

# All-Employee Meeting

*Sam Aronson*  
*August 2, 2012*



U.S. DEPARTMENT OF  
**ENERGY**

Office of  
Science

# Sustained Safety and Operational Excellence



# Owning Our Tools for Mission Success



Blueprint put processes and procedures in place



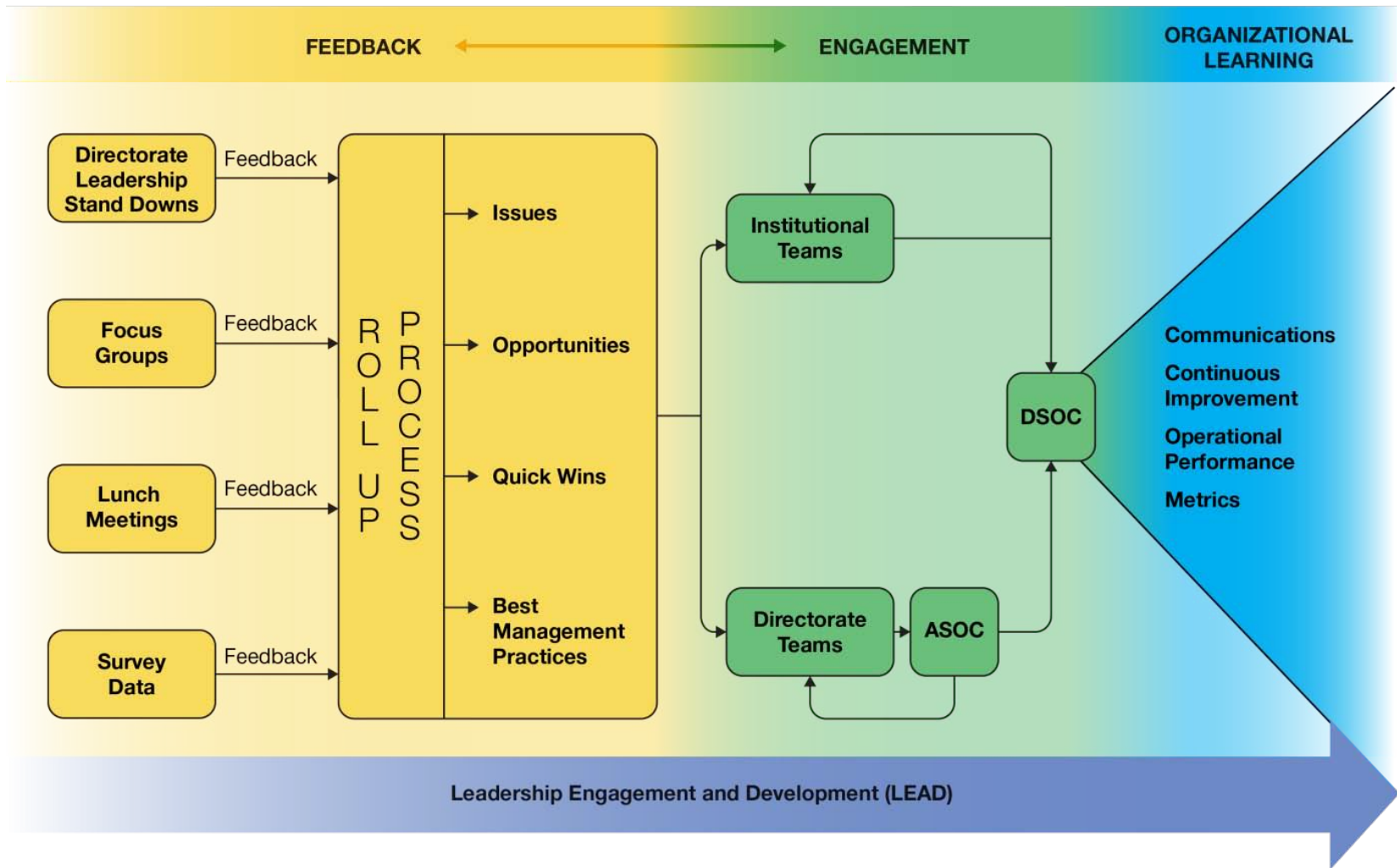
Safety performance cyclic; improvements not sustained



Ownership and execution not robust



# 2012 Sustained Excellence Improvement Agenda

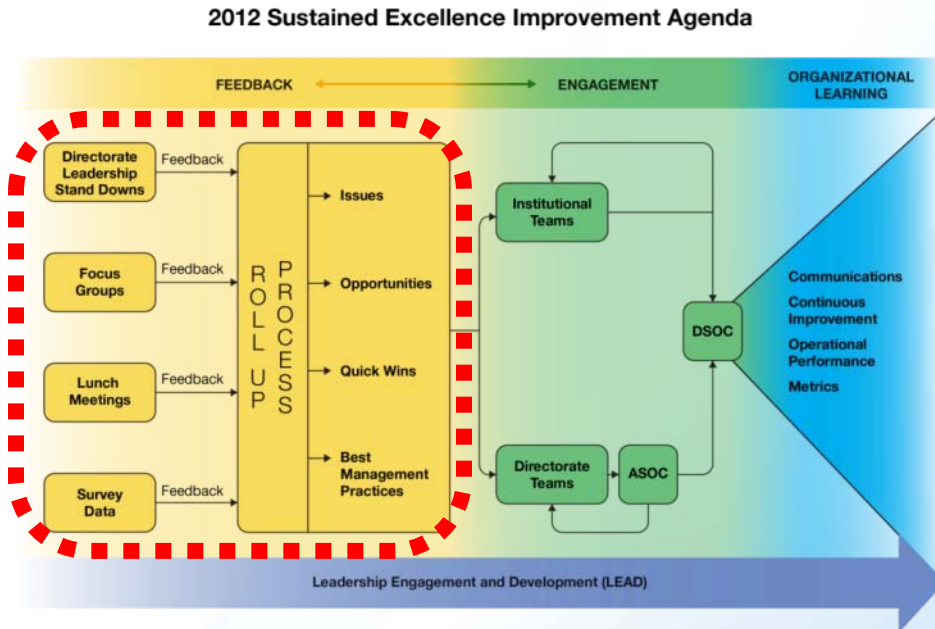


**Lanny Bates**, ALD, F&O  
**Steve Dierker**, ALD, Photon Sciences  
**George Goode**, ALD, ES&H  
**Les Hill**, Blueprint Project Mgr

**Roy Lebel**, Mgr, QMO  
**Bob Lincoln**, Chief HR Officer  
**Marge Lynch**, ALD, CEGPA  
**Maggie Sullivan**, Mgr, Learning & Dev.

# Feedback and Analysis

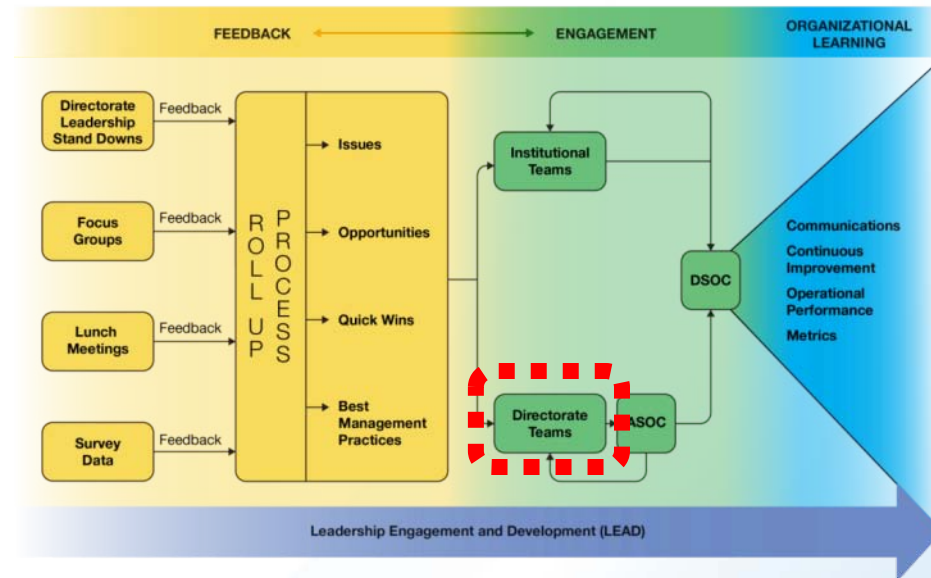
- Important Issues Discussed
  - Requirements and procedures
  - Workload and pace of work
  - Employee and worker engagement and input
  - Trust, values, complacency, and accountability
  - General safety issues
    - Housekeeping
    - Unhealthy conditions
    - Traffic safety



# Directorate Engagement: Examples

- Stand-downs across directorates
- F&O Fire Rescue Group training
- ELS researches attend cross-dept. environmental safety reviews
- NPP improved communication and delineation of responsibilities with others, such as formal procedures between C-AD and F&O IFM
- ES&H remote field sampling
- CEGPA increased safety observations at the Science Learning Center

2012 Sustained Excellence Improvement Agenda



Fire Rescue Group Training



Remote Field Sampling

# Institutional Engagement: Teams

2012 Sustained Excellence Improvement Agenda

## ■ Construction Safety

- Team defined and launched
- Structuring around Integrated Project Team Model
- To serve as a model for broader application beyond construction

## ■ Electrical Lock Out, Tag Out (LOTO) Improvements

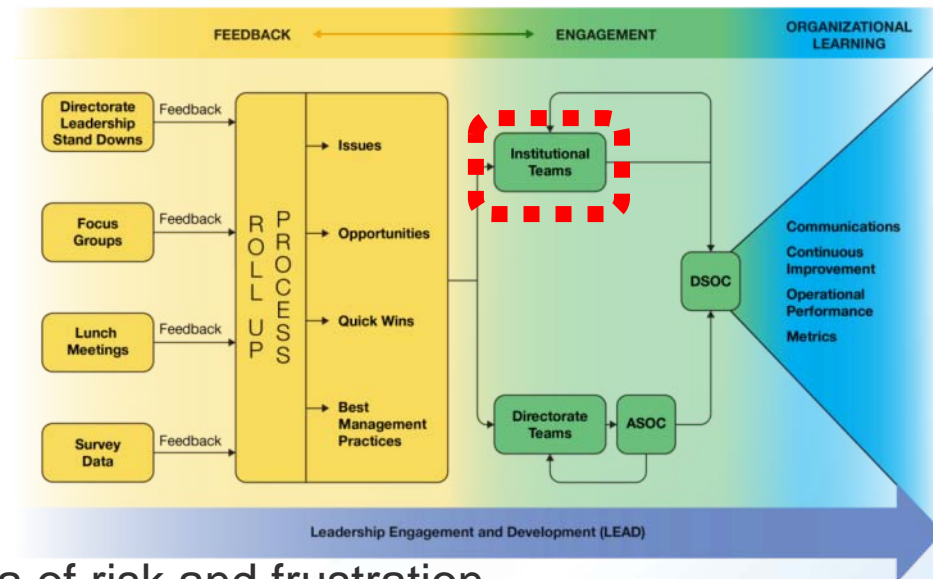
- Team defined and launched
- Focus on improving a significant area of risk and frustration
- Define and implement a compliant but worker-friendly procedure with consistent application for site-wide reliability in execution

## ■ Complex Procedures and Requirements

- Focus on high-risk management systems
- Scope, team, and charter under development

## ■ Investing in Your Health and Safety

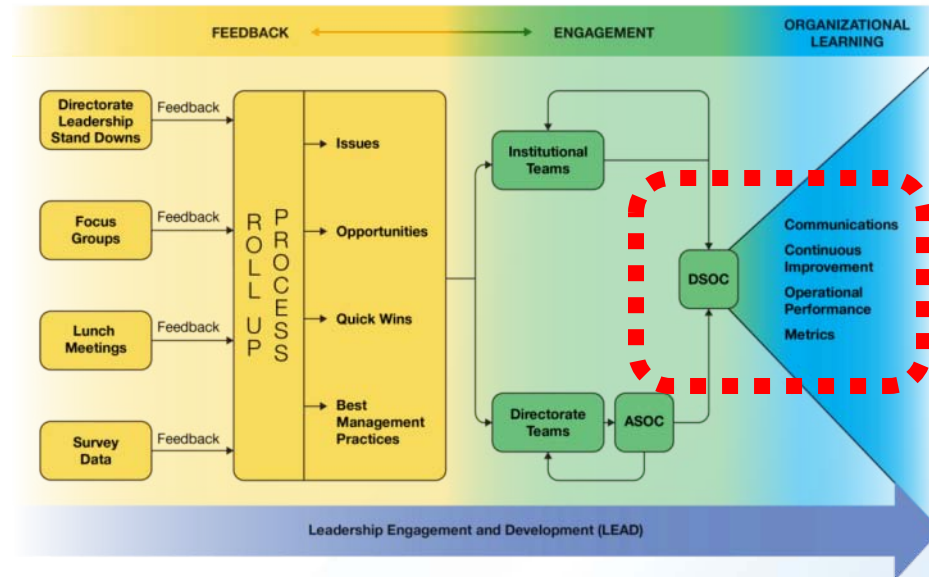
- Team and charter under development
- Scope will be significant part of the team activity



# Learning Organization

2012 Sustained Excellence Improvement Agenda

- Open to input from employees
- Learn from mistakes and lessons of others
- Always look for continuous improvement
  - Have a questioning attitude when we see things that don't look right or when performance or feedback is less than desired
  - Be open, transparent, and thoughtful about using the information for improvement
    - This may be a stop work, a trend analysis, or just an email from someone
    - You welcome, embrace, and utilize feedback to make us better





# Our Role for Success

## Engagement

- Have strong ownership of systems, tools, and processes
- Provide positive reinforcement
- Have 1-on-1 conversations
- Be a good listener and acknowledge concerns

## Accountability

- Hold ourselves responsible
- Aim for excellence in our work
- Apply rules, requirements, and regulations to all
- While disciplinary action is an element, it's a last resort

## Role Modeling

- Demonstrate a positive attitude
- Lead by example
- Reinforce Lab priorities
- Reject noncompliance



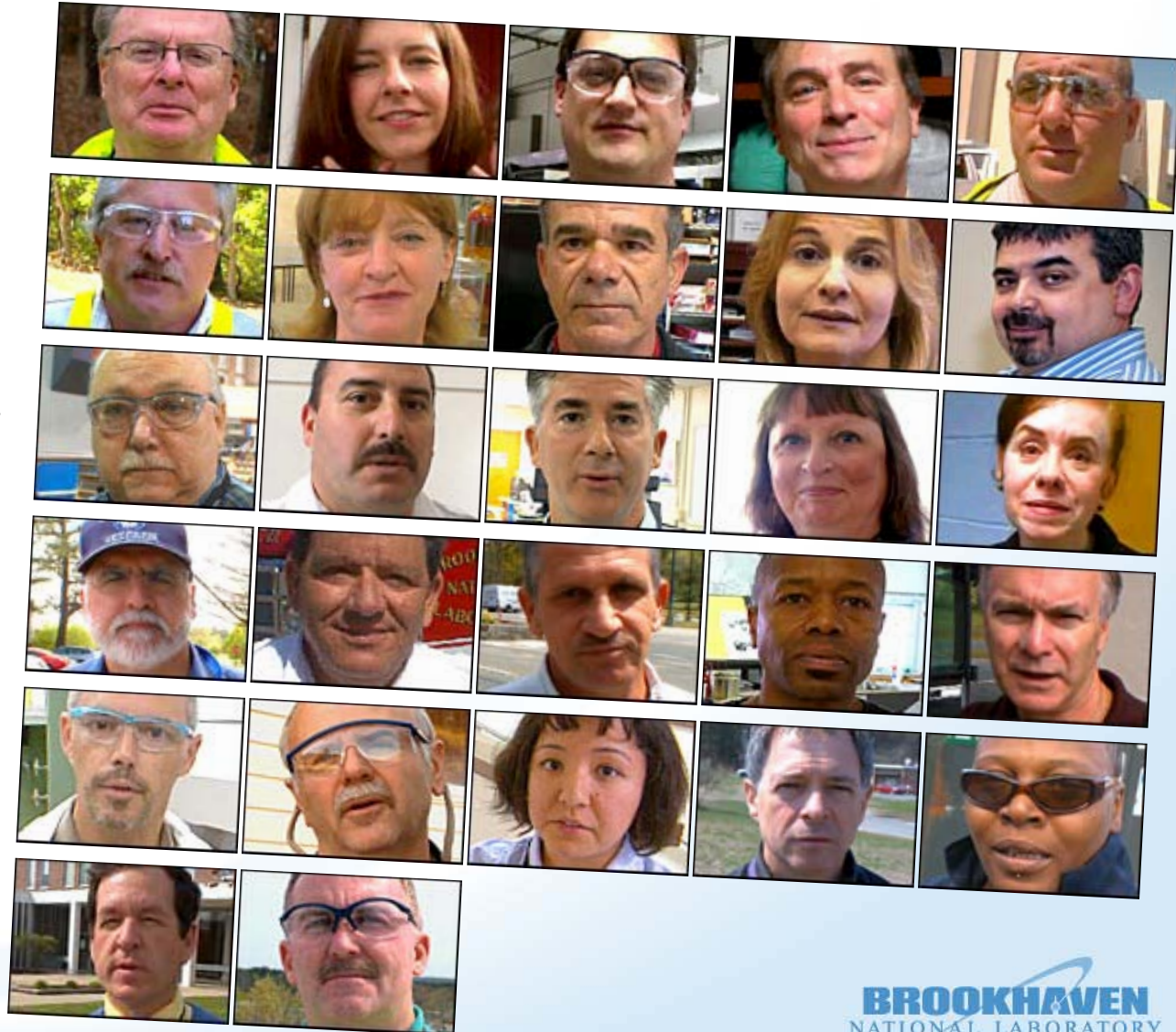
# Engagement, Accountability & Role Modeling in Action

- Sheared bolts discovered on an aerial lift leads to immediate stop and inspection of all similar lifts on site – and discovery of similar concern on second lift
- During F&O plan-of-the-day meeting, staff questions new electrical procedure and drives quick and effective change
- Staff member issues “stop work order” when observing a worker at height without fall protection



# “I Helped Improve Safety at BNL”

*Examples of  
BNLers being  
**Engaged,**  
holding themselves  
and others  
**Accountable,**  
and serving as  
**Role Models***



# “I Helped Improve Safety at BNL”



Play the video online at  
<http://intranet.bnl.gov/safety/videos/index.php?v=279>

Andy Cook, Chemistry Department

# “I Helped Improve Safety at BNL”



Play the video online at  
<http://intranet.bnl.gov/safety/videos/index.php?v=281>

Rob Chieffo, Site Resources Division

# Summary – Our Challenge

- We must move beyond event-driven corrective action plans to finding the root causes of organizational performance issues
- Change the way managers, supervisors, and staff communicate and work together
- Become a learning organization
  - *Questioning attitude*
  - *Listening attitude*
- We must all set the tone
  - *Engagement*
  - *Accountability*
  - *Role Modeling*
- A sustained improvement agenda is not a one-time event, but requires ongoing commitment