



ESYNERGY &H

DOE/EH-0487-2

Straight talk

with **David Michaels
and Richard Kiy**



Q: We have just learned that external regulation most likely will not be implemented. What are the plans to strengthen our safety systems internally?

A: The Secretary is still examining the results of the pilot studies, but it is clear that external regulation is not the panacea that we had hoped it would be and that it may bring as many problems as it would solve. As a result the Secretary decided that we should strengthen our own internal regulatory mechanisms and consider using other agencies,

such as the Occupational Safety and Health Administration (OSHA), to make sure we provide the best safety and health possible for our workers, for our communities, and for our environment. What that means for the Office of Environment, Safety and Health (EH) is that we must examine what we are currently doing and look for ways to improve it. We plan to involve workers and unions; we plan to involve OSHA; and we plan to involve contractors and field offices in that effort. We've begun discussion with all these groups, and we hope over the next few months to develop new and better approaches to ensuring safety.

Q: If EH is mainly viewed as an oversight office, what must happen so that it is viewed as a "value-added" partner?

A: We do far more than oversight and enforcement. Obviously oversight and enforcement are two important components of our activities, but we are the premiere policy-setting body in terms of safety and health for the Department of Energy (DOE).

Our work in promulgating rules and safety orders is extremely important. Similarly our work in the NEPA [National Environmental Policy Act] process, ensuring that decisions are made with fullest democratic input and the most information possible in the environmental realm, is of great importance and brings great value to the process. Another area that is often overlooked is our health studies area. The studies done by the Office of Health Studies under the direction of Paul Seligman are groundbreaking in many areas. They provide an important understanding of not only the health effects at our sites, but also the health effects of exposure to radiation and toxic chemicals, in general, at DOE facilities.



Q: EH is investigating the possibility of launching a new Federal worker's compensation program that will provide medical care and wage loss benefits for current and former contractor workers who have suffered illnesses through their work at DOE. If such a program is implemented, how will it be administered? More importantly, what is your main goal; what do you hope to achieve with this program?

A: When I was sworn in December, the first thing that Secretary Richardson asked me to do was go down to Oak Ridge and meet with the sick workers. He told me to tell them, first, that Secretary Richardson had sent me down, and second, that Secretary Richardson told me to tell them that he would help them. What is clear to me from talking with former workers and current workers at Oak Ridge and across the complex is that a number of workers throughout the complex have health conditions they believe are related to workplace exposures. What we are trying to do with the input of workers, unions, and contractors; field offices and program offices; and experts throughout the country is develop a program that will provide fair and just benefits for people who do have conditions caused by exposures at the DOE complex. We are now crafting such a program, and, if we are successful, it will become a major Secretarial initiative. The Secretary will take it to Congress, and we hope that we will have a solution that Congress will pass, one that will allow us to get needed benefits to people who do have conditions caused by exposures at work.

Continued on page 3



In this issue . . .

- 1Sraight Talk With David Michaels and Richard Kiy
- 3Interview With Richard Kiy
- 5Recent EH Publications
- 6Synergy's Electronic Evolution
- 6Kiy Discusses Plans to Focus on "E" at Environmental Management Systems Topical Committee Meeting
- 7New Approach to Workforce Restructuring
- 7Savannah River Site's Facility Evaluation Board
- 8Fire Conference Emphasizes Integrated Safety
- 9Public Involvement Critical for Final Land Use Planning at Fernald
- 9List of EH/TIS Web Sites
- 10EH-5 News Briefs
- 11Office of Worker Health and Safety Representative Chairs International Radiation Protection Committee
- 11SAFE-T Proves to be Sure Winner for Construction Workers



ES&H Synergy is a quarterly newsletter published by DOE's Office of Environment, Safety and Health (EH) to promote awareness and information exchange of all environment, safety, and health issues impacting DOE personnel and contractors. Each issue highlights Headquarters and field initiatives in environment, health physics, nuclear and facility safety, occupational medicine, and occupational safety and health. To be added to the distribution list or to receive a copy of this publication, call 1-800-473-4375. Synergy is also available electronically through Technical Information Services at <http://tis.eh.doe.gov/docs/synergy/synergy.html>.

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Interview With David Michaels continued from page 1



Q: If this program is not sponsored, how will you continue to try to help those workers?

A: We are investigating a number of directions. I think we can provide some needed help, but the Department is limited legislatively in what we can offer. And it's been very frustrating to us when we've seen some of the problems out there in the field.

Q: Recently you testified before the House Science Subcommittee on Energy and Environment regarding the Fiscal Year 2000 budget. Can you share with us your impression of how that budget will compare with the Fiscal Year 1999 budget?

A: Unfortunately, I think Congress is telling us we have to do more with less. As many people know, our Fiscal Year 1999 budget was cut after the fiscal year began. We expect to receive perhaps even less money in the next fiscal year. As a result we are going to have to tighten our belts and choose our priorities wisely. We will have to jettison some projects that we always thought were important but have really taken a secondary priority to other, more important activities.

Q: What will be your major priorities in addition to Integrated Safety Management (ISM) during your tenure as Assistant Secretary for Environment, Safety and Health?

A: First I would like to fulfill the Secretary's request and find a solution to the problems of the sick workers and the sick communities throughout the complex. I'd also like to raise the profile of our environmental work. We do very important work ensuring environmental compliance and environmental safety, and I want to continue to do even more of that. And finally, I want to strengthen enforcement. With the limits to any sort of move toward external regulation, we need to make sure that our oversight and compliance programs are as strong as possible.

Q: Do you have any additional comments you'd like to share with our readers across the complex?

A: I have been very pleased with the quality and the enthusiasm of the EH staff. I believe that EH staff members are second to none in terms of their technical quality and their commitment to worker, community, and environmental safety and health. I am pleased and honored to be their leader, and I look forward to working with them for the next 2 years.

Interview With Richard Kiy

Q: Secretary Richardson recently announced that the Department's corporate policy for environment, safety and health is ISM. The Secretary directed all DOE sites to have ISM in place by September 2000. In addition, he formed a Secretarial Safety Council. What is the status of the Secretarial Safety Council; what progress have they made in meeting the ISM targets; and how are you involved? Could you also tell us what plans have been established to ensure that ISM will be in place across the complex by 2000?

A: Secretary Richardson is the third Secretary of Energy to embrace ISM as DOE's official environment, safety, and health (ES&H) policy. ISM is an outgrowth of Defense Board Recommendation 95-2, and sites across the complex have been working toward its successful implementation for some time. What we are seeking, however, is to ensure that ISM is working not only at the managerial level, but with workers, as well. The key to doing that is promoting greater accountability and tying it to the focus on performance. That is the objective of the Secretarial memorandum.

The objective of the Safety Council is really to be a forum in DOE, challenging ES&H problems in a holistic way. Many problems cannot be dealt with by one office alone; they require a multi-program-office approach and that requires communication and breaking down the traditional stovepipes. The Safety Council will bring the key players together—not only the line program

offices but also non-program offices such as EH, the Chief Financial Officer, the Office of General Counsel, and FM—so we can begin to focus greater attention on some of the legacy issues and also look at crosscutting issues. Then we can look ahead to the future and to some emerging challenges, such as those the Department is going to face in the area of waste transport.

One of the first tasks the Safety Council is going to be taking up is the development of performance measures for ISM—not just for contractors, but also for Federal employees. If we do not have Federal line managers taking ownership of ISM and being incentivized to implement the program, it is difficult to completely ensure that the initiative will be implemented effectively across the complex.

Q: What is being done to ensure that the "E" [for environment] is an integral part of ISM?



Continued on page 4

Interview With Richard Kiy continued from page 3

A: ISM is, as I said before, the Department's corporate policy. The name itself is a bit of a misnomer because there's a tendency to view it as a safety management system, but environment is a fundamental piece of the overall ISM equation. One of our challenges in EH is to be a champion for the "E" to ensure that it is not lost. This is something I know David Michaels has spoken about and something that he intends to put considerable time and attention into emphasizing. My background is in the area of environmental policy, and I have a strong personal interest in promoting environmental compliance across the complex. We do have problems at a number of sites with RCRA violations, violations of the Clean Air Act, and the Clean Water Act. Environmental compliance is something that we need to increase the visibility on and it is something that will go hand in hand with overall ISM implementation. I might add that the Office of Environment and the Office of Oversight are going to be working together much more closely in the future. We will be matrixing staff resources from the Office of Environment to support the Office of Oversight in their ISM reviews of sites. The first of these reviews will be at Brookhaven National Laboratory.



Q: What are your priorities? Also, we understand that you visited many facilities across the complex when you first arrived. What is your perception of the issues that concern our workers, contractors, and the public? How do you plan to address these concerns?

A: The top priorities are those that the Secretary has defined as being important to the Department and our Office—the health agenda, concerns of sick workers, and effectively implementing ISM. But, beyond that, one of my key priorities is to try to help the EH organization act more corporately. I want to help break down the stovepipes in our organization, to get people working together so that we can address some of the emerging challenges we have in an age of decreased resources—to do more with less; to leverage technology more; to work smarter; and, again, to begin focusing more proactively on ES&H issues instead of being reactive.

Q: In addition to your background in environmental policy, which you mentioned earlier, you have first-hand experience in information technology. What is your vision for leveraging information technologies to affect change at the decision-making level, for involving workers, and for informing the public?

A: First let's focus on EH, then we can talk about the DOE Community, and then the public. EH has resources that are unique. We are the repository of knowledge and information on ES&H issues. Our challenge is in disseminating that knowledge and information across a very large complex. Today, with information technology, we have the ability to bring people together in a way that was not possible 5 years ago—to create virtual teams, to share information, to exchange knowledge. This means that the traditional stovepipes need to be broken. In the information age, what is important is not hierarchy and organization charts but how an office can leverage itself across the organization—that means breaking down traditional barriers, allowing information to flow top down and bottom up.

This is precisely what we are trying to accomplish with the Information Management Working Group, which I Chair, and Steve Scott [Director, Office of Information Management] is lead-

ing. The group is looking beyond information technology tools: it is looking at how we communicate; it is looking at our publications; it is looking at how we can better inform our multiple publics. Their first deliverable is the EH Web Portal. We did a demonstration of the portal at Savannah River (March 19). We had a focus group with a number of facility representatives, as well as operations managers and contractors, who gave us feedback on the EH product, which we intend to roll out in May.

We view the portal as a very effective tool for disseminating information and for collecting information from the field. The tracking solution that I mentioned earlier will be an integral part of the portal. So, for many, the portal is going to be "one stop shopping" for information on a whole host of ES&H issues. It will also be the place where they go when they want to feed information to Headquarters on how their site is doing. One key feature of the EH portal will

be the ability for users to customize it to their particular needs, to provide up-to-date information on particular sites or topic areas that they have an interest in on a daily basis. The portal will also allow people to choose the type of online publications (including *Synergy*) that they would like to read, "pushed" to them, on a daily basis, as opposed to having to go find them on the Internet. One of our key challenges with this project is to organize the existing information we have online in a more systematic fashion. We have a lot of good information, but the criticism that I've heard in my travels in the field is that people don't know where to find it. So I think we are going to make a lot of progress there.

I also want to talk a little bit about the Oversight Information Network (OIN). The OIN is currently implemented at three locations, Pacific Northwest Laboratories, Sandia, and Los Alamos. The whole idea behind OIN is to allow the Office of Oversight to be less intrusive at the sites where it is doing oversight reviews. By being able to get behind the firewall of an individual facility, our Office of Oversight is able to obtain important documents and information that will allow them to do their oversight job better. When they go to a particular facility, their visits are more focused, they are shorter, they ask better questions, and the end result is a better oversight review of the facility. OIN is an integral part of our strategy to strengthen oversight as part of the Secretarial safety initiative.

Finally, I want to talk about the public. We have a number of communities that have a great deal of interest in DOE activities. We also have seen a certain amount of distrust of the Department develop over the years as a legacy of the Cold War and the need for protection of information related to national security. We view the Web as a very effective and important vehicle for providing that information. In fact, one of the elements of our new Web site will be a site on worker compensation alternatives in the context of the health agenda that Dr. Michaels described. The attempt here is to reach out to communities in a more effective way—to give them the information they need and provide a greater dialogue with the Department on possible solutions.

Q: What role do you see yourself playing in carrying out Secretary Richardson's new ISM initiative.

A: It's my intent to support David Michaels and specifically, to focus on operations. I'll work closely with David and the various Deputy Assistant Secretaries and their staffs, to focus on greater integration of EH, to begin promoting greater teaming and partnering

within our Office, to begin improving the interactions we have with other program offices, and to focus ultimately on results. We have a very aggressive program ahead of us, just to accomplish what we want to do in ISM, and the only way that we can accomplish that is if we begin to focus EH on its key priorities. That will require a great deal of coordination and work, and that is where I see most of my energies being focused.

Q: At the EH offsite meeting, five working groups were established to address specific issues and priorities (e.g., contractor/federal employee accountability, successful implementation of ISM, etc.). Can you update us on the progress made? Also, one of the working groups was to address a more effective workforce, and you have also mentioned that. What plans have been made to prepare EH for Workforce 2000?

A: The leadership retreat was an important 3 days for EH. It provided us an opportunity to share the current challenges we have in EH, to discuss potential solutions, and to look forward. I believe it provided an opportunity for us to develop a common vision for where we need to take EH and how to confront some of the challenges that we have ahead.

You raised the issue of Workforce 2000. A work group was established to address workforce issues, and one of the issues brought up at the retreat was the need to look beyond the next 2 years. We need to look to the next 5 years because 40 percent of our existing workforce is going to be retirement age in the next 5 years. We have a real need to begin looking at how we are going to retain that knowledge, institutionalize it; how we are going to promote some of our younger staff; how we are going to promote emerging leaders in our organization; how we are going to promote diversity in our organization. Here, too, information technology can play a key role. We need to develop an EH knowledge

management system. We need to document experiences; we need to document people's specific knowledge in certain areas so that those lessons learned can be passed on to other employees. We have a lot of very knowledgeable and experienced people—we need to find creative ways to tap that knowledge. I think we can do that.



I touched on issues of diversity. We need to do more in that area. I believe that David Michaels is committed to working those issues, and I will be working closely with him to address some of the gaps we have there. We also have skill gaps that we need to address. But before we begin looking at new hires, we want to look at how we can better leverage the resources we have internally through teaming; through matrixing; and, in some cases through interoffice transfers, where it permits, for the career growth of individual employees.

So, we have a lot of challenges ahead, but also a lot of opportunities. EH is an office that is looked to across the Department as the leading advocate of ES&H issues, and the challenge for all of us is to focus our priorities so we can remain on the cutting edge of what is happening across the complex as opposed to playing catch-up. I am optimistic about the future. I think EH has a promising future.

Recent EH Publications

The following list comprises the 1997-1999 Office of Environment, Safety and Health (EH) publications available from the Office of Information Management (EH-72). The publications can also be accessed directly by clicking on the "Digital Library" icon at the Technical Information Services Web Site (If you would like to be placed on the mailing list to receive future publications, contact Mary Cunningham (EH-72) by phone (301/902-2072) or by email (mary.cunningham@eh.doe.gov)

Safety and Health Hazards Alert

Issue 99-1—Potentially Defective Automatic Fire Sprinklers

Issue 99-1—Rotating Shaft Accident at Ames Laboratory

Issue 99-2—Bioassay Programs

Issue 99-1—Preliminary Accident Investigation Findings from Oak Ridge Accident

Safety and Health Bulletins

Issue 99-1—Protecting Workers From the Acute Effects of Carbon Dioxide Fire Extinguishing Systems (Introduction)

Issue 99-2—DOE Quality Assurance Working Group Suspect/Counterfeit Item Advisory Improper Heat Treatment of Aluminum Alloys

Issue No. 99-1—Preliminary Accident Investigation Findings from Idaho Accident

Issue No. 99-6—DOE Quality Assurance Working Group Suspect/Counterfeit Item Advisory Suspect/Counterfeit Stainless Steel Fasteners

Issue No. 99-5—Safety Measures for Construction Heavy Equipment Operations

Issue No. 99-4—Year 2000 Effect on Computer System Software and Electrical Devices

Issue No. 99-3—Fire Prevention Measures for Cutting-Welding Activities

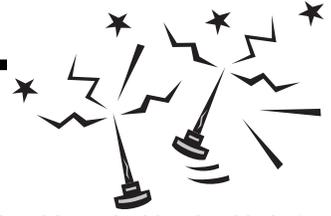
Safety Alerts

DOE/EH-0554—Chemical Explosion at Hanford

Back issues of the Synergy Newsletter are also available at TIS at the following address: <http://www.tis.eh.doe.gov/docs/docs.html>



Synergy's Electronic Evolution



In our quest to provide the environment, safety, and health (ES&H) community with current, reliable news and information, we are pleased to announce that the *Synergy* newsletter will evolve into a different format as part of the Environment, Safety and Health Information Portal. In a July 6 press release, Secretary Richardson made this statement: "The new Portal provides the DOE Community with a single point of access to comprehensive and diverse information resources critical to the success of ISM [Integrated Safety Management]. This information includes the Department's lessons learned, occurrence and performance reports, safety and health bulletins, standards, policy and guidance documents, oversight and accident investigation reports and site evaluations."

This approach to sharing information is very exciting and addresses your requests for more timely, efficient, and reliable news. The Information Portal will offer an "ES&H Feature Story" that will be changed frequently as significant events occur. This feature story will provide the DOE community with in-depth reports on initiatives, developmental activities, personalities, and profiles. You also will have immediate access to announcements, breaking news, and updates on ISM issues. Meeting summaries, conference proceedings, and other information of interest also will be posted as soon as it is available. Program Offices, Field Offices, facilities, sites, special interest groups, and other interested individuals are all invited to electronically submit news and feature articles to us via the "electronic reporter tool."

This is a major change in the way relevant information about the Department as a whole, and ES&H information in particular, will be

transmitted to the community. Registered users will be able to configure "My ES&H Page." This component uses leading edge "push" technology that allows you to build your own customized home page. You will be able to decide what kind of ES&H information you will receive on a regular basis. The process will be similar to that for "My Yahoo," "My Netscape," and similar pages that many of you probably use on your home computers.

Clearly this new vehicle will be a valuable improvement over the current *Synergy* in terms of providing timely information. And, because you will be able to choose most of the information that comes to your desktop on a regular basis, the information portal will offer each and every user items of specific interest. So, the *Synergy* staff is very excited about the Information Portal approach. We are particularly enthusiastic about its capabilities for disseminating current information across the complex quickly and keeping everyone abreast of ES&H activities with the click of a mouse. We hope that you will find this new technology as exciting as we do. We also expect and hope that you will continue reading *Synergy* news and that you will become a "news partner" by contributing articles and information to our online "virtual news desk."

With this final issue, we'd like to take the opportunity to thank everyone who has contributed articles and worked so hard to make the ES&H *Synergy* successful over the past few years. We thank you all and look forward to seeing you "at the portal."

Kiy Discusses Plans to Focus on "E" at Environmental Management Systems Topical Committee Meeting

Attendees at the Environmental Management Systems (EMS) Topical Committee meeting held March 23-24, 1999, at Department of Energy (DOE) Headquarters in Washington, D.C., had an opportunity to meet Richard Kiy, Principal Deputy Assistant Secretary for Environment, Safety and Health (EH-1), and to discuss strategies for focusing on environmental issues across the complex. Deputy Assistant Secretary for the Environment, Raymond Berube, introduced Mr Kiy to the Committee, noting his strong background in environmental issues and his professional and personal interest in ensuring that the Department focuses on the environment, as well as on worker and public safety and health. In his presentation, "Assuring a Strong 'E' in ISM: DOE's Path Forward," Kiy discussed plans to focus attention on the "environment" component of environment, safety, and health (ES&H) as well as other issues of interest to the Committee.

Pointing out that Integrated Safety Management (ISM) has been supported by the last three Secretaries at DOE, Mr Kiy reminded the participants that "clearly ISM makes sense and should be pursued." He also observed that there are different degrees of implementation at sites across the complex and that Secretary Richardson has mandated full compliance of both Phase 1 and 2 of ISM by September 2000.

In terms of the "E" in ISM, Kiy told the group that "people forget that environmental compliance concerns are just as important as other issues covered under ISM." He pointed out that ISM really makes good business sense. He told participants that "if you start to look at ISO 14000 series, environmental compliance is the emphasis, but you address safety concerns as well." Therefore, he said, "we [the Department] need to look at these issues holistically" because "if you focus on safety alone, you are missing aspects of the overall picture."

"Our office is going to take a number of steps to reinforce the idea of putting the "E" back in ISM," said Kiy. He noted that the Secretarial Safety Council is currently developing a performance matrix that will envelope environmental performance and that at the field management meeting in July, there will be an emphasis on reinforcing focus on the "E" every step of the way. In addition, in the oversight area, the Office of Environment is discussing their participation in future Office of Oversight reviews to ensure the inclusion of an environmental audit. This partnering effort is directed at increasing the overall level of accountability by putting a spotlight on violations and increasing attention on environmental issues.

Kiy believes that DOE has developed a policy and system that make sense, not only for nuclear sites, but for nonnuclear sites, as well. "That's the beauty of ISM," he said, "it can be applied to many elements across the complex because there is a compatibility with existing safety programs and the overall ISM umbrella." He believes the key is to provide a clear roadmap and said that EH is currently working on such a roadmap—one that will provide clearer understanding of how to move forward and that will avoid confusion.

Following his presentation, Mr. Kiy answered specific questions regarding ISM and environmental issues from the participants. As he shared some of his thoughts about how the Department might put the focus on the "E," he encouraged participants to offer their own suggestions. Earlier in the meeting Kiy described the EH professional staff as "a collaborative team," saying we "need to get people talking to each other . . . and breakdown the stovepipes." Based on the give and take during the question and answer period, this is a process that has already begun.

New Approach to Workforce Restructuring

Employees working to clean up the Fernald site realize that the faster they reach their goal, the sooner their employment at the former uranium-processing facility will end. So how do you explain the fact that the Department of Energy (DOE) and Fluor Daniel Fernald, the company managing the cleanup, have been able to shorten the project schedule by more than 10 years? By offering employees exceptional development opportunities to prepare them for "life after Fernald."

"Our top priorities are cleaning up the site safely and efficiently and making sure our people leave this facility employed," said Glenn Griffiths, DOE-Fernald Associate Director. "We've found that providing Fernald employees with development options increases their overall productivity and helps expedite the cleanup. It's a win-win situation for everyone."

The majority of work at Fernald will be complete by 2006, but there will not be a mass exodus of the workforce at that time. Instead, employees will leave gradually over the next 8 years as job requirements change to reflect cleanup progress. "We believe it's possible for each of our employees to leave the site employed," said John Bradburne, Fluor Daniel Fernald president and chief executive officer. "Our workforce is already skilled, and the resources we have in place for our people to further develop existing talents and pursue new interests are exceptional."

Some of the programs available to Fluor Daniel Fernald employees include tuition reimbursement, commercial driver's license training, onsite computer and college courses, and a career development center staffed with professional career counselors.

As with most DOE sites, the workforce at Fernald is very diverse. DOE and Fluor Daniel Fernald management has realized that they have to be flexible to meet the needs of all Fernald employees. The goal is to treat people not just as human resources, but also as human beings.

Workforce restructuring coordinators are travelling throughout the DOE complex to explain the concepts Fernald is using to manage attrition. "We've found that it is possible to meet the needs of the employees without putting the company or client in a compromising situation," explained John Merwin, Fluor Daniel Fernald's workforce restructuring liaison. "Because of our accelerated cleanup plan, we're a little farther ahead in the workforce restructuring process, so we're able to share lessons learned with other sites. We all benefit from the information exchange."



Professional truck drivers are in high demand throughout the country. By offering onsite commercial driver's license training, Fernald is providing opportunities for employees after they leave Fernald.

Savannah River Site's Facility Evaluation Board

If you mention the "FEB" within the DOE Complex operational arena, most people know that you are referring to the Westinghouse Savannah River Company (WSRC) Facility Evaluation Board (FEB). The WSRC FEB implements a concept, pioneered by WSRC, of independent oversight and feedback in support of Integrated Safety Management (ISM). The WSRC FEB teams are recognized for their professionalism and credibility, and the FEB process is now broadly acknowledged as a standard for independent oversight within the DOE complex.

The Savannah River Site (SRS) has always placed strong emphasis on safety, and independent oversight has always been a key element in the site's safety successes. However, by 1994, site facilities sometimes received oversight from as many as 30 different organizations. In order to improve cost-effectiveness and enhance oversight capability, the multiple reviews were consolidated into only two functions: routine self-assessments conducted by the facilities and consolidated single oversight evaluations (typically conducted annually) by a new organization known as the FEB.

The FEB teams, staffed by skilled individuals experienced in facility operations, conduct Integrated Safety Management Evaluations (ISME). The ISMEs evaluate seven major assessment areas: organization and administration; operations; radiological controls; engineering; maintenance; safety, health, and environment; and training and procedures. These assessment areas further encompass the 23 specific functional areas that define all essential elements of facility operations. The results are reported to the facilities and directly to the president of WSRC. Since 1994, there have been 93 reviews of facilities and programs, along with numerous reviews of areas of special interest to WSRC's president. Additionally, the WSRC FEB teams are frequently requested to provide services to other DOE sites.



In February, SRS managers gathered to sign a new site environmental policy. Pictured above from left, (first row) Savannah River Natural Resource Management and Research Institute Manager David W. Wilson; DOE Savannah River Operations Office Manager Greg Rudy; and WSRC President Ambrose L. Schwallie. Back row, Savannah River Ecology Laboratory Director Dr. Michael H. Smith; SRS Fleet Manager JoAnn D. Abell, and Wackenhut Services, Inc. Senior Vice President and General Manager Dr. Lawrence Brede, Jr.

The FEB is credited as being a key factor in the measurable improvement in SRS operations over the past 5 years. In addition, the FEB has been cited by the Defense Nuclear Facilities Safety Board and the Department of Energy as a highly effective organization and a key element of the ISM system at SRS.

Fire Conference Emphasizes Integrated Safety

Over 130 fire safety and emergency services professionals attended the 1999 Department of Energy (DOE) Fire Safety Conference at Princeton Plasma Physics Laboratory in Atlantic City, New Jersey, during the week of April 19, 1999. Attendees were offered a diverse array of perspectives on the importance, relevance, and intricacies of Integrated Safety Management (ISM) as applied to DOE programs and facilities.

The first day of the meeting was an ISM Workshop for representatives of the Department's emergency services community and other interested individuals. A presentation by Dick Crowe, DOE Headquarters (HQ) Safety Management Implementation Team, offered a general overview of ISM principles and practices. The presentation indicated that no explicit fire protection or emergency services-related guidance on ISM was necessary from HQ and that the "framework" for demonstrating conformance was already in place.

Bill Shields of the Defense Nuclear Facilities Safety Board emphasized the importance of integrating nuclear safety documentation, including Safety Analysis Reports (SAR) and Bases for Interim Operation (BIO) with Fire Hazards Analyses (FHA) and [emergency services] Baseline Needs Assessments. Carl Caves, HQ Office of Environment, Safety and Health (EH), shared his views on a number of related fire safety issues, with a particular emphasis on the need for regular and comprehensive DOE field office assessments of contractor performance.

Dennis Kubicki, also of EH, suggested that DOE fire departments and brigades review the five ISMS core functions in light of their diverse responsibilities (fire suppression, emergency management systems, HAZMAT, etc.) to ensure that complete integration has been achieved. Several concerns were expressed, including the need for effective feedback on fires, near misses, equipment defects, and so forth to the rest of the DOE fire safety community.

A recommendation was made for greater use of the LISTSERV (accessible on the DOE Fire Protection Web Site) as one of a number of existing mechanisms for feedback. Craig Christenson, DOE-Richland, presented a method for integrating the ISM approach into the development of FHAs and SARs to achieve consistency of assumptions, consequences, design considerations, and other necessary controls to protect the public, workers, and the environment. Bud Bucci, Fluor Daniel Hanford, demonstrated a computer-based management system for ensuring that relevant ISM considerations are taken into account during work planning. Steve Cook, Lockheed

Martin Energy Systems, reviewed a recent engineering activity that highlighted both the positive (greater coordination) and negative (time impact) repercussions of the application of ISM. Marty Gresho, Sandia National Laboratory, expressed his views on the integration of FHAs and SARs.

These presentations were in addition to a multifaceted fire safety (conference) program that included a meeting of DOE fire department and brigade representatives, chaired by Chief Gordon Veerman, Argonne National Laboratory-East Fire Department. The focus of this gathering was on common issues, problem-solving, recent code developments, technological considerations, emergency preparedness issues, training, and other activities. The plenary sessions featured a diverse array of topics that included events associated with a mutual aid response by the Savannah River Fire Department and the use of thermal imaging technology; additional information on the July 1998, carbon-dioxide equipment malfunction at the Idaho National Environment Engineering Laboratory, recent policy developments on halon drawdown, and developments with fire alarm and signaling system technology. Additionally, the group revisited some of the fundamentals of the Steiner Tunnel Test, received an overview of the Portsmouth Gaseous Diffusion Plant fire by both the contractor and the Nuclear Regulatory Commission, and heard about the results of a recent series of fire tests on brine.

Attendees were also informed about recent developments to train emergency responders along DOE transportation routes and were treated to a retrospective on the Rocky Flats fire with a discussion on some of the fire risks associated with nuclear materials. The (now traditional) series of reports from DOE Operations Office fire safety representatives culminated the formal program. The "open microphone" sessions included presentations on sensitivity testing of fire detectors and flexible fire-pump couplings. About 100 individuals remained to attend the 2 featured short courses; 1 on automatic fire detection and alarm systems, presented by representatives of Automatic Fire Alarm Association, and the other on terrorism awareness issues, presented by Battalion Chief David Hare of the Hanford Fire Department.

A "Proceedings" document is in preparation and will be distributed later this summer. For additional details, contact Dennis Kubicki at 301-903-4794 or e-mail (dennis.kubicki@eh.doe.gov).



Public Involvement Critical for Final Land Use Planning at Fernald

Final restoration activities are underway at Fernald, and the completion of cleanup activities draws closer. It is now time to develop a plan for how the 1,050 acres of land at the Fernald site will be used in the future. This final land-use plan must incorporate the Department of Energy's (DOE) commitments for remediating the site and include input from the public and the Fernald Natural Resource Trustees (NRT), which includes representatives from DOE, the Environmental Protection Agency (EPA), and the Department of Interior. Over the past several years, negotiations with the NRTs have played an important role in establishing the proposed final land-use alternative. The NRTs developed the Natural Resource Restoration Plan (NRRP) to evaluate project impacts on natural resources and to develop a conceptual plan for restoring these damages. A draft NRRP was made available to the public in 1997, and a draft of the final NRRP is currently in a 30-day public comment period. The NRRP incorporates a cost-effective resolution, taking into account existing resource damages and the future landscape of the remediated site. Another document out for public comment is DOE's Environmental Assessment (EA) for Proposed Final Land Use. The EA presents DOE's preferred final land use alterna-

tive for the Fernald site, which agrees with the restoration plans in the NRRP.

"Earlier this year, DOE started an aggressive campaign to seek input from communities and interested stakeholder groups regarding final land use," said Gary Stegner, DOE Public Information Officer. "Several representatives from DOE and Fluor Daniel Fernald have met with various community groups to keep them informed and encourage them to participate with the final land use planning process." Some interested groups include the Fernald Citizens Advisory Board, Fernald Residents for Environmental Safety and Health, the Ross Area Merchants Association, Fernald's Community Reuse Organization, the Planning Commission of Butler and Hamilton Counties, and three local townships.

To further solicit public input on final land use, DOE and Fluor Daniel Fernald held a workshop in September and a public hearing in October. Members of the public were encouraged to provide feedback and assist DOE as they make a decision on the final land use at Fernald.

List of EH/TIS Websites

The following is a list of Office of Environment, Safety and Health Home Pages and Web Sites. Each of these can be accessed using the pull-down menu under "Web Sites" on TIS.

<http://tis.eh.doe.gov/bps/>—Business Performance Systems

http://tis.eh.doe.gov/web/chem_safety/—Chemical Safety Program

<http://tis.eh.doe.gov/be/>—Chronic Beryllium Disease Prevention Program

<http://tis.eh.doe.gov/standards/>—Commercial and Industry Standards

<http://ceq.eh.doe.gov/nepa/nepanet.htm>—Council on Environmental Quality Regulations and Guidance

<http://tis.eh.doe.gov/dd/>—Deactivating and Decommissioning

<http://tis.eh.doe.gov/dsc/>—Department Standards Committee

<http://dr.tis.doe.gov/>—Departmental Representative to the DNFSB

<http://doelap.eh.doe.gov/>—DOE Laboratory Accreditation Program

<http://tis.eh.doe.gov/techstds/>—DOE Technical Standards

<http://tis.eh.doe.gov/training/>—EH Technical Training

<http://tis.eh.doe.gov/enforce/>—Enforcement & Investigation Program

<http://tis.eh.doe.gov/ewp/>—Enhanced Work Planning

<http://tis.eh.doe.gov/oepa/>—Environmental Policy and Assistance

<http://envirotext.eh.doe.gov/>—Envirotext

<http://tis.eh.doe.gov/epi/>—Epidemiologic Studies

<http://tis.eh.doe.gov/extreg/>—External Regulation of DOE

<http://tis.eh.doe.gov/feosh/>—Federal Employee Occupational Safety & Health (FEOSH)

<http://tis.eh.doe.gov/fire/fire.html>—Fire Protection Program Office of Worker Health and Safety

<http://tis.eh.doe.gov/workers/>—Former Workers Program

<http://tis.eh.doe.gov/healthstudies/>—Health Studies

<http://tis.eh.doe.gov/ohre/>—Human Radiation Experiments

<http://tis.eh.doe.gov/ism/>—Integrated Safety Management

<http://tis.eh.doe.gov/ihp/>—International Health Programs

<http://tis.eh.doe.gov/others/llll.html>—Lessons Learned

<http://tis.eh.doe.gov/nepa/>—National Environmental Policy Act - NEPA

<http://tis.eh.doe.gov/criticality/>—Nuclear Criticality Safety Program

<http://tis.eh.doe.gov/nsps/>—Nuclear Safety Policy and Standards

<http://tis.eh.doe.gov/benefits/>—Occupational Disease Benefits for Energy Workers Initiative

<http://tis.eh.doe.gov/med/>—Occupational Medicine and Medical Surveillance

http://tis.eh.doe.gov/web/oeaf/oe_analysis.html—Operating Experience Analysis

<http://tis.eh.doe.gov/oversight/>—Oversight

<http://tis.eh.doe.gov/workstation/>—Researcher's Workstation

<http://tis.eh.doe.gov/rl/>—Response Line (DOE Interpretations)

<http://tis.eh.doe.gov/vpp/>—Voluntary Protection Program

<http://tis.eh.doe.gov/whs/>—Worker Health & Safety

<http://tis.eh.doe.gov/y2k/>—Year 2000 Perspectives for ES&H Management

EH-5 News Briefs

Implementation Guides Support 10 CFR 835 Amendment

The Office of Worker Health and Safety has issued 13 implementation guides that support field implementation of the November 4, 1998, amendment to 10 CFR 835, *Occupational Radiation Protection*. These guides are as follows:

- DOE G 441.1-1, *Management and Administration of Radiation Protection Programs Guide, March 17, 1999*
- DOE G 441.1-12, *Radiation Safety Training Guide, March 17, 1999*
- DOE G 441.1-4, *External Dosimetry Program Guide, March 17, 1999*
- DOE G 441.1-2, *Occupational ALARA Program Guide, March 17, 1999*
- DOE G 441.1-3, *Internal Dosimetry Program Guide, March 17, 1999*
- DOE G 441.1-8, *Air Monitoring Guide, March 17, 1999*
- DOE G 441.1-5, *Radiation-Generating Devices Guide, April 15, 1999*
- DOE G 441.1-13, *Sealed Radioactive Source Accountability and Control Guide, April 15, 1999*
- DOE G 441.1-10, *Posting and Labeling for Radiological Control Guide, May 1999*
- DOE G 441.1-11, *Occupational Radiation Protection Record-Keeping & Reporting Guide, May 1999*
- DOE G 441.1-6, *Evaluation and Control of Radiation Dose to the Embryo/Fetus Guide, April 29, 1999*
- DOE G 441.1-7, *Portable Monitoring Instrument Calibration Guide*
- DOE G 441.1-9, *Radioactive Contamination Control Guide*

The guides are available on the DOE Radiological Hazards Management and Worker Protection Web Site at <http://tis.eh.doe.gov/whs/rhmwpl/ig.html>. For more information, contact Peter O'Connell at 301-903-5641.

Respiratory Protection Program Listserv

Subscribe to the new Office of Worker Health and Safety Respiratory Protection Program ListServ at <http://tis.eh.doe.gov/whs/policy/listsrv/index.html> to communicate with safety and health professionals across the complex regarding respiratory protection issues, questions, and comments. This service is designed to promote and facilitate the sharing of lessons learned and tools among the DOE respiratory protection community. For additional information, contact Dan Marsick at 301-903-3954.

DOE Worker Safety and Health Standards Response Line

Do you have a question regarding applicability and interpretation of worker safety and health standards, requirements, and/or directives?

If so, and if you are a DOE, DOE contractor, or DOE subcontractor employee, submit your question to the DOE Worker Safety and Health Standards Response Line electronically at <http://tis.eh.doe.gov/rl/question/new.cfm>, by phone at 1-800-292-8061, or by fax at 301-903-9976.

Safety and health professionals are available from 9:00 a.m. to 4:00 p.m., EST; Mondays, Wednesdays, and Thursdays. They will identify and/or clarify a standard or regulation applicable to a specific work situation, provide information on recent changes in standards and directives, and/or identify any unique DOE requirements regarding particular health and/or safety issues. Voice mail and electronic submission are operative 24 hours a day. For more information, access the Response Line Web Site at <http://tis.eh.doe.gov/rl/> or contact Eleanor Crampton at 301-903-3732.

Worker Health and Safety Hot Items

Would you like to know what is happening in DOE worker health and safety (WHS)? Subscribe to the WHS Hot Items Listserv at <http://tis.eh.doe.gov/whs/hotitems.html> to receive e-mail broadcasts that feature current WHS services and activities, events, safety and health documents, policy and regulations, and emerging issues and WHS initiatives. This weekly service is provided through the DOE WHS web site. For more information, contact Eleanor Crampton at 301-903-3732.

Recent WHS Safety and Health Notes

The following Safety and Health Notes, available on the Office of Environment, Safety and Health Web Site at <http://tis.eh.doe.gov/docs/sn/notes99.html>, were issued in April 1999:

Safety and Health Note 99-4, *DOE's Worker Safety and Health Standards Response Line Serves DOE Community*, features information on how to receive answers to your questions regarding applicability of standards or regulations to specific work situations.

Safety and Health Note 99-3, *VPPPA Regional Conferences Present Opportunities*, features opportunities for training, information exchange on best practices, and networking with the private sector.

Safety and Health Note 99-2, *OSHA Drafts a Proposed Safety and Health Program Rule*, addresses the impact to DOE of OSHA's proposed Safety and Health Program Rule.

Hoisting and Rigging Standard Issued

The final DOE Hoisting and Rigging Standard, DOE-STD-1090-99, March 1999, consolidates and clarifies OSHA and ANSI standards pertaining to hoisting and rigging activities. The standard is intended as a reference document to be used by supervisors, line managers, safety personnel, equipment operators, and any other personnel responsible for the safety of hoisting and rigging operations at DOE sites. Interested individuals may access and download the document electronically at http://www.doe.gov/html/techstds/standard/std1090/s1090_99.pdf. For more information, contact Pat Finn at 301-903-9876.

ISM at the Activity Level Workshop

The Safety Management Implementation Team and the National Enhanced Work (EWP) Planning Steering Committee sponsored an "ISM at the Activity Level" Workshop, May 11-12, 1999, in Cincinnati, Ohio. The Workshop purpose was to further the Department's ISM implementation program by sharing tools and information among DOE and DOE contractor employees across the complex. Specific topics included Work Control, Activity-Level Feedback and Improvement, Worker Involvement, First-Line Supervisor and Management Commitment, and Integrated Safety Management at Science and Research Facilities. For more information on the proceedings, visit the EWP web site at <http://tis.eh.doe.gov/ism/ism-conf/> or contact Warren Devereux at 301-903-3633.

The Office of Environment, Safety and Health has formally approved the following sites for DOE-VPP recognition:

Weldon Spring Site Remedial Action Project (WSSRAP) for STAR status after DOE-VPP Team members evaluated the progress of MERIT goal implementation. WSSRAP is the first hazardous waste site within DOE and in the private sector to earn VPP recognition.

★ ★ ★

Wackenhut Services, Incorporated (WSI) at Savannah River Site (SRS) for STAR status. WSI SRS is the first safeguards and security contractor to receive VPP recognition within DOE and in the private sector.

★ ★ ★

Westinghouse Waste Isolation Division (WID) at the Waste Isolation Pilot Plant (WIPP) for recertification of STAR status. WID at WIPP was the first DOE site to achieve DOE-VPP recognition.

★ ★ ★

Westinghouse Savannah River Company (WSRC) for MERIT status. WSRC is the largest site within DOE and in the private sector to achieve VPP recognition. For more information, contact Dave Smith at 301-903-4669.

Office of Worker Health and Safety Representative Chairs International Radiation Protection Committee



Mr. C. Rick Jones, Director of the Office of Worker Protection Programs and Hazards Management within the Department of Energy (DOE) Office of Worker Health and Safety, was elected to a 3-year term as Chairman of the Nuclear Energy Agency Committee on Radiation Protection and Public Health (CRPPH) at a recent Committee meeting in Paris, France. Established in 1958, the CRPPH is composed of senior government executives from 27 industrialized countries around the world who are responsible for radiation protection and public health policy. The Committee assists member countries in the regulation and systematic application of radiation protection by identifying and addressing conceptual, scientific, policy, operational, and societal issues and by clarifying related implications.

Participation in the CRPPH has provided significant benefit to DOE in the past. The CRPPH is the only standing international forum for radiation protection professionals to exchange best practices and lessons learned and advance radiation protection worldwide. The United States has not chaired the CRPPH in over 12 years. A Nuclear Regulatory Commission staff member was the last U.S. Chair.

The Committee chairman's responsibilities include chairing the 2-day annual committee meeting each spring; participating in the CRPPH Bureau (i.e., six-member Board of Directors); and coordinating pre- and post-meeting actions with the Nuclear Energy Agency. For more information, contact the Office of Worker Protection Programs and Hazards Management at 301-903-6061.

SAFE-T Proves to Be Sure Winner for Construction Workers

Research indicates that over 90 percent of workplace accidents are caused by unsafe acts rather than unsafe conditions. That is precisely why construction workers at the Savannah River Site have adopted a behavior-based safety approach. With more than 650 safe days worked without a lost time injury to their credit, these craftsmen have demonstrated that accident prevention is the cornerstone for their safety.



BSRI construction workers know the importance of safe work practices and it shows in their attitude toward their work. The key ingredient in developing a safety-conscious workforce is to establish an employee-owned safety program like the SAFE-T (Self-Awareness for Employees Team) process.

SAFE-T, originally initiated by construction craft stewards for craft personnel, is a grass-roots "No Name - No Blame" participation process. It is designed to heighten employee awareness of safe and at-risk practices. With craft worker observing craft worker, this approach improves worker safety by observing work as it is in progress.

BSRI Manager of Construction, Bill Elkins, appreciates the mechanics of the process. "The most important aspect of SAFE-T is that it encourages comments from observed workers that will be reported without names or any repercussions," he said. "Management can then identify work practices that need to be improved. This has ultimately strengthened our safety program."

Another key contributor to this successful safety program is Safety Task Assignment (STA). All craft supervision are required to provide STA, explaining and showing workers safety precautions and actions to take before they start a task. Timeliness and followup are also components of STA. Supervisors are required to check and recheck with the employee to make sure instructions are understood. If an employee doesn't receive STA, it is his or her responsibility to ask for it.

BSRI Construction has achieved 1 million safe hours on 31 occasions; 2 million safe hours 10 times; and 5 million safe hours 1 time. Craftsmen are not surprised by their outstanding safety performance because they truly believe all accidents are preventable.



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