PPA DIRECTORATE WALKTHROUGH PLAN

20 August, 2012

1. Overview

This plan offers a systematic approach for safety walkthrough inspections for SLAC Particle Physics and Astrophysics Directorate (PPA) projects and facilities pursuant to the requirements of *the SLAC Environment, Safety, and Health Manual* Chapter 33, "Line Management Self-assessment."

The PPA Directorate is committed to carrying out its scientific mission in a manner that provides protection for all workers, the public and the environment. Excellence in safety is consistent with the mission of PPA. It is the responsibility of all PPA line managers and workers to understand and implement both the SLAC safety policies and procedures and PPA project specific plans and procedures associated with their work activities.

The PPA Directorate is organized by programs, with experimental projects connected to the programs. The overall safety objective in PPA is to optimize the safety of these projects within the constraints of operational effectiveness, schedule, and cost through all phases of each project's lifecycle. These projects vary in size, scope, complexity, hazards, and lifetime and the safety effort is tailored appropriately. PPA utilizes a systematic approach to hazard identification, risk assessment, risk reduction, and risk acceptance, modeled on the discipline of System Safety Engineering.

The PPA Directorate engages in walkthroughs by performing, documenting, and tracking findings from regular walkthrough inspections and work activity assessments to promote safe conditions in PPA workplaces

Walkthroughs are essential for assessing and improving both operations and safety performance. Management walkthroughs are one of the ways in which the ISEMS Guiding Principle 1, "Line Management Responsibility for Safety", is implemented. Line managers are in the best position both to evaluate the managed activities and to make changes. Personal involvement by line managers encouraging and recognizing positive behaviors will help to both maintain compliance and improve organizational performance.

These walkthroughs are not enforcement activities but rather opportunities for line managers and workers to work together to identify and make improvements to processes, clarify expectation, and provide and receive feedback. Line managers are to conduct them in any areas their direct reports work. On walkthroughs, line managers observe worker behavior and actions, including those related to work quality, performance, compliance, and safety. Associate laboratory directors (ALDs) hold their directorates accountable for operations and safety performance, and walkthroughs are a critical assessment tool. ALDs ensure their directorates' management walkthrough processes are auditable and that open actions are periodically reviewed for appropriate and timely closure.

2. Project Managers, Department Heads, and Identified Supervisors[1]: Quarterly/semi-annual Management Walkthroughs.

Project managers shall view work areas under their purview with regular walkthrough inspections. Through these walkthroughs, managers are responsible for

a. Showing their involvement in safety and engaging employee accordingly. Involvement shall focus on project safety status, issues, and activities, including:
    i. Experimental procedure review process and status
    ii. Training and STA metrics
    iii. Use of ATAs, JSAs, WIPs, and safety tailgate meetings
    iv. Safety documents (hazards analyses, operating procedures)
    v. Issues requiring immediate attention
b. Summarizing activities and problems noted during walkthroughs

Project managers of yellow and/or red work (as defined by the SLAC Work Planning and Control Program) are required to perform management walkthroughs quarterly, though the PPA Associate Laboratory Director may require monthly inspections for some activities. Project managers of only green work perform management walkthroughs semiannually

During walkthroughs, managers engage project workers in how they do their work safely, asking questions about the work processes as well as basic worker safety, use of and adherence to procedures, use of personal protective equipment, and other topics pertaining to safe work. Managers should use a graded approach to their inquiries, so high-hazard tasks are more closely scrutinized than low-hazard ones. Workers should be asked about their JSAs, safety training, and work practices. Managers should seek ideas from the worker about how to improve the work process, in particular, how to make the job safer. Findings are recorded by the ES&H Coordinators and tracked in ATS and on the PPA Management Walkthrough Dashboard. Managers should call on PPA safety coordinators to support inspection activities and document any findings.

3. ES&H Coordinators: Facility Walkthroughs

PPA ES&H Coordinators, with the aid of ES&H Division subject matter experts where necessary, perform safety inspections of PPA facilities, with a focus on the hazards below:

a. Chemical
b. Cryogenic
c. Electrical
d. Oxygen deficiency
e. Machine guarding

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[1] Project Managers, Department Heads, and Identified Supervisors are listed on the *PPA Management Walkthrough Dashboard*. See https://slacspace.slac.stanford.edu/sites/ppa/safety/Project_Safety_Documents/PPA%20manager%20walkthroughs2012.xlsx .

f. Fire (including extinguisher inspections and egress maintenance)
g. Fall protection
h. Personal protective equipment
i. Ergonomics
j. Stored energy
k. Other pertinent compliance problems

ES&H Coordinator walkthroughs may be performed simultaneously with building- or area-manager walkthroughs noted above. Coordinators may invite department heads or project managers at their discretion. ES&H Coordinators shall walk through all PPA areas at least annually.

4. PPA Associate Laboratory Director: Area Walkthroughs

The PPA safety coordinator schedules and performs regular walkthrough inspections led by the PPA Associate Director. Such assessments promote concern for worker safety through the entire line, and as such are focused more on worker activities than on workplace conditions. Discussion of worker concerns, recent accidents, ES&H Division initiatives, DOE reviews and findings, upcoming audits, JSAs, AHAs, training status, and administrative controls also allows PPA senior management and front-line workers to exchange important safety information face to face.

5. Frequency

PPA walkthrough frequency shall be tailored to prompt meaningful discussions between management and workers. Factors that will determine the frequency are: risk associated with activities, complexity of the activities, knowledge maturity and experience of workers, and groups WPC process implementation. This frequency will be determined by the PPA ALD. Monthly walkthroughs will be required if it is determined that this is the appropriate frequency.

Management	Frequency
PPA ALD or Deputy	Monthly
Dept Heads/Project Managers (red and yellow work)	Quarterly (Monthly if required by ALD)
PPA ES&H Coordinators (Facility walkthroughs)	Quarterly (Monthly if required by ALD)
Dept Heads/Project Managers (green work)	Biannually

6. Documentation and Reporting

Findings from walkthroughs are recorded in the SLAC Action Tracking System (ATS). It is recommended that managers submit assessment and walkthrough findings to a PPA safety coordinator for ATS entry. Reminders for closeout of corrective actions recorded in ATS are emailed to responsible parties upon entry into the system and periodically thereafter. Managers who choose not to employ a PPA safety coordinator to enter findings into ATS will be asked to provide walkthrough documentation (email at a minimum) to a PPA ES&H Coordinator. Items subject to quick abatement are addressed immediately.

PPA ES&H Coordinators are responsible for recording and tracking performance of walkthroughs for projects and managers across the Directorate using the *PPA Management Walkthrough Dashboard*. The Dashboard tallies walkthroughs and lists items of note collected from inspections performed with the PPA ES&H Coordinators. PPA administrators assist with ATS and Dashboard data entry.