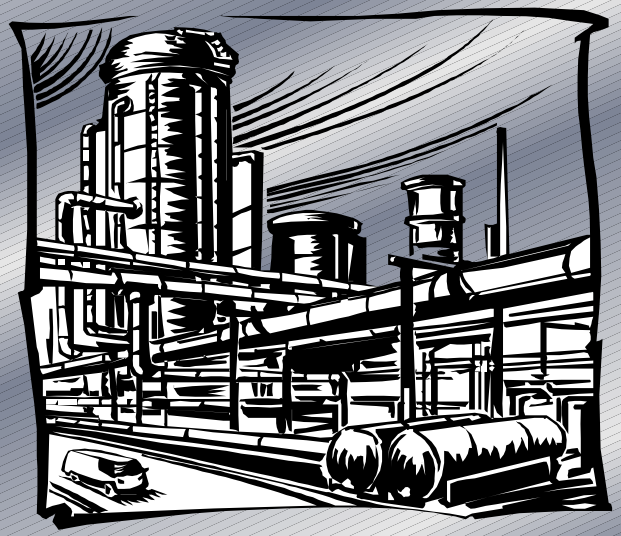
CMA/DOE CHEMICAL SAFETY WORKSHOP



THE FUTURE OF SAFETY AT DOE--CHALLENGES AND GOALS

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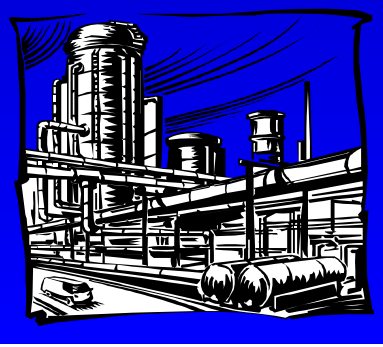
JULY 24, 1997

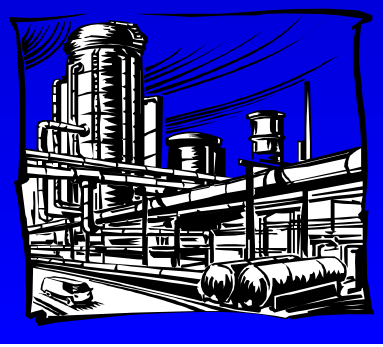
INTEGRATED SAFETY MANAGEMENT SYSTEM

- NEED ONE SET OF DOE SAFETY PRINCIPLES
- INTEGRATION AT ALL LEVELS AND WORK ACTIVITY IS NECESSARY
- SUCCESSFUL IMPLEMENTATION REQUIRES A CULTURAL SHIFT
- ALL LEVELS (TOP MANAGERS TO WORKERS) MUST EFFECT CHANGE
- CHANGE UNDER DOWNSIZING AND SHIFTING PRIORITIES DIFFICULT



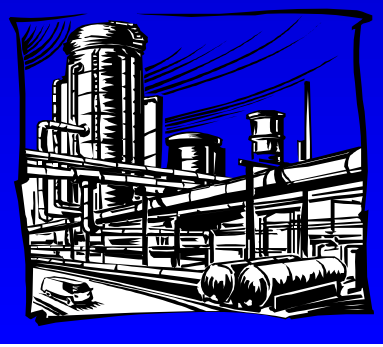
HOW CAN WE EFFECT THE CHANGE?

- CHANGE MANAGEMENT AND WORKER THOUGHT AND ACTION
- CONVINCE SAFETY IS GOOD BUSINESS
- PROVIDE CONTRACTUAL INCENTIVES
- SUCCESSFUL TRANSITION TO EXTERNAL REGULATION
- PROVIDE ASSISTANCE (CORPORATION ROLE IN EXTERNAL REGULATION)



USE OF TOOLS TO ACHIEVE SUCCESSFUL ISMS

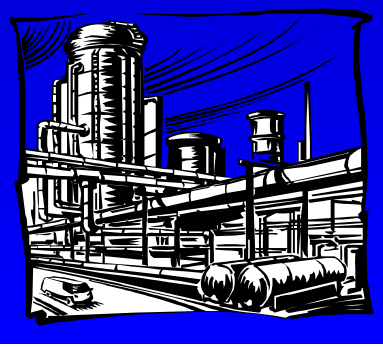
- INTERNATIONAL AND NATIONAL MODELS
  - RESPONSIBLE CARE®
  - VOLUNTARY PROTECTION PROGRAM
  - ISO 14000
  - BEHAVIOR MODIFICATION PROGRAMS
- DOE DEVELOPMENTS
  - ENHANCED WORK PLANNING
  - SPECIAL STANDARDS (I.E., D&D STANDARD)
  - WORK SMART STANDARDS PROCESS
  - S/RIDS
- HOW DO WE APPLY THESE TO DOE'S ISMS?



EXAMPLE ISMS BY ARMY AIR FORCE BASE

(PRESENTED AT ICAP MEETING ON 7/17/97 BY PAUL DUBERMAN OF FAA TSI)

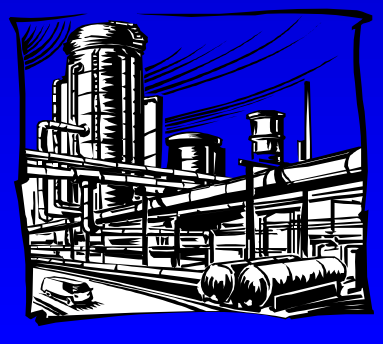
- BASIC PRINCIPLE IS RISK MANAGEMENT (OR THE WORK HAZARD)
- USES SAFETY INTEGRATION AND UPFRONT RISK ANALYSIS
- THREE BASIC RULES
  - DO NOT ACCEPT UNNECESSARY RISKS
  - MAKE RISK DECISIONS AT THE RIGHT LEVEL
  - ACCEPT RISK WHEN TOTAL BENEFITS OUTWEIGH TOTAL RISKS



EXAMPLE ISMS BY ARMY AIR FORCE BASE (CONT.)

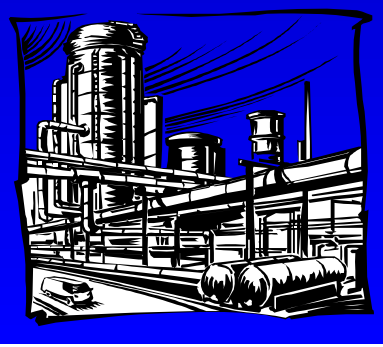
(PRESENTED AT ICAP MEETING ON 7/17/97 BY PAUL DUBERMAN OF FAA TSI)

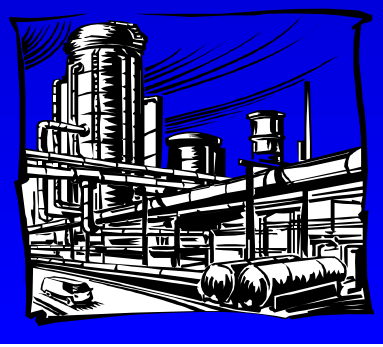
- ARMY AIR FORCE APPLICATION
  - 80 PERCENT REDUCTION IN FLIGHT AND GROUND ACCIDENTS
  - EXPANDED OPERATION AND EFFECTIVENESS
  - OLD (REGULATORY DRIVER)
  - NEW (LINE APPLIES SYSTEMATIC ANALYSIS TOOLS)
- NEED TO STUDY FURTHER FOR LESSONS LEARNED



WHAT ABOUT DOE'S CHEMICAL SAFETY UPGRADES?

- STILL NEED MORE EMPHASIS ON CHEMICAL SAFETY VS. NUCLEAR
- NEEDS TO BE AN INTEGRAL PART OF ISMS--SITE PLANS
- NEEDS MORE EMPHASIS ON LESSONS LEARNED AND SELF-ASSESSMENTS
- INVENTORY SYSTEMS AND HAZARDS IDENTIFIED SHOULD BE FULLY IMPLEMENTED
- NEED TO DEVELOP A PROGRAM TO COVER THE GAP BETWEEN PSM AND LABORATORY QUANTITIES
- USE INDUSTRY BEST PRACTICES BASED ON WORLD CLASS PROGRAMS LIKE RESPONSIBLE CARE®, ISO 14000, AND VPP
- DEVELOP AN EXPANDED USE OF THE CMA MOU



SUMMARY

- ISMS IS A GOOD MODEL
- NEED TO EFFECT CULTURAL CHANGE
- NEED TO USE ALL TOOLS AND EXPERIENCE TO IMPLEMENT ISMS
- CHEMICAL SAFETY REQUIRES REEMPHASIS
- A KEY IS EXPANDED USE OF INDUSTRY EXPERIENCE
- RESPONSIBLE CARE® IS A MAJOR FACTOR
- NEED TO DEVELOP SPECIFIC PROGRAM WITH CMA FOR LONG-TERM IMPROVEMENT