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Tiger Team Preparation for Supervisors

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TIGER TEAM PREPARATION FOR EMPLOYEES



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PUB-3088

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Lawrence Berkeley Laboratory

1 Cyclotron Road Berkeley, California 94720

Office of the Director

(415) 486-5111 • FTS 451-5111

December, 1990

Dear Colleague:

Each of us at LBL has been called upon to renew our commitment to ensuring safety and health in the workplace and to protecting the environment. These concerns are being integrated into our daily operations through a variety of mechanisms as part of a broadly-based plan.

On January 14, 1991, a Department of Energy Tiger Team will arrive at the Laboratory to begin an important but interim evaluation of our performance in these areas. To help you prepare for the assessment, our Tiger Team Task Force has developed this booklet.

I ask that you read it carefully and master the information it contains. Whom do you contact to correct a safety problem? What do you do if the problem is not corrected? How is LBL's environmental, health, and safety program organized, and how do the various groups interact? What do you need to know before the Tigers arrive and what might they ask you? The answers to these questions and more can be found in the booklet.

Please cooperate fully with members of the Tiger Team. Answer their questions candidly, but don't guess. Admit it when you don't know, then promptly find out and get back to them with the right information. If they point out an activity that is causing an immediate hazard, stop the activity immediately and report it to your supervisor. Above all, do not argue with the Tiger Team.

Please take the time to review this material, and discuss it with your supervisor if you have questions. We all benefit from the safer, cleaner environment which we are working toward.

Sincerely,

Charles V. Shank
Director

SUSPENSION OF UNSAFE AND/OR ENVIRONMENTALLY UNSOUND OPERATIONS

Reporting unsafe or environmentally unsound operations is the responsibility of every employee. Each employee has the right and responsibility to request suspension of operations so hazardous that they pose an immediate danger to life or threat to the environment.

A request for suspension of operations can be made by any or all of the following actions:

1. Call 4111.
2. Notify the responsible supervisor, Division Director, and/or Safety Coordinator.
3. Notify the Environment and Safety Hazard Control Department (ESHC), Phone #5251

Be prepared to describe the operation or facility, the site, the safety and environmental hazards involved, and, if known, the responsible division and supervisor. Be sure to request an immediate suspension of operations.

ESHC staff and/or the Division Director or designee shall respond to a suspension of operations request within fifteen (15) minutes. A determination will be made at that time by the senior ESHC staff member present as to the appropriate action. Responsibility for a complete review of the suspension of operations order and the final resolution lies with the Director of the Environmental Protection, Safety and Health Division (PUB-3000, Chapter 2.).

WHAT IS A TIGER TEAM?

On June 27, 1989, Secretary of Energy James Watkins announced a 10-point initiative to strengthen environment, safety, and health programs and waste management operations within the department. One of the initiatives involved conducting independent Tiger Team Assessments at DOE facilities.

On January 14, a DOE Tiger Team will arrive at LBL to make a comprehensive environmental, health, and safety evaluation of the laboratory. The 55 members of the team will complete their onsite evaluation on February 15. In addition to the Tiger Team, federal, state, and local regulators also will review LBL operations.

The Tiger Team, composed of technical experts from DOE and DOE contractors, will be divided into three working groups. These groups will conduct assessments of environmental compliance, safety and health, and management practices and organization.

The environmental group will examine LBL's compliance with regulations pertaining to radiation monitoring, the storage and handling of hazardous materials, the disposal of waste, and the monitoring of air, soil, water, and effluent discharges.

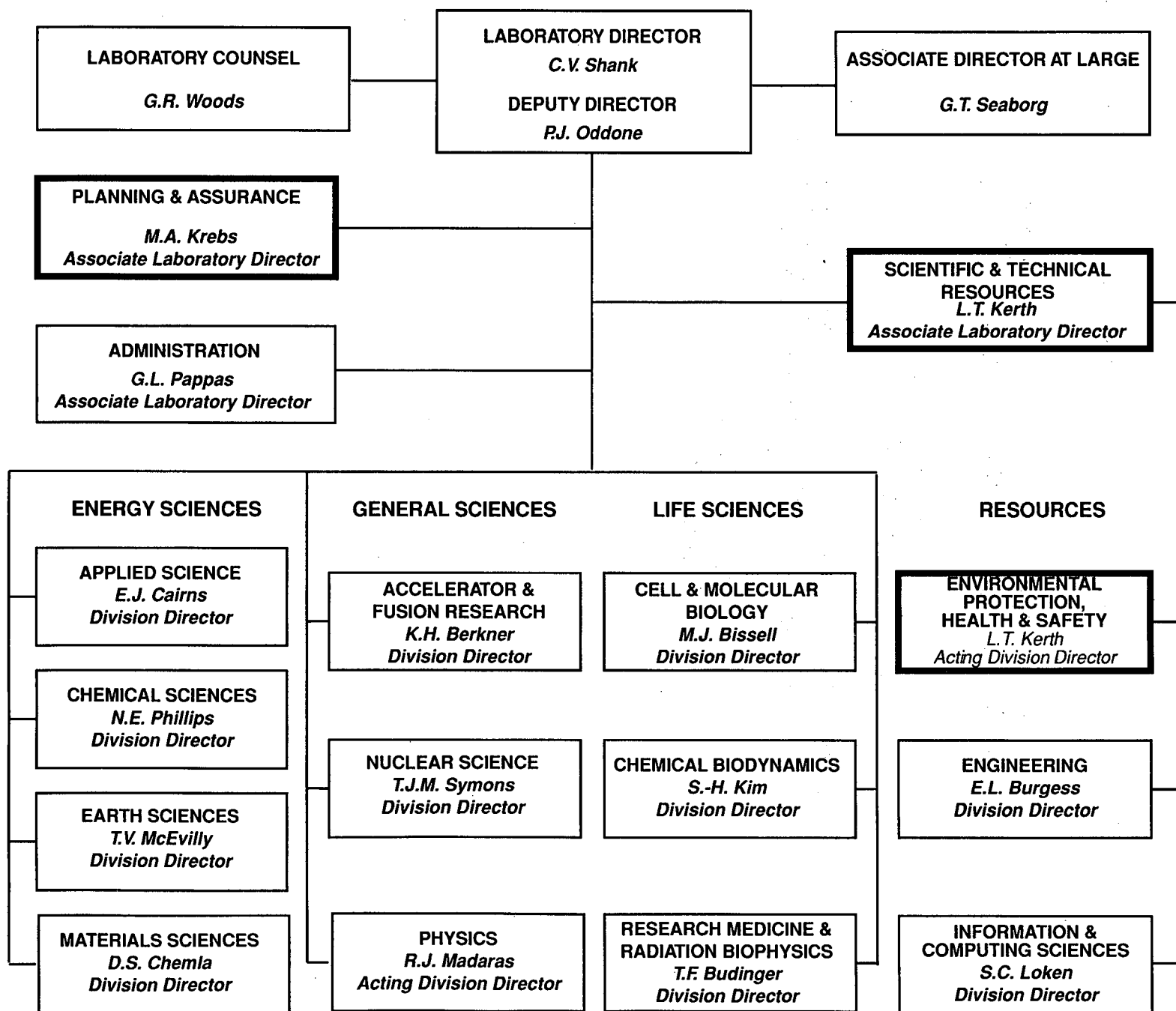
The safety and health group will examine LBL's progress toward correcting deficiencies found during the summer, 1989 Technical Safety Appraisal, and look for additional problems. Fire protection, radiation protection, medical services, emergency planning, and compliance with Occupational Safety and Health Administration (OSHA) rules will be investigated.

The management review will examine the adequacy of planning, training, staffing, and oversight. LBL's organizational structure also will be evaluated, as will the Lab's response to past incidents, and the Lab's working relationships with regulatory agencies.

Environmental Protection, Safety & Health

**MANAGEMENT
AND
ORGANIZATION
AT LBL**

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Environmental Protection, Safety & Health
POLICY AND PROCEDURE REVIEW

Director's Action Committee (DAC)

Members:

C. Shank, Director

P. Oddone, Deputy Director

L. Kerth, Associate Laboratory Director

M. Krebs, Associate Laboratory Director

G. Pappas, Associate Laboratory Director

G. Woods, Laboratory Counsel

K. Berkner, Division Director

M. Bissell, Division Director

E. Cairns, Division Director

Meets weekly

Makes decisions on all policy matters

Environmental Protection, Safety & Health
POLICY AND PROCEDURE REVIEW

Environment and Safety Management Committee
(ESMC)

- Members:
 - M. Krebs, chair
 - P. Oddone
 - L. Kerth
 - G. Pappas
 - G. Woods
- Meets biweekly
- Recommendations to DAC and Director on:
 - ES&H policy
 - Compliance matters
 - ES&H interactions with DOE and regulatory bodies

Environmental Protection, Safety & Health
POLICY AND PROCEDURE REVIEW

Safety Review Committee (SRC)

- Members: senior staff from each division
- Meets monthly
- Reports to Director

Responsibilities:

- Review ES&H health and safety policy changes
- Recommend new policies
- Monitor occurrence reports for “lessons learned”
- Review hazardous operations
- Recommend and advise on variances from policies and procedures
- Review division safety programs

Subcommittees:

Biological Safety
Electrical Safety
Emergency Preparedness
Mechanical Safety
Radiation Safety

Seismic Safety
Toxic Substances Safety
Toxic Gas
Traffic Safety

Environmental Protection, Safety & Health
POLICY COMMUNICATION

Primary ES&H

- Health and Safety Manual (PUB-3000)
 - Embodies DOE ES&H orders
 - Updated as needed
- “Policy and Procedure Memos” and “Addenda to PUB-3000” are issued as needed and incorporated in rewrites of the RPM and PUB-3000

Other

- Regulations and Procedures Manual (RPM)
 - Administrative rules and regulations
 - Updated as needed
- Appendix A to the Contract
 - Personnel classifications
 - Updated as needed

Environmental Protection, Safety & Health
RESOURCE AND CONTROL ORGANIZATIONS

Environmental Protection, Health and Safety Division

- Environment and Safety Hazards Control
- Fire Department
- Medical Services
- Emergency Preparedness

Administration Division

- Plant Engineering
- Construction and Maintenance
- Materiel Management
- Protective Services

Engineering Division

- Analysis and certification for non-standard problems

Environmental Protection, Safety & Health

ENFORCEMENT

Inspections

- Environmental Protection, Health and Safety Division
 - Fire
 - OSHA
 - RCRA
 - Radiation protection
 - Electrical
 - Construction safety
- Administration Division
 - Buildings
 - Construction Safety

Enforcement is accomplished, if necessary, by immediate suspension of operations

Environmental Protection, Safety & Health
ASSURANCE

Independent Review and Assurance Department
(Office of Planning and Assurance)

Reviews and audits

- Environmental protection programs
- OSHA compliance
- QA program implementation

Tracks and analyzes corrective actions

PERSONAL HEALTH & SAFETY INFORMATION

WHERE IS IT? WHO IS IT? WHAT IS IT?

Answer the following questions for your operations(s) and work area. If you work in more than one building, answer for the major buildings in which you work. If you don't know the answers, find out! This is the basic safety information you should know.

Help from People

1. Who is responsible for health and safety at LBL?
2. Who do you contact if you find a safety problem?
3. Who is your Building Manager?
4. Who is the Safety Coordinator for your division?

Emergencies

5. What is LBL's emergency phone number?
6. What should you do in case of an emergency?
7. Where is the Emergency Plan for your building located?
8. What is the evacuation route you should take in case of an emergency in your area and building?

Written Resources

9. Where is the DOE Occupational Safety and Health Poster located in your area?

What does it say?

10. What is the Health and Safety Manual (PUB-3000)?

Where is it located for your area?

11. If there is an Operational Safety Procedure (OSP) for your operation; where is it located?
12. Where are the material safety data sheets (MSDSs) located for the hazardous materials you use?

WHAT DO YOU SAY TO A TIGER?

(A SOMEWHAT IRREVERENT GUIDE TO THE DOS AND DON'TS OF TIGER TEAM COMMUNICATIONS)

- 1) A Tiger comes up while you're working, introduces himself/herself, and asks "What are you doing?"

DO YOU SAY "It's none of your business!"?

OR

Do you explain your job in as much detail as possible? Do you educate them about LBL's operations?

- 2) A Tiger asks, "What is the most hazardous part of your job?"

DO YOU SAY "Avoiding the stampede out of my building at the end of the day"?

OR

Do you explain the chemical, electrical, physical, and biological hazards and how you reduce exposure?

- 3) A Tiger comes up to you at your job, points to a long-time safety concern, and asks, "When are you going to take care of this?"

DO YOU SAY "Next time we have a blue moon"?

OR

Do you review the corrective plan and timetable for action?

- 4) A Tiger strikes up a conversation in the Cafeteria line and asks, "What do you do in an emergency around here?"

DO YOU SAY "Who knows?"

OR

DO YOU SAY "I would call the emergency number (ext. 7911). Depending on the problem I would help evacuate the building, follow directions, get the Bldg. Manager, etc."?

- 5) In walking through your work area, a Tiger spots an area of concern and asks "Do you know anything about that mess?"

DO YOU SAY "I don't know. It's not my job."?

OR

DO YOU assure him/her that you will find out who is responsible for the area, and that you will bring it to their attention? SAFETY AND HEALTH IS EVERYONE'S JOB.?

- 6) A Tiger comes up to you in your laboratory and asks "What do you do with those chemicals when your experiment is finished?"

DO YOU SAY "I use them to water those dead plants outside."?

OR

DO YOU SAY "I make sure everything is labeled. I keep incompatibles separated. I call Environment and Safety Hazards Control Department (ESHC) for disposal."?

- 7) In talking with you, a Tiger asks "What do you do if you cannot get a safety problem fixed?"

DO YOU SAY "I avoid the area and wear a hard hat to work."?

OR

DO YOU SAY "I talk to my supervisor, the Building Manager, ESHC, my Division's safety coordinator, and the chair of the Safety Review Committee."?

CONCLUSIONS

BE POLITE

ANSWER ALL QUESTIONS HONESTLY AND COMPLETELY

ADMIT IT IF YOU DON'T KNOW AN ANSWER, AND THEN FIND IT OUT AND TELL THE TIGERS.

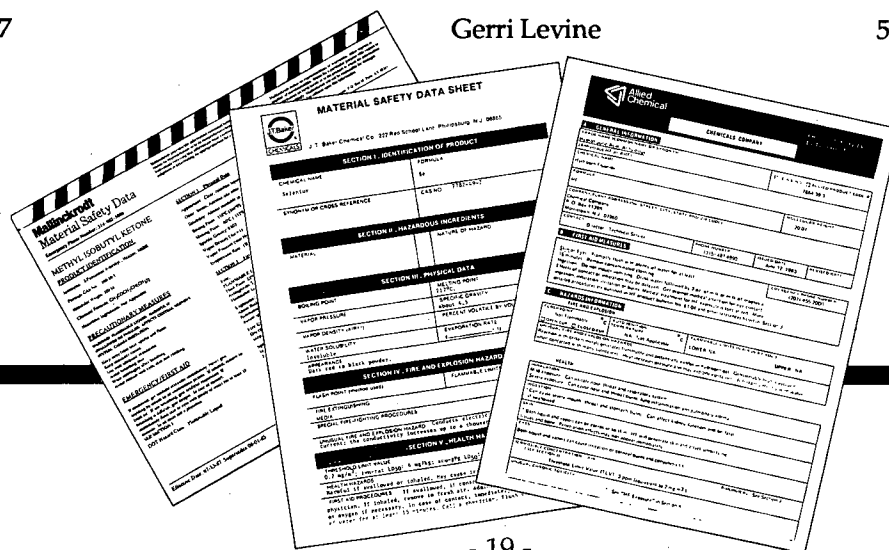
ACT, DON'T PROCRASTINATE

QUESTIONS THE TIGER TEAM MAY ASK YOU

1. WHAT ARE YOU DOING?
2. WHAT IS THAT?
3. WHO CAN OPERATE THIS?
4. WHERE ARE THE PROCEDURES KEPT?
5. WHAT ARE THE HAZARDS OF THIS OPERATION?
6. WHAT DO YOU DO IF AN ALARM GOES OFF? WHAT HAPPENS IF YOU ARE NOT HERE AT THE TIME?
7. WHAT/WHERE IS YOUR QA PLAN?
8. WHO REVIEWS YOUR WORK?
9. HOW OFTEN DO YOU SEE YOUR SUPERVISOR?
10. HOW OFTEN DO YOU GET SAFETY INFORMATION?
11. WHAT DO YOU DO IF YOU HAVE A SAFETY PROBLEM?
12. WHAT JOBS ARE YOU TRAINED FOR?
13. WERE YOU GIVEN HAZARDS COMMUNICATION TRAINING?
14. WHAT ARE YOUR SAFETY RESPONSIBILITIES?
15. DID YOUR PERFORMANCE APPRAISAL COVER SAFETY MATTERS?

LOCATIONS OF MATERIAL SAFETY DATA SHEETS (MSDS)

LOCATION	CONTACT	EXTENSION
1-467	Yolanda Reyna	5233
3-130	Jim Bartholomew	4343
25A-119	Charlie Carr	5246
26-030	Al Buere	6147
48- Alarm Room	George Dietrich	6360
50-Library	Carol Backhus	6307
50-149	Rick Gough	4573
50-256	Kathie Hardy	5533
50A-5131	Suzanne Masterson	5131
50F-104	Ted Kirksey	5545
51-208	Emery Zajec	7721
55-161	Chet Mathis	4083
62-115	Russ Ellis	4895
70-187	Tom Hill	5339
70A-2216	Scott Carpenter	7001
71-Control Room	Harvey Syversrud	7766
74-159	Bob Springsteen	5221
76-212C	Don Weber	4741
77-156B	Al Harcourt	7660
88-Mechanical Shop Office	Dave Clark	5088
90-3026	Cheryl Fragiadakis	5683
934-47	Gerri Levine	5646



ENVIRONMENTAL, HEALTH, OR SAFETY PROBLEMS?

CATEGORY	WHO	EXTENSION
Asbestos	Al Buerer	6147
Clean-up Help (Laborers)	Jim Bruzzzone	6021
Construction & Maintenance		
Planning/Estimating & Scheduling	Wesley Steele	7681
Course Registration in CPR, First Aid, Fire Extinguisher, Earthquake Safety, & Building Manager's Orientation	Andy Wong	5514
Earthquake Anchoring/Carpenters	Floyd Poldrack	6022
Earthquake Anchoring/Sheet Metal	Gus Rodeen	5902
Electrical Code	Dick Gleason	5220
Electrical Corrections	Ken Hardester	6023
Emergency Preparedness Training	George Dietrich	6360
	Clay Sealy	7151
Environmental Monitoring	Gary Schleimer	7623
Environmental Protection, Permits	Ron Pauer	7614
Fire Codes	Charles Hernandez	6018
Hazardous Waste Disposal	Ray Aune	7605
Hazardous Waste Minimization	Reggie Martinez	7625
Health Physics — Accelerators	Ted de Castro	5256
	Joe McCaslin	5257
Industrial Hygiene, Chemical Safety	Al Buerer	6147
Industrial Ventilation, Respirators, and Noise	Al Buerer	6147
Laser Safety Procedures & Training	Al Buerer	6147
Nonhazardous Waste Disposal	Ed Almonte	5643
Occurrence Reporting	Sue Hargis	7612
Operational Safety Procedure Guidance	Pete Bringham	7604
OSHA Inspections Guidance	Marshall Ow	7610
Personal Dosimetry	Tony Greenhouse	4926
Plumbing Corrections	Roger Giles	6025
Polychlorinated Biphenyls (PCBs)	Charles Smith	7615
Radioisotope Safety	Jim Haley	7603
Roadway Safety	Larry Custis	5200
Safety Glasses, Appointments	Diana Attia	7378
Safety Glasses Information	Sue Hargis	7612
Spills of Hazardous Material	Emergency number	7911
Training Course Information	Mona Bernstein	5258
Transportation of Materials	Charles Benjamin	5404
	Larry Gilbert	5404
Transportation of Radioisotopes	Dick Harvey	7621
X-ray Safety	Ted de Castro	5256

EMPLOYEE FACT SHEETS, PAMPHLETS, AND BOOKLETS AVAILABLE AT EH&S ON THE FOLLOWING TOPICS

(CALL EXT. 5251 FOR INFORMATION)

Acids

- Acetic
- Hydrochloric
- Nitric
- Perchloric
- Phosphoric
- Sulfuric

Asbestos

Back Care

Biohazards

Carcinogens

Chemicals

- Chemical storage

- Miscellaneous fact sheets and hazard summaries

Compressed Gas

Dermatitis

Ergonomics

Eye Care/Safety

First Aid

Flammable Liquids

Formaldehyde

Freon

Gloves

Hand Tool Safety

Hearing Conservation

Hydrogen Fluoride

Isopropyl Alcohol

Lab Safety

Laboratory Fume Hoods

Ladders

Laser Safety

Magnetic Fields/rf

Methanol (Methyl Alcohol)

Methylene Chloride

Office Hazards

Peroxide

Personal Protective Equipment

Phenol

Photographic Chemicals

Physical Hazards

Power Tools

Right-to-Know/Hazard Communication

Solvents — General

Toluene

Toxics — General

1,1,1 Trichloroethane

Trichloroethane

Video Display Terminals (VDTs)

Welding

Woodworking Machines

Xylene

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