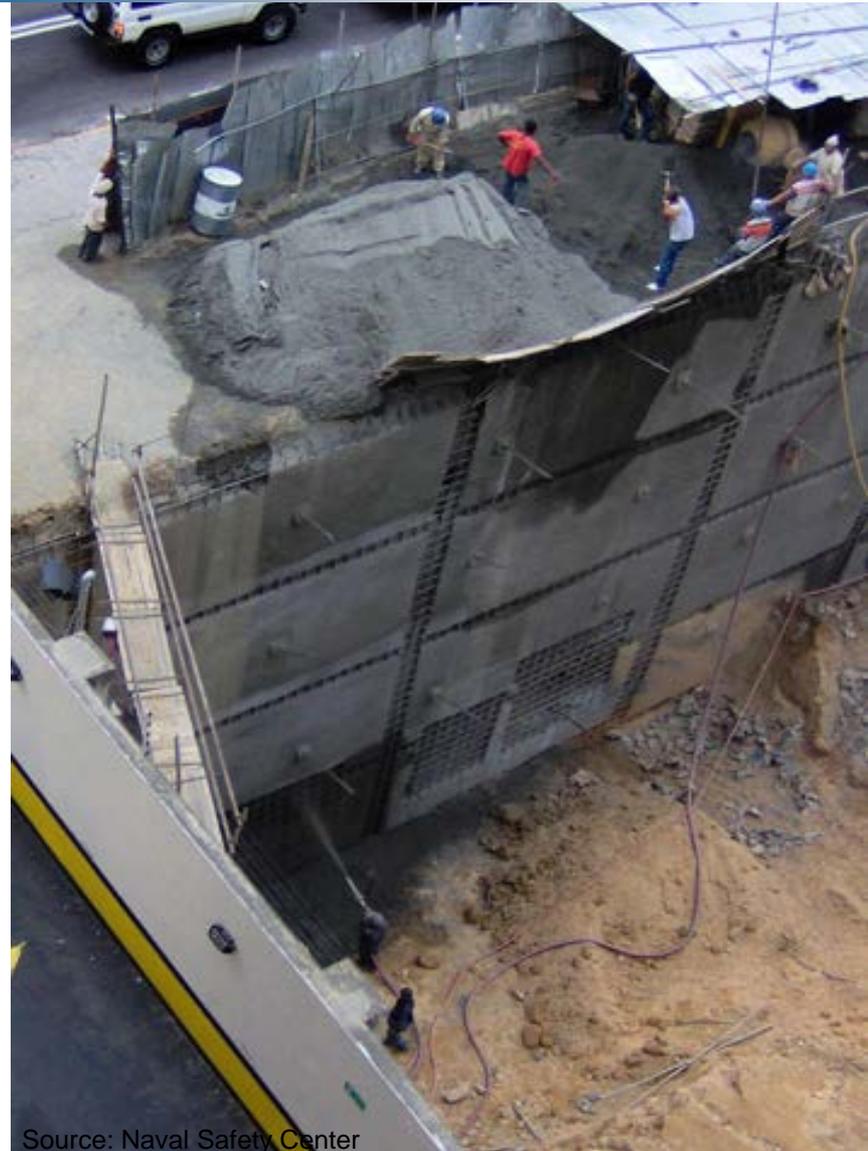
Source: B&W HMI Training Class

Oversight and Work Control Process

- Review activities and/or processes for planning, authorization and performance of work activities
 - Site specific safety and health plans authorize written work start approval...including job hazard analysis appropriate for work scope
 - Change control process to ensure thresholds and limits trigger stop-work when conditions change and/or additional hazards are identified
 - Work control permits are integrated into work packages, including high-risk activities needing special consideration
- Review packaging and transportation activities related to nuclear/radiological material or waste
 - Processes are in place and resources are available to provide support and oversight of material packaging and transportation
 - Thorough understanding of hazardous conditions and practices
 - System to identify hazards and implement controls

Oversight and Work Control Process (continued)

- Don't let this be your site!
- Verify availability of sufficient resources to provide line oversight of new or increased workload, including shift work
 - Subject matter experts (SMEs) are available to cover work scope, including industrial safety, industrial hygiene, radiation safety, **environmental compliance**, etc.
 - Plans cover all work shifts with SMEs appropriate for the operations and nature of the risks
 - SMEs are granted sufficient authority to carry out responsibilities



Source: Naval Safety Center

What Gets Measured Gets Done



Source: B&W HPI Training Class

Safety and Quality Performance Metrics

- Leading indicators of performance are tracked and analyzed
 - Improvements are driven by analyzing interface between workers, processes, equipment, and facility conditions
 - Know what success looks like and ability to recognize when deviation occurs
 - Know what is measured and how it is measured
 - Know when data is collected and how it is reported
- Safety and quality performance metrics for new and enhanced work are tracked and reported separately...includes **environmental metrics**
 - Ownership and accountability for performance metrics is clearly defined
 - Meaningful metrics and related information is collected and evaluated for follow-up
 - Trends and lessons learned are evaluated for continuous improvement

Focus + Follow-up = Results...A Management Philosophy That Works

- Establish Culture of Operational Excellence One Decision At A Time
 - High standards are prerequisite to value, efficiency, and competitiveness
 - Active engagement at each organizational level is required
 - Preserve trust and respect of stakeholders, workforce, and the public
- Project Management Includes ES&H and Quality
 - Improve processes while being cognizant of costs vs. benefits vs. value
 - Design steps that give notice when process is out of alignment
- Work With Customers to Ensure Success
 - Prevent surprises...alert customers to issues, risks, and, constraints
 - Include potential solutions for identified problems
- Team Work Makes the Difference
 - Align talents and strengths for success...everybody offers something
 - Make process improvement an objective highlighting success...not failure
- Improvement Requires Tenacity
 - Balanced enforcement initiatives are part of an effective business strategy
 - Challenge “status quo”...ask tough questions, overcome acceptance of problems, and take action