

## Minutes from Senior Management Evaluation – 10/11/06

Remarks at the opening of the meeting: E. Lessard discussed C-A Department Mission and Demographics (decline in workers over the past few years due to the completion of the SNS Project), and the Purpose and Agenda of the Management Evaluation (to annually review Environmental, Occupational Safety and Health, in addition to OS&H and E targets and objectives for next year).

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### **Critique of Mike Bebon's Talk on ISM & Human Performance Programs in 2007**

Discussion: Two critical reviews are scheduled for this year. DOE will conduct both simultaneously.

1. Integrated Safety Management (ISM) Review – In 2000, an ISM review was performed successfully. DOE found our system to be effective.
2. Emergency Management Review– how we respond on-site to emergencies. A previous review was performed in 2004. BNL failed and was requested to make additional investments, which we have done.

### **ISM**

- Review Team will be headed by Glenn Podonsky. Team will be here for two weeks, approximately 18-23 people. Review Schedule:

May 8-9, Scoping Visit

August 6 – 20, Planning Visit

August 20 – 31, Full Team & Consultants

September 19 – 21, Formal Validation & Closeout

- We were due for this review in Feb. 06. In the Fall of 2005 we did ISM self-assessments and identified gaps & recommendations, so BSA asked DOE to postpone. Expectations will be high because we've had time to prepare. BSA has been meeting with evaluators to prepare. Our ISM Plan has been shared with DOE.
- Work Planning and Control will be major focus - they are looking for level of sophistication, not sure we're there yet. We need to get away from Skill-of-the-craft which is interpreted by many to mean no work planning necessary. All work should be planned at some level.

**C:** D. Lowenstein – Without documentation you can't prove you've done it.

**C:** M. Bebon – If they go out in the field and they don't see people stop work when the job scope changes, they'll assume there's no work planning. The idea of worker planned work is that it is planned; skill-of-the-craft appears to be interpreted as

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“Zero work planned”. We are making a lot of progress; there has been a lot of activity.

### Emergency Management

We’ve been analyzing events & outcomes. BNL will be testing unified command structure and integrated response.

### Human Performance Initiative

Look at the environment our people work in to see how we can improve error-likely situations. White paper is to be sent to BNL Director to approve formal training of BNL staff on Human Performance fundamentals and concepts.

Closing: We need to focus on work planning, “all work is planned at some level”.

We need to get a handle on stopping work when the scope changes from the original authorized work. Don’t put production before safety. Capture worker feedback documenting and evaluate if corrective actions work.

- C:** D. Trobojevic – Take a look at the excellent electronic work planning schedule that Paul Sampson is using.
- C:** M. Bebon – Great way to go, we’ll look at it. NSLS is using this type of planning too.

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### **Critique of Ed Lessard’s Talk on Performance on Objectives and Targets in 2006**

Congratulations on Injury Performance – 0 first aid cases, 0 lost workday cases for almost 2 years. We still need to work on total recordable cases (TRC), still high. This is the indicator for very serious injuries.

- C:** J. Tarpinian – If you have 4 recordable cases, you can’t have 0 first aid cases. Recordable cases are a subset of first aid.
- C:** E. Lessard – To our knowledge we have never counted OSHA recordable cases as first aid cases. We’ll check with Jack Ellerkamp and correct it if it’s not correct. *(Note: This was confirmed with Jack, and in almost all cases, first aid cases and recordable cases are separate. In a rare case (e.g., cut followed by serious infection), a first aid may progress into a recordable injury.)*

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### OSH Targets from Prior Mgmt. Review

Reviewed how we performed on implementing item from last years Record of Decision.

### OSH Targets

Reviewed how we performed in meeting on FY05 targets.

- C:** P. Pile - The current metal inventory must be more detailed, and until the current plans to consolidate the materials into a few monitored buildings, management must be aware of the risks we are accepting that another theft is possible
- Q:** Y. Makdisi – Is new electronic equipment non-NRTL certified and are the open NRTL program reviews legacy items?
- C:** J. Sandberg – Stated that new electronic equipment is non-NRTL if it is built by BNL or universities, for example, but it is being reviewed on a schedule by trained C-AD inspectors.

### E Targets

Based on a question by D. Lowenstein on why only 9 out of 18 gas cylinders of ozone depleting substance were disposed of, M. Van Essendelft said that the remaining cylinders are on the DOE Wide Materials Exchange website. E. Lessard noted that they must remain on that list for a few months before we can dispose of them.

### E and OSH Targets Completed at SMD in 2006

Although SMD has their own separate Management Review, we have to tie them in with our review.

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## **Comments and Questions in response to R. Karol's Talk on Injuries, Tier 1, Concerns, Improvements and Initiatives**

### Illness/Injury Performance:

- C:** R. Karol – In response to previous comment from Jim Tarpinian, to our knowledge, according to OSHA, First Aid cases are not tracked as recordable cases. Ray will contact Jack Ellerkamp to confirm.
- Q:** P. Pile – In regards to Injury Illness statistics, isn't it better to be looking at Recordable Cases rather than looking DART cases?
- A:** R. Karol – Yes, and we are also investigating better indicators of performance.

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**Q:** J. Morris - Shouldn't we convey a different message that injuries are more important than DART?

**A:** R. Karol – We already do this but we will find a better way to convey this to staff.

### Stakeholder concerns:

**Q:** D. Lowenstein - Who has responsibility for BLIP?

**A:** R. Karol – Medical Department

### Tier 1 Results:

**C:** D. Lowenstein - We often see too many types of repetitive OSHA violations, and this is a problem.

**Q:** G. Goode - When conducting Tier 1 Inspections does C-AD look at exterior areas of the complex (sidewalks, etc.).

**A:** R. Karol - Yes, exterior areas are included in Tier 1 Inspections.

**C:** J. Tarpinian - During the OSHA Audit, all findings were categorized according to risk. Any new OSHA related findings should be binned accordingly. Use the same ranking criteria.

### S2 and P2 Initiatives:

**Q:** D. Lowenstein – In regards to the Safety Solutions Program (S2), how big is the pot of money for the S2 Program?

**A:** J. Tarpinian - Approximately \$20,000 in FY05.

### Self-Evaluation Program:

**C:** P. Pile - For C-AD purposes, show TRCR not DART.

**C:** G. Goode - Take all statistics including DART and TRCR in consideration.

### Radiological Performance:

**Q:** J. Tarpinian - In regards to RAR's – C-AD has only 1. Do you consider RAR a good thing or a bad thing?

**A:** D. Lowenstein/R. Karol – This RAR is particularly bad since it was an ASE violation.

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**C:** J. Tarpinian – the RAR program is good program and can be looked at as a leading indicator. Include good practices, not just problems in this program.

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### Comments and Questions in response to Mel Van Essendelft's talk on Environmental Performance, Groundwater

**Q:** P. Pile - What do the numbers in parenthesis mean on the Soil Sample Results chart?

**A:** M. Van Essendelft – the value in parenthesis has 95% confidence that actual value does not exceed this value.

**Q:** D. Lowenstein – Have LINAC soil sample results increased significantly this year? (LINAC beam stop area)

**A:** M. Van Essendelft – As far as I know this is the 1<sup>st</sup> time the water stop samples were analyzed. I will check if it was performed before this result.

**Q:** G. Goode - What is the minimum detectable level for sodium in the soil?

**A:** J. Scott - Tritium levels are somewhere about 300pCi/L. Sodium is much lower.

**Q:** F. Pilat - How long will it take for the g-2 plume to reach the site boundary?

**A:** M. Van Essendelft - Between 2010 and 2015, the tritium level should drop below 20,000 pCi/L near Cornell Avenue.

**A:** G. Goode – The groundwater is expected to be at natural background when the g-2 plume is at the site boundary.

**Q:** D. Lowenstein - Alternative 2 for the g-2 Plume Study is what we want to accomplish?

**A:** M. Van Essendelft - Yes. Alternative 2 is continued source control and groundwater monitoring, with contingency actions.

**Q:** D. Lowenstein - It was previously stated that the Alternative 2 plan was based on 20 years. Is it 20 or 30 years?

**A:** M. Van Essendelft - 30 years. It was 20 years in the plume study, but regulators recently asked for 30 years. Thus, the two periods are used.

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### Comments and Questions in response to Joel Scott's talk on Waste Management Performance

**A:** J. Scott - The shielding blocks at Inner Mongolia will be removed.

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**Q:** D. Lowenstein: Do the shield blocks have structural integrity problems?

**A:** J. Scott: If we don't need them, we want to get rid of them as best we can.

**Q:** G. Goode: Are you aware that the NSLS2 is looking for block?

**C:** J. Scott: NSLS2 is looking for clean block. I will get in touch with NSLS2 and see what they need.

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### Senior Management Evaluation

#### In response to Management Question #1:

- Are the OSH/EMS/S/SA programs effective in achieving policy commitments?
  - Compliance?
  - Pollution prevention?
  - Injury/illness reduction?
  - Community outreach?
  - Clean-up?
  - Continual improvement?
  - Security?
- Issues
  - Need greater worker involvement in housekeeping
  - Need greater management commitment for Fire Hazards Analyses
  - Need to continue toward full 10 CFR 851 compliance
  - Need to continue groundwater protection and cap LINAC beam stops
  - Need to continue to improve theft prevention programs (e. g., inventory)

**C:** D. Lowenstein – A greater commitment on the labs part is required to do the Arc Flash calculations. More man power is required.

**C:** D. Trobojevic - We need to prepare a contingency plan for failure of RHIC Super Conducting Magnets.

**C:** G. McIntyre - There are procedures already in place.

**C:** E. Lessard – D. Trobojevic & G. McIntyre should meet and work this out.

**C:** D. Lowenstein - There is a disconnect between responsibility and funding? There are many issues that need to be addressed. Not mentioned is the BNL 13.8 kilovolt infrastructure which is beyond its life expectancy. We should be getting more money for our \$12 million/year of space charges for fixes. If we had this money restored to C-AD, in 4-5 years C-AD infrastructure problems would be fixed!

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### In response to Management Question #2:

- Are programs effective in achieving the objectives and measures?
  - Issues
    - Evidence points to successful achievement of most targets
    - Improve pre-job briefing program to reduce errors and injuries
    - Identify and gather documents for existing pressure systems
    - Identify facility/equipment violations not previously found by OSHA team
    - Complete IH baseline monitoring
    - Complete material handling equipment inspections (e.g., cranes)
    - Complete Fire Hazard Assessments
    - Complete the arc flash calculation and labeling program
    - Continue to improve housekeeping programs
    - Continue to improve metals inventory
    - Continue to remove aging cable in AGS
    - Continue to archive data on activated soils and investigate soil capping (e.g., J10)
    - Continue to remove PCB capacitors at LINAC and Building 912
    - Continue to repair Building 912 roof
    - Continue OHSAS 18001 and ISO 14001 registrations
- C:** Joel Scott - The issue of completing material handling equipment inspections is the responsibility of Plant Engineering. Plant Engineering needs more manpower to perform this task. They cannot do it with only one inspector.
- C:** V. Lodestro - Regarding overhead costs for Buildings, all work we ask Plant Engineering to do has to be done on overtime. This costs us a premium which we cannot afford.
- C:** S. LaMontagne - The Admin group has been successful in transferring the costs back in the past. If anyone is having a problem, contact me.
- C:** D. Lowenstein - Add the G-2 Ring dismantlement, and abandonment of Building 919 to list of issues to be accomplished.
- Q:** G. Goode - How are Safety Management Observations being addressed.
- A:** E. Lessard - There is a program already in place.
- C:** E. Lessard – C-AD electrical staff need more routine training on NEC code requirements.
- C:** T. Nehring: Emergency generators in Building 912 need to be replaced as well as the associated buried fuel oil tank.
- C:** T. Russo: More legacy items need to be thrown out.

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**C:** E. Lessard: See Joel Scott to determine the path for these items.

**C:** D. Lowenstein: Some legacy items will be going to Japan.

**C:** I. Ben-Zvi - BNL should increase frequency of vehicle spot checks several times a day to deter theft.

### **In response to Management Question #3:**

- Are the OSH/EMS/S/SA programs adequate in terms of:
  - Identifying significant environmental aspects and impacts?
  - Identifying significant occupational safety and health hazards?
  - Identifying significant security issues?
  - Resource allocation?
  - Information systems?
  - Organizational issues
    - Staff expertise?
    - Procedural requirements?
- Issues
  - Need lab questionnaires to perform Department–level 10 CFR 851 Gap analysis
  - Need resources for
    - Fire Hazards Analyses
    - Roof repairs
    - Improved metals inventory
    - OSHA violation abatement in areas not visited by OSHA
  - Staff needs training in NEC requirements

**C:** E. Lessard - The Lab 10CFR851Gap Analysis questionnaire results need to be distributed by SHSD and conveyed to C-AD so we can start this review.

### **In response to Management Question #4**

- Are the objectives and measures for OSH, S and E related programs suitable in terms of:
  - Environmental impacts, occupational hazards, security and current conditions?
  - Concerns of stakeholders?
  - Current and future regulatory requirements?
  - Business interests?
  - Technological capability?
  - Internal organizational or process changes?
  - Should additional measures be established?
- Issues
  - Need objectives and targets for HU program

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- Need objectives and targets for security program

**C:** Nothing significant beyond the slide information was discussed.

### **In response to Management Question #5:**

- Recommended revisions to:
  - OSH policy and commitments?
  - Environmental policy and commitments?
  - Self-assessment policy and commitments?
  - Objectives and performance measures?
  - Elements of OSH, EMS, SA, Security?
- Issues
  - Need to develop forward-looking measures
  - Need a Lab-level values statement that is inclusive of safety *and* integrity
    - DuPont CA: “Safety, Concern For Others and Integrity Are Our Highest Values, and We Will Not Compromise Them”
    - New York Life: “Our Values Are Integrity And Financial Strength”
    - BNL (currently not on BNL web page): “Exploring Earth’s Mysteries, Protecting its Future”
    - LBNL: “Outstanding Science Since 1931” or “75 Years of World Class Science”
    - ANL: “... For a Brighter Future”
    - Ames Laboratory: “Solutions Through Innovative Science”
    - LLNL: “Science in the National Interest”
    - Sandia: “Securing a Peaceful and Free World Through Technology”
    - Hewlett Packard: “Look What’s New!”
    - Enron’s Mission and Values Statement!: “World’s Leading Company”

**C:** E. Lessard – At the Lab-level the BNL value statement needs to be revised to a simple statement so all staff know what is important to BNL Management.

**C:** G. Goode - The ESSH Policy has been recently revised by Sam Aronson. It is shorter and more understandable than the previous policy.