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*Safely Delivering the Department of Energy's Vision  
for the East Tennessee Technology Park Mission*

# UCOR Safety Conscious Work Environment Self-Assessment Overview

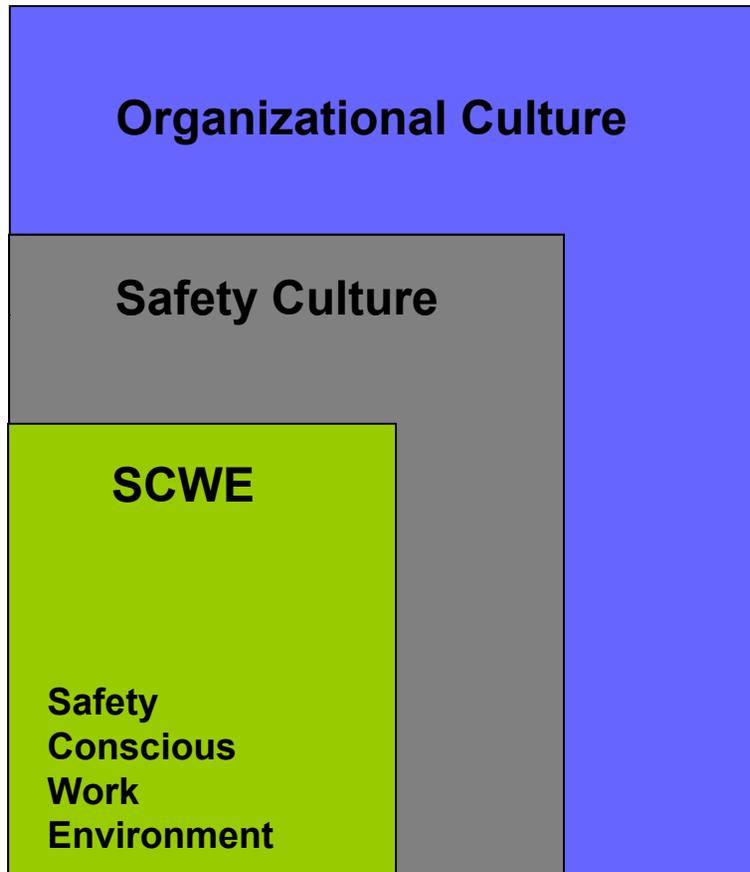
**Cheryl Cabbil**  
**ESH&QA Manager**  
**July 23, 2013**

# Creating a Culture of Safety

- From the outset of our contract, UCOR has been deliberate in developing a healthy nuclear safety culture.
- UCOR uses multiple methods to assess the culture.
- UCOR has a robust safety culture. Areas for improvement have been identified and actions are being taken to continually improve.



# Elements of Culture



## **Organizational Culture**

A set of commonly shared beliefs, expectations, and values that influence and guide the thinking and behavior of organization members, and are reflected in how work is carried on.

## **Safety Culture**

Safety culture is an organization's values and behaviors modeled by its leaders and internalized by its members, which serve to make safe performance of work the overriding priority to protect workers, the public, and the environment.

## **Safety Conscious Work Environment**

A SCWE is a work environment in which employees feel free to raise safety concerns to management (and/or a regulator) without fear of retaliation.



## Safety Conscious Work Environment Self-Assessment

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- DNFSB Recommendation 2011-1 identified concerns with DOE's Safety Culture
- DOE committed to conduct an extent of condition – SCWE is the focus
- DOE HQ to issue report to DNFSB by September 2013.



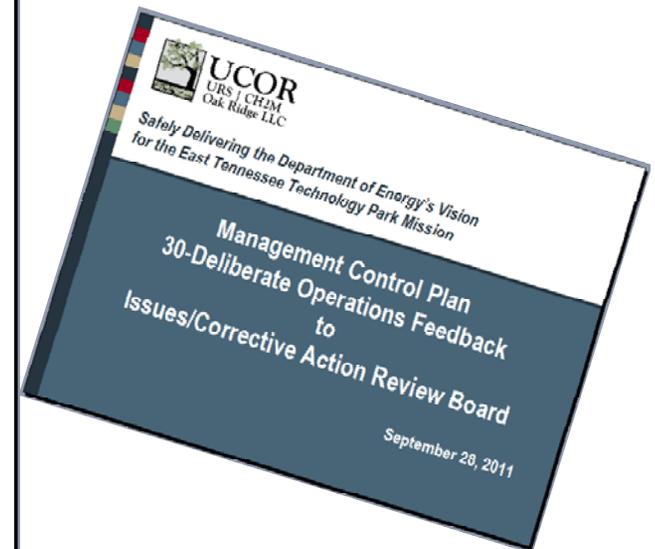
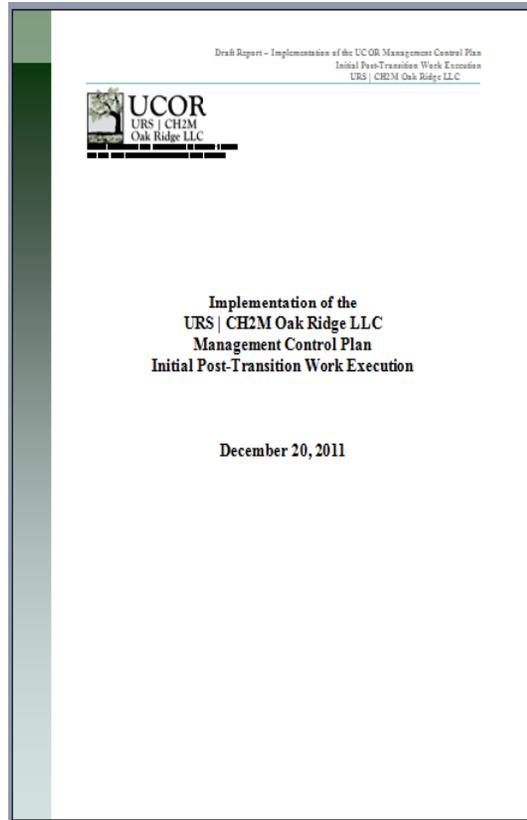
# URS Corporate - Safety Culture Initiatives

URS GMOS is addressing Safety Culture as a subcommittee to the Performance Assurance Functional Area Coordination Team (PA FACT)

- Safety Culture Including SCWE
  - Committee led by John McDonald (EFCOG Committee Chair) Formed January 2013
  - Common Approach – Share Training, Provide Assessment Resources/Assistance, WEB Resource Center, Metrics...
- Topical Areas:
  - Safety Culture Assessments
  - Safety Culture Surveys
  - Safety Culture Training
  - Safety Culture Metrics



# UCOR Safety Culture Activities During Transition



# UCOR SCWE Review & Plan

Upon receipt of DOE' Implementation Plan for DNFSB Recommendation 2011-1, UCOR

- conducted an extent of condition review of its policies, processes, and procedures
- and developed a plan to ensure a mature nuclear safety culture where employees are free to raise issues without concern of reprisal and that the management team is responsive when issues are raised.

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Extent of Condition Review and Implementation Plan  
for Required Actions Noted in  
U.S. Department of Energy's (DOE's) Implementation Plan (IP) for Defense Nuclear  
Facilities Safety Board (Board) Recommendation 2011-1, Safety Culture at the Waste  
Treatment and Immobilization Plant

Author:	<u>Libby Gilley</u> Libby Gilley/ISMS Program Lead	<u>03-07-12</u> Date
Reviewers:	<u>Frances Alston</u> Frances Alston, ES&H Programs Manager	<u>03/12/12</u> Date
	<u>Michelle Register</u> Michelle Register, ES&H VPP Manager	<u>3-8-12</u> Date
	<u>Fran Podu</u> Fran Podu, Public Affairs & Communications Manager	<u>3-15-12</u> Date
Approver:	<u>Cheryl Capbl</u> Cheryl Capbl, ESH&QA Manager	<u>3/20/2012</u> Date



ATTRIBUTES FOR CONSIDERATION	UCOR ACTIONS
<p>1. Communication of SCWE expectations and training.</p>	<p>« EM/UCOR SCWE policy statement issued January 2012</p>
	<p>« Maintain and promote multiple processes for raising &amp; closure of issues</p> <ul style="list-style-type: none"> <li>- Employee Concerns Program (PROC-CN-2008)</li> <li>- I Care/We Care Safety Concerns Program (POL-UCOR-009)</li> <li>- Issues Management (PROC-PQ-1210)</li> <li>- Reporting Conditions Adverse to Quality (PROC-PQ-1481)</li> <li>- Safety Observation Cards</li> <li>- Differing Professional Opinions Process (PROC-CT-1515)</li> <li>- UCOR Homepage externally through DOE</li> <li>- 5 Minutes with Leo</li> </ul>
	<p>« EM/UCOR SCWE policy required reading assignment for all employees and subcontractors</p>
	<p>« EM/UCOR SCWE policy added to UCOR-4087, <i>Safety &amp; Health Handbook</i></p>
	<p>« Company communications: <i>UCOR Newsline</i>; <i>The Safety Advocate</i>; Information Monitors; Takes 5s; Safety Pauses; RTW Focuses; UCOR Announcements; VPP Communications Plan; PAPC; Subcontractor Safety Forums</p>
	<p>« Safety Trained Supervisors (STs)</p>
	<p>« Management field presence (GMOS Leading Indicator)</p>
	<p>« Management briefing/training &amp; company-wide training</p>

<p>2. Contractors and federal organizations must complete SCWE self-assessments and provide reports to HQ program office.</p>	<ul style="list-style-type: none"> <li>« DOE Action</li> <li>« UCOR Newsline</li> <li>« UCOR Safety Culture Survey</li> <li>« Future Assessments</li> </ul>
<p>3. Power of employee perceptions.</p>	<ul style="list-style-type: none"> <li>« Safety Culture Survey - December 2011</li> <li>Positive employee recognition ("Caught Working Safety", VPP Passport)</li> <li>« <b>Open and timely communications</b></li> </ul>
<p>4. Balanced priorities and performance measures.</p>	<ul style="list-style-type: none"> <li>« DOE approved performance metrics</li> <li>« Meeting with DOE to develop Work Control &amp; Safety Culture Metrics</li> </ul>
<p>5. Technical issue resolution process (ease of use and response time).</p>	<ul style="list-style-type: none"> <li>« Reviewed and revised as necessary, PROC-CT-1515, <i>Differing Professional Opinion Process per DOE O 442.2, Differing Professional Opinions for Technical Issues Involving Environmental, Safety and Health Technical Concerns</i></li> <li>« Reviewed and revised as necessary, BJC-EH-2018, <i>Suspension of Work (Procedure)</i></li> <li>« Reviewed and revised as necessary, PROC-CN-2008, <i>Employee Concerns Program (Procedure)</i></li> </ul>
<p>6. Delineation of federal roles, organizational responsibilities and interfaces.</p>	<ul style="list-style-type: none"> <li>« DOE-EM</li> </ul>

**7. Each site must adopt sustainment mechanisms it considers most beneficial to continuously monitor and improve the safety culture.**

**Sustainment tools include:**

(a) ISMS Declaration	<ul style="list-style-type: none"> <li>« Evaluate safety culture</li> <li>« Management processes to identify, resolve &amp; trend issues</li> <li>« Multiple avenues for gaining employee feedback</li> <li>« Learning organization using lessons learned</li> </ul>
(b) Periodic self-assessments	<ul style="list-style-type: none"> <li>« BBS Safety Observation Program</li> <li>« Rad Walkdowns</li> <li>« ES&amp;H Walkdowns/Inspections</li> <li>« Management Walkdowns</li> </ul>
(c) HSS independent reviews	<ul style="list-style-type: none"> <li>« DOE Action</li> </ul>
(d) Reviews by outside experts	<ul style="list-style-type: none"> <li>« Independent review/assessment</li> </ul>
(e) Performance measures	<ul style="list-style-type: none"> <li>« Enhance internal data collection and trend analysis</li> <li>« Automate safety observation data collection processes</li> </ul>
(f) Continuing training	<ul style="list-style-type: none"> <li>« Required Reading Assignments</li> <li>« VPP and Management Roadshows</li> <li>« VPP Passports</li> <li>« New Employee Orientation (NEO)</li> <li>« Consolidated Annual Training (CAT)</li> </ul>
(g) Employee surveys	<ul style="list-style-type: none"> <li>« Paper and electronic surveys</li> <li>« Employee interviews</li> </ul>
(h) Contract incentives	<ul style="list-style-type: none"> <li>« DOE Action</li> </ul>

# UCOR Safety Culture Activities

2011

- **Contract Transition:** Activities to communicate expectations and to assess existing culture
- **Aug 1:** UCOR becomes ETPP prime contractor
- **Aug:** UCOR conducts gap analysis against the URS Corporate Work Planning and Control Standard
- **Mid-Dec:** UCOR conducts employee culture survey
- **Dec. 27:** Secretary of Energy issues implementation plan for DNFSB report on safety culture at Hanford's Waste Treatment Plant

2012

- **Jan 2012:** UCOR and DOE issue SCWE policy
- **Jan:** Second gap analysis conducted; revised UCOR Integrated Work Control Program
- **Feb:** UCOR issues one-hour Nuclear Safety Culture training module
- **Apr:** UCOR pilots an additional suite of POMCs as leading indicators
- **Mar:** UCOR issued SCWE Extent of Condition Review & Implementation Plan
- **Jul 23-27:** UCOR conducts VPP gap analysis
- **Jul 25:** URS issues final report on its independent assessment of UCOR's work planning and control program
- **Aug 1-13:** DOE conducts recordkeeping assessment of UCOR's injury and illness records
- **Sep:** URS issues final report on UCOR's subcontractor safety and quality requirements
- **Oct:** UCOR's Employee Concerns Program conducts a self-assessment on DPO process.
- **Dec. 5:** Independent assessment team issues favorable report on UCOR's ISMS program
- **Mid-Dec:** UCOR conducts follow-up employee safety culture survey

2013

- **Jan:** DPO Process Corrective Action Plan Implemented
- **Feb:** DOE completes ISMS verification review, including a review of UCOR's safety culture
- **Feb:** UCOR managers attend 8-Hour SAF-200 SCWE Training Class

# UCOR's SCWE Self-Assessment

Addresses 3 Focus Areas with SCWE-related attributes linked to each

## 1. Leadership

Demonstrated safety leadership

Management engagement and time in the field

Open communication and fostering an environment free from retribution

Clear expectations and accountability

## 2. Employee/Worker Engagement

Teamwork and mutual respect

## 3. Organizational Learning

Credibility, trust and reporting errors and problems

Effective resolution of reported problems

Performance monitoring through multiple means

Questioning attitude



# UCOR's SCWE Assessment Techniques

- Techniques Used
  - Written employee surveys
  - Review of SCWE-related processes
  - Individual and group interviews (by ECP Manager)
  - Review of performance indicators
  - Perspectives gained from prior assessments



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2011 and 2012 Safety Culture Surveys  
Statements Crosswalk

ISMS Safety Culture Focus Areas & Associated Attributes	UCOR Survey Statements	VPP Tenets
<b>A. Leadership</b>		
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 CF1. 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.	

# 2011 Survey Results

- Only 4 months of operating experience
- 50% participation rate
- 95% of all survey statements received a satisfactory rating of “Definitely True” or “Mostly True”

Focus Area	% Satisfactory	% Unsatisfactory
Leadership	90.3%	9.7%
Employee Engagement	91.9%	8.1%
Organizational Learning	91.2%	8.8%



# Leadership Commitment

The Safety Conscious Work Environment Policy Statement outlines DOE's and UCOR's commitment to foster and maintain an environment where employees are encouraged to raise safety concerns and where concerns are addressed promptly.





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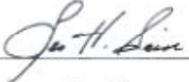


U.S. DEPARTMENT OF  
**ENERGY**

### *Safety Conscious Work Environment Policy Statement*

This policy establishes Oak Ridge Office of Environmental Management's (EM) and UCOR's commitment to foster and maintain a safety-conscious work environment in all facilities and for all work. This policy is based on the following principles:

- Safety is a prerequisite for all work. Our expectation is that every employee goes home in the same condition in which he or she came to work. Our goal is zero injuries.
- All employees are encouraged and expected to promptly report all injuries and illnesses.
- All employees are encouraged and expected to have a questioning attitude and suspend/stop work if they feel a job cannot be done safely.
- All members of the EM and UCOR leadership team, up to and including the EM Acting Manager and the UCOR President and Project Manager, have an open door policy, especially pertaining to safety.
- Employees have, and are encouraged and expected to use, multiple venues to express safety concerns. These include but are not limited to their management chain and Employee Concerns.
- Employee involvement is the cornerstone of our safety culture and is essential to the successful implementation of the Integrated Safety Management System (ISMS), Nuclear Safety, the Voluntary Protection Program, Behavior Based Safety, and other ESH&QA program elements.
- Employees are encouraged to raise safety issues and concerns without fear of reprisal. The EM/UCOR leadership team will address and resolve issues and concerns in a timely manner.



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Leo Sain  
*UCOR President & Project Manager*



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Sue Cange  
*Acting Manager, DOE  
Office of Environmental Management*

# Five Minutes with Leo

From: [Sain, Leo](#)  
To: [UCOR Users](#)  
Subject: Five Minutes With Leo  
Date: Monday, January 23, 2012 8:59:17 AM

## To All Employees:

Now that we're almost half a year into our contract, I would like to talk with you again one-on-one and answer any questions or address any concerns. I welcome your input and interaction on the decisions that affect how we perform work. I've scheduled a couple of sessions, as detailed below, to make myself available:

- Monday, Jan. 30, 7 to 11 a.m., K-2527-P Conference Room: for K-25 Project personnel
- Tuesday, Jan. 31, 8 a.m. to noon, K-1225, Rm. 109A: for general population

Of course, I always have an open door policy and welcome your communication at any time, but this structured approach will ensure that I'll be available at a time that's convenient. If you would like to schedule a session, please contact Sue Kelly, 241-1131. To ensure that as many people as possible have the chance to discuss issues with me, we are scheduling each person for a 5-minute session. I look forward to hearing from you.

**Leo Sain**  
President and Project Manager

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DOE-ORO Prime Contractor at the East Tennessee Technology Park

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From: [Sain, Leo](#)  
To: [UCOR Users](#)  
Subject: Five Minutes With Leo  
Date: Wednesday, March 13, 2013 2:03:52 PM

## To All Employees:

Many changes have taken place during the past several months, and I realize that you may have questions or concerns. I am planning another series of one-on-one meetings to address any issues that you would like to discuss. I welcome your input and interaction on the decisions that affect how we perform work. I will be available from 1 to 3 p.m. on the following dates:

- April 2
- April 9
- May 13
- May 20

Of course, I always have an open door policy and welcome your communication at any time, but this structured approach will ensure that I'll be available at a time that's convenient. If you would like to schedule a five-minute session, please contact Vangie Lee, 241-1131. I look forward to hearing from you.

**Leo Sain**

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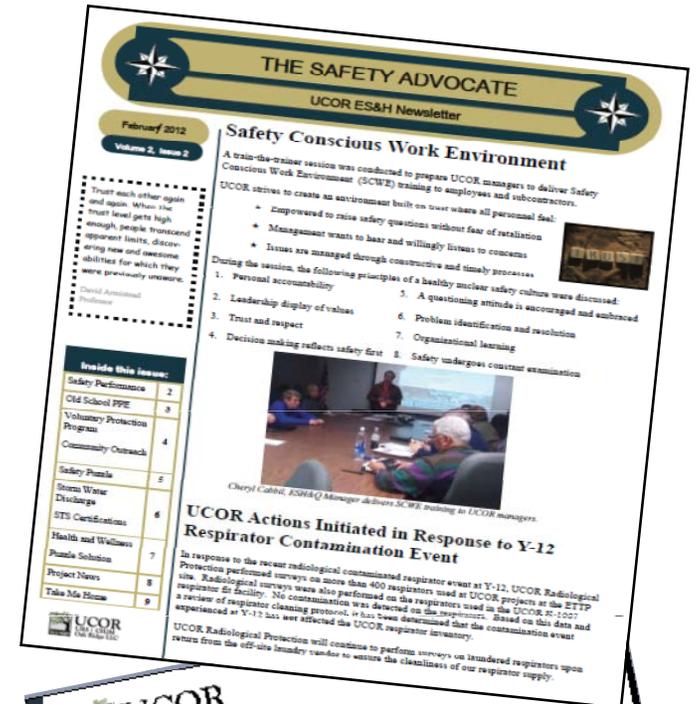


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# UCOR's Nuclear Safety Culture Training

- 1-Hour Module – required for all employees and new hires
- Senior managers attended train-the-trainer class
- Presents UCOR SCWE policy
- Reviews processes for reporting safety concerns including ECP, DPO, other UCOR processes, and DOE hotline
- More than 1,600 UCOR and subcontractor personnel have been trained
- Piloted as a nuclear safety culture ISMS POMCs metric
- Issued lanyard card with contacts for raising issues



# UCOR's Nuclear Safety Culture Training

## SCWE lanyard cards



### Internal Process for Raising Issues/Concerns

- I Care/We Care Safety Concerns Program
- ISMS Hotline: (865) 576-ISMS (4767)
- Employee Concerns Program
- Anonymous concerns: (865) 241-0931 or 1-888-584-8329
- UCOR Ethics Helpline: 1-888-584-8328 or 1-865-241-0290
- PROC-CT-1515, Differing Professional Opinion Process



### External Process for Raising Issues/Concerns

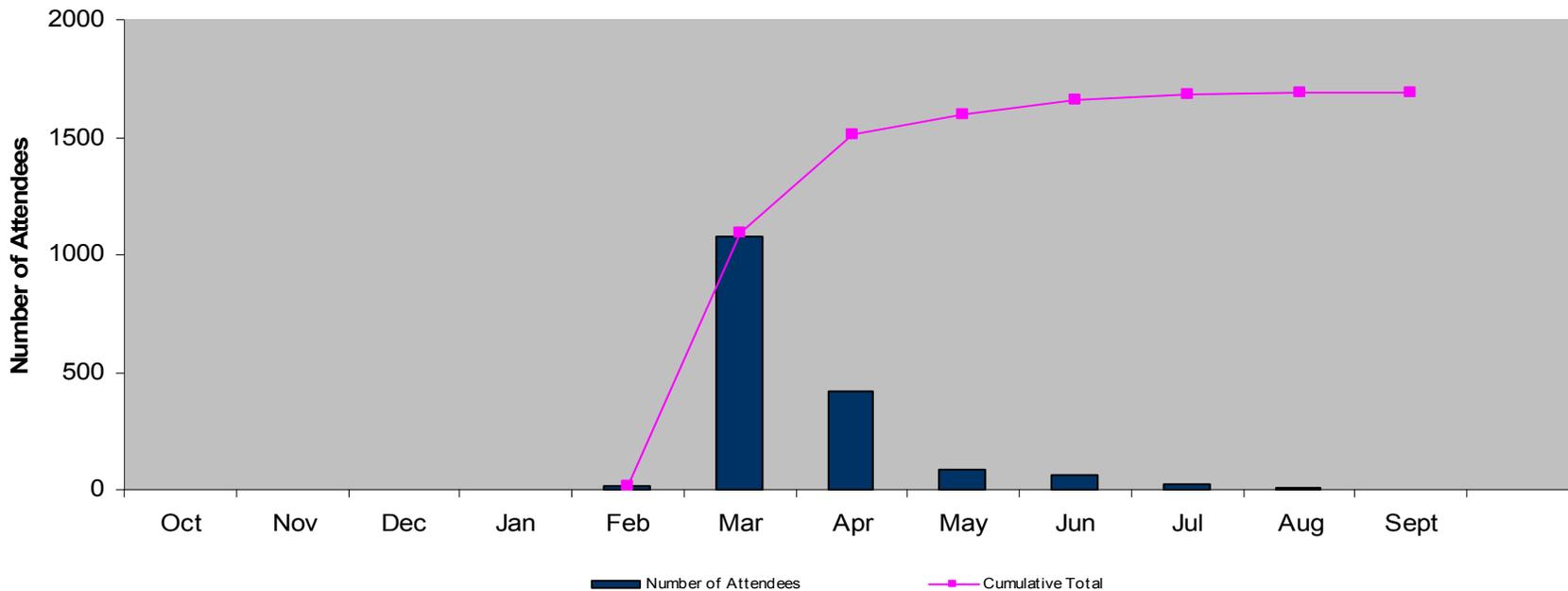
- DOE Oak Ridge Office Employee Concerns Program  
Manager's Hotline: 1-800-676-3267 or 1-865-576-4988.
- DOE O 442.2, Differing Professional Opinions for Technical  
Issues Involving Environmental, Safety, and Health Technical  
Concerns
- DOE Office of Inspector General: 1-800-541-1625



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# UCOR's Nuclear Safety Culture Training

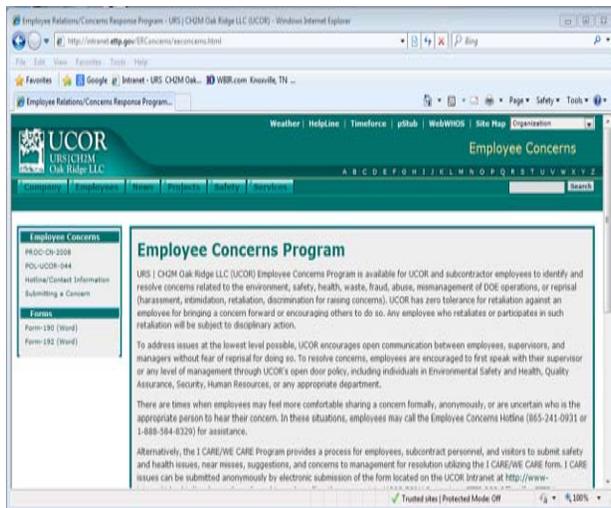


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
<b>Number of Attendees</b>					19	1077	415	86	62	21	11	1
<b>Cumulative Total</b>					19	1096	1511	1597	1659	1680	1691	1692

Definition	
<p>This metric measures the number of UCOR and Subcontractor personnel who attended Nuclear Safety Culture Training Module 31238.</p>	<p><b>Analysis:</b> One individual completed Nuclear Safety Culture training in September 2012. This brings the total number of ETPP personnel trained to 1,692. At the end of September, 99% of UCOR and subcontractor personnel have completed the course. Additional training classes will be scheduled for new personnel.</p> <p><b>Action:</b> N/A</p>
<b>Key</b>	<b>Performance</b>
Green: NA	<p><b>Owner:</b> Cheryl Cabbil  <b>Performance Indicator Type:</b> Leading  <b>Data Source:</b> ESH&amp;Q</p>
Yellow: N/A	

# Employee Concerns Program

## ECP Manager receives concerns through programmatic lines of communication



### Employee Concerns Program

You can contact the Employee Concerns Program to express work-related concerns about the environment, health, safety, waste, fraud, abuse, quality, security, mismanagement of DOE operations, or reprisal (harassment, intimidation, discrimination, or retaliation) for raising a concern or encouraging others to do so. Concerns may be submitted (including anonymously), without fear of reprisal, to UCOR Employee Concerns through any of the following avenues:

- Call the Employee Concerns Hotline: (865) 241-0931/ toll free (888) 584-8329
- Call the Employee Concerns Manager: (865) 574-8463, mobile (865) 603-7459
- Email the Employee Concerns Manager at this address: Sandra.Rhodes@etsp.doe.gov
- Send to secure fax: (865) 574-7762
- Mail a written concern to UCOR Employee Concerns, PO Box 4699, Oak Ridge, TN 37830, or internal mail delivery to K-1007, MS-7007, Room 1100
- Visit the Employee Concerns Office in K-1007, Room 1100



Sandra Rhodes Program Manager

K-1007-Lobby Office, Room 1100  
Office: (865) 574-8463  
E-mail: Sandra.Rhodes@etsp.doe.gov

Employees may also initiate concerns externally through direct contact with the following:

- DOE Oak Ridge Diversity Programs and Employee Concerns Program Manager at (865) 576-4988 or the DOE Hotline at (800) 676-3267
- DOE Office of the Inspector General Hotline for waste, fraud, and abuse: (202) 586-4073 or toll free (800) 541-1625.

#### DOE Whistleblower Protection Program

DOE contractor employees who believe they have been retaliated against for engaging in protected activity have the right to file a complaint under the DOE Whistleblower Protection Program in accordance with 10 CFR 708 by submitting the DOE Employee Concerns Reporting Form (ORO F 440-1-5) to: Diversity Programs & Employee Concerns Office, 200 Administration Rd., Oak Ridge, TN 37830.

Hotline: (865) 241-0931  
or toll free (888) 584-8329



**Job Safety and Health**

**It's the law!**  
**EMPLOYEES**

**What you must do:**

- DOE safety and health publications.
- The worker safety and health program for their location.
- The safety and health poster.
- Copies of their medical records and records of their exposures to toxic and harmful substances or conditions, and
- Results of inspections and accident investigations.

**What you shall do:**

- Document concerns related to worker safety and health.
- Decline to perform any assigned task because of a valid health or safety concern or concern that of death or serious physical harm.
- Stop work to immediately eliminate conditions, and
- Anonymously request an investigation.

**EMPLOYERS must:**

- Establish a written Worker Safety and Health Program.
- Use qualified worker safety and health staff.
- Provide instructions to those workers and their elected representatives in developing, the safety and health program.
- Establish procedures for workers to report without fear of reprisal, injuries and for prompt responses to such reports.
- Provide for regular communication with workers about workplace safety and health matters, and
- Display this poster in the workplace where it is accessible to all workers.

**Report an investigation:**  
[www.hhs.doe.gov/whistleblower/Form/WHBLR\\_2\\_2003\\_0.pdf](http://www.hhs.doe.gov/whistleblower/Form/WHBLR_2_2003_0.pdf)

**This poster is available at:**  
[www.hhs.doe.gov/whistleblower/Form/WHBLR\\_2\\_2003\\_0.pdf](http://www.hhs.doe.gov/whistleblower/Form/WHBLR_2_2003_0.pdf)  
[www.health\\_safety\\_center\\_2013.pdf](http://www.health_safety_center_2013.pdf)

**DO 440-1-5, Worker Safety and Health Program is available at:**  
[www.hhs.doe.gov/whistleblower/Form/WHBLR\\_2\\_2003\\_0.pdf](http://www.hhs.doe.gov/whistleblower/Form/WHBLR_2_2003_0.pdf)

**Do your investigation online:**

NAME:

PHONE:

EMAIL:

**HSS**  
Protect what you're working on.



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# Employee Concerns Program

- ECP Manager regularly pulses the safety culture through informal interviews with UCOR & subcontractor employees during routine safety walkdowns.
- Between January 2012 through May 2013, 29 issues were captured from 20 field visits and tracked through completion. Feedback was provided to employees, as appropriate, usually through line management as part of safety meetings.



# Employee Concerns Program

Sample lines of inquiry (LOIs) typically include:

- How do you feel about UCOR's safety culture?
- Do employees display a questioning attitude?
- Do you believe that UCOR's management team has an open door policy?
- What avenues are available for discussing safety concerns?
- Are you comfortable raising issues related to the environment, safety, or health?
- Do you feel you can raise safety concerns without jeopardizing your job?
- Are you comfortable stopping work if you feel an activity is unsafe?
- How has supervision/management responded when work is stopped?
- How frequently are you or your coworkers involved in work planning activities?
- If someone on the project is injured, is it promptly reported?
- How are employees treated who report injuries?
- Are there any unresolved issues with receiving tools or PPE?
- Do you have any unresolved issues or concerns?
- Have you observed your senior manager in the field, and with what frequency?

# Employee Concerns Program

ECP Safety Walkdown LOIs have been revised to include:

<b>DOE EM Safety Conscious Work Environment (SCWE) Seven Survey Statements</b>	
<b>#</b>	<b>Statement</b>
<b>1</b>	<b>I am responsible for identifying problems.</b>
<b>2</b>	<b>I can openly challenge decisions made by management.</b>
<b>3</b>	<b>I feel free to approach management with any concerns I have.</b>
<b>4</b>	<b>Management wants concerns reported and willingly listens to problems.</b>
<b>5</b>	<b>Management ensures any concerns raised are addressed.</b>
<b>6</b>	<b>Helpful criticism is encouraged.</b>
<b>7</b>	<b>Management does not tolerate retaliation of any kind for raising concerns.</b>



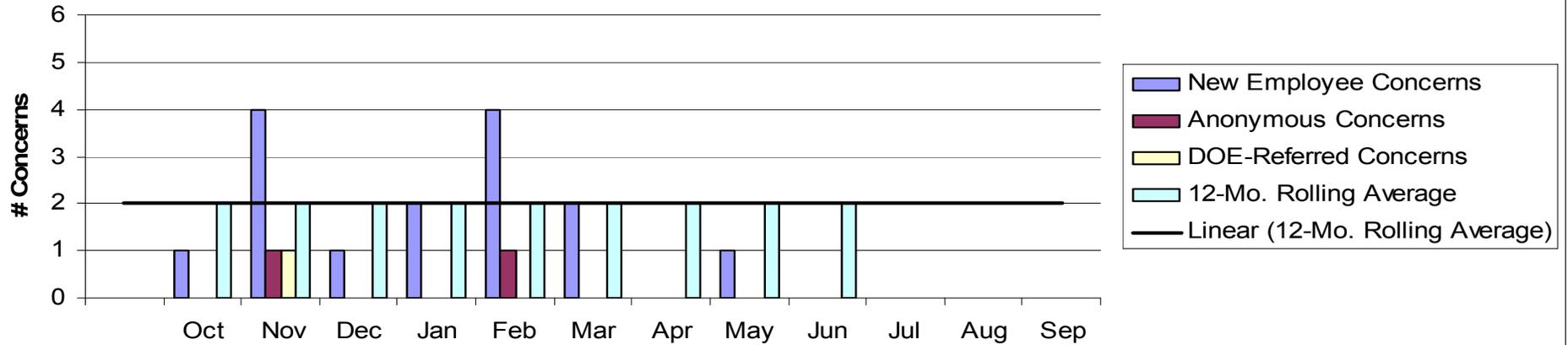
# Employee Concerns Program

- The ECP quarterly and annual reports reflect:
  - employee concern activity levels
  - the nature and resolution of concerns
  - cycle time to close issues
- There have been no specific trends identified to date.
- ECP is being piloted as a FY 2013 ISMS POMCs metric.



# Employee Concerns Program

Employee Concerns



Data	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
New Employee Concerns	1	4	1	2	4	2	0	1	0			
Anonymous Concerns	0	1	0	0	1	0	0	0	0			
DOE-Referred Concerns	0	1	0	0	0	0	0	0	0			
12-Mo. Rolling Average	2	2	2	2	2	2	2	2	2			

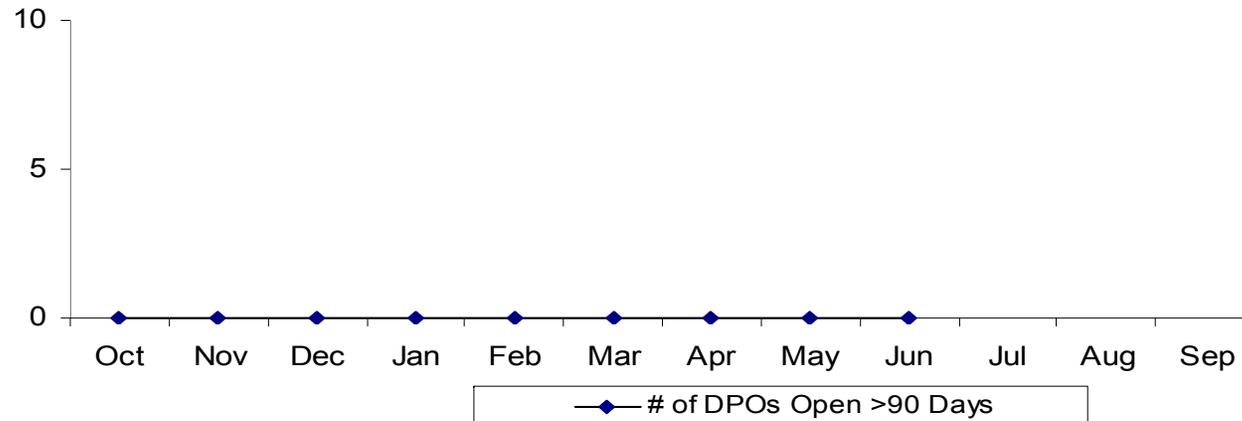
Definition	
Number of New Employee Concerns	<b>Analysis: One concern closed from previous month less than 30 days. No new concerns received.</b>  <b>Action: N/A</b>
Number of Anonymous New Employee Concerns	
Number of DOE-Referred New Employee Concerns	
12-Month Rolling Average of No. of Employee Concerns	
<b>No Goal</b>	<b>Performance</b>
	<b>Owner: Sandra Rhodes</b> <b>Performance Indicator Type: Leading</b> <b>Data Source: Employee Concerns Program</b>

# PROC-CT-1515, Differing Professional Opinion Process

- Original procedure was “blue sheeted” until UCOR re-issued Rev. 0 dated 03/07/2012
- Flowed down to Subcontractors through Procurement’s Exhibit L
- Incorporated into UCOR training materials
  - Parkworker Training                      Module 21221
  - Nuclear Safety Culture Training      Module 31238
  - Consolidated Annual Training        Module 28307
- Management Assessment conducted September 2012  
(Finding – UCOR & Subcontractor employees did not receive quarterly notifications)
- Three DPO notifications have been issued via
  - UCOR Newsline (2/11/13 & 4/15/13)
  - September 2012 Safety Advocate
  - ECP Annual Notices (8/12 & 4/13)
- DPO’s tracked in ISMS POMCs

# ISMS Performance Objectives, Measures and Commitments include Differing Professional Opinions

Timely Resolution of Differing Professional Opinions



Data	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
# of DPOs	0	0	0	0	0	0	0	0	0			
# of DPOs Open >90 Days	0	0	0	0	0	0	0	0	0			
Performance	Green											

**Definition**

Number of Differing Professional Opinions (DPOs) submitted and the number of DPOs open greater than 90 days following submission.

**Analysis:** There were no DPOs reported in June 2013.  
**Action:** N/A

Key	Performance	
No Goal for # of DPOs	↔	<b>Owner: Mike Hitchler</b> <b>Performance Indicator Type: Leading</b> <b>Data Source: Engineering and Nuclear Safety Organization</b>
For DPOs open > 90 days:		
Goal ≤ 2 per Year		
Needs Management Attention		



## Perspectives From Prior Assessments

### DOE ISMS Verification Assessment – February 2013

“The Phase II included extensive interviews with UCOR personnel of all levels and disciplines to evaluate their understanding of established programs, processes and procedures. In addition, work activities and other support activities were observed to the greatest extent possible in order to evaluate the actual performance of the ISMS processes. ”

*Performance Objective Area: Management – Criterion Met*

*6. UCOR has procedures and/or mechanisms in place that define clear roles and responsibilities within the facility or activity to ensure that safety is maintained at all levels.*

***“Workers from K-25/27 were interviewed individually in order to determine their perceptions of how ISM was implemented at the floor level. Emphasis was placed on worker input and the ability to stop or pause work. Each worker indicated that UCOR management had fostered an environment that encouraged worker participation in the work control process and encouraged workers to stop work when they felt they had any concerns.”***

*7. UCOR's facility or activity procedures specify that line management is responsible for safety.*

***“During interviews personnel exhibited a clear understanding of the safety responsibilities of management and workers. In addition, it is abundantly clear that all workers interviewed understood their responsibility for performing work safely. They expressed a solid understanding of their ability to stop or suspend work they believed could not be performed as written or for which they had a concern with the ability to perform the activity safely.”***

# Perspectives From Prior Assessments

## VPP Gap Analysis – July 2012

The Safety Advocate

3

### VPP Gap Analysis Conducted

A special thanks to all who participated in VPP gap analysis that was performed on July 23–26. The purpose of the analysis was to develop a baseline snapshot of our ability to demonstrate proficiency of VPP elements and sub-elements. The team lead, Stacy Thursby, is the Safety and Health Program Manager for the Washington Closure Hanford. Stacy is a long standing member of the Voluntary Protection Program Participants Association and currently serves on the National Board of Directors. Other team members that included representatives from the Oak Ridge Associated Universities (ORAU), Wastren Advantage, Inc. (WAI) and WSI Oak Ridge imparted a wealth of VPP knowledge.



Some of the strengths identified during the analysis include:

- ★ Employees actively care and demonstrate their commitment to watch out for each other
- ★ Safety is a management expectation and condition of employment
- ★ Visible union support for safety
- ★ Employees pause or stop work
- ★ Comprehensive baseline survey data is validated and thorough analytical assessments are conducted
- ★ Industrial hygiene and radiological monitoring programs
- ★ Engineering involvement and controls

From left to right: Melissa Smith (WAI), Bob Kapalka (ORAU), Mike Emmer (WSI Oak Ridge), John Malterley (WAI) and Stacy Thursby (WCH)

The gap analysis tool and report will be made available upon completion. This information will be used to develop plans to address opportunities for improvement. Examples include:

- ★ Enhanced employee involvement
- ★ Housekeeping
- ★ Establishing and communicating activity (not rate) based safety goals
- ★ Communication
- ★ Creation of employee involvement teams
- ★ Accessibility of written programs and procedures
- ★ Employee suggestion system improvements



### Gap Analysis Strengths Identified

- ★ Employees actively care and demonstrate commitment to watch out for each other
- ★ Safety is a management expectation and condition of employment
- ★ Visible union support for safety
- ★ Employee's willingness to pause or stop work



### Gap Analysis Strengths Identified

- ★ Comprehensive baseline survey data validation
- ★ Industrial hygiene and radiological monitoring
- ★ Engineering involvement and controls
- ★ Ready access to certified professionals
- ★ Nuclear Safety Culture training



### Gap Analysis Opportunities Identified

- ★ Housekeeping
- ★ Establishing and communicating activity (not rate) based safety goals
- ★ Creation of employee involvement teams
- ★ Accessibility of written programs and procedures
- ★ Employee suggestion system
- ★ Trend analysis



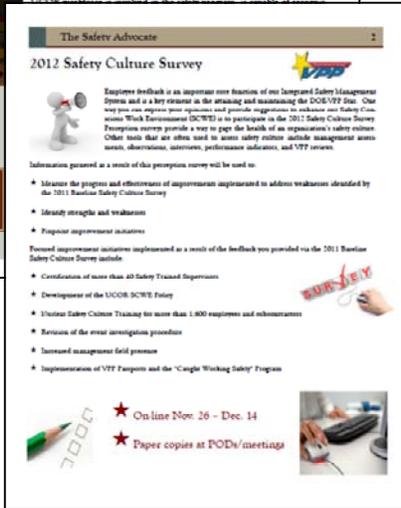
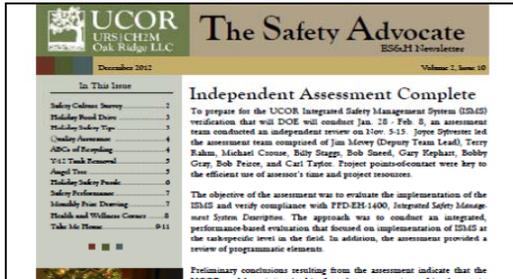
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# Announcing the 2012 Written Employee Safety Survey



## President's Accident Prevention Council Meeting

**2012 Safety Culture Survey**

Administration

- ★ On-line Nov. 26 – Dec. 14
- ★ Paper copies at PODs/meetings

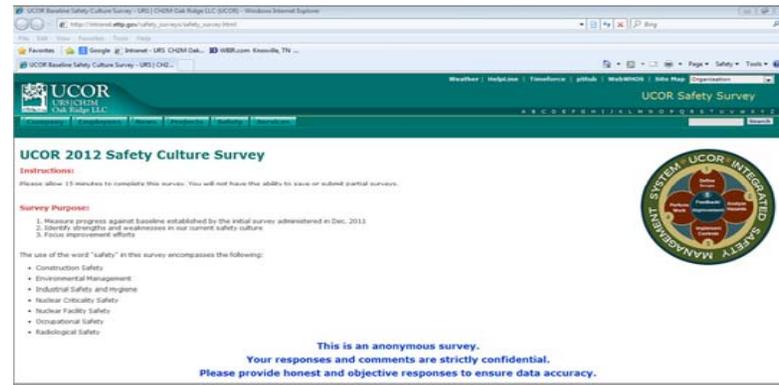
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**How do we use survey data?**

- ★ Measure progress
- ★ Identify strengths and weaknesses
- ★ Pinpoint improvements

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## UCOR Intranet Homepage



# Announcing the Written Employee Safety Surveys

## Company Wide Emails

From: [Sain, Leo](#)  
To: [UCOR Users](#)  
Subject: Safety Culture Survey  
Date: Monday, November 26, 2012 4:17:35 PM

### To All Employees:

Please accept this invitation to participate in an anonymous online safety culture survey for UCOR employees and subcontractors. Employee feedback is an important function of our Integrated Safety Management System. The information you provide by completing this survey will help us continue the quest to enhance our safety conscious work environment by:

1. Measuring progress against the baseline that was established by the initial survey administered in Dec. 2011
2. Identifying strengths and weaknesses in our current safety culture
3. Focusing improvement efforts

The survey, found at the following link, consists of 45 statements that should take approximately 15 minutes to complete. *Please note that you will not have the ability to save the survey and return to it at a later time. The survey must be completed in a single session and partially completed surveys cannot be submitted.*

[http://intranet.ettp.gov/safety\\_surveys/safety\\_survey.html](http://intranet.ettp.gov/safety_surveys/safety_survey.html)

The survey will close on Friday, Dec. 14.

A comparison of results from the 2011 and 2012 safety culture surveys will be made available during the first quarter of CY 2013.

Thanks for your continued commitment to safety excellence. I value your input, and your responses will remain completely anonymous.

Leo Sain

UCOR  
URS | CH2M Oak Ridge LLC  
DOE-ORO Prime Contractor at the East Tennessee Technology Park

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## UCOR Intranet Homepage

### Our Safety Culture

The foundation upon which our safety culture is built is our commitment to

#### ***DO WORK SAFELY.***

This is an absolute belief – our core value – that the safety and health of every worker and the public at large, and our environment, are the most important assets we are entrusted to protect.

This belief is consistent with the UCOR mission: to clean up the site environment. A strong safety culture is a prerequisite and key to the effective integration of safety into all phases of work planning and execution. Our core value of safety is fundamental to every work activity throughout the project and is the basis for the continued growth of our safety culture.

### Safety culture survey under way

An anonymous online safety culture survey is under way for UCOR employees and subcontractors. Employee feedback is an important function of our Integrated Safety Management System. The information you provide by completing this survey will help us continue the quest to enhance our safety conscious work environment by:

- Measuring progress against the baseline that was established by the initial survey administered in Dec. 2011
- Identifying strengths and weaknesses in our current safety culture
- Focusing improvement efforts

Please [click here](#) to take the survey. It consists of 45 statements and should take approximately 15 minutes to complete. Please note that you will not have the ability to save the survey and return to it at a later time. The survey must be completed in a single session; partially completed surveys cannot be submitted.

The survey will close on Friday, Dec. 14. A comparison of results from the 2011 and 2012 safety culture surveys will be made available during the first quarter of CY 2013.

Thanks for your continued commitment to safety excellence.



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DOE EM Seven Survey Statements		UCOR Survey Statements	
#	Statement	#	Statement
1	I am responsible for identifying problems.	13	I am responsible for the safety of myself and my coworkers.
		37	I am held accountable for safety.
		40	Employees are encouraged to have a questioning attitude and promptly report safety issues and errors.
2	I can openly challenge decisions made by management.	29	My supervisor encourages, recognizes and responds positively to efforts to improve safety.
		35	Open communication is encouraged and expected by management.
		38	I trust that there will be no negative repercussion if I report an injury or issue to my supervisor or management (i.e., reporting non-compliances, changed conditions or mistakes).
3	I feel free to approach management with any concerns I have.	26	I feel free to communicate openly and honestly about safety with my coworkers, supervisor, and management.
		29	My supervisor encourages, recognizes and responds positively to efforts to improve safety.
		35	Open communication is encouraged and expected by management.
4	Management wants concerns reported and willingly listens to problems.	3	UCOR senior management periodically visits my workplace.
		39	UCOR managers seek to first learn from mistakes as opposed to assigning blame.
		42	UCOR has multiple avenues for reporting safety issues or concerns.
5	Management ensures any concerns raised are addressed.	22	Unsafe conditions or acts are promptly reported.
		30	My supervisor takes action to correct unsafe conditions and behaviors.
6	Helpful criticism is encouraged.	29	My supervisor encourages, recognizes and responds positively to efforts to improve safety.
		35	Open communication is encouraged and expected by management.
7	Management does not tolerate retaliation of any kind for raising concerns.	38	I trust that there will be no negative repercussion if I report an injury or issue to my supervisor or management (i.e., reporting non-compliances, changed conditions or mistakes).

# Top Seven Least Favored Statements

## Comparison of CY 2011 and 2012 Safety Culture Survey Results

Ascending Sort by CY 2012 % Definitely or Mostly True

No	Statement	2011 Results		2012 Results		% Change
		Definitely or Mostly True	% Definitely or Mostly True	Definitely or Mostly True	% Definitely or Mostly True	
3	3) UCOR senior management periodically visits my workplace.	392	60%	565	64%	4%
4	4) Managers set an example for safety through their personal actions.	562	85%	611	69%	-16%
9	9) UCOR values employees.	529	81%	654	74%	-7%
19	19) I participate in developing hazard analysis for the jobs/tasks that I work/perform.	455	78%	652	74%	-4%
39	39) UCOR managers seek to first learn from mistakes as opposed to assigning blame.	539	83%	735	83%	1%
28	28) I receive feedback from my supervision to let me know if I am meeting expectations.	532	81%	761	86%	5%
38	38) I trust that there will be no negative repercussion if I report an injury or issue to my supervisor or management (i.e., reporting non-compliances, changed conditions or mistakes.)	582	88%	768	87%	-1%



# Communicating the Written Employee Safety Survey Results

## Safety Advocate

**Safety Culture Survey Results**

Our goal, as always, is to establish and maintain an injury-free workforce where employees have an open, questioning attitude toward safety. We are making terrific strides in that direction and will get there, with your continued focus, dedication and help.

**UCOR Wellness Committee**

The UCOR Wellness Committee held its first meeting on Jan. 24. The mission of the committee is to promote the health and wellness of UCOR and subcontractor/self-organizational employees through education and assistance that:

- Encourage wellness habits,
- Increase awareness of factors and resources contributing to well-being,
- Support and empower individuals to take responsibility for their own health, and
- Promote and support the culture of a wellness community.

The committee, sponsored by ESH&QA Manager, Cheryl Cabell, is composed of representatives from Health Services, Human Resources, ESH&QA, VPP, Craft Requiring Unit, Strategic Planning, Communications, and Government Affairs, and Administrative Support. This committee will serve as an advisory role to UCOR senior management while promoting comprehensive wellness initiatives designed to improve lifestyle behaviors and empower employees to take responsibility for their health.

**Favorable Responses**

- ★ Responsible for the safety of themselves and co-workers
- ★ Have a questioning attitude and are mindful of changed conditions

## Company Wide Emails

From: [Cheryl Cabell](#)  
 To: [UCOR EMPLOYEES](#)  
 Subject: Results Are In on Safety Culture Survey  
 Date: Thursday, February 21, 2013 3:54:47 PM

### Results Are In on Safety Culture Survey

Thanks for showing your commitment to safety by completing the UCOR CY 2012 Safety Culture Survey that was administered in December 2012. Nearly 70 percent of the UCOR workforce completed the 2012 survey. This represents a 20 percent increase in the number of CY 2011 survey participants. The survey yielded an overall satisfactory rating of 92 percent.

The survey responses confirm that UCOR employees are committed to performing work safely. Nearly 100 percent of those who completed the survey indicate that they are:

- Responsible for the safety of themselves and co-workers
- Have a questioning attitude and are mindful of changed conditions
- Empowered to stop any activity that they perceive to be unsafe
- Know how to report an injury or safety issue
- Knowledgeable of UCOR's safety and health practices and procedures
- Held accountable for safety

Other areas that received a high percent of positive responses generally indicate that:

- Safety is an integral part of work planning and performance
- Work group members support one another
- Personal protective equipment, work practices, and/or engineering controls are appropriate
- Work hazards are identified and controlled to prevent or mitigate accidents
- Work packages and procedures are implemented as written
- Resources are provided to perform work safely

Of course, we have room for improvement. Results were unacceptable and troublesome for the following survey statements:

- UCOR senior management periodically visits my workplace
- Managers set an example for safety through their personal actions
- UCOR values employees
- I trust that there will be no negative repercussions if I report an injury or illness to my supervisor or management

We have worked hard to nurture and continuously improve our excellent safety culture. The survey results provide evidence that our workforce and leadership are committed to performing work safely. Weakness in key areas of our safety culture is unacceptable. It is now our job to address these areas of concern, and we are hard at work to do just that. We will be developing specific actions to continue to improve.

Our goal, as always, is to establish and maintain an injury-free workforce where employees have an open, questioning attitude toward safety. We are making terrific strides in that direction and will get there, with your continued focus, dedication and help.

If you would like more information on survey results, contact Michelle Register at [michelle.register@pdc.doe.gov](mailto:michelle.register@pdc.doe.gov).

## President's Accident Prevention Council Meeting

**Top Seven Least Favored Statements**

Comparison of CY 2011 and 2012 Safety Culture Survey Results  
Reporting on the CY 2012 8 questions or less than 100%

Statement	2011 Results Definitely or Mostly True	2012 Results Definitely or Mostly True	2012 Results Definitely or Mostly True	% Change
1. UCOR senior management periodically visits my workplace	83%	83%	100	83%
2. Managers set an example for safety through their personal actions	83%	83%	100	83%
3. UCOR values employees	83%	83%	100	83%
4. I trust that there will be no negative repercussions if I report an injury or illness to my supervisor or management	83%	83%	100	83%
5. I know how to report an injury or safety issue	83%	83%	100	83%
6. I am knowledgeable of UCOR's safety and health practices and procedures	83%	83%	100	83%
7. I am empowered to stop any activity that I perceive to be unsafe	83%	83%	100	83%

**Favorable Responses**

Nearly 100 percent of those who completed the survey indicate that they are:

- ★ Responsible for the safety of themselves and co-workers
- ★ Have a questioning attitude and are mindful of changed conditions

# Bridging the Gaps - Focused Improvement Initiatives

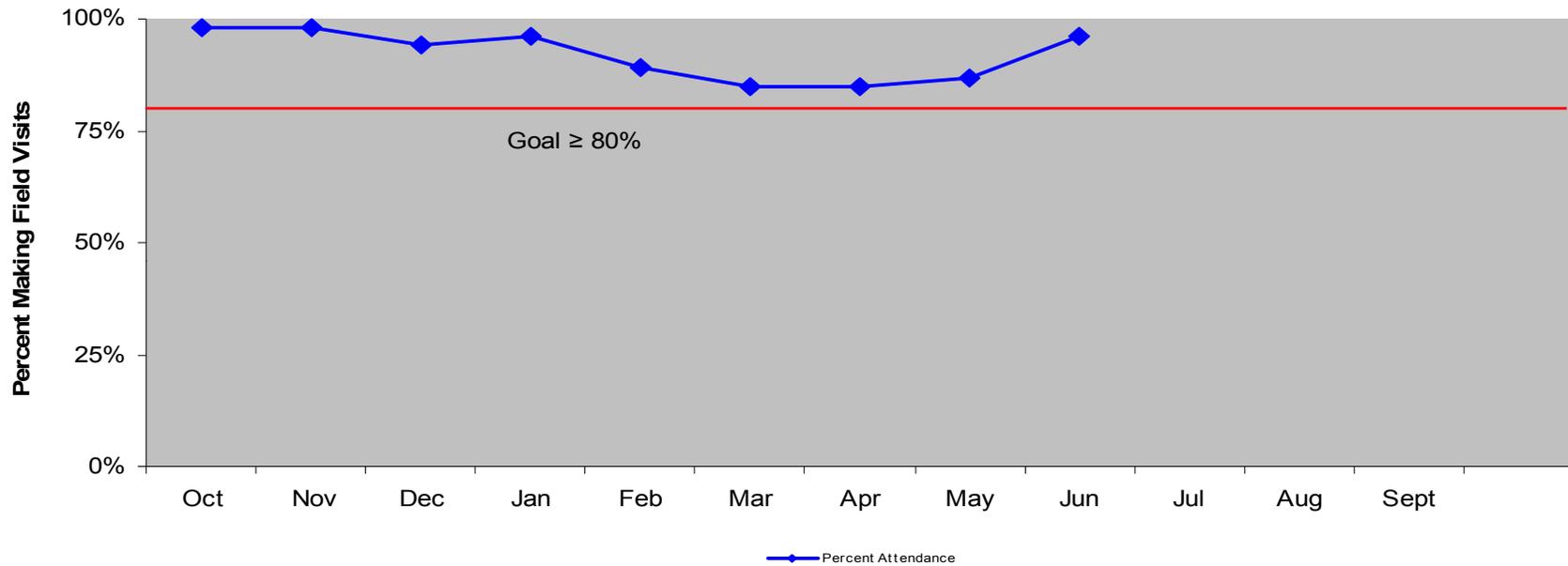
- Focus on management field presence
- Safety Trained Supervisors certifications
- Behavior Based Safety Process Pilot on D&D Project
- Issued PROC-FO-1063, *Issue & Investigation Process*
- Enhanced I Care/We Care Process



- Continue to provide SCWE policy and nuclear safety culture training to all new-hires (direct hire and on-site subcontractor personnel)
- VPP passports
- "Caught Working Safely" recognition program

# Bridging the Gaps

## Increasing Management Field Presence



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
<b>Percent Attendance</b>	98%	98%	94%	96%	89%	85%	85%	87%	96%			
<b>Performance</b>	Green											

**Definition**

This metric measures the percentage of UCOR Level I and Level II managers making field visits.

**Analysis:** In June, the percentage of UCOR Level 1 and Level II managers making field visits remains above the goal of  $\geq 80\%$ .

**Action:** N/A

Key	Performance
Green: Goal $\geq 80\%$	↔
Yellow: Needs Management Attention	

**Owner:** Cheryl Cabbil  
**Performance Indicator Type:** Leading  
**Data Source:** FSH&O

# Bridging the Gaps - 56 STS Certifications

**THE SAFETY ADVOCATE**  
UCOR ES&H Newsletter

Page 4  
December 2011  
Volume 1, Issue 2

**Construction Safety Trained Supervisor (STS) Exam**

Rick Callor, URS Safety Training Director, provided STS examination preparation classes and training materials to 41 STS certification candidates during the week of December 5. Mr. Callor's career includes 23 years of mining and 22 years of construction experience.

The purpose of the certification is to provide third party validation of an individual's education, training, experience and demonstrated competence by examination.

Typical STS certification candidates include supervisors, safety leaders and managers. STS increases safety awareness, improves communications and increases productivity. STS has been seen to strengthen work groups and improve company cultures. URS has approximately 2,400 STSs worldwide.

Three 8-hour preparatory sessions were provided. The first wave of UCOR STS candidates are expected to take the certification exam in February 2012.

STS is an internationally recognized and sought after certification that is administered by the Board of Certified Safety Professionals (BSCP).

*"A habit cannot be tossed out the window; it must be covered down the stairs a step at a time."*

Mark Twain  
(Samuel Clemens)  
(1835-1910),  
Author, Humorist

**PROTECT OUR WATERSHED**

**Outdoor Painting Precautions**

Outdoor painting should be postponed if rainfall is expected within the manufacturer's specified drying time for the paint that is to be used. A good rule of thumb is to schedule outdoor painting at least 24 hours after the last rainfall occurred and at least 24 hours before the next rainfall event is predicted.

The photograph to the right shows a parking lot striping paint that was applied shortly before a light rain. The rain prevented the normally fast-drying paint from curing properly. Subsequently, storm water flow washed the paint from the pavement and into a nearby storm drain system inlet. Although no negative environmental impact was noted as a result of this event, similar instances may adversely impact fish and aquatic life. Violations of environmental permits and regulations may also result from discharges of this type.

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**THE SAFETY ADVOCATE**

Page 6  
February 2012

**Environmental Aspect: Storm Water Discharges**

In last month's Safety Advocate, we looked at environmental aspects, but exactly what do they mean in the context of our day-to-day operations? One environmental aspect identified in our Environmental Management System (EMS) that has potential for impact across EETIP is storm water discharges. Storm water discharges can contain soil, sediment, oil, and other pollutants that can be harmful to nearby streams and lakes. Listed below are examples of controls used to eliminate or reduce the impact of storm water discharges:

- Installation of silt fences and hay bales
- Deployment of absorbent pigs around storm water intakes in parking lots
- Proper storage of chemicals
- Capping, covering, or seeding disturbed soils
- Regular inspection and maintenance of vehicles
- Deployment of spill kits to cleanup spills

**ENVIRONMENTAL IMPACT**  
*any change in the environment, whether adverse or beneficial, resulting from an organization's activities, products or services.*

**UCOR Employees Obtain STS Certification**

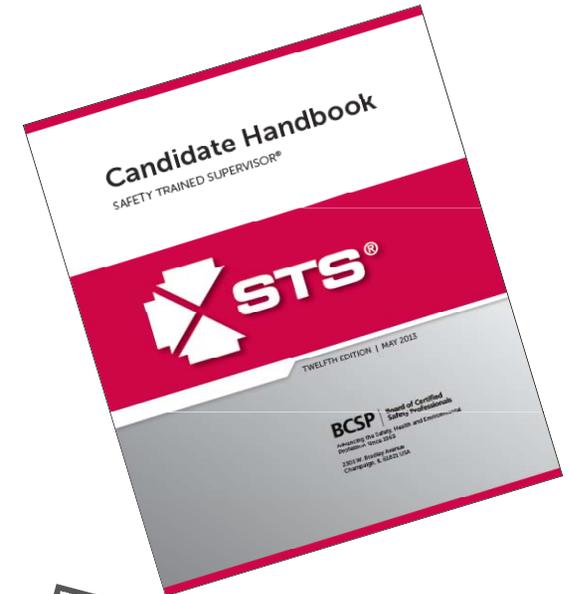
Jeff Paris, Teresa Pierce and Perry Spaulding (pictured from left to right) are the first UCOR employees to earn the Safety Trained Supervisor (STS) certification from the Board of Certified Safety Professionals.

**CONGRATULATIONS !!!**

**Accident Prevention Signs, Barricades and Other Postings**

PROC-EH-1013 Rev. 0, Effective 03/20/12, *Accident Prevention Signs, Barricades and Other Postings* provides information and direction to UCOR and subs (at all tiers) on the use of barricades, placards, signage or other postings to:

- isolate areas where safety hazards may exist
- control employee access to barricaded areas
- alert employees to potential hazards and prompt the use of required controls
- deter unsafe work practices



**15 more individuals are in the process of preparing for the examination**

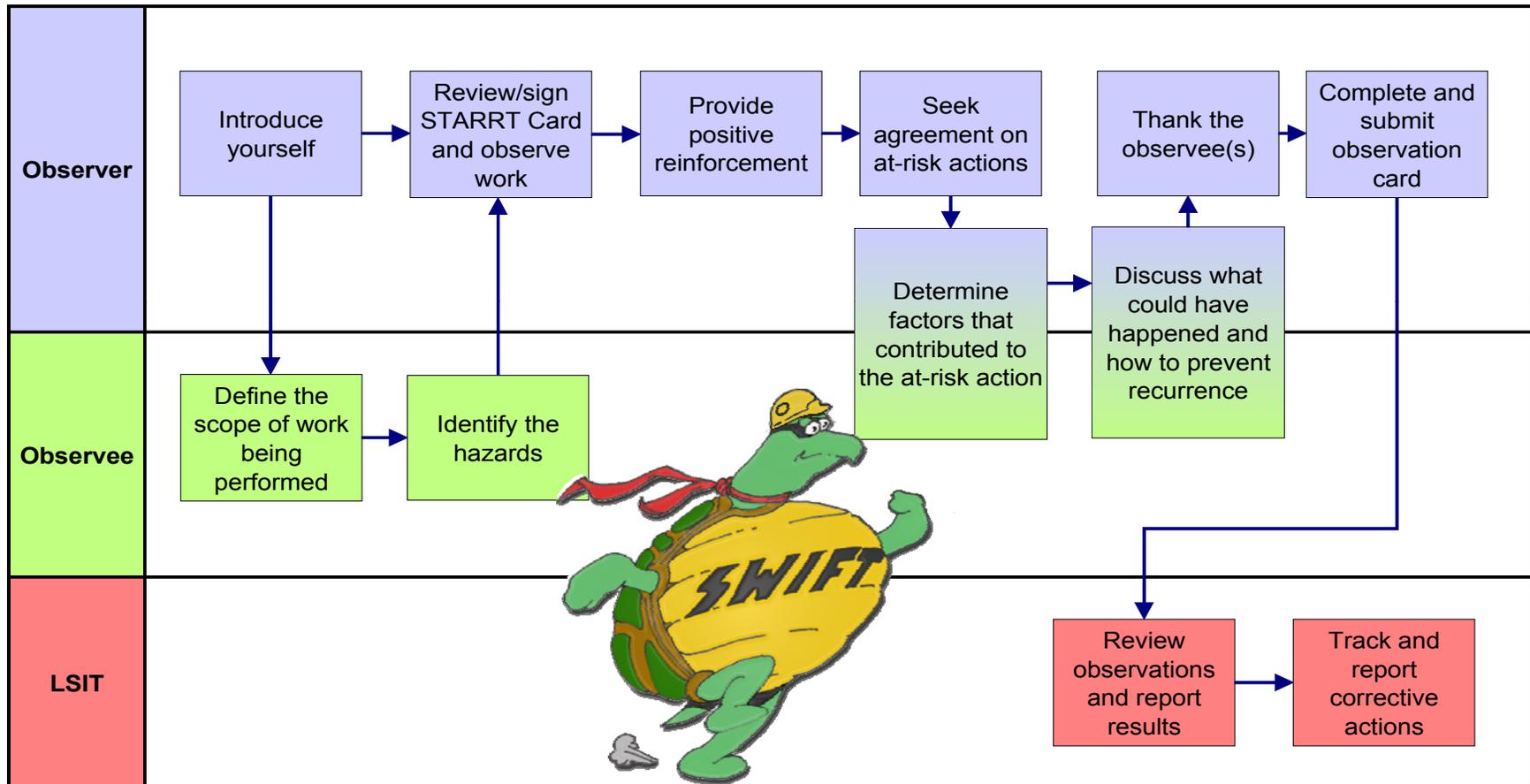
# Bridging the Gaps

## *Behavior Based Safety Process Pilot on D&D Project*

- Peer-to-peer observation and feedback process that measures observed behaviors against defined standards
- Proactive prevention of injuries and illnesses through the identification and correction of at-risk behavior and work area conditions that could pose a risk to the safety and health of people and/or the environment
- Local Safety Improvement Team (LSIT) develops and promotes a safety culture, minimizing “at risk behavior” using a cross-functional representation of craft workers implementing Behavior Based Safety (BBS) concepts.



# Behavior Based Safety Process



# ICWC Program Participation Options



- ★ Paper and Electronic Submittals
- ★ Walkdowns and Inspections
- ★ Monthly Safety Steward Meetings
- ★ Local Safety Improvement Teams

- ★ Craft Safety Advocates
- ★ BBS Observations
- ★ New Peer Recognition – COMING SOON
- ★ New Facility Notebooks – COMING SOON

# I Care/We Care Committee Reporting



- ★ ICWC Submittals (paper, electronic and facility notebooks)
- ★ Craft Safety Advocate Observations

- ★ BBS Observations
- ★ Safety Steward Meeting Actions
- ★ LSIT Activities



# I Care/We Care Committee Reporting

## USW Employees Facilitate I Care/We Care Closures

United Steel Worker employees have recently facilitated the closure of two I Care/We Care concerns. The first concern associated with an inoperable gate latch resulted in the installation of a new loading ramp and removal of the gate. The second concern was identified when an employee noticed that the K-1310-GA steps seemed unstable. When the site was inspected, it was determined that all of the trailer's steps and decking would be replaced. While many individuals contributed to the successful closure of these concerns, the picture to the right shows (from left to right) Ross Kelley, Al Hodge and Mark Glandon working on the deck handrails.



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I CARE / WE CARE HOME PAGE

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WHY I CARE / WE CARE ?

STATISTICS

COMMENTS

OPEN ISSUES SUMMARY REPORT



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[Why I Care - We Care?](#) | [Statistics](#) | [Open Issues Summary Report](#)

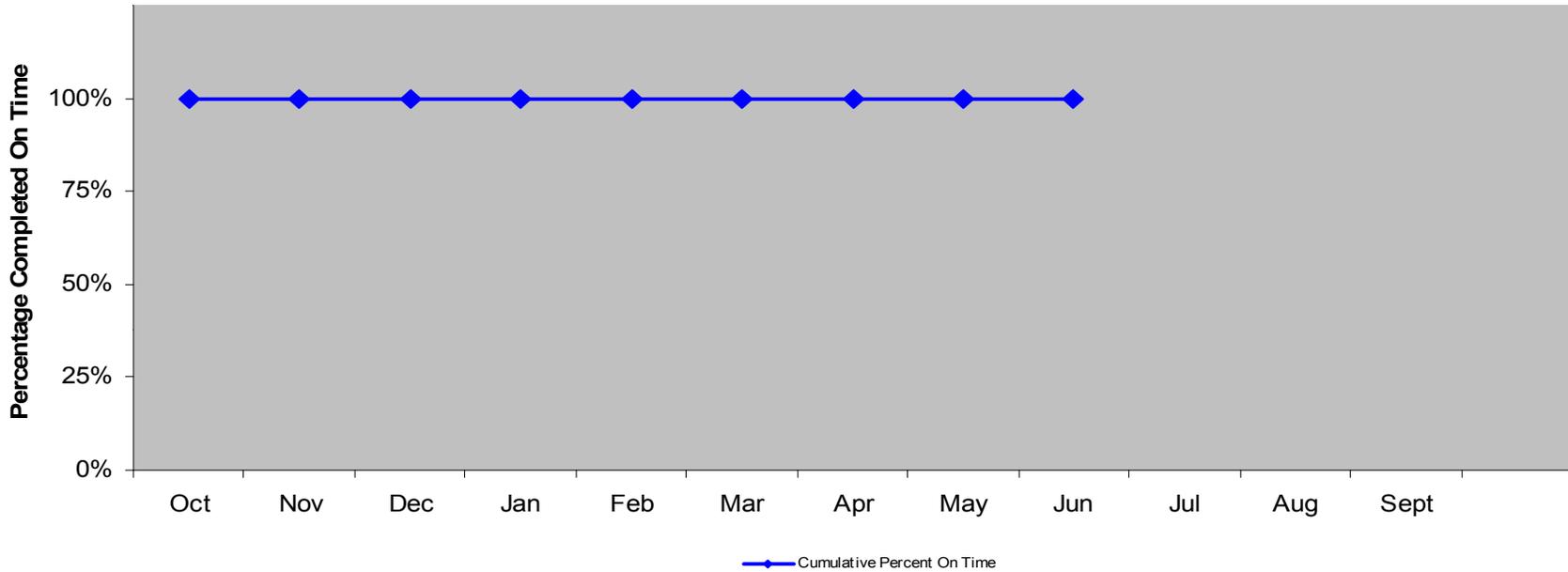
## I Care/We Care Issues

1476 Total Issues

ID	DATE	TITLE	STATUS
<a href="#">IC-2013-004</a>	06/08/2013	K-27 Ops Floor Openings	CL
<a href="#">IC-2013-003</a>	04/18/2013	Security Kitchen, Restroom and Post Janitorial Service	CL
<a href="#">IC-2013-002</a>	03/12/2013	Finley Way Use Restrictions	CL
<a href="#">IC-2013-001</a>	02/19/2013	K-1007 Parking Lot	CL
<a href="#">IC-2012-014</a>	12/06/2012	K-1652 Janitorial Services	CL
<a href="#">IC-2012-013</a>	12/06/2012	Rodent Infestation	CL
<a href="#">IC-2012-012</a>	09/05/2012	Gas Cylinder Racks	CL
<a href="#">IC-2012-011</a>	08/02/2012	K-1310-GA Changehouse Steps and Deck	CL
<a href="#">IC-2012-010</a>	08/02/2012	Janitor Service for Overtime Operations	CL
<a href="#">IC-2012-009</a>	08/02/2012	Gate Latch Modification	CL
<a href="#">IC-2012-008</a>	06/19/2012	Lead Sheaved Cable Outside K1070B Fence	CL
<a href="#">IC-2012-007</a>	06/06/2012	K-27 Lighting Deficiency	CL
<a href="#">IC-2012-006</a>	06/06/2012	Residual Dust and Debris Generated From K-1652 Roofing Activities	CL
<a href="#">IC-2012-005</a>	03/29/2012	Postings and Signs	CL
<a href="#">IC-2012-004</a>	03/21/2012	Off-shift Adherence to Work Package Requirements	CL
<a href="#">IC-2012-003</a>	03/21/2012	Drug and Alcohol Screening	CL
<a href="#">IC-2012-001</a>	02/08/2012	Inoperable Lighting at K1310-MY and K1310-MZ	CL

# I Care/We Care Committee Reporting

Cumulative Percent On Time



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
<b>Cumulative Percent On Time</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%			
<b>Performance</b>	Green											

Definition	
<p>This metric measures the 12-month cumulative percentage of IC/WC issues closed within 30 days.</p> <p><b>Analysis:</b> At the end of June 2013, the 12-month cumulative percentage remains constant; all IC/WC issues have been closed within 30 days.</p> <p><b>Action:</b> N/A</p>	
<b>Key</b>	<b>Performance</b>
Green: Goal ? 90%	↔
Yellow: Needs Management Attention	
<p><b>Owner:</b> Susan Kimmerly  <b>Performance Indicator Type:</b> Leading  <b>Data Source:</b> QA</p>	

# Bridging the Gaps – VPP Passports

Page 4

## THE SAFETY ADVOCATE

### UCOR Passports for the VPP Journey

VPP passports will be available for all UCOR employees and subcontractors on March 1. The VPP passport is an interactive educational tool used to enhance communication between employees, supervisors, subcontractors and management. It is designed to highlight recognition, identification and knowledge of controls of work place hazards. The goal of the VPP passport is to reduce injuries and illnesses by increasing awareness and employee involvement.

- Employees and subcontractors should complete six core plus four additional requirements.
- Supervisors should complete six core plus four additional supervisory-related requirements.
- Completed and signed passports should be submitted to your craft safety advocate/representative, your safety professional or ESH manager by April 2.
- Employees and subcontractors who complete the passport will be entered for random prize drawings, receive an "Above and Beyond" legal pin, and recognitions from their project or functional organization.

**ORBSP Community Outreach**

On behalf of the Oak Ridge Business Safety Partnership (ORBSP), Atomic bonded two Safety Trained Supervisor (STS) examination preparation classes. Rick Calles, URS Safety and Health Training Manager, provided the classes free of charge to the Oak Ridge Community. Twenty-nine (29) STS candidates representing various local businesses attended the sessions. In addition, Rick provided training to twelve (12) UCOR employees and subcontractors at the ETPP. UCOR also provided follow-up assistance to aid in the preparation of candidate applications.



Rick Calles addresses STS examination preparation classes.



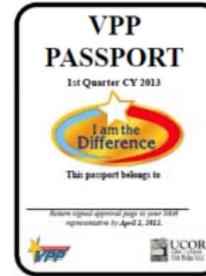
Several Federal Services employees receive guidance to complete the STS application process.

February 2012



Completed  
2 VPP  
Passports

# 3 is on  
the way



Don't Forget!

Completed VPP Passports should be submitted on or before April 1.



## VPP Passport Fiesta for Non-deployed Personnel

Who's Invited: Non-deployed personnel who completed the 1st Quarter CY 2013 VPP Passport

Date: Wednesday, May 22

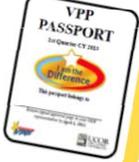
Time: 11:00 a.m.—12:30 p.m.

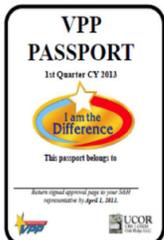
Location: K-1007 Room 1202

Details: Take out lunch catered by

**Salsarita's FRESH Cantina**

Sign in at conference room to register for door prizes.





VPP Passports

Great job! More than 800 UCOR employees and subcontractors completed and submitted their 1st Quarter CY 2013 VPP Passport.



# Bridging the Gaps - Safety Advocate Newsletter

Monthly Prize Drawing for participation in *The Safety Advocate's* learning tools

**The Safety Advocate** 9

UCOR CY 2013 Injury/Illness Cases as of May 10				
Project	First Aid	Recordable	Restricted	Lost Time Away
Non-deployed Functional	0	0	0	0
D&D	7	1	0	1
Facility Operations/S&M	2	0	0	0
Regulatory and Environmental Remediation	0	0	0	0
Waste Disposition	0	0	0	0
<b>Total UCOR and Subcontractors</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>1</b>

FILL IN THE BLANKS AND ENTER PRICE DRAWING

According to Webster's Dictionary, \_\_\_\_\_ was the new 2009 term of the year. Name the three primary types of distractions:

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_

Name \_\_\_\_\_ Phone \_\_\_\_\_

Ways to submit your entry:

- ★ Drop in an I Care/We Care Box
- ★ Give to your Project Safety Representative
- ★ Give to your Craft Safety Advocate/Representative
- ★ Email to vpp@ettp.doe.gov
- ★ Plant mail to VFP @ K1007, 345 7171

Congratulations to this month's drawing winners!



*Carol Russell*  
*Susan Stulzer*

Carol and Susan each received a trunk organizer.



... and here's this month's winner!



NO PHONE ZONE



Congratulations to John Buckner!

John Buckner, D&D Project General Foreman accepted the No Phone Zone challenge issued in the last *Safety Advocate*.

John's pledge was selected to win a weather radio during a blind drawing.

NO TEXT OR CALL IS WORTH A LIFE!

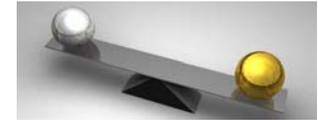
# Bridging the Gaps - Caught Working Safely

## Employee Recognition



# UCOR's SCWE Self-Assessment

## Supplemental Information Topics: Review of Contract Incentives



East Tennessee Technology Park (ETTP) Contract  
 Performance Evaluation and Measurement Plan  
 Contract No. DE-SC-0004645

**Incentive Award Fee – Project Management Incentive Ratings Table**

Performance Elements:	(a) Weighting*	(b) Adjectival Rating	(c) Percent Fee Earned	(d) Weighted Totals (a) x (c)
Project Mgmt & Business Systems	25%			
Worker Safety & Health Management	25%			
Quality Management	25%			
Environmental Management	25%			
<b>Total</b>	<b><u>100%</u></b>		<b>% Earned (e)</b>	
<b>Total Available Award Fee – Project Management Incentive (10/01/12 to 03/31/12)</b>				<b>\$686,249</b>
<b>Total Earned Award Fee = Total Available Award Fee x Earned (e)</b>				

\*May be adjusted at each rating period



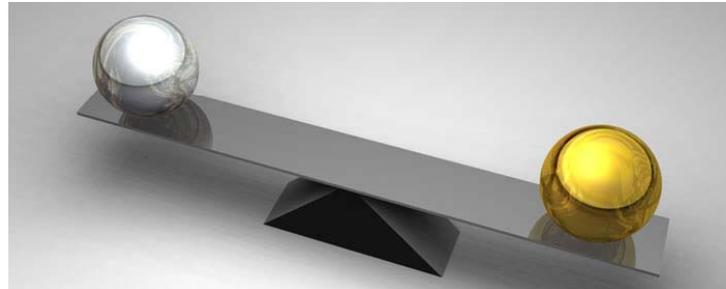
**UCOR**  
 URS | CH2M  
 Oak Ridge LLC

*Safely Delivering DOE's Vision for the  
 East Tennessee Technology Park Mission*

# UCOR's SCWE Self-Assessment

## Supplemental Information Topics: Review of Contract Incentives

Is there a reasonable balance between cost/schedule and safety pressures?



While there is a cost incentive within the award fee, there is also an incentive for safety performance, so there is a balance there.

The UCOR contract contains the Conditional Payment of Fee (CPOF) clause that allows DOE to unilaterally reduce our fee due to safety and security incidents. Additionally, a significant safety incident could potentially result in a stop work which would not only put any schedule incentive UCOR has at risk, but could potentially cause UCOR to lose all the fee associated with a PWS completion PBI if we exceed a 15% negative schedule variance.

# UCOR's SCWE Self-Assessment

Supplemental Information Topics: Do performance metrics provide insight into SCWE?

Subject Matter Area	Proposed ISMS Performance Measures - June 2013																	
G G G	G G G	G Y Y	G G G	G G G	G G G	G G G												
<b>Safety &amp; Industrial Hygiene</b> ↔	TRC Rate ↔	DART Rate ↔	# of First Aid Cases ↔	IH - # of Individuals Exposed to ≥ 50% OEL ↔	IH - Max % OEL ↔	IH - # of Events of Individual Exposures ↔												
		G G G	G G G															
		Control of Hazardous Energy ↔	Electrical ↔															
G G G	G G G	G G G																
<b>Radiation Control</b> ↔	# of Personal Contamination Events ↔	Cumulative & Qtly TLD Dose ↔																
G G G	G G G	G G G																
<b>EC&amp;P</b> ↔	Written Noncompliances ↔	Reportable Releases ↔																
G G G	G G G	G G G	G G G															
<b>Nuclear &amp; Criticality Safety</b> ↔	# of Safety Basis or TSR Violations ↔	ACRs by Severity Level ↔	Timely Closure of ACRs ↔															
G G G																		
<b>Quality Corrective Action Completion</b> ↔																		
G G G	G G G	G G G	G G G	G G G	G G G	G G G	G G G	G G G										
<b>Nuclear Safety Culture</b> ↔	PAPC ↔	Field Presence ↔	IC/WC ↔	Employee Concerns ↔	DPOs ↔	IWCP ↔												
							Improved Performance ↑ Stable ↔ Decreased Performance ↓											
G	Performance Meets Expectations																	
Y	Performance Needs Management Attention																	

# Creating a Culture of Safety

- From the outset of our contract, UCOR has been deliberate in developing a healthy nuclear safety culture.
- UCOR uses multiple methods to assess the culture.
- UCOR has a robust safety culture. Areas for improvement have been identified and actions are being taken to continually improve.

