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February 10, 2014

CHPRC-1400300

Mr. J. J. Short, Contracting Officer
U.S. Department of Energy
Richland Operations Office
Post Office Box 550
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Dear Mr. Short:

CONTRACT NUMBER DE-AC06-08RL14788 – ANNUAL REPORT OF CHPRC VOLUNTARY PROTECTION PROGRAM

CHPRC is pleased to submit the Annual Voluntary Protection Program (VPP) Report. The scope of this year's self-assessment report was developed from a variety of assessments conducted throughout the year by RL, CH2M HILL Corporate, bargaining unit, and employees from contractors and subcontractors from the Hanford Site.

CHPRC's VPP leadership team, management, Employee Zero Accident Council, and the CHPRC VPP steering committee have made continuous improvements in CHPRC's Safety & Health program. This is in addition to completing the opportunities for improvement identified in the DOE-Headquarters VPP report. With the involvement of our employees and strong support from the Hanford Atomic Metal Trades Council, along with assistance from RL, CHPRC's vision is to move forward and remain in the DOE VPP.

Technical questions should be directed to T. L. Vaughn at 376-5408, and contractual questions should be directed to R. K. Corman at 372-0528.

Sincerely,

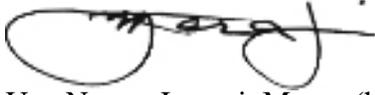
John C. Fulton
President and
Chief Executive Officer

jeg/kcp

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CHPRC-02157, Revision 0

**CH2M HILL Plateau Remediation Company
Annual Voluntary Protection Program
Self-Evaluation Report**

January 2014

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Terms

BOD	Board of Directors
CERCLA	<i>Comprehensive Environmental Response, Compensation, and Liability Act of 1980</i>
CHPRC	CH2M HILL Plateau Remediation Company
CRRS	Condition Reporting and Resolution System
CVDF	Cold Vacuum Drying Facility
DOE	U. S. Department of Energy
DOE-HQ	U. S. Department of Energy-Headquarters
DWF&RS	Decommissioning, Waste, Fuels & Remediation Services
EMS	Environmental Management System
EZAC	Employee Zero Accident Council
EWCACHMM	Eastern Washington Chapter of the Academy of Certified Hazardous Material Managers
FFS	Fluor Federal Services
HAMTC	Hanford Atomic Metal Trades Council
ISMS	Integrated Safety Management System
ISMSD	Integrated Safety Management System Description
OFI	Opportunity for Improvement
OS&IH	Occupational Safety & Industrial Hygiene
PAPR	Powered Air Purifying Respirator
PFP	Plutonium Finishing Plant
PPE	Personal Protective Equipment
PRC	Plateau Remediation Contract
PRCNS	Plateau Remediation Company Notification System
PTS	Project Technical Services
PZAC	Presidents' Zero Accident Council
RCRA	<i>Resource Conservation and Recovery Act</i>
RL	U.S. Department of Energy, Richland Operations Office
S&GRP	Soil & Groundwater Remediation Project
SAC	Safety Analysis Center
SHS&Q	Safety, Health, Security & Quality
SIP	Safety Improvement Plan
TRC	Total Recordable Cases
TTZ	Thinking Target Zero
VPP	Voluntary Protection Program
VPPPA	Voluntary Protection Program Participants Association

1.0 Summary

CH2M HILL Plateau Remediation Company (CHPRC) successfully completed its fifth year of the Plateau Remediation Contract (PRC) with the U.S. Department of Energy (DOE), Richland Operations Office (RL). In addition, DOE recently extended the contract through 2018. CHPRC is a performance-based contract designed to focus on cleanup of the 100K Area (River Corridor), the central portion of the Hanford Site (Central Plateau), and the groundwater beneath the Hanford Site. In March 2011, DOE's Voluntary Protection Program (DOE-VPP) onsite review team visited CHPRC and recommended Merit recognition. Since that time, CHPRC has worked diligently to complete and bring closure to the 22 Opportunities for Improvement (OFIs) identified by the review team.

1.1 Workforce Restructuring

CHPRC experienced a challenging yet rewarding year in 2013. In January, automatic spending cuts (sequestration) resulted in furloughs and some bargaining unit employees elected to use the Labor Asset Management Program to transition to other contractors on site. In addition, workforce restructuring was implemented due to decreased work scope and funding levels. To mitigate impacts to the workforce, a self-select option was offered. During this challenging time, CHPRC continuously communicated to employees to "remain focused" while performing work activities. Although not a simple undertaking, 1,326 employees worked diligently through the distractions while maintaining accident injury rates below industry standards.

1.2 Reorganization

Since receiving Merit certification in 2011 and in an effort to strengthen CHPRC's vision for site cleanup, resources were aligned to perform work in a more cost effective manner.

During the first 5-year period of PRC, the company:

- Centralized the Safety, Health, Quality and Security (SHS&Q) organization to empower subject matter experts and provide checks and balances between supporting Projects and assuring safe and compliant work.
- Combine the Decommissioning & Demolition Project and Waste & Fuels Management Project under one project management team to become the Decommissioning, Waste, Fuels and Remediation Services (DWF&RS) Project
- Transition pre-select subcontractors to CHPRC employees through a subcontractor strategy to identify cost efficiencies and bring greater value to the U.S. government.
- Utilize construction support by Fluor Federal Services (FFS), a major teaming partner with CHPRC.
- Formed the Project Technical Services (PTS) Organization. This organization provides the framework for prioritizing and coordinating project services under one umbrella to ensure consistency across the company. PTS expanded the Construction Management and Central Engineering work provided by the former Engineering, Projects and Construction organization, and centralized several support services.

During the second 5-year period of PRC, the work scope will include:

- Safely and compliantly preparing the Plutonium Finishing Plant (PFP) for slab-on-grade demolition in 2016 by removing gloveboxes and pencil tank units and implementing innovative approaches to safely expedite glovebox disposition. To support this effort and achieve efficiencies in work planning, resource allocation, and work execution, PFP and DWF&RS projects teamed to make a series of organizational changes. Implementation of these changes began in December 2013.
- Shrinking contamination plumes and protecting groundwater through continued Soil and Groundwater Remediation Project (S&GRP) well drilling, treatment of contaminants and other groundwater remedies.
- Preparing the systems and equipment that will be used to retrieve the last phase of sludge from the K West Basin and completing the K West Basin Annex construction.
- Construction support being provided by small businesses.

2.0 Annual Assessment Process

CHPRC has a system in place to evaluate the safety and health programs that provide an annual narrative report with written recommendations for improvement. This 2013 Annual VPP Self-Assessment Report was developed from a variety of assessments conducted throughout the year by DOE-RL, CH2M HILL, management, bargaining unit, and employees from contractors and sub-contractors from the Hanford Site. The data collected represents best practices and OFIs. In addition, each project conducted a VPP Gap Analysis using responsible managers as VPP team leads. These teams, including bargaining unit, Hanford Atomic Metal trades Council (HAMTC) Safety Representatives, Employee Zero Accident Council (EZAC) and members of the Project and Program Occupational Safety & Industrial Hygiene Organizations, conducted detailed assessments that were measured against VPP criteria using the VPP Gap tool sanctioned by DOE-VPP and utilized by the CHPRC VPP core leadership team. Results were analyzed and selected issues were entered into the Condition Reporting and Resolution System (CRRS) for resolution.

3.0 Continuous Improvements

3.1 Integrated Safety Management Systems

CHPRC has an effective and approved Integrated Safety Management System (ISMS) for the conduct of work under CHPRC at the Hanford Site. The Environmental Management System (EMS) requirements specified by DOE O 450.1A, *Environmental Protection Program*, and the Quality Assurance Program elements required by 10 CFR 830, *Nuclear Safety Requirements*, are integrated into ISMS. ISMS has been evaluated through multiple internal contractor and DOE assessments and verifications.

The *Integrated Safety Management System Description (ISMSD)* (PRC-MP-MS-003) is the current CHPRC ISMS description. The ISMSD is maintained through reviews and evaluations of CHPRC activities, programs, and trends. The ISMSD program status is routinely monitored

through established Safety Management Program reviews. In addition, an annual ISMS summary is reviewed by the Executive Safety Review Board, a committee of CHPRC senior managers.

Changes to the ISMSD since last year's report addressed organizational changes and made some structural changes to better align diagrams and flow charts to sections of the ISMSD where they are described. These changes were administrative in nature and did not result in any changes in the overall implementing strategy at CHPRC.

In support of periodic ISMS effectiveness declarations requested by DOE-RL on a periodic basis, annual evaluations of the Quality Assurance Program and ISMS Program are performed. These assessments look at key program areas and methods of measuring effectiveness of key programs; establish Performance Objectives, Measures, and Commitments; and communicate to DOE the various actions CHPRC is taking to address broad based areas for continuous improvement. The last assessment (SHS&Q-2014-MA-13112) was performed in December 2013. In addition to periodic program assessments, specific assessments and surveys in the area of safety culture are performed. Based on the results of the safety culture survey and assessment performed in 2012, CHPRC has developed an overarching improvement strategy with a continuing focus on leadership development across the management team, including a particular emphasis on front line supervision. The key component of this framework is a Leadership Impact Initiative, which is a two-day workshop built on a model that recognizes that the Safety Conscious Work Environment is embedded in an organization's safety culture and their organizational culture. The focus of the workshops is to ensure a common understanding of CHPRC's beliefs, expectations, and values and how CHPRC expects those values and behaviors to be modeled by leaders in the company, from the first line supervisors to the president's office. The framework focuses on core leadership principles and skill development designed to enhance managers' skills to more effectively engage with the work force. Surrounding the workshops are other activities intended to strengthen the safety culture at CHPRC, including:

- Quarterly executive manager off-site workshops
- Quarterly manager meetings
- Bench strength monitoring of managers/supervisors
- Team development and training skills
- Leadership training for managers
- Additional supervisory training tools

3.2 Environmental Management System

CHPRC's environmental performance is managed, monitored, and improved through the EMS. EMS uses a plan-do-check-act approach to evaluate aspects of the work, focus resources, evaluate effectiveness, and seek continual improvement. Everyone on the CHPRC team is responsible for improving environmental performance. In July 2013, the results of the ISO-14001 annual assessment were shared and the auditors were immensely impressed with EMS and those interviewed.

The year 2013 was a year of progress and accomplishment. Every day, employees recycled paper, plastic and aluminum; properly disposed of wastes such as batteries and lamps; printed double-sided; excessed over 115 desktop printers and scanners; and used central printers and copiers. In addition, employees “shopped” from CHPRC’s excess and storage for items that could be reused or repurposed.

Additional achievements include the following:

- *Resource Conservation and Recovery Act (RCRA) Closure Plan effort - ahead of schedule, exceeded expectations*
- Asbestos Management Improvements
- Zero Waste picnic - continued recognition including winner of the City of Richland Green Event of the Year award
- Zero Notice of Violations, spills, or missed Tri-Party Agreement milestones in FY13
- Compliance matrices created for *Comprehensive Environmental Response, Compensation, and Liability Act of 198 (CERCLA) Documents*, and water permits
- RCRA Operating Record Requirements Defined

CHPRC’s 2013 EMS Objectives and Targets Performance had a 97 percent completion at the end of FY13, which included the following:

- Improved the procurement process for environmentally preferable products
- Implemented additional spill reduction strategies at PTS
- Developed a plan to disposition items stored in Conex boxes at S&GRP
- Identified new mission for the Cold Vacuum Drying Facility (CVDF) at DWF&RS
- Revised PFP procedures to maximize reuse and recycling of excess items in storage
- Treated 1.4 billion gallons of water at 200W Pump and Treat
- Diverted 98.6 percent of waste from the Zero Waste picnic from the landfill

3.3 PRC Notification System

The PRC Notification System (PRCNS) is a web-based software application that allows CHPRC to notify and transmit information to appropriate personnel regarding CHPRC events. PRCNS pulls contact information from the Hanford PeopleCORE system into pre-defined distribution lists and ad-hoc notification contacts for an event notification message. Each recipient's pager, cell phone, work e-mail, and/or home email will receive event, site condition, or management concern notifications when appropriate.

3.4 DOE-VPP Onsite Review Corrective Action Items

The DOE-Headquarters (DOE-HQ) VPP review team identified 22 OFIs; each OFI was entered into CRRS and assigned to the Responsible Manager. An independent assessment performed by a member of the CHPRC VPP Leadership Team (experienced member of multiple DOE onsite

reviews) verified that all actions meet VPP requirements, as identified in the DOE-HQ report, and are closed. In addition, the 10 OFIs identified by the visiting VPP Mentor have been closed.

CRRS is a user friendly, Intranet-based database that all employees can use to report and track issues, conditions or events (positive or needing improvement), from initiation to resolution. Items submitted to CRRS by employees are screened by a team consisting of CHPRC Issues Management, the Price-Anderson Amendments Act Organization, and subject matter experts, and are assigned a graded significance level. CRRS can be accessed via the CHPRC Intranet at <http://prc.rl.gov/prccrrs>.

3.5 VPP Gap Tool

The CHPRC VPP Leadership team adopted a VPP Gap Tool that was used by the projects, Functional Organization, and the Central Safety Organization to help identify areas for improvement. Training was provided to the VPP team leads to better understand how to use the tool. Across CHPRC, seven items were consistently identified that have been included in the 2013-2014 Safety Improvement Plan (SIP), which is currently being developed.

CHPRC VPP Gap Analysis Results:

Management Leadership

1. Ensure that the EZAC and Presidents' Zero Accident Council (PZAC) meetings are well attended and that work groups are properly represented based on CHPRC demographics. Also ensure secondary teams (e.g. safety logbook review and action team) are supported by the project work schedule.

Employee Involvement

2. SIPs need additional senior management sponsorship (company level and project level) to ensure employee-based development and subsequent communication plans target all employees. Employees should understand the Occupational Safety & Industrial Hygiene (OS&IH) targets for the company and their role in attaining those goals. In addition, if statistics are not explained based on statistical prediction models, they are of little value outside of awareness.

Worksite Analysis

3. Ensure OS&IH inspections are occurring on a regular basis and that EZAC members are included. Consider a quarterly senior manager inspection schedule for cross-pollination and additional top-level field presence.
4. Ensure critique and casual analysis results are well communicated.

Hazard Prevention and Control

5. Ensure skill based work determinations are completed utilizing well-defined hazard criteria.
6. Ensure there are no barriers to issuance of standard personal protective equipment (PPE) (excluding footwear) at the project, functional, and support levels.

Safety and Health Training

7. Ensure leadership training is provided to leaders who have direct project accountability.

3.6 Project VPP Gap Analysis Results

Decommissioning, Waste, Fuels, and Remediation Services Project

1. The teams confirmed that VPP elements in all five tenets are in place and implemented. Nearly all workers interviewed feel that safety is a top priority and that DWF&RS is a safe place to work. Most believe that management is committed to safety and feel they can go to their managers about safety issues, that they will be listened to, and that actions will be taken. A strong majority understands that all are responsible for safety, understand stop work, and feel they can use it.
2. Assessors reported that work-planning teams observed at the Solid Waste Operations Complex were attended by appropriate resources. The work planners were well prepared and ran the meetings effectively, and the teams did a good job covering hazards and developing controls.
3. Assessors reported that pre-jobs at Cold Vacuum Drying Facility (CVDF) and the T Plant Facility were performed well. Workers at the T Plant Facility demonstrated strong ownership and engaged with planners and supervisors at pre-jobs to resolve questions before starting work.
4. Assessment teams reported that facility personnel were cooperative, professional, and were very helpful in making arrangements for assessors to observe activities and interview personnel.
5. It was noted that having someone from each project on each of the teams was beneficial, especially with regard to having at least one person on each team familiar with the facility layout.
6. While not members of the assessment teams, the administrative staff assigned as points-of-contact for each facility did an outstanding job in setting up interviews, swapping people out due to the inevitable unforeseen schedule changes, and providing work areas for the assessment teams to meet and conduct interviews.

Project Technical Services

As discussed earlier in this report, PTS was newly organized October 1, 2013. Being a new organization, a VPP Gap analysis has not been performed. To help new employees understand the elements and sub-elements, and their rights to participate in VPP, each employee received a CHPRC VPP pocket guide. This guide provided employees with an in-depth overview of VPP along with points-of-contact for more information. In addition, all new employees were also introduced to VPP through new hire orientations along with communications to include Tailgate meetings, Thinking Target Zero (TTZ), Safety Analysis Calls (SAC), and management meetings. In 2014, employees at PTS will be summoned to take an active role and participate in VPP surveys and use the VPP Gap analysis tool to identify any OFIs.

Plutonium Finishing Plant

1. Ensure EZACs are well attended and that all work groups are represented. Develop the SIP and communication plan for the content. Ensure OS&IH professionals are interviewed for all OS&IH assessments. Ensure PFP leadership is listening. Re-establish Step Back & Refocus as a VPP employee feedback and involvement program and take credit for the work that has been done up to this point.
2. Establish a top-level EZAC and VPP management sponsor in an effort to facilitate positive perceptions and walking the talk. Ensure all work activities include worker involvement according to 10 CFR 851, *Worker Safety and Health Program*. It was mentioned that there is perception that non-decommissioning activities may not have the worker input. Ensure that all employees are encouraged to get involved with safety and make logbook entries when issues arise. There needs to be an additional focus on exempts, ensuring that they too make logbook entries to improve safety and the project decommissioning targets. Ensure all employees understand how VPP assurances benefit employees, i.e. a fundamental understanding of the concept that the involved worker is the safe worker. Ensure communication includes “what’s in it for me” statements (e.g., staying out of the hospital, individual economics, etc.). Ensure employee-based EZAC sub-teams are sponsored by top management, scheduled, and attended. The assessment found no evidence of EZAC members involved in the critique process. While not formalized, this element will disappear if all work crews are appropriately represented at EZAC meetings.
3. Ensure safety and housekeeping inspections are being completed by EZAC on a monthly basis. Ensure safety and health inspections are hard scheduled with Activity Integration Team as the preferred method. Also be sure to take credit for Nuclear Safety and Performance Evaluation Board, Support Service Operations, Step Back & Refocus, Operations, Fire, Radiological Control, & Senior Mentor inspections and assessments. Ensure Critique and causal analyses are well communicated.
4. Ensure OS&IH staffing level is commensurate with project work scope. Ensure that the OS&IH team has a ‘go’ attitude and not a ‘stop’ attitude.
5. Ensure clear and concise OS&IH expectations are communicated to all managers and supervisors on a regular basis. Ensure leadership training is given to those leaders that have direct project accountability.

Soil & Groundwater Remediation Project

1. The *CHPRC Safety, Health, Security, Quality and Environmental Policy* (PRC-POL-SH-5053) reflects management’s commitment to safety and health and safe working conditions. The policy is available to all employees via the internet. However, while employees know there is a policy and believe they could find it, the policy needs to be communicated to employees on a more frequent basis.
2. A SIP is prepared at both the company and project level. The plan is not communicated efficiently within the S&GRP. The plan should be communicated through several mechanisms (e.g., EZAC, posted on bulletin boards, tri-folds provided to managers for discussion with employees).

3. Most employees can identify senior management by sight, although they need to introduce themselves and state their position in the project to the work groups. This will be beneficial to the new employees that join S&GRP.
4. Although the workforce is provided with the minimum PPE needed to perform their assigned work, PPE is not always readily available at the work site. PPE is typically obtained through the 2611E warehouse and only as needed per individual. Workers feel they should be able to maintain a small quantity of PPE in their work locations.
5. Employees strongly felt they were not involved in procedure reviews or job walk downs. Some supervisors expressed that if they were provided an opportunity to have the work package before the job, and walk the job down prior to the job starting, they would be more effective. Typically the package is handed to the supervisor at the time the job is expected to start. More worker involvement in procedure review and job walk downs will increase employee ownership.
6. It is perceived that the disciplinary practice for S&GRP employees is unfair and inconsistent with other projects. Workers also feel management rush to use discipline instead of trying to seek out and eliminate the hazards that caused the accident to occur.
7. A weakness was identified by some S&GRP employees pertaining to bringing up safety concerns or issues while performing a job. There was a perception that employees were being reassigned to another job if they brought up a safety concern or issue. The perception is that management will then have another employee perform the work.
8. At times, outdated equipment is being used in the Field Sampling Operations group. The Hydrostar pumps continue to be refurbished instead of being replaced with new state-of-the-art equipment. It is perceived that the 200W Pump and Treat Facility has priority, which impacts other groups from receiving the priority that is needed to maintain their equipment.
9. There are many tracking systems (i.e., Safety logbook, "What Bugs You," R-Report, CRRS, Stop Work List, and Well Concern Report) that are used to capture employee issues and concerns. However, issue resolution and timeliness in communicating back to the employee who entered the concern is lacking, with the exception of safety logbook issues. Communication of status of all safety issues needs to be improved.
10. Emergency drills are being performed; however, the drills are job specific and person specific. Other workers are not given the opportunity to participate in drills, thus not all employees are comfortable and know what to do when an emergency occurs.
11. Although employees are encouraged to participate in safety and health groups and committees (e.g., EZAC), there is not a balance between bargaining unit and exempt personnel. Daily work activities in the field sometimes take precedence over attendance at these meetings, resulting in lack of participation. Each work group in S&GRP needs to identify one exempt and one bargaining unit EZAC representative, as well as an alternate to attend and participate in EZAC and other safety committees.

4.0 Goals and Objectives

4.1 Performance Measures, Objectives, and Commitments

CHPRC's Performance Measures, Objectives, and Commitments are established to drive improvement in safety performance and ISMS effectiveness. Annual performance expectations are established for the performance improvement measures. Table 1 below addresses the FY13 commitments.

Table 1. FY13 Performance Measures, Objectives, and Commitments

Category/Performance Metric	Objective
A. Worker Protection	
1. EM Goal Statistics OSHA Recordable Rate - Maintain OSHA Total Recordable Case Rate at or below the EM goal and implement improvement plans if trending unfavorably. OSHA DART Rate - Maintain OSHA DART Case Rate at or below the EM goal and implement improvement plans if trending unfavorably.	< 1.1 < 0.6
2. Implement the Beryllium Program: Phase 1 and Phase 2 products deployed in the field with an effectiveness assessment conducted 60/90 days after declaration of completions (stretch/base goal).	Base = 90 Assessment Stretch = 60 day assessment
3. Support implementation of the current site-wide safety programs through performance of program implementation assessments for the following programs. <ul style="list-style-type: none"> • Elevated Work (fall protection, elevated work, ladders, scaffolding) • Hoisting and Rigging • Confined Space • Respiratory Protection • Chronic Beryllium Disease Prevention Program • Stop Work • Lock Out/Tag out • Electrical Safety • Excavation • HAZWOPER Training • Hanford General Employee Training • Core Radiological Control Technician Qualification Training • Radiological Worker Training 	Base = 3 Assessments/qtr
B. Environmental Compliance	
1. Enhance the compliance program through the creation of tools. During FY13, create, train, and distribute for use compliance matrices for CERCLA documents that drive work, Rev. 8C of the Hanford Facility RCRA Permit, and the Air Operating Permit.	Base = as described, Stretch = as described + water permit matrices

Table 1. FY13 Performance Measures, Objectives, and Commitments

Category/Performance Metric	Objective
2. Plan and conduct 12 environmental regulatory assessments in FY13.	Base = ≥ 12 Stretch = 19
3. Complete EMS Targets and Objectives for FY13.	Base = $\geq 90\%/FY$ Stretch = 100%/FY
C. Contractor Assurance System	
1. Maintain the annual ratio of self-assessment identified issues above 70% average per year. This is a leading indicator for Safety Culture.	Base = $\geq 70\%$ Stretch = $\geq 80\%$
2. Maintain the annual percentage of self-assessments completed as scheduled above 85% average per year. This is a leading indicator for Safety Culture.	Base = $\geq 85\%$ Stretch = $\geq 95\%$
3. Employ internal or external assessments into the integrated evaluation plan for the following areas: <ul style="list-style-type: none"> • QA • ISMS • VPP • Nuclear Safety Performance Evaluation Board • Work Control 	Base = 5 Stretch = 7
D. Safety Culture	
1. Develop/Implement a Leadership Development Framework that addresses core leadership principles and skill development designed with an emphasis on Front Line Leadership.	Plan and Implementation Schedule Developed June 30, 2013

DART	Days Away, Restricted or Transfer
EM	Environmental Management
HAZWOPER	Hazardous Waste Operations and Emergency Response
OSHA	Occupational Safety and Health Administration

5.0 Safety Improvement Plans 2013

SIPs are developed by a mix of management, workers, members of EZAC, and the Project and Program Occupational Safety & Industrial Hygiene organizations. These plans can be modified as needed by the project as they complete the actions. The company-level SIP included Management Leadership, Employee Involvement, and Hazard Prevention and Control/Safety and Health Training.

5.1 Management Leadership

Improve Safety Communications

- Focus Topic Areas of Leading Injury Causes: Develop communications plan and integrate with the Safety Communications Plan an approach to emphasize, throughout the year, leading injury causes, including Stop Works.

5.2 Employee Involvement

Improve Employee Zero Accident Council Feedback Participation

- Integrate EZAC participation and feedback element in to Safety Communications Plan.
Goal 1: Meet monthly with Project EZAC chairs to identify issues and provide feedback from employees.
Goal 2: Complete an EZAC and VPP point-of-contact orientation session describing the safety programs and employee involvement activities available to all employees.

5.3 Hazard Prevention and Control/Safety and Health Training

Reduce High Frequency Injuries

Goal 1: Ensure Management Observation Program and Safety Observation Program includes slips, trips and falls observations and any leading injury causes identified in SIP.

Improve Vehicle safety

- Support Get Out and Look (Goal) PRC-RD-SH-9237, *Motor Vehicle/Bicycle Safety*, which requires that Operators conduct a 360-degree inspection of the vehicle and surrounding area prior to driving the vehicle, to identify any obstructions, vehicle damage or visible vehicle deficiencies.
Goal 1: Complete Vehicle Training (#301846): Complete 4-hour training for those who drive government vehicles one or more times a week.
Goal 2: Complete Vehicle Training (#301845): Complete classroom training for those who drive government vehicles one to three times a month.
Goal 3: Give/receive indoctrination of safety requirements as specified by the Motor Vehicle Operator's Manual or equivalent training course/checklist (Operational Checklist for Utility Vehicle Checklist [#290527]) for those who drive utility vehicles as defined by procedure.

6.0 Injury Incident/Workday Case Rate

CHPRC closely monitors injuries to identify trends and focus areas to target injury reductions and improve overall employee health. Each injury and how it could have been prevented is communicated to the workforce on a weekly basis through the Safety Tailgate presentation.

Injuries are analyzed by type, cause, and affected body part. Increases in any of these categories receive focused attention through a variety of means, including awareness communications, ergonomic evaluations, work site assessments, and Project-sponsored campaigns that foster employee involvement.

Table 2 shows large differences in the number of injuries and case rates over the three-year period between 2011 and 2013. Primary reasons for the differences include a reduction of hours worked, a change in work scope, including fewer potentially hazardous activities such as demolition and construction, and Project-specific injury reduction efforts. The CHPRC North American Industry Classification System (NAICS) code is 5629 Remediation and Other Waste-Management Services. Table 3 shows the statistical comparison of Total Incident Care Rates (TICR) and Days Away, Restricted, Transferred (DART) case rates for 2013.

Table 2. Total Incident Case Rates/Days Away, Restricted, Transferred Case Rates

Calendar Year	Hours Worked/ Employees	Total Recordable Cases	Total Recordable Case Incident Rate	Days Away or Restricted Workday Cases	Days Away or Restricted Workday Rate
2011	3,687,574	21	1.14	9	0.49
2012	2,187,080	12	1.10	5	0.46
2013	1,972,767	14	1.42	9	0.91
3-Year Total	7,847,421	47	1.20	23	0.59
Sub-Contractors					
2011	3,490,086	16	0.92	3	0.17
2012	1,509,135	0	0.00	0	0.00
2013	855,039	1	0.23	0	0.00
3-Year Total	5,854,260	17	0.58	3	0.10
Injury Incidence/Days Away Case Rate (3-Year Combined Average)					
Total Recordable Case Rate	13,701,681	64	0.93		
Days Away or Restricted Workday Case Rate	13,701,681			26	0.38

Table 3. Statistical Comparison

NAICS# 5629	2013 TCIR Rate = 1.06	80% below the 2013 NAICS rate of 5.20	Slightly below the DOE Goal of 1.10
NAICS# 56291	2013 DART Rate = 0.64	75% below the 2013 NAICS rate of 2.60	Above the DOE Goal of .60

Notes:

*NAICS Number and Title:

5629–Remediation and other waste management services

56291–Remediation Services (5 digit code)

562910–Remediation and clean-up of contaminated buildings, mine sites, soil, or ground water

The Bureau of Labor and Statistics publication did not include the six digit level injury DART or the five digit level for TCIR.

2013 TCIR and DART Incidence rates derived from the combination of CHPRC and Subcontractor 2013 hour and case data.

BLS Bureau of Labor Statistics

TCIR Total Case Incident Rate

Number of Contractor Employees: 1,164
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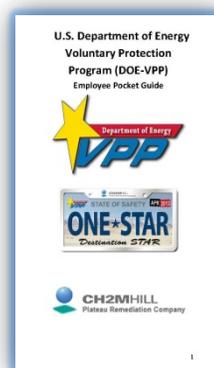
Notes:

Above contractor employee number is the average number of CHPRC employees for 2013 and does not include subcontractor employees.

7.0 VPP Updates

7.1 VPP Pocket Guide

A VPP pocket guide was developed by members of the VPP Leadership Team. VPP informational games were incorporated into the guide so participants could learn more about VPP in a fun and interactive way. Included in the guide was a very popular bingo game. Employees with a ‘bingo’ were required to complete 25 “Fact or Fiction” questions to be a winner. Custom-made CHPRC VPP chocolate bars were distributed to all employees as a thank you for participating in the VPP informational games and for working safe.



7.2 CHPRC VPP Plan

The CHPRC VPP Plan (PRC-MP-SH-40452, *CH2M HILL Plateau Remediation Company Voluntary Protection Program Plan*) was developed to ensure all elements and sub-elements of DOE-VPP, including management leadership, employee involvement, worksite analysis, hazard prevention and control, and safety and health training are part of the written safety and health program. The plan is applicable to all CHPRC employees and contracted employees. In addition, it ensures that management demonstrates commitments by providing the support (resources and time) needed to meet and maintain VPP processes and requirements. This support includes providing employees and EZACs with the necessary resources (staffing, space, training, time, funding, materials, etc.) to actively participate in the company’s VPP activities and safety initiatives.

7.3 PZAC Meeting

PZAC is a joint management/worker safety council comprised of representatives of CHPRC projects and functions (bargaining unit exempt, non-exempt). The purpose of the PZAC structure is to promote a safe and healthful work environment and achieve exemplary safety performance, in a cooperative effort, utilizing the elements of DOE's VPP. The membership meets monthly to participate in worker safety-related informational sharing on lessons learned, close calls, injury/illness performance trends, discussion of safety and health goals/objectives (i.e., SIPs, VPP activities, and other issues). Noteworthy performance and accomplishments are

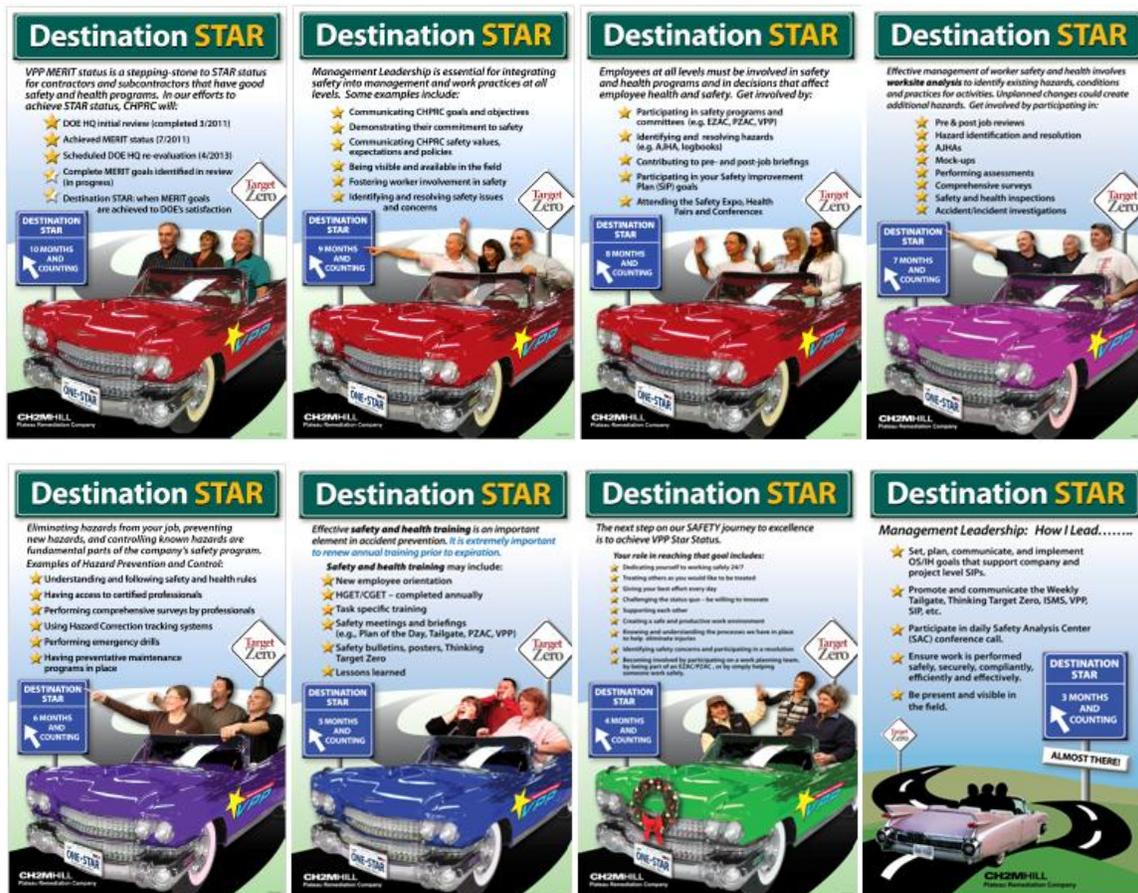
also recognized. The meeting results are communicated within the lower-tier EZAC structure to ensure all employees have the opportunity for personal involvement.

7.4 Communication Improvements

Communication across CHPRC can be a challenge due to the diversity in the work scope and the variety of employee interfaces. Subsequently, many paths are used to communicate and share safety messages to CHPRC and sub-contractor employees. Communication improvements were made by combining messages in the form of a single source for pertinent information posted on the CHPRC website called Weekly Update, which includes Employee Messages, Safety, News, and Community Events. This has reduced the number of e-mails employees receive and promotes more effective communication.

7.5 Communication Posters

Throughout 2013, a full series of VPP posters were developed and used as educational tools to communicate the elements and sub-elements of VPP. The theme of the posters was Destination Star, referring to the journey from Merit recognition to Star status. Each month a new poster was developed with a mix of employees riding in a car on the road to safety excellence.



Destination STAR

Employee Involvement
I am involved in VPP when I:

- Chair or attend a safety committee
- Identify and resolve hazards
- Perform Personnel and Safety Observations

Participate in:

- AJHAs
- Work planning meetings
- EZACs & PZACs
- OUT-OF-Job of workers
- Safety Inspections
- Pre- and Post - Job Briefings

2 MONTHS AND COUNTING

ALMOST THERE!

Target Zero

CH2MHILL
Plateau Remediation Company

Destination STAR

Management Leadership:
How I lead ...

- Recognize and Award Employees
- Follow the Hazard Review Board Process
- Perform accident incident investigations
- Apply emergency preparedness knowledge
- Support the Executive Safety Review Board
- Utilize Employee Concerns
- Join the Technical Response Team
- Attend All Employee & All Manager Meetings
- Provide Resources
- Set the example for safety & ethics

1 MONTH AND COUNTING

ALMOST THERE!

Target Zero

CH2MHILL
Plateau Remediation Company

Destination STAR

Employee Involvement:
How I'm Involved ...

- Submit safety topics for the Weekly Tailgate
- Provide safety share at meetings
- Perform a 360° vehicle walk around prior to driving
- Assist co-workers with safety
- Nominate co-workers for safety excellence
- Review current activities/events on safety bulletin boards

Participate in:

- Job Hazards Analysis Process
- Job Walkdowns
- Stretch & Flex

Continue Working Safely

Target Zero

CH2MHILL
Plateau Remediation Company

VPP VOLUNTARY PROTECTION PROGRAM

Management Leadership

Employee Involvement

Worksite Analysis

Hazard Prevention and Control

Safety and Health Training

Destination STAR

We are a VPP Company!
And we are ready for the VPP Assessment!

- Our overall safety and health program is robust.
- We work each and every day to the 5 VPP tenets.
- Our employees are involved and dedicated to working safely and participate directly in our safety and health programs.

Target Zero

CH2MHILL
Plateau Remediation Company

HAMTC Hanford Atomic Metal Trades Council Safety Representatives



Pictured (left to right)

<p>Hans Showalter PPP Closure Project Office 373-2023 Cell 368-8913</p>	<p>Jack Griffith WRAPIT Plant/SAM R/F - 4800 Area Office 373-5157 Cell 639-7728</p>
<p>Frank Vargas 100C/MAS/FGO Office 373-9810 Cell 619-3356</p>	<p>Kris Weeks SCORP Office 373-2489 Cell 268-7240</p>
<p>John Hendry LEAD Office 373-6579 Cell 948-5249</p>	<p>Mark Whitten CWC/TRU Remedial LSBQ/ETC/CS/WESF Office 373-8377 Cell 226-5718</p>
<p>Kirk Domina Site-wide Employee Health Advocate Office 376-3723 Cell 948-9763</p>	

CH2MHILL
Plateau Remediation Company





Safety Analysis Center calls are part of CHPRC's continuous improvement process. An improved approach for the daily SAC conference call is used to openly discuss information and any emerging issues with all projects and senior management. In addition to project activities, issues discussed include lessons learned, ORPS reports, assessment results, condition reports, performance trends and an opportunity for DOE to interject items. In each topic, the appropriate CHPRC project/program manager will provide the presentation/discussion. An additional improvement over the past year was to add a VPP weekly informational message. These messages target members of the exempt and management team.



Thinking Target Zero is a CH2M HILL initiative to foster a culture based on individual commitment to eliminating injuries, illnesses, environmental impacts, and errors/omissions. This safety information is distributed weekly. Once a month, a copy is dedicated for sharing VPP information.



INSITE is an employee news program released the first Monday of each month. It has a variety of information that is narrated by members of the Communications team using a video format. VPP information is also communicated to employees via this medium.

7.6 HAMTC Safety Representative Program

Changes were made to the HAMTC safety representative program in July 2013 with the retirement of the Lead HAMTC safety representative. The President of HAMTC appointed and CHPRC approved a new lead with over 20 years' experience including time at PFP. The HAMTC Safety Representative Program started in 1997 and all Hanford prime contractors have full-time representatives who work tirelessly resolving safety and health issues. The CHPRC HAMTC safety representative reports to the Vice President of SHS&Q. In addition, each HAMTC safety representative is assigned to a project where they work closely with the OS&IH professionals. Examples of the HAMTC safety roles and responsibilities include:

- Assist DOE and contractors in resolution of HAMTC employee concerns and issues related to safety and health.
- Serve as the point-of-contact for STOP WORK RESPONSIBILITY, when HAMTC employees are involved.
- Attend top and mid-level project staff meetings to provide assistance in resolving safety and health issues.

- Participate as an active member of safety councils and special SHS&Q committees by representing HAMTC and the project/facility.
- Accompany inspection and assessment teams for the purpose of identifying safety and health related hazards in the work environment.
- Serve as an information resource to the Technical Support Representative assigned to the Hanford Emergency Operations Center.

8.0 Mentoring and Outreach



8.1 Mentoring (Informal)

CHPRC employees provided mentoring activities while attending Region X, Voluntary Protection Program Participants Association (VPPPA), and National VPPPA conferences. Selected employees were given the opportunity to share presentations at these conferences.

Informal mentoring takes place each month with employee attendance at the Hanford Site VPP Champions Group. CHPRC employees co-chair this committee along with providing a recording secretary to the group. These VPP leaders also provide mentoring to the projects and at the CHPRC Steering Committee meetings. In addition, informal mentoring takes place on a routine basis through phone calls and e-mail to both government and private businesses. Over the past year, mentoring has been provided to Advanced Mixed Waste Treatment Project, Idaho National Laboratory, Bechtel National, Inc., Chevron Phillips Cedar Bayou, East Tennessee Technology Park, Microchip Technology, Inc., and Ocean Spray Cranberries, Inc. of Kenosha, Wisconsin.

8.2 Outreach & Support

CHPRC fully supports the Region X and National VPPPA conferences. Each year employees from each project are selected to attend, with every effort to have a 50/50 mix of bargaining and non-represented employees. In 2013, CHPRC had one employee serve as a member of the Region X, VPPPA Board of Directors (BOD). In addition, two employees serve on National VPPPA committees: Awards & Achievements, By-Laws, Education, Labor /Management, Mentoring & Outreach, and Scholarship. At the same time, employees provide guidance to company- and project-level VPP steering committees.

CHPRC supported an employee to participate with the National VPPPA BOD as part of the Congressional Outreach to educate members of Congress and their staff on VPP and the importance of having worker involvement to reduce accidents and injuries. In addition, CHPRC supported employee attendance at the Washington Governor Conference held in Tacoma, Washington, including the Safety and Health Achievement Recognition Program (SHARP) Alliance Conference held in Pendleton, Oregon.

Outreach has also been provided to Bechtel National, Inc. on the Hanford Site as they request CHPRC employees to assist with their annual VPP self-assessments.

9.0 Community Outreach

CHPRC supports an array of organizations focused on education, human needs and services, governmental affairs, and community service organizations. While the list below is not exhaustive, it is a representation of organizations that are supported financially by talented employees who volunteer and serve in leadership roles.



United Way



Tri-Cities Cancer Center



Delta High School



Junior Achievement



DOE Science Bowl



Engineers Week



HAAP



The Links



Children's Development Center



Carson Kolzig Autism Foundation



ARC of the Tri Cities



Columbia Industries



Tri Cities Food Bank



Tri-Cities Union Gospel Mission



Special Olympics



March of Dimes



American Cancer Society



Diabetes Association

9.1 Hanford Health & Safety EXPO



The annual Health & Safety Exposition is an exhibition of information, equipment, supplies, and success stories that promote the health and safety of workers both at home and at work. The event fosters safety as a value in employees' lives and provides ways to share safety and health related lessons learned and success stories. The DOE Health and Safety EXPO is supported by CHPRC and other Hanford contractors.

CHPRC sponsored Project booths, a Hanford historical booth, an Emergency Preparedness display, and supported the Hanford VPP Champions booth.

9.2 CHPRC Awards \$1 billion to Small Businesses

CHPRC exceeded all requirements and goals for contracting with small businesses during the first 5-years of PRC to clean-up the Hanford Site's Central Plateau.

CHPRC's contract with DOE requires small businesses to perform at least 17 percent of the total 10-year contract price. Since receiving the contract in 2008, CHPRC awarded more than \$1 billion in contracts to small businesses, representing 28 percent of the contract price to-date. Of that total, approximately \$670 million was awarded to local small businesses in Benton, Franklin and Yakima Counties. Additionally, CHPRC exceeded its goal of purchasing 49.3 percent of all goods, materials, and services from small businesses.

10.0 Awards and Recognition

10.1 Presidents' Zero Accident Council Awards

Life Saving Award: This is an award for recognizing and honoring employees who have demonstrated caring and courage by taking immediate action directly attributable to saving a life.

Heroic Award: This is an award for recognizing and honoring employees who have demonstrated commitment to safety through some heroic or “safety significant” action short of actually saving a life.

10.2 National VPPPA Awards

VPP Innovation Award



CHPRC’s “4H” (Hood, Hose, Housing and HEPA) Respiratory Protection Program at PFP received the National VPP Innovation Award. The purpose of this award is to provide an individual, company or worksite that has developed and successfully implemented an innovation, encouraged others to try new approaches, and emphasized the value of creativity and flexibility in the resolution of worker safety and health problems. The worker-driven respiratory program introduced four new approaches to minimize exposure to radiological

particulate and chemical vapors while using Powered Air Purifying Respirators (PAPRs). Since the inception of the process, CHPRC has experienced a significant reduction in PAPR filter separations. The team also developed a video describing the 4H program that is available for employees and others to view.

VPP Outreach Award



The Hanford Site VPP Champions group received the VPP Outreach Award. Although this is a site-wide committee with representation from all contractors participating in VPP, the co-chairs and secretary are CHPRC employees. The purpose of this VPP Outreach Award is to provide recognition for “VPP Ambassadors,” recognizing those who achieve an outstanding level of outreach activity and encourage others to share their knowledge. .

10.2 Scholarships

The annual William “Sully” Sullivan Scholarship was awarded to a daughter of a CHPRC employee. This scholarship is for an employee at a VPPPA full member site who has made significant contributions to the VPP program at his/her site. This scholarship is open to students enrolled or enrolling in a vocational school, college or university.

10.3 CHPRC Wins 2013 City of Richland "Green Event of the Year" Award!

This year marked the ninth annual City of Richland Green Living Awards. At a ceremony held at the Richland Community Center, a team from CHPRC accepted the award for "Green Event of the Year" for the 2012 Zero Waste Company Picnic.

CHPRC's 2012 employee picnic was the company's inaugural zero waste event. Ninety-five percent of the waste from that event was diverted from landfills by composting, recycling, and reusing items, and donating food scraps. In 2013, CHPRC surpassed that goal by diverting more than 98 percent of the waste, generating less than 25 pounds of trash and recycling or composting more than 1,500 pounds of waste.

10.4 Excellence in Hazardous Materials Management Award

CHPRC received an Excellence in Hazardous Materials Management Award for design of emergency response trailers (ER) that are now in use across the CHPRC projects. The award was announced at the Eastern Washington Chapter of the Academy of Certified Hazardous Material Managers (EWCACHMM) award ceremony on December 5, 2013. EWCACHMM recognizes excellence in environmental and hazardous material management.

Each ER trailer is outfitted with shelves, bins, a generator, air conditioning, and enough equipment to supply a recovery team of 10 personnel.



10.5 Global Water Summit

The S&GRP received *The Water and Wastewater Project of the Year Distinction Award* at the Global Water Summit in Seville, Spain. This event is a major gathering of water leaders worldwide. The award recognized the great innovation of the team in optimizing the physical and environmental footprint at the 200 West Pump and Treat System. Keeping the facility footprint small was part of the effort to design and build a system that would have a reduced impact on the environment while it removes tons of contaminants from Hanford's groundwater and remediates the area of contamination.

10.6 Workplace Safety Award



In 2013, a CHPRC employee received the American Red Cross *Workplace Safety Award*. The American Red Cross Real Heroes is an event that honors local citizens for doing something remarkable to help others. The employee was recognized for being assertive in responding to a victim who suffered a potentially fatal injury. He was also awarded the CHPRC PZAC Life Saving Award for his heroic actions.

10.7 One Million Safe Hour Achievements

The following projects achieved 1,000,000 safe hours worked without a days away injury in 2013: PFP, PTS, and S&GRP. In addition, the Functional Organizations (SHS&Q, Environmental, Business Services, and President's Office) and DWF&RS have worked over 3 million hours without a days away injury.



10.8 DOE-VPP Contractor Award Recommendations

CHPRC would like to recommend Jack Griffith, HAMTC Safety/Hanford Site VPP Representative, and Barb Williams, CHPRC VPP Project Coordinator, to be recognized for DOE-VPP Contractor awards. These two employees worked countless hours over the past 3 years, developing presentations and VPP information that has been shared with CHPRC and other contractor employees. This includes weekly information for SAC calls, Safety Tailgates, monthly TTZs, PZACs, VPP posters, and the development of the CHPRC VPP Pocket Guide, to name a few. Their commitment is commendable as they provided leadership, guiding CHPRC from Merit recognition to a recommendation for Star status following the DOE-HQ VPP re-evaluation conducted January 7-16, 2014. (Awaiting final approval and report as of February 2014.)

Appendix A
DOE-VPP Annual Report Summary

VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET

Date of Review: January 29, 2014

For Calendar Year: 2013

Site Contractor Name/Acronym: CHPRC

Site Name: Hanford

Company President/Manager: John C. Fulton

Company Address: PO Box 1600, Richland, WA 99352

Injury Incidence/Lost Workdays Case Rate (Contractor [Participant] Employees and Staff Augments)

Calendar Year	Hours Worked	Total Recordable Cases	Total Recordable Case Rate	DART Cases	DART Rate
2011	3,687,574	21	1.14	9	0.49
2012	2,187,080	12	1.10	5	0.46
2013	1,972,421	14	1.42	9	0.91
3-Year Total	7,847,421	47	1.20	23	0.59

BLS-YEAR Average for NAICS** # 562910

Injury Incidence/Lost Workdays Case Rate (Subcontractors)

Calendar Year	Hours Worked	Total Recordable Cases	Total Recordable Case Rate	DART Cases	DART Rate
2011	3,490,086	16	0.92	3	0.17
2012	1,509,135	0	0.00	0	0.00
2013	855,039	1	0.23	0	0.00
3-Year Total	5,854,260	17	0.58	3	0.10

BLS-YEAR Average for NAICS # 562910

Total # of Contractors & Subcontractors (3 Years)

What percentage Above/Below the NAICS Total Recordable Case Rate for reporting year:

NAICS# 5629	2013 TCIR Rate = <u>1.06</u>	80% below the 2012 NAICS rate of <u>5.20</u>	Slightly below the DOE Goal of 1.10
NAICS# 56291	2013 DART Rate = <u>0.64</u>	75 % below the 2012 NAICS rate of <u>2.60</u>	Above the DOE Goal of .60

Number of Contractor Employees: 1,164 (average for 2013)

Union Representative

Name: Jack Griffith

Contact: 509-539-7728

E-mail: Jack E Griffith@rl.gov

Contractor VPP POC

Name: Barbara Williams

Contact: 509-438-1488

E-mail: Barbara A Williams@rl.gov

DOE-VPP POC

Name: Larry Yearsley

Contact: 509-376-5104

E-mail: larry.yearsley@rl.doe.gov