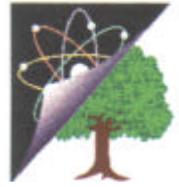




ISMS Broadcast



Introduction

At the Rocky Flats Environmental Technology Site, The Department of Energy Rocky Flats Field Office, Kaiser-Hill (K-H), Safe Sites of Colorado (SSOC), Rocky Mountain Remediation Services (RMRS), DynCorp of Colorado (DCI), and Wackenhut (WSI) are continuing to advance the development of a more effective safety management system.

This ISMS Broadcast summarizes the activities and progress towards implementation of an Integrated Safety Management System (ISMS).

Topics in this issue include:

- ISMS Training Report
- ISMS Verification Process
- ISMS Phase 3 – Our Goal
- Enhanced Work Planning (EWP)
- EWP Recognition Ceremony
- EWP Work Planning Tool
- EWP Process Development Team Status
- EWP Working Teams Status
- Self-Assessment C.I.T.Y. Program

ISMS Training Report

RFETS Gets Set for ISMS Training

Training on the Integrated Safety Management (ISMS) at Rocky Flats with the management has been underway since October. The training:

- Introduced the principles and concepts of the Integrated Safety Management System (ISMS) at RFETS, which was designed and based on DOE policy 450.4.
- Described the tools available for implementing ISMS.
- Discussed where and how safety management is integrated into daily practices at your job site.

In addition, facility worker training will commence soon. The focus here will be on “practicing” ISM and not just talking about it. For example, craft and supervision may briefly discuss how each of the “five key elements of ISM” are being practiced in the job at hand. These elements should be present in ANY job, whether small or

project size. In this manner, personnel will more quickly understand and be willing to practice the valuable ISM principles.

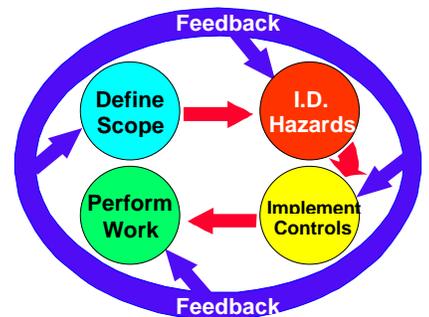
ISMS Verification Process

The Site is preparing to begin Phase 1 Verification on December 8, 1997. Phase 1 Verification is a knowledge and program assessment down to the Facility Manager level. Next, Phase 2 Verification, is a performance based assessment down to the floor level. Phase 1 and Phase 2 may be conducted simultaneously. In order to prepare for this, the following actions are in progress:

- Initial ISMS knowledge surveys were given to management to help the ISMS Team prepare for the training.
- Training for Management is near completion.
- An Assessment was performed by the ISMS Team in November to identify our weaknesses, in order to correct many of them before the actual Phase 1 Verification.
- Facility workers will be “practicing” ISM to promote its benefit in terms of added safety and increased worker efficiency.

ISMS Phase 3 – Our Goal

The Phase 1 and Phase 2 assessments are mandated by DOE-RFFO and DOE-HQ. Rocky Flats management is in the process of implementing what they have named “Phase 3.” The scope of Phase 3 is to fully implement (by actual practice)



Integrated Safety Management. The initial tasks of Phase 3 are to completely reengineer the Integrated Work Control Program and any other infrastructure programs that encumbers the safe, efficient performance of work. In other terms, full implementation of ISM means ----

INTEGRATE SAFETY with WORK PROCESSES to:

- ⇒ Build an effective manager - worker team.
- ⇒ Improve worker safety and morale.
- ⇒ Establish consistent, streamlined work practices.

- ⇒ Strengthen productivity.
- ⇒ Foster a competitive work force.

The RESULTS of these efforts will yield:

- ⇒ Teamwork and cooperation at all levels.
- ⇒ Enthusiastic personnel who will experience increased job satisfaction and work SAFER.
- ⇒ Work being accomplished **safer, faster, better, and cheaper.**
- ⇒ Multi-discipline *and* multi-company teams.
- ⇒ Significant cost avoidance and saving, as proven at many other DOE sites.

The steps necessary to achieve *Our Goal*:

- ⇒ Revise IWCP to include ALL Site work.
- ⇒ Establish process development improvement teams (PDIT) to streamline and integrate Operations, Maintenance, and Construction/D&D work.
- ⇒ Evaluate all other processes that affect work on this Site.
- ⇒ Practice a new work ethic (safety, worker involvement, ownership, cooperation, responsibility & accountability, and productivity --- all shared equally by the managers and workers.)
- ⇒ Change the processes based on the recommendations.
- ⇒ Train personnel
- ⇒ Institutionalize the improvement process and continually strive for further improvement.

This is the path forward for Rocky Flats. We all must be committed to functioning like a world class team, committed to attaining the common goal --- to work more safely and more productively ... and enjoy it!!

Comments and suggestions are welcome. Please contact Steven Little at x2376/d7220.

Enhanced Work Planning (EWP)



It has been said many times that Enhanced Work Planning is the natural implementing vehicle for the five key elements of the Defense Nuclear Facility Safety Board recommendation 95-2. However, EWP is not just another "initiative" but the 'tracks' on which the five key elements of ISM are guided. Therefore, EWP are those practices and methods that transform ISM from just another 'program' into an effective reality -- a reality that makes sense to both management and the worker in their mutual partnership towards a safer, more productive work environment!

EWP Recognition Ceremony

On December 3, a recognition ceremony was conducted for the Site personnel who have been directly involved with implementing EWP principles. The ceremony was jointly hosted by Keith Klein, Deputy Manager RFFO, and Bob Tiller, Kaiser-Hill Executive Vice President and Chief Operating Officer.

The groups involved with making significant efforts toward implementation of ISM using EWP practices are: the National Performance Review (NPR) Hammer Award Recipients; EWP Work Planning PDIT; EWP National Conference Participants; and the EWP Working Teams: 374 Liquid Waste Transfer, 444 Safe Shutdown, 776 Tank Closure, 886 JHA, and 771 Benelux Removal.

It should be noted that at the EWP National Conference in August 1997, it was stated that Rocky Flats (although having just begun EWP in 1997) has made more progress in implementing EWP practices than ANY OTHER DOE site has made in the past 2-3 years.

Although approximately 126 personnel were recognized for their contributions, there were some key people who were unintentionally missed. So this article will attempt to rectify that omission.

First, a bit of practical philosophy. The majority of those honored were workers, and rightly so! The worker is the heart of this whole process of "safer, faster, better, and cheaper." Without utilizing the knowledge, experience, and insight of the worker, the job cannot and will not be executed safely and efficiently. This cannot be overstated!! Now the flip side of the coin. If the worker has to struggle with cumbersome procedures, excessive work instructions, no-value added requirements, and impractical rules that do not contribute to safety, then the safety and productivity of that worker will be compromised. To say it in more eloquent terms, the worker will be a very unhappy camper and little work will be accomplished!! To knock down these barriers that prevent the worker from being successful, it takes a very key player --- Management. Without management leading the way, refining the requirements, streamlining the processes, and therefore supporting the worker, there can be no success! So to succeed it takes *both* Management and the Worker.

The Rocky Flats Management personnel who should be recognized for playing a significant role in leading the way to streamlining processes, in support of worker safety and productivity, are as follows:

Roger Bacon, SSOC
Mike Findley, RMRS
Doug Hamrick, SSOC (NPR Hammer Award Recipient)
Julia Hamrick, SSOC
Wynn Harding, Kaiser-Hill
Keith Klein, RFFO
Denny Newland, SSOC
Len Pasquini, LATA
Dick Raaz, SSOC (NPR Hammer Award Recipient)
Dave Ruscitto, Kaiser-Hill
Bob Tiller, Kaiser-Hill

John Truax, SSOC (NPR Hammer Award Recipient)
Charlie Wolf, SSOC
Kathy Wolf, SSOC

Thanks and appreciation are extended to all involved. There is still a long way to go towards full implementation of ISM, but with teamwork between Rocky Flats Management and the Workers, it is expected that that this Site will again set the standard by which other sites will emulate.

EWP Work Planning Tool

As many of you may know, Rocky Flats is testing a new computerized program for planning work tasks. In the past, it was referred to as the electronic job hazards analysis tool. Although the program started out as solely an electronic job hazards analysis program, its application has since expanded greatly. Through a cooperative effort with the software developer (The Chiron Group), the SSOC EWP Program Manager, and the building 771 Tap & Drain Working Team, the software has evolved into an integrated work planning program. This team of individuals is expanding the software program to encompass:

- Work instructions with the specific hazard and control at the appropriate work step .
- Job Hazards Analysis & Control.
- Subject Matter Expert guidance text.
- Training requirements.
- Medical monitoring requirements.
- PPE requirements.
- User friendly operation.
- Administrator friendly operation (easy to modify without a software programmer).
- Site specific and Facility specific hazards.

This tool is expected to be widely used at Rocky Flats and may prove to be the new standard in the DOE Complex. The flexibility of this tool is another Rocky Flats first!

Process Development Improvement Team

The Process Development Improvement Team (PDIT) plays a major role in developing and implementing dramatic process improvement.

The PDIT baselined the "as-is" process for routine and non-routine work as presently executed by SSOC, RMRS, and DCI. An "ideal" work process provides the contrast needed to question present practices. This contrast between the "as is" and the "ideal" work processes resulted in the development of recommendations to change the present practices.

Initial recommendation suggested that the IWCP should more clearly support not only maintenance work, but construction and operations work as well. As a result, the current PDIT has split into three PDITs each with an individual, but complimentary focus. These three PDITs

will focus on restructuring the IWCP into three integrated areas: maintenance, construction, and operations. A new screening process will also be developed to expedite categorizing the work and developing the appropriate level of work instructions, commensurate with the risk and hazards. Scope and schedule of each of these PDITs are being developed, and will be reported under the next issue of this newsletter.

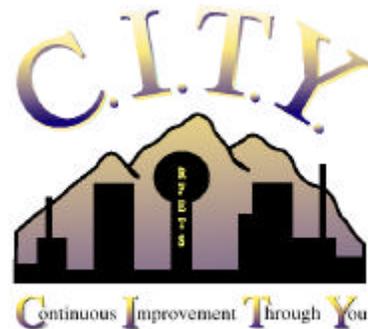
Working Teams

Highly contaminated shielding material (Benelux) is being removed in building 771. The initial work package (generated using traditional planning methods) resulted in a thick, unworkable document. Utilizing a team approach, the unwieldy document was trimmed based on significant craft involvement. As a result, personnel estimate that the "skill-of-craft" work package is safer and more efficient.

At building 771, the planning for draining all hazardous materials from process lines is in progress. Using the EWP Work Planning Tool, the 771 work team felt confident that they have identified the work steps and the associated hazards and control necessary to perform the work safely and efficiently. This project is in its initial stages and more gains are expected as work progresses.

Building 779 is in its initial stages of using the computerized work planning tool to aid in implementing EWP practices.

Self-Assessment C.I.T.Y. Program



NEED INPUT

**For more information about ISMS and other initiatives mentioned,
please contact -**



NAME	COMPANY	LOCATION	PHONE	cc:Mail	AREA
Swenson, Barbara A.	K-H	130	5794	Yes	ISMS, EWP, SA
Bennett, John	RMRS	116	7911	Yes	SA (C.I.T.Y.)
Caccamise, Donna	K-H	060	8282	Yes	ISMS Training
Clark, Bob	DCI	T130G	3258	Yes	EWP
Cutlip, Melissa	K-H	130	6252	Yes	ISMS, EWP, SA (C.I.T.Y.)
Gaden, Mike	K-H (SAL)	130	7282	Yes	ISMS Mentor (Brailsford)
Iden, Doug	K-H	130	8353	Yes	ISMS Mentor (Voorheis)
Lewis, Mick	DCI	T130D	6621	Yes	ISMS
Little, Steven K.	SSOC/LATA	T131A	2376	Yes	ISMS, EWP, SA (C.I.T.Y.)
Nuccio, Gene	K-H	130	3441	Yes	ISMS Training/Surveys
Spezialetti, Bill	SSOC/WSMS	750	5024	Yes	ISMS
Steelman, Mark	K-H (SAL)	130	8045	No	ISMS Mentor (Parker)
Thomson, Jim	RMRS	T130F	5124	Yes	ISMS, EWP, SA (C.I.T.Y.)
Waggoner, Lea Anne	K-H	115	9804	Yes	ISMS

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