



CH2M HILL
Plateau Remediation Company
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February 12, 2018

CHPRC-1800585

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 – ANNUAL REPORT OF CHPRC VOLUNTARY PROTECTION PROGRAM

CHPRC is pleased to submit the Annual Voluntary Protection Program (VPP) Report for 2017. The scope of this year's annual report was developed using the improvements identified by the DOE-HQ VPP onsite report. In addition, it also covers accident injury statistics and community outreach activities.

The CHPRC VPP leadership team, with the involvement of our Employee Zero Accident Council, and CHPRC VPP steering committee, have worked diligently to lay the foundation for continuous improvements in CHPRC's Safety and Health programs. 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.

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

jwg/kcp

Attachment

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Date: Monday, 12 February 2018, 01:59 PM Pacific Time

Meaning: Sign as L. Ty Blackford

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ATTACHMENT

CHPRC-1800585
CONTRACT NUMBER DE-AC06-08RL14788

**CH2M HILL PLATEAU REMEDIATION COMPANY
ANNUAL VOLUNTARY PROTECTION PROGRAM
SELF-EVALUATION REPORT
CHPRC-03600, REVISION 0**

Consisting of 27 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: DD Program/Project: SHS&Q

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Assistant Secretary for Environmental Management

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By Julia Raymer at 10:18 am, Feb 08, 2018

Release Approval

Date

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CHPRC-03600, Rev. 0

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

February 2018

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Terms

CHPRC	CH2M HILL Plateau Remediation Company
CRRS	Condition Reporting Resolution System
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
ECO	Environmental Compliance Officer
EJTA	Employee Job Task Analysis
EMS	Environmental Management System
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
HITS	Hanford Integrated Training System
HRB	Hazard Review Board
ISMS	Integrated Safety Management System
ISMSD	Integrated Safety Management System Description
MASF	Maintenance and Storage Facility
MSA	Mission Support Alliance, LLC
NAICS	North American Industry Classification System
OFI	Opportunity for Improvement
OSHA	Occupational Safety and Health Administration
PC&PI	Prime Contract & Project Integration
PFP	Plutonium Finishing Plant
POMC	Performance Objectives, Measures, and Commitments
PPE	Personal Protective Equipment
PRC	Plateau Remediation Contract
PZAC	President’s Zero Accident Council
RL	U.S. Department of Energy, Richland Operations Office
S&GRP	Soil & Groundwater Remediation Project
S&H	Safety and Health
SAA	Satellite Accumulation Areas
SAC	Safety Analysis Center
SHS&Q	Safety, Health, Security & Quality
SIP	Safety Improvement Plan
STEM	Science, Technology, Engineering, and Mathematics
STP	Sludge Treatment Project

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 innermost area of the Hanford Site. The DOE-Voluntary Protection Program (VPP) team performed an assessment from January 10 – 19, 2017, and recommended that CHPRC continue to participate at the Star Level. In a letter dated April 27, 2017, from Matthew B. Moury, Associate Under Secretary for Environment, Health, Safety and Security, he congratulated CHPRC for their pursuit of excellence in health and safety and for retaining Star Status in the DOE-VPP. He also called to our attention to the report indicating opportunities for improvement that CHPRC can use and that should be addressed in the 2017 Annual Report. In 2017, at the National Voluntary Protection Program Participants' Association (VPPPA) Safety + Symposium, 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 ninth 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 one-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.
- 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.
- Construction support being provided by small businesses.

2017 was a challenging year for CHPRC, starting out with ice and snow causing early releases, delayed starts, along with site closure days. All outdoor activities were impacted to some degree. The good news is that CHPRC completed many tasks in these challenging conditions. Some examples include:

- Moving support staff and equipment from the 2420 Building to the Federal Building during adverse weather conditions.
- Safe and compliant demolition of 242-Z, the Americium Recovery Facility - better known as the McCluskey Room after the 1976 explosion that injured Harold McCluskey who was working inside at the time.

- Removal of the stack and ventilation building which has changed the landscape at PFP.
- Grouting of six cells, the airlock and old ventilation duct work at the Waste Encapsulation and Storage facility (WESF).
- Successful grouting of the tunnel adjacent to the Plutonium Uranium Extraction (PUREX) plant took place following an unpredicted partial collapse.
- The Soil & Groundwater Remediation Project met the 2017 annual treatment goal of 2.2 billion gallons of groundwater, removing more than 145,000 pounds of contamination.
- The 100K Sludge Treatment Project (STP) completed the installation of the sludge removal equipment and annex building, along with going through the startup phase. This has been a big evolution going from design to installation and acceptance testing to ensure the equipment works as designed to remove the sludge. STP mockup and training took place at the Maintenance and Storage Facility (MASF) in a non-hazardous environment that simulates the work environment at 100K.
- The 618-10 Project completed removal of 80 low-level Vertical Pipe Units at the 618-10 Burial Grounds. In coordination with the Environmental Restoration and Disposal Facility Team, they compliantly packaged 2,000 tons of waste that was disposed of at our on-site compliant landfill.
- The 324 Building Disposition Project encompasses the operation of the 324 Building and the remediation of the radioactive soil beneath one of the building's hot cells. Equipment will be installed in the mock-up for testing and training purposes, cleaning out the hot cell complex and all the necessary engineering and planning needed to allow us to install the equipment that will eventually remove the soil.

1.2 Organizational Changes

CHPRC had a number of management changes in 2017 as a result of project completions. Four self-select reduction of force opportunities were available to employees who volunteered for layoffs. In addition, throughout the year Bargaining Unit employees were eligible for transfer to projects or other Hanford contractors with openings using the Labor Asset Management Program.

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 2015 and 2017. The Total Recordable Case Incident Rate (TRCIR) and Days Away, Restricted or Transferred (DART) Rates went down in 2017. The TRCIR and DART Rate 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 2017 using the NAICS Table for 2016.

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
2015	2,567,275	11	0.85	3	0.19
2016	3,482,717	10	0.92	5	0.23
2017	3,053,346	5	0.33	3	0.20
3-Year Total	10,589,146	26	0.64	11	0.28
Sub-Contractors Only					
2015	233,320	2	1.71	0	0.00
2016	649,001	6	1.85	3	0.92
2017	960,135	1	0.21	0	0.00
3-Year Total	1,842,456	9	1.26	3	0.31
Injury Incidence/Days Away Case Rate (3-Year Combined Average) (All-Inclusive)					
Total Recordable Case Rate	12,431,602	35	0.56		
Days Away or Restricted Workday Case Rate	12,431,602			14	0.23

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

NAICS# 562	2017 TRCIR = 0.30	93% below the 2016 NAICS rate of 4.0
NAICS# 562	2017 DART Rate = 0.15	94% below the 2016 NAICS rate of 2.6

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 2017. 2017 TRCIR and DART Incidence rates derived from the combination of CHPRC and Subcontractor 2017 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: 1526

Notes: Above contractor employee number is the average number of CHPRC employees for 2017 and does not include subcontractor employees.

3.0 Annual Self-Assessment

CHPRC has a system in place to conduct an annual VPP self-assessment with a narrative report that can be disseminated to all employees. This assessment covers the 2017 DOE-VPP Assessment Team Report that identified opportunities for improvement (OFIs) along with information from management assessments and the 2016-2017 CHPRC Safety Improvement Plan (SIP). All DOE-VPP opportunities for improvement were entered into the Condition Reporting Resolution System (CRRS) and assigned an actionee. Upon completion, a responsible manager will approve the corrective action. The DOE-VPP 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

MANAGEMENT LEADERSHIP

Under the Management Leadership element, the DOE-VPP evaluation team didn't identify any opportunities for improvement. They did recognize that CHPRC fully demonstrates the Management Leadership expected of a DOE-VPP participant.

Self-Identified Opportunity for Improvement

1. CHPRC employees and loaned resources (Mission Support Alliance, LLC [MSA] workers) over the past year have been involved in a number of vehicle accidents. Some of the accidents were minor paint scrapes, while others were more serious requiring repair. 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.

EMPLOYEE INVOLVEMENT

In this element, the DOE-VPP Evaluation Team identified three opportunities for improvement:

Opportunity for Improvement:

1. CHPRC should include measurable safety goals and expectations that reflect specific actions the employee can take to align with and support the organization's objectives in performance plans.

*CR-2017-1290 Action Taken: A Thinking Target Zero (TTZ) was developed entitled VPP Safety Improvement – Developing employee and project safety and health goals for 2018. It was distributed via the company's TTZ Webpage at <http://prc.chprc.rl.gov/rapidweb/OSIH/index.cfm?> Completed: 10/2/2017
2. CHPRC should reemphasize the steps in the stop-work procedure with its employees and reinforce the methods available to resolve concerns.

*CR-2017-1291 Action Taken: Discussed the most effective form of communication regarding DOE-343, *Hanford Site Stop Work Procedure*, with the CHPRC Hanford Atomic Metal Trades Council (HAMTC) Safety Representatives. The CHPRC President and Project Manager discussed and emphasized the use of the Stop Work Procedure in a FY2018 Look Ahead video distributed to all CHPRC employees in November 2017.
3. CHPRC should identify and implement mechanisms to engage senior workers as teachers and mentors to new and transferred employees as a means of enhancing their integration into the workforce.

*CR-2017-1292 Action Taken: In process

Self-Identified Improvement

- A. Although Bargaining Unit employees are given the opportunity to participate, there is still room for improvement. CHPRC Projects need to make sure the Employee Zero Accident Council (EZAC), President's Zero Accident Council (PZAC), and other safety committee activities are scheduled on the Projects' Plan of the Day calendars along with employee's who serve as committee members calendars to ensure that they are on the schedule to attend.

The management team, along with the HAMTC and Building Trades Safety Representatives, are encouraging workers along with the new and transitioned employees to be involved in safety activities and committees. There are many opportunities for employees at all levels to participate in safety & health programs. Some opportunities include: Job Hazard Analysis, CHPRC VPP Champions group, 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. Some employees feel they were hired to do a job and have no desire to serve on a committee; others feel their group would be short-handed and the scheduled work task would be cancelled without their participation.

The CHPRC management team is very involved in the safety and health program. They participate in the Management Observations Program and field walk-arounds, attend critique meetings, 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. They also have an open door policy for employees who have issues or concerns. In addition, 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. In addition, workers can reach out to the HAMTC Safety Representatives who serve as a valuable resource at each project. As always, the end goal is to complete the work safely with no injuries.

WORKSITE ANALYSIS

In this element, the DOE-VPP Evaluation Team identified one opportunity for improvement:

Opportunities for Improvement

CHPRC should modify its safety inspection frequency for the PFP project to perform weekly safety and health inspections.

CR-2017-1293 - There are three Action Statements associated with this OFI.

Action Statement #1, Evaluate PRC-PRO-SH-40499, *Safety and Health Inspections*, Section 3.0 Process, “Note” to determine appropriate level of review/approval to include Program level review.

Action Taken: CA #3 develop for revision of procedure to include OS&IH program Director approval and annual review of exempted inspection frequencies to ensure frequency changes reflect changing work scope such as going from min safe to demolition/construction.

Completed: 9/25/2017

Action Statement #2, Review copy of PFP S&H inspection documentation to ensure employees involvement has occurred during inspections.

Action Taken: PFP S&H inspection documentation to ensure employees (PFP EZAC Chair/Co-Chair) in three quarter inspections. Employee involvement will continue with future inspections.

Completed: 10/4/2017

Action Statement #3, Revise PRC-PRO-SH-40499 to add OS&IH program Director as approver for inspection frequency exemptions at projects. Add annual review of exemptions to ensure compliance with Occupational Safety and Health Administration (OSHA) inspection frequency requirements (i.e., workscope changing from min safe to demolition/construction). Due date:

1/31/2018

HAZARD PREVENTION AND CONTROL

In this element the DOE-VPP Evaluation Team identified one opportunity for improvement:

Opportunity for Improvement

CHPRC should review the process to obtain accurate and timely information regarding injury and illness treatment and record keeping decisions to ensure the reliability of the process.

CR-2017-1294: Action Taken: Documented direction has been issued to applicable staff.
Completed: 10/4/2017

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.

SAFETY AND HEALTH TRAINING

In this element the DOE-VPP Evaluation Team identified one opportunity for improvement:

Opportunity for Improvement:

CHPRC should work with MSA to implement improvements to the ELM system to produce routine, systematic delinquency reports to help evaluate and improve the training process.

*CR-2017-1295: Action Statement - Evaluate the new metrics available through the Hanford Integrated Training System (HITS) to determine if they can provide appropriate delinquency reports for CHPRC use.

Action Taken: HITS came online on 9/14/2017. It has several manager reports available, however, it does not have a training delinquency report. The Training Organization will continue to evaluate other ELM reporting tools as they become available to enhance the 60 day tickler and training plan reports which are currently available. Completed: 10/9/2017

4.0 Mentoring and 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 the VPP. CHPRC sent twelve employees that provided mentoring at the National VPPPA conference in New Orleans, Louisiana, and fifteen employees to the Region X VPPPA Northwest Health & Safety Summit in Spokane, Washington. A CHPRC employee attended the Washington State Governors Conference in Tacoma, Washington and with the assistance of the Region X VPPPA Chairman and Federal OSHA gave a VPP 101 workshop. CHPRC provided VPP mentoring to Loman Helicopter of Lewiston, Idaho, and American Electric performing sub-contract work for the Tank Farm Operations contract at Hanford.

4.2 Outreach and 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 22 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 on 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

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 Integrated Safety Management System (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. At the time of this report development, the FY2018 commitments were being prepared for submittal to DOE.

Table 3 addresses the FY2017 commitments.

Table 3. Performance, Objectives, Measures, and Commitments – FY2017

Category/Performance Metric
A. Worker Protection
<p>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.</p>
<p>2. Publish at least one (1) safety communication for 10 different topical areas, for example</p> <ul style="list-style-type: none"> • PPE Compliance • Slips, Trips, and Falls • Vehicle Safety • Temperature Extremes • VPP
<p>3. Develop a CY 2017 Safety Improvement Plan at the Company and Project levels.</p>
B. Environmental Compliance
<p>1. Environmental compliance goals: Notice of Violation – 0 per year Reportable Spills – 0 per year</p>
<p>2. Develop and deliver environmental requirement data sets to all seven (7) projects.</p>
<p>3. Develop and implement a strategy to improve CHPRC’s compliance culture.</p>
<p>4. Work with DOE to resolve permitting issues and support issuance of the Site Wide RCRA permit.</p>
<p>5. Complete EMS Targets and Objectives for FY2017.</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>
<p>2. Maintain the annual percentage of “self-assessments completed” compared to “originally scheduled” above 95% for the year. This is a leading indicator for Safety Culture.</p>
<p>3. Increase the annual quality score of management assessments to ≥ 3.5 (grade 1 to 4).</p>
<p>4. Conduct no less than three (3) Assessment Planning Workshop and Coaching sessions to promote self-critical focus to ensure issues are identified and resolved.</p>
D. Safety Culture
<p>1. Provide ≥ 3 Leadership Impact courses addressing safety culture attributes in key leadership areas.</p>
<p>2. Develop and Implement “Crucial Conversations” courses. Conduct within 3 months of need identification.</p>
<p>3. Participate in development of EFCOG level guide on Monitoring and Improving Safety Culture.</p>
E. Employee Concerns Program
<p>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.</p>

Table 3. Performance, Objectives, Measures, and Commitments – FY2017

Category/Performance Metric
2. Maintain a company level focus on the efficacy of the ECP.
F. Work Control
1. Develop and Implement a Conduct of Work Improvement Plan for FY 2017.
2. Reduce the backlog of Fire Hazard Analysis.

5.2 Safety Improvement Plans

Safety Improvement Plans (SIPs) 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 2017 SIP with the EZAC Chair and co-chairs quarterly to ensure they stayed on schedule for completion. The CHPRC SIP was issued in January 2017.

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 coordination with DOE-RL. In FY2017, CHPRC successfully accounted for the POMCs, which included goals and stretch goals in the following areas:

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

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 0, 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 (EMS)

EMS Accomplishments and Review for FY2017:

CHPRC achieved continuation of our ISO 14001:2004 certification in June of 2017. The Audit team determined that the Environmental Management System continues to be effective with

eight positive practices, one opportunity for improvement, and **zero non-conformances**. In addition, the requirements for upgrade to the new ISO 14001:2015 requirements were discussed with the CHPRC team. This upgrade is planned with the next recertification audit, tentatively scheduled for the week of April 14, 2018.

While we have performed exceedingly well during each audit, we face challenges during environmental compliance inspections and continue to receive some findings. For calendar year 2017, the primary goal continues to be a focus on environmental compliance. Major themes for EMS communications included:

- “If you don’t know, ask your ECO” (Environmental Compliance Officer)
- “Beyond C2P2”
- “Environmental compliance: know your role”

Communications included:

- The importance of compliance and the four essentials, as well as added emphasis on ECOs.
- What workers need to know about 90 Day and SAA (Satellite Accumulation Areas).
- What workers need to know about safer product labeling.
- The requirements for setting targets and objectives company wide and by project and guidance for developing them.
- The Migratory Bird Treaty Act and Nesting Season information.
- ISMS expectations and our ethical obligation to be compliant.
- Earth Day and local Green Events.
- National Drug Take Back Day.
- Household Hazardous Waste Collection events.
- Information on cultural and ecological resources.
- Information on proper spill/event reporting.

Awards

- EPEAT 3-Star Award, March 2017

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 Administrator; 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 Chief Operating Officer 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 CHPRC 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, 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

CHPRC employees live, work, and raise families in the communities where the employee-owned company does business. CHPRC 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 2017, more than 734 CHPRC volunteers gave more than 2,687 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.

- More than 100 volunteers participated in Partners N Pals, the horseback riding event for children with special needs.
- CHPRC volunteers helped with the annual YMCA Trick-or-Treat on the Trail event at Badger Mountain where more than 300 costumed children and parents hiked together for a healthy twist on Halloween. Children each received a water bottle from CHPRC and had the opportunity to paint pumpkins and enjoy family-friendly games and activities.
- CHPRC workers mentored middle school students as part of the STEM Like ME! program. The program allows students to experience hands-on activities related to science, technology, engineering and math and will be held monthly throughout the school year.
- CHPRC workers support the "After School Matters" program, mentoring students, and teaching them about jobs at Hanford.
- Volunteers helped with the Senior Life Resources Meals on Wheels program. Several helped with deliveries to local seniors, while others worked in the main kitchen and the Café, and others prepared shelf-safe meals that can be used when drivers are unable to deliver hot meals.
- CHPRC was a "Duet" sponsor at the Jingle and Jazz event that raised funding 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 23 locations to collect food in support of the 32nd annual HAMTC/Hanford Community Food Drive.
- In the spirit of the holiday season, Prime Contract and Project Integration (PC&PI) employees donated enough food to fill the back of Vice President Rick Millikin's pickup during an All-Hands Meeting. The food was donated to the Union Gospel Mission.
- The "elves" at the 324 Building Disposition Project raised a total of \$2,100 to bring holiday cheer to four families in our community (18 people total).
- The Central Plateau Surveillance and Maintenance team raised nearly \$4,100 for the Tri-Cities Food Bank.
- Project Technical Services raised more than \$2,000 for Coats for Kids. PTS challenged its employees and the team delivered – both with monetary donations and with coat donations. Now hundreds of children will be warm during the winter thanks to people with giving hearts.

- 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.
- For the past 12 years, CHPRC has hosted a golf tournament to benefit the Union Gospel Mission. In 2017, the tournament raised \$23,000 and overall has raised more than \$246,000 to help the Mission feed, clothe, house, and transition vulnerable citizens in the Tri-Cities area.
- CHPRC was a sponsor at the National VPPPA Conference held in New Orleans, Louisiana. Twelve CHPRC employees were given the opportunity to attend the conference and workshop sessions and to network with other attendees from around the country. CHPRC workers led sessions for DOE and for the general attendees of the conference.

7.4 Hanford Health & Safety EXPO

The 2017 Hanford Health & Safety EXPO marked its 23rd year. This year Safety EXPO, in collaboration with the contractors of the Hanford Site, presented *Safety Connect 2017* to bring to light the importance of safety. A number of the displays and activities were geared around small children, middle school, and high school students. Safety Connect promotes all aspects of safety and health, and with a new expanded scope, it featured information on Science, Technology, Engineering, and Mathematics (STEM) and their application in today’s world. It featured a number of entertaining and educational activities for all attendees. In addition, it included flying drones, virtual reality, and robotic demos, along with a *STEM Jeopardy* competition between local schools and a discussion on Hanford’s amazing K-9 program. A *Bicycle Rodeo* for elementary school leaders, as well as *Jaws of Life* live demonstrations rounded out the event. The objective of *Safety Connect* is to help prepare the future generations in our community for the future.

8.0 Awards and Recognition

8.1 DOE-VPP Star of Excellence

On August 28, 2017, Brad Davy of the U.S. Department of Energy – Headquarters (DOE-HQ), presented CHPRC with the DOE-VPP “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 (e.g., 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 2017 Safety & Health Summit in Spokane, Washington with a Sponsorship Award.

Appendix A
DOE-VPP Annual Report Summary

VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET

Date of Review: January 16, 2018

For Calendar Year: 2017

Site Contractor Name/Acronym: CHPRC

Site Name: Hanford

Company President/Manager: Ty Blackford

**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
2015	2,567,275	11	0.73	3	0.19
2016	2,843,763	10	0.85	5	0.46
2017	3,053,346	5	0.33	3	0.20
3-Year Total	10,589,146	26	0.64	11	0.28
Sub-Contractors Only					
2015	233,320	2	1.71	0	0.00
2016	649,001	6	1.85	3	0.92
2017	960,135	1	0.21	0	0.00
3-Year Total	1,842,456	9	1.26	3	0.31
Injury Incidence/Days Away Case Rate (3-Year Combined Average) (All-Inclusive)					
Total Recordable Case Rate	12,431,602	35	0.56		
Days Away or Restricted Workday Case Rate	12,431,602			14	0.23
NAICS# 562	3yr Avg TRCIR Rate = 0.56		86% below the 2016 NAICS rate of 4.0		
NAICS# 562	3yr Avg DART Rate = 0.23		91% below the 2016 NAICS rate of 2.6		
Number of Contractor Employees: 1526					
Notes: Above contractor employee number is the average number of CHPRC employees for 2017 and does not include subcontractor employees.					

Union Representative:	Contractor VPP POC:	DOE-VPP POC:
Jack Griffith	Maureen Roxbury	Larry Yearsley
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