

ENVIRONMENTAL REMEDIATION PROJECT (ER) READINESS REVIEW

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REVISION HISTORY

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ER-AP-20272, R0	10/7/2015	New	<ul style="list-style-type: none">• Incorporated IPC-1 form 20001.• Renumbered according to organizational changes.• Edited Attachment 1 • Supersedes EP-DIV-GUIDE-20001, STR/Field Services Guideline for Field Activity Readiness and EP-DIV-AP-10009, Readiness Checklist for Associate Directorate for Environmental Program Projects

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1. PURPOSE

The purpose of this procedure is to provide a thorough review of Environmental Remediation (ER) Project activities, either self-performed or subcontracted, prior to providing work authorization. This readiness review process must, in all cases, demonstrate there is a reasonable assurance for adequate protection of workers, the public, and the environment, as well as ensure project compliance with applicable Los Alamos National Laboratory (LANL), local, state, and federal permitting and policies, requirements, standards, and regulations. The project must have accomplished all of the prerequisite items identified in the attachments before proceeding to the field.

This document and should be used in the upfront planning of field work and project execution.

2. SCOPE

This procedure applies to all ER field work activities.

This document is to be used by the identified Project Team members to demonstrate readiness of field work. The intent of this readiness process is to ensure project preparedness to efficiently execute environmental field work in compliance with all applicable permitting and notification requirements, while minimizing safety risks, environmental impacts and false starts.

The need to complete a readiness checklist for all field activities meeting any of the following conditions should be assessed:

- New scope or work that has been modified from previous approved scope
- Existing work that has not been through readiness
- Work that is being re-started after a pause work or stop work for safety or health reasons

All applicable areas must be verified as adequate/satisfactory by the Project Manager (PM) and Operations Manager (OM)/Responsible Line Manager (RLM) before field activities can begin. Documents reviewed for this verification must be complete (i.e., final drafts, including approval signatures, correct references, and attachments). Pre-start issues shall be identified in the comments section of Attachment 1, Readiness Checklist during the readiness meeting and shall be resolved before work can be authorized. Post-start decision dates and issues shall be defined in the comments section of the Readiness Checklist at the readiness meeting. Post-start issues shall be resolved by the date decided at the readiness meeting and before the associated activity commences.

3. PRECAUTIONS AND LIMITATIONS

This procedure is not intended for the validation of project technical, constructability, or cost and schedule baselines.

Not Applicable (N/A) is documented on attachments indicating information that is NOT applicable.

4. REFERENCES

P300, *Integrated Work Management*

PD400, *Environmental Protection*

5. PROCESS DESCRIPTION

This Readiness Review process will be conducted utilizing the attachments to this procedure. All documents identified in the attachments will be available for review during the final Readiness Review meeting. The process for conducting readiness follows these steps:

- The Subcontractor Technical Representative (STR)/PM initiates this process by ensuring an Integrated Project Team (IPT) is selected, roles established and documented, and the project fieldwork execution schedule is provided to the project Shift Operations Manager (SOM). For subcontracted projects, an STR Oversight Plan may also be developed.
- The project SOM ensures execution schedule, provided by the PM, is added to the ER 2-month Look Ahead schedule.
- The project SOM and/or STR ensures all Subject Matter Experts (SMEs), as identified in the IPT and/or Oversight Plan, are aware of the sections of the readiness checklist that are their assigned responsibility.
- Project SOM and/or STR communicates any lagging actions with the Project Manager to develop appropriate actions to ensure project success.
- The Project SOM and/or STR schedules a formal Readiness Review meeting no later than two weeks before fieldwork is scheduled to start.
- The SOM and STR will conduct respective parts of the readiness review meeting and go through all identified items. All assigned SMEs **SHALL** attend the Readiness Review and status required activities as complete, with documentation, or as a Pre-Start or Post-Start activity with the expected completion time.
- The assigned SMEs **SHALL** provide weekly status updates to the SOM for the 2-month Look Ahead schedule meeting.

Once the Readiness Review process has been completed the OM will provide work authorization and schedule the work on the Plan-of-the-Day (POD).

6. DEFINITIONS AND ABBREVIATIONS

6.1 Definitions

Deployed Environmental Professional (DEP): The primary point of contact on environmental requirements, compliance, pollution prevention, the environmental management system (EMS), and environmental stewardship issues on behalf of their assigned facilities under the Deployed Services Division. The primary responsibility of a DEP is to provide professional level guidance and assistance to maintain compliant operations and reduce overall environmental risk at their assigned facility while allowing the facility to accomplish work. The DEP is part of a collaborative team providing products and services with deployed personnel from Industrial Hygiene, Safety, Radiation Protection, and Waste Management.

Integrated Project Team: The PM is responsible for establishing and leading IPTs that include required representatives from various technical disciplines as appropriate for the project scope. The primary function of the IPT is to assist the PM with the planning, staffing, organization, management, and tracking of work activities that produce the required deliverables for the project.

Nuclear Environmental Site (NES): An inactive waste disposal area that has been characterized as a nuclear site based on initial categorization of inventory identifying it as Hazard Category 2 or 3 according to DOE-STD-1027 thresholds.

New Technology Deployment: Emergent technology not yet demonstrated and or deployed at LANL. (A new technology that is part of a field activity project or field investigation or characterization project may be included in the readiness checklist for that project, and a separate readiness checklist is not required.)

Subcontractor Oversight Plan: A document that provides for recognition and management of Key Activities and High Hazard or Critical Events expected during the performance of this subcontract. It identifies SMEs and their minimum level of involvement in overseeing the performance of the subcontractor to ensure that the subcontractor complies with the intent of the subcontract.

PM: The PM leads a cross-functional group of IPT members, assembled to successfully execute a set of project objectives. The PM must ensure project objectives safely meet the Project Owner's requirements and are fulfilled within cost and schedule constraints.

Pre-Start Requirement: An activity identified in the readiness meeting that must be completed before field work begins.

Post-Start Requirement: A requirement that must be met; however, it may be completed after field work begins.

6.1 Definitions (continued)

Readiness Checklist: A presentation and review of all relevant project documents, records, and checklist (Attachment 1) for the purpose of assessing and determining readiness to begin field activities.

Responsible Line Manager: The RLM is the line manager (e.g., group-level manager or equivalent subcontractor line manager) having the responsibility, authority, and accountability to plan, validate, coordinate, approve, execute, and close out work activities in accordance with Integrated Work Management. (See [P300](#), *Integrated Work Management*, and [PD400](#), *Environmental Protection*.)

Safety Envelope: The range of conditions covered by the safety documentation of a process or facility under which safe operation is adequately controlled.

STR: An individual appointed by the CSM to provide technical and administrative field management of the subcontract at all tiers.

Subject Matter Expert (SME): An individual who has been identified as being competent in a specific functional area and within the respective Environment, Safety, and Health (ESH) or Technical discipline as defined below:

- **SME, ESH:** Designated organizational expert representing Laboratory core safety programs (e.g., RCTs, Industrial Hygienists, Environmental Protection or ESH support, or Waste Management Coordinators, as well as Electrical Safety Officers, Laser Safety Officers, Chemical Hygiene Officers, etc.). SME involvement may be specifically mandated by other requirements, or may be indicated because of desirable expertise relative to the nature of the work.
- **SME, Technical:** Independent technical expert who has knowledge relevant to the hazards involved in the work.

Validation Walk Down: An on-site documented review of the work area to ensure that work conditions are consistent with the IWD. Includes a review of the tasks and steps to ensure “workability”; hazards have been identified; and required controls are in place, operational, and functional.

Work-Area Hazard: An ESH/ Safeguards & Security (S&S) hazard specific to the location of a work activity and not a hazard inherent in the activity itself.

Work Authorization: The combination of RLM and Facility Operations Director (FOD) approvals of the activity, accepting that the necessary conditions for the activity to be released and executed are clearly established.

Reference

6.2 Acronyms

BMPs	Best Management Practices
DEP	Deployed Environmental Professional
DOE	Department of Energy
DOT	Department of Transportation
EP	Environmental Programs
ER	Environmental Remediation Division Office
ESH	Environment, Safety, & Health
ESO	Electrical Safety Office
FIP	Field Implementation Plan
FOD	Facility Operations Director
HE	High Explosives
OSH-ISH	Occupational Safety & Health – Industrial Safety & Hygiene
IPT	Integrated Project Team
IWD	Integrated Work Document
LAFD	Los Alamos Fire Department
LANL	Los Alamos National Laboratory
LOG	Logistics Division - Heavy Equipment, Roads & Grounds (LOG-HERG)
NES	Nuclear Environmental Site
NMED	New Mexico Environmental Department
OPSEC	Operations Security
OSE	Office of the State Engineer
PED	Portable Electronic Device
PIC	Person-in-Charge
POD	Plan of the Day
POW	Plan of the Week
PL	Project Leader
PM	Project Manager
PRID	Permits Requirements Identification
RCT	Radiological Technician
RLM	Responsible Line Manager
RWP	Radiological Work Permit
S&S	Safeguards & Security
SOM	Shift Operations Manager
SOW	Statement of Work
STD	Standard
STR	Subcontractor Technical Representative
TSR	Technical Safety Requirement
USQD	Unanswered Safety Question Documentation
WCSF	Waste Characterization Strategy Form

7. ATTACHMENTS

- Attachment 1 Readiness Checklist
- Attachment 2 Incomplete/Open Items List
- Attachment 3 Concurrence Form

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Section 2 – Owner SOM	Applicable Yes/No or N/A	Complete Yes/No	Responsible Person	Comments
General Site/Work Area Hazards				
FOD where work will be conducted				
Radiological Area				
Explosives Area				
UXO Area				
HAZWOPER Work				
Wildland Area				
General Location:				
Electrical Work				
Pressure Systems Used				
Chemicals Used				
Silica, Beryllium, Asbestos				
Section 3: Owner RLM				
Hazard Grading (P300) LOW, MODERATE, HIGH				
Subcontracted Work				
Section 4: Owner STR				
STR Assigned Name:				
Subcontract Awarded: Name:				
Project Contacts:				
Field Leader (PIC):				
4.3: Exhibit D				
Forecasted changes				

Section 4 – Continued	Applicable Yes/No or N/A	Complete Yes/No	Responsible Person	Comments
4.4: ES&H - Exhibit F				
Pressure Safety Requirements Met				
ES&H Plan Checklist Complete				
Corporate ES&H Plan Approved				
Site Specific Health and Safety Plan				
Safety Representative Approved				
Forklift Certification and Training				
Wildland Fire Hazard Control Plan				
Spark and Flame Permit				
Waste Characterization Strategy Form (WCSF)				
4.3: Pre-Start/Mobilization				
Rig Inspections & Forklift Inspections				
Equipment Declaration Provided				
Electrical Equipment UL listed and or Inspected by LANL ESO:				
Fuel/Oil Storage Quantity				
Chemical Inventory Provided				
4.4: Security – Exhibit G				
ISSM Checklist Complete				
OPSEC Plan Complete				
Other Requirements: Part II criteria:				
Portable Electronic Devices (PED) Required				
o Laptop				
o Cell phone				
o Flash drive				
o GPS/Survey equipment				
o Camera				
o Downhole Camera				
4.5: Quality Assurance - Exhibit H				
Subcontractor Quality Plan Approved				
Software Quality Assurance Program				
Subcontractor procedures Required				
MT&E				
4.6: Subcontractor Submittals – Exhibit I				
Subcontractor submittal requirements communicated to subcontractor.				

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Section 4 – Continued	Applicable Yes/No or N/A	Complete Yes/No	Responsible Person	Comments
4.7: Other Subcontractor Items				
Field Implementation Plan (FIP)				
Office of the State Engineer (OSE) Permit				
Emergency Information Provided				
Electrical Work Identified				
5.1: PRID Process - PM or Designee				
PRID # _____				
Attach PRID summary and Environmental Permit Table				
All items identified requirements closed				
Required Permits				
PRID Revised for new scope				
5.2: Excavation Permit				
Excavation Permit Comments Summarized				
New Mexico One-Call				
PIC Identified				
Utility Locates				Exp. Date
Utility Relocate required				
Section 6: Owner SOM				
6.1: Work Within or Adjacent to an Nuclear Environmental Site – NES SOM				
Documented Safety Analysis (DSA) approved				
Technical Safety Requirement (TSR) Implementation				
Management Self-Assessment complete				
Unanswered Safety Question Documentation (USQD) Completed				
Shift Operations Manager Assigned				
Facility Operations Safety Committee (FOSC) Meeting				

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Section 7: Owner SOM	Applicable Yes/No or N/A	Complete Yes/No	Responsible Person	Comments
7.1: NPDES Individual Permit Review				
Site Walk-down Required (coordinate with IP Lead)				
Restrictions				
BMPS Required				
Site Close out Required				
LANL IP SME notified of start				
7.2: FOD Work Control Requirements				
Work within 100ft of a facility				
Owning Facility Notified				
Hazardous Work Permit				
POD/POW Scheduled				
FOD Rep Pre-job Walk-down				
IWD Part 1				
IWD Part 2				
IWD Part 3				
FOD Training				
Work Orders provided through FOD				
Data sharing with FOD of any site conditions or site information				ES& H item
7.3: Operational Support (Field Service, Waste Services, ESH&Q, Security, Maintenance)				
Responsible Safety Org. FOD or ER				
Responsible Env Org. FOD or ER				
Validation Walk down				
IWD Review – List SME reviewers				
IWD Part 4				
WCSF				
Emergency Notification Provided to LAFD				
Site Access/ Egress Off-road established				
Communication TA-64 Access Center				
DOT/Traffic Plan Required				
Overhead Hazard Review				

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7.3: Operational Support - Continued	Applicable Yes/No or N/A	Complete Yes/No	Responsible Person	Comments
POD/POW Scheduled				
Execution Schedule				
2/8 Week Outlook				
Spark and Flame Permit				
Normal work hours				
Weekday work only				
12 work hours				
24 work hours				
Weekday Work and Weekend extra				
ER Standing Orders Applicable				
Radiological Work Permit (RWP)				
RCT Support				
Rad Source (Geophysics)				
HE Safety Review				
HE Safety Training				
HE Walkdown				
HE Waiver				
Beryllium Review				
Security Review				
Government owned equipment/sample release requirements				
Non-government owned equipment/sample release requirements				
Downhole Video/Geophysical				
Traffic Impediment Form				
Traffic Plan				
Traffic Signage				
Fire Hydrant - P1220				
Wildland Fire Requirements				
Support Equipment/Materials				
7.4: Lessons Learned (List below)				
Worker Fatigue				

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Section 7 – Continued	Applicable Yes/No or N/A	Complete Yes/No	Responsible Person	Comments
7.5: LOG/Craft Support				WO #
Road Maintenance				
Drill Site Pad Construction				
Snow Removal				
Re-fueling				
Porta a Pottie				
Electrical Equipment				
Electricity				
Electrician				
Lineman				
Pest Control				
Heavy Equipment				
Laborers				
Fitter Support				
Traffic Signage/Flagmen				
Tree Removal				
7.6: Applicable Procedures/IWDs Referenced				
8.0: Technical Services -				
Sketches				
Drawings				
Sampling Plans				
Specifications				
Procedures				
MainCon Work Order				
Any other Direction				

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	Applicable Yes/No or N/A	Complete Yes/No	Responsible Person	Comments
9.0: QA				
Items designated as MT&E				
MT&E Custodian				
Storage				
Inventory				
LANS personnel identified in IPT appropriately trained under a specific training matrix.				
10.0: Safety Envelope – SOM/OM				
Exhibit D				
IWD Part 1				
IWD Part 2				
SWPPP				
WSCF				

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ATTACHMENT 3

Readiness Review Concurrence Form

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READINESS REVIEW CONCURRENCE FORM			
Project Title:			Date
The following IPT members have participated in a readiness meeting for the above project and concur with project readiness to start work in the field.			
Project Manager	Signature	Z Number	Date
Health & Safety	Signature	Z Number	Date
ENV	Signature	Z Number	Date
Quality Assurance	Signature	Z Number	Date
Regulatory Assurance	Signature	Z Number	Date
Waste Management	Signature	Z Number	Date
Environmental Services/ Engineering	Signature	Z Number	Date
Radiation Protection	Signature	Z Number	Date
STR	Signature	Z Number	Date
Operations- SOM	Signature	Z Number	Date
Acquisitions Services Management	Signature	Z Number	Date
Subject Matter Expert	Signature	Z Number	Date
Subject Matter Expert	Signature	Z Number	Date

Approval: Operations Manager	Signature	Z Number	Date
Approval: Division Leader	Signature	Z Number	Date
Approval: Program Director	Signature	Z Number	Date