

Director's Safety Initiative:

P. Thullen
4/29/03

Rollup Issues									
A	B	C	D	E	F	G	H	12:17 PM	
	Topic	Issue	Solution	Owner	Barrier	Responsible Person	Action Plan	Target Completion	
2	1	Ergonomics	Furniture room not effective. Some equipment shown not available to employees.	HSR will improve availability and relevance of furniture room. Director indicated that we should find vendors that will meet our expectations per DCSSC meeting 3/31/03.	HSR/BUS	Suppliers won't stock equipment.	Barbara Hargis, Bob Patterson	Developing improved processes to stock popular ergo furniture. Removing furniture and equipment from ergo room that is not available. Working with small equipment and furniture suppliers.	7/15/03
3	1	Ergonomics	Furniture and equipment process too slow.	HSR working to shorten response times for evaluations, equipment and furniture. Director indicated that we should find vendors that will meet our expectations per DCSSC meeting 3/31/03.	HSR/BUS	Funding for stock. Secure space for stock storage. Need to work with equipment suppliers.	Barbara Hargis, Bob Patterson	Developing improved processes to stock popular ergo furniture. Working with small equipment and furniture suppliers to shorten delivery time. Have shortened evaluation time to 10 days or less.	7/15/03
4	1	Ergonomics	(Proposal by HSR-Division.)	Pilot and evaluate web-based ergonomics assessment program.	HSR	Only one SME for ergonomics	Lee McAtee	Pilot web-based assessment in ADO and roll out after evaluation of effectiveness. Train new ergonomics analysts and hire consultants to assist with evaluations.	5/30/2003
5	1	Ergonomics	Assistance, education, training opportunity not seen.	Reduce time for getting ergo evaluations to 10 days or less. Pilot and evaluate web-based ergonomics assessment program.	HSR		Barbara Hargis, Graciela Perez	Improve response time for assistance. Pilot web-based assessment in ADO and roll out after evaluation of effectiveness.	Response time improved to 10 days or less. Web based assessment pilot - 7/15/2003
6	1	Facility Condition	Ice buildup between buildings and in shadows.	KSL proposing Fix It Now (FIN) teams for rapid response.	FWO		Sam Subbaswamy	Groups to contact FIN teams.	5/30/03
7	1	Facility Condition	Uneven walking surfaces e.g., TA-53.	FMs will talk to their residents to get specific details & plan remedial measures	FWO	work schedule will depend funding	FMs/ POC-Sam Subbaswamy	1) talk to residents (2) develop remedial plan	(2) 7/30/03 (3) TBD, some work
8	1	Facility Condition	Broken Elevator in Otowi, slow to repair.	Replacement parts ordered, awaiting delivery	FWO	Replacement part has long lead time	Ken Schindwein/-FM	Replacement parts ordered, awaiting delivery	Complete.
9	1	Facility Condition	Lifting and moving aids unavailable at drop points.	Make lifting aids available to workers.	FWO/HSR	None known.	Betty Martinez, Graciela Perez	Less than 50# use new ergo website to purchase equipment, over 50# delivery direct to user. Group HCPs should cover lifting. KSL moves office equipment, thru FIN?	Soon, but date not known.
10	1	Leased Space	Security requirements and conditions not defined off site.	Off site groups to work with S-Division to create security plans using LIR 406-00-01.	S	None known.	Scott Gibbs	LIR 406-00-01 requires security plans, S-5 and S-2 will help develop security plans.	May 2,2003 deadline for completion. See Notices 94 and 114.
11	1	Leased Space	Landlords unresponsive to safety and condition issues, e.g., lighting needed at west entrance to Canyon Complex, pedestrian safety in White Rock parking lot.	Form laboratory leased space council to leverage landlords into action.	Space Committee	Lab is trying to reduce use of leased space.	Barbara Stine	Space committee considering options to improve responsiveness of landlords. If the problems cannot be fixed, move out per DCSSC discussion 3/31/03.	Ongoing.
12	1	Management Systems	The information from the DCSSC has not yet rolled down to all workers.	Develop and implement a "public involvement program" to communicate progress to LANL workers. Add the rollup issues to the LANL homepage and provide for real-time updates. Include phone numbers and email addresses of all owners and responsible persons.	HSR-DO, IM-DO		Phil Thullen, Peggy Durbin	Using principles of systematic development of informed consent (Bleiker et al., [2000]), develop a needs assessment and ensure that all potentially affected interests understand the ES&H issues that must be addressed, that the people or organizations addressing them are the right ones, that the methods used to address the ES&H issues are responsible; and that we are listening and care about the costs, negative effects, and any other hardships the actions will cause.	TBD
13	1	Slow Response	Salvage/excess not picked up quickly.	KSL proposing Fix It Now (FIN) teams for rapid response.	FWO	Craft work rules.	Sam Subbaswamy	Sam to meet with KSL Contact to form Fix it Now (FIN) teams and determine scope of work	5/30/03
14	1	Slow Response	Lack of FMU responsiveness to small ticket items.	KSL proposing Fix It Now (FIN) teams for rapid response.	FWO	Craft work rules.	Sam Subbaswamy	Sam to meet with KSL Contact to form Fix it Now (FIN) teams and determine scope of work	5/30/03
15	1	Slow Response	Slow response to rodent removal.	KSL proposing Fix It Now (FIN) teams for rapid response.	FWO	Craft work rules.	Sam Subbaswamy	Sam to meet with KSL Contact to form Fix it Now (FIN) teams and determine scope of work	5/30/03
16	1	Slow Response	Everything goes into a black hole.	FMs get specific info. Fix It Now team should address most small requests	FWO	Craft work rules.	Sam Subbaswamy	Sam to meet with KSL Contact to form Fix it Now (FIN) teams and determine scope of work	5/30/03
17	1	Slow Response	Work ticket system not responsive.	Review the existing system and correct replace as necessary	FWO		Pat Brug	Work with KSL to establish an efficient system	7/30/03

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12:17 PM

	A	B	C	D	E	F	G	H		
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18	1	Slow Response	No implementation of traffic enforcement.	Lab Legal to drive for completion of MOU.	LC	No leverage on County. Waiting for completion of fire department contract.	Sheila Brown	Lab LC working with county attorney to complete process. Action is with County attorney	4/31/03	
19	1	Slow Response	Toxic chemicals not disposed for 5 months, STB issue.	This action is complete.	HSR	None known.	Barbara Hargis	This action is complete.	This action is complete.	
20	1	Traffic, Parking	Improve roadway designs e.g., TA-54/Pajarito Road Intersection.	Traffic engineer to propose improvement.	FWO	Funding.	David Padilla/Charles Trask	Subject to weather conditions complete existing project at TA-54/Pajarito Road Intersection	4/30/03	
21	1	Traffic, Parking	(Proposal by HSR-Division.)	Establish a broad -based Institutional Traffic Safety Committee.	HSR		Barbara Hargis	Review and revise charter of traffic safety committee.	6/30/03	
22	1	Traffic, Parking	Main parking lot poorly lighted.	Traffic engineer to propose improvement.	FWO	Funding.	David Padilla/Charles Trujillo	Conduct lighting study, determine corrective actions, obtain funding, issue work ticket, excavation permit and perform work. (contacted Phil's office for location 3/12/03)	7/30/03	
23	1	Traffic, Parking	Main parking lot cluttered poor footing.	Traffic engineer to propose improvement.	FWO	Funding.	David Padilla/Charles Trujillo	Conduct lighting study, determine corrective actions, obtain funding, issue work ticket, excavation permit and perform work. (contacted Phil's office for location 3/12/03)	7/30/03	
24	1	Traffic, Parking	Service vehicles illegally parking, blocking emergency access.	Immediate enforcement of parking rules by PTLA.	S, FWO, HSR		Scott Gibbs	Increasing parking enforcement with focus on fire lanes and emergency access.	Ongoing.	
25	1	Traffic, Parking	Employees flaunting parking rules.	Immediate enforcement of parking rules by PTLA.	S		Scott Gibbs	Increasing parking enforcement with focus on fire lanes and emergency access.	Ongoing.	
26	1	Work Control	Crafts in multi-use buildings not aware of hazards (MPF-18).	KSL to improve communication of hazards to crafts.	FWO	None known.	Sam Subbaswamy	Sam to meet with KSL Contact to determine how hazards are currently communicated and to determine improvement methods.	5/30/03	
27	1	Work Control	Work control process too paper intensive.	Simplify work control processes.	FWO	Innate desire to solve problems with paper.	Mitch Harris	Conduct work control process evaluation to determine if and where paper can be eliminated.	9/30/03	
28	1	Work Control	Poor communication between tenants, landlord, facility mgr.	Clearly define and communicate roles and responsibilities of FWO, tenants, and owning division leaders	FWO	None known.	Tony Stanford	Provide direction on expectations for facility management and customer interface	estimated 6/30/03	
29	1	Work Control	Complete placement of senior safety advisors.	Select safety advisors for ADA and ADSR per DCSSC meeting 3/31/03.	HSR		Phil Thullen	Final job ad out, interviews to be scheduled.	Ongoing.	
30	1	Worker Involvement	(Proposal by HSR-Division.)	Evaluate use of VPP worker involvement program.	HSR	Availability of DOE-VPP and Laboratory personnel.	Lee McAtee	Perform self assessment with DOE-VPP assistance.	7/17/03	
31	2	Facility Condition	Sidewalks and cross walks at TA-53 unsafe condition.	FMs will talk to their residents to get specific details & plan remedial measures	FWO	work schedule will depend funding	FMs/ POC -Sam Subbaswamy	1) talk to residents (2) develop remedial plan(3). Execution of remedial plan depending on funding allocation	(1) 5/30/2003 (2) 7/30/03 (3) TBD	
32	2	Facility Condition	Poor temperature control in most buildings.	Bldg. FM to establish an engineering study to identify corrective actions, if any.	FWO	funding needed	FMs/POC-Sam Subbaswamy	(1) establish future plans for the building (2) If the bldg. is to be retained, get estimates for (a) eng. Study7 recommendation for remedial action and (b) cost of remedial work.	(1) 5/30/2003 (2) 7/30/03 (3) depends on funding allocation	
33	2	Leased Space	ES&H issues at leased facilities are difficult, if not impossible, to resolve. For example, TA-0-1246 has no fire alarm system tied to emergency responders at the Laboratory and the County of Los Alamos; attempts to have the landlord of TA-0-1246 install an alarm system have proved unsuccessful so far.	Define and enforce responsibilities for ES&H between LANL, the County, and the landlords of leased facilities.	IM-DO, BUS, LC	None known.	Bob Newel, IM-DO, J. Lopez, BUS-DO, D. Woitte, LC	Ensure that contracts delineate roles and responsibilities for safety.	TBD	
34	2	Management Systems	We lack a user-friendly tracking system for MWA and behavioral observations.	Develop a tracking system that is user friendly and compatible with MWA and Behavioral Observations.	PS-7		Rick Brake	Modify existing MWA database to collect behavioral observation data.	TBD	
35	2	Management Systems	Trailing indicators (injury rates and OSHA log) are incomplete because they do not detail the specific types of injuries contributing to the increase; they are apparently not normalized against activity levels; they do not include specific information on locations, time of day, seasons, or shift work; they do not show the correlation between an increased first-aid rate, particularly in ergonomic illnesses, and a decreased recordable rate; and they do not include a cost index showing the actual costs of the illnesses and injuries.	Include information about the specific injuries; normalize data against activity levels at LANL; investigate first-aid cases as thoroughly as recordable cases; include cost indexes; if slips, trips, and falls are common LANL-wide injuries, examine both first aid and injury/illness data for commonality of location and the nature of the hazard, and fix infrastructure where it is a contributing factor; if ergonomics is the highest LANL injury statistic, analyze by organization, job assignment, etc., to identify and address common risk factors; and improve databases and communication	FS	None known.	Jim Angelo	See "using trailing indicator as the main ES&H metric," for management reviews	TBD	

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12:17 PM

	A	B	C	D	E	F	G	H		
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36	2	Management Systems	Workplace safety is now measured only by the OSHA recordable rate. The data to which we are responding are trailing indicators, which are easily measurable: reduced injury claim numbers, lowered worker s compensation outlays, and reductions in DART.	Focus on leading indicators including process and equipment design; correct installation of equipment; maintenance, training, and inspection programs; processes and procedures; mitigation and warning devices; maintaining the infrastructure, including walkways and roads; early intervention in ergonomics; mechanical integrity and repair history of equipment; human factors, including equipment layout, workload and staffing levels, shift schedules, overtime, and behavior; and safety budgets.	FS	None known.	Jim Angelo	Develop a proactive program that focuses on releases of hazardous materials, fires, explosions, mechanical breakdowns, and near misses that is, anything that could injure LANL employees, the communities we live in, or the environment. Determine what must be done to replicate good results. Identify and foster the specific activities, actions, and behaviors required to achieve good results. To measure the effectiveness of leading indicators, develop a software application that would apply accountability and performance management principles to risk control, loss prevention, and regulatory compliance. Use the program to identify risk-reducing and compliance-related activities for LANL employees, link them to the resources and tools required to complete the activities; and track their completion. Use the program to create a robust accountability system.	TBD	
37	2	Traffic, Parking	Traffic congestion, too little parking.	Reinstate public transportation from cities in region per DCSSC meeting 3/31/03.	FWO/KSL		Tony Stanford	State of New Mexico and KSL working to reinstate bus service.	8/1/03	
38	2	Training	Need more training online.	Develop more on-line training.	PS/HR	Funding	Jim Angelo	Requested funding to develop computer based training over 5 years. Develop training when funding received.	11/1/03	
39	2	Training	Safety training is one size fits all.	Tailor training to needs.	PS/HR		Jim Angelo	Consolidate training into one organization. Review training programs. Evaluate on-demand training. Emphasize computer based training.	12/15/03	
40	2	Training	Training doesn't add value, not relevant.	Revise or eliminate training that lacks value.	PS/HR	Funding	Jim Angelo	Review training methods, and course content; develop computer based training to meet training on demand needs.	12/15/03	
41	2	Training	Training is given with a training attitude.	Review trainer qualifications. Use SMEs as trainers. Expand technical base of trainers.	PS/HR		Jim Angelo	Review instructor's qualifications. Use SMEs for classes. Expand technical base of instructors.	12/15/03	
42	2	Training	Need better feedback Lab-wide on lessons learned.	Improve lessons learned program.	FS		Jim Angelo	Develop improved processes for lessons learned and computer based lessons learned training.	12/15/03	
43	2	Training	Class availability inadequate.	Review institutional training needs.	PS/HR		Jim Angelo	Review training from "top to bottom". Balance training needs.	12/15/03	
44	2	Training	Managers and supervisors lack behavioral observation training.	Require all managers and supervisors to attend Behavioral Observation Process Training.	FS	None known.	Jim Angelo	PS will obtain commitment from DCSSC to require behavioral observation training.	TBD	
45	2	Work Control	Driving histories of workers using gov vehicles not checked.	DCSSC to DCSSC/enforce management expectation per DCSSC meeting 3/31/03.	DCSSC	None known.	ADs	S-Division to determine process.	6/30/03	
46	2	Work Control	Hazard analysis processes need improvement.	Provide more focused training specifically on hazard identification techniques and processes.	FS	None known.	Jim Angelo	Develop hazardous analysis training and begin training managers.	TBD	
47	2	Worker Involvement	(Proposal by HSR-Division.)	Workers to join managers in walk around program	FS	None known.	Jim Angelo	LIR 307-01-03 to be revised to include worker involvement in walk arounds.	Revision past due.	
48	3	Ergonomics	Stop ergonomic problems before they start.	Look at ergonomic conditions during walkarounds, train managers to look for impending problems per DCSSC meeting 3/31/03.	HSR/PS		Graciela Perez, Rick Brake	Develop ergo card, train managers.	TBD	
49	3	Facility Condition	Abandoned labs in CMR are owned by NMT, potential deterioration of confinement.	Move these labs to a D&D status and support with FERP funds per DCSSC meeting 3/31/03.	ADO		Jim Holt			
50	3	Facility Condition	Lack of lighting between buildings and in parking lots.	FWO to select a standard for lighting in walkways and parking lots, per DCSSC meeting 3/31/03.	FWO		Tony Stanford			
51	3	Facility Condition	Janitorial service not adequate.	KSL to review service and customer satisfaction per DCSSC meeting 3/31/03.	FWO/KSL		Tony Stanford			
52	3	Facility Condition	Insufficient Q cleared janitors.	FWO and ADO to determine extent of problem and get more Qs for janitors per DCSSC meeting 3/31/03.	FWO/KSL		Tony Stanford			
53	3	Model Behavior	Need more real world training i.e., Charlie Morecraft, Dupont safety video.	Distribute safety video, consider outside safety speakers per DCSSC meeting 3/31/03.	FS		Jim Angelo			
54	3	Model Behavior	Associate directors and division directors need more one-on-one interactions with workers.	Use walk-around program and nested safety committees to engage workers in safety discussions per DCSSC meeting 3/31/03.	PS/HSR		Jim Angelo, Lee McAtee			
55	3	Model Behavior	Greater upper management visibility on safety issues.	Track management safety behavior.	DCSSC	Change check point survey.	ADs	To be determined		
56	3	Slow Response	Processes too bureaucratic.	Reconstitute "tape cutters team" per DCSSC meeting 3/31/03.	ADA		Rich Marquez	To be determined		
57	3	Slow Response	No incentive for good suggestions.	HSR to create process.	HSR	None known.	Lee McAtee	To be determined		
58	3	Slow Response	Too few safety officers in BUS.	ADA to support BUS by adding appropriate safety support.	ADA	None known.	Rich Marquez	To be determined		
59	3	Work Control	Facility responsible division leaders need safety generalists to support their safety responsibility.	HSR to determine need for safety generalists in divisions per DCSSC meeting 3/31/03.	HSR		Lee McAtee			

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12:17 PM

	A	B	C	D	E	F	G	H		
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60	3	Work Control	Safety and security not considered at start of all projects and activities.	Ensure safety and security are integrated into all projects and activities at start per DCSSC meeting 3/31/03.	PM	None known.	Mike Strevell	To be determined		
61	3	Work Control	Legacy waste in vacated offices, labs.	DCSSC to DCSSC/enforce management expectation in LIR 203-01-03.	DCSSC		ADs	Follow LIR 203-01-03		
62	3	Work Control	Workers not involved in HCP and work control processes.	DCSSC to DCSSC/enforce management expectation.	DCSSC		ADs	To be determined		
63	3	Work Control	Limited positive reinforcement for good safety behavior.	DCSSC to DCSSC/enforce management expectation.	DCSSC		ADs	To be determined		
64	3	Work Control	Loss of focus in five step process.	DCSSC to DCSSC/enforce management expectation.	DCSSC		ADs	To be determined		
65	3	Work Control	Uncertain of structure of facility reorganization.	Establish roles and responsibilities throughout Lab per DCSSC meeting 3/31/03.	ADO		Jim Holt	To be determined		
66	3	Work Control	Have senior safety advisors meet to discuss mutual issues.	Task HSR to ensure meeting takes place per DCSSC meeting 3/31/03.	HSR		Lee McAtee			
67	3	Work Control/SWP	Non-std HCP format, confusing employees working across orgs.	Develop and implement a format and content guide for HCPs per DCSSC meeting 3/31/03	HSR		Lee McAtee	Develop and use a single format and content guide for HCPs.		