

# A Management Perspective on Risk Communication

By

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Effective Risk Communication requires  
Buy-in by all those affected.

This involves partnering between  
Management and the Workers

- Management cannot dictate Effective Safety
- Worker input into Risk Communication is vital and valuable
- At Rocky Flats Closure Site the workers are working with cleanup of high levels of Contamination and are working themselves out of jobs.

# If management and workers understand the risk ---

- Management understands the liabilities
- Workers understand the health consequences
- Effective Risk Communication requires a partnership in linking these views of the risk

Effective Risk Communication is not intended to create fear, but, genuine respect for the safety and health of:

- themselves
- their families
- fellow workers
- the public
- the environment

If the Risk Communication is not effective, and, there is not buy-in by the workers, the workers will blow off the efforts of management to communicate the risk and implementation of safety controls and protection.

We have found one effective feedback tool from the workers to management is the Fact Finding Meetings that are held whenever there is an exceedance of the site's Beryllium Action Level. Workers often come up with better and safer ways of doing their jobs to avoid future potential for exposure.

The DOE, Contractor management, Contractor professionals (Industrial Hygiene, Occup. Med, Safety) and Union leadership have been involved from the beginning

- Development of the CBDPP
- Beryllium Steering Committee
- Program Assessments
- Annual Program Reviews a Program changes
- Fact Findings and Corrective Actions following all incidents or exceedances.

Smooth operation and success of the Beryllium Program from the beginning to closure in addition to the workers working themselves out of the loss of employment has only occurred as a result of the Union, the Contractor, and DOE management and staffs working in Partnership.

The root of this successful Beryllium Program has been Effective Risk Communication to all employees from the beginning employment orientation, the Beryllium Training, and the Beryllium Worker Certification and Re-certification Training.