

**U.S. DEPARTMENT OF ENERGY
Office of Health, Safety and Security (HSS)**

**IMPLEMENTATION PLAN
ADDRESSING THE RECOMMENDATIONS OF THE HSS SAFETY IMPROVEMENT
TASK GROUP**

The Office of Health, Safety and Security (HSS) Safety Improvement Task Group recently examined the HSS employee safety perception survey and the National Safety Council's analysis of the collected data. In consultation with their peers, the HSS Task Group identified key issues which they believe merit priority in our effort to improve safety and health within the HSS organization. Accordingly, the Task Group recommended that HSS management consider these key issues as priority goals for the improvement of safety and health.

This document provides an overview of the Office of Health, Safety and Security (HSS) Safety Improvement Task Group recommendations and an implementation plan for addressing the recommendations of the HSS Task Group. The projected tasks and activities are those which will be required to adequately begin implementation of the HSS Task Group recommendations and it identifies the HSS organizational elements which will be tasked with developing, supporting and implementing each major recommendation. In recognition of the need to adapt to changing missions and the restructuring of resources, the plan set forth in this document is flexible and will be modified during the course of each fiscal year to address necessary changes. This plan will include program organization, team organization, program responsibilities, and projected tasks/activities were possible.

II. Background

In late 2008, the U.S. Department of Energy's (DOE) Office of Health, Safety and Security (HSS) conducted an occupational safety and health perceptions survey of HSS staff members using the Occupational Safety Climate Assessment Report (OSCAR) survey instrument provided by the National Safety Council (NSC).

Employees were asked to indicate: (1) their level of participation in safety activities; (2) their perception of safety management practices; (3) the usefulness of various safety program activities; and (4) their level of agreement with statements about a variety of safety and work-related topics. Survey results showed scores below the average ratings for all other organizations who have utilized this NSC OSCAR survey. In addition, comparison against a subset of government organizations similar to HSS did not show improved scores.

Some of the areas of safety programs and/or activities consistently found by the HSS staff to be least effective and in need of improvement included:

- employees being involved in safety and health practices

- detailed and regularly scheduled inspections
- clear and precise hazard communication to staff
- safety and health training

To address the issues identified by this survey, HSS formed a safety improvement task group to review the NSC report and to make recommendations to HSS management on priority items and/or tasks to be addressed to improve safety in HSS.

There is an assumption that each effort to improve safety will build on the Department's well-established operational safety and health program, the Integrated Safety Management System (ISMS), and the associated infrastructures of procedures, techniques, and methods. In every case, activities and tasks should be designed to promote performance excellence rather than simple prescriptive compliance.

III. Responsibilities

The implementation plan will clearly establish the primary organization and office(s) responsible each task. However, the plan will also identify organizations and offices secondarily involved with task implementation with the intent of encouraging greater ownership for each task and for sub-tasks. It is only through such encouragement and expansion of conceptual roles that HSS will be able to achieve not only improvement, but excellence in safety and health.

The Office of Corporate Safety Analysis, HS-30, will be the organization responsible for developing and modifying the implementation plan. HS-30 will also track all progress on implementation and prepare periodic reports regarding the progress which will be published on the HSS FEOSH web site for the general information of all HSS staff members. Periodically, HS-30 will report to all HSS employees on the implementation status via DOE CASTS, at all-hands meetings and/or via other appropriate means.

IV. Implementation Concept - Value Added

The most successful operating concept for safety and health hinges on three key principles that collectively add value to every aspect of an organization. This value added approach to safety and health requires that we 1) educate all employees regarding safety and health; 2) strengthen their participation in the safety and health program; and 3) enhance their individual control over workplace hazards. More simply put; provide knowledge and empower, everyone, to use that knowledge.

Accordingly, where possible, we will attempt to ensure that implementation of each task improves workplace relationships among workers and managers by encouraging all participants to work together and share responsibility for implementation and continuing effectiveness. It is recognized that a degree of shared ownership will not be possible in every case, however, the high degree of mutual trust demanded in order to achieve shared ownership for safety and health will provide the HSS organization with a distinct value added. Additionally, improved workplace

relationships will enhance all program aspects, not only the safety and health program.

IV. Organization of Projects and Tasks

Some of the recommendations made by the task group will be accomplished through one-time tasks that will require minimal follow-up. Other recommendations will require the execution of reoccurring “tasks” or pieces of work or duties that must be carried out to support the overall program, and still others will develop into “projects” which are each comprised of multiple tasks with multiple milestones. The following list of the recommendations made by the HSS Task Group recognizes that there are single tasks for the execution of some recommendations, however, some may require multiple tasks which may develop into reoccurring “projects.”

Under the heading for each major recommendation, task(s) will be listed along with the program(s) responsible. In addition to listing the program office with the task lead, the priority, objective(s), background information, a statement of work, coordination necessary, milestones (“deliverables”), resource requirements and assumptions will be given. Priorities are ranked with a number; either a number 1, number 2, or number 3. Those ranked as number 1 have the highest priority and those ranked as number 3 have the least priority.

A. Communication Enhancements (via the use of Information Technology)

Recommendation No. 1

Title: Improve web search engine(s) to help locate safety and health issues.

Priority: 1 –

Objective: There is a need to improve web search engines in conjunction with the development of an employee safety web page as a stand-alone web reference page. (See recommendation no. 3, below.) Enhance ability and easy of locating HSS specific and DOE safety and health information and tie this improvement into the creation of a HSS, staff member, safety web page which should be a sub-set of safety information on the HSS FEOSH web page and would have an icon of the desk page of employee computers.

Background: The HSS Safety Improvement Task Group noted that it was very difficult for them to find safety and health information on the web. Once they located the HSS FEOSH web, they were most impressed with the content, however, it was “buried” under many other pages and it contained more information, data, links than they believed would be routinely used by a staff member. Enhance ability and easy of locating HSS specific and DOE safety and health information. Tie this improvement into the creation of a HSS, staff member, safety web page which should be a sub-set of safety information on the HSS FEOSH web page and other web pages in DOE and external to DOE.

Statement of Work: There are two major sub-tasks. The first is to examine the search capabilities and ease of use of these search capabilities for HSS staff members begin from the main HSS portal and search for common safety and health questions and needs. The second is to develop an employee safety web page as a stand-alone web reference page (see Recommendation 3, below) with a linked icon which will be placed on the main screen of every HSS employee computer.

Coordination: Office of Information Management, HS-1.22, advises on information search engine technology capabilities and limitations, manages effort to develop employee safety web page and deployment of icon.

Milestones/Deliverables: August 15 – report on and upgrade as possible existing search capabilities. September 21 – new employee safety web page deployed with icon on employee’s desk tops.

Resources: Contract support required for development and deployment.

Recommendation No. 2

Title: Place button for FEOSH on HSS webpage

Priority: 1 –

Objective: There is a need to improve access to the existing HSS web pages. Currently, the HSS FEOSH web page is difficult to find, requiring 4-5 clicks of the mouse to access it; provided one selects the correct linkages. HSS needs to enhance the ability and ease of locating this valuable resource for all HSS employees, for DOE staff members and for those external to DOE.

Background: The HSS Safety Improvement Task Group noted that it was very difficult for them to find the HSS FEOSH web page. Once they located the HSS FEOSH web page, they were most impressed with the content, however, it was “buried” under many other pages. The Task Group believed this resource should be easily accessible to everyone within and external to DOE. To enhance everyone’s ability to access this source, HSS should locate an icon on the main HSS portal which when clicked/linked will take users directly to the HSS FEOSH web page.

Statement of Work: Develop a method/means to directly link the existing FEOSH web site from the main HSS web page/portal. Place an icon on the main HSS web page/portal for that purpose.

Coordination: Office of Information Management, HS-1.22, advises on capabilities and limitations to make this linkage, and develops and deploys an icon.

Milestones/Deliverables: August 20, 2009

Resources: Contract support required for development and deployment.

Recommendation No. 3

Title: Develop employee safety info webpage including table of contents as a stand-alone web safety reference page for HSS employees. It will be concise and contain fewer items than the main HSS FEOSH web page.

Priority: 1 –

Objective: There is a need to develop an employee (HSS) safety web page as a stand-alone web reference page which will enhance ability and ease of staff locating HSS specific and DOE safety and health information. This web page should be a sub-set of safety information on the HSS FEOSH web page and would have an icon on the desk page of each HSS employee computer. This should be in conjunction with an effort to examine and improve web search engines (See recommendation no. 1, above.)

Background: The HSS Safety Improvement Task Group noted that it was very difficult for them to find safety and health information on the web. Once they located the HSS

FEOSH web, they were most impressed with the content, however, it was “buried” under many other pages and it contained more information, data, links than they believed would be routinely used by a staff member. They recommended that HSS enhance ability and ease of locating HSS specific and DOE safety and health information. This improvement should include an icon on the home page of every HSS computer which links to this page.

Statement of Work: Develop a employee safety info webpage including table of contents as a stand-alone web safety reference page for HSS employees. Place an icon on the home page of every HSS computer which links to this page.

Coordination: Office of Information Management, HS-1.22, is lead on development of the new web page and development and deployment of an icon.

Milestones/Deliverables: September 21, 2009

Resources: Contract support required for development and deployment.

Recommendation No. 4

Title: Have DOECAST point annual FEOSH training to new webpage

Priority: 2 –

Objective: When a DOECAST is next issued to announce the annual FESOH training for the Department, it should alert staff to the new employee safety information webpage (see recommendation 3, above) and that new web page should have a link to the FESOH training on the OLC² system.

Background: The HSS Safety Improvement Task Group recommended that the ease of locating HSS specific and DOE safety and health information be improved (see recommendations no. 1 and 3, above). In making these recommendations, each of the Task Group members had an opportunity to examine the current FEOSH training program and found it to be excellent training, however, all of them had difficulties in initially finding the training on the DOE web site.

Statement of Work: There are two major sub-tasks. The first is to ensure that in conjunction with development of an employee safety information webpage; links to the current FEOSH training program on the OLC² system are provided. The second is to ensure that any subsequent DOECAST point out that these links to annual FEOSH training are available via the ‘new’ employee safety information webpage for HSS users.

Coordination: Office of Information Management, HS-1.22, advises on information search engine technology capabilities and limitations, manages develop and modification to web pages. A consultant in the Enterprise Training Services Division, HC-21, in the Office of Learning and Workforce Development, HC-20, (evelyn.coleman@hq.doe.gov) will be needed to coordinate any OLC² activity.

Milestones/Deliverables: October 12, 2009

Resources: Contract support required for development and deployment. Support of HC organization will also be required.

Recommendation No. 5

Title: Make the green cross link or icon (or whatever logo we end up going with) easily

copied to a desktop for quick reference.

Priority: 2 –

Objective: Develop and put into use an easily identified icon for use as the link or linkage to new stand-alone safety web page for HSS employees.

Background: The HSS Safety Improvement Task Group recommended that an easily identified icon for use as the link or linkage to new stand-alone safety web page for HSS employees. The icon should be something easily identified by most employees at present and it was suggested that it be similar to the “green cross” for safety icon used by the National Safety Council and the U.S. Congress since 1913.

Statement of Work: Determine best available choice for an icon; without infringement on trademarks or patents and implement that selection.

Coordination: Office of Information Management, HS-1.22, advises on information technology capabilities and limitations, and manages efforts to develop web pages and deployment of icons on web pages. Coordination with the Office of General Council may be needed, also, dependent on the icon selected.

Milestones/Deliverables: October 1, 2009

Resources: Contract support required for development and deployment.

B. Building or Facility (Working Environment) Improvement

Recommendation No. 6

Title: Reconsider occupational safety and health standards for all our buildings ensuring that space occupied by staff meets or exceeds local standards and codes (the most protective of either OSHA or National consensus standards) or that such space is not occupied.

Priority: 2 –

Objective: To ensure that no staff member is assigned a workspace which may be harmful to their health nor one in which physical hazards present a hazard to their safety and general well-being.

Background: The HSS Safety Improvement Task Group believes that there is inconsistency in the application and determination of minimum safety and health standards for workspace occupancy. The Task Group believes that DOE must meet as a minimum, all local standards and requirements, and the most protective of either OSHA or National consensus standards prior to allowing a staff member to occupy a work area. In addition, the Task Group felt that such a policy should be formally and officially stated.

Statement of Work: There are two distinct steps or tasks. First, HSS needs to develop a written statement of policy and request that it be issued by HS-1. Secondly, HSS technical groups should develop a listing of what HSS considers to be the best general codes, standards and requirement to be considered in evaluating potential work space.

Coordination: The policy statement can be developed within HSS. The listing of codes, standards and requirements will require more time and should be coordinated with Federal OSHA and local state OSH organizations.

Milestones/Deliverables: Policy statement developed and ready for signature by October

30, 2009. Initial listing of codes and requirements can be ready by January 15, 2010 with adequate support.

Resources: Contract support required for development and deployment.

Recommendation No. 7

Title: Develop and implement a comprehensive facility management preventive & predictive maintenance program which includes fundamental housekeeping and cleanliness.

Priority: 3 –

Objective: To ensure that the building infrastructure and basic equipment operates in a safe and effective manner and does not constitute or contribute to potential safety and health hazards for the staff. Properly operated and maintained equipment and building structures also contribute to efficient or “green” operation through energy savings.

Background: The HSS Safety Improvement Task Group believes DOE does not have an effective facility management preventive & predictive maintenance program as evidenced by:

- a. HVAC units in most offices are extremely dirty with mold and mildew growth, no filtering of outside or make-up air and they are in need of basic maintenance, updating and/or replacement.
- b. All switches and receptacle need to be opened and inspected for proper and tight connection, and for proper polarity and grounding; and all original switches and receptacles (which may be 50 years old) should be replaced.
- c. Periodic sampling of all water faucets, not just water fountains, including those in the restrooms, cafeteria, and the child care center, is needed to validate water purity.

Management of the maintenance of a building infrastructure, the equipment and general housekeeping within a building has long been considered a fundamental necessity and method of doing business by both the private sector and the government. It ensures efficiency in operation, it avoids long downtimes due to break downs, it is an economically sound practice, it is energy efficient or “green,” and from a safety and health perspective, it is vital to ensure proper control of potential hazards.

Statement of Work: Development and implementation of a basic preventative maintenance plan including a housekeeping aspect to ensure cleanliness in the workplace. The plan should have a master schedule maintenance by equipment type or category, a schedule for intensive cleaning of work areas including carpets, blinds, walls, light fixtures, ceiling acoustical panels, vents and HVAC equipment within rooms. The plan must have an ISM compliant work order process or system by which all major work requires an approval signature by the HQ safety office (MA-41).

Coordination: Primary coordination with MA will be required as MA will be the lead organization for this task. HSS assistance for this task will be with the current HSS group

designated for liaison with MA, the Office of Human Resources and Administration, HS-1.2.

Milestones/Deliverables: An initial plan and schedule to address the Task Group issues regarding the HVAC systems, the electrical systems and the water faucets and fountains should be prepared by October 30, 2009. Subsequently, the overarching facility management preventive & predictive maintenance program and schedule should be prepared and placed on the DOE web site for the information of all DOE employees by July 1, 2010.

Resources: No identified contractor resources

Recommendation No.8

Title: Have offices thoroughly cleaned (from top to bottom) including all rugs, blinds, furniture, etc.

Priority: 2 –

Objective: To ensure that the building infrastructure and work spaces within the building do not constitute or contribute to potential safety and health hazards for the staff. Properly cleaned work areas reduce likelihood of lost productivity due to illnesses and/or the spread of disease.

Background: The HSS Safety Improvement Task Group believes most office need a thorough cleaning.

- a. Nearly all the venetian blinds have caked on dirt (and may have smoking residue – a carcinogen) and must be dip-washed or replaced.
- b. Many ceiling tiles and acoustic panels on ceiling have not been cleaned or replaced since smoking was prohibited in Federal buildings and all are dirty with residue and in need of cleaning or replacement.
- c. Most wall mounted heating/cooling units in offices have not been thoroughly cleaned and many have the front covers or grills removed and they are lying against the unit. All need to be cleaned, repaired if necessary and reassembled.

Statement of Work: Set up a schedule of cleaning to be completed; hire the necessary contractor to clean; execute the schedule.

Coordination: Primary coordination with MA will be required as MA will be the lead organization for this task. HSS assistance for this task will be with the current HSS group designated for liaison with MA, the Office of Human Resources and Administration, HS-1.2.

Milestones/Deliverables: Establish a schedule to thoroughly clean one-third of the HSS offices in GTN and FORS by December 1, 2009; second third to be cleaned by March 31, 2010 and last third by June 1, 2010.

Resources: Contractor resources will be required.

C. Education/Training

Recommendation No. 9

Title: Conduct drills/lessons learned (AED, etc.) regarding safety practices.

Priority: 3 –

Objective: Test and improve on emergency procedures and activities. Develop ownership for safety by all staff members through their direct involvement with emergency procedures, practices, drills and exercises.

Background: Neither an individual nor an organization can ever be too prepared for an emergency. Effective mitigation, preparedness, response, and recovery from emergency situations and conditions can only be achieved through drills and exercises. It is through such fundamental practice that we become capable and efficient in addressing emergencies, and by which we test and improve our protocols and procedures.

Statement of Work: Set up a schedule of drills to be conducted and inform employees of dates and encourage their involvement. Topic may include AED usage, fire extinguisher use, developing evacuation plans for home use, etc.

Coordination: Develop one such drill or exercise (topic to be determined) with input of HSS managers and run jointly throughout HSS with follow-up meeting to determine flaws and notable achievements.

Milestones/Deliverables: Develop and run one pilot drill by November 1, 2009.

Resources: No special or additional resources beyond current HS-30 staff; commitment of all HSS managers and staff.

Recommendation No.10

Title: Have DOECAST point annual FEOSH training to new web page.

Priority: 2 –

[The HSS Safety Improvement Task Group included this item in the first major grouping of recommendations under the heading, “**Communication Enhancements**” as well as under this major grouping of “**Education/Training**” recommendations to emphasize the importance and to clearly show the necessity of linking communication efforts with training efforts. This item is a duplication of Recommendation No. 4, above. See Recommendation No. 4 for objectives, background, statement of work, coordination, milestones/deliverables, and resources.]

D. Stand Alone Items

Recommendation No. 11

Title: Set up a permanent, standing HSS Health and Safety Committee.

Priority: 1 –

Objective: Establish a permanent, standing HSS Health and Safety Committee which meets the direction of the President for the Executive Branch as set forth in E.O. 12196

and the Federal regulatory requirements of 29 CFR 1960.

Background: Executive Orders (E.O.) are directives issued to the executive branch of the Federal government from the President of the United States under the Constitutional power of the Office of the President. Federal regulatory requirements are issued by OSHA under section 6 of Public Law 91-596 (i.e. OSH Act) which provides that OSHA may issue such standards as may be necessary to assure safe and healthful working conditions. Lastly, section 19 of Public Law 91-596 provides that it is “*the responsibility of the head of each Federal agency to establish and maintain an effective and comprehensive occupational safety and health program which is consistent with the standards promulgated under section 6,*” of the OSH Act.

Statement of Work: Prepare a statement or draft charter for the permanent, standing HSS Safety and Health Committee. Given briefing to management and the organized bargain unit (labor union) on the process to select members for the committee and on the requirements of the OSHA standards. Select the committee membership and facilitate the first meeting to edit and finalize a charter. Draft letter from the DASHO to OSHA with committee details as found in the OSHA standard and request approval. Act as advisor to the committee.

Coordination: Coordination throughout the HSS organization and cooperation and support to the organized bargaining unit in developing a permanent, standing HSS Safety and Health Committee.

Milestones/Deliverables: Brief HSS VPP committee on the OSHA requirements for a permanent, standing HSS Safety and Health Committee – September 1, 2009. Draft charter for the committee and support the selection of committee members – September 30, 2009. Advise committee on their role, scope and authority – October 20, 2009. Draft letter to OSHA from DASHO with committee details as found in the OSHA standard and request approval – November 10, 2009.

Resources: Contract support required for drafting and development of documents and support of committee once it is established.

Recommendation No. 12

Title: Develop and implement a rewards program

Priority: 2 –

Objective: Develop a rewards/recognition process for increasing the visibility of HSS staff members engaged in safety and health activities. Re-enforce the importance of safety in the daily activities of everyone within the HSS organization.

Background: The HSS Safety Improvement Task Group believes it is important that employees be recognized for their engagement in safety and health activities; both at work and in their activities away from work. The Task Group believes that existing award processes such as the “on-the-spot awards can be utilized to effectively do this.

Statement of Work: Draft a policy/procedure on how to utilize the on-the-spot award process to recognize safety participation/achievements.

Coordination: The Office of Human Resources and Administration, HS-1.2 should be the primary owner of this effort with support from all other HSS level-one organizations.

Milestones/Deliverables: Develop draft policy – September 30, 2009. Brief level one

managers – October 15, 2009. Finalize – October 26, 2009.

Resources: HSS staff resources, only.

VI. Cost Projections - Program Support

Cost projections are attached as Excel worksheets. See the file, “*Projected Contractor Cost*” for cost projections for the above described implementation plan. The file contains an estimate of hours and costs which may be updated as necessary.

VII. Program Plan Approval and Authorization

The above document constitutes the implementation plan for addressing the recommendations of the Office of Health, Safety and Security (HSS) Safety Improvement Task Group. As proposed, it will require approximately \$_____ to execute this program plan. This plan will be revisited and revised throughout fiscal year to ensure that necessary changes and modification are accurately reflected in the plan.

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