



CH2M HILL
Plateau Remediation Company
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February 28, 2017

CHPRC-1700527
REISSUE

Ms. Jenise C. Connerly, Contracting Officer
U.S. Department of Energy
Richland Operations Office
Post Office Box 550
Richland, Washington 99352

Dear Ms. Connerly:

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

This letter is being reissued due to revised format of data on Page 3 of the attachment, Table 1, Total Recordable Case Incident rates/Days away, Restricted, Transferred Case Rates (includes Staff Aug only) and Table 2, Statistical Comparison. Please also see Attachment A-2, VPP Annual report Supplemental Worksheet.

CHPRC is pleased to submit the Annual Voluntary Protection Program (VPP) Report for 2016. The scope of this year's annual report was developed from a CHPRC self-assessment that was performed from October 24, 2016 –November 3, 2016, with a review and the collection of sample documents required for a DOE-HQ on site review, distribution of an employee survey, review of CGET surveys, and review of a variety of assessments conducted throughout the year by RL and CH2M HILL. This self-assessment was performed by the CHPRC VPP points of contact consisting of bargaining unit and exempt employees.

With the involvement of our CHPRC VPP leadership team, Employee Zero Accident Council, CHPRC VPP steering committee and the support from the Hanford Atomic Metal Trades Council (HAMTC), our HAMTC Safety Representatives, along with the assistance from RL, CHPRC's vision is to maintain and sustain a robust VPP.

Ms. Jenise C. Connerly
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CHPRC-1700527
REISSUE

Technical questions should be directed to T. L. Vaughn at 376-5408, and contractual questions should be directed to K. K. Dickerson at 372-0177.

Sincerely,

L. Ty Blackford
President and
Chief Executive Officer

baw/kcp

Attachment

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ATTACHMENT

CHPRC-1700527
REISSUE
CONTRACT NUMBER DE-AC06-08RL14788

**CH2M HILL PLATEAU REMEDIATION COMPANY
ANNUAL VOLUNTARY PROTECTION PROGRAM
SELF-EVALUATION REPORT
CHPRC-03195, REVISION 0**

Consisting of 30 pages,
including this cover page

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

Prepared for the U.S. Department of Energy
Assistant Secretary for Environmental Management

Contractor for the U.S. Department of Energy
under Contract DE-AC06-08RL14788



**P.O. Box 1600
Richland, Washington 99352**

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

Document Type: RPT Program/Project: SHS&Q

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Date Published
February 2017

Prepared for the U.S. Department of Energy
Assistant Secretary for Environmental Management

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CHPRC-03195, Rev. 0

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

February 2017

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Terms

CHPRC	CH2M HILL Plateau Remediation Company
DART	Days Away, Restricted or Transferred
DOE	U.S. Department of Energy
DOE-HQ	U.S. Department of Energy – Headquarters
DOE-VPP	U.S. Department of Energy – Voluntary Protection Program
EJTA	Employee Job Task Analysis
EMS	Environmental Management System
ERDF	Environmental Restoration Disposal Facility
ESRB	Executive Safety Review Board
EZAC	Employee Zero Accident Council
EWP	Enhanced Work Planning
HAMMER	Volpentest Hazardous Materials Management and Emergency Response Federal Training Center
HAMTC	Hanford Atomic Metal Trades Council
HRB	Hazard Review Board
ISMS	Integrated Safety Management System
ISMSD	Integrated Safety Management System Description
MASF	Maintenance and Storage Facility
NAICS	North American Industry Classification System
OSHA	Occupational Safety and Health Administration
PFP	Plutonium Finishing Plant
PM	Preventive Maintenance
POMC	Performance Objectives, Measures, and Commitments
PPE	Personal Protective Equipment
PRC	Plateau Remediation Contract
PZAC	President’s Zero Accident Council
RCCC	River Corridor Closure Contract
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
TRCIR	Total Recordable Case Incident Rates
TTZ	Thinking Target Zero
VPP	Voluntary Protection Program
VPPPA	Voluntary Protection Program Participants’ Association

1.0 Summary

CH2M HILL Plateau Remediation Company (CHPRC) is the prime contractor for the U.S. Department of Energy (DOE) Richland Operations Office (RL), managing the 10-year, \$5.7-billion Plateau Remediation Contract (PRC) to safely and efficiently reduce hazards to the inner-most area of the Hanford Site. In a letter dated March 18, 2014, from Glenn S. Podonsky, DOE Chief Health, Safety and Security Officer, he congratulated CHPRC for their pursuit of excellence in health and safety and for achieving recognition at the Star Level in the DOE Voluntary Protection Program (VPP). In 2016, CHPRC was recognized by DOE and awarded the Star of Excellence for maintaining accident injury rates 75 percent below their industry standard using the North American Industry Classification System (NAICS) Code 562 Remediation and Other Waste Management Services.

1.1 CHPRC Contract

CHPRC successfully completed its eighth year of the PRC with RL. In addition, DOE extended the contract through 2018. CHPRC has 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. During the remaining 2-year period of the PRC, the work scope will include, at a minimum:

- Safely and compliantly preparing the Plutonium Finishing Plant (PFP) for slab-on-grade demolition in 2017.
- Shrinking contamination plumes and protecting groundwater through continued Soil & 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.

On October 20, 2015, RL directed CHPRC to develop and submit a Transition Plan for any remaining work scope not completed under the River Corridor Closure Contract (RCCC) and to transition the work scope to CHPRC no later than October 1, 2016. The work scope referenced in the letter of direction included the 618-10 Burial Ground trench work, the 324 Building, other facilities and waste sites, and the continued operation of the Environmental Restoration Disposal Facility (ERDF). On April 30, 2016, the 324 Building was transferred to CHPRC. On August 30, 2016, the 618-10 Burial Ground Project and Environmental Restoration Disposal Facility (ERDF) were transferred to CHPRC. The transition was completed ahead of the proposed deadline. Additionally, the River Corridor Closure Organization was a recognized U.S. Department of Energy – Voluntary Protection Program (DOE-VPP) Star site that has been involved in VPP for many years. RCCC used subcontractors to perform contracted work scope who were not in the DOE-VPP, and some of these subcontractors allowed their employees to participate in RCCC safety activities which introduced them to the principles of VPP.

1.2 Organizational Changes

CHPRC had a number of management and Senior Management changes in 2016. Some of the changes were a result of the RCCC transition, and others were a result of CH2M Corporate offering new leadership opportunities to Senior Management. These changes were critical and offered an enhanced opportunity for success within the projects and CH2M. The changes to Senior Management included: Ty Blackford, President and Chief Executive Officer; Dan Wood, Chief Operating Officer (COO); John Rendall, Vice President, (S&GRP); Tammy Hobbes, ERDF & 618-10 Burial Ground Project; Bill Kirby, Building 324 Disposition Project; and Tom Bratvold, PFP Closure Project. As a result of the transition, CHPRC also acquired the Hanford Atomic Metal Trades Council (HAMTC) and the Building Trades Safety Representatives. They will continue to support their respective projects and help develop a successful working relationship with labor and the new management team. Furthermore, there were changes within the bargaining unit, non-bargaining unit, and lower-tier management. Some of the changes were temporary to support efforts preparing transition plans, schedules, change proposals, and coordination of CHPRC functional and programmatic organizational strategies for acceptance of additional work scope into CHPRC.

2.0 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 presentations. 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, worksite assessments, and project-sponsored campaigns that foster employee involvement. Our goal is a safe work environment and a 24/7 culture of safe behavior with continuous improvement. Achieving this requires dedication and unwavering attention to those things that matter most: our employees and co-workers, our families, our clients, and the communities where we live and work.

Table 1 shows differences in the number of injuries and case rates over the three-year period between 2014 and 2016. Primary reasons for the differences include a slight increase of hours worked with continued, potentially hazardous activities such as demolition and construction and an increase in project-specific injury reduction efforts. The 2016 increase in Total Recordable Case Incident Rates (TRCIR) and Days Away, Restricted or Transferred (DART) injuries primarily occurred during routine activities and not during the execution of high risk non-routine work activities. The CHPRC NAICS Code is 562 Remediation and Other Waste Management Services. Table 2 shows the statistical comparison of TRCIR and DART case rates for 2016 using the NAICS Table for 2015.

Table 1. Total Recordable Case Incident Rates/Days Away, Restricted, Transferred Case Rates (includes Staff Aug only)

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
2014	2,467,519	9	0.73	1	0.08
2015	2,567,275	11	0.86	3	0.23
2016	2,843,763	10	0.70	5	0.35
3-Year Total	7,878,557	30	0.76	9	0.23
Sub-Contractors Only					
2014	387,396	1	0.52	0	0.00
2015	525,673	2	0.76	0	0.00
2016	638,963	6	1.87	3	0.94
3-Year Total	1,552,032	9	1.16	3	0.39
Injury Incidence/Days Away Case Rate (3-Year Combined Average) (All-Inclusive)					
Total Recordable Case Rate	9,430,589	39	0.83		
Days Away or Restricted Workday Case Rate	9,430,589			12	0.25

Table 2. Statistical Comparison (CHPRC/Staff Aug and Sub-Contractors)

NAICS# 562	2016 TRCIR = 0.92	80% below the 2015 NAICS rate of 4.5
NAICS# 562	2016 DART Rate = 0.46	85% below the 2015 NAICS rate of 3.0

Notes:

*NAICS Number and Title:

562–Waste Management and Remediation Services

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 5629, 56291, or 562910 DART or TRCIR for 2015.

2016 TRCIR and DART Incidence rates derived from the combination of CHPRC and Subcontractor 2016 hour and case data.

*BLS Bureau of Labor Statistics**TRCIR Total Recordable Case Incident Rate**DART Days Away, Restricted or Transferred**NAICS North American Industry Classification System***Number of Contractor Employees: 1582**

Notes: Above contractor employee number is the average number of CHPRC employees for 2016 and does not include subcontractor employees.

3.0 Annual Self-Assessment (Team Report)

CHPRC has a system in place to conduct their annual VPP self-assessment with a narrative report (which follows) that can be disseminated to all employees. This assessment evaluates CHPRC's effectiveness in meeting the requirements set by DOE's handbook, "*DOE/HE-0436, U.S. Department of Energy-Voluntary Protection Program-Part IV: Onsite Review Handbook.*" It is expected that implementation of all Integrated Safety Management System (ISMS) Core Functions and Guiding Principles will be evaluated.

This assessment focused on the following key elements:

- VPP Element 1, *Management Leadership*
- VPP Element 2, *Employee Involvement*
- VPP Element 3, *Worksite Analysis*
- VPP Element 4, *Hazard Prevention and Control*
- VPP Element 5, *Safety and Health Training*

Areas for review included:

1. Documents required for the U.S. Department of Energy – Headquarters (DOE-HQ) Onsite Review Assessment (Project “smart books”)
2. 2015 CHPRC Self-Assessment Opportunities for Improvement
3. 2015-2016 CHPRC Safety Improvement Plan goals
4. Issuance of a 38-question survey and review of results

The assessment team was led by two members of the CHPRC VPP leadership core team. Both team leads have many years' experience conducting VPP assessments. These two employees received specialized training provided by the Occupational Safety and Health Administration (OSHA) and are Certified Special Government Employees. They are also qualified to serve on OSHA VPP assessments. Their training includes evaluation techniques, documentation review, program policies and procedure requirements, and report writing.

SURVEY DATA RESULTS SUMMARY

In November 2016, CHPRC administered an employee survey in an effort to measure the overall health of its VPP and identify areas needing improvement. Employees were asked to complete the survey and provide feedback on how they felt about the company's safety culture. All responses were anonymous and input was kept strictly confidential to support an open and honest means of communication within the members of the organization. The following information is incorporated in the appropriate VPP element as part of CHPRC's Annual Self-Assessment. The Safety, Health, Security, and Quality (SHS&Q) /Functional Organizations, 618-10 Burial Ground, S&GRP, Project Technical Services (PTS), K Basin Operations and Plateau Remediation (KBOPR), PFP, and Waste and Fuels Management Project (W&FMP) all participated in the survey.

The VPP survey concluded that there is a strong safety culture at CHPRC. Senior Management is visible and available to answer employee questions within their projects and at the monthly President's Zero Accident Council (PZAC) and Project Employee Zero Accident Council (EZAC) meetings.

Two questions from the VPP survey that scored the highest to the positive across all projects were:

1. My immediate Manager/Supervisor/Field Work Supervisor supports my involvement in safety and health activities.
2. For me personally, working injury/accident-free is an achievable goal at CHPRC.

MANAGEMENT LEADERSHIP

The co-leaders of the assessment team confirmed that the five elements of VPP are in place and implemented. The results of the review indicate that safety is a top priority and CHPRC is a safe place to work. In general, the management teams at all projects have an open-door policy and workers feel that they can identify issues and work together for a resolution. CHPRC communicates to the employees that they have the power to raise issues concerning their work environment through the work planning process, pre- and post-job reviews, and safety meetings. Workers are empowered to use their Stop Work Authority. The end goal is to complete the work safely with no injuries. In addition, the workers can reach out to the HAMTC Safety Representatives who serve as a valuable resource at each project.

The CHPRC management team is very involved in the safety & health program. They participate in the Management Observations Program and field walk-arounds, attend critiques, participate in Executive Safety Review Board (ESRB) and Hazard Review Board (HRB) meetings, pre- and post-job briefings, and strive to be present in the field and available for workers to approach with issues and informal discussions.

Each project, in conjunction with the Communications organization, has developed communication plans that contain key fundamentals of VPP and provide timely information to the workforce. Key topics include:

- Communicate project goals and major changes
- Recognize, acknowledge, and reward successes
- Communicate path forward to workforce
- Provide accurate and timely information
- Foster honest two-way communications
- Promote a positive work environment where involvement, teamwork, and continuous improvement flourish

Noteworthy Practices

1. The K Basin mock-up at the Maintenance and Storage Facility (MASF) is clearly a noteworthy practice. This mock-up was engineered to represent the actual dimensions of the K Basin work-zone that workers will be faced with when performing work activities. The mock-up allows workers to perform given tasks in a non-hazardous environment. In addition, it allows for tool modifications to take place as workers simulate the hands-on experience in an “as real as it gets” environment. The MASF project earned the prestigious Region X Voluntary Protection Plan Participants’ Association (VPPPA) “Safety & Health Award” at the Northwest Safety & Health Summit in 2016.

Best Practices

1. In 2015, the S&GRP Vice President started rotating the Deputy Vice President position on a quarterly basis to provide the Senior Management Team the opportunity to gain a broader perspective of their program. In 2016, other projects within CHPRC have introduced the same concept of rotating the Deputy position for the same reasons.

Opportunities for Improvement

1. CHPRC employees and loaned resources (Mission Support Alliance, LLC workers) over the past year have been involved in a number of vehicle accidents. Some of the accidents were minor paint scrapes where others were serious with major vehicle damage along with lost work days due to serious injuries. Many forms of communication have been used to increase vehicle user awareness; for example, Monday return to work meetings, email communications, posters, contractor interface meetings, Hanford Employee General Training, etc. CHPRC management will continue to communicate vehicle awareness messages to keep worker focus on vehicle safety to help reduce vehicle accidents.
2. The VPP survey identified that first-line managers/supervisors feel overwhelmed and there is not enough time to look over work packages before the pre-job briefing begins.

EMPLOYEE INVOLVEMENT

The Senior Management Team continually encourages employee involvement within their respective projects. Although employee involvement is good, there is still room for improvement. A 50/50 percent mix of management and labor in EZAC participation should be the goal although it is not always possible. In some organizations labor has no activity with that group; for example: Business Services, Prime Contract & System Integration, the President’s Office and the Environmental organizations. There are many opportunities for employees at all levels to participate in safety & health programs. Some opportunities include: Automated Job Hazard Analysis, CHPRC VPP Champions group, EZAC, Enhanced Work Planning (EWP), Employee Job Task Analysis (EJTA), EZAC, PZAC, VPP, Safety campaigns, Hanford site-wide committees, worker/trainer programs through the Volpentest Hazardous Materials Management and Emergency Response (HAMMER) Federal Training Center, weekly safety meetings and community outreach activities. The management team, along with the HAMTC and Building Trades Safety Representatives, are encouraging the new and transitioned employees to be involved in safety activities and committees. The bargaining unit employees involved in site-wide or safety committees continue to serve in the same capacity.

Opportunities for Improvement

1. All employees are encouraged to participate in EZAC/PZAC, although there is still a low turnout of bargaining unit employees. Some employees commented that they were hired to do a job and choose not to participate in other activities, while others felt they were understaffed and it would shut the job down if they participated. CHPRC Projects need to make sure EZAC, PZAC, and other safety committee activities are scheduled on the Projects' plan of the day calendars for employees who commit to serve as committee members and they are afforded the time to attend. This could help to encourage bargaining unit attendance, and/or at least allow a representative from the work groups to attend.
2. The VPP survey indicated that a number of employees across CHPRC choose not to participate or are unaware of community outreach activities; for example: After School Matters, Engineering Week, Junior Achievement, or charity golf, to name a few. Management needs to continue to encourage employee participation and the value of their involvement.

WORKSITE ANALYSIS

CHPRC emphasizes to all employees the importance of recognizing, reporting, and initiating corrective actions for known or suspected hazards. This starts at job conception and includes job walk downs, pre-planning activities, work package preparation, and hazard analysis. Each of the projects conduct HRBs and EWPs for first time or for complex tasks. These activities address known or potential hazards and initiate measures to be taken that will significantly reduce or eliminate the hazard. Safety inspections are required to be completed by safety and health professionals along with facility management and employees.

All occupational injuries and illnesses are required to be reported and investigated. Once reported, the case is entered into the database. The case is investigated through interviews, medical records, and Event Reports. A team of Subject Matter Experts review cases that are potentially recordable to determine which cases meet the OSHA recordability criteria. Once the decision is made, the case is reclassified in the database, which also initiates the OSHA 300 Log. Injury statistics are tracked and trended as well as discussed with employees in tailgate and safety meetings.

Opportunities for Improvement

1. The VPP survey indicated that better communications are needed to educate employees when accident investigations/critiques are conducted that these processes are fact finding and not fault finding.

HAZARD PREVENTION & CONTROL

Certified safety professionals are available at all facilities.

All facilities have a schedule for tracking the maintenance of equipment, priorities and delinquent maintenance and or preventative maintenance (PMs). When PMs are beyond their due date, engineering must authorize an extension and then reschedule as soon as possible. Equipment is reviewed by engineering to determine the intervals of service. Intervals are revised as data is collected or a run-to-fail is determined.

Procedures are in place for natural and man-made disasters. Employees know how to obtain emergency response procedures, how to respond, and where to go in emergency situations. Emergency response actions are reviewed during the pre-job briefings. In cases where the facility is in a minimum surveillance mode or in-the-field activities are taking place, employees need to know where to go to take cover. This process is consistent with procedural expectations.

Workers receive medical evaluations based on their EJTA. Medical examinations are performed annually and the results are given at a follow up appointment.

Employees understand what to do if they encounter a hazardous or unsafe condition. Management encourages employees to Stop Work at pre-job briefings if unsafe conditions are identified or if the work activity cannot be performed per the work document instruction.

In order to ensure that employees have a safe, productive, and desirable working environment, the company has established a disciplinary process found in PRC-PRO-HR-033, "*Employee Discipline.*" This process ensures a thorough evaluation of the facts and a consistent application of the principles of progressive discipline if a disciplinary action is warranted. Each violation is reviewed by a Disciplinary Review Board to evaluate the application of discipline, regardless of the level of discipline being considered (documented verbal warning, written warning, suspension, or termination).

Opportunities for improvement

1. The VPP survey indicated that some improvement in communication is needed when results from Industrial Hygiene sampling get posted within the facility.
2. The VPP survey indicated some improvements could be made notifying employees on the results of the CHPRC and Project Safety Improvement Plans (SIPs). Although it's posted on the CHPRC VPP web page, on project bulletin boards, shared at PZAC and EZAC meetings and communicated in many forms, such as Thinking Target Zero (TTZ), etc., some employees are still unaware of the contents of the SIP.

SAFETY & HEALTH TRAINING

Top-level managers receive training annually regarding their safety and health responsibilities. Management/supervisors receive the same training as the top managers and additional training as needed depending on the job task. All employees receive annual CHPRC General Employee Training. Other training received in certain job positions are: Universal Waste Management Training, Rad Worker I or II Training, and Criticality Safety Training. All training profiles are specified for the job and location of each employee.

Best Practice

1. The company initiated "Impact Leadership Initiative Training" in 2013. This training is provided to managers and other selected employees. It focuses on good teamwork, listening, learning, and understanding workers. Three classes were conducted in 2016, these classes are conducted on a quarterly basis, and unfortunately the fourth class had to be cancelled due to weather. The cancellation will not affect the day-to-day operations of those who have not had the training, and they are being rescheduled for the next class.

4.0 Mentoring & Outreach

4.1 Mentoring

All formal VPP mentoring is conducted through the National VPPPA office. When an employee contacts the National VPPPA office, notification goes out to the Regional Mentor who makes contact and finds a Mentor who can assist the requesting organization. Formal paperwork is completed and a match is made. For informal mentoring, no paperwork is submitted to the National VPPPA office. CHPRC is currently not providing formal mentoring, although informal mentoring is taking place across the country.

CHPRC is providing informal mentoring on a routine basis to many organizations across the U.S. Informal mentoring takes place via phone calls, e-mails, and face-to-face meetings, including participation at the Hanford Site VPP Champions Group, where three CHPRC employees serve as Chair, Co-chair, and Secretary for the committee. Eleven Hanford VPP Contractors, including the U.S. Department of Energy – Office of River Protection, RL, and U.S. Department of Energy – Pacific Northwest Site Office participate as part of this committee. In addition, CHPRC meets monthly with their project VPP representatives and provides mentoring to projects with specific needs to improve VPP. CHPRC sent ten employees that provided mentoring at the National VPPPA conference in Kissimmee, Florida and ten employees to the Region X VPPPA Northwest Health & Safety Summit in Boise, Idaho. A CHPRC employee attended the Washington State Governors Conference in Spokane, Washington. CHPRC employees assisted Wastren Advantage, Inc. in preparing them to perform their annual VPP self-assessment, along with providing VPP mentoring to Loman Helicopter of Lewiston, Idaho.

4.2 Outreach & Support

CHPRC provides resources for a bargaining unit employee to serve on the Region X Board of Directors. This employee was elected to the National VPPPA Board of Directors in 2016. The employee has over 21 years of experience in VPP. As part of his duties, he provides educational safety and health outreach to many organizations across the U.S., including trips to Washington D.C., to educate Congressional leaders on the importance of safety in the workplace. The lead HAMTC Safety Representative is also supported by CHPRC and serves on the National Awards and Recognition Committee. Upon request, CHPRC provides employees the opportunity to assist Hanford Site contractors needing resources to conduct their annual VPP self-assessments. These assessments typically start with a training session followed by assignments and range from one to two weeks in length depending on the size of the organization.

CHPRC employees make an impact to the local community by providing dollars and endless hours volunteering to meet the needs of the community. See Section 7.3 for a detailed list of participation activities.

5.0 Goals and Objectives

5.1 Performance Objectives, Measures, and Commitments

Performance Objectives, Measures, and Commitments (POMCs) are part of the company-level Goals and Objectives and are established to drive improvements in safety performance and ISMS effectiveness. A combination of leading (process or behavioral) and lagging (outcome or results) indicators are used to identify areas of improvement, along with specific actions that will be taken to maintain or achieve long-term performance objectives. Annual performance expectations are established for the performance improvement measures.

Table 3 addresses the FY2016 commitments.

Table 3. Performance, Objectives, Measures, and Commitments – FY2016

Category/ Performance Metric
A. Worker Protection
<p>1. EM Goal Statistics.</p> <p>OSHA Recordable Rate - Maintain OSHA Total Recordable Case Rate at or below the EM goal and implement improvement plans if trending unfavorably.</p> <p>OSHA DART Rate - Maintain OSHA DART Case Rate at or below the EM goal and implement improvement plans if trending unfavorably.</p>
<p>2. Initiate safety communications targeting the following areas:</p> <ul style="list-style-type: none"> • PPE Compliance • Fall Protection • Vehicle Safety • Global harmonization system • VPP
<p>3. Complete a Voluntary Protection Program Self-Assessment.</p>
<p>4. Develop a CY 2016 Safety Improvement Plan addressing opportunities identified in the VPP Assessment.</p>
<p>5. Complete the following assessments in Safety and Health:</p> <ul style="list-style-type: none"> • Fall Protection • Excavating, Trenching, and Shoring • Industrial Hygiene Exposure Control • Confined Space • Respiratory Protection • Chronic Beryllium Disease Prevention Program • EJTA • Chemical Management • Quality of Review of CAIRS Data
B. Environmental Compliance
<p>1. Flow down environmental requirements in the DOORS_PRC database, as of 12/30/2015, to CHPRC Projects.</p> <p>Priority 1 Projects: PFP, STP/100K, T Plant, CWC.</p> <p>Other projects: PTS, SGRP, CPSM/D4, Fuels Facilities, remaining Waste Disposition facilities.</p>
<p>2. Develop and implement an Operating Record Retrieval Application (ORRA) by 6/30/2016.</p>
<p>3. Develop and implement an Asbestos Management Procedure by 6/30/2016.</p>
<p>4. Plan and conduct 22 environmental regulatory assessments in FY2016.</p>
<p>5. Complete EMS Targets and Objectives for FY2016.</p>
C. Contractor Assurance System
<p>1. Maintain the annual ratio of internal vs external self-assessment identified issues above 70% average per year. This is a leading indicator for Safety Culture.</p>

2. Maintain the annual percentage of “self-assessments completed” compared to “originally scheduled” above 90% for the year. This is a leading indicator for Safety Culture.
3. Develop an Assessment Planning Workshop to facilitate more effective up front planning activities. Primary focus is improved planning for Work Site Assessments (WSA).
4. Employ internal or external assessments into the integrated evaluation plan for addressing the following areas: <ul style="list-style-type: none"> • QA • ISMS • Voluntary Protection Program • Assurance System
D. Safety Culture
1. Provide Leadership Impact courses addressing safety culture attributes in key leadership areas.
2. Develop and Implement a “Crucial Conversations” course.
3. Complete analysis of the results of the FY2015 Safety Culture Survey.
4. Update the Safety Culture Sustainment Plan to address “Areas for Improvement” identified by DOE/EM evaluation.
E. Employee Concerns Program
1. Conduct an annual self-assessment to measure the effectiveness of the ECP. Problems that hinder the ECP from achieving its objectives shall be addressed.
2. Perform a triage of all concerns within five working days of the intake, and complete all investigations within a working average of 45 days from intake.
F. Work Control
1. Work Management Program personnel perform mentoring sessions with planning managers and planners improving methods of hazard identification and implementation of controls within technical work documents.
G. Fire Protection
1. Complete CY 2016 Facility Fire Protection Assessments.
2. Reduce the backlog of Fire Hazard Analysis.
H. Emergency Preparedness
1. Execute drills consistent with the approved schedule.
2. Conduct Annual self-assessment of emergency preparedness program.

5.2 Safety Improvement Plans

Safety Improvement Plans are recognized by employees as part of the Goals and Objectives. They are developed in partnership with management, workers, members of EZACs, and Occupational Safety & Industrial Hygiene Program organization staff. Written versions are easily accessible to all levels of employees electronically, in hard copy, posted on safety bulletin boards, and on the VPP web page. These plans are a living document that can be modified, as needed, by the project as they complete the actions. The company-level SIP includes identified opportunities for improvement under Management Leadership, Employee Involvement, Hazard Prevention and Control, and Safety and Health Training. Each project is responsible for incorporating company-level SIP actions and can add additional project-specific goals into a Project SIP. The Deputy Vice President of SHS&Q along with the CHPRC VPP Coordinator reviewed the 2016 SIP with the EZAC Chair and co-chairs quarterly to ensure they stayed on schedule for completion. The CHPRC SIP was issued on January 18, 2016. CHPRC Project EZAC, VPP members, and management reviewed the 2016 CHPRC SIP and established additional project-specific goals for their SIP.

Opportunities for improvement identified from the 2016 VPP survey that are applicable company-wide will be incorporated into the 2017 CHPRC SIP. For improvements identified within the specific Projects, they will be included in their SIP.

6.0 Continuous Improvements

6.1 Safety Legacy

In 2014, CHPRC began charting the course for the remainder of the contract period at Hanford by focusing on the five key areas of safety, project performance, people, customer, and community. CHPRC's commitment is to deliver excellence in areas that not only define the legacy we build before us, but also to the legacy we will leave at the Hanford Site.

CHPRC's Safety Legacy aims to set the gold standard for safe, compliant cleanup at the Hanford Site through performance of Safety 24/7, risk reduction, and a strong worker involvement focus toward excellence in the DOE-VPP.

To achieve this, we are increasing and highlighting our community outreach efforts that are focused on safety; focusing communications on worker safety success stories at work and at home; providing meaningful rewards and recognition for safe performance; increasing opportunities for worker involvement; building trusted relationships; increasing involvement in safety and health initiatives; and delivering projects safely and efficiently.

Additionally, our Safety Legacy is to achieve VPP Legacy of Stars by maintaining Star Status focus, participating in VPP mentorships, increasing management and worker attendance at safety meetings, and increasing our focus on worker involvement at the project level.

6.2 Integrated Safety Management Systems

CHPRC has an effective ISMS for the conduct of work under the PRC at the DOE Hanford Site. The ISMS has the Environmental Management System (EMS) requirements specified by DOE

Order 450.1A, *Environmental Protection Program*, integrated into it as well as the integration of quality assurance program elements required by Title 10, *Code of Federal Regulations*, Part 830, *Nuclear Safety Requirements*. The ISMS has been evaluated through multiple contractor internal and DOE assessments and verifications.

As part of our commitment to improve our ISMS, we establish annual POMCs in the areas of:

- Worker Protection
- Environmental Compliance
- Contractor Assurance
- Safety Culture
- Employee Concerns
- Work Management

In FY2016, CHPRC successfully completed all 25 of the POMCs, which included 11 goals and 14 stretch goals in the areas above, as well as in Fire Protection and Emergency Preparedness.

POMCs are made up of three elements which include:

Objectives – long-term management system goals or specific management objectives or deficiencies that need to be addressed.

Commitments – specific actions that will be taken during a specific year to further achievement of long-term performance objectives.

Measures – methods used to track progress and monitor achievement of performance objectives and commitments.

The *Integrated Safety Management System Description (ISMSD)*, PRC-MP-MS-003, Revision 4, Change 1, published on July 28, 2016, 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 and an annual ISMS summary is reviewed by the ESRB, a committee of CHPRC senior managers.

6.3 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 our work, focus resources, evaluate effectiveness, and seek continual improvement. Everyone on the CHPRC team is responsible for improving environmental performance and maintaining environmental compliance.



This year, 2016, was a year of progress and accomplishment. Every day, CHPRC employees recycled paper, cardboard, plastic and aluminum; properly disposed of universal wastes such as batteries and light bulbs; printed double-sided; and continued to excess desktop printers and scanners in favor of more efficient bizhub copiers. In addition, employees “shopped” from CHPRC’s excess and storage for items that could be reused or repurposed. Each

month during the PZAC meeting, the EMS coordinator provides a briefing to attendees with recommendations and ideas for improvements. To help motivate the projects to get involved, the EMS “Green Team” developed a challenge for an individual, team, group, or project to do something great for the environment. You can nominate a person, group, or project when you see someone going the extra mile to recycle, reduce, or reuse, or have an idea for pollution prevention or sustainability. The Green Team rewards the selected individual, team group, or project with the roving Green Gnome.

7.0 VPP Updates

7.1 VPP Improvements

The CHPRC VPP Leadership Core Team is made up of the SHS&Q Vice President, Deputy Vice President, and Executive Secretary; the CHPRC VPP Coordinator; the HAMTC VPP Coordinator and Safety Lead; and Communications personnel. The core leadership team is also supported with the participation of the CHPRC President and COO when available. This leadership team works collectively to develop a VPP Communication Plan. The plan aligns directly with the overarching CHPRC SHS&Q strategic communications plan to ensure that every message has a purpose and aligns with SHS&Q’s legacy goal: “CHPRC workforce sets the standard for safe, compliant cleanup at Hanford” through:

1. Performing safely 24/7 at work and at home
2. Reducing risk through project performance and worker involvement
3. Long-term goal of achieving VPP Legacy of Stars

Overall Objectives:

- Integrate new employees and staff (from Washington Closure Hanford, LLC) with how CH2M implements VPP
- Maintain Star Status focus
- Participate in VPP mentorships at other participating sites
- Increase management and worker attendance at safety meetings
- Increase focus on worker involvement at the project level
- Receive VPP Legacy of Stars Status and work toward the Star of Excellence

7.2 VPP Awareness

As part of VPP continuous improvement and VPP awareness, employees were issued a new CHPRC VPP pocket guide. This pocket guide provides employees with DOE-VPP information on the five elements. Each month VPP information is shared by the CHPRC VPP Co-chairs at the PZAC meeting. In addition, every week a new VPP message is included in the Safety Analysis Center (SAC) call. The intent of the daily SAC conference call is to openly discuss information and any arising issues with all projects and senior management. VPP messages are also shared in the TTZ information that is posted within facilities. The TTZ Safety Bulletins are

issued weekly at CHPRC to support initiatives that target: behavior, responsibility, ownership, and continued improvement. The CHPRC Mentors also share VPP information within the projects they support.

7.3 CHPRC Community Legacy Project

CH2M employees live, work, and raise families in the communities where the employee-owned company does business. CH2M considers it the company's responsibility to devote resources to improving the quality of life in these communities.

CHPRC employees know great things happen when people work together. By joining forces, we help meet community needs with our dollars and our volunteerism.

CHPRC community outreach efforts are focused on three main areas – health, economic development, and education.

In 2016, more than 590 CHPRC volunteers gave more than 2,050 hours of their time to our local community, working on projects for: The Friends of Badger Mountain, Habitat for Humanity, Junior Achievement, Engineers Week, The Salvation Army, Safety EXPO, Columbia Basin College and WSU Tri-Cities, as well as participating in numerous walks and events to benefit local agencies.

In addition, listed below are some of the activities CHPRC employees have contributed to improve our community's quality of life.

- CHPRC, Vice President Moses Jaraysi was the keynote speaker at the Columbia Basin College Foundation Scholarship Award event announcing \$720,000 in scholarships, where 368 students received financing for their education.
- CHPRC workers support the “After School Matters” program, mentoring students, and teaching them about jobs at Hanford.
- CH2M was a “Duet” sponsor at the Jingle and Jazz event that raised \$30,000 toward the Modern Living Services goal of building Carmina's Place, a six bedroom group home for adults with special needs.
- In addition to a monetary donation from CHPRC to help purchase frozen turkeys and chickens, collection boxes were set up at 17 locations to collect food in support of the 31st annual HAMTC/Hanford Community Food Drive.
- K Basins Operations and Project Remediation donated more than \$700 in toys for Toys for Tots.
- The Building 324 Disposal Project raised \$600 from a bake sale and luncheon to provide presents to six local children for Christmas.
- The 618-10 Burial Ground Project worked with The ARC of the Tri-Cities and adopted three single-parent families with one or more special needs children, purchasing gifts and raising \$2,700 at the holidays.

- The Central Plateau Surveillance and Maintenance team raised nearly \$1,400 for the Benton Franklin Children's Administration, an organization that cares for children that have been removed from a home prior to placement into foster care.
- Project Technical Services adopted a family in need and delivered Christmas gifts in addition to collecting more than 200 coats for the Coats for Kids Drive.
- CHPRC's "Red Kettle Team" rang bells at 10 locations across the Tri-Cities. One hundred eight volunteers gave more than 170 hours and raised more than \$3,200 for programs that help local families.
- The CHPRC team collected \$1,685 to help make a difference in the life of those affected by Lou Gehrig's disease.
- For the past 11 years, CH2M has hosted a golf tournament to benefit the Union Gospel Mission. In 2016, the tournament raised \$20,000 and overall has raised more than \$223,000 to help the Mission feed, clothe, house, and transition vulnerable citizens in the Tri-Cities area.
- CH2M was a sponsor at the National VPPPA Conference held in Kissimmee, Florida. Nine CHPRC employees were given the opportunity to attend the conference and workshop sessions and to network with other attendees from around the country.
- PFP sponsored a family with 2 small children diagnosed with INAD. The generous folks out at PFP raised over \$2300, providing a Christmas to be remembered by the family.

7.4 Hanford Health & Safety EXPO

The 2016 Hanford Health & Safety EXPO marked its 22nd year. Over the course of two decades, this event has drawn more than 250,000 visitors. It is the largest community outreach event within the DOE Complex nationwide. With over 200 informational booths, it provides Hanford workers a chance to learn and share information about the latest industry practices and best equipment to perform hazardous work safely. A number of the displays and activities are geared around small children, middle school, and high schools students. The EXPO promotes all aspects of safety and health, and with a new expanded scope, it featured information on science, technology, engineering, and mathematics and their application in today's world. This helps prepare the future generations in our community for the future. In addition, the EXPO committee recognizes organizations for their employee contributions, displays, and interaction with the public. In 2016, the EXPO committee recognized CHPRC with the "Best Safety Message" award, "Safety by Choice, Not by Chance".

8.0 Awards and Recognition

8.1 DOE-VPP Star of Excellence

On August 28, 2016, Brad Davy of DOE-HQ presented CHPRC with the "Star of Excellence" award. This award recognizes VPP Star contractors who have an accident injury rate at or below 75 percent of the industry average.

8.2 President's Zero Accident Council Awards

The PZAC is a joint management/worker safety council composed of representatives of CHPRC Projects and Functional organizations. The purpose of the Council structure is to promote a safe and healthful work environment and achieve exemplary safety performance, in a cooperative effort, utilizing the elements of DOE-VPP. At the monthly meetings, attendees participate in worker safety-related informational sharing on Lessons Learned, close calls, injury/illness performance trends, discussion of health and safety goals/objectives (i.e., SIPs) and other issues. Noteworthy performance and accomplishments are also recognized, along with employees being recognized for life saving and heroic acts.

President's Life Saving Award: This is an award 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 just short of actually saving a life.

8.3 Region X Sponsorship Award

The Region X Board of Directors recognizes those organizations who make sponsorship contributions. These contributors play an important role at the Region X Safety & Health Summit. Their donations help to reduce costs that would otherwise be passed on to the attendees. CHPRC was recognized at the 2016 Safety & Health Summit in Boise, Idaho with a Sponsorship Award.

Appendix A
DOE-VPP Annual Report Summary

VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET

Date of Review: January 17, 2017

For Calendar Year: 2016

Site Contractor Name/Acronym: CHPRC

Site Name: Hanford

Company President/Manager: Ty Blackford

**Total Recordable Case Incident Rates/Days Away, Restricted, Transferred Case Rates
(CHPRC and Staff Aug Only)**

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
2014	2,467,519	9	0.73	1	0.08
2015	2,567,275	11	0.86	3	0.23
2016	2,843,763	10	0.70	5	0.35
3-Year Total	7,878,557	30	0.76	9	0.23
Sub-Contractors Only					
2014	387,396	1	0.52	0	0.00
2015	525,673	2	0.76	0	0.00
2016	638,963	6	1.87	3	0.94
3-Year Total	1,552,032	9	1.16	3	0.39
Injury Incidence/Days Away Case Rate (3-Year Combined Average) (All-Inclusive)					
Total Recordable Case Rate	9,430,589	39	0.83		
Days Away or Restricted Workday Case Rate	9,430,589			12	0.25
NAICS# 562	3yr Avg TRCIR Rate =0.83		82% below the 2015 NAICS rate of 4.5		
NAICS# 562	3yr Avg DART Rate = 0.25		89% below the 2015 NAICS rate of 3.0		
Number of Contractor Employees: 1582					
Notes: Above contractor employee number is the average number of CHPRC employees for 2016 and does not include subcontractor employees.					

Union Representative:	Contractor VPP POC:	DOE-VPP POC:
Jack Griffith	Barbara Williams	Larry Yearsley
509-539-7728	509-438-1488	509-376-5104
Jack_E_Griffith@rl.gov	Barbara_A_Williams@rl.gov	Larry.Yearsley@rl.doe.gov

CHPRC VPP SURVEY

Please fill out this survey by _____ and return to your Project VPP POC. Your input is valued and will be used to identify improvement opportunities. All input is anonymous. Surveys will be looked at by the VPP Steering Committee, and the overall results will be incorporated into the CHPRC annual VPP report. Individual comments will be kept confidential.

	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
1	When planning work, safety is considered to be an equal or higher priority than production.	SA	A	D	SD	NA
2	My immediate manager/supervisor/Field Work Supervisor supports my involvement in safety & health activities.	SA	A	D	SD	NA
3	Senior management, in my organization, are visible and available to answer my safety & health questions.	SA	A	D	SD	
4	For me personally, working injury/accident-free is an achievable goal at CHPRC.	SA	A	D	SD	
5	CHPRC Senior Management actively participates in safety & health programs. Example: Employee Zero Accident Council (EZAC), Presidents Zero Accident Council (PZAC), VPP meetings, critiques, fact findings, etc.	SA	A	D	SD	
6	I'm comfortable exercising a Stop Work without fear of reprisal.	SA	A	D	SD	
7	Employees in my facility know what to do/ how to respond in the event of an emergency.	SA	A	D	SD	
8	Industrial Hygiene (IH) sampling results are communicated and posted at my work location.	SA	A	D	SD	NA
9	CHPRC has a process in place to submit safety & health concerns.	SA	A	D	SD	
10	I'm aware all workplace accidents must be reported, this includes minor injuries such as paper cuts and self-treats.	SA	A	D	SD	
11	Awards & recognition do not influence non-reporting of accidents/injuries.	SA	A	D	SD	
12	I'm given the opportunity to discuss my Employee Job Task Analysis with IH, Safety, and my supervisor.	SA	A	D	SD	NA
13	Safety & health professionals are available at my work location to answer my questions.	SA	A	D	SD	
14	Employees are encouraged to participate in the safety & health program activities.	SA	A	D	SD	
15	Safety committees in my work group make a contribution to and improve our safety & health program.	SA	A	D	SD	
16	The pre-job briefings I attend provide me with the hazard information I need to do my job safely.	SA	A	D	SD	NA
17	Management is responsive to employee safety/health concerns.	SA	A	D	SD	
18	Employees in my work group have no "fear of reprisal" for bringing up safety issues.	SA	A	D	SD	

	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
19	I participate in CHPRC approved community outreach activities. Example: After School Matters, Engineering Week, Junior Achievement, charity golf, The Arc of Tri-Cities, etc.	SA	A	D	SD	NA
20	When accident investigations/critiques are conducted, they are, FACT finding, not FAULT finding.	SA	A	D	SD	NA
21	I receive safety & health training to perform my job effectively.	SA	A	D	SD	
22	VPP information is available and communicated on a regular basis.	SA	A	D	SD	
23	In general CHPRC's safety & health program continues to improve.	SA	A	D	SD	
24	My project follows the personal protective equipment (PPE) hierarchy: elimination, substitution, engineering, administrative, and PPE as the last control.	SA	A	D	SD	NA
25	I participate in safety & health inspections in my work area.	SA	A	D	SD	
26	Accident/injury information is communicated at my project.	SA	A	D	SD	
27	"Safety" and "Monday Return to Work" meetings in my work group are informative.	SA	A	D	SD	
28	Co-workers in my group have a good safety attitude.	SA	A	D	SD	
29	I receive information from my EZAC and VPP representatives.	SA	A	D	SD	
30	I'm aware of the CHPRC and Project Safety Improvement Plan (SIP).	SA	A	D	SD	
31	Lessons Learned are communicated to me and my workgroup.	SA	A	D	SD	
32	I'm aware of the requirements in 10 CFR 851, <i>CHPRC Worker Safety & Health Program</i> .	SA	A	D	SD	
33	Since attaining DOE-VPP Star Status, I believe CHPRC is a safer place to work.	SA	A	D	SD	
34	I'm aware the DOE-HQ Assessment Team will be performing a VPP recertification of CHPRC in January 2017.	SA	A	D	SD	
35	Safety Committee/HAMMER Trainers Only: My management fully supports my participation for training or committees; EZAC, PZAC, VPP, Training etc.	SA	A	D	SD	
36	First Line Managers/Supervisors Only: I feel overwhelmed and there's not enough time to look over work packages before the pre-job briefing.	SA	A	D	SD	

Additional Comments: