

**URS | CH2M Oak Ridge LLC (UCOR)
2011 and 2012 Safety Culture Surveys
Statements Crosswalk**

| ISMS Safety Culture Focus Areas & Associated Attributes | UCOR Survey Statements | VPP Tenets |
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| A. Leadership | | |
| 1) Clear Expectations and Accountability | ISMS CF1. Define the Scope of Work ISMS GP2. Clear Roles & Responsibilities | |
| Line managers provide reviews of performance to reinforce expectations. | A1-1: My roles and responsibilities are clearly defined and understood | 14. Employees at all levels can explain in general terms what the safety and health policy is. |
| In the context of just culture, personnel are held accountable for shortfalls. | A1-2: I receive feedback from my supervision to let me know if I am meeting expectations. | 17 & 18. Employees can explain in general terms what the current goals and objectives are and how they relate to their activities. |
| Unintended failures to follow requirements are promptly reported and credit is given for self-identification or errors. | A1-3: Employees at all levels are held accountable for safety. | 21. The safety and health plan is written and accessible to all employees. |
| | | 26. Employees indicate that they clearly understand their safety and health responsibilities. |
| | | 38. Employees indicate that they clearly understand their safety and health responsibilities. |
| | | 40. Based on evidence in documents, site conditions and employee interviews, lack of accountability is not a contributor to accidents/ incidents |
| | | 168. Employees can give example of positive reinforcement received from supervisors or higher for good work practices. |
| | | 169. Employees indicate that they know and understand the disciplinary system. |
| | | 170. Employees indicate that discipline is both fair and consistent. |
| 2) Management Engagement and Time in Field | ISMS CF1-5. Define the Scope of Work, Analyze the Hazards, Develop and Implement Hazard Controls, Perform Work Within Controls, Provide Feedback and Continuous Improvement ISMS GP2. Clear Roles and Responsibilities | |
| Line managers are in close contact with the front-line | A2-1: UCOR senior management periodically visits my workplace. | |
| Line managers spend time on the floor. Deviations from expectations are analyzed and corrected promptly. | A2-2: Management and supervisors work together to pay attention to operations. | 43. Employees indicate the top management is accessible to them for safety and health concerns. |
| Managers set an example for safety through their personal commitment to continuous learning. | A2-3: My supervisor is visible and reinforces expectations and positive behaviors. | 12. Contractor employees at all level indicate a perception of management's high level of commitment to employee safety and health. |
| | A2-4: Managers set an example for safety through their personal actions. | |
| 3) Risk Informed Conservative Decision Making | ISMS CF2. Analyze the Hazards ISMS GP6. Hazard Controls Tailored to Work Being Performed | |
| Individuals are systematic and rigorous in making informed decisions that support safety, reliable operations. Workers are expected and authorized to take conservative actions when faced with unexpected or uncertain conditions. | A3-1. I am systematic and rigorous in making informed decisions that support safe, reliable operations. | 165. PPE, work practice or physical hazard controls do not make workers' jobs less safe or too difficult to perform. |
| Individuals are intolerant of conditions or behaviors that have the potential to reduce operating or design margins. Anomalies are investigated, promptly mitigated and | A3-2. I am empowered to stop or suspend any activity that I perceive to be unsafe. | |

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| periodically analyzed in the aggregate. The bias is set on proving them unsafe before halting. Personnel do not proceed and do not allow others to proceed when safety is uncertain. | | |
| | A3-3. Personal protective equipment, work practices, and/or engineering controls are tailored to support my work activities. | |
| 4) Open Communication and Fostering an Environment Free From Retribution | ISMS CF5. Provide Feedback and Continuous Improvement ISMS GP8. Worker Involvement | |
| Individuals promptly report errors and incidents. They feel safe from reprisal in reporting errors and incidents; they offer suggestions for improvements. | A4-1. My supervisor encourages, recognizes and responds to efforts to improve safety | 45. There is evidence that communication concerning safety and health flows both ways in the organization. |
| A high level of trust is established in the organization. Reporting of individual errors is encouraged and valued. A variety of methods are available for personnel to raise safety issues, without fear of retribution. | A4-2. SEE A3-1. (<i>I am empowered to stop or suspend any activity that I perceive to be unsafe.</i>) | |
| | A4-3. I can stop/suspend work without fear of reprisal from supervision or management. | |
| | A4-4. I can stop/suspend work without fear of reprisal from co-workers. | |
| | A4-5. I believe that UCOR and subcontractor employees would intervene if they observed an unsafe condition or behavior. | |
| | A4-6. I feel free to communicate openly and honestly about safety with my supervisor and management. | |
| | A4-7. Unsafe conditions or acts are promptly reported. | |
| 5) Demonstrated Safety Leadership | ISMS CF1-5. Define the Scope of Work, Analyze the Hazards, Develop and Implement Hazard Controls, Perform Work Within Controls, Provide Feedback and Continuous Improvement ISMS GP1. Line Management Responsibility for Safety | |
| Line managers understand and accept their safety responsibilities. Line managers do not depend on supporting organizations to build safety into line management | A5-1. My supervisor takes action to correct unsafe conditions behaviors. | 15. Employees understand that safety and health have priority at least equal to other organizational values such as production and quality. |
| Line managers have a clear understanding of their work activities and their performance objectives. | A5-2. My supervisor demonstrates commitment to safety through his/her actions. | 179. Maintenance schedules are important and those responsible are held accountable for ensuring that the appropriate work is done. |
| Line managers demonstrate their commitment to safety. | A5-3. UCOR demonstrates a strong sense of mission and operational goals in both production and safety. Safety and productivity are both highly values. | 180. Production does not take priority over preventative maintenance. |
| The organization demonstrates a strong sense of mission and operational goals, including a commitment to highly reliable operations, both in production and safety. Safety and productivity are both highly valued. | A5-4. SEE Sellafield #18 Safety is UCOR's principal priority when making decisions. | |
| Line managers are in close contact with the front-line; they pay attention to real-time operational information. They identify critical performance elements and monitor them closely. | A5-5. Management is concerned about my safety. | |
| 6) Staff Recruitment, Selection, Retention, & Development | ISMS CF-1. Define the Scope of Work ISMS GP3. Competence Commensurate With Responsibility | |
| The organization values and practices continuous learning and requires employees to participate in recurrent and relevant training and encourages education experiences to improve knowledge, skills and abilities. | A6-1. I have the training I need to perform my job safely. | 151. Certified professionals are accessible for use as needed at the site. |

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| Training to broaden individual capabilities and to support organizational learning is available and encouraged - to appreciate the potential for unexpected conditions; to recognize and respond to a variety of problems and anomalies. | A6-2. UCOR values employees as it's most valuable asset. | |
| People and their professional capabilities, experiences and values are regarded as the organization's most valuable assets. High priority is placed on recruiting, selecting and retaining an excellent technical staff. | A6-3. UCOR provides resources to perform work safety including technical and safety personnel. | |
| The organization is able to build and sustain a flexible, robust technical staff with pockets of resilience established to address emergent issues. | | |
| B. Employee/Worker Engagement | | |
| 1) Personal commitment to everyone's safety | | |
| | ISMS CF5. Provide Feedback and Continuous Improvement ISMS GP8. Worker Involvement | |
| Responsibility and authority for safety are well defined and clearly understood. | B1-1. I am responsible for the safety of myself and coworkers. | 73. Employees at all levels understand and feel a part of the safety and health program. |
| The line of authority and responsibility for safety is defined from the secretary to the individual contributor. | B1-2. Responsibility and authority for safety are well defined and clearly understood. | 77. Employees at all levels speak with pride about the safety and health program and seem comfortable talking about it. |
| Individuals outside of the organization understand their safety responsibilities | B1-3. Safety is an integral part of planning and performing work. | 163. Operating procedures and work rules are fully implemented and used by employees. |
| Organizations know the expertise of their personnel. Line managers defer to qualified individuals with relevant expertise during operational upset conditions. | | 190. Employees know what to do (and not to do) and where to go in various cases of emergency. |
| 2) Teamwork and mutual respect | | |
| | ISMS CF4. Perform Work Within Controls ISMS GP8. Worker Involvement | |
| Open communications and teamwork are the norm. People are comfortable raising and discussing questions or concerns. Good news and bad news are both valued and shared. | B2-1. Open communication is encouraged and expected by management. | |
| 3) Participation in work planning and improvement | | |
| | ISMS CF1. Define the Scope of Work ISMS GP8. Worker Involvement | |
| Individuals understand and demonstrate responsibility for safety. Safety and its ownership are apparent in everyone's actions and deeds. Workers are actively involved in identification, planning and improvement of work and work practices. Workers follow approved procedures. Workers at any level can stop unsafe work or work during unexpected conditions. | B3-1. I participate in developing hazard analysis for the jobs/tasks that I am expected to work/perform (SPRU #18) | 72. Hourly employees demonstrate a sense of "ownership" of the safety and health program, speaking more of "we" than "them". |
| | | 75. There are multiple avenues of employee participation. |
| | | 98. Line employees who perform the jobs analyzed were, at a minimum, interviewed during the hazard analysis process. |
| | | 75. There are multiple avenues of employee participation. |
| 4) Mindful of hazards and controls | | |
| | ISMS CF2. Analyze the Hazards ISMS GP5. Identification of Safety Standards and Requirements | |
| Organization safety responsibilities are sufficiently comprehensive to address the work activities and hazards involved. | B4-1. Work hazards are identified and controlled to prevent or mitigate accidents. | 101. Tools, equipment and other hardware involved in work are analyzed for hazards. |
| Work hazards are identified and controlled to prevent or mitigate accidents, with particular attention to high consequence events with unacceptable consequences. Workers understand hazards and controls before beginning work activities. | B4-2. I am mindful of potential impacts of equipment and process failures. | 110. Information derived from hazard analysis was used to improve protection for workers through training, revised work procedures, revised schedules or emergency planning. |

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| | B4-3. I am briefed on the hazards and controls before beginning a work activity. | 113. Interview personnel, including hourly employees, involved in analyses can describe the analysis performed and the measures taken and to control or eliminate the hazards. |
| | | 114. Interviews do not find a pattern of employee allegations of uncontrolled hazards. |
| | | 164. PPE is used as prescribed. |
| C. Organizational Learning | | |
| 1) Performance monitoring through multiple means | ISMS CF5. Provide Feedback and Continuous Improvement ISMS GP8. Worker Involvement | |
| Line managers maintain a strong focus on the safe conduct of work activities. Line managers maintain awareness of key performance indicators related to safe work accomplishment, watch for adverse trends, and take prompt action. | C1-1. Management uses various means including walk downs, issue reporting, performance indicators, and assessments to monitor performance. | |
| Performance assurance (including independent evaluation of performance indicators and trend analysis) consists of robust, frequent and independent oversight, conducted at all levels. | C1-2. My supervision and management watch for adverse trends or indicators and take prompt action to understand anomalies. | |
| Line managers set an example for safety through direct involvement in oversight activities. | | |
| Performance is actively and systematically monitored through multiple means, including leader walk-around, issue reporting, performance indicators, trend analysis, benchmarking and self assessments. | | |
| Line managers are actively involved in all phases of performance monitoring, problem analysis, solution planning and implementation. | | |
| 2) Use of operational experience | ISMS CF5. Provide Feedback and Continuous Improvement ISMS GP8. Worker Involvement | |
| OE is highly valued and the capacity to learn from experience is well developed. Regularly examines internal and external OEs. | C2-1. Lessons learned are communicated and used. | |
| 3) Trust | ISMS CF5. Provide Feedback and Continuous Improvement ISMS GP8. Worker Involvement | |
| A high level trust is established. Reporting of individual errors is encouraged and valued. A variety of methods are available to raise issues without fear of retribution. | C3-1. I trust that there will be no negative repercussions if I report an injury to my supervisor or management team. (SPRU #5) | |
| Line managers reinforce perishable values of trust, credibility and attentiveness. The organization is just. The system of rewards and sanction is aligned with strong safety policies and reinforces the desired behaviors. | C3-2. UCOR managers demonstrate an understanding that humans make mistakes and they seek to first learn from them as opposed to blame. | |

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| 4) Questioning attitude | ISMS CF1-5. Define the Scope of Work, Analyze the Hazards, Develop and Implement Hazard Controls, Perform Work Within Controls, Provide Feedback and Continuous Improvement ISMS GP8. Worker Involvement | |
| Line managers are skilled In responding to employee questions in an open, honest manner. They encourage and appreciate reporting of safety issues and errors. They do not discipline employees for reporting of errors. They encourage a questioning attitude | C4-1. Employees are encouraged to have a questioning attitude and promptly report safety issues and errors. | |
| Individuals cultivate a constructive, questioning attitude and healthy skepticism when it comes to safety. i: e question deviations and avoid complacency. Team members support on another through both awareness of each other's actions and constructive feedback when necessary. | C4-2. Team members support one another through awareness and constructive feedback. | |
| 5) Reporting errors and problems | ISMS CF5. Provide Feedback and Continuous Improvement ISMS GP2 and 8. Clear Roles and Responsibilities, Worker Involvement | |
| A high level of trust is established. Reporting of individual errors is encouraged and valued. A variety of methods are available to raise issues without fear of retribution. | C5-1. Unintended failures to follow requirements are promptly reported. | 124. Employees indicate that they have seen or taken part in inspections and they believe them to be effective in correcting ineffective or missing controls and identifying hazards or areas of noncompliance. |
| | C5-2..Employees and projects are given credit for self-identification and reporting of errors. | 127. Employees can explain how they get hazards corrected and give examples. 130. Interviewed employees indicate no fear of reprisal for reporting hazards. |
| 6) Effective resolution of reported problems | ISMS CF5. Provide Feedback and Continuous Improvement ISMS GP1. Line Management Responsibility for Safety | |
| Organizational systems and processes are designed to provide layers of defenses, recognizing that people are fallible. Prevention and mitigation measures are used and error-likely situation are sought out and corrected. Recurrent errors are examined as indicators of latent organizational weakness. | C6-1. Accident/incident investigations are performed in a timely manner. | 139. Employees have read accident/incident investigation reports and lessons learned. |
| Results from performance assurance activities are effectively integrated into the performance improvement process. | C6-2. Employees are encouraged and expected to offer innovative ideas to improve performance and solve problems. | 149. Results of tend analysis of health and safety data are available to all employees. |
| Processes are established to identify and resolve latent organizational weaknesses. Links between problems and organization issues are examined and communicated. | | |
| Frequent incident reviews are conducted promptly after an incident to ensure data quality to identify improvement opportunities. | | |
| Vigorous corrective and improvement programs are in place and effective. | | |
| Expertise in causal analysis is applied effectively to examine events and improve safe work performance. | | |
| Performance improvement processes encourage workers to offer innovative ideas to improve performance and solve problems. | | |

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