Stand-down town hall (no. 2)

Thursday Jan. 12

Of 1,219 respondents to the poll, 422 people answered this question: ***If you could change one thing that would have the biggest positive impact on how we do our work, what would it be?***

- Reduce redundancy where applicable. Time is wasted with repetitive tasks and reports from various people and systems.
- Minimize or merge the tools we have. As it can add a layer of confusion to complete work.
- Create safety watch training and always have a watch during hazardous work.
- Reduce the schedule pressure - implement more proactive palnning
- My work is largely green work so my personal exposure to safety risks is relatively low, but in general, communication of the safety risks as well as management standing by holding safety as paramount over schedule is incredibly important. Accidents and oversight happen when people rush, and having management's support to reduce the necessity to rush will have the most positive impact.
- Increase the ES&H headcount in targetted areas to provide proper safety coverage, especially on high risk activities
- having one integrated safety process that applies to all work at the lab
- Improved documentation
- ensure documentation is up to date and accurate. ensure you update documents after every project, big or small.
- Training and experience of the staff performing the work. Also, make sure the supervisor has previous experience to properly lead and guide an employee on assigned tasks
- Schedule pressure still remains a big issue at the lab...
- Engagement by leadership...deliberately demonstrate that you are concerned about safety of the SLAC population
- Standardize authorizations and WPC documentation with required review and formal approval by SME's to ensure hazards are not missed
- Mandatory buddy-up on any jobs considered risky from safety standpoint.
- Clarify safety organization, lines of communication, sources of safety expertise.
- More Human Performance Improvement tactics for handling saftey short comings.
- Monthly updates on safety around the lab.
- Hire more people to do the work so no work is rushed
- Cultural: be confident that taking longer to do the job will not be held against the assessment our performance. Doing things safe usually takes longer. All the buffer time should be accounted from the planning stage. And I am thinking also about large (physics) projects: time estimation should be candid.
- Better communication and dialogue from SLAC management. It leaves too much to interpretation.
- Start every meeting with a safety topic.

- Hire more employees
- keeping employees long term, a lot of understanding of safety and knowledge is lost whenever they leave.
- We need to allocate more resources to do less work. The pattern of behavior that has lead to the current issues stems from a culture of trying to do too much with too little (not just management to blame for this). Staff are overrun, deadlines are difficult to keep, leading to rushed work with poor prep and no bandwidth to spend time assessing lessons learned from past experience before moving on to the next urgent task. It will take a huge effort to change this culture.
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- Reduce paperwork/forms. Instead focus on discussions and relationships.
- An in-depth program that extensively focuses on rigorous, in-person and practical training of personnel (not just some online training) and retention. This needs to come from DOE understanding that SLAC and many of the labs are unique compared to other fields/industries. We have complex work and SLAC can't just hire a new employee and expect them to know everything in a month. This may require incentives especially in the Bay Area.
- more personnel
- Remove the night shifts.
- Less schedule pressure. Unique process and repository for releasing work (CATER or Jira)
- work from home more often.
- SLAC IT was not listed. I feel i keep myself safe, and keep safety a high priority around me at the lab as well. There are obviously things that happe that are way out of my control.
- Reduce the number of projects people are working on in parallel.
- Increased attention on updated documentation (including as-built) of technical drawings and documents.
- More communication and engagement of management with staff and scientists to better understand our needs with regards to safety
- Streamline paper work and get back to face to face meeting.
- H
- Verifications while doing any work in the field for As-Builts
- SLAC's culture
- Simplify the safety programs from a learning point of view (STA).
- Less upward management.
- Work Planning Software integration across the entire lab.
- allow more feedback from workres supervisor is too authoritary
- reduce workload per employee.
- More focus on workrelated fatique
- Employ a non-punitive/non-judgemental approach to safety
- In person practical training
- More focused safety - throwing more paper at it doesn't help.
- more reiteration of safety protocols
- reduce night shifts
- Fix the electrical panels in B050
- Consistent safety - based policies and procedures required throughout the Lab.

- too much paperwork
- To make sure we are not multitasking when we do lab or experimental work. Supervsiors and team leads should evaluate work burden and manage expectations. How do we balance our mission objectives and deliverbales to staffing and resources. Instead of paper work we need to have more practical measures developed for safety including hands on training than virtual. Just to give one example
- Do not rush to do things, and make sure things are done RIGHT.
- Fix the training prgram Contatc me rrazik@slac.stanford.edu
- Sometimes budget and schedule restraints (being shorthanded) are thought to contribute to sacrificing safety. Management has done a great job at emphasizing safety preceeds everything, and we can improve even more by repeating the message that milestones can be moved and more money can be allocated if it makes work safer.
- Stop using words like “I need this yesterday”, “I need this now”. We need to be more realistic with requests
- Weekly safety meetings within our directorate with our managers/supervisors.
- Less pressure on project and operation schedules.
- Slow schedules
- Safety always come first.
- More emphasis on mentoring.
- There is very little wrong.
- Clearl;y define the criteria for calssifying green/yellow/red work. The existing definitions are almost completely useless.
- Lab-wide policies and procedure for mission and mission support
- Manage Expectations
- Meet more people.
- maybe ergonomic inspections ?
- Stop confusing red tape with safety.
- Culture change. We all need to understand the benefits of slowing down and getting things done safe and right. We need to be able to question the schedule and ask why we need to do this task/multitask right now instead of taking our time plan and focus on doing it safely.
- Limiting the ammount of people in meetings to only those who are necissary to be there
- Gosh, I can’t really answer that.
- Share the lesson learned.
- Reduction in amount of beaurocracy
- hire enough people to support documentation and reviews so that they don't actively hinder work which then promotes finding loopholes to work around.
- Reasonable workload per person and expectations
- Integrate the safety related paperwork in a clear and consise system and workflow.
- Upgrade the infrastructue allow time to perform maintenance
- SLAC is lagging behind all other national labs in the fact that it does not have a labwide centralized, computerized system for yracking all WPC and ES&H work review and authorization. Similarly, all F&O safety related maintenance items are not tracked with modern tools and database and there is no transparency
- Better communication on why we are doing what we are doing.

- Reduce the time pressure on staff, and change the culture of expectation of overwork, so that people have time to think, plan, and act deliberately and safely.
- More emphasis when reviewing work before commencing (not necessarily more paperwork; in-person talks). Reduce schedule pressure / work load for those doing work involving dangerous equiment.
- streamline approval processes.
- Hire more field safety personnel at lab
- Maybe not the biggest impact, but we need to do better with standard, maintenance kinds of activities, e.g. 1. Inadequate handling of roof/ceiling leaks. More extensive repairs than just patching might be called for 2. Very long wait times for in-person training classes
- WPC website with clear requirements for processes to follow that also makes use of existing WPC tools and forms
- Upgrade all aspects of safety qualifications to an electronic version.
- Find the funding to support the completion of needed changes.
- Improve the systems we use for documentation, particularly in terms of findability and search, so that staff can more easily access the information they need to do their jobs.
- NONE
- More targeted training assigning. A lot of training assignments are irrelevant to my work.
- Receiving feedback from our management when I submit proposals for improvements.
- Honest evaluation of management effectiveness and morale and effective response to the results. There does not seem to be strong leadership and direction.
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- Platform to provide feedback about supervisor's performance
- Iincrease involvement of workers in collecting lessons learned and improve transmission of lessons learned to all workers.
- n/a
- Emphasis on effective safety measures
- More hands on redoundancy
- Review training, esp. web-based training, and make it relevant and effective.
- document best practices and procedures. Mandate audits at least annually and revise as required to ensure they are current and reflect actual practice.
- Listen to our complaints about unsafe conditions at the lab (leaky roofs, unsafe stairs, etc.)
- N/A
- Less paperwork-- More thought and communication
- Visual guide to work content - red / yellow / green. I am a visuial learner
- modernizing our buildings/infrastructure
- -
- The solutions set to reduce the risks are mainly additions of administrative layers. I believe this can sometimes have the opposite effect that what is expected because personnal lost themselves in all the requirements. As a consequence, it would be strongly efficient to develop a integrated system in which people in charge are contacted automatically (sometimes we do not know who is the responsible) and that performs automatic protections by blocking actions that should not be done
- Software product that speaks to the existing products -

- Improve outdated processes
- many years of back seat safety
- wider recognition and real use of IMS, not a lot more paperwork
- Communicate
- Clear definition of green work on a non-resident area.
- the culture of the laboratory
- Accountability of superiors for mistreatment of employees.
- increased staffing
- More frequent upper management intervention would be helpful to understand the needs of the majority of the employees.
- Fill outstanding open safety oversight positions.
- culture and not using contracted saftey organizations that charge time per work done
- I don’t know how you can correct complacency but in my view that’s what most must be addressed.
- More staff. We all wear too many hats and cannot possibly do all that is intended in a quality manner.
- Continue with safety
- clearer messaging, especially more guidance about who to talk to for particular questions
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- Seriously address schedule pressure.
- Open communication
- Train workers better
- I only do "green" office work remotely from home
- Too many courses taken just to check a safety box. Need to make it clear that the expectation that someone is an expert is NOT there following taking a safety course.
- Plan projects to reduce schedule pressure (more float time)
- Slow down
- More attention paid to streamlining processes. More emphasis on training.
- Procedures should not be just a step-by-step guide, there should be more emphasis on the 'why' of work steps.
- I wish we had more building inspectors coming in to ensure we are all safe.
- Clean Up the trash, legacy equipment, unused materials etc. around the site.
- N/A
- listen more to the worker, especially when they express safety concerns
- Clear streamlined processes
- Having more organized practicals for the trainings that require practicals - it is often open-ended or unclear how one is to schedule and pass the practical portions
- Slow down the "Urgency"
- As cumbersome as it seems at times, opening meetings with a safety minute assists in maintaining a safety oriented mindset as we proceed throughout our days. Safety is a huge factor in both our personal and professional lives, regardless of how apparent or non-apparent the hazards are.
- have more documents for designing new systems
- more reviews in place

- For managers to check in to determine the workload of each employee and modify/add help as needed.
- remove schedule pressure from the top down
- If other directorates had the similar strong leadership I see at LCLS
- Provide more and better training! training at SLAC is mundane at best! I would love more conversations on how we can make training and safety one of our top priority! Vurtural training is horriable and I feel not the best way to train employees. how does the protor know that people are retaining the information being taught.
- more frequent and clear communication from management
- Hire more people
- having engineers go out into the field to see what they are designing
- Make sure that safety procedures and systems are commensurate with the actual safety hazards. One approach may be appropriate for one situation but overengineered or unnecessary in other situations.
- develop appropriate job aids that are designed to usable where the work takes place. This may be a procedure, a checklist, locally posted instructions, etc. The creation requires participation by those who perform the work as well as subject matter expertise on the type of work as well as human factors (both HPI and Ergonomics).
- consistent application of new policies in each directorate
- More live, cloud based applications
- Reasonable timelines for projects
- A protocol procedure of safety standown. A repeating Safety standown had happened over again and again. So far 3 times last year.
- Getting people proactively supporting the work safety of their colleagues.
- More personnel
- documentation control
- In order to make a change in the mindset of the current employee and the future it is fundamental to make emphasize the different procedures and the safety concerns by implementing a better methodology. Just talks and Online training won't do 100% of the job. There is more need for demonstration in person. Also, make sure in each dangerous area there are guardians dedicated to ensuring the procedures are done correctly.
- Safety emphasis
- Less schedule pressure!!
- Slow down the schedule to reduce workload.
- more personnel to have less folks performing double duty, and have more well-rested eyes on a situation.
- Strive for simplicity in our safety culture, requirements and documentation. The simplest processes, steps and requirements are the most likely to be followed and incorporated into our culture.
- administrative streamlining
- Let easy things be easy. I get that we need rigor, but not every activity needs to be an uphill battle.
- Overhaul anything older than 10 years
- Less schedule pressure

- streamline approval processes for work
- Streamline the way to find security processes and to identify area managers
- n/a
- eradicating COVID
- Reduce work hours
- reduce administrative tasks by eliminating duplicative efforts/forms/meetings
- reduce nightshift work
- Truly slow down and take a deep breath. Too often we immediately get pushed to execute quickly whenever a stand-down occurs. We say one thing, but reality is often very different in the field.
- time
- more frequent Skills training
- Improved visibility on the investigations to incidents and occurances which prompted all the safety stand downs would be great. It's challenging to avoid making mistakes again when details about those incidents are not made publicly available.
- hold individuals accountable
- Make sure schedules reflect SLAC capacity to do the work, well in advanced of scheduled dates.
- Culture change, not just additonal paperwork,
- Concentrate on actual personnel safety and not the perception of non experts.
- N/A
- Integrate siloed WPC tools across organizational boundaries (trouble ticketing systems, RSWCFs)
- Additional paperwork is not the answer. We need to change the safety culture and the lab relies much on bureaucratic measures that rarely help, and sometime hinder improving the safety culture. The new Smartsheets appear to be exactly the wrong approach by adding excessive bureaucracy that people will need to find a way around to get their work done.
- Less pressure to deliver because of budgets that were underestimated or due to personnel shortage.
- Better understanding by management of how work is actually done.
- Actually stand down during a safety stand down.
- Better communication during emergency/stand downs
- Your own safety and safety of people working with you
- Full discussion of the works need to be done with plans, drawings, scoping the job before the actual works.
- N/A
- A stronger sense of ownership and accountability for work
- Establish formal rules for work life balance to mitigate the possibility of someone making a mistake on the job due to being overworked. I noticed the safety incident happened on Dec 27th which is a historically difficult week to work as it falls between two major holidays… if work was stopped that week for all employees, perhaps this wouldn’t have happened.
- Proper supervisory training for supervisors.
- None
- standardize across the lab

- Educate and evaluate everyone about their safety knowledge .
- Do better on capturing and implementing lessons learned.
- Team safety checks
- more time, less of a rush
- step away from your desk and walk the job/site rather than rely on paperwork
- Consistent process throughout the lab
- make sure everyone is aware of the mission
- better and standardized documentation
- Simplify the the SLAC website, it's overly complex.
- pay us more
- more effective/efficient WPC work flow
- More people with operations experience at the management level
- Hire more staff to ease the workload for each individual
- Reduce the complexity of safety documentation, particularly surrounding lasers. Currently these documents are far too long and should be distilled down.
- more general safety review/training refreshers
- my resources and accountability
- More help (more people) on the Safety team to write and check procedures
- Unify WPC requirements across the lab
- More practical or in person training exercises. The WEB based STAs are only a beginning, but they are only a beginning.
- Updated Prints, prior to them being handed out for field work to enable the work to be done right the first time. Updated prints when field work is complete, and redlined prints updated in the data base to reflect real time changes.
- Better communication ahead of the safety standdown.
- Individuals taking ownership of tasks and assets seriously.
- Invest into hiring more people in safety departmenets and switching old devices/components/etc at SLAC with newer technology.
- Mentoring
- For major work that can affect multiple deparments and areas to have an email or text sent out to the people that usually work in that area even if they are not a part of the current work being done.
- With regards to safety, having someone who is knowledgeable in both safety and the devices / systems that are being worked on to walk around and ask questions or be there when new machines / devices are coming online.
- Eliminating the ambiguity with all the procedures. We dont have a lack of procedures, almost too many that complicate and confuses everyone. More is not better. Better clarity or understanding of what we have I think is better.
- To have a unified system so we all do thinkg the same way. Each group has their own process.
- More sharing and collaboration between groups
- More time and people to do things right the first time.
- **Hire enough staff to do the work needed (ES&H and waste management especially)**; define clear administration roles and responsibilies, especially for new and rapidly expanding labs. P.S. I am in ESD

- Work safely and triple check yurself when working onsite
- Simplify Processes.
- Building a culture of questionning work safety
- Centralizing currently distributed/duplicate systems and services.
- No comment
- Think about and talk about what you will be doing in daily tailgates.
- Revise ESH Manual to accurately reflect current work planning and approval.
- The training database is in accurate. Needs to be cleaned up and maintained on a regular basis, not just when we have accidents.
- Organization within documentation and procedures. More intensive hands on training (not just STAs) with all staff at all levels. Onsite attendance especially with safety meetings and briefings.
- efficiency and safety goes hand in hand
- Schedule contingency
- Hire an additional Mark Weibel. Or two.
- Provide redundancy for engineering control.
- Graded approach to PJB101, not all jobs are equal in risk.
- I believe we have good safety precautions already in place at SSRL
- Allow more time for activities for example, during down times. Don’t add activities at the last minute.
- NA
- A very clear flowchart/checklist with links and information on all of the paper work/work release/PJB things I need to do in order to plan a task. I know there's more we need to do now, but I don't know the order, or how long the planning phase will take, and I need this to be easy and clear so I can plan the time for these things before my task deadline.
- Double down on a culture of safety. Make this an essential part of doing our jobs.
- More in person guidance/meetings from top down
- Further deprioritization of schedule in favor of safety, and insuring adequate personnel to fully resource the work that needs to be completed in a safe manner.
- Make it easier to do things. It is painful to find safety documentation. It is painful to submit travl stuff. It is painful to do procurement and approve procurement. All of these steps make it feel punative to do almost any work
- Make safety documentation checks automatic, to reduce the chance for human error.
- Better documentation and easier to navigate website
- slow down...
- Lead with empathy and have a people first approach especially during times like this.
- For all of these safety shut downs, it’s unclear to me how the decisions to add certain extra safety procedures are made by management and what evidence there is that they would be helpful. Also, increased communication with the people in lab who encounter risks on a day to day and basing changes off of what is reported there is vital.
- Have a peer review of all hazardous work documentation and procedures before restarting any hazardous work
- Pair up individuals for high risk, hazardous work.
- allow more time for tasks
- Hire better people, keep them at all cost when you find them

- More Union involvement in safety issues, procedures.
- Clear and condensed instructions/procedures. We often have multiple layers of excessive paperwork that adds more confusion than clarity.
- Unifying and modernizing lab infrastructure (document management, task management, website navigation, etc). Tools are currently some combination of fragmented, outdated, or unintuitive.
- Find ways to implement hazardous tasks without direct human intervention.
- The new form to automatically be sent out to all peoples listed as participating in the yellow/Red work.
- realistic schedules
- Being more realistic with how long tasks, big or small, will take especially with supply chains being a bit unpredictable still.
- To demonstrate senior leadership commitment to safety start each townhall with a safety moment. This will be an important step towards ingraining safety into SLAC's culture
- Proactive schedule relief. While it has been emphasized it is ok to miss deadlines in order to do work safely, we are in general intrinsically motivated to meet expectations. An aggressive schedule puts us in a position to push ourselves perhaps farther than is safe.
- We need more people - IT support in particular seems understaffed
- it seems like the addition of layers in safety management works in reverse, less mentally engaged and more stressed out workers that are more confused what paperwork they need to do and are thinking less about the actual work and hazards.
- Apply safety in a graded fashion that recognize different hazard levels and differnt impacts. "one zie fits all" is not good…
- safety process improvement (simple, unified, well communicated), additional qualified staff, prioritizing upgarding outdated equipment immediately
- Increased visible senior management leadership in safety, quality and culture change
- Make sure that people are consistently wearing the proper PPE in all situations.
- Assigning the appropriate work load in accordance with the available staffing, instead of overloading staff with safety protocols that have little to no impact on the way work is performed
- adequate staffing resources
- It would be better to have a more targeted discussions on where we feel safety is lacking vs. vague/generic statements that put the responsibility on the general staff to improve safety.
- document processes and practices more
- BACK-CHECKING: Having someone in Management provide a final review of whatever it it.
- Update the single line drawings asap.
- Streamline approval processes, update websites for ease of use
- dont add forms or procedures that will just deliver a lot of unnessarity information, instead, these procedures should be in a form of in-person discussion to improve thier efficiency and impact.
- Better on-boarding procedures
- Beter lessons learned analysis & transmission to staff.
- Make checking folks' training status easier. IE something where I can enter some list of courses and personnel and it shows me a matrix with simple "green" and "red" go & no-go indicators. A matrix like this could be uploaded with e.g. pre-job checklists. Trying to determine

folks' training status for jobs with 5+ people is nearly impossible using the existing STA system and was flagged as a big issue in this safety standdown.
- More conservative scheduling. More contingency time.
- Is Energy Sciences Directorate not an option? Does that fall under some other directorate in a way I don't understand?
- I wished we could have the resources to perform more Preventative Maintenance instead of Corrective Maintenance. Also a more standardized work process is needed for the shops. Some shops & stewards run things very differently from others. Right now I don't think some shops can pass in internal or external audit of their maintenance programs or an active asset review.
- So far ESD has only had one town hall so as far as I know, we don't even know the various safeth proceedures and haven't had a chance to give any feedback.
- It sucks someone had to get hurt before safety really mattered…
- We need to continue with safety awareness and less complacency.
- More transparency and direction from upper management
- Less top-down management
- I think that more focus should be on Operations across the lab. Gather users and brainstorm process improvements for all job positions. The users have full knowledge on improvements of their job.
- I would encourage fellow employees to offer help, assistance to other workers. Hopefully, this make all staff welcomed.
- Discuss with supervisor often
- Hire more people.
- more transparancy on all incidents, not just the ones that result in a standown. Evaluate wheather these changes woudl have actually prevented the incident in question or the previous incidents in the last year. Safety is a midset and some people just do not have the mindset to being safe (I'm not pointing fingers at anyone). Can we prevent unsafe people from having an accident administratively?
- Mirror what other successful Labs are doing. Streamlined system tied to training taken
- Better communication. Between workers in the job. Between managers and workers, between safety coordinators and workers. More communication would be great for our work.
- Hire more people to release schedulin gpressure
- I was on vacation earlier in this week and missed most discussions; my answers relate to previous experience. If I could change one thing, I would put more emphasis on awareness rather than formal procedures. Both have their place, but rigid adherence to procedure can lead to not stopping when things seem "off."
- Sharing stories of successful safety measures, good news stories, and rewarding colleagues with public praise on modeling good safety behavior. Make safety a regular part of our daily lab-wide conversation again.
- Upgrading systems and stop using old technology. Making sure long-time employees for 5+ years or longer have updated technology and electronics. Thank you!
- increase staffing
- way less safety courses and procedures. over-training and 'too much' safety punchlines have opposite outcomes.
- Streamline our safety review into CATER (or a single system or approval/release) to do work.

- SLAC needs to improve and update the processes by which work gets done to reduce and eliminate error prone proceses, enable more effective knowledge transfer, and increase operational efficiency, bringing it more inline with industry standards. Currently it relies on many manual processes and out dated methods of organization this results in relatively discordant communication, errors, and inefficient operation; these cost money, create hazards and strain timelines.
- greater transparency from senior management. a lot of information seems to flow up…
- better communication
- We would never rush just to get things done "on time".
- Laser Safety System design guidelines. When designing systems or compoenents that allow safe operation of lasers (ie: class 1 enclosure), design guidance is limited to a few sentences and doesn't provide clarity on when laser safety stickers are acceptable, what gap sizes/locations are tolerable, etc.
- n/a
- Reduce the schedule pressure. There’s too much happening in too short a time and workers are overburdened.
- Be much more clear about what we mean by “culture change” and how we go about that.
- Reduce the large number of people required to approve a critical task. Focusing on subject matter experts that have 'real experience' with the task being planned.
- face to face conversations.
- more time, more resources, less schedule stress
- WPC training should be more often. It’s strange the travel cards require training more often than WPC training.
- Get staff feedback before assigning deadline/due dates on any projects/tasks.
- Training employees to analyze upstream and downstream impact of their jobs might aid in mitigating safety incidents.
- Listen to people on the floor about safety issues.
- Slow down for the shedule. Say no to the users when we are not ready
- Management needs to focus on understanding the actual conditions researchers, technicians, machinists, etc. face. The top down, punitive approach driven by the DOE does not lead to improved safety.
- Implement enterprise-level systems that "talk" to each other so we do not have a ton of separate, independent systems that all need manual updating
- clarity/streamlining of line management WPC within matrix organization
- Think one more time before doing work.
- Adding a step to review our checklists for accuaracy / applicability to ensure items aren't obsolete.
- More centralized planning and safety documentation / procedures. Currently many resources and forms can be buried in different webpages / confluence pages and difficult to find, also makes the safety approaches more difficult to understand holistically.
- I would ask that we be honest with ourselves and our customers on the true cost of doing business at SLAC, rather than expecting >100% from our staff to compensate for understating these costs.
- Improved technology

- Ensure that the training courses are high quality, and available when needed.
- If we are going to have a safety stand-down, it should not be optional. In my experience, the reaction of my immediate management is to seek the shortest path to the restoration of normal operations, which typically involves exceptions to the stand-down and specific ALD authorization for normal operations, which is almost always granted by the ALD(s) regardless of the urgency of the work. These exceptions prevent the stand-down from serving any functional purpose.
- Obtain more staff/resources so that we have less burnout.
- Safety and hazard prevention is perhaps best managed by some localized control and discussion rather than by global protocols.
- Accountability, formal documentation and communication
- Move from reactive to proactive (no more hair on fire behavior across the lab)
- Less paperwork and more action. It has taken over a year to get earthquake bracing.
- provide more training for managers, and improve the quality of the training
- Over-reliance on forms and associated formality detracts from the personal aspect of safety.
- I think safety issues around the site are, at least in part, driven by poor planning and unrealistic schedules. When operational/development schedules are unrealistic and aggressive, people are more likely to take shortcuts, be tired, etc and perform work in a less safe way than they would have normally. Safety starts at the very beginning, with a schedule that is realistically resourced and contains an appropriate amount of contingency.
- Better trainng and documentation and keeping it updated on the systems we are operating.
- Stronger leadership that understands the amount of work and the disfuncational processes in place that the worker is required to use to perform their tasks. I also work in two Divisions and that is not an option. A.D. and LCLS.
- 1. Really putting safety and planning before schedule. 2. Having the same WPC software and tools lab-wide.
- Fulltime continious improvement lab personel to help different directorates
- Short pause before any major operation to stand back for a basic examinaiotn of whether we are proceeding the right way.
- Facilitate consistent discussions around safety, rather than reactionary discussions.
- More resources (e.g. part-time staff); I work solo so have to go out of the way to request and draw someone else away from their core duties to help me comply with safety procedures (e.g. spotter for ladder safety)
- Streamline processes and forms to insure complance.
- Better clarity for safety practices: single sources for answers, at least by directorate
- ?
- Limit the amount of work during winter down, give operations a break with everyone else.
- Have integrated processes, not a myriad of steps, forms and documents AHA, JSA, …, it becomes a maze that is difficult to navigate.
- accountability
- less paperwork.
- Streamline the process.
- allocation of enough resources so folks are not spread too thin in shops & F&O
- consistency across directorates on processes.

- maintain engagement
- More communication about safety
- simplify our processes (safety). we are in danger of adding layer on top of layer and it may be time now to start from scratch, remove processes that aren't working (which may be indicated by adding additional steps on top) and keep the processes that are working
- none
- Adjust deadlines to what work can really be done safely to avoid splitting work into pieces while still operating the machine.
- We are understaffed, full stop. It is unreasonable and not sustainable. Overworking and oversubscription, backfilling, and succession planning need to be considered in all parts of how we work.
- Update many of the chapters of the ES&H Manual (e.g.: H&R, Pressure Systems) to make them internally consistent and more comprehensive for all lab activities
- Make the changes meaningful and mindful
- If you don't know how to do something stop and ask. Don't proceed with work you don't feel comfortable doing.
- Reduce the number of different software packages used for Lab orperations
- Properly staff the machines, projects, etc..This has not happened for years
- Improve communication, including having an email policy in having employees respond to each other's emails within 24 hours.
- Foster a culture in which every single person at the lab believes they have the authority to stop any work for safety without any negative impact because that is how we take care of each other and ourselves.
- For standardized software and forms, more attention to usability metrics.
- NA
- Make it easier to not need a charge code for every little item that needs to be worked on (or have some broader pools of money to fill in the gaps) — part of the reason for being at a national lab is the breadth of resources, but when charge codes/isolation of groups results in people not being able to take advantage of that, I wonder why I am working at a national lab. It's a waste of resources and prevents research from being done efficiently.
- ALWAYS apply "Pause" before initiating a critical step, and ask "am I ready?" or "Are we ready?"
- Work planning tools
- I don't think anything else that could be improved.
- Reduced workload, fewer simultaneous projects.
- (Short Answer)
- stop creating safety fatigue by relying mostly on videos and forms. Instead of top down introducing generalized safety systems that by design do not capture the specific different nature of our divisions, ask the divisions to bottom up come with safety improvements
- No Input.
- Provide clear standards and enforce them.
- More/better communication. Not all groups share information down.
- Better high level planning for resources, staffing, infrastructure, and training.

- Establish some mechanism to evaluate whether the estimated personnel needs of a proposed project are realistic. Insufficient personpower leads to stress and less attention paid to safety.
- We need one system for work planning. Right now, LCLS does one thing, AD done another, and there is the smartsheet on top of that. It is hard to make cross-directorate plans when the systems are all different. It also seems that senior management doesn't know how different groups do work planning
- For the schedule pressure to ease up. Schedule should never be a priority over safety.
- Increase applicable training especially with the turnover at the lab
- Make the safety process simple.
- accountability, accountability, accountability from staff, line management, leads, supervisors, sr management.
- streamline all of the work place controls and incorporate into only one system (vs using CATER + smartsheet + emailing specific people). Also make all of the steps easily accessible and clear from the SLAC today website.
- Better communication
- Pre-experimental or pre-job safety verification provided by a third party (a neighboring lab engineer, area manager) could be helpful.
- Close the communication gaps between directorates/divisions. We should create space that puts disparate groups of people in conversation with each other.
- I've heard from younger staff that their training is lacking. There's not a "formal" process to train new hires. I've been at SLAC for over 8 years with >20 yrs experience prior, and I'd have to agree. Most of my learning about SLAC has been on-the-job training and I feel there's still much to learn about SLAC and how it conducts (or should conduct) it's business…. If I feel like I need to learn more, I can only imagine how a much less experienced member of our community must feel.
- Less paperwork
- We have such a small maintenance department, we really need to decide whether we expand this department with more skilled trades or develop and onsite "Labor" contractor, which can increase staff to perform more complex avtivities onsite. This is a similar approach to the current M&O at other Labs, such as LLNL and LBNL
- Management Transparency
- afsd
- Need to slow down. Rushing due to time constraints and competing demands and priorities contribute to making mistakes. This is not an ER in the hospital. The organizational culture needs to adjust to pause, slow down and focus more on safely and accurately completing tasks under high performance. It should be recognize that tasks take time and resources to complete. Short of one or the other places pressure on performers to find efficiencies but also primes the environment for mistakes.
- Take time to submit documents properly and not rush into submitting. Requsitions that require on-site work sometimes do not follow up with completing the ESH Work Classification Form to identify the onsite level (Green or Non-Green Work).
- Fill positions that are open due to retirements & resignations. Don't just leave them open in the hopes that the remaining workers will take on the extra responsibilities.
- Coming together as a community

- Regular communication about safety from management, inlcuding near misses and lessons learned. Keep attention on safety at regular intervals not just when we have reportable incidents.
- we’re told that safety is paramount, but also that we can’t “just not do” some critical things
- Relieve schedule pressure
- More transparency? Which procedures are being re-written?
- Dedicated employee for documentation.
- nothing
- nothing
- Dedicate personnel to capture, maintaine and update processes.
- Ability to purchase a house
- More time for WPC.
- I would find ways to make sure people are not working while stressed. When people are on tight deadlines, not sleeping or exercising enough, or not feeling valued and supported, they have a harder time keeping safety in mind and making good decisions.
- stop shoving main stream idealogy down my throat
- Improve ways of approving new types of work and clarify how things can be reviewed.
- Have flexible work hours in shops rather than 630am-3pm.
- Give people enough resources and time to do the tasks assigned to them.