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The Evolution of ESH at FNAL

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A Transition Plan

April 10, 2015

Why are we doing this?

- This is a natural progression. Nothing is “broken” and nobody did anything wrong. We can improve and be ready to support the lab as we move into the mega project era. Centralizing creates an environment where staff must look at the bigger picture and act with the **Lab’s** best interest in mind.
- The safety program is probably the strongest it’s ever been. A-achieved under Mike Weis is not easy! This is the time to build on our momentum and move to the next level. Despite our success, we cannot rest on our laurels.
- Benefits to the program and people include:
 - Consistency
 - Agility
 - Efficiency
 - Mobility

Why are we doing this?

Consistency

- Consistent application of policies/processes/protocols (we struggle a bit here).
- Development of policies to ensure compliance with the many, many contract requirements would be as a team with the implementation guided by the field deployed individuals (some work to go through our current programs and make them more consistent).
- Currently, there is not enough of a one lab approach. Each field unit tends to look at what is best for their D/S (as historically has been the encouraged practice). This does lead to inconsistent *expectations* which affect the implementation of the program.

Agility

- Able to shift resources quickly to meet the needs of the Projects, both here and off site (i.e. South Dakota).
- Leveraging skills in all organizations to fill temporary gaps in oversight (benefit to all D/S heads)
- Has an opportunity to provide resources that are missing within an organization and the issue of “who pays”.

Why are we doing this?

Efficiency

- We all focus on the Lab's highest priorities.
- Enables us to leverage tools and knowledge for consistent best practices across the lab. No more “us” vs. “them”.

Mobility (upward, for the ESH staff)

- Improves career opportunities
- Enhances professional development
- Greater exposure to peers across the organization for problem solving and sharing of best practices
- Increased opportunities to cross-train to improve skills and abilities
- Increases in fairness and consistency in performance and salary management
- Allows for on-boarding of early career talent, ability to mentor across the organization
- Although centralization efficiency is likely to lead to reduced safety FTE count initially, it is important to note that as we (the lab) get bigger, we may need to add resources to support the Projects. These will be early career generalists.

Transition Timeline

March

- Hire Jack's replacement – Done – Mike Bonkalski starts April 6th
- Name a Deputy – Done – Amber Kenney will become deputy on May 1st
- Meet with SSOs to review transition plan – March 30st, 2015
- Determine title of embedded field personnel– Done, they will be titled Division Safety Officer (DSO)

April

- Present final plan at SMM – April 20th, 2015 (postponed from April 6th)
- Finalize office plans – In progress
- Finalize administrative help plans – Jody to schedule Paula/Cindy/Anna time at Linac and Training Center
- Work on budget transfers – in progress
- Determine vehicle use – repurpose one from AD and one from PD.
- Meet with each group individually (AD/TD/PD) to get a feel for work list, work load, obstacles – Week of April 6th and beyond
- Finalize transition plan to be distributed before May 1
- Chief Safety Officer (CSO) all hands meeting to address questions – April 30th @ 10:00 a.m.

Transition Timeline

May

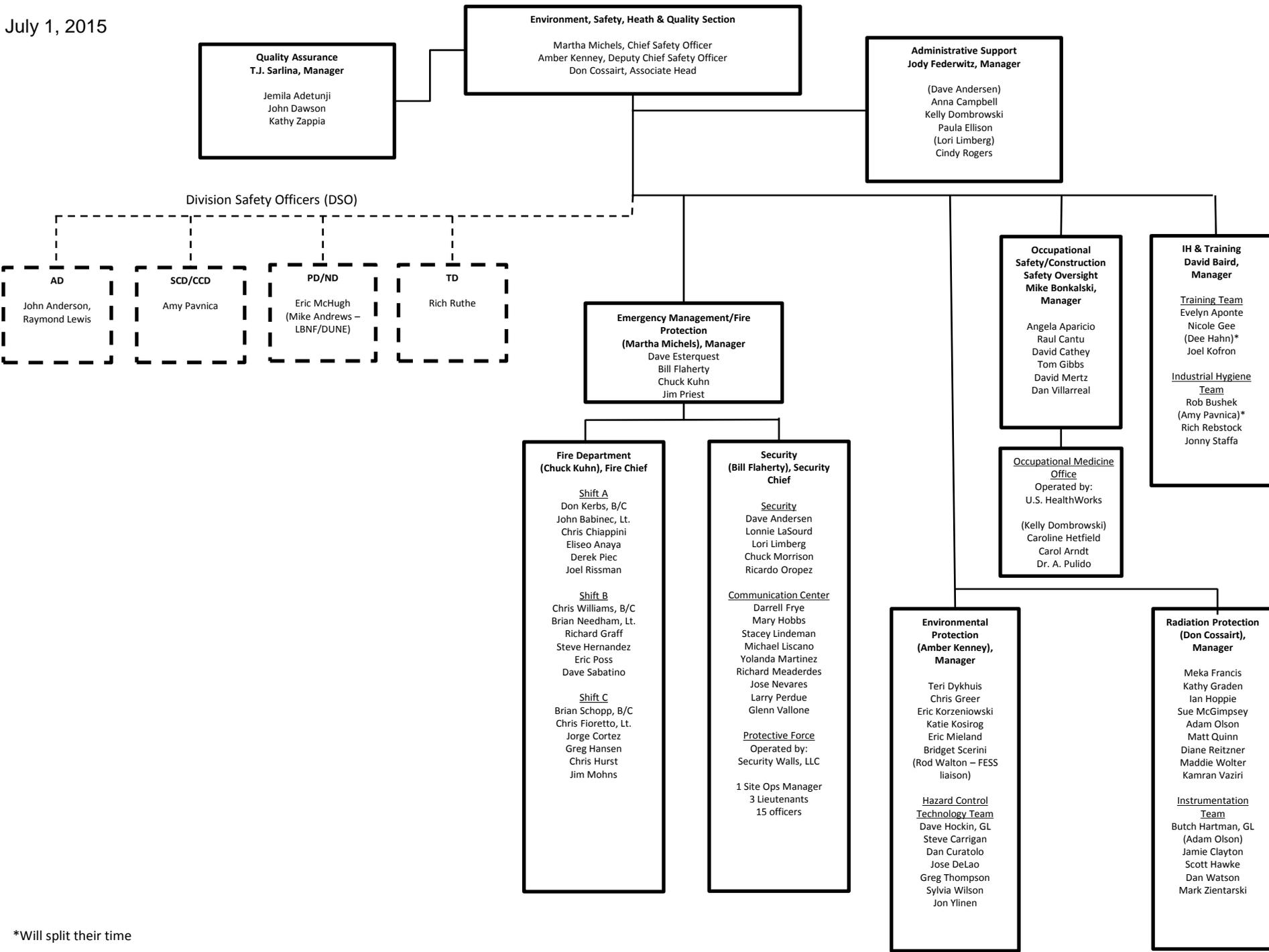
- Update FermiWorks – Jody and team will do this
- New organization will be announced officially on or before May 1, 2015

June

- Work through transition issues
- Office space construction completion
- Office moves

July

- New organization will take effect on July 1, 2015



*Will split their time

FAQs from transitioning employees

- Why didn't we centralize everyone?
Although that was the original concept, the current plan centralizes many resources and all programs, so it gets us the consistent implementation while leaving resources embedded where they are best able to serve the lab.
- Is this a RIF?
No! This is a plan to move forward with ESH at the lab with a consistent and global approach
- Will I have the same office
No, if you are not the safety person embedded in your organization, your office location will change – draft office plans are attached
- Do I bring my computer with me?
Yes, you will bring your computer with you – we will work to ensure you have access to ESHQ areas and D/S areas on the server, docdb, etc.
- Will I have the same supervisor?
No, your organization and your supervisor will change.
- Will I have the same phone number?
Yes, you will keep your phone number

FAQs from transitioning employees

- What if I have a lab supplied cell phone? Do I get to keep it?
Yes, for now you will bring it with you. The lab is looking at cell phone use in general so down the road cell phone distribution and use may change – but those changes would be lab wide.
- Will my pay or title change?
No, neither your title nor your pay will change
- What if my current supervisor has approved travel that will occur after the reorganization?
All approved travel will be honored
- How will I know it's time to move?
We will put together a very specific agenda and communicate it clearly to each person affected
- When I move, who will help me physically move my things?
We will work out a moving plan with FESS and have a schedule for each person
- When I move, who will help me with IT and phone transfers?
Jody and her team will help you with all of your IT and phone needs/issues

FAQs from the Division Safety Officers and Division/Project Management

- Does this change who is responsible for safety in the divisions?
No, the Chief (and division head, if different) is responsible for safety and its implementation in the division – they will use their Division Safety Officer as a resource who will help coordinate additional resources from the central organization to assure compliance, however, the responsibility remains with the Chief.
- Who sets the ESH expectations for the lab?
The Chief Safety Officer will set expectations and program direction with input from the Laboratory Director and the Senior Management Team
- How will D/S members and DSOs know who to contact?
Call the people you know. We will work to cross train and soon the D/S will get to know others on the team and feel good calling them too or instead
- How will Project support be handled?
Project support will remain as is for now with current division personnel and ESHQ personnel involved. Additional people will be added as needed to gain depth in each Project

FAQs from the Division Safety Officers and Division/Project Management

- What about the Sections? Will they have safety officers embedded in their organizations?
No, Section support will be centralized. Sections will have a point of contact they can go to, but they will work in the central organization.
- What about things like SARA III and TRI reporting and other regulatory reporting?
They will be handled by the ESHQ program managers using the resources available
- Will we continue the division specific ESH plans?
No, ESH plans and goals will be set as a lab
- Will we continue the division specific ESH newsletters?
No, we will look at what's being done now and determine if a lab wide communication on ESH is helpful
- Who will do NEPA reviews?
The ESHQ program managers using the resources available
- Who will coordinate HPR inspections?
The ESHQ program managers using the resources available

FAQs from the Division Safety Officers and Division/Project Management

- Who will coordinate emergency drills?
The ESHQ Emergency Management Specialist with help from the DSOs
- Will the HCTT take over all snoops?
No, AD will continue to do their own. All other snoops will be done by HCTT
- Will the HCTT sort batteries for the whole lab?
Yes
- Who will approve purchase reqs. electronically?
The DSO will approve reqs. with input from others as needed (will need accounts)
- What about the website for D/S ESH and central ESH?
They will be updated over time – this will be done by admin team with help from D/S IT and Xeno
- What are the roles and responsibilities of the DSOs
 - Know the needs of the division
 - Advise the Head
 - Coordinate resources as needed (for IH, E, R)
 - Serve as safety officer (acquiring additional resources as needed)

FAQs from the Division Safety Officers and Division/Project Management

- Who do the DSOs work with to coordinate resources needed?
Anyone they want to – DSO and ESHQ program managers should always be in the loop
- Do DSOs stay in the loop after the coordination has been done?
Yes (see above)
- Are DSOs expected to do any actual safety work?
Yes, they are all safety officers who will continue to function like they do now but with the resources of the entire Section behind them
- What if a DSO is gone – who is their backup?
They can appoint anyone as their backup – we will all support them
- How will FESHCom subcommittees be affected? Do we still need them?
Some yes, some no. DSOs will need to attend all.
- How will HPI and other type of investigations be done?
The DSO will work with the resources in the central organization. The type of incident will dictate the type of resource deployed.

FAQs from the Division Safety Officers and Division/Project Management

- What about maintenance and customer service tasks currently performed by ESH personnel?

We will continue to do business as usual even after July 1 until we have a real feel for workload and efficiency opportunities. We should think globally about better ways to perform some tasks.

ESH IT will help to improve processes so we can train people to run their own reports, etc.

- Who will do our Hazard Maps (if they are currently being done by ESH staff)?
This will continue as usual for now but with a plan to develop a consistent approach.

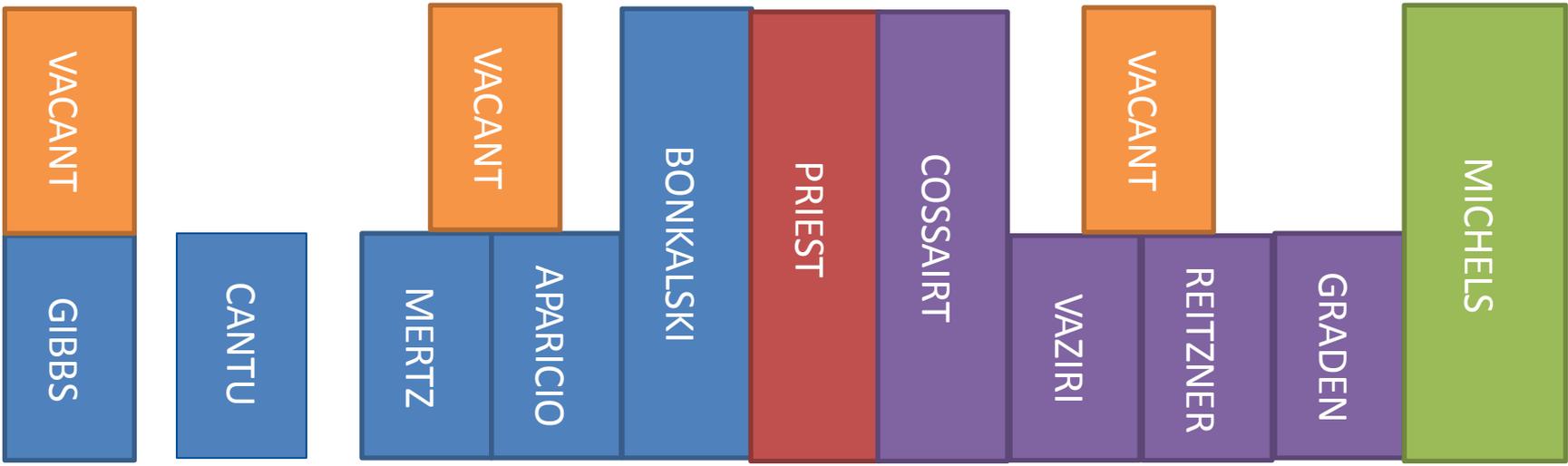
FAQs from ESHQ Program Managers or Others

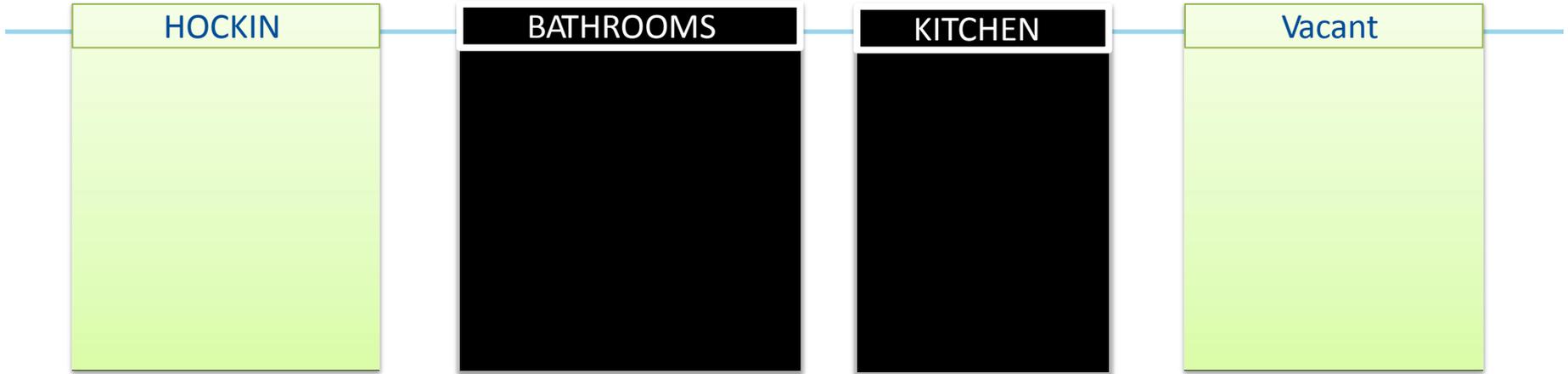
- How do we ensure that cross training is done and begins immediately?
ESHQ Program Managers will ensure that direct reports cross train by shadowing
- What about those who may want to cross disciplines? How do we avoid stove piping by expertise?
Will review with each during review cycle. Always open to crossing disciplines – many tasks require that now
- Are we okay with IH/Training at the Training Center and Environmental at the Linac? What does that leave on WH7E?
Yes, Martha is meeting with relevant heads to work out the details

Administration, emergency management, fire, rad (some) and occ safety will be on WH7E

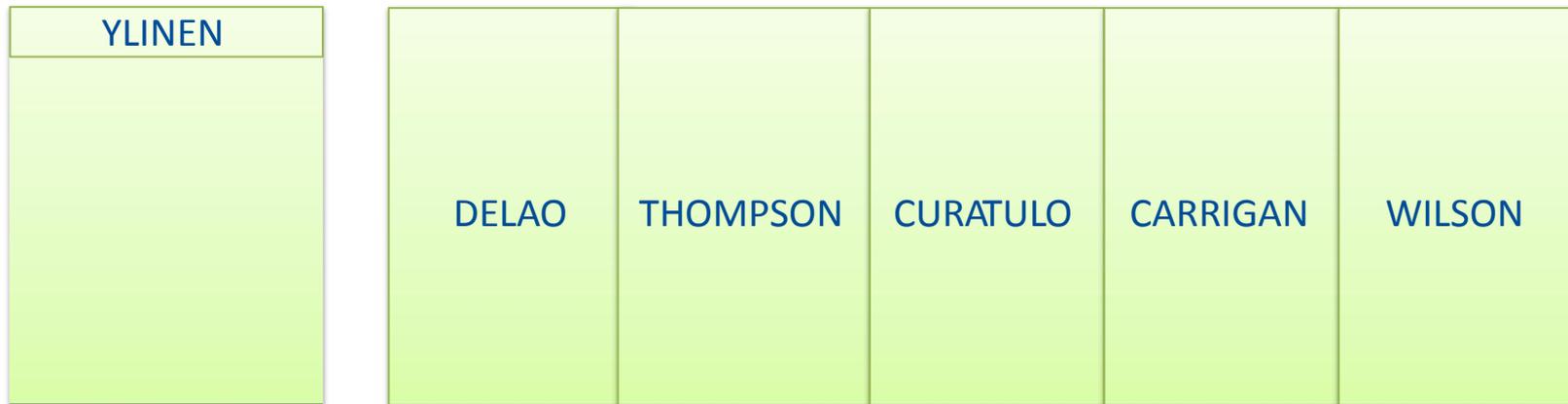


WILSON HALL 7E - DRAFT





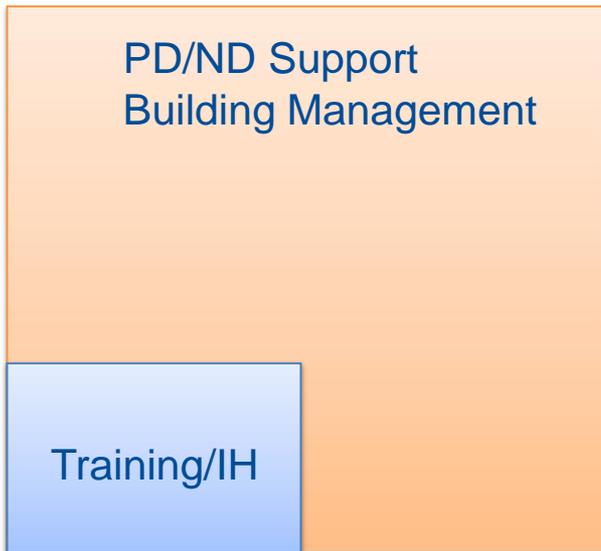
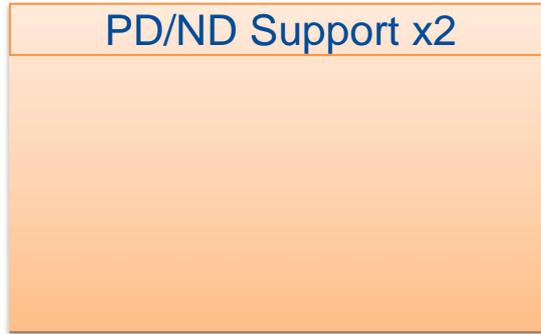
SITE 40 - DRAFT



Draft Layout of Linac

AD DSO	AD DSO			
Env Protection	Equipment			
Env Protection	Equipment			
Env Protection	Env Protection			
Env Protection	Mike Andrews			
Env Protection	Files			
Env Protection	Nancy Sells	Michael Vincent	Michael Geelhoed	Bill Higgins
Env Protection Leader	Gary Lauten	Wayne Schmitt		

TRAINING CENTER SECOND FLOOR - DRAFT



THIS SPACE TO BE RECONFIGURED

