Reaping Rewards with ISM

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Glenn Bishop, SRR
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Bios

Barbara Guenveur, Safety Programs, SRNS - Ms. Guenveur, employed at SRS for 26 years, is experienced with Quality Control/Quality Assurance Programs, Safety Professional and most recently VPP Program Manager. Ms. Guenveur is certified as a Special Government Employee (SGE) and has served in several capacities, including chairperson and member of the SRS VPP Core Team for 13 years.

Glenn Bishop, Training, SRR - Mr. Bishop, employed at SRS for 22 years, is an experienced Maintenance Mechanic/Machinist and Operations Training Instructor. Mr. Bishop is currently serving as Training Lead for F Tank Farm and ETP Operations Training. Mr. Bishop has been a member of the SRS VPP Core Team for 12 years.
Purpose

This presentation highlights the approach and essential factors utilized by the Savannah River Site to stay the course with Integrated Safety Management and maintain an excellent safety culture during and after contract transitions.
New SRS Contractors

As a result of contract change two new contractors (SRNS & SRR) were required to conduct ISMS Verification as well as VPP Recertification.

**Primary or Driving Requirement**
- Conduct a Phase II (Implementation) Verification of Integrated Safety Management System (ISMS)

**Other Requirements**
- Assessment of Voluntary Protection Program (VPP) Criteria to prepare for Recertification of DOE-HQ STAR status

Savannah River Site
Approach to ISM Verification

• Utilized ISM LOIs developed for Criteria and Review Approach Document (CRADs) as base reference for integrating VPP LOIs during ISMS Verification process.

• Developed relationship of ISM Core Functions and Guiding Principles to the Tenets of VPP, the Stages of HPI, the Principles of BBS, and Attributes of the Safety Culture Task

• Developed cross-walk between ISMS Verification LOIs and specific criteria or lines of inquiry for VPP, HPI, BBS and Safety Culture Task - by Subject Matter Experts (SMEs)
Safety Initiative Relationships

**Stage 1:** Obtain senior management commitment

**Stage 2:** Establish oversight committee

**Stage 3:** Identify the gaps to excellence

**Stage 4:** Develop a human performance improvement plan

**Stage 5:** Communicate with and engage stakeholders

**Stage 6:** Implement human performance strategy and associated improvement plan

**Stage 7:** Evaluate the effectiveness of human performance improvement plan

**Stage 8:** Maintain the right picture of excellence in Human performance

**Safety Culture**

**Organizational Learning**

**ISMS**

**Core Functions:**
1. Define Scope of Work
2. Analyze Hazards
3. Develop and Implement Controls
4. Confirm Readiness / Perform Work
5. Feedback and Continuous Improvement

**Guiding Principles:**
1. Line Management Responsibility for Safety
2. Clear Roles and Responsibilities
3. Competence Commensurate with Responsibilities
4. Balanced Priorities
5. Identification of Safety Standards and Requirements
6. Hazard Controls Tailored to Work Being Performed
7. Operations Authorization

**HPI**

**Stage 1:** Obtain senior management commitment
**Stage 2:** Establish oversight committee
**Stage 3:** Identify the gaps to excellence
**Stage 4:** Develop a human performance improvement plan
**Stage 5:** Communicate with and engage stakeholders
**Stage 6:** Implement human performance strategy and associated improvement plan
**Stage 7:** Evaluate the effectiveness of human performance improvement plan
**Stage 8:** Maintain the right picture of excellence in Human performance

**Relationships Between ISMS, VPP, BBS and HPI**
## VPP Gap Analysis

### Mission and Policy Statements

<table>
<thead>
<tr>
<th>Element</th>
<th>Stage I</th>
<th>STATUS COMMENTS</th>
<th>Stage II</th>
<th>STATUS COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate Accidents and Maintain Written Reports of the Investigations. Develop a written procedure for investigating accidents and near-misses at the site.</td>
<td>Completed</td>
<td></td>
<td>Progress</td>
<td></td>
</tr>
<tr>
<td>Investigation of Accidents and Near-Misses</td>
<td>No Actions Required</td>
<td>Begin investigating near-misses, following the same guidelines as established in the site’s accident investigation policy or procedure.</td>
<td>No Action Taken</td>
<td></td>
</tr>
<tr>
<td>Investigation of Accidents and Near-Misses</td>
<td>No Actions Required</td>
<td>Continue making findings and corrective actions available to employees on request although actual investigation records need not be provided.</td>
<td>No Action Taken</td>
<td></td>
</tr>
</tbody>
</table>

### Create Action Plan

- Conduct a trend analysis of injury and illness history on a quarterly basis.  
- Conduct a trend analysis of injury and illness history annually.

### Update Gap Analysis

- Enhance the root cause analysis of accidents to prevent recurrence.
- Develop a data and information system to identify and track trends.
<table>
<thead>
<tr>
<th>Name:</th>
<th>Title: Facility Manager</th>
<th>Additional Applicability*</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>(MG.2.Int-1) What is your role within the facility or activity to ensure that safety is maintained at all levels?</td>
<td>VPP-12, 15, 26, 209 HPI-BBS-SC-</td>
</tr>
<tr>
<td>12</td>
<td>(MG.2.1) What mechanisms/procedures are in place to define clear roles and responsibilities within the facility or activity to ensure that safety is maintained at all levels? (If not already provided, obtain copy)</td>
<td>VPP-25, 29</td>
</tr>
<tr>
<td>13</td>
<td>(MG.2.2) What facility or activity procedures specify that line management is responsible for safety? (If not already provided, obtain copy)</td>
<td>VPP-28a, 28b</td>
</tr>
<tr>
<td>14</td>
<td>(MG.2.3) What mechanisms/procedures are in place that ensure that personnel who supervise work have competence commensurate with their responsibilities? (If not already provided, obtain copy)</td>
<td>VPP-208, 211, 212, 217</td>
</tr>
<tr>
<td>15</td>
<td>(MG.2.4) What mechanisms/procedures are in place that ensure that personnel performing work are competent to safely perform their work assignments? (If not already provided, obtain copy)</td>
<td>VPP-218, 219, 223, 226</td>
</tr>
<tr>
<td>16</td>
<td>(SME.1.2(b)) How is Quality Assurance effectively integrated with line support managers to ensure that line managers are responsible for safety?</td>
<td></td>
</tr>
</tbody>
</table>

Savannah River Site
VPP Core Team

The ISM Phase 1 and Phase 2 Verification CRAD Teams were assisted by the VPP Core Team.

- The VPP Core Team members ‘shadowed’ the ISMS Verification Team to verify the VPP LOIs were adequately addressed.
- Attended daily outbriefs.
ISMS Verification Report

Utilized the final ISMS Verification report to determine VPP Opportunities For Improvement (OFI).

Assisted in developing the project execution plan for VPP Recertification

• VPP roadshows
• HSE Blitz & Expo
• Senior management preparation
Reaping the Rewards through ISM

SRS Rewards:

• elimination of duplicate assessment
• successful ISMS Verification
• successful VPP Recertification
• strengthened employee engagement by utilizing cross-company/cross-functional employees
Reaping the Rewards through ISM

ISMS Culture

- Define Scope of Work
- Analyze Hazards
- Perform Work Safely
- Develop / Implement Controls

Safely Performing Work With Employee Engagement At SRS

HPI
- Questioning Attitude
- Task Demands

BBS – What are you doing?
BBS – What are the hazards?
BBS - How are you protecting Yourself/others?

Feedback/Improvement

- BBS – Feedback

HPI
- Post-Job Brief
- Anatomy of an Event
- Error Coding

HPI
- Self-checking
- Peer-Checking/verification
- 3-Way Communication
- Procedure Use & Adherence
- Phonetic Alphabet
- Questioning Attitude
- Place Keeping
- Time Out

Management Leadership
Employee Involvement
Worksite Analysis
Hazard Prevention and Control
Safety and Health Training

Savannah River Site
Reaping the Rewards through ISM

- Strong safety culture
- Strong caring work ethic among workers
- Strong employee engagement
- LSITs, BBS Observations
- IDEAS Program (safety improvement suggestions)
- SRS one of the safest sites in the country (not just DOE)
- People talked to were well qualified and knowledgeable
- Compliment ARRA on new hire (safety) process
- Scorecard System a positive
- Achieved significant improvement in hazard analysis
- Culture dedicated to continuous improvement