All-Employee Meeting

Sam Aronson August 2, 2012



a passion for discovery



Office of Science

Sustained Safety and Operational Excellence



a passion for discovery



Office of Science

Owning Our Tools for Mission Success



Blueprint put processes and procedures in place



Safety performance cyclic; improvements not sustained



Ownership and execution not robust

14-1-01 **BLUEPRINT** Project Our multi-year plan for growth and development

Brookhaven National Laboratory **Our Values**

Leadership

We model our values through our actions. We communicate our expectations and Laboratory requirements and know how well they are being followed. We motivate and empower individuals to reach their full potential through opportunities for growth and recognition.

Integrity

We honor our commitments; we do what we say we will do We follow Lab policies and procedures. We are ethical, open, and transparent

Responsibility

We hold ourselves and each other accountable for our actions and for stellvering on our expected results and commitments. We are contributing members of our community and value our stakeholders and their perspectives.

Innovation

We strive to pioneer new directions and achieve revolutionary breakthroughs in science and operation We embrace a questioning attitude and are open to diverse points of view. We take initiative and atrive for continuous improvement.

Safety, Security, and Environmental Stewardship

actions to ensure the health, safety, and welfare of ourselves. our co-workers, our guests, and the community We protect and sustain our environment. We protect our people, our assets, and national security. We raise concerns and act to prevent injuries, operational events,

Respect

We value diversity and create an open, supportive, and respectful workplace inclusive of people and their differences. We recognize the important role each of us plays in the success of the Laboratory.

Teamwork

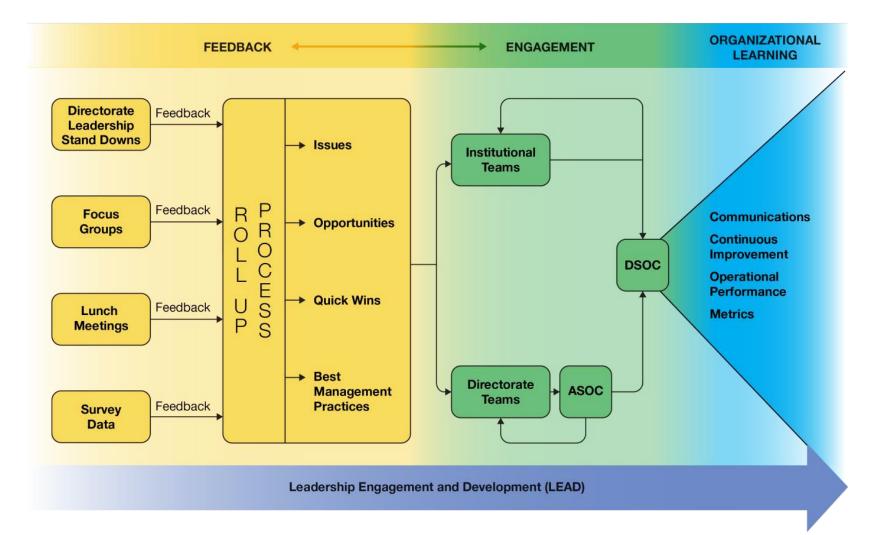
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We work cooperatively and supportively across organizational boundaries with the Laboratory goals as our top priorities. We value our many partnerships that contribute to the advanceme of science, technology, and education.



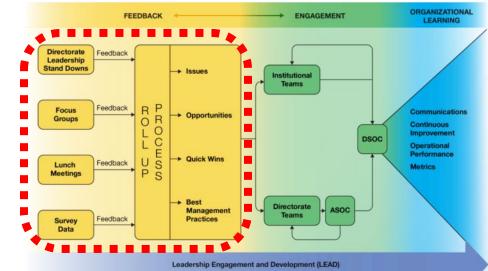
2012 Sustained Excellence Improvement Agenda



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



2012 Sustained Excellence Improvement Agenda



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



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Remote Field Sampling

2012 Sustained Excellence Improvement Agenda

Leadership Engagement and Development (LEAD)

ENGAGEMENT

FEEDBACH

PROCESS

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Issues

Opportunities

Quick Wins

Best Management

Practices

Feedbac

Feedback

Feedback

Feedback

Directorate

Leadership Stand Downs

Focus

Groups

Lunch

Meetings

Survey

NATIONAL

ORGANIZATIONAL

LEARNING

Continuous

Operational Performance

Metrics

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Institutional Engagement: Teams

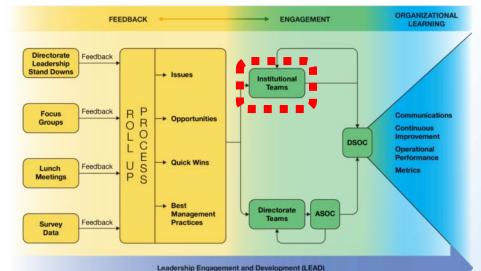
2012 Sustained Excellence Improvement Agenda

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

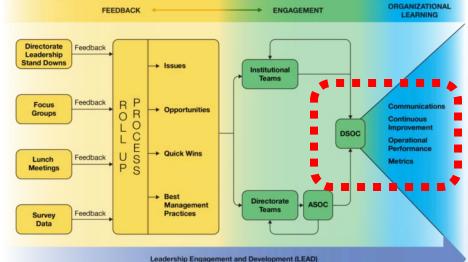
Complex Procedures and Requirements

- 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

- 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



2012 Sustained Excellence Improvement Agenda

- 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

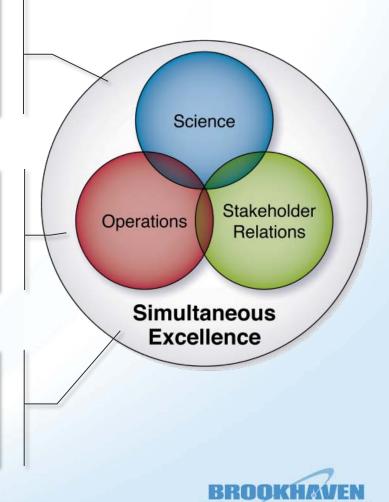
- Have strong ownership of systems, tools, and processes
- Provide positive reinforcement
- Have 1-on-1 conversations
- Be a good listener and acknowledge concerns

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"



Andy Cook, Chemistry Department

Brookhaven Science Associates





"I Helped Improve Safety at BNL"



Rob Chieffo, Site Resources Division

Brookhaven Science Associates



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

