



Understanding What It's Like To Work at SLAC

J.E.R. Honeycutt, CUIR Construction Manager
7 October, 2026

About Me



J.E.R. Honeycutt

Construction Manager II

- **Over 30 years of experience in the construction industry**
 - Began as a union carpenter, to Foreman and later Superintendent
 - Over 20 years of experience in supervisory roles
 - Served as a Superintendent at SLAC, managing projects for two separate GC's at B057 (Cleanrooms)
 - Joined SLAC as a Construction Manager in 2022, bringing extensive industry experience to the role

Agenda

- Integrated Safety Management (ISM)
- Identify hazards
- Work Planning and Control (WPC)
- SLAC PPE Requirements
- Stop Work Authority
- Roles and Responsibilities
- Typical Execution at SLAC - Before Work Starts
 - Work Start
 - Work Complete
 - Commissioning & Closeout

Integrated Safety Management (ISM)

Key Message:

Safety is integrated into everything we do, not added afterward.

- Define the scope of work
- Identify hazards
- Develop and implement controls
- Perform work within controls
- Feedback and continuous improvement



Work Planning and Control (WPC)

Key Message:

If the work isn't properly planned, it doesn't start.

- Hazard identification
- Work authorization process
- Review by SMEs and BIO
- Required permits and work controls
- Documentation before execution

SLAC
NATIONAL ACCELERATOR LABORATORY
ENVIRONMENT, SAFETY & HEALTH DIVISION

Chapter 2: *Work Planning and Control*
Construction Job Safety Analysis Form
Product ID: [335](#) | Revision ID: 1002 | Date Published: 30 January 2024 | Date Effective: 30 January 2024
URL: <https://www.slac.stanford.edu/esh/eshmanual/references/reqForm/SACConstruct.pdf#/335>

See the [COVID-19 Resource Center](#) for modifications.

This form is used to document the job safety analysis (JSA) required for the authorization and release of construction work. Note construction work requires final release through a tagout briefing. Approved forms are to be kept in the work package; work packages are to be kept for 90 days after completion of the work by the project manager or construction manager (CM). (See [Work Planning and Control](#), [Construction Work Planning and Control Procedure](#) [SLAC-720-0A21C-005].)

Job / Activity:	JSA # (optional):	Start Date:	Valid Through:
Department / Group / Subcontractor:	Blog / Area Location(s):	Type of Work: ☒ Construction	Other Information or References:
Scope of Work (☐ attached):			

Step Number	Step	Hazard	Control
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

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Chapter 2: *Work Planning and Control*
Construction Tagout / Release Form
Product ID: [336](#) | Revision ID: 1001 | Date Published: 30 September 2014 | Date Effective: 30 September 2014
URL: <https://www.slac.stanford.edu/esh/eshmanual/references/reqForm/TagoutConstruct.pdf>

This form is used with the [Work Planning and Control](#), [Daily Construction Work Review](#), and [General Contractor Release Form](#) (SLAC-I-730-0A21J-005) to document release by the general contractor of sub-tier contractors, and by the SLAC field construction manager (FCM) of SLAC workers, on construction jobs. The form is to be completed by the general and sub-tier contractor designated representative (or FCM for SLAC workers) and workers being briefed; completed forms are maintained in the work package. (See [Work Planning and Control](#), [Work Planning and Control Procedure](#) [SLAC-I-730-0A21C-005].)

Description / title of sub-tier work	Work location
Sub-tier contractor name / work group	Date
Sub-tier contractor designated representative	Cell phone
SLAC FCM	Cell phone

What are some critical steps or phases of today's work?

What can go wrong?

What can we do to prevent this?

Permits / Plans in Effect ☐ None ☐ Confined Space Entry Permit ☐ Construction Project Air Permit ☐ Electrical Work Plan (EWP) ☐ Excavated Surface Work Plan (ESWP) ☐ Energy Isolation Plan (EIP) ☐ Excavation Permit ☐ Fire Protection Improvement ☐ Hoisting and Rigging Plan ☐ Hot Work Permit (Fire, Flame or Sparks) ☐ Penetration Permit ☐ Radiological Work Permit ☐ Stormwater BMP ☐ Other:	Inspection / Oversight / Certification / License ☐ Excavation inspection required and scheduled ☐ Scaffolding inspection required and scheduled ☐ Hot work fire watch required and scheduled ☐ Industrial hygiene monitoring/survey required and scheduled ☐ Operators' licenses or certifications verified Notes Additional Checks ☐ Plans for changing or extreme weather reviewed ☐ Planners to control vehicle or pedestrian traffic understood duties ☐ Hazardous/hazardous waste disposal procedures understood and bins/containers in place ☐ Work coordinated within and between adjacent work groups ☐ Workers are aware of potential impact and mitigation measures of adjacent work activities ☐ Emergency procedures reviewed
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Construction subcontractor notifications (EO CFR 881)
• Subcontractors must report to their company's designated representative any hazards not previously identified or evaluated.
• The designated representative must immediately notify the SLAC FCM of any previously unidentified hazards brought to his or her attention.
• Subcontractor ensures workers acknowledge being informed of the hazards and controls associated with assigned work.

Task Updates
30 September 2014 SLAC-I-730-0A21J-037-8003 1 of 2

Work Planning and Control (WPC)

- ESWPs (Elevated Surface Work Plan)
- Hoisting & Rigging Plan
- Excavation Permit (RP, EP & Haz-Waste)
- Penetration Permit (BM or AM)
- TCP (Traffic Control Plan)
- Hot Work Permit
- EWP (Electrical Work Plan)
- RWP (Radiological Work Permit)
- PTP (Pressure Test Plan)

SLAC National Accelerator Laboratory
Environment, Safety & Health Division
Excavation Safety / Excavation Permit Form

A Description
Completed by the project manager (PM) or lead construction manager (PCM)

Issued by:	Phone:	Date:
PM or PCM:	Phone:	Service request #:
PM or PCM:	Phone:	PM #:
Completent person:	Phone:	Estimated start date:
Subcontractor:	Phone:	Estimated end date:
Project location (include grid coordinates):		Nearest building:

Describe excavation perimeter:
Attach a detailed sketch or drawing (include location, dimensions of work to be completed, and grading plans for cut-and-fill work)

Maximum dimensions (feet):	Estimated volume of excavated material, cubic yards (yd³):	As-built, if needed, will be completed by: ☐ Subcontractor ☐ Facilities engineer (see service request # _____) ☐ Requester
Length:	Request soil reuse as backfill? Yes ☐ No ☐	
Width:		
Depth:		

Will the excavation be five or more feet deep and will personnel be entering? If yes, what protective system (shoring, bracing, shoring) is planned? Yes ☐ No ☐

Will the excavation be 20 or more feet deep? If yes, the protective system must be designed by a registered professional engineer. 2 A description of the system must be submitted prior to excavation. Yes ☐ No ☐

Will soil compaction testing be needed? If yes, specify testing method: ☐ nuclear gauge (after authorization required) ☐ sand cone test Yes ☐ No ☐

Is the excavation within any area that is posted as any type of controlled area, radiologically controlled area, contamination area, radiation, high radiation, or radioactive material area? Yes / not sure ☐ No ☐

Is the excavation within 25 cubic feet of an underground "dead-end" housing? (indicated by yellow on the [SLAC Line 1100](#)) Yes / not sure ☐ No ☐

Does the excavation involve a well or pool boring? If yes, 1 Will the bore be near accelerator housing or is there any reason to suspect that radiological conditions may be encountered (such as fill-in in ground)? Yes ☐ No ☐

2 Will a drill rig be brought on-site? If yes, complete [Excavation Safety, Haz-Waste, Penetration, Digging, Rigging, and Shoring Plans](#) before beginning work. Yes ☐ No ☐

3 Will the bore encounter groundwater or be deeper than 10 feet? If yes, attach completed San Mateo County Environmental Health Services Division [Excavation Digging Permit](#). Yes ☐ No ☐

Are there utilities within the excavation area (confirm after utility survey, Section B)? If yes, 1 All known utilities must be located before digging. If the excavation will be within three feet of a utility, the exact location (horizontal and vertical position and depth below surface) of the utility must be determined by probing and recorded in the details. 2 Use of heavy machinery is not allowed within an exclusion zone (the width of the utility plus 10 inches in all directions) around the utility. 3 All utilities in the area must be de-energized, de-pressurized and locked and tagged before digging unless an exception is approved by the Facility and Operations division director. Is an exception requested? Yes ☐ No ☐ Explain: _____
Important: these hazard mitigations must be included in the JSA and pre-work/safety briefing for the days digging will occur.

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SLAC Chapter 41: [Hoisting and Rigging](#)
Ordinary Lift Planning and Control Form
Revised 6/23/2019 (Rev. 6/23/2019) | Form 41-001 | Form 41-001 | Form 41-001 | Form 41-001

This form is used to document the lift plan required for ordinary lifts. The plan must be approved by someone with knowledge and experience in hoisting and rigging, either the supervisor, the supervisor's designer, the ESH coordinator, or the hoisting and rigging program manager if requested. Deviations from the approved plan must be reviewed by the original approver. A copy of the plan must be kept at the work site (see [SLAC Policy 41-001](#)).

If the lift is covered by an existing procedure, attach it to the form and fill out only first page.
Approved plans may be reused for similar lifts if the material, the location, time, and workers may be different. Plans must be signed only once by preparers and approvers when being written and approved and by workers after reading the plan. Plans must be revised and reapproved if conditions change.

Job / project name:	Begin date:	End date:
Location (Building, Room, Grid):		
Description:		

Plan Preparation

Name:	Signature:	Date:
Name:	Signature:	Date:
Name:	Signature:	Date:

Approval (The plan must be approved by someone with knowledge and experience in hoisting and rigging, either the supervisor, the supervisor's designer, the ESH coordinator, or the hoisting and rigging program manager if requested. Deviations from the approved plan must be reviewed by the original approver.)

☐ Supervisor / designer	Signature:	Date:
☐ Hoisting and rigging program manager	Signature:	Date:
☐ One person lift (unless lift may be performed without a second person provided the director, ESH coordinator and supervisor approve the plan and the hoisting and rigging program manager is notified.)	Signature:	Date:
Director/ESH coordinator:	Signature:	Date:

Authorized Workers (The designated leader must ensure that all personnel fully understand the requirements of the lift plan and their role in the operation. Workers sign only before start of lift.)

Name:	Signature:	Date:
Name:	Signature:	Date:
Name:	Signature:	Date:
Name:	Signature:	Date:
Name:	Signature:	Date:
Name:	Signature:	Date:
Name:	Signature:	Date:
Name:	Signature:	Date:

SLAC PPE Requirements

PPE- Required at ALL times

Hard Hat

Hi-vis safety vest

Safety glasses (side shields for prescription safety glasses)

Task appropriate gloves (Cut resistant Level 4 gloves)

****Steel toed and safety-toed boots****

MSS PPE Requirements

- FR clothing or natural fibers
- Long sleeve



Stop Work Authority

Key Message:

Everyone is empowered to stop unsafe work.

- Applies to all workers
- No retaliation for stopping work
- Address hazards immediately
- Re-evaluate controls
- Resume only when safe



Roles and Responsibilities - Construction Team

SLAC

Key Message:

The Construction Manager releases, supports, and coordinates the work, while safety experts provide safety oversight and support.

Construction Manager (CM)

- Project execution
- Contractor coordination
- Schedule and budget management
- Ensure compliance with SLAC requirements



ESH Field Safety

- Field observations
- Safety inspections
- Coaching and corrective actions

Roles and Responsibilities - Construction Team

ESH Coordinator

- Safety planning support
- Hazard review
- Permit coordination
- Documentation compliance

Building Inspection Office (BIO)

- Code compliance
- Plan reviews
- Construction inspections

Subject Matter Experts (SMEs)

- Technical reviews
- Specialized hazard controls
- Approvals for specific activities



Roles and Responsibilities - Construction Team

Contractors

- Dedicated safety person
(No Dual roles)
- Superintendents and
Foreman: OSHA 30
required
- Follow Cal OSHA and DOE
rules and regulations
- QA/QC plan and manager



Typical Execution at SLAC - Before Work Starts

Welcome | My Transcript | Browse Trainings | Event Calendar

On Friday, October 2, 2026 from 9:00 PM PDT to 11:30 PM PDT, your portal will be briefly unavailable due to a software update.

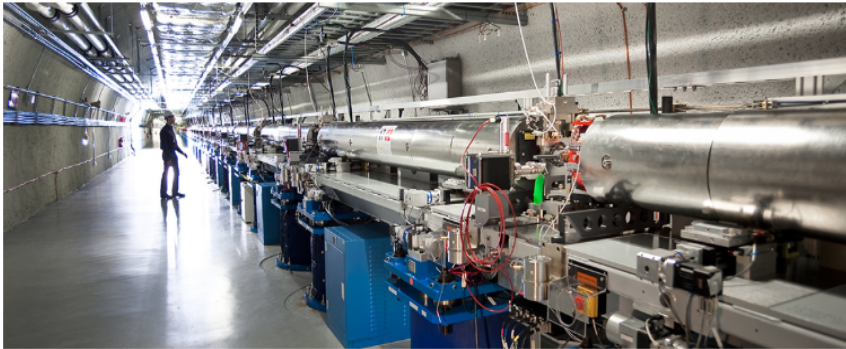
Welcome, J.E.R.

Online Training in Progress

Title	Action
Course 115: GERT	Launch
Course 116: Rad Worker 1	Launch
Course MGP101: Overview of Managing Government Property at SLAC	Launch

Start Here

- Hover over the **Browse Trainings** tab in the navigation bar above. Click on the **Course Catalog** to find the courses you want to take using the Learning Search function.
- To view the status of your training, click on **My Transcript**.
 - To view your completed training and to print your **Certificate of Completion**, filter your training by **Completed** in the pull down menu.
- **SLAC Employees** are only required to take those courses which have been assigned to you through your **SLAC Training Assignment (STA)**.
 - If you are a **User** or **Contractor** and do not have STA assignments, speak with your **SLAC Contact** about which training you are required to take.
- **Need help?** Email slac-training@slac.stanford.edu or visit the **SLAC Training Website**.



Key Message:

Safety oversight comes from multiple experts working together.

- Badging and site access
- Training
- Work permits and work plans
- Job Safety Analysis (JSA)
- Submittal reviews by BIO and SMEs
- Requests for Information (RFIs)

Typical Execution at SLAC - Work Start

Key Message:

Every day begins with communication and situational awareness.

- Daily tailgate meetings
- Review hazards and controls
- Coordinate trades and activities
- Daily ESH oversight
- Adjust plans as conditions change

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ENVIRONMENT, SAFETY, HEALTH, AND QUALITY DIVISION

Chapter 2: Work Planning and Control
Construction Tailgate / Release Form
Product ID: 001 | Revision ID: 1881 | Date Published: 30 September 2014 | Date Effective: 30 September 2014
URL: <http://www.slac.stanford.edu/instructional/information/working-at-slac/working-at-slac-construction/>

This form is used with the Work Planning and Control, Daily Construction Work Review and General Contractor Release Form (SLAC-4-730-0A21J-055) to document release by the general contractor of sub-tier contractors, and by the SLAC field construction manager (FCM) of SLAC workers, on construction jobs. The form is to be completed by the general and sub-tier contractor designated representative (or FCM for SLAC workers) and workers being briefed; completed forms are maintained in the work package. (See Work Planning and Control, Work Planning and Control Procedure (SLAC-4-730-0A21JC-001).)

Description / title of sub-tier work	Work location
Sub-tier contractor name / work group	Date
Sub-tier contractor designated representative	Cell phone
SLAC FCM	Cell phone

What are some critical steps or phases of today's work?
What can go wrong?
What can we do to prevent this?

Permits / Plans in Effect ☐ None ☐ Confined Space Entry Permit ☐ Construction Project Air Permit ☐ Electrical Work Plan (EWPP) ☐ Excavated Surface Work Plan (ESWP) ☐ Energy Isolation Plan (EIP) ☐ Excavation Permit ☐ Fire Protection Inspection ☐ Hoisting and Raising Plan ☐ Hot Work Permit/Fire (flame or sparks) ☐ Penetration Permit ☐ Radiological Work Permit ☐ Stormwater BMP ☐ Other:	Inspection / Oversight / Certification / License ☐ Excavation inspection required and scheduled ☐ Scaffold inspection required and scheduled ☐ Hot work fire watch required and scheduled ☐ Industrial hygiene monitoring/survey required and scheduled ☐ Operators' licenses or certifications verified Additional Checks ☐ Plans for changing or extreme weather reviewed ☐ Flaggers to control vehicle or pedestrian traffic understand duties ☐ Hazardous/non-hazardous waste disposal procedures understood and bins/containers in place ☐ Work coordinated within and between adjacent work groups ☐ Workers are aware of potential impact and mitigation measures of adjacent work activities ☐ Emergency procedures reviewed
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Construction subcontractor notifications [10 CFR 851]
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• The designated representative must immediately notify the SLAC FCM of any previously unidentified hazards brought to his or her attention.
• Subcontractor ensures workers acknowledge being informed of the hazards and controls associated with assigned work.

Task Updates

30 September 2014 SLAC-4-730-0A21J-037-B093 1 of 2



Typical Execution at SLAC - Work Complete

Key Message:

Verification is required before turnover.

- BIO inspections
- SME inspections
- Third-party inspections
- Punch list resolution
- System testing and verification

Construction Authorization and Inspection Record				
Date: 2/19/2026		SLAC NATIONAL ACCELERATOR LABORATORY		
ES&H BIO Authorization - PRS # 26-009				
Building Number: 950	Room # Various	Sector #		
Location: 1,2,3 floors, Mechanical room 308				
Project Title & Description of Work: LCLS-II-HE EI CO2 Chiller Infrastructure				
In Scope				
-Provide infrastructure to support CO2 chillers serving the XPP experimental area.				
-Modify and install electrical infrastructure, including three (3) existing panels and one (1) new panel.				
-Install chilled water infrastructure supporting two (2) CO2 pumps, including piping, valves, and associated supports.				
-Provide structural supports and Unistrut framing for two (2) CO2 line routes to enable installation by others.				
-Perform demolition and relocation of transfer switch 4ATS1A-950 for repurposing.				
-Coordinate with the CO2 chiller delivery team to meet interface requirements, access constraints, and schedule milestones.				
-Incorporate future provisions into the infrastructure design and installation as identified in the contract documents.				
Out of Scope				
-Design, procurement, installation, or commissioning of the CO2 chillers.				
-Procurement or installation of CO2 flexible lines; infrastructure scope is limited to providing required supports only				
-Final mechanical or electrical connections to CO2 pumps or experimental devices.				
-Any work associated with experimental equipment, which will be led and executed by a separate project team.				
PM: Collin Chew X2887	CM: J.E.R Honeycutt	Contractor: TBD		
This inspection record shall be kept at the Job site at all times and made available to CM or Building Inspector upon request				
INSPECTION REQUESTS: Inspection requests must be made on-line at inspections@slac.stanford.edu				
Note: 24 hour notice is normally required for scheduling an inspection.				
Deferred Submittals				
Type of Submittal	Date in BIO	Inspector	Submittal Required	Comments
Process Piping Shop Drawings			X	Separate submittal by SLAC
Mechanical Shop Drawings			X	Separate submittal by SLAC
Inspections				
Type of Inspection	Date	Inspector	Inspection Required	Comments
Building				
Below Floor Framing			X	inspections@slac.stanford.edu
Above Floor Framing			X	
Gypsum Board Fastening			X	
Ceiling, T-bars, Grids			X	
Special Inspection Welding			X	
Special Inspection Anchors			X	
Special Inspection Torque			X	
Plumbing / Mechanical				
Above Floor Plumbing			X	inspections@slac.stanford.edu
Process Piping			X	
Chiller Lines Piping			X	
Pipe Labeling and valve tags			X	Must be part of Building numbering system including tags.
Pressure Test Plan			X	
Pressure Test Report			X	
Electrical				
Above Floor Electrical			X	inspections@slac.stanford.edu
Grounding / Bonding / Ufer			X	
Conduit / Wiring			X	

SLAC NATIONAL ACCELERATOR LABORATORY ENVIRONMENT, SAFETY & HEALTH DIVISION		
Chapter 14: Pressure Systems Pressure Test Plan Form		
Product ID: 643 (Revision ID: 2376) (Date Published: 28 October 2021) (Date Effective: 28 October 2021) URL: https://www.slac.stanford.edu/esh/information/pressure-test-plan-form		
This form is required for documenting the test plan required for all pressure tests. The supervisor in charge of the test must approve; tests conducted by subcontractors must also be approved by the PCMI. The pressure systems program manager must approve all tests other than routine hydrostatic tests of existing systems. A single approved test plan may be used for several similar tests, but a separate test record is required for each test. Copies of the approved plan are kept by the custodian (for five years), and the pressure systems program manager (permanently) (see Pressure Systems, Pressure Test Procedures [SLAC-A-730-0421C-030]).		
System Information		
Pressure test plan number (by PSPM):	Building Inspection Office number (by PSPM):	Pressure system ID (by PSPM):
	24-168	
Building number:	Room/area:	
8007	Linear Equipment Room 2102	
System description:		
Test Information (attach project technical document or design specifications supporting this information)		
Type of test:	☐ Hydrostatic	☐ Pneumatic (attach justification)
System design pressure:	System design temperature:	
Description of test configuration (attach sketch, piping and instrument diagram, or pressure test schematic diagram):		
Boundary limits of test (specify if entire system or a subsystem. If a subsystem, identify parts under test):		
Test Parameters (see Pressure Systems, Pressure Test Procedures)		
Required test pressure:	Minimum hold time:	
Test fluid:	Fluid temperature (note if ambient or other specific temperature):	
Test procedures:		
Test Equipment - Pressure Gauge		
Type:	Pressure range:	Calibration date:
26 October 2021 SLAC-A-730-0421C-044-B002 1 of 2		

Typical Execution at SLAC - Commissioning & Closeout

Key Message:

The project isn't successful until it operates safely and as designed.

- Commissioning Agent (CxA) testing
- Operations participation
- Functional performance testing
- Documentation turnover
- Safe transition to occupancy (TTO)
- FIR (Final Inspection Report)



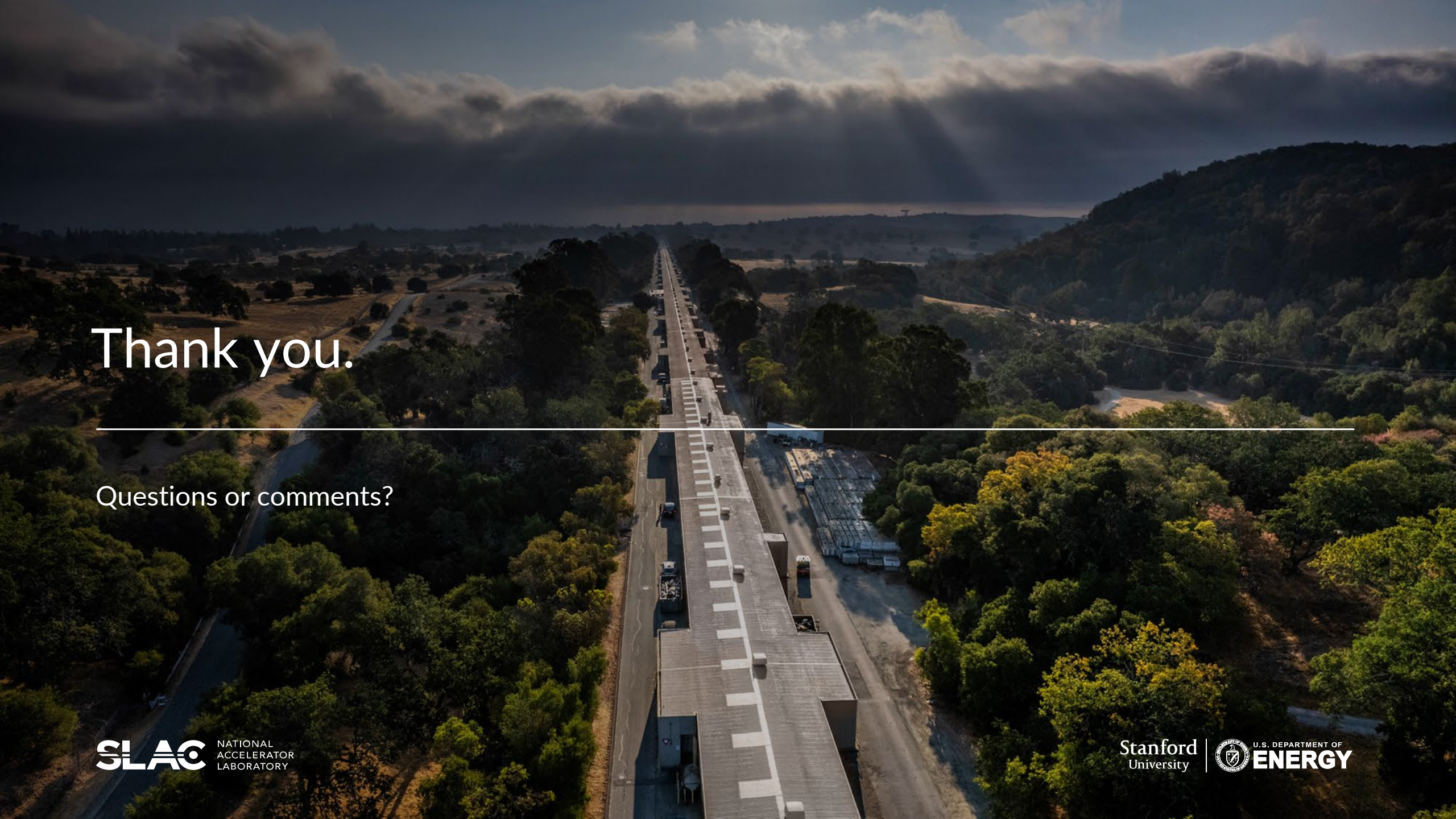
Working Safely at SLAC

Key Message:

Safety and Planning are key to working at SLAC successfully

- Safety drives every decision (Safety, Quality, Schedule)
- Planning and documentation help prevent incidents
- Everyone has Stop Work Authority
- Teamwork between Subcontractor, CM, ESH, SMEs, and BIO is essential
- Successful projects support SLAC's scientific mission





Thank you.

Questions or comments?