WM2012 Conference Panel Report

PANEL SESSION 26: Making the Transition from Zero Accident to Zero Incidents

Co-Chairs: Joe Yanek, *Fluor Government Group and EFCOG Chair*
Anthony Umek, *Fluor Government Group* (absent due to illness)
Panel Reporter: Judith Connell, *Fluor Government Group*

Panelists:

1. Mark Lesinski, *Executive Director of Delivery for the Nuclear Decommissioning Authority (NDA)*
2. Mike Schlender, *Chief Operating Officer, Pacific Northwest National Laboratory*
3. John Longenecker, *President, Longenecker & Associates*
4. Scott Shinn, *Technical Service Specialist, Occupational Health & Environmental Safety Division, 3M*
5. Joe Yanek, *Executive Director, Technical Support Services, Fluor Government Group*

About 30 people were present to hear this session on raising the bar on safety performance. Co-Chair Joe Yanek opened the session and described how the session was arranged with Mark Lesinski leading off with an NDA perspective, followed by Mike Schlender presenting a national laboratory's point of view and John Longenecker sharing his ideas about safety as small business. Joe Yanek closed the session with a perspective on the National Safety Council's Robert W. Campbell Award.

Mark Lesinski began by saying the NDA's mission is to "deliver safe, sustainable and publicly acceptable solutions to the challenge of nuclear clean up and waste management." The NDA, with just 212 employees, has a diverse portfolio: 19 sites across the United Kingdom, operating reactors, fuel reprocessing, waste vitrification, defueling of reactors and D&D of reactors. He went on to say that the road to success is "delivering through others." In other words, be an intelligent client and effective organization, and employ "trust with consequences." He showed a triangle with three divisions: observations were at the bottom; incidents, in the center; and accidents, at the top. The distribution for the NDA sites was 85,823 observations (minor safety anomalies); 2,851 incidents; and 108 accidents. The challenge ─ make the base of the triangle, the observations, larger, with incidents and accidents, barely visible. His solution? Encourage a proactive reporting culture and hold one another other accountable.

Mike Schlender shared his view on "Preventing 'Bad Day' Events" at PNNL ─ a national laboratory that has 5,000 employees with a passion for discovery and innovation. Lots of visitors come to the PNNL campus, including university students and scientists, many from different cultures, speaking different languages. Many of PNNL's employees also work at locations around the world. As a result, outreach and communications must be excellent. The propensity for Bad Day Events is based on the Risk Profile and Cultural Indicators. The Risk profile has two components: high-risk activities and the level of ES&H program controls. At risk-work groups comprise the Cultural Indicator. For example, the less the engagement and involvement of employees, the greater the risk of an incident/accident occurring. At PNNL, they

perform safety & operational culture surveys and ensure that they have sufficient and mature ES&H controls to minimize absences, injuries, Occurrence Reporting Processing System (ORPS) events, radiation exposures and security incidents.

John Longenecker noted that small businesses don't have the same infrastructure as larger businesses, and therefore, don't have the same safety programs. Many of his employees come from the commercial sector, not the DOE. How does he meet the challenge? First, understand the client's perspective and accept the fact that management must own safety, not the ESH&Q organization. Communicate effectively, ensure that training is provided, and make sure all the requirements flow down. Second, identify the hazards for ALL the work, not just high-risk projects. Monitor the hazards routinely and recognize good safety performance. Longenecker & Associates has been in business 23 years and has never had a lost workday incident. Have effective metrics and make sure the employees know what they are. Remember, employees own safety.

Scott Shinn spoke about the latest innovations in personal protective equipment and the reasons why people don't always wear the correct equipment. Perhaps they don't know what is appropriate because the safety training is inadequate or the support from the supplier is poor. Shinn provided detail about innovations in hearing protection and hard hats. For example, 3M has developed an in-ear tactical communication headset that features an in-ear communications microphone that is compatible with most respirators, eyewear, face masks, helmets and hard hats. Hard hats too have been enhanced as far as comfort and end-of-life indicators. Frames inside the hard hat provide better stability, less pressure on the top of the head and improved weight distribution. Further, hard hats can now be equipped with colorimetric end-of-life indicators that show when it's time to replace them due to extended UV exposure.

Joe Yanek closed the session with a presentation about the National Safety Council (NSC), which is celebrating its 100th anniversary. The organization partners with businesses, government agencies, elected officials and the public to prevent injuries and death. In describing the NSC, Yanek spoke about the Robert W. Campbell Award: its purpose, showcasing companies that successfully integrate EH&S into their operational systems; namesake, Robert W. Campbell, the first NSC President and a pioneer in safety; awards partners, Exxon Mobil Corporation supported by a network of 23 organizations from around the world; the application process for the award; and the award winners, which included Johnson & Johnson, Dow Chemical and Fluor Hanford. He also spoke about the Campbell Institute, a new NSC initiative focused on creating a health and high-performing workforce by broadening the reach and deepening impact of the Campbell Award.

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