



ES&S for New Managers

Jack Pirner, AD ESS



ES&S Contacts

VLA/DSOC/VLBA

Heather Kovach, Sr Safety Officer

575-835-7207

Email hkovach@nrao.edu

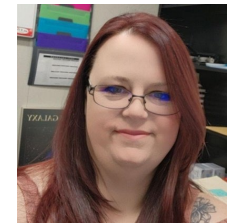


ES&S Admin Support

Dee Torres

575-835-7305

Email dltorres@nrao.edu



Aspen Doan-Isenhour, Safety Officer

575-835-7344

Email idoanise@nrao.edu



Jack Pirner, AD ESS

304-456-2102

Email jpirner@nrao.edu



Jason Everett, Fire Chief

Email jeverett@nrao.edu



GBO/CDL/ER

Richard Walther, Safety Officer

304-456-2215

Email rwalther@nrao.edu



Leader Role: Own the Response

Who owns safety? Is safety a team sport?

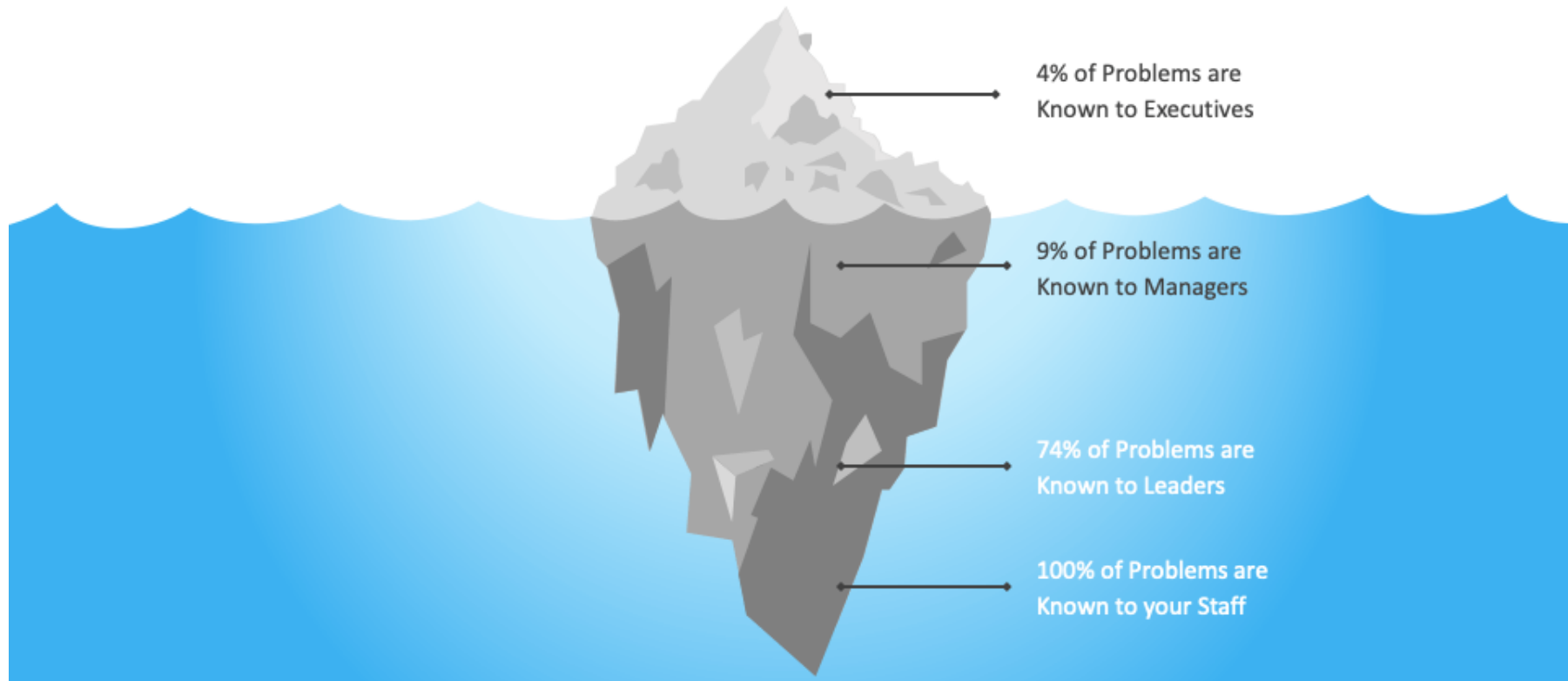


Support the “people” culture.

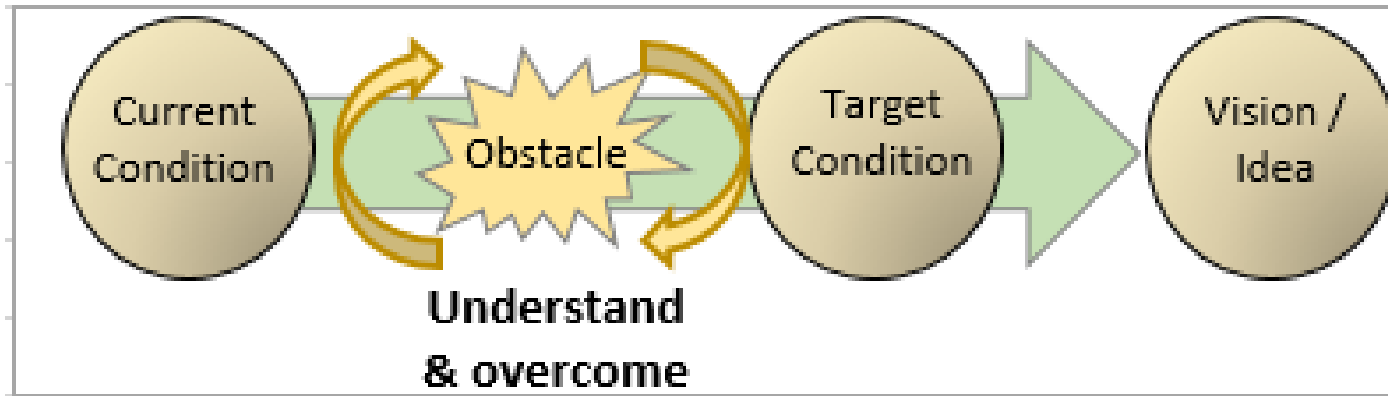
If it matters to your employees, it should matter to you.

ICEBERG OF IGNORANCE

Iceberg of Ignorance Model



Leader Role: Coaching Mindset



Questions to get you into a Coaching Mindset:

1. What is the current condition
2. What is the target condition?
3. What are the obstacles are preventing us from reaching the target condition?
4. What steps are we currently taking?
5. What should our next step be?
6. What are my expectations?
7. What are the lessons learned from taking the next step?

Leader Role: Remove the Barriers

What barriers prevent people from working safely?

- Wrong tools for the job
- Equipment not on a PM schedule
- Poor job planning?
- Don't know what PPE is needed
- Don't they have the knowledge and skills to do the job
- Don't know how to do the job safely
- Don't feel comfortable asking for help

Why employees don't report safety issues...

"Nothing will be done about it, so why should I bring it up."

"Safety is NOT part of my job. That is for the Safety or Management to worry about."

"We have been doing it this way for years and nobody has gotten hurt yet. It can't be too unsafe."

"If I report something, I will sound like a 'complainer.'"

"If I report it, management will change the process and make my job harder."

Don't point fingers. Follow-up.

Your team is looking to you as the Leader.

Stay on it. Advocate for your team.

Go over the status of safety concerns at your meetings

Builds trust

Enhances communication

**we
OWN
it**

Leader Role: Set Expectations

- Focus on what you want, not what you don't want.
- Ask:
 - “Did you get it done?”
 - “Was it done safely?”
- Set the expectations for:
 - PPE use,
 - housekeeping,
 - asking for help,
 - reporting concerns,
 - stopping the job.
 - others

Leader Role:

Confronting employees about safety

- **Before rushing to judgement:** Find out gather insight into common practice and the reasons why precautions are not being taken or cannot be taken.
- **Do not use the “GOTCHA” approach.** The goal is not to catch people doing something wrong.
- **Give constructive feedback:**
 - If the employee is taking the appropriate precautions...then encourage the person to continue doing so.
 - If he/she is not...then find out what can be done to improve, and why they are not doing it.

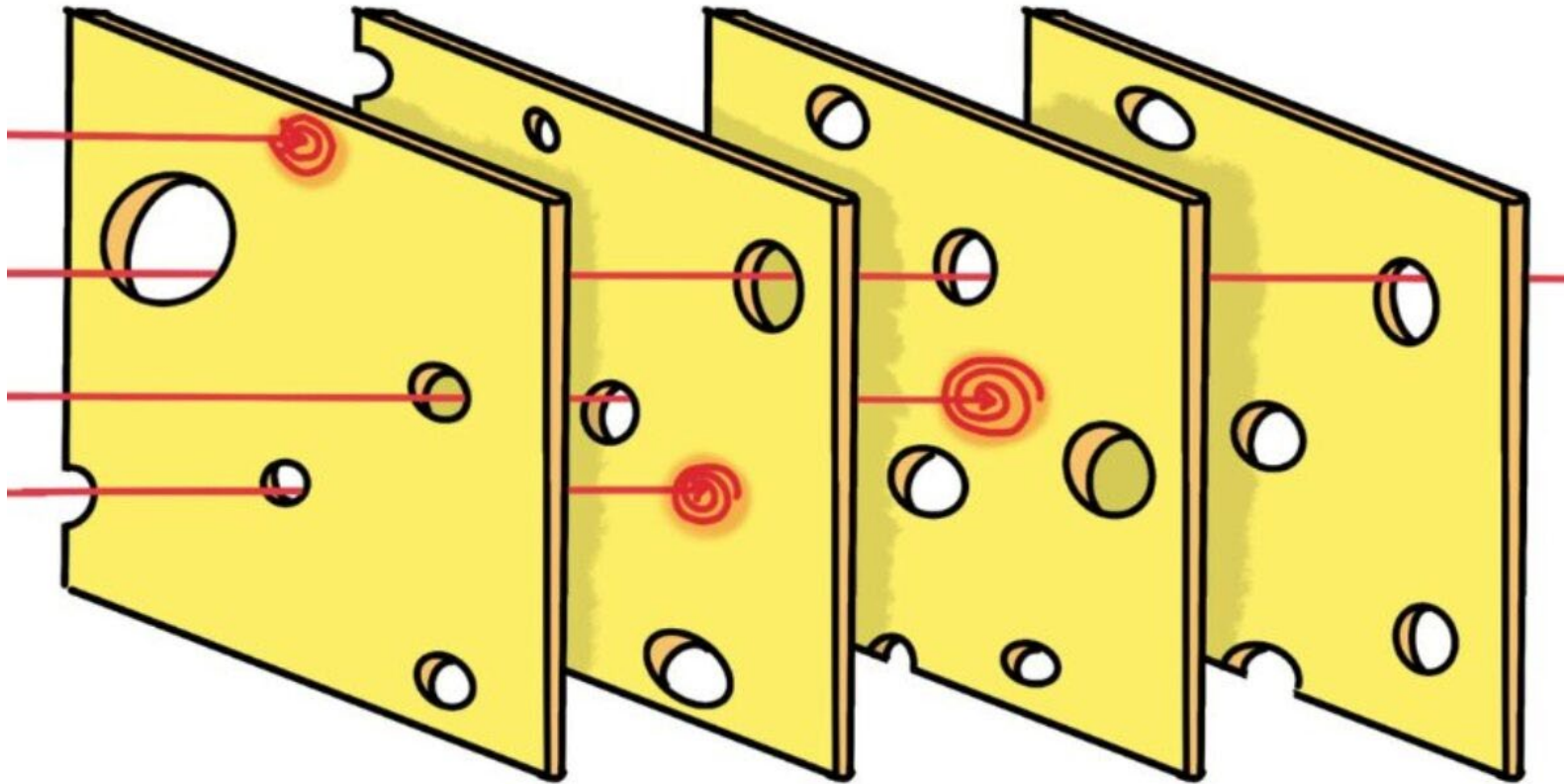
Leader Role: Insist on Pre-Job Planning (especially for non-standard work)



1. **TIP:**
2. **Ask:** *What is the worst thing that can happen to me while performing this task?*

- Define the Scope of Work
 - What environment will we be working in?
 - Do we have the tools we need?
 - Is the equipment safe to use?
- Analyze the Hazards
 - If not, what is the alternative? Is it safe?
 - Is this a routine task?
 - Do your employees have the skills and training for the job?
- Put Safety Controls in Place
 - If something goes wrong, what should employees do?
- Perform Work within Hazard Control
- Provide Feedback and Improve

Swiss Cheese Model of Safety



Summary

Report any/all incidents to ES&S – we can't fix the problem until we know of the problem

Reporting Options: FILL OUT A CONCERN REPORT CARD

Send an email to: Safetyreport@nrao.edu

Scan QR Code and complete Form:

| | |
|-----------------------------------------|--------------------------|
| NRAO | CONCERN REPORTING |
| NAME: _____ | DATE: _____ |
| LOCATION: _____ | |
| <input type="checkbox"/> FIND IT/FIX IT | DESCRIPTION: _____ |
| <input type="checkbox"/> NEAR MISS | _____ |
| <input type="checkbox"/> CONCERN | _____ |
| | _____ |
| | _____ |



ES&S Web Page

Environment, Safety, and Security Division

by [Diana Torres](#) — last modified Mar 14, 2025 09:40 AM

Mission Statement

The mission of the AUI Environment, Safety and Security (ES&S) Office is to support AUI's long-term commitment to its safety and security responsibilities to AUI employees, visitors, contractors and casual visitors. The mission of ES&S includes support of AUI's commitment to environmental protection of the Observatory facilities.

Values

The AUI ES&S will:

- Not compromise our safety standards to achieve other goals.
- Expect commitment, leadership and accountability of all personnel for environmental, security, and safety performance.
- Participate in prompt, open and complete communication with our stakeholders on environmental, security, and safety issues.
- Support and implement a team-oriented work environment, ensuring cooperation and professionalism.
- Maintain high standards of environmental, security, and safety performance, and conduct our work with discretion, integrity, to provide objective, unbiased information and analysis.

Site Safety Officers are located at each Facility. Contact information is as follows:

| TITLE | NAME | LOCATION | TELEPHONE |
|-------------------------------------|-------------------------------------|----------------------|--------------|
| ES&S Manager | Jack Pirner | Green Bank, WV | 304-456-2102 |
| Safety Representative | Richard Walther | Green Bank, WV | 304-456-2215 |
| Safety Representative | Heather Kovach | DSOC/VLA Socorro, NM | 575-835-7260 |
| Safety Representative | Aspen Doan-Isenhour | DSOC/VLA Socorro, NM | 575-835-7344 |
| Emergency Services Specialist | Jason Everett | DSOC/VLA Socorro, NM | 575-835-7435 |
| Compliance Recordkeeping Specialist | Dee Torres | DSOC Socorro, NM | 575-835-7305 |

Quick Links

NRAO Operations Status

Report an Accident Incident

Report an Unsafe Condition

Safety Organization Chart

Safety Data Sheets

Safety Blog

ALMA High Altitude Medical Evaluation Form

Safety Committees

Ergonomic Self Evaluation

Rave Notification Service





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