

Getting to Zero Incidents

A Small Business Perspective

WM 2012 Session 26

John R. Longenecker

President

Longenecker & Associates, Inc.

February 27, 2012



Small Business (SB) Challenges

- SBs lack the infrastructure of large companies.
- DOE regulations different from commercial regulations (DOE orders, PAAA, ISMS, et al).
- DOE and prime contractors expect excellent safety performance from SBs.
- Prime contractor programs differ slightly from site to site and program to program.

How to Meet These Challenges

- Understand the client's expectations.
- Management must own safety – not the ES&H manager or the prime contractor.
- Communicate effectively.
- Ensure that training is provided, encouraged.
- Assure that requirements are flowed down and fully understood.

How To Meet These Challenges

- Perform effective hazard identification for all work, not just high risk – focus on critical few .
- Monitor the hazards routinely – they change as the project proceeds.
- Embrace the client's safety program when possible – one program, one team approach.
- Recognize and reward good behavior.
Personal recognition is key.

How To Meet These Challenges

- Assure management involvement, observation of work being done. Assure that workers know that you are there for them.
- Conduct independent assessments - prime contractor, other SBs, or others.
- Find the leaders – support them.
- Stress continuous improvement.
- Have effective metrics, review them with team and client – get on the same page.

Does This Approach Work?

- **Our company's metrics:**
- 23 years in business.
- Performed nuclear and non nuclear support tasks for commercial and government clients.
- Zero lost work days during those 23 years.

Conclusions

- Safety is basic, and it must come first for SBs to be successful.
- Management involvement, worker ownership of safety is crucial.
- Situational awareness is critical – things change.
- Make sure you are focused on the right risks.