



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

99-QSH-233

JUL 22 1999

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DNF SAFETY BOARD

The Honorable John T. Conway  
Chairman  
Defense Nuclear Facilities Safety Board  
625 Indiana Avenue, N.W., Suite 700  
Washington, D.C. 20004

Dear Mr. Chairman:

**INVITATION TO HANFORD SITE INTEGRATED SAFETY MANAGEMENT (ISM) AT  
THE ACTIVITY LEVEL WORKSHOP**

This letter is being written to extend a formal invitation to the Defense Nuclear Facilities Safety Board and your staff to participate in the Hanford Site ISM Activity Level Workshop. Two separate one-day workshops will be held on July 27 and 28, 1999, at the DoubleTree Inn in Pasco, Washington. The proposed agenda, breakout session schedule, and descriptions of the five individual breakout sessions are attached.

The objective of the workshops is to share best practices, processes, and techniques for achieving effective implementation of the Integrated Environment, Safety, and Health Management System (ISMS). This effort resulted from Hanford Site workers participating in the recent ISM workshop held in Cincinnati, Ohio.

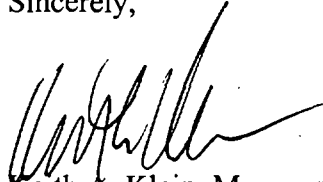
The workshops will consist of presentations and panel discussions. Complex-wide ISMS accomplishments will be highlighted, including worker involvement, work planning, pre-job briefings, automated job hazards analysis implementation, etc.

The Honorable John T. Conway  
99-QSH-233


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If there are any questions, please contact either of us, or your staff may contact Pete Knollmeyer, Assistant Manager for Facility Transition, at (509) 376-7435.

Sincerely,



Keith A. Klein, Manager  
Richland Operations Office



R. T. French, Manager  
Office of River Protection

QSH:LGM

Attachments: 3

cc w/attachs:

G. A. Harvey, FDH

A. F. Shattuck, FDNW

C. L. Huntoon, EM-1

R. G. Lightner, EM-38

M. B. Whitaker Jr., EM-38



## **Integrated Safety Management at the Activity Level**

### *Working Safely and Efficiently*

July 27 and July 28, 1999

DoubleTree Inn

Pasco, Washington

## **Workshop Agenda**

**Two separate one-day workshops that are identical except for the keynote speakers:**

- 6:30 – 7:30 a.m.      **Check In/Registration/Poster Session**
- 7:30 – 7:35 a.m.      **Introductions**  
Jim Schildknecht, Project Manager, FDH Conduct of Ops/ISM/EWP,  
Co-Chairman, National EWP Steering Committee
- 7:35 – 8:05 a.m.      **Welcoming Messages**  
Keith A. Klein, Manager, Richland Operations Office  
Richard T. French, Manager, Office of River Protection  
Dave Van Leuven, Executive Vice President, Fluor Daniel Hanford  
Don McConnell, Assoc. Lab. Director, PNNL, Energy Division  
John Jeskey, HAMTC Safety Representative
- 8:05 – 8:20 a.m.      **Keynote Address**  
Joe DiNunno, DNFSB (July 27 only)
- 8:05 – 8:10 a.m.      **Keynote Address**  
Richard Terrell or Paula White, OSHA (July 28 only)
- 8:10 – 8:20 a.m.      **Keynote Address**  
Richard Kiy, DOE EH-1 (July 28 only)
- 8:20 – 8:30 a.m.      **Special Message - "Verification of ISMS Implementation"**  
Ted Wyka, DOE Safety Management Implementation Team (SMIT)
- 8:30 – 8:40 a.m.      **Video Presentation - "ISMS - Bringing It All Together"**
- 8:40 – 8:50 a.m.      **Break**
- 8:50 – 9:00 a.m.      **Organization/Preview of Workshop**  
Jim Schildknecht, Project Manager, FDH Conduct of Ops/ISM/EWP  
Sonny Trenti, HAMTC Safety Representative

- 9:00 – 9:15 a.m. **Workshop Breakout Sessions Overview (Workshop Themes)**  
Jim Schildknecht, Project Manager, FDH Conduct of Ops/ISM/EWP  
Jim Klos, SNF ISM Coordinator (DESH)  
**First Line Supervisor and Management Commitment**  
Bill Dixon, ORP ES&H (LMHC)  
**Worker Involvement**  
Dick Mitchell, DynCorp Infrastructure ISM Coordinator (DYN)  
**Work Control and Job Hazard Analysis**  
Lou Simmons, BWHC ISM Coordinator (BWHC)  
**Activity Level Feed Back, Improvement, and Communication**
- 9:15 – 9:30 a.m. **Break**
- 9:30 – 10:15 a.m. **PHMC Project Leadership Panel (ISM Core Functions)**  
**Moderator:**  
Gerald B. Griffin, Project Manager, BWHC/FDH-ISM  
Edward S. Aromi, President, Waste Management Hanford  
**Define Scope of Work**  
Mary P. (Fran) DeLozier, President, Lockheed Martin Hanford Company  
**Identify Hazards and ES&H Requirements**  
Arthur Clark, President, B&W Hanford Company  
**Analyze Hazards and Implement Controls**  
Raymond G. Jones, Executive VP, Fluor Daniel Hanford, Inc.  
**Perform Work Within Controls**  
Robert S. Frix, President, DynCorp Services  
**Provide Feedback and Continuous Improvement**
- 10:15 - 10:30 a.m. **Break – Setup for Breakout Sessions**
- 10:30 – 11:15 a.m. **"A" Breakout Sessions** (See attached schedule)
- 11:15 – 11:30 a.m. **Break**
- 11:30 – 12:15 p.m. **"B" Breakout Sessions** (See attached schedule)
- 12:15 – 1:15 p.m. **Lunch** (on your own)
- 1:15 – 2:00 p.m. **"C" Breakout Sessions** (See attached schedule)
- 2:00 – 2:15 p.m. **Break**
- 2:15 – 3:00 p.m. **"D" Breakout Sessions** (See attached schedule)
- 3:00 – 3:15 p.m. **Break**
- 3:15 – 4:00 p.m. **"E" Breakout Sessions** (See attached schedule)
- 4:00 – 4:15 p.m. **Break**
- 4:15 – 4:25 p.m. **Closing Remarks**  
Jim Schildknecht, Project Manager, FDH Conduct of Ops/ISM/EWP
- 4:25 – 4:30 p.m. **Door Prize Award**
- 4:30 p.m. **Adjourn**

## ISMS WORKSHOP BREAKOUT SESSIONS

Session / Time Slot	Program Area	Session Title		Moderator/Presenter	Breakout Room
A 10:30 a.m. - 11:15 a.m.	Worker Involvement	A-1	HAMTC Worker Feedback and Involvement	T. Schaffer (HAMTC)	Gold
	Worker Involvement	A-2	Safe Quality Performance Work Enhanced by Worker Involvement	T. Orgill (WMHC)	Silver
	Worker Involvement	A-3	Worker Involvement	D. Mitchell (DynCorp)	Bronze
	Worker Involvement	A-4a	Worker Contribution to Safe Work Conditions	J. Griffith(HAMTC)	Forest
	Worker Involvement	A-4b	Worker Involvement in Safety – Successes, Benefits, and Obstacles	J. McMullin (HAMTC)	
	Integration	A-5	Work Planning Using the AJHA Tool	R. Parker (WMHC)	Workshop

Session / Time Slot	Program Area	Session Title		Moderator/Presenter	Breakout Room
B 11:30 a.m. - 12:15 p.m.	Integration	B-1a	Environment at the Activity Level	R. Brunke (FDH)	Gold
	Integration	B-1b	Environmental Management	B. Dixon (DynCorp)	
	Integration	B-1c	Evaluation of Hanford Management Systems Verification Pilot	R. Briggs (RL)	
	Integration	B-2	Enhanced Work Planning	R. Gonzoles (DynCorp)	Silver
	Integration	B-3	Using ISM Principles to Promote ISM Awareness	J. Corbett (LMHC)	Bronze
	Integration	B-4	An ISMS Implementation Approach	W. Retterer (DynCorp)	Forest
	Supervisory Involvement and Management Commitment	B-5	Management/Supervisory Roles in ISMS Implementation	O. Kelly (LMHC)	Workshop

Session / Time Slot	Program Area	Session Title		Moderator/Presenter	Breakout Room
C 1:15 p.m. - 2:00 p.m.	Feedback and Improvement	C-1	Effective Communication and Feedback	J. Bell (BWHC)	Gold
	Feedback and Improvement	C-2	Activity Level Feedback and Improvement	D. Good (DynCorp)	Silver
	Feedback and Improvement	C-3	Feedback/Improvement Through Use of Performance Indicators	S. Prevette (FDH)	Bronze
	Feedback and Improvement	C-4a	DOE Lessons Learned	J. Bickford (FDH)	Forest
	Feedback and Improvement	C-4b	Conducting Effective Post-Job Reviews	S. Bump (BWHC)	
	Feedback and Improvement	C-4c	Integrated Lessons Learned	T. Moore (LMHC)	
	Integration	C-5	ISMS Training Approaches	J. Gamin (FDH)	Workshop

## ISMS WORKSHOP BREAKOUT SESSIONS

Session / Time Slot	Program Area	Session Title		Moderator/Presenter	Breakout Room
D 2:15 p.m. - 3:00 p.m.	Feedback and Improvement	D-1	PNNL ISM Verification Lessons Learned	H. Vogel (PNNL)	Gold
	Work Control	D-2	Conducting Effective Pre-Job Briefs	L. Eyre (BWHC)	Silver
	Work Control	D-3	Putting ISMS Into Work Control	G. Rensick (BWHC)	Bronze
	Feedback and Improvement	D-4	Deming Red Bead Experiment	S. Prevette (FDH)	Forest
	Work Control	D-5	FFTF FIN Team - The Proven Value of Worker Involvement	D. Arrigonii (BWHC)	Workshop

Session / Time Slot	Program Area	Session Title		Moderator/Presenter	Breakout Room
E 3:15 p.m. - 4:00 p.m.	Worker Involvement	E-1	HAMTC Worker Feedback and Involvement	T. Schaffer (HAMTC)	Gold
	Worker Involvement	E-2	Safe Quality Performance Work Enhanced by Worker Involvement	T. Orgill (WMHC)	Silver
	Work Control	E-3	Enhanced Work Planning for Sluicing Tank C-106	K. Anderson (LMHC)	Bronze
	Hazard Analysis	E-4a	Implementation of the AJHA at RPP	M. Powers (LMHC)	Forest
	Feedback and Improvement	E-5	Results of the RCIP Team	T. Shoemaker (LMHC)	Workshop

## A Breakout Sessions

(10:30 a.m.– 11:15 a.m.)

Session Title		Moderator/Presenter	Breakout Room	Description
A-1	HAMTC Worker Feedback and Involvement	T. Schaffer (HAMTC)	Gold	HAMTC Safety Representatives discuss their roles and responsibilities, their interface with Site Contractors and DOE., and how their interface and responsibilities have evolved.
A-2	Safe Quality Performance Work Enhanced by Worker Involvement	T. Orgill (WMHC)	Silver	Panel discussion/presentations showing worker involvement through hands-on experiences, labor management communications, and worker-involved feedback and self-assessment process.
A-3	Worker Involvement	R. Frix (DynCorp)	Bronze	DynCorp President Bob Frix will moderate a panel discussion by BU representatives from Maintenance Services, Fabrication Services, Crane and Rigging, and Utilities Operations concerning practical examples of how workers are involved in work planning and feedback.
A-4a	Worker Contribution to Safe Work Conditions	J. Griffith (HAMTC)	Forest	The presentation will emphasize, from a craft worker's perspective, the importance of worker participation in the health and safety programs and in decisions that affect employee health and safety.
A-4b	Worker Involvement in Safety – Successes, Benefits, and Obstacles	J. McMullin (HAMTC)		This session will discuss processes to encourage worker involvement in Safety including examples of success, benefits to the facility and workforce, and roadblocks and obstacles to be addressed.
A-5	Work Planning Using the AJHA Tool	R. Parker (WMHC)	Workshop	This breakout session is an interactive role playing skit to demonstrate the team approach in the development of an actual work package using the Automated Job Hazard Analysis (AJHA) tool as the basis for the work package complexity based upon the risks identified during the walkdown.

## B Breakout Sessions

(11:30 a.m.– 12:15 p.m.)

Session Title		Moderator/Presenter	Breakout Room	Description
B-1a	Environment at the Activity Level	R. Brunke (FDH)	Gold	A discussion of the need to address environmental issues to ensure that as part of the work in cleaning up the Hanford site, environment needs to be integrated into planning and work processes and not treated as a stand-alone activity.
B-1b	Environmental Management	B. Dixon (DynCorp)		This session describes the DynCorp EMS and summarizes the approach used to ensure that environmental awareness and compliance occur at all organizational levels and throughout all Company operations.
B-1c	Evaluation of Hanford Management Systems Verification Pilot	R. Briggs (RL)		A summary presentation shows how the Chemical Management System MSV tool is used for evaluating ES&H management systems and supports continuous improvement.
B-2	Enhanced Work Planning	R. Gonzales (DynCorp)	Silver	This presentation will summarize DynCorp's approach to implementation and the progress of each of their company's ongoing EWP teams. The EWP team leaders team leader will introduce their members, summarize goals and objectives, and provide a brief overview of accomplishments to date.
B-3	Using ISM Principles to Promote ISM Awareness	J. Corbett (LMHC)	Bronze	This discussion focuses on how the principles of ISM can be used in developing an award program to promote ISM, using the River Protection Project Safety Program as an example.
B-4	An ISMS Implementation Approach	W. Retterer (DynCorp)	Forest	The DynCorp organizational structure to successfully integrate multiple initiatives and implement ISMS will be presented including the training approach used to present the ISMS concept to company employees.
B-5	Management/Supervisory Roles in ISMS Implementation	O. Kelly (LMHC)	Workshop	Each of the panel participants (manager, supervisor, and craft) will discuss their personal roles and responsibilities in meeting the core functions and guiding principles of Integrated Safety Management.



**C Breakout Sessions**  
(1:15 p.m.– 2:00 p.m.)

Session Title		Moderator/Presenter	Breakout Room	Description
C-1	Effective Communication and Feedback	J. Bell (BWHC)	Gold	The objective of this panel discussion is to share successful strategies, local systems/processes, and personal styles that demonstrate effective communication and feedback with workers including the day-to-day verbal communication and feedback in support of work.
C-2	Activity Level Feedback and Improvement	D. Good (DynCorp)	Silver	This session will cover Post-Job Review process used by Fire Department Emergency Services and Fire Systems Maintenance, procedure validation used by Fire Systems Testing and Fire Systems Maintenance, and the worker feedback in the procurement process used by Emergency Services.
C-3	Feedback/Improvement Through Use of Performance Indicators	S. Prevette (FDH)	Bronze	This presentation and panel will discuss the use of performance indicators and provide actual examples showcasing feedback and improvement successes from Hanford. Hard indicators, such as work cycle time and occupational illness and injury rates as well as soft indicators resulting from worker surveys will be shown.
C-4a	DOE Lessons Learned	J. Bickford (FDH)	Forest	Lessons Learned Coordinators at DOE Sites and other people within the DOE community and the national laboratories, DOE contractors and subcontractors, and other government programs and the private sector have established open lines of communication to encourage the use of standard process to facilitate sharing of information and to implement appropriate lessons.
C-4b	Conducting Effective Post-Job Reviews	S. Bump (BWHC)		This session will demonstrate a typical Post-Job Review process including work force involvement in the process at the 324/327 facilities. These reviews, which capture lessons learned, are an essential part of the ISMS process to improve the hazard identification and hazard control and further reduce the hazards.
C-4c	Integrated Lessons Learned	T. Moore (LMHC)		This sessions discusses an integrated systems approach which allows the user to collect Lessons Learned documents during the work planning stage and then review them prior to beginning the work by using the hazard identification portion of the AJHA and the automated retrieval capabilities of the LMHC Lessons Learned Program.
C-5	ISMS Training Approaches	J. Gamin (FDH)	Workshop	A panel comprised of workers, supervisors, and training professionals will discuss their ideas in how best to engage workers in the training process as well as barriers that prevent worker involvement.

## D Breakout Sessions

(2:15 p.m.–3:00 p.m.)

Session Title		Moderator/Presenter	Breakout Room	Description
D-1	PNNL ISM Verification Lessons Learned	H. Vogel (PNNL)	Gold	In this session a discussion of lessons learned from the PNNL ISMS verification process will be presented.
D-2	Conducting Effective Pre-Job Briefs	L. Eyre (BWHC)	Silver	This session will be a panel discussion by managers, supervisors, and operators of elements needed for conducting effective pre-job briefs.
D-3	Putting ISMS into Work Control	G. Rensink (BWHC)	Bronze	MSC representatives share their successes and challenges (lessons learned) with incorporating ISM core functions and principles effectively into their work control processes. MSCs discuss where they are at, where they are going and what they have learned through short presentations and panel discussion.
D-4	Deming Red Bead Experiment	S. Prevette (FDH)	Forest	Deming Red Bead Experiment is a role playing exercise that demonstrates the use of worker feedback, individual worker performance indicators, worker incentives, accountability, numerical targets, and statistical trending.
D-5	FFTF FIN Team - The proven Value of Worker Involvement	D. Arrigoni (BWHC)	Workshop	This session provides a brief presentation of the history and motivation behind adoption of the "Fix it Now" (FIN) Team approach to maintenance at FFTF and the observed benefits of this philosophy.

**E Breakout Sessions**

(3:15 p.m.-4:00 p.m.)

Session Title		Moderator/Presenter	Breakout Room	Description
E-1	HAMTC Worker Feedback and Involvement	T. Schaffer (HAMTC)	Gold	HAMTC Safety Representatives discuss their roles and responsibilities, their interface with Site Contractors and DOE and how their interface and responsibilities have evolved.
E-2	Safe Quality Performance Work Enhanced by Worker Involvement	T. Orgill (WMHC)	Silver	Panel discussion/presentations showing worker involvement through hands-on experiences, labor management communications, and worker-involved feedback and self-assessment process.
E-3	Enhanced Work Planning for Sluicing Tank C-106	K. Anderson (LMHC)	Bronze	This presentation discusses methods used to plan and incorporate ideas from the Enhanced Work Planning sessions for the process tests conducted in conjunction with the C-106 Sluicing Activities.
E-4	Implementation of the AJHA at RPP	M. Powers (LMHC)	Forest	This session will provide a brief overall summary on use of the Automated Job Hazards Analysis tool at the River Protection Project. A planner will lead the small group through a live Enhanced Work Planning Process using the tool and the workshop participants will assist in identifying potential hazards and possible controls.
E-5	Results of the RCIP Team	T. Shoemaker (LMHC)	Workshop	This session discusses the LMHC Radiological Controls Improvement Team, which consists of both Bargaining Unit and exempt (manager) personnel, designed to review and resolve recurring deficiencies noted with radiological control performance. The team's charter and significant areas of concern will be performed by a manager and two employees