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**CH2M HILL PLATEAU REMEDIATION COMPANY
ANNUAL VOLUNTARY PROTECTION PROGRAM
SELF-EVALUATION REPORT
CHPRC-03964, REVISION 0**

Consisting of 32 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

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Plateau Remediation Company

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

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CHPRC-03964, Rev. 0

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Annual Voluntary Protection Program
Self-Evaluation Report**

January 2019

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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
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 HAMMER Federal Training Center
HAMTC	Hanford Atomic Metal Trades Council
HRB	Hazard Review Board
IDF	Integrated Disposal Facility
ISMS	Integrated Safety Management System
ISMSD	Integrated Safety Management System Description
KBO	K Basin Operations
LOI	Line of Inquiry
MASF	Maintenance and Storage Facility
NAICS	North American Industry Classification System
OFI	Opportunity for Improvement
OS&IH	Occupational Safety & Industrial Hygiene
OSA	Outside Storage Area
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
RL	U.S. Department of Energy - Richland Operations Office
S&GRP	Soil & Groundwater Remediation Project
SAC	Safety Analysis Center
SGE	Special Government Employee
SHS&Q	Safety, Health, Security & Quality
SIP	Safety Improvement Plan
STP	Sludge Treatment Project
SWIHD	Site Wide Industrial Hygiene Database
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. In addition, CHPRC provides for significant opportunities for small businesses to apply their expertise and experience to the mission. In September 2018, CHPRC received notification from DOE-RL of a one-year extension to their contract.

1.1 CHPRC Contract

CHPRC successfully completed its tenth year of the PRC with RL. In addition, DOE extended the contract through September 2019. 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 extension 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.
- Continuing the transfer of sludge from the K West Basin to T Plant.
- Continue supporting construction activities through contracts with small businesses.
- Completing the placement of engineered grout in Plutonium Uranium Extraction Plant (PUREX) Tunnel 2.
- Designing and procuring equipment and components that will be used to cut and remove the 324 Building B-Cell floor, and remotely excavating the highly contaminated soil to establish conditions in preparation for facility demolition.

The following is a listing of the various Projects operating within the PRC Contract:

The Central Plateau Risk Management Project formed early in 2018. The Central Plateau Risk Management Project includes Risk Reduction Projects, General Decommissioning and Demolition Projects.

Demolition of the Research Technology Laboratory began in November 2017 when crews demolished 10 buildings and shipped over 3,000 truckloads of debris to the Environmental Restoration Disposal Facility (ERDF). In addition, the Project has been removing overhead steam lines in the 200E & 200W areas along with asbestos abatement at 100K Basins. The organization initiated grouting of the PUREX Tunnel 2, entered both B Plant and REDOX Canyons for the first time in more than 20 years, evaluating the structures for degradation, and determining levels of radiological contamination and hazardous materials. Work scope at B Plant included adjusting the facility's ventilation system. The Project demolished the 222-B Facility to clear the footprint for additional demolition of ancillary buildings near B Plant and

began waste load out and characterization of the REDOX Silo. The Project is also responsible for maintaining hundreds of inactive waste sites and aging facilities and structures across the Hanford Site.

The River Risk Management Project includes ERDF, the Integrated Disposal Facility (IDF), the 324 Building Disposition Project and the 618-10 Project. The Building 324 Disposition Project encompasses the operation of the 324 Building and the remediation of the highly-radioactive soil beneath one of the building's hot cells.

Workers have been busy making significant progress removing contaminated items from the hot cells to gain access to B-Cell. To support the 324 Building remediation activities, a remote excavator arm was installed in the 324 mock-up facility located off Horn Rapids Road, the remote excavator arm will be used to remotely hammer, cut, and dig out the floor at the mock-up prior to launching identical equipment at the 324 Building.

ERDF receives all low-activity waste generated at Hanford and is currently working at full capacity, receiving an average of 80 cans for disposal each day. This averages 4,000 tons of waste disposed per week. The ERDF drivers have driven more than 730,000 miles across the Hanford Site since 2016 with no transportation violations or accidents.

The IDF is preparing the disposal cells to receive immobilized low-activity waste (glass logs) from the Waste Treatment Plant. The current scope of this project includes permitting, design, and construction of the infrastructure needed to support full operations by 2022.

The 618-10 Burial Ground once contained some of the most hazardous waste on the Hanford Site. In 2018, remediation of the site was completed and returned to its natural landscape in a safe and compliant manner. The burial ground once contained over 500,000 tons of contaminated soil and debris, including more than 2,200 drums and 94 Vertical Pipe Units.

The Soil & Groundwater Remediation Project met their 2018 treatment goal and set a new annual record of 2.6 billion gallons of groundwater: removing more than 90 tons of contaminants at a cost of about 1.31 cents per gallon during the fiscal year ending Sept. 30, 2018, compared with the cost of 1.76 cents per gallon in 2013. Notable highlights in the past year include; saving more than \$5 million by using a more efficient type of resin that removes the chemical chromium from groundwater in treatment facility tanks and completing the poly-phosphate injections for remediation of the uranium contamination in the 300 Area.

The K Basin Operations Project encompasses 100K Operations, the Sludge Treatment Project (STP), and the 100K Closure Project. The 100K Operations is tasked with day-to-day operation and maintenance of the facilities in the 100K area. The STP is the largest project initiative in the K Basin Operations, with the goal to reduce risk to the Columbia River. The STP completed the installation of the sludge removal equipment and annex building, as well as going through a Corporate and DOE Operational Readiness Review. Shipments of sludge are underway to T Plant where the sludge is stored in covered cells until final disposal. This has been a big evolution: from design to installation and acceptance testing to ensure the equipment works as designed to remove the sludge.

Project Technical Services crews began placing engineered grout into PUREX Tunnel 2 on October 1, 2018. Stabilizing Tunnel 2 is similar to the Tunnel 1 Project, except it is four times larger. It will take nearly 5,000 truckloads of engineered grout to fill Tunnel 2. In preparation

for grouting, roads were constructed along Tunnel 2 with truck traffic flowing in one direction. This was in addition to setting up a batch plant to keep the majority of this traffic off the site roadways. Using a mockup to practice techniques allowed workers to get familiar with the process in a non-hazardous environment.

The Plutonium Finishing Plant (PFP) Closure Project mission is the safe and compliant demolition of the PFP facility, which will reduce risk to workers and the environment and reduce maintenance and surveillance costs. In December 2017, PFP management issued a Stop Work on demolition activities after surveys detected a spread of low levels of radioactive contamination. Through worker involvement and an extensive employee outreach and communication effort, demolition-related activities resumed on September 12, 2018. PFP workers provided input on the root cause evaluation, corrective action development, and options evaluation process to resume demolition and the development and implementation of enhanced controls. Workers regularly provide feedback to PFP management through newly implemented bi-weekly roundtable discussions. In addition, PFP management conducted more than 50 briefings to employees of other Hanford Contractors to ensure widespread knowledge of the enhanced controls and revised demolition strategy meant to ensure employee and environmental safety.

The Waste & Fuels Management Project had a busy and successful year. T Plant completed all preparations to receive K Basin sludge into T Plant for storage, including receipt of seven shipments of sludge from the 105K West Reactor Basin. At the Waste Encapsulation and Storage Facility, the Management of Cesium Strontium Capsule (W-135) Project completed 90 percent of the Cask Storage System Design and the Capsule Storage Area Final Design. The facility continued preparations to support the W-135 Project, which included canyon crane inspections, replacement of two auxiliary one-ton hoists, canyon re-lamping, and G Cell lighting upgrades. The project also completed dimensional verifications for 1,936 capsules. The Central Waste Complex successfully completed the Tri-Party Agreement milestone M-19-52-T01A to remove five mixed waste containers from the Outside Storage Area (OSA) seven months ahead of schedule. In conjunction, 401 m³ of TRU/M, 116.5 m³ of mixed low-level waste, and 81.3 m³ of PFP Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) waste from the North OSA were shipped for repackaging. The Central Waste Complex also completed a major upgrade to the facility lighting.

1.2 Organizational Changes

CHPRC had a number of management changes in 2018; Kelly Wooley became the Vice President at the PFP Closure Project. Tom Bratvold transitioned to Vice President of the Central Plateau Risk Management Project formerly known as Central Plateau Surveillance and Maintenance that split from the K Basin Project in early 2018. In addition, Central Plateau Risk Management includes Reduction Projects, as well as Decommissioning and Demolition Projects. Kalli Shupe became the Vice President of the Waste & Fuels Management Project replacing Connie Simiele who transitioned to Vice President of Resource Management & Strategic Integration responsible for integrating four critical organizations: Human Resources, Labor Relations, Staffing and Development, and Strategic Management. Kala Dickerson filled the vacated position of Vice President of Prime Contract & Project Integration.

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 2016 and 2018. The Total Recordable Case Incident Rate (TRCIR) and Days Away, Restricted or Transferred (DART) Rate were both reduced in 2018. 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 2018 using the NAICS Table for 2017.

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
2016	3,482,717	10	0.92	5	0.23
2017	3,053,346	5	0.33	3	0.20
2018	2,862,348	2	0.14	2	0.14
3-Year Total	9,398,411	17	0.46	10	0.19
Sub-Contractors Only					
2016	649,001	6	1.85	3	0.92
2017	960,135	1	0.21	0	0.00
2018	854,417	2	0.47	1	0.23
3-Year Total	2,463,553	9	0.84	4	0.38
Injury Incidence/Days Away Case Rate (3-Year Combined Average) (All-Inclusive)					
Total Recordable Case Rate	11,861,964	26	0.44		
Days Away or Restricted Workday Case Rate	11,861,964			14	0.24

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

NAICS #562	2018 TRCIR = 0.22	94.5% below the 2018 NAICS rate of 4.0
NAICS #561	2018 DART Rate = 0.16	93.8% below the 2018 NAICS rate of 2.6

The Bureau of Labor and Statistics publication did not include the 5629, 56291, or 562910 DART or TRCIR for 2018. 2018 TRCIR and DART Incidence rates derived from the combination of CHPRC and Subcontractor 2018 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 2018 and does not include subcontractor employees.

3.0 Annual Self-Assessment

CHPRC has a system in place to conduct their annual Voluntary Protection Program (VPP) self-assessment with a narrative report (which follows) that is available to all employees on the intranet. A team of 22 evaluators conducted the assessment starting on October 29 through November 7, 2018. The team conducted just under 400 interviews (25 percent of CHPRC employees) with employees at all levels within the company. Employees were able to speak to the VPP self-assessment evaluators formally or informally. Formal and informal interviews, pre-job and plan of the day meetings, and a review of documents were used to develop the annual report. The team identified a number of Opportunities for Improvement (OFIs), along with noteworthy practices. The OFIs are being entered into the Condition Reporting Resolution System (CRRS), followed by assignment to a responsible manager for completion. Upon completion, the manager will approve the corrective action and notify the CHPRC VPP Coordinators.

The CHPRC-VPP assessment focused on all five 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

The CHPRC management team is very involved in the Safety & 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 and 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 with issues or concerns to address.

CHPRC Self-Identified Opportunities for Improvement:

1. During 2018, a cross-functional team of CHPRC employees performed a tailored Integrated Safety Management System (ISMS) assessment. The assessment focused on ISMS implementation of radiological controls, conduct of operations, activity-level work planning and control, surveillance and maintenance, and the Contractor Assurance System, including event investigation and follow up. The assessment methodology followed the CHPRC standard process with two variations. First, to narrow the assessment focus, team members used a performance review step to identify potential trends or weaknesses. The reviews included the last six months of Integrated Evaluation Program assessments (~350 total with 1 percent audits, 4 percent management assessments, 17 percent surveillances, and the balance as work site assessments) and Issues Management trending data from CHPRC's CRRS (approximately 1,500 issues assigned approximately 6,700 trend codes). These reviews allowed the assessment team members to develop a targeted set of Line of Inquiry (LOI) based on identified weaknesses or adverse trends in their element. Second, while the team had extensive experience in all areas assessed, team members were assigned outside their area of expertise/experience. This assignment approach ensure 'fresh eyes' were applied to areas that had been assessed many times over.

CHPRC implementation of ISMS was found to be consistent with the performance objectives, with specific areas for improvement actions. The safety culture was found to be strong, with some crosscutting weaknesses identified to facilitate continuous improvement. The assessment results identified 5 Findings and 31 Opportunities for Improvement. In addition, 15 Noteworthy Practices were captured.

One finding, procedure/work package non-compliance issues, required a formal Root Cause Evaluation. This evaluation was performed by senior analysts who interviewed over 100 personnel across the organization to more fully understand the issue. This analysis determined that while Conduct of Operations concepts were well understood in Operations, the applicability of these concepts outside of operations was not well understood. In response, a separate task team of CHPRC employees from all organizations and ranging from management to represented workers sought to define 'Conduct of Work.' Conduct of Work is the phrase being used to encompass the parts of formal Conduct of Operations that apply to all the work we do – not just to 'operations.' This diverse team of employees identified and defined seven core concepts that can help improve our work.

The employees will be engaged in the path forward that improves safety and performance by creating a Conduct of Work culture across the whole of the organization.

2. The Facility Manager Forum identified a trend in the occurrence of lockout tag-out events, and subsequently directed that a Common Cause Analysis be conducted. Hazardous energy control is critical to ensure that workers are kept safe from injury and/or equipment is not damaged. The Common Cause Evaluation Team's charter was to identify and evaluate recent hazardous energy events that would provide the basis for the

Common Cause Evaluation. The team identified 16 events to be included in the Common Cause Evaluation. The evaluation was conducted across the CHPRC projects and facilities and included analysis of events, extent of conditions, interviews, review of condition reports (CRs), and review of previous assessments. The CHPRC CRRS, CR-2018-0395 has 42 corrective action items from this Common Cause Analysis. The corrective actions are being applied at the expectation/ organizational/programmatic level to adequately address the human performance component universally.

Opportunities for Improvement:

1. CHPRC has a system in place to recognize employees. Interviewed employees felt that managers need to lead by example, be in the field, and provide positive feedback/ recognition in a timely manner, including recognizing the entire team.
2. While most managers understand DOE-VPP, some commented that DOE-VPP does not add value to safety, budgeting for VPP is not prioritized, and that DOE-VPP does not feel applicable to employees at the Federal Building (i.e., administrative personnel).
 - a) Only a few managers understood what the DOE-VPP Legacy of Stars meant.
 - b) Some managers would like a better explanation on why DOE-VPP is important to employees/sub-contractors.
 - c) Some management did not know what the Safety Improvement Plan (SIP) was or where to find it.

Noteworthy Items Identified by the Team

1. Use of Mockups for Sludge Treatment, 324 B-cell, and Tunnel Grouting were all viewed as notable in a positive way by allowing employees the opportunity to do hands on training, process and tool modifications in a non-hazardous environment.
2. Use of the Hazard Review Board serves as a means for senior management to validate team readiness for reviewing complex, high-hazard work activities or non-routine activities. A key objective of the HRB process is to provide the project senior management a forum to set/reinforce the expectations for the performance of work planning and work execution on their project.

EMPLOYEE INVOLVEMENT

The management team, along with the Hanford Atomic Metal Trades Council (HAMTC) and Building Trades Safety Representatives, are encouraging workers along with 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 of those opportunities include the Job Hazard Analysis, Employee Zero Accident Council (EZAC), Enhanced Work Planning (EWP), Employee Job Task Analysis (EJTA), President's Zero Accident Council (PZAC), VPP, CHPRC VPP Champions Group, weekly safety meetings, community outreach activities, various Occupational Safety & Industrial Hygiene (OS&IH) Program safety committees, and safety campaigns. This is in addition to selected employees serving on Hanford site-wide committees, worker/trainer programs through the Volpentest (HAMMER) Federal Training Center. 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 and safety professionals who serve as a valuable resource at each project. The end goal is to complete the work safely with no injuries.

A number of employees commented they were hired to do a job and have no desire to serve on a committee; others feel that their group would be short-handed and the scheduled task would be cancelled without their participation.

Opportunity for Improvement:

1. A number of employees identified the need for more bargaining involvement in EZAC, PZAC meetings, work package development, and safety inspections.
2. EZAC and safety-inspection-team members commented that they receive no training or pre-inspection briefing prior to performing their inspection duties.
3. CHPRC has a system in place for employees to report hazards or unsafe conditions. Better communications within the projects is needed to educate employees that the Safety Issues and Ideas () register book and the safety logbooks are the same thing.

WORKSITE ANALYSIS

Trained and qualified Safety and Health professionals, who have completed applicable Qualification Cards, are assigned to support all the Projects. Safety and Health professionals complete baseline surveys and continual surveys throughout facilities and work processes (examples include, noise monitoring, beryllium and asbestos sampling, etc.). Applicable sampling methods (e.g., NIOSH Analytical Methods, OSHA) are utilized to conduct employee exposure and workplace sampling/monitoring. An industrial hygiene database, specifically the Site Wide Industrial Hygiene Database (SWIHD) is utilized to capture all sampling/monitoring surveys and associated analytical data results/reports.

Safety inspections are completed in accordance with PRC-PRO-SH-40499, *Safety and Health Inspections*. Inspections are completed on a quarterly basis for office areas, monthly for shops and storage areas, and weekly for field operations, maintenance, decontamination and decommissioning sites, as well as daily inspection for defined construction areas.

Opportunity for Improvement:

1. When using non-safety personnel for safety and health inspections, the inspection team lead should conduct a briefing before the inspection begins.

HAZARD PREVENTION & CONTROL

CHPRC employees have access to Certified Industrial Hygienists, Certified Safety Professionals, Safety Engineers, and Fire Protection Engineers. In addition, employees have access to Certified Occupational Physicians and Certified Occupational Nurses through HPMC Occupational Medical Services who perform annual physicals and provide health and wellness education/information and workshops.

CHPRC has systems in place to ensure that the disciplinary system is fair and equitable for all employees. Some employees commented that the disciplinary process is inconsistent, stating that some managers hold employees accountable and others do not within the same project.

CHPRC has a system in place for employees to report hazards and unsafe conditions, as well as to provide safety suggestions; a number of interviewed employees commented their management corrects issues in a timely manner, including on the spot without documenting findings. DOE-VPP Star sites are required to document when employees identify hazards. This also allows findings to be tracked, trended, and communicated to employees. Employees have a number of avenues to report hazards or unsafe conditions, it can be done anonymously, though their manager, safety professional, HAMTC Safety Representative, the SII register book, or through the EZAC.

Opportunities for Improvement:

1. Better communications are needed, within the maintenance organizations, regarding equipment that is “run to fail” or is no longer on a regular maintenance schedule.
2. The VPP survey identified a number of employees who are unfamiliar with the hierarchy of controls. Employees should understand the means for eliminating or controlling hazards are to be implemented in the following order: (1) Process/material substitutions/elimination, (2) Engineering controls, (3) Administrative controls, (4) Personal protective equipment.
3. All hazards identified by employees should be documented. In addition, better communications on the Safety Issues & Ideas process needs to be provided.
4. Interviewed employees felt-better communication is needed between projects, when anomalies or a “Stop Work” takes place.

SAFETY & HEALTH TRAINING

Managers and supervisors, in many cases, have the same Safety and Health training as the employees they supervise.

Interviewed employees understand the policies, procedures, and rules established to prevent them from being exposed to hazards and what to do in an emergency. Interviewed employees at the 324 Mock-up and PFP commented they have not had emergency drills during the past year. Management at both locations responded they took credit for actual events, which fulfill annual drill requirements.

Several EZAC members interviewed indicated they had no training on what their roles and responsibilities were.

Opportunities for Improvement:

1. Communicate to employees the requirements for emergency drills, and receiving credit for actual events.
2. Provide training to EZAC committee members to better establish their roles and responsibilities.

4.0 Mentoring & Outreach

4.1 Mentoring

The National VPPPA office initiates and manages all formal VPP Mentoring. When a contractor's employee contacts the National VPPPA office requesting a mentor, notification goes out to the Regional Mentor who makes contact and finds a site contact who can assist the requesting organization. Once formal paperwork is completed, the VPP mentor confirms a match and then provides guidance throughout the process. Informal mentoring requires no paperwork and is conducted through face-to-face meetings, conference calls, or electronic mail. CHPRC is providing informal mentoring with sites at Hanford and across the country.

CHPRC participates in the Hanford Site VPP Champions Group, where two CHPRC employees serve as Chairperson 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 nine employees that provided mentoring at the National VPPPA conference in Nashville, Tennessee, and nine employees to the Region X VPPPA Northwest Health & Safety Summit in Anchorage, Alaska. A CHPRC employee attended the Washington State Governor's Conference in Spokane, Washington.

4.2 Outreach & Support

CHPRC provides resources for a bargaining unit employee to serve on the Region X Board of Directors. In addition, this employee now serves on the National VPPPA Board of Directors as a Director at Large from a site with a Collective Bargaining Agent. The employee has over 23 years of experience in VPP. As part of his duties, he provides educational safety and health outreach to many organizations across the United States including trips to Washington D.C., to educate Congressional leaders on the importance of safety in the workplace. The lead HAMTC Safety Representative also serves on the National Awards and Recognition Committee. In 2018, CHPRC supported an employee to become a Special Government Employee (SGE); this employee is now qualified to assist Occupational Safety & Health Administration (OSHA) in performing VPP assessments. Upon request, CHPRC provides employees the opportunity to assist other Hanford Site contractors that need 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 in the local community by providing dollars and hundreds of hours volunteering to meet the various needs of the community. See Section 7.3 for a detailed list of community events/activities that CHPRC employees participated in 2018.

Navarro Research and Engineering, Inc. (Navarro) is the Legacy Management Support (LMS) prime contractor performing work under DOE office of Legacy Management (LM), requested a CHPRC employee conduct a VPP readiness assessment before the HQ-VPP team's arrival in October of 2018. The VPP Assessment covered sites in Morgantown, West Virginia; Grand Junction and Westminster, Colorado; Fernald, Ohio; and Weldon Springs, Missouri. A lot of

coordination took place with the Navarro VPP coordinator, Site management, CHPRC management and DOE-RL and DOE LM in Grand Junction, Colorado in order to meet the assessment completion date of June 30, 2018. This allowed LMS some time to correct any major actions before the HQ-VPP team arrived. A written report followed the completion of the assessment identifying opportunities for improvement and best practices.

The CHPRC VPP Coordinator (SGE) and HAMTC Safety Representative (KBO) participated in the Washington River Protection Solutions (WRPS) Annual VPP Self-Assessment October 8-11, 2018.

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. At the time of this report's development, the FY2019 commitments were being prepared for submittal to DOE.

As part of our commitment to improve our ISMS, we establish annual POMCs in coordination with DOE-RL. In FY2018, 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

POMCs are made up of three elements that 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.

Table 3 addresses the FY2018 commitments.

Table 3. FY2018 Performance Objectives, Measures and Commitments

Function/Objective	Commitment	Measure
A. Worker Protection		
Implement a worker protection program that ensures hazards are identified and controls are established to facilitate the safe performance of work.		Goal: OSHA recordable rate <1.1
		Goal: OSHA DART rate <0.6
	Keep focus on Occupational Safety and Industrial Hygiene Topics through various communication methods.	Goal: One safety communication issued for 10 different topical areas. Stretch: > 4 vehicle safety communications issued.
B. Environmental		
Maintain a viable Environmental Management System that effectively implements Compliance, Continuous Improvement and Pollution Prevention, while furthering the DOE mission of restoring the Hanford Site.	Conduct operations in compliance with environmental requirements and protect the environment	Goal: NOV Goal = 0 per year Goal: Reportable Spills = 0 per year
	Identify and deliver the remaining environmental requirements to all CHPRC projects.	Complete and deliver ARAR data sets to the following projects: - S&GRP KBOPR

Table 3. FY2018 Performance Objectives, Measures and Commitments

Function/Objective	Commitment	Measure
	Continuous improvement of CHPRC's compliance culture	Complete the following activities: <ul style="list-style-type: none"> - Conduct workshop with regulators to improve working relationship - Implement enhanced environmental communications (ECO refresher briefings, 1 per quarter) - Conduct at least 2 ECO role awareness communications per quarter. Provide an effectiveness review of environmental training for managers.
	Transition to the new ISO14001:2014 standard	Obtain certification to the new ISO14001:2014 standard
	Develop and communicate effective EMS Targets and Objectives.	Complete EMS targets and Objectives Goal = 95%
C. Contractor Assurance System		
Maintain a viable Contractor Assurance System that monitors key elements of the Feedback Function of ISMS	Issues identification	Goal: Internal vs external identified issues $\geq 70\%$
	Assessment performance	Goal: Self-assessments completed vs scheduled $\geq 95\%$ rolling quarter for 10 out of twelve months
	Assessment Quality	Goal: Management Assessment Quality Score ≥ 3.5

Table 3. FY2018 Performance Objectives, Measures and Commitments

Function/Objective	Commitment	Measure
D. Safety Culture		
Maintain and implement a viable Safety Culture Sustainment Plan monitoring key elements and taking appropriate action to address opportunities.	Continue to develop leadership skills to ensure corporate and safety culture health	Goal: ≥ 3 New Manager Overview Courses
E. Employee Concerns		
Provide a viable Employee Concerns program that addresses Employee concerns in a timely manner based on urgency of issue.	Conduct an annual self-assessment to measure the effectiveness of the ECP.	Complete self-assessment to measure the effectiveness of the ECP.
	Maintain a company level focus on the efficacy of the ECP.	Goal: Complete Evaluation of Priority 1 Concerns ≤ 24 hours
		Goal: Complete Evaluation of Priority 2 Concerns ≤ 3 working days
		Goal: Complete Investigation of Priority 3 Concerns ≤ 20 working days
Goal: 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.		

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 OS&IH Program organization staff. Written versions are easily accessible to all employees electronically, on the Project EZAC webpages and the CHPRC VPP webpage, and posted on project safety/VPP bulletin boards. These plans are a living document that can be modified, as needed, by the project as they complete the actions and/or identify new goals. The company-level SIP includes identified opportunities for improvement under Management Leadership, Employee Involvement, Worksite Analysis, 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 SHS&Q VPP Management Sponsor along with the CHPRC VPP Coordinator reviewed the 2018 SIP quarterly with the EZACs to ensure they were on schedule for completion.

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 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; and increasing involvement in safety and health initiatives.

Additionally, our Safety Legacy was to achieve DOE-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. In 2018, CHPRC was awarded the Legacy of Stars.

6.2 Integrated Safety Management Systems

CHPRC has 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.

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 FY2018:

In June of 2018, CHPRC successfully certified to the newest version of the ISO 14001 Standard, ISO 14001:2015. The Audit team determined that the Environmental Management System continues to be effective with eight positive practices, one minor non-conformity, and four opportunities for improvement. The certification is for a 3-year audit and assessment cycle, valid through June 2021.

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 2019, 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”
- “The dos and don’ts of a regulatory inspection”
- “Environmental compliance: know your role”

Communications included:

- The importance of compliance and the four essentials, as well as added emphasis on Environmental Compliance Officers (ECOs).
- What workers need to know about 90 Day and SAA (Satellite Accumulation Areas)?
- Universal Waste compliance.
- 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.
- Eco-friendly chemicals including “green” ice-melt.
- Earth Day and local Green Events.
- ISO 14001:2015.
- Household Hazardous Waste Collection events.
- Information on cultural and ecological resources.
- Information on proper spill/event reporting.

Awards

- Electronic Product Environmental Acquisition Tool (EPEAT) 3-Star Award, March 2018.

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 Assistant; the CHPRC VPP Coordinator; the HAMTC VPP Coordinator and Safety Lead; and Communications personnel. The core leadership team meets monthly with the CHPRC President and Chief Operating Officer (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.

Overall Objectives:

- Integrate new employees and staff 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.
- Maintain Star of Excellence Status.
- Receive VPP Legacy of Stars.

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, VPP messages are included in the Safety Analysis Center (SAC) call. The intent of the 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 Thinking Target Zero (TTZ) information that is posted within facilities. The TTZ Safety Bulletins and Safety Tailgate communications are issued weekly at CHPRC to support initiatives that target behavior, responsibility, ownership, and continued improvement. The CHPRC Conduct of Work Mentors also share VPP information within the projects they support. In 2018, the core VPP Leadership Core Team developed 10 VPP questions and used a survey to collect employee responses that are incorporated into the VPP

report. In total, 252 employees responded to the following questions:

1. What is a key component of Conduct of Work (Conduct of Operations)?
2. From the list of these five items (listed on actual survey), what is the order of the three hierarchy of controls that keep you safe?
3. Do you know how to exercise your right to Stop Work?
4. Do you receive adequate training to support your job?
5. Do you believe employees have an impact on the Safety and Health Program?
6. If you could change anything regarding employee involvement in the safety program, what would you change?
7. Name one Safety Improvement Plan goal.
8. Are workplace hazards corrected in a timely manner?
9. Are you given the opportunity to participate in safety and health inspections?
10. Does your manager lead by example?
11. Any additional comments?

7.3 CHPRC in the Community

CHPRC Community Commitments aim to promote opportunities in the local community for bringing next generation of workers to Hanford and enhancing a healthy quality of life/diversity in our community.

Our giving policy focuses on building a highway of talent to Hanford with an emphasis that includes educating K-12 learning institutions on Science, Technology, Engineering, Mathematics (STEM)/trade skills, as well as college and apprenticeship programs that emphasize future Hanford worker possibilities at Hanford. We have a very giving workforce so we focus our partnering and volunteering where we can make the most impact for next generation workers and quality of life in OUR community.

CHPRC employees live, work, and raise their families in the communities where the company does business. We consider it our responsibility to devote resources to improving the quality of life in our home communities. We join forces to help meet community needs, not only through monetary means but also through volunteerism. Our employees have donated hundreds of hours toward company-sponsored activities and events benefiting economic development organizations, charities, cultural groups, and educational programs - in addition to the countless hours and money donated to their own favorite causes.

In 2018, hundreds of CHPRC volunteers gave thousands of hours of their time to our local community, working on projects for STEM Like ME!, 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 participated in to improve our community's quality of life.

- More than 100 volunteers participated in Partners N Pals, a day camp, with horseback riding, for kids with special needs.
- 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 STEM. In the last year, 28 mentors from CHPRC brought STEM to life to more than 600 seventh and eighth graders. Our mentors are engineers, electricians, geologists, information technology specialists, communicators, scientists, industrial hygienists and executives.
- CHPRC workers support the "After School Matters" program, mentoring students, and teaching them about jobs at Hanford.
- 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 33rd annual HAMTC/Hanford Community Food Drive.
- CHPRC's "Red Kettle Team" rang bells for the Salvation Army at various locations across the Tri-Cities.
- For the past 14 years, CHPRC has hosted a golf tournament to benefit the Union Gospel Mission. In 2018, the tournament raised \$25,000 and overall has raised more than \$275,000.
- Employees donated 300 pounds of food at the CHPRC company-wide winter party. The food was given to the Tri-Cities Food Bank.
- CHPRC was a sponsor at the National VPPPA Conference held in Nashville, Tennessee. Nine CHPRC employees were given the opportunity to attend the conference and workshop sessions and to network with other attendees from around the country. All of the attendees also facilitated three separate workshops sharing their knowledge with those in attendance.
- CHPRC employees raised \$8,482 last year jumping in the icy water of the Columbia River for the Tri-Cities Polar Plunge to raise money and awareness for Special Olympics Washington.
- CHPRC employees provide support to the Tri-Cities Cancer Center as the title sponsor of the annual Autumn Affair event.
- CHPRC workers support the Pasco School District Enterprise Week program, providing senior students with the opportunity to apply what they learn in a real world setting while giving back to their community.
- CHPRC workers donated more than \$3,400 in school supplies to the SHAKE (Seniors Helping All Kids Education) program including backpacks, pencils, crayons, and glue. Collected supplies went to local students throughout the mid-Columbia.

- CHPRC was a “Symphony” sponsor at the Jingle and Jazz event that raised \$42,000 for Modern Living Services, an organization that helps individuals and their families leverage existing community resources, while offering additional programs to address defined service gaps in our community.

7.4 Hanford Health & Safety EXPO

The 2018 Hanford Health & Safety EXPO marked its 24th year. This year Safety EXPO, in collaboration with the contractors of the Hanford site, presented *Safety Connect 2018* to bring to light the importance of safety. A number of the displays and activities were geared around small children, middle school, and high schools students. *Safety Connect* promotes all aspects of safety and health, and with a new expanded scope, it featured information on STEM and their application in today’s world. It featured a number of entertaining and educational activities for all attendees. The main stage featured demonstrations from the Oregon Museum of Science and Industry (OMSI) on science in action. The Hanford Patrol discussed their amazing K-9 Program and provided a stage demonstration. Boeing brought in a huge “texting maze” to highlight the problems associated with being “distracted” while walking. A *Bicycle Rodeo* for elementary school, as well as *Jaws of Life* live demonstrations. The objective of *Safety Connect* is to help prepare the younger generations in our community for the future.

*CHPRC received recognition for “Best Safety Message” at the 2018 Safety Connect. The Safety Connect booth theme, “All Roads Lead to Safety,” focused on safety first, no matter what job or task is at hand. CHPRC wants our employees to go home every day in the same condition they arrived in, and continue that safety focus at home, too.

8.0 Awards and Recognition

8.1 VPP Awards

- DOE Legacy of Stars Award: CHPRC achieved the “Star of Excellence” for a fourth consecutive year and accepted the “Legacy of Stars” in lieu of a fourth “Star of Excellence.” The Star of Excellence Award goes to sites with accident injury rates 75 percent below their industry standard using the North American Industry Classification System.

In addition, CHPRC received the following Regional and National VPP awards:

- National VPPPA Award: CHPRC received the National VPPPA Innovation Award for stabilizing the PUREX Tunnel 1.
- Region X VPPPA Award: CHPRC received the Region X VPPPA Safety and Health Award for the Waste and Transportation Safety Demonstration at Safety Connect.

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 PZAC 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. In 2018, CHPRC recognized three employees with the Life Saving Award.

Hero Award: This award recognizes and honors employees who have demonstrated commitment to safety through some heroic, or “safety significant” action just short of actually saving a life. CHPRC recognized five employees with the Heroic Award in 2018.

8.3 Region X Sponsorship Award

The Region X Board of Directors recognizes organizations that make sponsorship/partnership contributions. During the 2018 Northwest Safety and Health Summit held in Anchorage, Alaska, CHPRC received a Sponsorship Award. These contributors play an important role at the Region X Safety & Health Summit and their support helps to reduce costs that would otherwise be passed on to the attendees.

CHPRC 2018 VPP Assessment Team encompassed 22 evaluators, the team make up included: Management, non-management, exempt and bargaining unit along with employees from Mission Support Alliance, LLC (MSA), Tradewind Services, LLC (TRADE) and WRPS. The Team Leader along with the co-leader are trained Special Government Employees (SGEs) who are qualified to perform VPP Evaluations. The members are listed below:

Jack Griffith, Team Leader, CHPRC-HAMTC Safety/VPP Coordinator, SGE

Maureen Roxbury, Co-lead, CHPRC-VPP Coordinator, SGE

Rocky Simmons, MSA, HAMTC

Devan Smith, CHPRC

Jessica Morales, CHPRC

Chris Lee, WRPS

Marina Tiede, CHPRC

Manuel Ponce, TRADE

Angelica Zepeda, CHPRC

Kirsten Stanley, CHPRC

Garrett Knutson, CHPRC, Management

Goldie Malhan, CHPRC HAMTC

Denise Pitts, CHPRC

Alex Snyder, WRPS, HAMTC

Mark Whitten, CHPRC, HAMTC

Jamie Hafer, CHPRC, Management

Cheryl Brasker, CHPRC

Dave Curry, CHPRC, HAMTC

Kathy Hibbs, CHPRC, Management

Branden Mellgren, CHPRC, HAMTC

Matt Halstead, CHPRC

Doug Dalton, CHPRC, HAMTC

Appendix A

DOE-VPP Annual Report Summary

VPP ANNUAL REPORT SUPPLEMENTAL WORKSHEET

Date of Review: January 16, 2019

For Calendar Year: 2018

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
2016	2,843,763	10	0.85	5	0.46
2017	3,053,346	5	0.33	3	0.20
2018	2,862,348	2	0.14	2	0.14
3-Year Total	9,398,411	17	0.46	10	0.19
Sub-Contractors Only					
2016	649,001	6	1.85	3	0.92
2017	960,135	1	0.21	0	0.00
2018	854,417	2	0.47	1	0.23
3-Year Total	2,463,553	9	0.84	4	0.38
Injury Incidence/Days Away Case Rate (3-Year Combined Average) (All-Inclusive)					
Total Recordable Case Rate	11,861,964	26	0.44		
Days Away or Restricted Workday Case Rate	11,861,964			14	0.24
NAICS# 562	3yr Avg TRCIR Rate = 0.22		89% below the 2016 NAICS rate of 4.0		
NAICS# 562	3yr Avg DART Rate = 0.16		90.8% below the 2016 NAICS rate of 2.6		
Number of Contractor Employees: 1600					
Notes: Above contractor employee number is the average number of CHPRC employees for 2018 and does not include subcontractor employees.					

Union Representative:	Contractor VPP POC:	DOE-VPP POC:
Jack Griffith	Maureen Roxbury	Larry Yearsley
509-539-7728	509-373-1176	509-376-5104
Jack_E_Griffith@rl.gov	Maureen_M_Roxbury @rl.gov	Larry.Yearsley@rl.doe.gov