

Shifting Safety into High Gear!

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Protecting the Columbia River



ISMS Successes

- Good focus and performance in ISMS Core Functions
 - Define Work Scope
 - Identify Hazards
 - Identify Hazards Controls



ISMS Weakness

- Core function “Perform Work”
 - Procedure use and adherence
 - Recognition of changing conditions
 - Stopping work when conditions warrant
 - Questioning Attitude
 - Attention to detail



What needed to be done

- Developed Safety Ownership Program
 - Define Conduct of Operations excellence vision
 - It is about working safely
- Established a Steering Committee
 - Membership from all projects
 - Worker participation and involvement
- Established Improvement Plan
- Built on successes of ISMS and VPP implementation, i.e., “the next step forward”



Goals of SOP

- Focused on key improvement areas
- Visibility inside and outside the project
- Encouraged significant employee participation
- Established CONOPS tenets (e.g., VPP)
- Included an award for achieving goals (e.g., VPP)
- Accomplished in approximately six months



Tenets / Guiding Principles

CONOPS Tenets	Guiding Principles
<p style="text-align: center;">Follow the Instruction</p>	<ol style="list-style-type: none"> 1. Understand the Job 2. Stay within the scope 3. Use the work documents 4. Know your role 5. Pay attention to details
<p style="text-align: center;">Ask the Question</p>	<ol style="list-style-type: none"> 1. Challenge assumptions 2. What could go wrong? 3. What has changed? 4. Stop if not sure 5. Ask for help
<p style="text-align: center;">Fix It Now</p>	<ol style="list-style-type: none"> 1. Raise the issue 2. Understand the problem 3. Be part of the solution 4. Make it right before proceeding
<p style="text-align: center;">Own the Result</p>	<ol style="list-style-type: none"> 1. The instructions are yours 2. You control the outcome 3. Others count on you 4. You can make it better



SOP Participation

- Highest level of participation in the history of WCH
 - 1045 out of 1578 employees and subcontract employees (66%)
 - Total of 657 employees completed all eight activities earning a final award



Effectiveness of SOP



Review Process

- Documents Reviewed
 - SOP statistics
 - Stop work reports
 - Fact finding reports
 - Select assessments and surveillances
- Employee Survey

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE



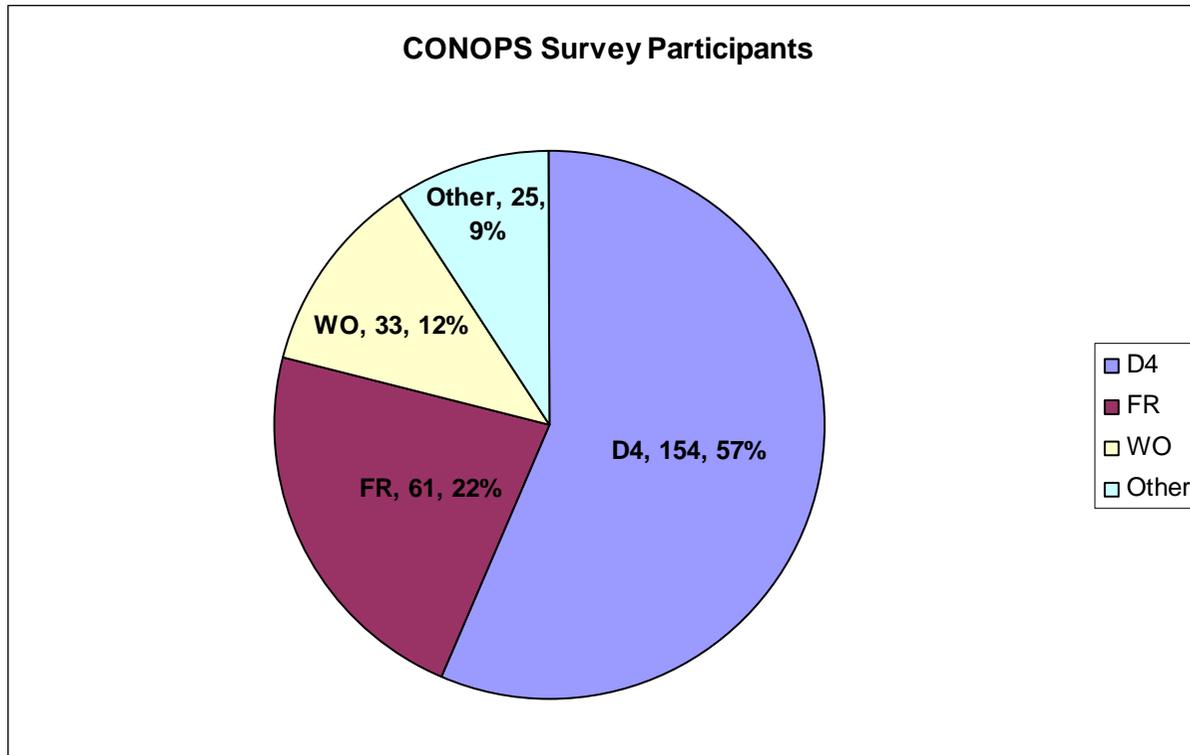
SOP Survey Addressed

- Procedure content/use
- Resources
- Stop work
- Worker participation
- Communications
- Management expectations



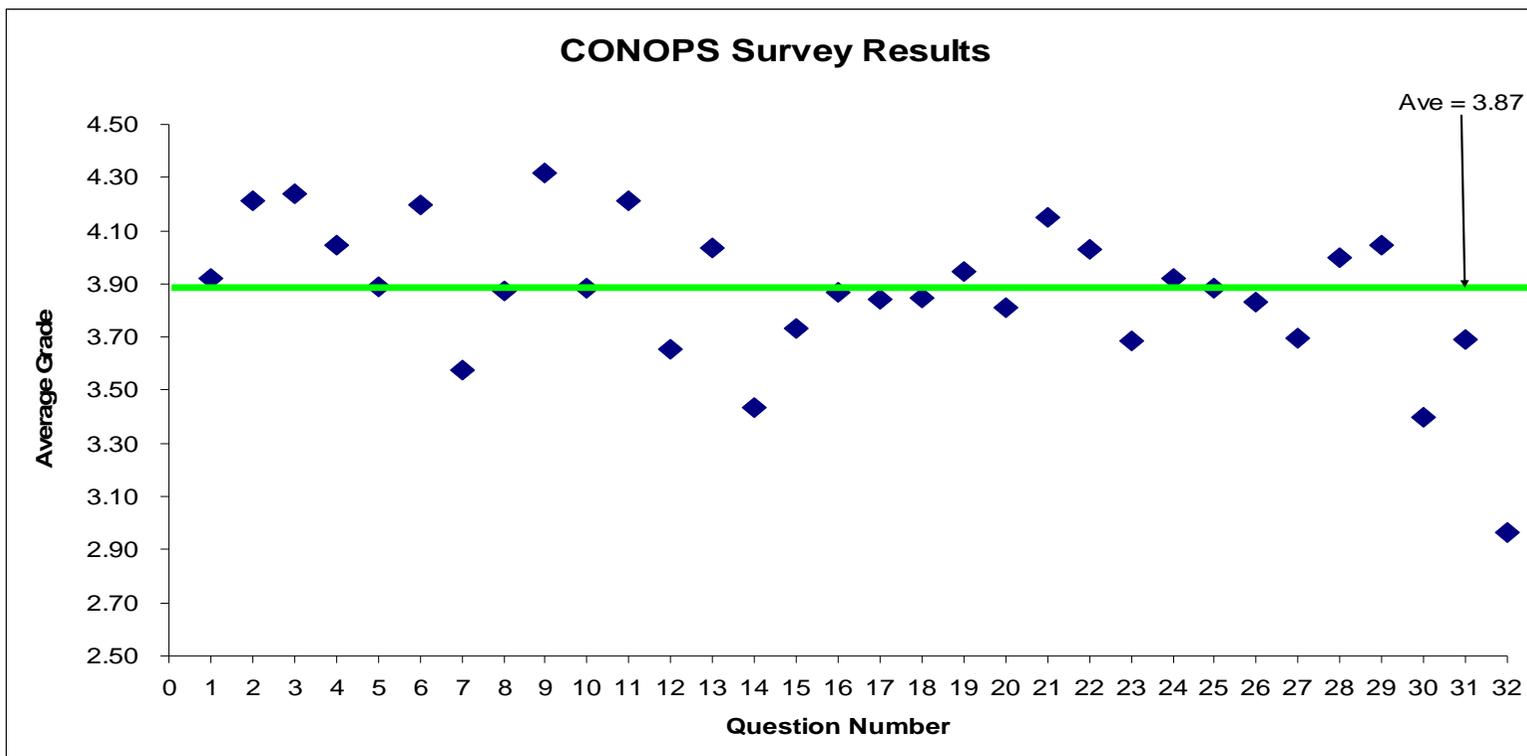
SOP Survey participation

- **Survey completed by ~300 workers (20%)**





SOP Survey Results



Average 3.87



Results Summary

- Differences between management, crafts, and subcontractors fairly small
- Highest agreement for:
 - “Required personal protective safety equipment is available and used for the work that is performed”
- Second highest agreement for:
 - “Management is notified when something unexpected or abnormal occurs during the work activity”



Results Summary (Cont'd)

- Tenet 1 – Follow the Instructions
 - Strong agreement for “Work instructions/ procedures are followed to complete work at all times”
- Tenet 2 – Ask the Question
 - Strong agreement for “Work activities are stopped if the activity is unsafe, the activity is hazardous, or the procedure is incorrect or cannot be followed”



Results Summary (Cont'd)

- Tenet 3 – Fix it Now

- Strong agreement for “Events and/or abnormal conditions are adequately investigated to understand the cause.”

- Tenet 4 – Own the Results

- Average agreement for “Workers have the opportunity to provide input into the work instructions/procedures”
- “Workers actively participate in the JHA/Pre-Evolution processes to make work activities safer and more effective”