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U.S. Department of Energy-Headquarters
B. K. Davy, Director
Office of Worker Safety and Health Assistance
1000 Independence Ave., SW, MSIN HS-12
Washington, DC 20585

Subject: Contract No. DE-AC06-05RL14655
**WASHINGTON CLOSURE HANFORD LLC VOLUNTARY
PROTECTION PROGRAM ANNUAL REPORT**

Dear Mr. Davy:

Provided is the Washington Closure Hanford LLC Annual Voluntary Protection Program Report for the calendar year 2009 for your review and use.

If you have any questions, please contact Stacy Thursby at 372-9205 with any questions..

Sincerely,

S. L. Feaster
Manager, Contracts

SAT:arh

Attachment: Washington Closure Hanford LLC Voluntary Protection Program Annual Report

cc: J. E. Cavanaugh (RL) A5-17, w/a
R. J. Corey (RL) A5-14, w/a
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J. J. Short (RL) A7-50, w/a

bcc: R. J. Skwarek H4-25, w/a
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Document Control H4-11, w/a

DATE	2/11/10	2/11/10
INITIALS	RJS RJS	TAH



Department of Energy
River Corridor Closure Project
Washington Closure Hanford, LLC.
Voluntary Protection Program Annual Report
Calendar-Year 2009

A. SUMMARY

The success of any Safety and Health (S&H) program is evident in the culture exhibited by employees who are responsible for and accountable to the program. As the Washington Closure Hanford, LLC (WCH) program evolves, becomes more responsive to employees, and successfully decreases the number of injuries on the Project, continuous improvement becomes the focus. Without continuous improvement, injuries and illnesses are still a possibility. Until the ultimate goal of zero injuries and illnesses is achieved, improvements are necessary and expected. For this reason, WCH continues to develop a rigorous improvement process to encourage employees to achieve the next level of safety excellence.

WCH's S&H program is supported by a strong employee safety culture that questions work environments and co-worker behavior. WCH employees are proactive by implementing innovative and lasting improvements in an effort to reach the overall WCH goal of zero injuries and illnesses for themselves, and for the entire WCH workforce. When a hazardous condition is observed, their questioning attitude even affects non-WCH employees. The WCH S&H Program is successful because all WCH employees, from front-line staff and craft to mid-level supervisors, technical leads, and senior managers, own and believe in this program not only at work but at home as well.

WCH Accomplishments

- Earned the URS Safe Project of the Year. This award evaluated all the active URS sites and determined that Washington Closure Hanford, LLC demonstrated the attributes of safety, innovation, systematic injury/illness reduction, and a positive employee culture to earn this prestigious designation.
- Earned the DOE VPP Star Status along with DOE VPP Innovation Award. Washington Closure Hanford, LLC was proud to invite the DOE VPP HQ team to conduct an evaluation of the WCH safety and health programs where DOE verified that WCH had moved from

compliance to excellence. This designation was further validated at the National VPPPA meeting where DOE provided the innovation award to WCH for their unique methods for involving employees in the safety program through the interactive Local Safety Improvement Teams (LSITs) and log books, the VPP Passport program, the Safety Trained Supervisor (STS) Program, and the unique and engaging methods of safety communication (*Weekly Roundup*, *Rude Awakenings*, Flash-Updates, and Dodge the Bullet)



- WCH staff was re-elected to the National VPPPA Board of Directors. This designation provides a voice for URS, WCH, Hanford, and the DOE VPP program on a national level. This position also affords the opportunity to chair the VPPPA Achievement Committee which awards recognition to craft personnel who are not designated as safety personnel but who learn more about the safety profession and provide data and information of their involvement and achievements in the field of safety.
- Earned the URS President's Award-total of four earned since contract inception (2005). These awards are provided to the URS contracts that earn at least 1.5 million safe hours without a day away from work.



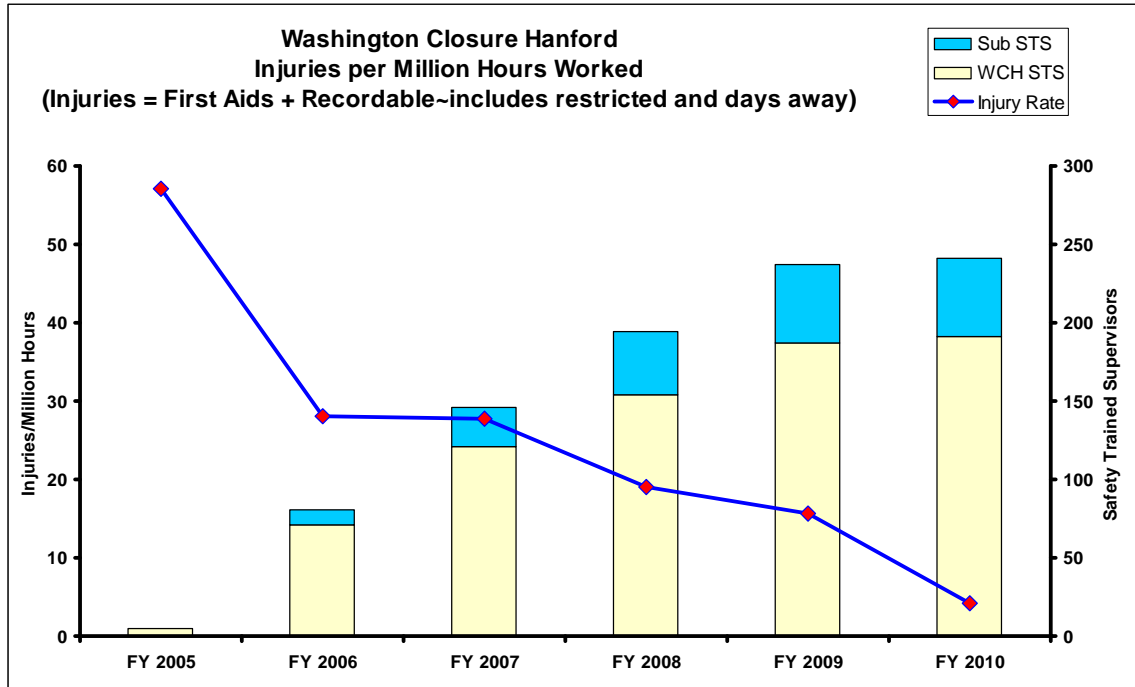
- Recognized by the DOE RL for the safe characterization and disposal of the waste at 618-7 burial ground. This effort was a collaboration and cooperative approach to safety recognized by both the DOE and EPA. WCH was commended for being ready for the unexpected by the manager of the DOE Hanford Richland Operations office stating that this effort was the epitome of a well-planned job. The EPA environmental engineer also stated that WCH did a good job of planning the work and working the plan. WCH also received recognition from the Chair of the ES&H Protection Committee of the Hanford Advisory Board commenting that the contractor and the DOE should be commended for extensive safety preparations and the application of remote retrieval practices and had not seen a retrieval that was more focused on work safety. This job was accomplished safely while maintaining budget and schedule and received positive press in the Tri-City Herald and on local news stations.



Phosgene bottle at 618-7



- Certified over 265 STS personnel to have the most trained personnel at one site (as compared to other U.S. sites with STS trained personnel). Data has indicated that the STS program has positively impacted the observations and subsequent injury/illness rates observed for WCH.



- Implemented new Fall Protection Program, Training, and Qualification Program. Guided the Hanford site-wide fall protection initiative by utilizing the newly revised and improved fall protection procedures and requirements implemented by WCH.

WCH's S&H Program success is a direct result of the effective implementation of a positive and active safety culture. Employees are the force behind the continuous improvement and questioning attitude found on the WCH project work sites. The annual Integrated Safety Management System (ISMS) assessment confirmed that both employees and management were actively involved in the safety of themselves and others. Additional program related elements such as safety refocus information, targeted assessments, and effective communication between the directors and the employees demonstrate continued effective implementation of a strong safety culture where both employees and management teams work cooperatively to strive for zero injuries and illnesses.

WCH is aggressively striving to achieve the goal of zero accidents. Employees are challenged on a daily basis through focused safety initiative campaigns, participation in LSIT Committees, periodic workplace inspections, and consistent communication through the *S&H Weekly Roundup* to integrate safety into every activity. Through the initiatives, committees, inspections, and communications, employees are actively involved and encourage fellow employees to perform activities which achieve safety objectives in order to modify their behaviors in an ever-improving S&H culture.

S&H goals identified through the Performance Measurements Objectives and Commitments (POMCs) within the ISMS Description flowed down to employees through the Safety and Health Improvement Plan (SHIP) focus on injury/illness elimination and methods to promote a S&H

culture that encourages continuous improvement while challenging employees to modify their behaviors and go above and beyond that which is required in their assigned scope of activities. Focused safety initiatives, communications, and presentations are timely and address real-time concerns encouraging employees to take action not only in the work setting, but also to incorporate important safety habits off the job. Trends and lessons learned are routinely reviewed and incorporated into these initiatives to effectively communicate and educate Project employees of emerging S&H issues. The goal of the S&H program is continuous and systematic improvement of the Integrated Safety Management System through the reduction of hazards and the changing of unsafe behaviors in a fun and interactive way. Incorporating safety into all aspects of work, home, and play has propelled the WCH safety program to a higher level of excellence.

B. CONTINUOUS IMPROVEMENT

1. Annual Integrated Safety Management Annual Review:

Recognizing that the Washington Closure Hanford, LLC (WCH) Integrated Safety Management System (ISMS) programs and processes have matured since the Phase I and II ISMS verifications, the 2009 ISMS review focused on those specific areas that were identified by WCH senior management, trend analyses, condition reports, and other indicators as warranting further examination through this year's ISMS review.



The ISMS review report also includes summary information of the implementation status of key WCH programs that support the ISMS and have been examined in past ISMS reviews. The summaries provide a general overview of program performance the past year including accomplishments, successes, new initiatives, results of any assessments and audits, current issues and actions being taken to correct those issues, and any other information deemed appropriate for characterizing program implementation. The targeted programs that were included in the review were the Worker Safety and Health Program (10 CFR 851), Contractor Assurance Program, Quality Assurance Program, Voluntary Protection Program (VPP), Environmental Management System (EMS), and Operating Experience Program (Lessons Learned).

Since ISMS Phase II Verification was initiated, WCH has been on a journey of systematically and organizationally improving and integrating our safety and health programs into all facets of the work processes. From the planning process within the Integrated Work Control Program (IWCP) process to conducting work ensuring the necessary flow down of requirements to both WCH and subcontractors. Through the implementation of ISMS and the flow down of Exhibit G, WCH has effectively incorporated safety and health as a part of the way business is conducted. WCH personnel obtain training through the Safety Trained Supervisor program and demonstrated competence and knowledge of safety and health issues by effectively incorporating the results of observations and reviews into lessons learned and new work packages. Documentation of issues and conditions were demonstrated within the Local Safety Improvement Team (LSIT) log books and through the upgraded web based Corrective Action Management (CAM) system.

Feedback and improvements were communicated to the Environment, Safety, Health and Quality Review Board (ESQRB). This board provides to the functional managers feedback on Environment, Safety, Health and Quality metrics, ISMS corrective action status implementation, and emerging issues related to the WCH ISMS program. Performance analysis meetings with senior management are also conducted to address operational problems and concerns. These meetings have resulted in the establishment of the Initiative Teams designed to implement specific operational problems.

WCH has conducted a rigorous improvement process since the ISMS Phase II Verification. All areas of improvement and concerns from the ISMS Phase II report were documented within the CAM system, analyzed by Subject Matter Experts, and corrective actions issued to not only enhance our current programs but to help prevent reoccurrence of the events and conditions. All open actions identified in the ISMS Phase II have been successfully completed, verified and documented in the CAM system within 2008. Corrective action status is reviewed on a weekly basis by senior management to ensure that actions are appropriately addressed and are on track.

Throughout 2009, WCH has been self critical of our processes to ensure that safety and quality were maintained as production activities increased. WCH recognizes that continuous improvement is needed to maintain this balance. In addition to the specific efforts to address the final ISMS Phase II Verification improvement opportunities, WCH has improved many of the key processes associated with the safe performance of work and has maintained a focus on feedback and improvement. The prioritized areas of improvement and focused initiatives are captured in the annual WCH Safety and Health Improvement Plan (SHIP).

The SHIP was developed and communicated and provided to all field safety representatives, the LSIT chairs and co-chairs, and the VPP Steering Committee members. Focus improvement areas for FY09 included the following:

- Integrated Work Control Process
- S&H Observation Program
- Site-wide Hazard Identification and Mitigation Document
- Fleet and Vehicle Safety Program
- Subcontractor Flowdown of Requirements
- S&H Employee Involvement
- Safety Ownership Program.

Integrated Work Control Process

The work planning process at WCH continues to mature and has made great strides from the initial implementation to the present. The Integrated Work Control Program (IWCP) process has matured to allow for full integration of S&H into all facets of work planning and control. Feedback from external reviews described the WCH IWCP process as working well and effectively implemented with specific areas of improvement noted.

Continuous improvement actions were identified as a result of the DOE VPP Assessment, internal assessments, and the 336 Building fall event. As a result, the integrated work control

process separated the Job Hazard Analysis (JHA) process into a stand alone procedure with emphasis on critical resources, single point failures, communication methods, PPE selection and use, the use of the “What IF” analysis, and the integration of hazard controls. The latest Integrated Work Control procedure resulted in the following changes:

- Removed the JHA from the IWC procedure and establish it as a stand alone process.
- Incorporated the new JHA, an enhanced documentation of the analysis and drivers for controls on the form, a new “What If” analysis to clarify the way this part of the JHA is to be performed, and other clarifications of the process.
- Removed Risk Ranking from the IWC procedure.
- Removed Type II work packages from the IWC procedure.
- Clarified work authorization.
- Clarified that routine work cannot be performed as a substitute for changing the work package.
- Clarified the expectation for JHA walk downs.
- Clarified how to manage changes to the work package prior to the RMs approval.
- Established supervision requirements per work package type.
- Clarified stopping and restarting work activities.
- Included a discussion on how to manage vendor test plans in work packages.
- Clarified how to document PPE in a work package.

S&H Observation Program

The S&H Observation Program for FY09 focused on walk-through inspections, self-assessments, and Safety Trained Supervisor (STS) observations. Actions identified for completing this task included improving walkthrough inspections to include management and craft, development of a 3-year S&H assessment program to include trend areas and improve the STS observation program.

Site walk-through observations were conducted in each of the project areas and the Fermi location. Walk-through observations include management, craft, and field safety representatives. STSs conducted observations at all three site project locations per schedules developed to facilitate the specific personnel and areas to review. Inspections occurred in conjunction with S&H Weekly Inspections, LSIT committee walkthroughs, management walkthroughs, and independent STS inspections.

Additional STSs have been trained with other qualified candidates preparing to take their exam. As of December 2009 over 265 STS personnel were certified. This allows for additional eyes on task at the point of work and has enabled an improved identification and closure process for self-identified safety issues.

In response to events that have occurred involving hand and finger injuries, the STS personnel with the assistance of the Project Safety Reps conducted a focused review of hand and power tools to support the Hand and Finger Safety Campaign. S&H personnel provided a review of the current hand tools and the operating manuals for all project personnel. Safety features and requirements were addressed within Plan of the Day meetings and provided discussion points for the proper use of tools and alternative administrative and engineering controls that could be used in the performance of work.

A 3-year S&H assessment program was initiated in FY09 and incorporated the needs of the Projects to provide a comprehensive overview and assessment of the S&H Program. The new assessments designated for FY10 were developed using the 3-year S&H Program review cycle and include areas where opportunities for improvement were found in FY09. This schedule also includes the items identified in internal and external assessments, surveillances, and formal investigations.

Site-Wide Hazard Identification and Mitigation Document (WCH-289)

During FY09 a Site-Wide Hazard Identification and Mitigation Document (HIM) was developed. This document identifies the hazards that are found throughout the project locations and the mitigative controls that are necessary to eliminate the hazard. This document was developed by the following:

- Meeting with Project Safety Representatives to determine feasibility of implementing a project-wide HIM
- Identifying actions within each of the Projects needed to implement the HIM project-wide for Field Remediation (FR), Waste Operations, and the Environmental Restoration Disposal Facility
- Developing a schedule for project-wide implementation and incorporating into Plan-of-the-Week schedule following approval of the implementation plan.

This document was written to supplement the project health and safety plans and provide an easy way to update universal project hazards in one document to assist with configuration control of the document. The HIM has been incorporated into the FR Project Health and Safety Plan (WCH-318) and flowed down to all applicable FR subcontractors via an Exhibit G deviation and contract change.

Fleet and Vehicle Safety Program

In FY08, a trend was identified involving minor traffic and vehicle-related incidents, ranging from minor door dings to damage of property and equipment. An internal evaluation of those

vehicle incidents indicated that an opportunity existed to improve vehicle safety awareness and focus attention on a reduction of vehicle related incidents. Improvements for this area included the formulation of Vehicle and Fleet Safety Committee, development of performance indicators, a review and revision of procedures, traffic patterns, incident fact finding/follow up, and disciplinary actions, and the issuance of awareness communications and bulletins (e.g., *Take 5 for Safety*, posters, *Howler*, weekly updates).

As a result of this improvement action, a Fleet Safety Committee was formed with a management sponsor and has been functioning for the past year. The charter outlined the duties and responsibilities of the committee members and provided the direction of the committee to proceduralize vehicle safety and to ensure that effective communication was provided to employees to improve the driving skills of project employees.

This committee action continued with the issuance of the Fleet and Vehicle Safety Procedure. This procedure revision included the new requirements for observations and documentation requirements for conducting these observations. It also included the Washington State requirements for driving while on state roads. Part of the revision of the procedure involved meetings with Human Resources to determine uniform evaluation and actions necessary after a vehicle accident.

A performance indicator (PI) identifying the number of vehicle incidents has been established. This PI was evaluated by the Fleet Safety Committee and determined to help increase the awareness of fleet and vehicles incidents. Additionally, all vehicle incidents were included in the safety reporting process with accident forms completed and Safety Flash messages provided for these incidents. Each incident is reviewed by the Safety, Health, and Quality Director, the S&H Manager, and the personnel involved in the incident to help preclude reoccurrence of the event and provide lessons learned.

Analysis of the vehicle incidents determined that a contributing factor was the use of large trucks for common transportation needs. As a result, actions were taken to minimize the use of large trucks for personnel transportation by retiring the larger trucks in favor of smaller vehicles. This is a continuing action that will be completed as the leases on vehicles expire.

Numerous communication mechanisms were developed to raise awareness for safe driving. Posters were distributed showing photos of recent WCH vehicles incidents to help raise awareness for fleet and vehicle safety and to encourage reporting of these incidents. Communications were reinforced with the Fermi personnel who use company vehicles and van pools on the rules for parking to enable snow and ice clearing. Posters were provided in each vehicle and a link added to the *Weekly Roundup* to provide the information to all project personnel.

Updates were also provided using the *Take 5 for Safety*, *Do It Right the First Time*, and the *Weekly Roundup* publications. Topics included driving safety both on and off the job and provided information on the safe operation and inspection of vehicles. Local Safety Improvement Team (LSIT) focus area in November 2008 was on seatbelts and vehicle safety in

general. Members were asked to flow this focus area down to their LSITs and provide feedback on the effectiveness of their campaigns.

Subcontractor Flow Down of Requirements

To improve the flow down of requirements and information, the Exhibit G revisions were proposed to be reduced to an annual update through a complete review of the current clauses and a review of the process by which contracts are reviewed and evaluated. Certain sections of the exhibit were deemed mandatory and others were identified as scope dependent. This activity included the evaluation of the effectiveness of linking of specific clause(s) in Exhibit G to the 10 CFR 851 matrix and assessing the benefit of implementing a subcontractor-specific tailoring process.

The annual revision of Exhibit G and the link to the 10 CFR 851 matrix was updated with additional requirements for subcontractors concerning industrial hygiene, physiological monitoring, heat stress, occupational medicine, training, and specific fall protection expectations and requirements. S&H also provided a clarification to all STRs on the requirements for use and incorporation of testing by the site medical provider for subcontractors and their sub-tier contractors. Part of this clarification included for subs was when to use AMH and specific personnel who are included in the medical monitoring program.

Numerous exhibits were tailored throughout FY09. Processes were evaluated and revisions and improvements were incorporated into the subcontract process by the Requisition Improvement Team. Tailoring of the subcontracts provides the subcontractor with the specific requirements for their unique scope of work. The tailoring process involves the Subcontract Technical Representative, the site safety representative, and the SH&Q Director.

S&H Employee Involvement

As part of the continuous improvement of the WCH S&H Program, WCH continued to improve safety programs from a level of compliance to excellence to maintain DOE VPP Star Status. The WCH DOE VPP application was successfully submitted to DOE RL and forwarded onto DOE VPP Headquarters for review with an onsite review occurring March 23 through April 3, 2009. This review provided several opportunities for improvement and recommended WCH at the DOE VPP star level. This designation was confirmed by the Director of the DOE Office of Health, Safety, and Security in June 2009.

To help prepare for the successful review and evaluation conducted by the DOE VPP team, WCH conducted a Management Assessment of the VPP program. Improvement actions identified in the VPP Management Assessment were documented and incorporated into the overall corrective action program. The DOE VPP assessment following the management assessment added additional improvement actions for WCH. Items were added to the SHIP and incorporated items into the 2010 SHIP to continue WCH's path of improvement and excellence. Additionally, WCH issued a special edition of the *Howler* highlighting the VPP internal assessment and achievements by employees throughout the year. This publication was distributed to all project employees and linked to the *Weekly Roundup*.

Part of the DOE VPP process is to share and mentor to other sites to encourage cooperative programs and continuous improvement through sharing. WCH had the opportunity to provide assistance to numerous companies both within the DOE complex and in private industry. A summary of the mentoring activities includes:

- VPP Self-Assessment, K-Basins, CHPRC-team member
- VPP Self-Assessment, Groundwater, CHPRC-team member
- VPP Corporate Assessment, WIPP, WTS
- VPP DOE Re-Evaluation Assessment, PNNL, Battelle-team member
- VPP DOE Initial Certification, WTP, Bechtel-team member
- VPP DOE Certification WCH, project management

In each case, WCH was able to implement lessons learned and tools obtained during these reviews and in turn provided best practices to other Hanford contractors via the Hanford VPP Champion Meeting, one-on-one briefings, and special briefings. WCH provided the VPP Passport, the DOE VPP gap analysis tool, the DOE VPP Annual Report Template along with periodic campaigns (“Vote for Safety, vehicle safety-360 Magnets, slip/trip/fall, Picture This), most notably the hand and finger campaign where dice were provided to all employees. These campaigns raised awareness and helped to reduce injuries and illnesses related to the initiative topics.

Part of awareness and employee involvement included a coordinated and comprehensive communication program to ensure that all WCH personnel understood the WCH VPP program and their rights and responsibilities within the program. WCH routinely provided VPP tips to all employees via the *Weekly Roundup* as part of the preparation for the onsite review and to continue with the VPP awareness for WCH. Employees are provided an introduction to VPP during new hire orientation along with additional training through the Hanford General Employee Training that includes VPP and employee involvement responsibilities within this training. Additional training includes “Do Work Safely” offered by the HAMMER facility targeted at the new and new to DOE employees to provide an indoctrination to the DOE safety culture.

The project safety representatives and the LSIT committees have and will continue to be an integral part of the employee awareness initiatives. The monthly meetings of each of the LSITs and the involvement of each of the project safety representatives are critical to continue to improve the culture when incidents occur. The LSIT group has initiated a focus area each month and includes the project safety representatives in these reviews.

The status for update and improvement actions within the ISMS Declaration to include the POMCs was provided to all project personnel on a monthly basis. Improvement actions identified in the VPP self-assessment were monitored on a weekly basis and used in the development of the SHIP for 2010. Self-assessments, increased surveillances, and improved safety communications have resulted in a heightened awareness for safety as a result of the improvement actions in both the POMCs and the SHIP and have enabled WCH to continue to improve.

Safety Ownership Program

WCH created the Safety Ownership Program in 2009 to provide focus on improvement efforts in cross-cutting areas of Conduct of Operations and work control. The objectives of the program are to raise awareness among the staff of the need to maintain high standards of performance in the areas targeted, to provide some practical tools and exercises designed to help them identify when performance is substandard, and ultimately make improvements in the areas targeted.

The program was designed with the following attributes:

- Builds on the ISMS and VPP (i.e., represents the ‘next step forward’)
- Easily understood vision and achievable goals that focus on improvement areas
- Is visible inside and outside the project
- Incorporates significant employee involvement
- Establishes tenets (e.g., VPP)
- Provides guiding principles in support of the established tenets
- Includes recognition for achieving goals (e.g., VPP).

The tenets established for the program are:

1. Follow the instruction
2. Ask the question
3. Fix It Now
4. Own the Result

Each tenet has four to five guiding principles which are promulgated to employees through learning exercises distributed every 1 to 2 weeks.

This initiative resulted in an average of over 600 WCH employees and subcontractors taking part in the exercises. The message delivered during the implementation of the program stated the program is about working safely. A sub-goal of the SOP promoted excellence in targeted conduct of operations areas with the goal of improved safety.

Overall, these continuous improvement actions identified within the ISMS assessment were incorporated into the POMCs and flowed down to employees through the development and communication of the items within the SHIP for 2010. The SHIP takes identified improvement actions and allows employees to make personal commitments to safety to assist WCH as a whole to accomplish the desired improvements.

With continued process improvements identified and with the systematic review of processes throughout 2009, it was determined that WCH has documented and implemented an adequate ISMS Description consistent with DOE ISMS requirements.

2. Annual Voluntary Protection Program Assessment

WCH has effectively prepared and incorporated the tenets of VPP into the ISMS program with the addition of the employee involvement section into the annual review. A strategic plan for

VPP was developed that outlined the process to fully incorporate all the tenets of VPP and to provide a seamless transition from ISMS Phase II Verification to VPP Star Status. Senior management were involved in the overall strategic plan and schedule for VPP and stressed to employees that VPP is recognition for WCH's S&H program improvement from compliance to excellence. Employees have embraced the ownership and pride in the WCH S&H program by owning the WCH safety program and continue to demonstrate their active role in maintaining their safety and the safety of their co-workers. The annual ISMS assessment included a comprehensive management assessment that included the functions and principles of ISMS along with the tenets of VPP. Upon the conclusion of the assessment conducted by DOE, a recommendation was made to accept WCH into the DOE VPP program as a star site. Official notification of this designation was received in June of 2009.

The on-site review conducted by DOE HQ afforded WCH several improvement opportunities. These items were documented in the WCH Corrective Action Management (CAM) System and reviewed and addressed throughout the year with all items noted during the on-site review completed by the end of 2009. The results of these improvement actions are documented below and provide the analysis and results for each improvement action.

VPP Opportunities for Improvement:

Several opportunities for improvement were identified during this assessment. These include:

1. WCH should provide measurable targets for as many actions in SHIP as possible as a means of identifying successful achievement of the goal.

IF ID	IF-2009-0262	Source	DOE VPP Report
Title	Measurable Targets for Actions in SHIP		
Finding	The DOE VPP Assessment team identified an OFI for WCH which suggests that WCH should provide measurable targets for as many actions in the SHIP as possible as a means of identifying successful achievement of the goal. See page 7 of VPP report.		
Analysis	Discussions with the S&H Program Manager indicated that the FY-10 Safety & Health Improvement Plan (SHIP) will be developed based upon emerging trends and the goals and objectives identified within the FY-09 and FY-10 Performance Objectives Measurements and Commitments (POMCs) with measurable goals aligned with the measurements within the POMCs. The Goals will be reviewed on a quarterly basis and reported to WCH management. The POMCs are developed as part of the required annual ISMS declaration due to DOE by Sept. 26, 2009. At that time the POMCs will be tracked in accordance with the POMCs / performance indicator reporting criteria to DOE.		
Action 1	Develop Measurable Targets for Actions in FY-10 SHIP		
Action 1 Taken	SHIP developed for FY10 to include targets and actions to be taken throughout the FY 2010. Improvement actions were developed from FY09 assessments, proposed FY10 POMCs and S&H improvement initiatives.		
Completion Date	9/9/2009		

Status: Closed

2. WCH should ensure wider and more frequent dissemination of SHIP and monthly status updates.

IF ID	IF-2009-0263	Source	DOE VPP Report
Title	Improve Dissemination of SHIP and Monthly Status Reports		
Finding	The DOE VPP Assessment team identified an OFI for WCH which suggests that WCH should ensure wider and more frequent dissemination of the SHIP and Monthly Status Updates. See page 7 of VPP report.		
Analysis	Discussion with the S&H Program Manager indicated that the Safety & Health Improvement Plan (SHIP) updated will be provided to all personnel via the S&H web site and other types of communications (e.g., weekly round-up, Daily Bulletins, etc.) with a summary of the status and actions required by the projects. The status and actions will be provided to the projects via the WCH Safety Reps which will review the relevant information at crew meetings (i.e., Plan-of-Day, all-hands meetings, safety meetings, staff meetings, etc.)		
Action 1	Distribute/discuss expectations for dissemination and discussion of SHIP periodic updates with Safety Representatives.		
Action 1 Taken	SHIP published in <i>Weekly Roundup</i> and posted on the S&H Website. Integrated into the SOP communication plan and continuous improvement actions for SOP Tenet 3 Fix It Now.		
Action 2	Perform field observations of PODs, all-hands meetings and/or staff meetings to assess effectiveness of SHIP informational flowdown.		
Action 2 Taken	SHIP developed, updated, and communicated to all personnel via the <i>Weekly Roundup</i> . Information on the improvements in fall protection and the implementation of the SOP have been observed and confirmed by the participation results in the SOP and the implementation of the FHPAs and flow down of the fall protection requirements to the subcontractors. The SHIP updates were issued as a hot topic and discussed at PODs on all project locations. Incident severity reduction was communicated as well with a result of zero incidents in the months of October and November. The new Temperature Extremes procedure was issued with required reading mandated for all S&H personnel. Training requirements were reviewed and updated during the Performance Review cycle with additional training needs evaluated and adjusted accordingly. Confirmation of the communication of the SHIP was validated by the project safety reps and will be continually reviewed on a quarterly basis.		
Completion Date	12/1/2009		

Status: Closed

3. WCH should consider additional engineering studies of stored energy systems to ensure equipment design, operation, and maintenance support continued safe operation in RCCP.

IF ID	IF-2009-0264	Source	DOE VPP Report
Title	Engineering Study of Stored Energy Systems		
Finding	The DOE VPP Assessment team identified an OFI for WCH which suggests that WCH should consider additional engineering studies of stored energy systems to ensure equipment design, operation, and maintenance support for continued safe operation at RCCP See page 15 of VPP report.		
Analysis	We will focus the efforts for this opportunity for improvement on stored energy system that have not already been analyzed and where necessary addressed by WCH safety/technical controls.		
Action 1	Meet with project and safety/health representatives to review operating stored energy systems at WCH and identify those that do not already have safety controls in place.		
Action 1 Taken	Held a meeting on Nov 17 with project engineers and project safety representatives to discuss stored energy systems (see attached file with agenda and attendance list). Reviewed		

IF ID	IF-2009-0264	Source	DOE VPP Report
Title	Engineering Study of Stored Energy Systems		
	stored energy sources in use on the projects, including those raised in the VPP WCH Final Report by DOE. The consensus of the meeting attendees was that safety associated with stored energy sources is being addressed by project workers through application of IWCP and job hazard analysis. In particular, the subject of heavy machinery hydraulics system safety was discussed. The safety of these systems is based on the skill, training and experience of the mechanics responsible for the systems. Finally, one area of work was identified as an opportunity to review and better understand the risk to the worker and how the activity is addressed by the safety procedures of WCH or our subcontractors. That area is on-site tire maintenance being completed by Les Schwab personnel or other tire maintenance companies. Input from attendees will be solicited to develop a path forward for this review.		
Completion Date	11/19/2009		

Status: Closed

- WCH should revise instructions for preparation of JHAs to clearly define and document the analysis that links the hazard identification to the selected set of controls. After revision of the procedure, WCH should conduct training for all work planning team members on the process.

IF ID	IF-2009-0113	Source	DNFSB
Title	Evaluate change to a new procedure for JHA and/or establishing training for the JHA		
Finding	The DNFSB observed that the IWCP procedure does not provide guidance for how a JHA is to be performed, nor does it provide guidance for the “what-if” analysis required for medium and high risk work. Further evaluation is required to establish the need for more guidance either in the procedure itself or in the associated work planner qualification training.		
Analysis	Adequate guidance for preparing the base JHA is located in PAS-2-1.1. There is little guidance on how to perform a “What If” analysis. Additional guidance for the What If analysis in PAS-2-1.1 should be considered as well as additions to the work planner qualification program.		
Action 1	Evaluate additional guidance requirements for conducting the What If analysis. Recommendations and path forward to be documented in an e-mail.		
Action 1 Taken	An evaluation of the guidance provided in the PAS procedure and associated training for the “What If” analysis was conducted 5/4 through 5/6 by the Integrated Work Control Program Administrator, Training Manager, and others. The conclusion of this analysis was that the existing guidance could be improved by writing a separate, more descriptive procedure for the JHA and What If Analysis and preparing a companion training plan. It was further concluded that since the JHA and “What If” process is similar in both the IWCP Work Package and Technical Procedure development, the process could be improved and made more efficient by extracting the JHA process into its own procedure (PAS-2-1.4), and making reference to it in IWCP and Tech Procedures. This approach was presented to senior management at a meeting 5/6 as detailed in the attached e-mail. Corrective Action 2 of this IF will track the path forward to closure.		
Action 2	Implement recommendations from Action 1 by appropriate revisions to the IWCP procedure and any training for Planners and/or Responsible Managers.		
Action 2 Taken	The JHA procedure has been developed and issued.		
Completion Date	8/27/2009		

Status: Closed

IF ID	IF-2009-0265	Source	DOE VPP Report
Title	Revise Instructions for Preparation of JHAs		
Finding	The DOE VPP Assessment team identified an OFI for WCH which suggests that WCH should revise the instructions for preparation of JHAs to clearly define and document the analysis that links the hazard identification to the selected set of controls. After revision of the procedure, WCH should conduct training for all work planning team members on the revised process. See page 18 of VPP report.		
Analysis	These actions are already in progress and tracked to IF-2009-0113. Recommend closure of this IF.		
Completion Date	7/1/2009		

Status: Closed

5. WCH should ensure that EJTAs are reviewed and updated when workers change work assignments.

IF ID	IF-2009-0266	Source	DOE VPP Report
Title	Review and Update EJTAs When Workers Change Work Assignments		
Finding	The DOE VPP Assessment team identified an OFI for WCH which suggests that WCH should ensure that EJTAs are reviewed and updated when workers change work assignments. See page 22 of VPP report.		
Analysis	<p>For WCH employees Review of the current process indicates that for WCH employees the EJTA are assessed as a minimum during the year performance review. SH-1-3.21, section 6.2 – Supervisors states:</p> <p>“Revise the initial EJTA annually or when an employee's essential job functions, physical job requirements, or medical qualifications are altered as a result of job transfer, change in job requirements, or change in the hazards encountered.”</p> <p>For subcontractors, Exhibit G, SH-4.03.9, EJTA states that the subcontractor will:</p> <p>F. The SUBCONTRACTOR shall revise the EJTA for current employees annually or when an employees essential job functions, physical job requirements, or medical qualifications are altered as a result of job transfer, change in job requirements, or change in the hazards encountered. The revised EJTA shall be submitted to the Occupational Health Program Coordinator.</p> <p>This indicates that the requirement for updating the EJTA is already in an existing WCH procedure and subcontracting documents. All supervisors need to be reminded of the requirement.</p>		
Action 1	Develop a schedule for performance of periodic self assessments to ensure that EJTAs are current and are reviewed/revised either annually or job conditions change and add the self assessments to the Integrated Assessment Schedule.		
Action 1 Taken	For the past two year the WCH Occupational Medical Coordinator has performed an informal review of EJTAs for both WCH and Subcontract employees. The FY09 review was completed in early September and any discrepancies were relayed to the affected manager. To formalize this review an Occupational Medical – EJTA Self Assessment has been added to the 4th quarter of the yearly Self Assessment schedule. See attached schedule for all of the planned S&H self assessments. No further action is required for this IF.		
Completion Date	10/6/2009		

Status: Closed

6. WCH should ensure that all TPDs are up to date and that all workers have completed required training.

IF ID	IF-2009-0267	Source	DOE VPP Report
Title	Ensure TPDs are Up To Date		
Finding	The DOE VPP Assessment team identified an OFI for WCH which suggests that WCH should ensure that all TPDs are up to date and that all workers have completed required training. See page 25 of VPP report.		
Analysis	WCH utilizes four (4) entities to control the development of a comprehensive training profile for each WCH employee:- Position Description- TAT – Training Assignment Tool- TPD – Training Position Descriptions- EJTA – Employee Job Task Analysis. These training entities are utilized in the development of a comprehensive training program for the individual employee as follows:		
	1. The requesting Manager develops a “Job Description” (WCH-HR-140) outlining the basic assignments, tasks, duties, responsibilities, educational requirements and physical requirements.		
	2. Along with the “Job Description” the requesting manager develops the EJTA that identifies the basic level job task hazards using form WCH-DC- and TAT for additional job task hazards or training requirements. The TAT can contain a mix of multiple TPDs, required reading and/or individual course requirements.		
	3. The Job Description, EJTA and TAT are provided to Human Resources at the time of posting for the open position.		
	4. Once the individual is selected for the position, the requesting manager Reviews the EJTA and TAT for the expected job assignment.		
	5. Following requesting manager and employee consensus on the EJTA and TAT the entire package of provides to training for scheduling and maintenance of training records within the Training Records Information System (TRIS) database.		
	<p>SH-1-3.21, Occupational Medicine – directs the use of the employee job task analysis (EJTA) process that supports the collection of the data necessary for a risk-based approach to medical qualification and monitoring. The EJTA is an electronic database form used by managers and supervisors to compile job requirements, hazards, exposures, and overall health risk for an employee’s jobs and tasks. The completed form is used to determine the appropriate medical qualification and monitoring programs for the employee.</p> <p>As stated above, the TAT is the primary tool of the controlling of the employees training requirements. It can consist of a number of TPDs, required reading and individual training courses.</p> <p>Discussions with training provided the following information:</p> <ul style="list-style-type: none"> - Training track delinquencies and issue a monthly report to affected manager. - Delinquencies are classified as Class I, Class II, and Class III. - Class I means that the employee cannot perform his primary function without the specified training. - Class II means that the employee can perform some, but not all, of his primary function in which case a letter is written to the employee and his/her supervisor and placed in the employee’s training record stating the limitation of his work scope with a firm date for completion of the training. 		

IF ID	IF-2009-0267	Source	DOE VPP Report
Title	Ensure TPDs are Up To Date		
	<p>- Class III means that the employee is delinquent in training, but such training typically supports ancillary duties or TPD needs revision.</p> <p>For WCH employees To address issue 1, the owner of the TPD needs to periodically review their TPD for appropriateness and validity. This can be done by identifying all of the TPD owners and through the performance of periodic reviews of their TPDs</p> <p>To address issue 2, this is address during the yearly Individual Performance Review. During this review the supervising manager reviews the current job description/assignment and assure that the TAT is current for that employee.</p> <p>For subcontractors, With respect to subcontractor these two issues would have to be address via Exhibit G.</p> <p>Exhibit G, SH-4.03.9, EJTA requires the annual submittal and review of the EJTA and Form 4 is to identify any required and/or necessary training. In addition, for any specialized training (e.g., fall protection, excavation, hoisting and rigging) the training requirements are to be specified in the Subcontractors Health and Safety Program or Health and Safety Plan (HASP).</p>		
	<p>Corrective actions consist of</p> <p>Training 1 – Develop a schedule for periodic self assessment of TPDs to ensure validity and incorporate into the Integrated Assessment Schedule.</p> <p>STR – Daryl Schilperoot 2 - Develop a schedule for periodic surveillance of training (i.e., TPD equivalents) to ensure validity and incorporate into the Integrated Assessment Schedule.</p>		
Action 1	Develop a schedule for periodic self assessment of TPDs to ensure validity and incorporate into the Integrated Assessment Schedule.		
Action 1 Taken	Added the requirement for an annual review of all training Training Program Descriptions (TPD's) to the WCH Training schedule. Start time is January 1, end time the last of February, 2010. WCH Training will work with TPD owners to ensure the accuracy of TPDs.		
Action 2	Develop a schedule for periodic surveillance of training (i.e., TPD equivalents) to ensure validity and incorporate into the Integrated Assessment Schedule.		
Action 2 Taken	Discussed training assessment with Stan Scott who agreed to conduct the assessment of subcontractor training validity. Sent email requesting assessment be added to Project Services Assessment Schedule. Pam Koehler will add training assessment to FY 08 schedule per email agreement.		
Completion Date	10/29/2009		

Status: Closed

VPP Best Practices:

The Local Safety Improvement Teams (LSITs) and the log books that are maintained for each site location remain a best practice with an average of less than three days for closure of items. Performance indicators document an average of 50 issues identified each month with both employee and management support and commitment in closing these issues in a timely manner. Some of the issues identified included resolution of defining requirements for working around mobile equipment, working in remote locations, and the specifics of certain excavation requirements.



The main employee involvement initiative launched in 2009 was the VPP Passport initiative. With over 600 passports completed, personnel (both WCH and subcontractor) were able to learn about the elements of VPP, actively observe and make positive changes to their work environment and work closely with their LSIT representatives to achieve this special recognition for accomplishment of the task. The VPP Passport was shared with the other DOE contractors, corporate parents, and DOE and OSHA personnel as a positive way to engage all employees in their safety program. This program was tailored to WCH focus areas and was used to actively engage both employees and management in the



accomplishment of safety tasks and behaviors.



is provided to all personnel, the Safety and Health *Weekly Roundup* is issued on a weekly basis. This publication includes all the types of electronic information that is provided to the sites throughout the week. It lists the incident information through Flash and Flash updates, provides safety topics through the Hot Topic (required to be reviewed at all Plan of the Day Meetings), *Take 5* safety topics, and tool box topics of interest. If WCH identified a close call on the site, the S&H



Department issues a *Dodge the Bullet* publication to provide important information about the incident and ways to prevent reoccurrence. For those items that occur off-site and afford visual documentation of extreme incidents, WCH created *Rude Awakenings*. This publication is intended to “grab” the attention of employees during the early morning Plan of the Day meetings and graphically display what could happen if safety is not integrated into all phases of work. The *Weekly Roundup* includes a list of Lessons Learned issued for the week and any safety and health completed corrective actions. This publication provides a consolidated and convenient location for all Safety and Health communications.





WCH conducted STS focused observations at each of the project sites on a monthly basis and provided this information to the SH&Q director. These observations included sections of safety, health, quality, radiological, transportation, and vehicles and were stand-alone observations, in conjunction with S&H staff weekly walk-throughs, management walk-throughs, and LSIT committee observations. STS personnel include both WCH and subcontractor personnel with recognition and continued certification support afforded to all employees. By the end of 2009, WCH had certified over 265 STS individuals. These trained individuals continue to support the overall injury/illness severity reduction trend and are an important resource in the field.

WCH implemented a seatbelt and 360 degree inspection campaign. “Seatbelts are nothing to Snicker at” safety awards were provided to those individuals who were identified wearing the belts as positive reinforcement. Additionally, project safety representatives along with the LSIT membership initiated the 360 degree magnet campaign. Each site, including the administrative offices were provided magnets to be placed on random company and/or government vehicles. As employees conducted their 360 degree observation, they would look to see if a 360 magnet was on their vehicle. When the magnet was found, employees would turn them into the project safety representative or their LSIT member for a safety award. This campaign has been very successful in getting employees to conduct these observations and help to encourage this observation behavior.

WCH provides the opportunity to focus on safety before and after each holiday break. Prior to holiday periods when employee focus may not be at its peak, hazard analysis activities and focused reviews are conducted. Work that is considered lower risk may be performed but the focus is on safety preparation. Immediately after returning to work, employees are provided a “Safety Refocus” to provide employees again with focused safety topics intended to ease employees back into the safety culture and return the focus back to safety. These presentations have been shared again with other contractors and the corporate partners of WCH.

WCH launched the employee observation program titled “Picture This” designed to encourage employees to use their training and observation skills to identify both safe and unsafe acts and conditions. Employees are encouraged to document and submit these behaviors and/or conditions into the S&H department. This information has been used as safety topics and as lessons learned to help reduce injuries and illnesses and encourage safe behavior. A collection of photos have been sent to the site locations for posting and discussion with the winner of the designated categories to be announced in the spring of 2010.



VPP Application:

WCH will provide an update to the WCH VPP application after the next annual VPP assessment and incorporate the structural and other programmatic changes.

C. GOALS AND OBJECTIVES

WCH developed goals and objectives for 2009 to continuously improve programs and foster new initiatives for both management and employees to achieve the desired goal of zero injuries and illnesses in an effort to continuously improve the safety culture at WCH. Goals and objectives were tracked and monitored on a monthly basis and reported to both WCH senior management and DOE-RL. The following is a brief summary of each goal and the results obtained.

1. 2009 WCH POMCs

WCH instituted a set of ESH&Q performance metrics which are analyzed and reviewed monthly in a standing meeting involving the WCH President, WCH, and all Directors. Through this process, several areas were identified as opportunities for improvement, and actions were assigned to achieve those improvements demonstrated through subsequent trending by the performance indicator. Focus areas of improvement included: reducing workplace injuries and illnesses, vehicle/transportation safety, control of hazardous energy, employee involvement in safety, ESH&Q programmatic compliance, and improving S&H observations, issue identification, documentation and feedback. DOE facility representatives as well as the DOE VPP assessment team participated in these performance metric meetings and provided positive feedback.

Table 1. ISMS Performance Objectives, Measure, and Commitments for Fiscal Year 2009. (2 Pages)

Objective	Quarterly Performance Measures and Commitments
Work Toward an Injury-Free Workplace	Injury/Illness Review – Analyze and track all first aid, recordable, and/or days away/restricted cases. Director level review of each injury with the safety representative and line management, document actions to preclude or mitigate similar injuries on the S&H Injury Management Review Report form. (base goal)
	Injury Rate Continuous Improvement – Monitor TRC and DART 12 Month Moving Avg. (MMA) trends and implement improvement plans if trending unfavorably. Initiate a targeted corrective action improvement plan when any adverse trend, defined as quarter ending 12 MMA TRC or DART rate is greater than the previous quarter's end, is identified (base goal)
	AED Awareness – Perform AED placement evaluations to determine optimum locations and provide training and education seminars on proper use in FY09. (base goal)
Operate Vehicles Safely	Fleet/Vehicle Safety – Implement a fleet safety program involving elements such as: procedure(s), performance indicators, accident reviews, and communications to increase awareness designed to reduce property and personnel injury events in FY09. (base goal)

**Table 1. ISMS Performance Objectives, Measure, and Commitments
for Fiscal Year 2009. (2 Pages)**

Maintain Effective Control of Hazardous Energy	Hazardous Energy Control Events resulting in a person contacting hazardous energy, as defined by DOE M 231.1-2, Group 2, Subgroup C, Criteria 1, equal to 0/1 (stretch goal/base goal).
	Hazardous Energy Control Events where personnel fail to follow prescribed hazardous energy control processes, as defined by DOE M 231.1-2, Group 2, Subgroup C, Criteria 2, equal to 1/3 (stretch goal/base goal).
	Radiological Uptakes, as defined by DOE M 231.1-2, Group 6, Subgroup C, Criteria 3, equal to 0/1 (stretch goal/base goal).
	Radiological Skin Contaminations, as defined by DOE M 231.1-2, Group 6, Subgroup D, Criteria 3, equal to 0/1 (stretch goal/base goal).
Authorization Basis Compliance	Technical Safety Requirement Violations at Separate Nuclear Facilities per quarter equal to 0/1 (stretch goal/base goal).
Environmental Program Compliance	Spills and releases as defined by DOE M 231.1-2, Group 5, Subgroup A per quarter equal to 0/1 (stretch goal/base goal).
	Environmental Noncompliance as defined by DOE M 231.1-2, Group 9, SC4 per quarter equal to 1/3 (stretch goal/base goal).
	Protection of Environmental and Cultural Resources as defined in DOE M 231.1-2, Group 5, Subgroup B per quarter equal to 0/1 (stretch goal/base goal).
	Environmental Protection Index per quarter equal to 1.0/0.9 (stretch goal/base goal) This index is calculated based on criteria specified for compliance relative to air quality permitting, spill prevention control, excavation plans, ecological/cultural plans, and sample management.
Industrial Hygiene	Participation in the development and site wide applicability of the Chronic Beryllium Prevention Program with 80 % participation in scheduled Hanford Chronic Beryllium Prevention Committee meetings to assist with program implementation (base goal) <i>(stretch goal N/A. This goal will be evaluated as the program is developed and site wide implementation of the program is determined)</i>
Voluntary Protection Program	Initiate, implement and incorporate the DOE Voluntary Protection Program safety recognition for WCH equal to achievement of DOE VPP designation/successful submission and approval of the WCH VPP application by RL (stretch goal/base goal)
Continuous Improvement and Feedback	Performance Analysis conducted per year equal to 3/2 (stretch goal/base goal).
	WCH Key Performance Indicator monthly evaluations conducted per quarter equal to 3/2 (stretch goal/base goal).
	Operating Experience documents issued per quarter (both internally and externally generated equal to 90/70) (stretch goal/base goal).
	Hazard Identification and Mitigation – Consolidate the project hazards documents to one project specific hazard document per RCC project / develop and implement a project-wide hazards document for universal hazards.(base goal)
	Safety Trained Supervisor (STS) Program Inspections – Conduct STS observations in WO, D4, and FR and report on a quarterly basis. (base goal)

^a The term "transportation" is used as defined by DOE M 231.1-2.

DART – Days Away, Restricted, or Transferred

DOE – U.S. Department of Energy

FY – fiscal year

N/A – not available

OSHA – Occupational Safety and Health Administration

RCCC – River Corridor Closure Contract

VPP – Voluntary Protection Program

WCH – Washington Closure Hanford, LLC.

WCH was successful in achieving the 2009 POMCs with established metrics within the goals established for 2009. Performance within most of the areas has been exemplary. WCH has accomplished the following 2009 POMC goals:

Goal: Injury/illness Review-Analyze and track all first aid, recordable, and/or days away/restricted cases-director level review of each injury with the safety representative and line

management, document actions to preclude or mitigate similar injuries on the S&H Injury Management Review Report form.

Results:

Work toward an injury-free workplace was facilitated through Director and S&H Manager review of workplace incidents. The reviews were conducted and documented 100% of the incidents that occurred to include incidents without treatment, first aids, and recordable injuries that occurred in FY 09 detailing the incident, the corrective action taken and planned actions to prevent reoccurrence. These incidents were documented on the S&H Injury Management Review Report Form.

Goal: Injury Rate Continuous Improvement-Monitor TRC and DART 12 Month Moving Avg. (MMA) trends and implement improvement plans if trending unfavorably. Initiate a targeted corrective action improvement plan when any adverse trend, defined a quarter ending 12 MMA TRC or DAER rate is greater than the previous quarter's end, is identified.

Results:

WCH monitors the TRC and the DART 12 Month Moving Average (MMA) to determine if unfavorable trends have occurred. A slightly unfavorable trend was identified in the 1st and 3rd Quarter of FY 09. Two distinct improvement plans were developed for each quarter. These corrective actions and results are provided.

First Quarter Trend Corrective Action Plan:

- Issuance of a *Take 5* and Safety Flash information detailing circular saws and the methods to inspect and use power and hand tools. Used this information in Plan of the Day meetings.
- Review and revise JHAs involved in cutting and the use of circular saws as necessary. Review these revisions with the crews involved and determine if the necessary PPE was in place.
- Inspect all work areas and determine if the proper equipment and set-up is appropriate for the safe use of circular saws and other hand tools and increase focused observations of areas where saws and hand tools are used.

Actions performed:

1. Raised awareness on the proper use and precautions for circular saws and power and hand tools for field operations. Additional inspections, precautions, and work controls were imposed for all worksites. S&H Field Representatives and structured surveillances were conducted by the STSs involving power and hand tools and the use and set up of these observations at all sites. These reviews included safety guards, cords, housekeeping, workstation set up and ergonomics of the operations.. Saw horses and additional tables were observed for field operations. A stand down of work was conducted with both contractors involved in these incidents. Field PODs emphasized using the right tool for the job and

human performance factors for conducting work using circular saws and hand tools for both subcontractors. PODs at the other sites reviewed the incidents and the methods to prevent reoccurrence.

2. Issued a *Take 5* on December 8, 2008 detailing the two circular saw incidents and the necessary PPE, proper use, and precautions when operating and using these types of equipment. The JHAs involved in the incidents were reviewed with a revision of the mobilization JHA for the Dickson subcontractor. Additionally, OJT was conducted for the Dickson contractor on the use of portable hand and power tools.
3. Worksite documentation (JHAs, pre-evolution work packages, work instructions, and the HASP) reviewed and revised as necessary to include additional PPE, worksite behaviors, and additional precautions needed to increase worker safety when using circular saws. Information on follow-up corrective actions was communicated through the *Weekly Roundup* to Field Safety Representatives and WCH Directors.
4. Communicating Safety and Quality-related issues was improved by the use of the *Weekly Roundup*. This communication tool was provided to the S&H field representatives and to WCH Senior staff on the Thursday of each week for dissemination to all project employees through the Monday Plan of the Day meetings. All LSIT chairs and facility representatives for the Fermi location were included in this distribution as well. This information provides a timely and consistent message to project employees and enables project employees to receive the weekly safety information in one convenient and consolidated location. This communication includes: Medical/Vehicle Incidents, Safety Events, Safety Topics, General Safety Information, Safety Awareness, Surveillances/Assessments, Upcoming Events, and Safety Bulletins which include: *Take 5*, *This Week in Safety*, Weekly Safety Report, SHIP information, *Do It Right the First Time*, Corrective Actions and Lessons Learned.
5. Conducted a refocus after the Thanksgiving Day Holiday to provide additional safety and health focus after the holiday break. This refocus was provided to all project personnel and involved Human Performance attributes, Lessons Learned, Safety Statistics involving strains, sprains, slips, trips, and falls, and soft tissue injuries, prescription medications, planning, focus and VPP.

Third Quarter Trend Corrective Action Plan:

- Continue emphasis on hand and finger safety with a review of project areas where potential pinch points could occur and alert employees of these areas.
- Present a Hoisting and Rigging focus to provide additional information and lessons learned on the proper methods and employee responsibilities when conducting these activities.
- Issue *Do It Right the First Time* bulletins to address close call incidents involving a cable causing a window to break on a haul truck and a piece of rebar that caused a window to break on a loader.

- Issue a Standing Order for those involved in loading and unloading haul cans and trucks on how to position the cable to help prevent it from being put under strain or tension.
- Launch a Heat-Related Illness information and awareness campaign project wide. This included focused on general information as well as site specific project information regarding work scope, PPE, and precautions.
- Provide general safety awareness in all activities to include walking/working surfaces, hand tools, proper tools for the job, conducting thorough, in-depth observations. Safety representatives were moved to different locations to give a fresh look at the work and suggest and incorporate improvements.

Actions performed:

1. Reviewed the additional hand and finger safety information reviewed at all plan of the day meetings and the appropriate the correct tools for the job. Additional caution tape was added to areas where potential pinch points are located to provide awareness to all employees.
2. Reviewed the hoisting and rigging presentation at all the plan of the day meetings. Training was reviewed and workers involved were provided additional information on the requirements prior to conducting hoisting and rigging activities. Issued two *Do It Right the First Time* bulletins to address close call incidents involving a cable causing a window to break on a haul truck and a piece of rebar that caused a window to break on a loader. Both incidents were reviewed with additional emphasis on the safety features installed on the equipment and the necessary review of all equipment to ensure that this equipment is installed and functioning properly.
3. Launched a Heat-Related information campaign in response to the increasing temperatures and field observations that identified that the type of PPE and work conditions may put workers at an increased risk of heat-related incidents. A comprehensive information campaign to include hydration, monitoring, rules, symptoms, general work requirements, and response actions were provided to all employees. Specific work-related information was expanded upon and provided to workers in the individual project locations. In response to site conditions, work locations and configurations were modified to minimize worker's exposure to heat generating sources, PPE was changed to accommodate both the heat concerns and the hazards within the work areas, and equipment was modified to minimize the worker exposure to the heat and sun conditions.
4. Launched a review of activities at all project locations to determine improvements that could be made in regards to alternatives to PPE in D4 where a breathable level of protective clothing for contamination areas was introduced. This PPE was used at another site on Hanford with great success in both in maintaining contamination control and reducing the amount of heat generated. Additionally, equipment was replaced or moved to other locations to provide additional relief of the hot working conditions to include misters installed in areas, cool rooms erected, and heat generating equipment moved into non-work areas.

5. Additional safety representatives were added to the S&H staff to assist in the oversight of field and work activities.

6. Issued *Rude Awakenings* to include:

- Fatal Fall
- Fatal Lightning Strike
- Broken Lift Points-Load Drop
- Skin Sanitizer-Bacteria
- Electrical Burn
- Gas Line Explosion
- Traffic Fatality
- Finger Loss-Improper Light Plan Installation

Goal: AED Awareness-Perform AED placement evaluations to determine optimum locations and provide training and education seminars on proper use in FY 09.

The locations of the Automated Electronic Defibrillators (AED) and the personnel trained to operate this piece of equipment were confirmed. During this review, new equipment with the updated software was provided along with replacing defective and/or outdated equipment.

Goal: Fleet and Vehicle Safety Program-Implement a fleet safety program involving elements such as: procedure(s), performance indicators, accident reviews, and communications to increase awareness designed to reduce property and personnel injury events in FY09.

Results:

WCH accomplished this goal and continues to provide awareness and implementation of the Fleet and Vehicle procedure. Specific actions accomplished to successfully achieve this goal included:

- Created a Fleet and Vehicle Safety Committee. The charter issued for this committee outlined the responsibilities and actions to be performed by the members to include monthly focus areas, introducing awareness campaigns for WCH and providing a review of the performance indicator to monitor vehicle incidents.
- Provided awareness tips via the S&H *Weekly Roundup* to employees concerning a wide range of driving, vehicle, and travel safety tips.
- Conducted a vehicle safety slogan campaign for all employees to help raise awareness of fleet and vehicle safety. Winning slogans published in the *Weekly Roundup*. Posters with the winning slogan printed and posted at all work sites and administrative offices.
- Provided a Dodge the Bullet on the results of a 360 walk-around which observed a defective hoist on a truck bed. This bulletin asked that all personnel check the hoists and ensure that this condition did not exist on other vehicles.

- Awareness continues with the issuance of the Fleet and Vehicle Safety Procedure. This procedure revision included the new requirements for observations and documentation requirements for conducting these observations. It also included the Washington State requirements for driving while on state roads.
- Conducted the National Safety Council Defensive Driving Course for WCH teamsters at the ERDF. Over 55 personnel successfully completed this training course designed to improve awareness and defensive driving habits.
- Implemented a seatbelt and 360 degree inspection campaign. “Seatbelts are nothing to Snicker at” safety awards were provided to those individuals who were identified wearing the belts as positive reinforcement. “Black Ice” blow pops were provided to project employees via the WCH HAMTC safety representative to raise awareness about black ice and defensive driving. Additionally, project safety representatives along with the LSIT membership initiated the 360 degree magnet campaign. Each site, including administrative offices, was provided magnets to be placed on random vehicles. As employees conducted their 360 degree observation, they would look to see if a 360 magnet was on their vehicle. If found, they would turn the magnet into the project safety rep or their LSIT member for a safety award. This campaign has been very successful in getting employees to conduct these observations.

Goal: Chronic Beryllium Protection Program-Participation in the development and site wide applicability of the Chronic Beryllium Prevention Program with 80% participation in scheduled Hanford Chronic Beryllium prevention Committee meetings to assist with program implementation.

Results:

Chronic Beryllium Protection Program development for the Hanford site with WCH participation in 100% of the meetings scheduled. WCH received the direction to proceed with the implementation of the site-wide Chronic Beryllium Protection Program. Work began this quarter to determine the cost estimate and schedule for implementation of the program.

Goal: VPP Safety Recognition; S&H Employee Involvement-Initiate, implement and incorporate the DOE Voluntary Protection Program (VPP) safety recognition for WCH equal to achievement of DOE VPP designation (Stretch)/successful submission and approval of the WCH VPP application by RL (Base).

Results:

Successfully prepared, communicated, assessed and implemented a VPP program for WCH which was validated by DOE VPP HQ personnel in June of 2009 as a DOE VPP Star Site.

- Completed the VPP Passport activity with over 600 persons (both WCH and subcontractor) completing this activity.

- Attended the Region X VPPPA conference with both craft and staff in attendance at this conference.
- Attended and presented at the National VPPPA conference in San Antonio, TX.
- Attended and presented at the ISMS annual conference in Oak Ridge, TN.

Part of the DOE VPP process is to share and mentor to other sites to encourage cooperative programs and continuous improvement through sharing. WCH had the opportunity to provide assistance to numerous companies both within the DOE complex and in private industry. A summary of the mentoring activities includes:

- VPP Self-Assessment, K-Basins, CHPRC-team member
- VPP Self-Assessment, Groundwater, CHPRC-team member
- VPP Corporate Assessment, WIPP, WTS
- VPP DOE Re-Evaluation Assessment, PNNL, Battelle-team member
- VPP DOE Initial Certification, WTP, Bechtel-team member
- VPP DOE Certification WCH, project management

Goal: Site Wide Hazard Identification and Mitigation (HIM) Document-Consolidate the project hazards documents to one project specific hazard document per RCC project/develop and implement a project-wide hazards document for universal hazards.

Results:

A HIM was developed and successfully implemented within WCH. The HIM was effectively implemented at the Field Remediation (FR) sites which incorporated the HIM document into the revised Health and Safety Plan (HASP) in use at all FR project locations. Training to the new HASP was identified as a documentation issue and was added to the Corrective Action Management (CAM) system to provide a quick and easy way to verify training to the latest version of the FR HASP. The new requirement for the HASP and implementation of this was flowed down through contracts to the affected FR subcontractors.

The HIM was reviewed as part of the Fall Protection comprehensive procedure and requirements review to enhance the general requirements for all site locations. A revision to this document will be initiated as necessary to incorporate any findings during the fall protection program review.

Goal: S&H Observation Program-STS Program Inspections-Conduct STS observations in WO, D4, and FR and report on a quarterly basis.

Results:

Conducted STS focused observations at each of the project sites on a monthly and provided this information to the SH&Q director. These observations included sections of safety, health, quality, radiological, transportation, and vehicles and were stand-alone observations, in conjunction with S&H staff weekly walk-throughs, management walk-throughs, and LSIT

committee observations. STS personnel include both WCH and subcontractor personnel with recognition continued certification support afforded to all employees who are WCH employees and subs.

Safety observations included a corporate review of the fall protection program elements as a continuation of the investigation and external assessments in response to the Building 336 fall incident. This observation included fall protection, ladders, scaffolding, and elevated work platforms. Focused reviews also included a corporate review of the WCH heat stress program in response to DOE surveillance which in turn afforded WCH the opportunity to improve and revise the current Temperature Extreme procedure.

Employees continue to conduct their own observations as a part of the Safety Ownership Program tenet activities. Employees have been encouraged to observe field work and conduct a review of vehicles-both personal and those used at work. This program saw additional success toward the end of 2009 with additional emphasis on employee behaviors and the mechanisms to help incorporate safe behaviors into daily work activities.

ISMS Quarterly Metric FY 09

ID	ISMS Metrics	ISMS PIs	POMCs FY-09		RCCC Subject Matter Expert	FY06	FY07	FY08	FY 2009					Comments			
			Stretch	Base					TOT	TOT	TOT	Q1	Q2		Q3	Q4	TOT
A1	OSHA Total Recordable Case Rate	✓	N/A		McCure, DA	0.56	0.85	0.60	0.76	0.38	0.63	1.54	0.85	Quarterly rate is the rate for the particular quarter, the Total is the rate for the Fiscal Year.			
A2	OSHA Days Away, Restricted, Transferred (DART) Case Rate	✓	N/A		McCure, DA	0.23	0.23	0.11	0.00	0.00	0.00	0.31	0.09	Quarterly rate is the rate for the particular quarter, the Total is the rate for the Fiscal Year.			
A3	Injury/Illness Review		Director review of each injury		Thursby, SA				9	12	4	14	39	New POMC for FY09 - 14 injuries occurred during the fourth quarter. SH&Q Director and S&H Manager conducted and documented review of the incidents that occurred to include, first aids, and recordable injuries that occurred in the 4th Qtr of FY09 detail.			
A4	Injury Rate Continuous Improvement		Implement Corrective Action Plan for adverse trend in TRC or DART 12 MMA rate.		Thursby, SA				1	0	1	1	3	New POMC for FY09 - Developed a comprehensive corrective action plan for DOE to address the items identified in the Type B investigation of the fall event. The additional items triggering the unfavorable trend within the 4th quarter of FY09 were address.			
A5	AED Awareness		Perform AED placement evals, provide training & seminars		Thursby, SA					Base Met	Base Met	Base Met	Base Met	New POMC for FY09 - Base Met during the second quarter. Quarterly review completed with training verified and AED locations confirmed.			
B1	Radiological Uptakes as Defined by DOE M 231.1-2, Group 6, Subgroup C, Criteria 3	✓	0	1	Boone, DM	0	0	0	0	0	0	0	0				
B2	Radiological Skin Contaminations as Defined by DOE M 231.1-2, Group 6, Subgroup D, Criteria 3	✓	0	1	Boone, DM	2	0	2	0	0	0	0	0				
C1	Hazardous Energy Contact	✓	0	1	Quinn, TS	0	0	0	0	0	0	0	0				
C2	Hazardous Energy Procedure Non-compliance/Violation (LO/TO)	✓	1	3	Quinn, TS	2	0	0	0	0	0	0	0				
D1	Spills and Releases		0	1	Landon, RJ	0	1	0	0	0	0	0	0				
D2	Environmental Non-Compliance as Defined by DOE M 231.1-2, Group 9, SC4		1	3	Landon, RJ	1	2	0	0	0	0	0	0				
D3	Protection of Environmental and Cultural Resources as Defined in DOE M 231.1-2, Group 6, Subgroup B		0	1	Landon, RJ	0	0	0	0	0	0	0	0				
D4	Environmental Protection Index		1	0.5	Landon, RJ	0.99	0.99	0.92	0.99	0.94	0.94	0.99	0.97				
E1	Transportation Safety Events - Physical Incidents	✓	N/A		Quinn, TS	1	0	2	0	0	0	0	0				
E2	Near Misses	✓	N/A		Quinn, TS	3	2	1	1	1	0	0	2	FY09Q1 - Near Miss - Laborer struck by rollover/off can during loading at ERDF FY09Q2 - Near Miss - Worker trapped between waste box and cell in B27 while rigging waste box			
E3	Technical Safety Requirement (TSR) Violations at Separate Nuclear Facilities		0	1 per facility/yr	Curry, LR	0	0	1	0	0	0	0	0				
E4	Fleet/Vehicle Safety		Implement Fleet Safety Program		Thursby, SA						Base Met	Base Met	Base Met	New POMC for FY09 - Procedure implemented 5/19/09 with weekly communications confirmed on fleet and vehicle topics confirmed. Weekly Roundup contains weekly vehicle safety tips.			
F1	Completed Corrective Actions	✓	N/A		Christensen, KC	80%	77%	72%	84%	82%	85%	77%	82%				
F2	Completed Scheduled Assessments	✓	N/A		Christensen, KC	68%	76%	95%	100%	99%	100%	86%	96%	Q1, Q2, & Q3 Data updated based on current status. Calculating % Completed = #Completed/#Scheduled + #unscheduled, completed assessments)			
F3	Percent of Corrective Actions that are Overdue	✓	N/A		Mountain, GR				<1%	2%	4%	5%	3%	New ISMS PIFY09			
F4	Percent of Corrective Actions that are > 180 Days Old	✓	N/A		Mountain, GR				3%	7%	8%	8%	7%	New ISMS PIFY09			
F5	Percent of Corrective Actions Extended	✓	N/A		Mountain, GR				17%	10%	14%	7%	13%	New ISMS PIFY09			
J1	Performance Analysis evaluations conducted		Every 12 Month Period (if any)		Mountain, GR			3	0	1	1	0	2				
J2	WCH Key Performance Indicator monthly evaluations conducted		3	2	Mountain, GR			11	3	3	3	3	12				
J3	Operating Experience Documents Issued		90	70	Woodford, TL			402	85	101	85	108	379				
J4	Chronic Beryllium Protection Program		N/A	80%	Thursby, SA				100	100	100	100	100	New POMC for FY09 - Attendance was confirmed for 100% of the scheduled meetings. Work continues on the cost estimate and schedule for implementation of this program.			
J5	VPP Safety Recognition		Achieve VPP Designation	Submission & Approval VPP Application	Thursby, SA				Base Met	Base Met	Stretch Met	Stretch Met	Stretch Met	New POMC for FY09 - Achieved stretch goal earning VPP star status.			
J6	Hazard Identification and Mitigation		Develop & Implement Project-Wide Hazards Document		Thursby, SA					Base Met	Base Met	Base Met	Base Met	New POMC for FY09 - Base Met during second quarter. Document completed and implemented.			
J7	Safety Trained Supervisor (STS) Program Inspections		Conduct STS Inspections in D4, FR, WO & Report		Thursby, SA				> 35	>40	>40	>40	>155	New POMC for FY09 - Greater than 40 STS Program Inspections were completed and reported during Q3. Walk-through observations include management, craft, and field safety representatives. Inspections have been conducted at all project sites with targeted			

2. 2009 WCH Safety & Health Improvement Plan (SHIP)

WCH concentrated Project efforts on S&H issues that affected the Project as a whole. These issues were cross-cutting S&H issues that involved numerous disciplines and coordination between departments.

The S&H Program Improvement Plan (SHIP) for FY 09 flowed down the POMC improvement items with discrete tasks outlined for employees to assist in accomplishing the POMC goals and objectives for both program development and program execution in the field. The FY 09 SHIP has been divided into five (5) improvement areas:

- S&H Observation Program
- Site-Wide Hazard Identification and Mitigation Document
- Fleet and Vehicle Safety Program
- Subcontractor Flowdown of Requirements
- S&H Employee Involvement

Results of these improvement actions are outlined in the 2009 POMC discussion previously summarized in this report. Provided below is the detailed direction and discrete tasks afforded to employees to enable WCH to successfully improve and accomplish the POMC goals and commitments.

S&H Observation Program

The S&H Observation Program for FY 09 will focus on three (3) areas 1) walk-through inspections, 2) Self-assessments, and 3) Safety Trained Supervisor (STS) observations. Actions identified for completing this task include:

- Improving the weekly and monthly site walk-through inspections to ensure both management and craft are involved and active in these inspections
- Developing a three-year S&H assessment program and incorporate the needs of the Projects to provide a comprehensive overview and assessment of the S&H Program
- Establishing an S&H assessment schedule for 2010 that incorporates those areas identified with opportunities for improvement found in 2009 assessments, Issues Forms, and any issues identified assessments
- Improving the STS observation program and encouraging additional training and certification of employees along with increasing the activities and document the observations performed by this group

Results: Improvement actions summarized in the 2009 POMC discussion.

Site-Wide Hazard Identification and Mitigation Document (HIM)

A review and comment cycle was conducted in FY-2008 to examine if a site-wide HIM would provide safety improvements and operational efficiencies. The HIM was developed and tasks associated with this are:

- Meeting with Project Safety Representatives to determine feasibility of implementing a project-wide HIM
- Identification of actions within each of the Projects needed to implement the HIM project-wide for Field Remediation, Waste Operations, and Environmental Restoration Disposal Facility
- Development of a schedule for project-wide implementation and incorporate into Plan-of-the-Week schedule following approval of implementation plan

Results: Improvement actions summarized in the 2009 POMC discussion.

Fleet Safety Program

In FY08, a trend was identified involving minor traffic and vehicle-related incidents, ranging from minor door dings to damage of property and equipment. An internal evaluation of those vehicle incidents indicated that an opportunity existed to improve vehicle safety awareness and focus attention on a reduction of vehicle related incidents. Proposed initiatives and improvements include:

- Issuance of awareness communications and bulletins (e.g., *Take 5* for Safety, Posters, *Howler*, *Weekly Roundup* updates, etc.)
- Formulation of Vehicle and Fleet Safety Committee and performance indicators
- Review and revision of procedures, traffic patterns, incident fact finding/follow up, and disciplinary actions

Results: Improvement actions summarized in the 2009 POMC discussion.

Subcontractor Flow Down of Requirements

Exhibit G revisions will be reduced to an annual update through a complete review of the current clauses and a review of the process by which contracts are reviewed and evaluated. Certain sections of the exhibit will be deemed mandatory and others will be identified as scope dependent. This activity will consist of:

- Evaluate the effectiveness of linking of specific clause(s) in Exhibit G to the 10 CFR 851 matrix

- Assess the benefit of implementing a subcontractor-specific tailoring process

Results: Tailoring of exhibits is provided for each new subcontract to evaluate the specific requirements needed and the applicability of WCH requirement to that particular subcontract. The tailoring process was evaluated and revisions and improvements incorporated into the overall requisition process. The tailoring process involves the Subcontract Technical Representative, the site safety representative, and the SH&Q Director.

WCH flowed down requirements for subcontractor safety incentives, updated fall protection, IH, fire protection, and occupational medical requirements, and the site wide programs to include Beryllium and Stop Work.

A full revision of Exhibit G revision 14 was drafted and flowed down to subcontractors in October 2009. The revision includes: new fall protection requirements, IH monitoring requirements, new submittals for temperature extremes, new EJTA requirements and submittals, LO/TO log requirements, Fire Marshall requirement and clarification of wording on the requirements for safety and industrial hygiene professionals who will support project activities on site.

S&H Employee Involvement

As part of the continuous improvement of the WCH S&H Program, WCH will apply for DOE VPP Star Status. Items to be accomplished for this effort include:

- Submission of the DOE VPP application to RL
- Performance of VPP internal assessments and readiness reviews
- Increased involvement and awareness of Project Safety and Local Safety Improvement Team (LSIT) committees
- Integration of the Integrated Safety Management System (ISMS) Annual Review and Description Update with all project areas

Results: Employees were provided numerous mechanisms to participate and get involved in their safety program. Starting in the holiday timeframe, WCH ran the “Vote for Safety Campaign” with 13 out of the 15 LSIT groups earning a recognition luncheon for zero recordable injuries within this 90 day period. Following this initiative, WCH launched one of its most successful programs for employee involvement titled the VPP passport. This program tailored the focus areas for employee involvement and allowed the LSIT members along with management direct and monitor this program. This program was so successful that over 600 people (over 50%) completed the necessary activities to earn an incentive award. This program was also provided to all Hanford site contractors, DOE, URS, Bechtel corporate and CH2MHill corporations as part of WCH mentoring to other sites for their application and use.

As preparation for the DOE VPP on-site as well as the annual ISMS review, employees were provided VPP tips. These tips were related to observations regarding VPP in the field. These tips were linked in the *Weekly Roundup* and provided this information to all employees. Preparations and additional communications in the *Howler* (employee newsletter) produced an overwhelming positive trend in the VPP Survey conducted for individuals taking HGET refresher training. Twelve of the seventeen questions surveyed showed a statistical significant upward trend.

A WCH VPP celebration for the achievement of the DOE VPP Star Status was conducted at the end of the fiscal year. This included a commemorative coin for all employees, presentation of the plaque and flag from DOE, and participation by URS Washington Division corporate personnel. This event included the introduction of the new WCH President and Project Manager. Flag raising ceremonies were conducted throughout the field locations for WCH to acknowledge the receipt of the DOE VPP Star Status. The WCH president along with site project management and safety provided this recognition to field employees spotlighting the LSIT participants and their efforts in achieving this prestigious honor. These will continue through February 2010 with all sites receiving and displaying a DOE VPP Flag.

Our office personnel were also provided numerous opportunities to get involved in the safety program. The Fermi LSIT in coordination with the Occupational Medical Coordinator conducted a health fair for the Fermi residents. Testing included total cholesterol and blood glucose testing along with various other medical screenings to assist employees managing their health and wellness. Participation continued with the “Biggest Cleanup” for the site locations as a challenge to clean up both office and site location areas. Before and after photos were taken with the Biggest Cleanup offered an award for their efforts. Fermi continued in the spring with the administrative safety campaign via the “Spring Into Safety” campaign for the Fermi location LSIT members and staff. Employees were provided information on ergonomics to include hand and arm vibration hazards, back pain while sitting, hazards when standing/walking for long periods, and precautions of prolonged use of video display terminals.

All were provided the opportunity to participate in the 2009 Safety Expo which saw over 62,000 people. WCH provided safety situations and questions to test their knowledge of general safety items and conditions. WCH does not stop there with getting employees back to thinking about safety. Just before and directly after a holiday, WCH provides the opportunity to focus on safety. Prior to holiday periods when employee focus may not be at its peak, hazard analysis activities and focused reviews are conducted. Work that is considered lower risk may be performed but the focus is on safety preparation. Immediately after returning to work, employees are provided a “Safety Refocus” to provide employees again with focused safety topics intended to ease employees back into the safety culture and return the focus back to safety. These presentations have been shared again with other contractors and the corporate partners of WCH.

WCH kicked off a new initiative titled the Safety Ownership Program that incorporates ISMS, VPP, and work control through the Integrated Work Control Program. This program includes all employees and empowers each employee to take ownership of not only their attitude toward safety but also their products and actions that they are expected to perform on a daily basis. The tenets of the SOP were provided to all personnel which included the guiding principles of:

- Understand the Job
- Stay within Scope
- Use Work Documents
- Know Your Role
- Pay Attention to Details

SOP conducted a “Gate Greeting” for all WCH employees encouraging continued participation in the SOP tenet activities and provided the next tenet activity to all employees along with a token of recognition.

An employee observation program was launched titled “Picture This” designed to encourage employees to use their training and observation skills to identify both safe and unsafe acts and conditions. Employees are encouraged to document these behaviors and/or conditions and submit into the S&H department. This information has been used as safety topics and as lessons learned to help reduce injuries and illnesses and encourage safe behavior. A collection of photos have been sent to the site locations for posting and discussion with the winner of the designated categories to be announced in the spring of 2010.

3. 2010 POMC

The 2010 POMCs have been submitted as a part of the 2009 ISMS Annual Declaration with the proposed POMCs for DOE review. These have been revised with the updated POMCs provided along with the first quarter results of the 2010 in this report. WCH has received edits and comments from DOE and incorporated these into the official POMCs which will be resubmitted in early 2010. The new POMCs will continue to be tracked and trended accordingly.

Table 1. ISMS Performance Objectives, Measure, and Commitments for Fiscal Year 2010 R. 1

Objective	Quarterly Performance Measures and Commitments
Work Toward an Injury-Free Workplace	Injury/Illness Review – Analyze and track all first aid, recordable, and/or days away/restricted cases. Director level review of each injury with the safety representative and line management, document actions to preclude or mitigate similar injuries on the S&H Injury Management Review Report form. (base goal)
	Injury Rate Continuous Improvement – Monitor TRC and DART 12 Month Moving Avg. (MMA) trends and implement improvement plans if trending unfavorably. Initiate a targeted corrective action improvement plan when any adverse trend, defined as quarter ending 12 MMA TRC or DART rate is greater than the previous quarter's end, is identified (base goal)
	Fall Protection-Elevated Work/IWCP/Job Hazard Analysis Improvements - Perform an effectiveness evaluation of the improved WCH fall protection program to include procedures, training, and fall hazard prevention analysis and improvements made to the Integrated Work Control and Job Hazard Analysis processes.-Charter an Operations Task Team to evaluate and address the improvement opportunities identified as a result of the WCH Mid-Point Assessment and completion of the End-Point Assessment. (Base Goal)
Maintain Effective Control of Hazardous Energy	Participation in the development and site wide applicability of the Site Wide Electrical Program with 80 % participation in scheduled Hanford Electrical Program Committee meetings to assist with program development. (base goal) <i>(stretch goal N/A. This goal will be evaluated as the program is developed and site wide implementation of the program is determined)</i>
Environmental Program Compliance	Environmental Protection Index per quarter equal to 1.0/0.9 (stretch goal/base goal) This index is calculated based on criteria specified for compliance relative to air quality permitting, spill prevention control, excavation plans, ecological/cultural plans, and sample management.
	EMS Conformance Corrective Actions – Implement the corrective actions identified in the WCH EMS Declaration of Conformance to DOE O 450.1A, as tracked in the WCH Plan of the Week Schedule. (Base Goal)

Table 1. ISMS Performance Objectives, Measure, and Commitments for Fiscal Year 2010 R. 1

Objective	Quarterly Performance Measures and Commitments
	Improve Waste Documentation – Implement the recommendations for the external assessment on the generation and use of the OWTFs, to include revised WMT procedures, requirements document, and human factored OWTF. (base goal)
Industrial Hygiene	Participation in the development and site wide applicability of the Site Wide Respiratory Program with 80 % participation in scheduled Hanford Respiratory Protection Committee meetings to assist with program development. (base goal) (<i>stretch goal N/A. This goal will be evaluated as the program is developed and site wide implementation of the program is determined</i>)
	Implement the Hanford Site-wide Be program, including adopting the new site wide program document, training, and facility assessments and characterization. Document the status of the implementation in the WCH Plan of the Week Schedules.
	Heat Stress Recognition and Process Improvements – Implement a new/revised procedure to include: physiological monitoring for heat stress, and provide awareness briefings and information on recognition and treatment of Heat Stress. (base goal)
Safety Ownership Program	Safety Ownership Program – Successfully promote the four tenets of the Safety Ownership Program (SOP) by completing all scheduled activities within the Communications Plan (base goals) and obtain participation of at least 500 personnel for the SOP activities (stretch goal).
Continuous Improvement and Feedback	Performance Analysis conducted per year equal to 3/2 (stretch goal/base goal). Conduct Performance Analysis meetings involving senior staff personnel charged to evaluate RCC performance and determine measurements and improvement initiatives to address program trends and issues identified. Track and communicate results on the WCH web site under the Quality Assurance Organization section.
	WCH Key Performance Indicator monthly evaluations conducted per quarter equal to 3/2 (stretch goal/base goal).
	Operating Experience documents issued per quarter (both internally and externally generated equal to 90/70) (stretch goal/base goal).
	Safety and Health Improvement Plan (SHIP) development, implementation and communication. Establish a SHIP that includes key goals and commitments for safety and health and communicate these goals to all employees with updated information on the status and achievement of goals on a quarterly basis (base goal).

DART – Days Away, Restricted, or Transferred
 DOE – U.S. Department of Energy
 FY – fiscal year
 N/A – not available

OSHA – Occupational Safety and Health Administration
 RCCC – River Corridor Closure Contract
 VPP – Voluntary Protection Program
 WCH – Washington Closure Hanford, LLC.

Provided are the results of the ISMS Performance Metrics which include both ISMS indicators and WCH Performance Objectives, Measurements, and Commitments (POMCs) related to S&H Programs from the original submittal to the DOE. Supporting information for the POMCs for the 1st Quarter of Fiscal Year 2010 for those objectives that are not quantitatively measured are provided and include:

Goal: Injury/illness Review-Analyze and track all first aid, recordable, and/or days away/restricted cases-director level review of each injury with the safety representative and line management, document actions to preclude or mitigate similar injures on the S&H Injury Management Review Report form.

Results: WCH did not experience any first aid, recordable, and lost work day cases in the months of October and November and continued to provide timely and injury/illness and lessons learned involving current work scope. This included Issuing a *Dodge the Bullet* publication describing an issue with support materials for cranes. WCH also provided employees with a summary of the scaffolding event at the CHPRC and the corrective actions that were implemented by WCH in response to this incident via the *Weekly Roundup*. Additionally, WCH began to document work pauses demonstrating a questioning attitude and effective work

planning and walk-downs involving RWP requirements, defective equipment, safety boundaries, regarding shipping paperwork for materials being transported to ERDF, discolored soil in FR, the correct use of slings to lift and move compressed gas cylinders and working in close proximity to others. This information was provided to other Hanford contractors for their information.

WCH provided employees with the opportunity to reduce their health risks by offering flu shot clinics sponsored by the WCH site Occupational Medical Provider and providing informational data on flu prevention. An overview was also provided to all employees of the methods and techniques to prevent cold-related injuries and illnesses.

To ensure that lessons learned were shared from projects outside of Hanford, WCH provided information from other sites to employees via *Rude Awakenings* on preventing personnel contamination, rib fracture incidents, finger injury, heel fracture, shoulder incident involved in a slip, hydraulic fluid dangers, unsecured waste container, overturned lifts, a fatality involving a fall onto rebar, and an arc flash burn injury. Safety representatives provided the information and asked employees to relate the incidents to their work and asked for mechanisms or methods to prevent that occurrence. WCH also provided a summary of the incidents from 2005 through 2009 with an evaluation of trends and other statistics to all S&H personnel to share with project personnel.

To ensure critical resources were scheduled and available as needed for the work at the field projects, the S&H department created a Safety and Health Absence Calendar to provide information to all the directors on the status and availability of all Project Safety Representatives. Where critical resources are identified, the Directors can ensure that adequate support is available through the use of the calendar. Adjustments are also made if critical resources are needed at other project locations. Along with this information WCH S&H also developed a poster providing all the contact and location information for all project safety representatives and program support personnel on a map of the Hanford site titled "Meet Your Safety Reps." This information also included the HAMTC Safety Reps, and safety hotline numbers and the IH support personnel.

Several initiatives were introduced to keep focus on safety and specific hazards. To support this, WCH initiated the awareness campaign "Picture This" where employees are asked to send in photos of both safe and unsafe acts or conditions to help improve their safety observation skills. Additionally, WCH initiated a "Black Ice" campaign through the HAMTC safety reps. Blow pops with the slogan "Think Twice, It Could Be Black Ice" were provided to employees as a reminder to look for this hazardous condition and take the necessary precautions to prevent an injury. Finally, WCH conducted focused safety meetings at all field work site locations prior to each of the holidays in November and December. Sites conducted low risk work and reviewed work packages and JHAs.

Goal: Injury Rate Continuous Improvement-Monitor TRC and DART 12 Month Moving Avg. (MMA) trends and implement improvement plans if trending unfavorably. Initiate a targeted corrective action improvement plan when any adverse trend, defined a quarter ending 12 MMA TRC or DART rate is greater than the previous quarter's end, is identified.

WCH monitors the TRC and the DART 12 Month Moving Average (MMA) to determine if unfavorable trends have occurred.

Results: Analysis identified an improvement in the trend of the 12 month moving average from the previous quarter's end. WCH demonstrated a reduction in of the number of first aid and recordable incidents by approximately 80% and a reduction in the severity of the lost time injury from the previous quarter. This reduction was attributed in part to:

- Aggressive communication campaign to proactively address emerging issues such as slips, trips, and falls, vehicle incidents, and temperature extremes (cold stress)
- Systematic review and analysis of all current work packages within the D4 projects with additional analysis and work steps added as necessary to ensure all the additional fall protection requirements were addressed and understood.
- Identification of instances where work was paused due to emerging hazards or unclear controls and corrected prior to proceeding. These are communicated to employees via the *Weekly Roundup*.
- Analysis and summary of the incidents from 2005 through 2009 with an evaluation of trends and other statistics to all S&H personnel shared with project personnel.

Goal: Fall Protection-Elevated Work Improvement. Perform an effectiveness evaluation of the improved WCH fall protection program to include procedures, training, and fall hazard prevention analyses.

Results: WCH continued with the training of both competent and qualified personnel for fall protection. WCH also issued a revision to BSC-1-2.13, "Qualified/Competent Person Program Description" to improve and streamline the current form and to clarify responsibilities. Strong management commitment for fall protection training was evidenced by additional training and review of available training on site. A review of the fall protection user training provided at HAMMER was conducted along with provided training classes for subcontractors to qualify their employees as fall protection users per the WCH procedures. The Competent and Qualified personnel list was posted for fall protection on the Safety and Health Web site.

As an integral part of ensuring that procedural requirements and uniform implementation of requirements is conducted, WCH participated in the Hanford Site-Wide Fall Protection Program group to offer the lessons learned from the WCH fall event and the updated procedural requirements to the other Hanford contractors. The WCH procedure was used as a guide and template for the site wide fall protection program. Documentation was updated to include a revision to the Qualified/Competent Person Program Description, BSC-1-2.13 to ensure compliance with new Fall Protection procedure and OSHA requirements and the Fall Hazard Prevention Analysis (FHPA) for all WCH work.

The requirements for fall protection to include the training requirements were flowed down to all WCH subcontractors. Specific information was provided to the 100 N subcontractor of the

specific fall protection requirements to provide clarification as it relates to elevated work and steel erection. WCH maintained a Standing Order with a higher level of review and rigor until the subcontractors submitted or adopted the WCH fall protection program. An effectiveness review was conducted of the corrective actions as a result of the Type B investigation and WCH corrective action plan for this incident. This multi-functional team included personnel from QA, Safety, Operations, and field personnel to determine the implementation status and the effectiveness of the improvement actions implemented as a result of the fall incident.

In response to site issues, WCH issued a “Just In Time” publication on the Safway Tube and Coupler scaffolding defect. This information was obtained from CHPRC where WCH tasked each project to conduct a review for the specific indications and lot number of the defective scaffolding. An issue was entered into the CAM with the results of the field reviews documented the closure of this action. No suspect scaffolding was identified.

A mid-point assessment was conducted which confirmed improvements put into place in response of the 336 Building Fall Event and identified areas that still need improvement to further the implementation of the new fall protection and work control processes. Specific goals of the assessment were to:

- Verify completion of actions
- Assess effectiveness of actions
- Evaluate need for additional action

The assessment Plan was developed using the same five categories to develop Criteria Review and Acceptance Documents (lines of inquiry) and consisted of document reviews, interviews, and field observations. During the assessment, team members observed PODs, pre-evolution briefings, JHA Activities, field work, and fact finding meetings and interviewed Managers, Supervisors, workers, PSRs, planners, and fact finding facilitators. Both positive and opportunities were identified during this assessment. To facilitate additional improvement, the assessment team recommended to the ESQRB to charter a team led by a senior manager and staffed with key personnel to include planners, safety representatives, work supervisors and other SMEs to develop actions that reinforce/mentor/coach key personnel on expectations associated with implementation of the requirements and evaluate the current changes for enhancements to improve field implementation. This team would be chartered under the purview of the ESQRB and would report back to the ESQRB on the actions taken and their results. The effectiveness of the actions taken by this team would be included in the end point effectiveness assessment that is currently scheduled for completion in May, 2010.

Overall assessment results provided data to allow WCH to continuously improve existing programs and identify areas where additions/changes are necessary. Workers, Supervisors, Managers all reflect the right culture, understanding, and willingness to implement a work pause, both in discussion and actions. Pre-evolution briefings in general are addressing the work scope, the hazards, and controls with the fundamental issues being addressed with a heightened awareness and sensitivity to fall hazards and associated controls. Job Hazard Analysis activities are interactive and well supported by craft personnel. It is during these meetings where it is very clear that the team understands the scope, the hazards, and the intent of the controls. Interviews

and document reviews indicate that integrating Lessons Learned (LL) into work packages and evaluating external lessons learned for impact to WCH work scope is much improved.

Critical resources are being evaluated for, and assigned, during JHA meetings, assigned on work release documents, are present at pre-evolution briefings and during work activities so designated. During the work package development, Work Packages are capturing the hazard controls identified in the JHA, which are addressing hazards associated with tasks and are identifying appropriate hazard controls resulting in the evaluation/identification of critical resource. Type I work packages, released under a single work release process, reviewed identified an appropriate level of detail of the work scope to sufficiently bound skill of the craft activities, where pre-evolution briefings addressed the key activities, reflected the detail in the work package, addressed critical resources, and appropriately addressed hazards and hazard controls. Supervisors and Subject Matter Experts are sufficiently following work performance to ensure adherence to the work package.

The Field Work Supervisor presence at the Job Site is a benefit to the workers and allows for easier access to supervisors when questions arise. Field Work Supervisors were receptive for feedback to improve their performance. Positive changes were made to the event management process and training to include the newly added text notification process for event notifications. This process significantly improved communication capabilities which helped supervisors to respond effectively to employees. To ensure that employees were prepared and comfortable with performing the work task, they were sent to the updated Fall Protection training. The revised and updated Fall Protection training was overwhelmingly reported as being value added and several people reported it as the best fall protection training ever received. The Fall Protection Training Programs were specified for Users, Competent Person, and Qualified Persons, and ensured that each group understood their role and responsibilities.

This interaction, training, and involvement in the work development and execution positively enhanced worker engagement and attitudes where employees actively embraced the opportunity to develop how work is accomplished. Responsibilities are understood by the Responsible Managers, Work Supervisors, Planners, and Safety Representatives which was evidenced by the worker's willingness to use stop work/work pause. Managers and Supervisors expressed positive enforcement of stop work/work pause during pre-evolution briefings where managers and Supervisors understood their role in initiating and supporting stop work/work pause. Workers understood their role in initiating stop work/work pause whenever they are outside of the defined scope of work and reflected a willingness to use stop work/work pause.

After the work was completed, management, supervisors, and workers utilized the information from the in depth review of work control processes, the root cause analyses that was performed and subsequent lessons learned incorporated into future work.

With numerous strengths identified, there was still opportunity for WCH to improve. Procedural improvements and implementation issues identified included adding the requirement for the Plan of the Day meetings into a WCH procedure and enhancing the Pre-evolution Brief (form WCH-FS-210) to ensure the form was used during the briefing. Other expectations for the proper use of Forms and Form Control were identified as an area for improvement. These included the Fall

Hazard Prevention Analysis (FHPA) form and processes and the Job Hazard Identification Work Sheet which captures critical resources. Current processes do not promote the integration and flow down of Fall Hazard Prevention Analysis hazards and controls into the JHA. Effective use, application and understanding of the forms related to fall protection and hazard analysis need to be effectively integrated into the work control process.

Additionally, the Critical Resource is not being advertised as such during Pre-evolution briefings along with the need to update the terminology usage of the Pre-Ev Checklist, WCH-FS-210. Corrective actions to provide written information regarding the work scope during the pre-evolution briefing were ineffective.

Due to the recent site wide implementation of the DOE Stop Work procedure, improvements in the use of stop work terminology and recognition of accepted work process activities as being stop work type activities can improve knowledge and acceptance of use of stop work are needed. Additional coaching and mentoring of supervisors is warranted to improve interaction during pre evolution briefings and ensure that employees understand their scope, role, and expectation.

The heightened expectation and focus on field walk downs being performed to identify the key steps and associated hazards is only partially effective. Craft Work packages and routine work activities need to be evaluated to determine the appropriateness of the scope of work to which they can be applied to. Type 1 work packages should also be evaluated for appropriateness of applying expectations to repetitive work activities.

With the addition of rigorous and improved training, expectations and training needs for Responsible Managers warrant evaluation. Training would be beneficial on programmatic expectations and interface with the HASP for all participants in the JHA process.

While many of the corrective actions taken have had a significant positive impact and have resulted in the safer performance of work, several of the specific expectations that will ensure the level of performance desired is achieved are not being implemented to management expectations. Additional focus on the coaching, mentoring, and oversight of implementation of these areas are needed to either ensure effective implementation or development of changes to the expectations that will result in improved performance

Goal: IWCP/Job Hazard Analysis Improvements. Perform an effectiveness evaluation of improvements made to the Integrated Work Control and Job Hazard Analysis processes.

Results: WCH conducted new training to the revisions of the Integrated Work Control Process (IWCP) procedure along with the newly issued revision of the Job Hazard Analysis procedure. This supports the continuous improvement of the fall protection and work control corrective action plan.

Special emphasis was concentrated on the D4 projects who conducted a systematic review and analysis of all current work packages within the D4 projects. Additional analysis and work steps were added as necessary to ensure all the additional fall protection requirements were addressed and understood. Results of the reviews indicated that Job Hazard Analysis sessions were very

robust, well analyzed, and with heavy employee and management participation, that the Plan of the Day meetings included a review of approved work, routine work and procedure authorized work and the review of work packages indicated the need for certain packages to be converted to technical procedures.

Goal: Site Wide Respiratory Program Participation. Participation in the development and site wide applicability of the Site Wide Respiratory Program with 80% participation in scheduled Hanford Respiratory Protection Committee meetings to assist with program development.

Results: The WCH representative attended all scheduled Site Wide Respiratory Program meetings and actively participated in the program development for respiratory protection. Alerts and additional information used in support of the WCH respiratory program was issued through lessons learned and alerts within the *Weekly Roundup* with actions taken by WCH.

Goal: Heat Stress Recognition and Process Improvements. Implement a new/revised procedure to include: physiological monitoring for heat stress, and provide awareness briefings and information on recognition and treatment of Heat Stress.

Results: WCH issued SH-1-4.5, Temperature Extremes Procedure and converted the Industrial Hygiene Work Instruction (IHWI-3.19) to a procedure, SH-100-3.19, to align with the newly issued Temperature Extreme procedure and to convert to the correct configuration control format. A change notice was drafted for all subcontractors to ensure incorporation of the new Heat Stress requirements identified in Exhibit G and to facilitate implementation of these requirements by the spring of next year. WCH S&H reviewed the change notice for the subcontractors for heat stress with comments provided to procurement to ensure consistent and effective flow down of the heat stress requirements. Change Notices scheduled to be issued in January 2010.

Goal: Safety Ownership Program- Successfully promote the four tenets of the Safety Ownership Program (SOP) by completing all scheduled activities within the Communications Plan and obtain participation of at least 500 personnel for the SOP activities.



Results: Launched Tenets 3, *Fix It Now* and 4 were designed to help the project establish a culture of *Making It Right Before Proceeding*. Successful implementation will improve our CONOPS performance and our work documents.

- Launched Tenet 4, *Own the Result*, with an emphasis on hazard analysis and the details of the controls put into place based upon the analysis results. The first activity asked employees to use the newly created Job Hazard Analysis Procedure, PAS-2-1.4 in generating a JHA for a generic task. This activity allowed all personnel to become familiar with the procedure and the process of hazard analysis and the development of controls.

- Conducted a Post-Thanksgiving Refocus safety briefing for all RCC employees. Topics included Safety Ownership Program overview and results of this campaign.
- Completed the formal SOP campaign initiative on December 31, 2009. Average participation per activity was over 600 employees.
- All the tenets of the SOP continue to be announced and reviewed in the New Hire Orientation with packages with all the activities provided to the new employees.
- Employees were provided incentive awards for each set of activities completed and an overall award for completing all activities

Goal: Safety and Health Improvement Plan (SHIP) development, implementation and communication. Establish a SHIP that includes key goals and commitments for safety and health and communicate these goals to all employees with updated information on the status and achievement of goals on a quarterly basis.

Results: The WCH SHIP was established utilizing the previous year's performance, areas of improvement needed, and the VPP external assessment and program focus areas. The WCH POMCs were also reviewed to flow down the overall project safety goals to all employees through the SHIP. The SHIP is provided on a monthly and quarterly basis with a summary of status and improvements to all employees via the *Weekly Roundup*. Summaries of improvements/highlight were provided to Project Safety Representatives to be reviewed at all project Plan of the Day safety meetings.

LSIT personnel are informed on a monthly basis of the improvements and planned actions to help achieve the improvements identified in the SHIP at the monthly LSIT chair forum. Input from these individuals helps to coordinate implementation efforts and additional improvement actions to meet the overall project goals.

ISMS Quarterly Metric FY 10 1st Quarter

ISMS Metrics	ISMS Pls	POMCs FY-10		RCCC Subject Matter Expert	FY06	FY07	FY08	FY09	FY 2010					Comments	
		Stretch	Base		TOT	TOT	TOT	TOT	Q1	Q2	Q3	Q4	TOT		
OSHA Total Recordable Case Rate	✓	N/A		McClure, D A	0.56	0.85	0.60	0.85	0.34					0.34	Quarterly rate is the rate for the particular quarter; the Total is the rate for the Fiscal Year.
OSHA Days Away, Restricted, Transferred (DART) Case Rate	✓	N/A		McClure, D A	0.23	0.23	0.11	0.09	0.00					0.00	Quarterly rate is the rate for the particular quarter; the Total is the rate for the Fiscal Year.
Injury/Illness Review		Director review of each injury		Thursby, SA				39	2					2	2 injuries occurred during the first quarter. SH&O Director and S&H Manager conducted and documented review of the incidents that occurred to include, first aids, and recordable injuries that occurred in the 1st Qtr of FY 10 detailing the incident, the c
Injury Rate Continuous Improvement		Implement Corrective Action Plan for adverse trend in TRC or DART 12 MMA rate.		Thursby, SA				3	0					0	Decreasing trend from 4th quarter 2009 to 1st quarter 2010 based on the 12 MMA. Improvement programs implemented during the quarter were Vehicle Safety, Identification of Unsafe Conditions ("Picture This"), Holiday Reroute, and Highlight of Changed Condition
Fall Protection - Elevated Work Improvements		Complete End Point Assessment		Hassel, HM					On Schedule					On Schedule	NewISMS POMC FY10 Mid Point Assessment Completed in December 2009 End Point Assessment Scheduled for May 2010
IWCP/Job Hazard Analysis Improvements		Complete End Point Assessment		Hassel, HM					On Schedule					On Schedule	NewISMS POMC FY10 Mid Point Assessment Completed in December 2009 End Point Assessment Scheduled for May 2010
Radiological Uptakes as Defined by DOE M 231.1.2, Group 6, Subgroup C, Criteria 3	✓	0	1	Simiele, GA	0	0	0	0	0					0	
Radiological Skin Contaminations as Defined by DOE M 231.1.2, Group 6, Subgroup D, Criteria 3	✓	0	1	Patch, RF	2	0	2	0	0					0	
Hazardous Energy Contact as Defined by DOE M 231.1.2, Group 2, Subgroup C, Criteria 1	✓	0	1	Quinn, TS	0	0	0	0	0					0	
Hazardous Energy Procedure Non-compliance/Violation (L/O/T/O) as Defined by DOE M 231.1.2, Group 2, Subgroup C, Criteria 2	✓	1	3	Quinn, TS	2	0	0	0	0					0	
Spills and Releases as Defined by DOE M 231.1.2, Group 5, Subgroup A	✓	0	1	Landon, RJ	0	0	0	0	0					0	
Environmental Non-Compliance as Defined by DOE M 231.1.2, Group 9, SC4		1	3	Landon, RJ	1	2	0	0	0					0	
Protection of Environmental and Cultural Resources as Defined in DOE M 231.1.2, Group 5, Subgroup B		0	1	Landon, RJ	0	0	0	0	0					0	
Environmental Protection Index		1	0.9	Landon, RJ	0.99	0.99	0.92	0.97	0.97					0.97	
EMS Conformance Corrective Actions		Implement Corrective Actions in EMS Declaration of Conformance		Landon, RJ	0.99	0.99	0.92	0.97	On Schedule					On Schedule	NewISMS POMC FY10 The corrective actions identified in the WCH EMS Declaration of Conformance to DOE O 450.1 are being implemented on or ahead of schedule. 5 of 7 Actions have been completed. Actions completed: Environmental Awareness Communication Cam
Improve Waste Documentation		Implement Recommendations from External Assessment		Lewis, ME					On Schedule					On Schedule	NewISMS POMC FY10 7 of 12 Corrective Actions have been completed.
Transportation Safety Events as Defined by DOE M 231.1.2, Group 8	✓	N/A		Quinn, TS	1	0	2	0	0					0	
Near Miss Occurrences as Defined by DOE M 231.1.2, Group 10	✓	N/A		Quinn, TS	3	2	1	2	0					0	
Technical Safety Requirement (TSR) Violations at Separate Nuclear Facilities	✓	0	1 per facility/yr	Curry, LR	0	0	1	0	0					0	
Completed Corrective Actions	✓	N/A		Christensen, KC	80%	77%	72%	82%	83%					83%	
Completed Scheduled Assessments	✓	N/A		Christensen, KC	68%	76%	95%	99%	77%					77%	Q1 Data does not include Q1 assessments started but not completed before the report. Calculating % Completed: #C completed/#scheduled + #unscheduled, completed assessments
Percent of Corrective Actions that are Overdue	✓	N/A		Mountain, GR				3%	2%					2%	
Percent of Corrective Actions that are > 180 Days Old	✓	N/A		Mountain, GR				7%	5%					5%	
Percent of Corrective Actions Extended	✓	N/A		Mountain, GR				13%	9%					9%	
Performance Analysis Evaluations Conducted		Every 12 Month Period (at one)		Mountain, GR			3	2	0					0	
WCH Key Performance Indicator Monthly Evaluations Conducted		3	2	Mountain, GR			11	12	3					3	
Operating Experience Documents Issued		90	70	Woodford, TL			402	379	78					78	
Site Wide Respiratory Program Participation		N/A	80%	Thursby, SA					100%					100%	NewISMS POMC FY10 Attended 100% of Site Wide Meetings - Provided Input
Heat Stress Recognition and Process Improvements		Implement Procedure, Provide Briefings		Thursby, SA					On Schedule					On Schedule	NewISMS POMC FY10 Temperature Extremes Procedure, SH-1-4-5, was revised and issued in October.
Safety Ownership Program		>500 Participants	Complete Scheduled Activities	Amees, CP					Stretch Met					Stretch Met	NewISMS POMC FY10 All scheduled activities completed by Dec 31 843 Personnel completed all 8 activities Average activity participation was 605 personnel
Safety and Health Improvement Plan		Develop SHIP, communicate updates & status		Thursby, SA					3					3	NewISMS POMC FY10 3 Monthly updates to the SHIP were prepared and communicated to all personnel through the Weekly Roundup

4. 2010 WCH SHIP

The S&H Program Improvement Plan (SHIP) for FY10 will focus on both program development and program execution in the field. A common goal for both the S&H program and field execution is successfully maintaining the Department of Energy (DOE) Voluntary Protection Program (VPP) “Star” status. The VPP focus areas for FY10 will be integrated into the S&H Program and included in the overall employee involvement goals and initiatives. Additional improvements may be identified throughout FY10 and added to the overall improvement plan. Actions included in this plan will provide continuous improvement to the overall S&H Program, strengthen the implementation of the WCH VPP, and assist in the implementation of the Safety Ownership Program. The FY10 SHIP has been divided into five (5) improvement areas:

- Working Toward an Injury-Free Workplace-Incident Severity reduction
- Safety Ownership Program Implementation
- Training Requirements relating to competency in both conducting and overseeing work.
- Elevated Work Practice improvements (to include fall protection, ladders, scaffolding, and elevated work platforms).
- Heat Stress

Working Toward an Injury-Free Workplace-Incident Severity Reduction for FY10 will focus on three (3) areas 1) Incident trends, 2) S&H Focus Campaigns, and 3) Incident Analysis and Review. Actions identified for improvement in this area include:

- Tracking and trending all incidents to include first aid, recordable, and lost time incidents to provide trending data.
- Provide trend data for incidents by project. Develop additional performance indicators as necessary to track and trend specific areas of emphasis.
- Initiate focus campaigns for areas identified with adverse trends.
- Provide information to all personnel on the incidents, the lessons learned, and the methods to prevent reoccurrence.

Safety Ownership Program (SOP) Implementation-Implementation of this initiative is part of the continuous improvement of the overall safety culture for WCH. The elements of the SOP program include: procedure and Integrated Work Control Process (IWCP) work package use and adherence, human behaviors (e.g., attention to detail), situational awareness, and technical inquisitiveness. Ensuring that work packages are reviewed, complied with, analyzed and adhered to was an opportunity for improvement identified during the DOE VPP on-site assessment. The improvements in safety culture via the SOP will include:

- Communication of current SOP initiatives at safety meetings across the WCH project locations (LSIT, Project Safety, PODs, Subcontractor Safety Meetings, etc.) and through the *Weekly Roundup*.
- Encourage employee participation through the development of personal safety plans that detail how employees can “own” their safety and the commitments each employee makes to improve safety.

Training Requirements. Verification of training depending upon work scope, location, and job tasks must be accomplished to enable the workers to have the necessary information and skills to perform the work safely. Ensuring that training requirements are updated upon moves or changes in work scope was identified as opportunity for improvement in the DOE VPP on-site assessment. Training improvement focus areas for FY10 will consist of:

- Review the adequacy of training, field experience and education relating to competency in both conducting and overseeing work.
- Conduct a review of Employee Job Task Analyses (EJTAs) to determine the status of adequacy at least annually.
- Communicate the necessary changes to the appropriate personnel to ensure that training is accomplished for the affected workers.

Elevated Work Practice improvements (to include fall protection, ladders, scaffolding, and elevated work platforms). The emphasis on all elevated work was initiated in July of 2009 and will continue through FY10. Emphasis and improvements involved with elevated work include:

- Continue to implement and verify a comprehensive training and competency course for individuals involved with elevated work. The level of training and briefings will be dependent upon the level of authority and responsibility for that type of work and will include current procedural requirements.
- Review and revision (as necessary) of procedures involved in elevated work as continuous improvements are identified.
- Evaluate the effectiveness of process and procedural updates and training.

Heat stress was emphasized in FY09 and will continue in FY10. Heat Stress program improvements for FY10 include:

- Provide focus topics on the signs, symptoms, and precautions related to heat-related illnesses.
- Improve the WCH heat stress processes and procedures to provide the most effective protection for the workers.

- Conduct surveillances and assessments to determine additional process improvements necessary to protect the workers.

IMPLEMENTATION OF IMPROVEMENTS

Improvements will be made throughout the year with updates documented on a quarterly basis. Incorporation of additional focus areas will be added in FY10 as needed to ensure continuous improvement of the S&H program. This information will be provided to both the staff and craft personnel via:

1. Posting of the five main focus areas in both the office and field areas
2. Communication of the focus areas in the Plan of the Day (POD) and LSIT meetings
3. Review of the status of improvements of the focus areas at monthly safety meetings and POD and LSIT meetings
4. Communicating monthly updates via the *S&H Weekly Roundup* or other communication mechanism to all site personnel.

Results of these improvement actions are outlined in the 2010 POMC discussion previously summarized in this report.

D. CONTRACTOR AND SUBCONTRACTOR INCIDENCE RATES

TRC and DART rates for WCH and the RCCP as a whole have been relatively constant over the past three years, and are a small fraction of the comparison industry average. The increasing trend in TRC rate for subcontractors was identified by WCH, and was attributable to one subcontractor. WCH notified that subcontractor of the negative trend and make changes in the field. The low rates for the past three years clearly meet the expectations for participation in the DOE-VPP.

Table 1. WCH and Subcontractor Incidence Rates

A. WCH INCIDENCE RATES					
WCH RECORDABLE CASE RATE					
WCH recordable injury/illness case rate includes subcontractors who are directly supervised by WCH and are included on the OSHA 200/300 Log.					
Calendar Year	WCH Recordable Case Rate Includes CAIRS*	Number of Recordable Cases	Total Hours Worked	NAICS #56291 Incident Rate 2008	DOE Average CAIRS*
2007	0.70	4	1,144,946	3.1	1.5
2008	0.34	2	1,183,249		1.4
2009	0.91	6	1,320,140		1.24
3 Year Total	N/A	12	3,648,335		N/A

A. WCH INCIDENCE RATES

WCH RECORDABLE CASE RATE

WCH recordable injury/illness case rate includes subcontractors who are directly supervised by WCH and are included on the OSHA 200/300 Log.

Calendar Year	WCH Recordable Case Rate Includes CAIRS*	Number of Recordable Cases	Total Hours Worked	NAICS #56291 Incident Rate 2008	DOE Average CAIRS*
3 Year Avg.	0.66	4	1,216,112		1.38

*DOE Computerized Accident/Incident Reporting System (CAIRS) Database. Some data submitted to the CAIRS Coordinator, including revised reports for previous years, have not yet been entered into the CAIRS database.

WCH is Remediation and other Waste Management Services #56291

WCH LOST WORKDAY CASE RATE

WCH lost workday injury case rate includes subcontractors who are directly supervised by WCH and are included on the OSHA 200/300 Log.

Calendar Year	WCH Lost Workday Case Rate Includes CAIRS*	Number of Lost Workday Cases	Total Hours Worked	NAICS #56291 Incident Rate 2008	DOE Average CAIRS*
2007	0.00	0	1,144,946	1.9	0.7
2008	0.00	0	1,183,249		0.6
2009	0.15	1	1,320,140		0.54
3 Year Total	N/A	1	3,648,335		N/A
3 Year Avg.	0.05	0.3	1,216,112		0.61

*DOE Computerized Accident/Incident Reporting System (CAIRS) Database. Some data submitted to the CAIRS Coordinator, including revised reports for previous years, have not yet been entered into the CAIRS database.

B. SUBCONTRACTOR INCIDENCE RATES – Subcontractors not directly supervised by WCH.

SUBCONTRACTOR RECORDABLE CASE RATE

Calendar Year	Subcontractor Recordable Case Rate (# of recordable injuries per 200,000 work hours)	Number of Recordable Cases	Total Hours Worked
2007	0.74	3	813,287
2008	0.85	5	865,412
2009	0.61	4	990,321
3 Year Total	N/A	11	2,669,020
3 Year Average	0.82	3.7	889,673

Rate: 0

B. SUBCONTRACTOR INCIDENCE RATES – Subcontractors not directly supervised by WCH.

SUBCONTRACTOR LOST WORKDAY CASE RATE

Calendar Year	Subcontractor Lost Workday Case Rate (# of lost workday cases per 200,000 work hours)	Number of Lost Workday Cases	Total Hours Worked
2007	0.00	0	813,287
2008	0.23	1	865,412
2009	0.20	1	990,321
3 Year Total	N/A	1	2,669,020
3 Year Average	0.07	0.3	889,673
Rate: 0			

C. TOTAL RATES FOR WCH AND ALL SUBCONTRACTORS

TOTAL RECORDABLE CASE RATE

Calendar Year	Total Recordable Case Rate (# of recordable cases per 200,000 work hours). Includes CAIRS*	Number of Recordable Cases	Total Hours Worked
2007	0.71	7	1,959,234
2008	0.68	7	2,048,660
2009	0.83	10	2,400,915
3 Year Total	N/A	24	6,408,809
3 Year Average	0.75	8	2,136,270

TOTAL LOST WORKDAY CASE RATE

Calendar Year	Total Lost Workday Case Rate (# of lost workday cases per 200,000 work hours). Includes CAIRS*	Number of Lost Workday Cases	Total Hours Worked
2007	0.00	0	1,959,234
2008	0.10	1	2,048,660
2009	0.17	2	2,400,915
3 Year Total	N/A	3	6,408,809
3 Year Average	0.09	1	2,136,270

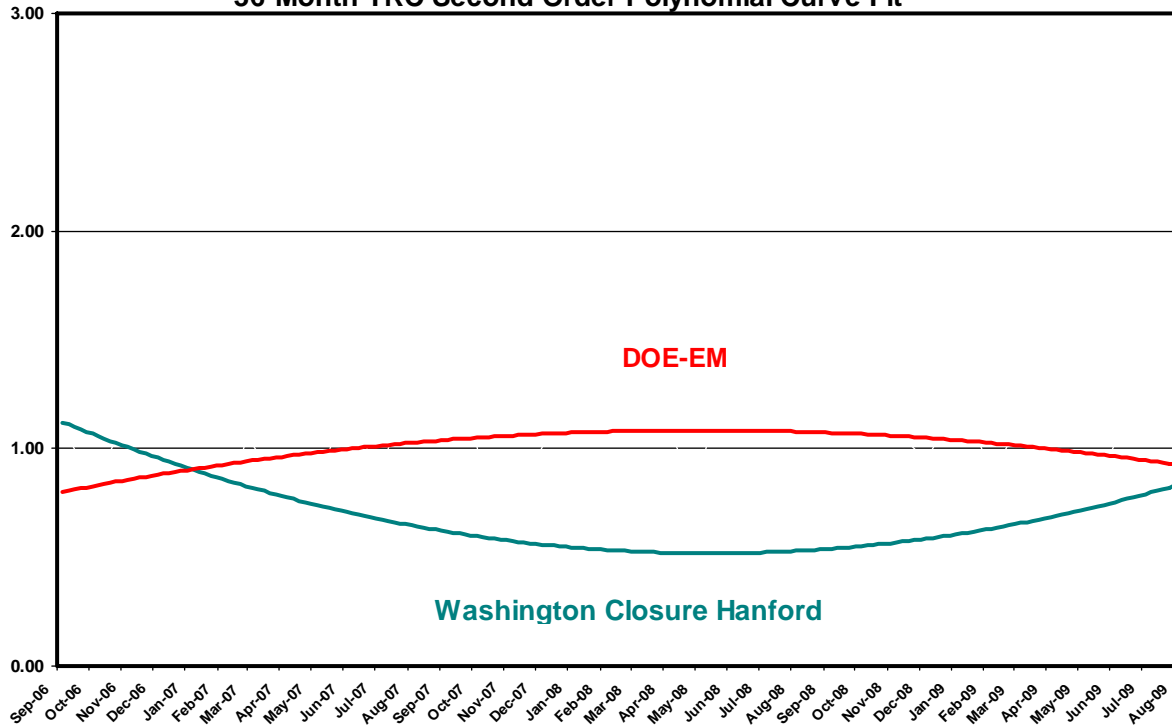
STATISTICAL COMPARISON

2009 WCH TRCR	71% below the NAICS code of 3.1	52 %below the DOE 3 Year Average of 1.38
2009 WCH LWCR	92 %below the NAICS code of 1.9	91 %below the DOE 3 Year Average of .61

Long-Term TRC Rate Safety Trend

September 2006 thru August 2009 (Includes Service Subcontractors)

36-Month TRC Second Order Polynomial Curve Fit



Injury/Illness Type	Injury/Illness Definition	Cost per event ⁽¹⁾
First Aid ⁽²⁾	Injury/Illness that received medical attention from the Site Occupational Medical Provider (SOMP) or private physician. (Non-recordable or lost time)	\$2,000
Minor Event	Injury/Illness that received medical attention from the Site Occupational Medical Provider or private physician. (Recordable or 1-5 days lost time)	\$50,000
Major Event	Injury/Illness that required surgery, rehabilitation and/or lead to disability or death.	\$500,000
1) - Costs include both direct and indirect costs, but not any fines or penalties that may be imposed by the DOE. Direct costs include both the employee’s medical and lost time. Indirect costs include management/co-worker time, training/briefings, and administrative and potential process/facility changes. 2) - First Aids does not include self-treat and in all first aids the employee returned to work.		

E. OUTREACH PROGRAMS

One of the reasons that VPP companies and those striving to earn a VPP designation are so successful is the cooperation and mentoring afforded to each. Mentoring and fostering cooperative programs is the key to improve not only your own processes but those whom you are assisting. Through sharing of ideas, methods, programmatic elements, and innovative ideas, safety can continuously and systematically become propelled to not just a way of business but a way of life.

As a member of National VPPPA and with an employee of WCH as member on the National Board of Directors (BOD), WCH provides guidance, mentoring, best practices and lessons learned for sites in both private industry DOE and DOE contractors who are in pursuit of the VPP star designation and/or maintaining that designation. WCH provided assistance as Director at Large for the National VPPPA Board of Directors and a member of the Finance Policy Committee. WCH chaired the Achievement Committee which encourages non-S&H personnel to complete an extensive application detailing OSHA regulations, processes, and requirements as they apply to their job. WCH is also on the National Nominating Committee, and the National VPPPA Strategic Planning Committee.

In 2009, National board member duties included outreach to all companies within Region X which includes Alaska, Washington, Oregon, and Idaho, attending the annual regional VPPPA conference in Spokane, providing achievement award committee updates and application information during the regional VPPPA breakout sessions at the National Conference, providing a presentation outlining the Safety Trained Supervisor (STS) process and benefits at the National VPPPA conference, and assisting the National VPPPA in mentoring outreach across the country. With attendance at both regional and national VPPPA conferences, WCH employees were able to share successes while obtaining new ideas to improve our ES&H program.

Part of the DOE VPP process is to mentor with other sites and to encourage cooperative programs and continuous improvement through sharing. WCH had the opportunity to provide assistance to numerous companies both within the DOE complex and in private industry. A summary of the mentoring activities includes:

- VPP Self-Assessment, K-Basins, CHPRC-team member
- VPP Self-Assessment, Groundwater, CHPRC-team member
- VPP Corporate Assessment, WIPP, WTS
- VPP DOE Re-Evaluation Assessment, PNNL, Battelle-team member
- VPP DOE Initial Certification, WTP, Bechtel-team member
- VPP DOE Certification WCH, VPP project management
- VPP information and briefing to Hogue Winery, Prosser, WA.

In all, WCH was able to implement lessons learned and tools obtained during these reviews and mentoring sessions and in turn provided best practices to other Hanford contractors via the Hanford VPP Champion Meeting, one-on-one briefings, and special company-wide briefings. WCH provided the VPP Passport, the DOE VPP gap analysis tool, the DOE VPP Annual Report Template along with periodic campaigns (“Vote for Safety, vehicle safety-360 Magnets, Black Ice Blow Pops, slip/trip/fall, Picture This), most notably the hand and finger campaign where dice were provided to all employees.

WCH employees have been active in providing assistance and encouragement to other companies wanting to become involved in VPP. WCH mentoring activities included being officially assigned as a mentor for S.M. Stoller Corporation and participated in the review of their VPP application, strategy conference calls, and provided a liaison between DOE and Stoller. Example applications, tips for application development, and methods to increase employee involvement were provided to those facilities. Additionally, WCH provided mentoring

to NSTech in Las Vegas, NV who achieved DOE VPP star status. These activities were a continuation of the mentoring that was conducted for this company two years ago.

In pursuit of the DOE VPP star status designation, WCH improved our programs, initiated a VPP steering committee and provided mentoring and lessons learned to other DOE sites involved in the VPP process. Additional learning opportunities were afforded to WCH through attendance and support of VPP organizations. These included:

- Region X annual conference in Spokane, WA
- ISMS conference in Oak Ridge, TN
- National VPPPA conference in San Antonio, TX
- Re-election of a WCH employee to the National VPPPA Board of Directors as a Director-at-Large.

In addition to attendance and learning valuable information, WCH provided presentations on STS, safety culture and ISMS at both the ISMS and National VPPPA conferences to provide additional outreach to companies in attendance.

Additional methods for mentoring and outreach included providing several Hanford contractors a copy of our Corrective Action Management (CAM) system parameters, Safety Incentive Program outline, VPP internal review tools, safety committee and incentive information, and VPP employee involvement tools. Mentoring and sharing of best practices also included our affiliate companies and other E&E DOE sites to include sharing of our *Take 5* safety topics and format, post holiday re-focus safety presentations, Integrated Safety Management Phase I and Phase II outline and readiness for DOE verification, and our Integrated Work Control Process documents and programs. Additionally, WCH demonstrated our safety program to a URS affiliate from England and provided copies of our programs for use on their worksite.

Mentoring extends to all Hanford contractors through WCH involvement in the Hanford Concerns Council which collectively reviews employee concerns and issues and provides a collective and cohesive resolution to these concerns.

F. MANAGEMENT LEADERSHIP

WCH Management has set the expectation that safety is the responsibility of all employees by establishing goals and expectations for all of the management team for safety. Management was involved and contributed to the continuous improvement of the safety culture for their sites and the project as a whole through the POMC goals and the SHIP. Both utilized the lessons



learned from the previous year's safety experience, leading indicators and emerging issues. Each director was accountable and responsible for reporting on the status and progress on their part in achieving the POMCs and SHIP goals. WCH Senior Staff took the lead on ensuring the issues identified in the Safety Improvement Plan were tracked, monitored, and adjusted throughout the year as necessary to improve the safety of the program and the culture.

The status for update and improvement actions within the ISMSD to include the POMCs was provided to all project personnel on a monthly basis. Improvement actions identified in the VPP

self-assessment were monitored on a weekly basis and used in the development of the SHIP for 2010. Self-assessments, increased surveillances, and improved safety communications have resulted in a heightened awareness for safety as a result of the improvement actions in both the POMCs and the SHIP and have enabled WCH to continue to improve.

The management team at WCH has been exemplary in their demonstration of leadership and commitment to safety. Over the past two years, WCH has progressed from an organization that was perceived by the workforce as valuing production over safety to

an organization that values production because of safety. The commitment to provide the necessary resources included hiring an additional 10 project safety representatives. Management continues to demonstrate the actions that personal leadership and involvement in safety and the relentless focus on doing the job right are evident. Through participating in safety initiatives, performing walkthroughs and talking to employees to provide a visible presence and involvement in off site outreach events, WCH management reinforces their commitment and value placed on safety at WCH.



G. EMPLOYEE INVOLVEMENT

At work, at home, and even out in the community, WCH employees are focused on safety. It is not unusual for a WCH employee to offer a safety topic where they observed unsafe behaviors and conditions while driving to work or while observing other individuals during their off-hours. Involvement in safety at WCH is integrated into all aspects of activities from setting up an off-site meeting to moving a piece of equipment in the office. This type of mentality and involvement is why the safety culture at WCH is so strong.





Employee ownership is strongly rooted across the WCH organization. Managers and employees have worked together to develop open lines of communication to identify and promote safety and health responsibilities, goals and expectations, and the identification of potentially hazardous conditions.

Part of awareness and employee involvement included a coordinated and comprehensive communication program to ensure that all WCH personnel understood the WCH VPP program and their rights and responsibilities within the program. WCH routinely provided VPP tips to all employees via the *Weekly Roundup* as part of the preparation for the onsite review and to continue with the VPP awareness for WCH.



Throughout FY09, WCH conducted numerous awareness campaigns targeted at increasing employee participation in their own safety and the safety of those around them. In December of 2008, WCH



completed the “Vote for Safety Campaign” with 13 out of the 15 LSIT groups earning recognition for zero recordable injuries within this 90 day period. The main initiative launched was the VPP Passport initiative. With over 600 passports completed, personnel (both WCH and subcontractor) were able to learn about the elements of VPP, actively observe and make positive changes to their work environment and work closely with their LSIT representatives to achieve this

special recognition for accomplishment of the task. This initiative was shared with the other DOE contractors as a positive way to engage all employees in their safety program. Other focused safety initiatives included the vehicle safety-360 walk-around inspection magnets, “Black Ice” Blow Pops to alert of ice potential on roads and walkways, slip/trip/fall campaign with ice melt provided for employees and encouraged by management to be used, “Picture This” observation campaign to identify both safe and unsafe acts off the job, and most notably the hand and finger campaign where dice were provided to all employees to encourage safe behaviors. All initiatives were provided to corporate partners of WCH and the other Hanford site contractors.



The project safety representatives and the LSIT committees have and will continue to be an integral part of the employee awareness initiatives. The monthly meetings of each of the LSITs



and the involvement of each of the project safety representatives are critical to continue to improve the culture when incidents occur.

The LSIT group has initiated a focus area each month and includes the project safety representatives in these reviews.

To engage employees and provide a timely and consistent method of communication, WCH initiated the *Weekly Roundup*. Communication for Safety and Quality-related issues are collected on a weekly basis. This provides a timely and consistent message to project employees and enables project employees to receive the weekly safety information in one convenient and consolidated location. This communication tool is provided to the S&H field representatives and to WCH Senior staff on the Thursday of each week for dissemination to all project employees through the Monday Plan of the Day meetings. All LSIT chairs and project directors are included in this distribution as well. The *Weekly Roundup* communication includes: Medical/Vehicle Incidents, Hot Topics, Safety Events, Safety Topics, General Safety Information, Safety Awareness, Surveillances/Assessments, Upcoming Events, and Safety Bulletins which include: *Take 5*, This Week in Safety, Weekly Safety Report, Safety and Health Improvement Plan (SHIP) information, Do It Right the First Time, Corrective Actions and Lessons Learned and Flash-both incident and vehicle incidents.

In 2008 was the addition of the medical and vehicle Flash Updates. These are follow-up corrective actions and provide “the rest of the story” for the incidents that have occurred on site. It also provides employees with information on how to prevent this from happening to them as well as overall Project improvements.

The additions and changes to the way safety is communicated is not limited to WCH employees. Our client is fully informed of events and occurrences on the project to help the cooperative and



teaming approach to safety. Each month, the WCH performance indicators are reviewed with both WCH senior staff and DOE RL. On a quarterly basis, the DOE RL receive a summary status of the overall improvements and additional corrective actions initiated in response to the trends/incidents identified within the performance indicated to include the POMCs and the SHIP items. This proactive communication methodology has facilitated a better relationship with the client and resulted in a safer work atmosphere.

H. WORK SITE ANALYSIS

WCH has effective methods and processes in place to identify hazards associated with the RCCP. Workers demonstrated the ability to recognize new or unexpected hazards and to step back or stop work when those conditions were encountered. WCH has gained significant improvement in their work planning process by modifying the planning process to perform and document more detailed analysis of those identified hazards through the changes in the IWCP and the JHA process.

A mid-point assessment was conducted which confirmed improvements put into place in response of the 336 Building Fall Event and identified areas that still need improvement to

further the implementation of the new fall protection and work control processes. Specific goals of the assessment were to:

- Verify completion of actions
- Assess effectiveness of actions
- Evaluate need for additional action

The assessment Plan was developed using the same five categories to develop Criteria Review and Acceptance Documents (lines of inquiry) and consisted of document reviews, interviews, and field observations. During the assessment, team members observed PODs, pre-evolution briefings, JHA Activities, field work, and fact finding meetings and interviewed Managers, Supervisors, workers, PSRs, planners, and fact finding facilitators. Both positive and opportunities were identified during this assessment. To facilitate additional improvement, the assessment team recommended to the ESQRB to charter a team led by a senior manager and staffed with key personnel to include planners, safety representatives, work supervisors and other SMEs to develop actions that reinforce/mentor/coach key personnel on expectations associated with implementation of the requirements and evaluate the current changes for enhancements to improve field implementation. This team would be chartered under the purview of the ESQRB and would report back to the ESQRB on the actions taken and their results. The effectiveness of the actions taken by this team would be included in the end point effectiveness assessment that is currently scheduled for completion in May, 2010.

Overall assessment results provided data to allow WCH to continuously improve existing programs and identify areas where additions/changes are necessary. Workers, Supervisors, Managers all reflect the right culture, understanding, and willingness to implement a work pause, both in discussion and actions. Pre-evolution briefings in general are addressing the work scope, the hazards, and controls with the fundamental issues being addressed with a heightened awareness and sensitivity to fall hazards and associated controls. Job Hazard Analysis activities are interactive and well supported by craft personnel. It is during these meetings where it is very clear that the team understands the scope, the hazards, and the intent of the controls. Interviews and document reviews indicate that integrating Lessons Learned (LL) into work packages and evaluating external lessons learned for impact to WCH work scope is much improved.

Critical resources are being evaluated for, and assigned, during JHA meetings, assigned on work release documents, are present at pre-evolution briefings and during work activities so designated. During the work package development, Work Packages are capturing the hazard controls identified in the JHA, which are addressing hazards associated with tasks and are identifying appropriate hazard controls resulting in the evaluation/identification of critical resource. Type I work packages, released under a single work release process, reviewed identified an appropriate level of detail of the work scope to sufficiently bound skill of the craft activities, where pre-evolution briefings addressed the key activities, reflected the detail in the work package, addressed critical resources, and appropriately addressed hazards and hazard controls. Supervisors and Subject Matter Experts are sufficiently following work performance to ensure adherence to the work package.

The Field Work Supervisor presence at the Job Site is a benefit to the workers and allows for easier access to supervisors when questions arise. Field Work Supervisors were receptive for feedback to improve their performance. Positive changes were made to the event management process and training to include the newly added text notification process for event notifications. This process significantly improved communication capabilities which helped supervisors to respond effectively to employees. To ensure that employees were prepared and comfortable with performing the work task, they were sent to the updated Fall Protection training. The revised and updated Fall Protection training was overwhelmingly reported as being value added and several people reported it as the best fall protection training ever received. The Fall Protection Training Programs were specified for Users, Competent Person, and Qualified Persons, and ensured that each group understood their role and responsibilities.

This interaction, training, and involvement in the work development and execution positively enhanced worker engagement and attitudes where employees actively embraced the opportunity to develop how work is accomplished. Responsibilities are understood by the Responsible Managers, Work Supervisors, Planners, and Safety Representatives which was evidenced by the worker's willingness to use stop work/work pause. Managers and Supervisors expressed positive enforcement of stop work/work pause during pre-evolution briefings where managers and Supervisors understood their role in initiating and supporting stop work/work pause. Workers understood their role in initiating stop work/work pause whenever they are outside of the defined scope of work and reflected a willingness to use stop work/work pause.

After the work was completed, management, supervisors, and workers utilized the information from the in depth review of work control processes, the root cause analyses that was performed and subsequent lessons learned incorporated into future work.

With numerous strengths identified, there was still opportunity for WCH to improve. Procedural improvements and implementation issues identified included adding the requirement for the Plan of the Day meetings into a WCH procedure and enhancing the Pre-evolution Brief (form WCH-FS-210) to ensure the form was used during the briefing. Other expectations for the proper use of Forms and Form Control were identified as an area for improvement. These included the Fall Hazard Prevention Analysis (FHPA) form and processes and the Job Hazard Identification Work Sheet which captures critical resources. Current processes do not promote the integration and flow down of Fall Hazard Prevention Analysis hazards and controls into the JHA. Effective use, application and understanding of the forms related to fall protection and hazard analysis need to be effectively integrated into the work control process.

Additionally, the Critical Resource is not being advertised as such during Pre-evolution briefings along with the need to update the terminology usage of the Pre-Ev Checklist, WCH-FS-210. Corrective actions to provide written information regarding the work scope during the pre-evolution briefing were ineffective.

Due to the recent site wide implementation of the DOE Stop Work procedure, improvements in the use of stop work terminology and recognition of accepted work process activities as being stop work type activities can improve knowledge and acceptance of use of stop work are needed.

Additional coaching and mentoring of supervisors is warranted to improve interaction during pre evolution briefings and ensure that employees understand their scope, role, and expectation.

The heightened expectation and focus on field walk downs being performed to identify the key steps and associated hazards is only partially effective. Craft Work packages and routine work activities need to be evaluated to determine the appropriateness of the scope of work to which they can be applied to. Type 1 work packages should also be evaluated for appropriateness of applying expectations to repetitive work activities.

With the addition of rigorous and improved training, expectations and training needs for Responsible Managers warrant evaluation. Training would be beneficial on programmatic expectations and interface with the HASP for all participants in the JHA process.

While many of the corrective actions taken have had a significant positive impact and have resulted in the safer performance of work, several of the specific expectations that will ensure the level of performance desired is achieved are not being implemented to management expectations. Additional focus on the coaching, mentoring, and oversight of implementation of these areas are needed to either ensure effective implementation or development of changes to the expectations that will result in improved performance

The ability to perform and document detailed hazard analysis has been demonstrated through special studies and lessons learned, and has been incorporated into the work planning process. Process changes that have occurred include:

- Removal of the JHA from the IWC procedure and establish it as a stand alone process.
- Incorporation of the new JHA, an enhanced documentation of the analysis and drivers for controls on the form, a new “What If” analysis to clarify the way this part of the JHA is to be performed, and other clarifications of the process.
- Removal of the Risk Ranking from the work control procedure.
- Clarified work authorization.
- Clarified that routine work cannot be performed as a substitute for changing the work package.
- Clarified the expectation for JHA walk downs.

As the S&H Program at WCH matures, employees are more involved in analyzing hazards. On a daily basis, employees identify, correct, and/or document safety



concerns through the Corrective Action Management (CAM) system. This database was improved to further trend and track issues and record any issue raised on the Project, regardless of the magnitude. Issues identified through self-assessments, management assessments, and audits are also tracked in this database. Issues are trended and reviewed through the CAM screening group to determine if an emerging issues need to be elevated to senior management. Through the structured assessment program WCH employees participate in self-assessments, independent assessments, and S&H assessments to identify areas of improvement and document processes that are working effectively to self-identify issues. These assessments are scheduled and reported to both WCH senior management and DOE on a monthly basis.

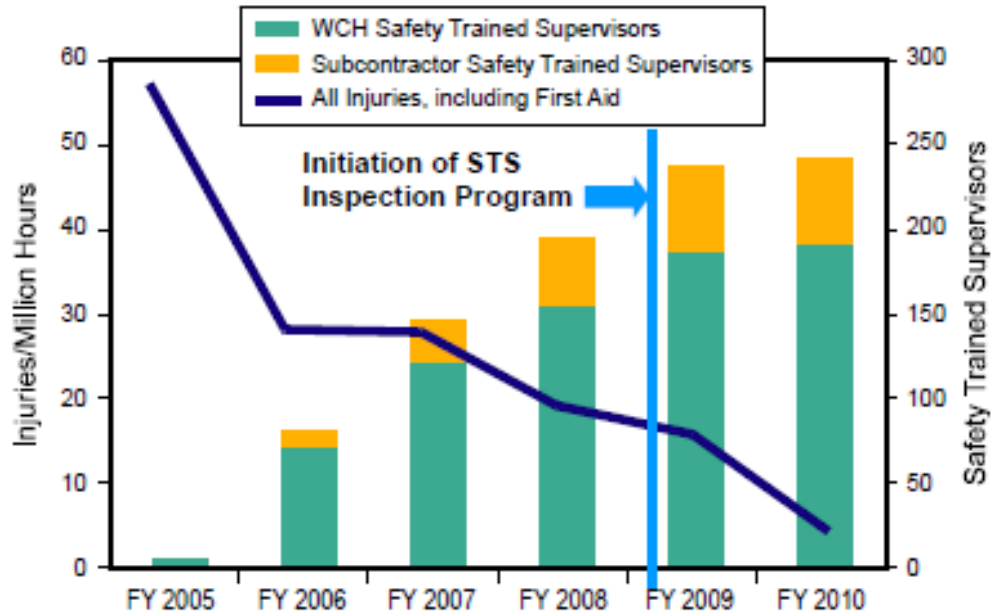
Trend analysis of injury/illness/first aid cases effectively identified injury/illness precursors that were then communicated monthly to all Department Directors and incorporated into the S&H initiatives. Additionally, each incident was broken down by type of injury/illness and by the manager where the incident occurred. This information was provided to managers on a monthly basis with corrections and improvements added to department safety plans and the SHIP, as applicable. The incidents on the project are communicated through Flash Bulletins via the S&H Mailbox usually on the day of occurrence. This information outlines the incident, the location, and ways to prevent reoccurrence.

As part of the noteworthy practices identified in the ISMS annual review, S&H and Subcontract Technical Representatives (STR) personnel were embedded in the work control process function in the field areas and maintained their presence in design and engineering activities. The incorporation of S&H professionals ensured that S&H requirements were adequately addressed on a consistent basis during planning stages and included in the subcontract, Exhibit G, outlining S&H requirements for all subcontractors.

An update to the existing baseline hazard inventory included the incorporation of the Worker Safety and Health Plan elements and baseline hazards and hazard evaluations supporting initial subcontract work into the Hazard Identification and Mitigation (HIM) document. All WCH locations and facilities, warehouses, buildings, and dig sites are included in this inventory. The HIM was re-evaluated after the 336 Building Fall Event to ensure applicable general site hazards were effectively addressed.

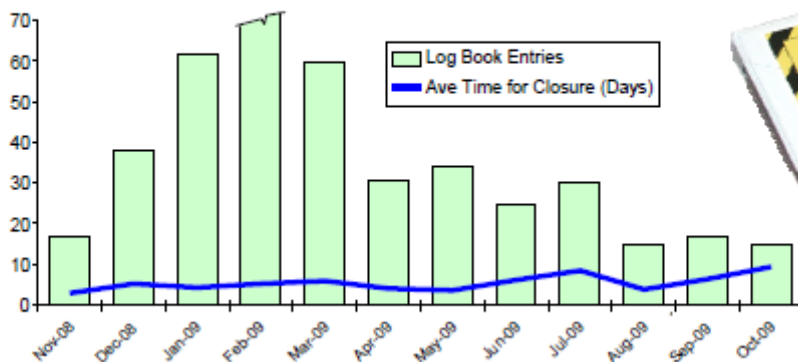
Both the emergency management and fire protection programs continued aggressive assessments which led to the improvement of Emergency Management (EM) procedures and the implementation of improvements to WCH fire protection procedures and the site interface documents. WCH takes a lead role in the Hanford site fire protection through the Hanford Fire Protection Forum where WCH is the chair of this group. Specific and unique requirements were established for both EM and fire protection to identify the unique hazards of the RCC.

Another tool used by WCH in the analysis of hazards is the use of the Safety Trained Supervisor (STS) program. This voluntary program is afforded to all RCC employees where WCH recognizes those individuals who have achieved this important certification. STS personnel conduct random worksite observations and assessments and provide that information to field management and LSIT personnel to help correct issues and items identified during the observation.



Local Safety Improvement Teams (LSITs) help management and co-workers through the identification and documentation of issues and concerns observed on the job. In conjunction with project safety representatives, STS personnel, and management, LSIT personnel conduct field walk-downs. With over 700 items logged in FY 09 and an average of 5 days for closure of these items, the LSIT and the log book system continue to be a best practice for WCH and identified as an effective mechanism for the identification and control.

LSIT Log Book Management



WCH successfully developed and delivered the WCH Worker Safety and Health Plan in accordance with 10 CFR 851 within the 2009 ISMS Declaration accepted by DOE RL. This plan incorporated existing processes and procedures and allowed for improvements and additions based upon the regulatory requirements. Emergency management, fire protection, subcontractor flow down of requirements, occupational medical and Industrial Hygiene requirements and site configuration updates were incorporated to ensure that the document was timely, accurate, and up to date.

I. HAZARD PREVENTION AND CONTROL

WCH has identified and implemented appropriate controls to ensure a safe workplace. Hazards are well communicated and understood by the workers interviewed and observed. To ensure that all S&H requirements are transmitted to anyone performing work for WCH, subcontractor requirements, Exhibit G, include the use and compliance with WCH S&H requirements. S&H developed updated subcontractor S&H requirements for all procurements with all S&H personnel trained to the new requirements. The ISMS for WCH is part of the compliance imposed on each subcontractor. Analysis on the imposition of ISMS requirements for subcontractors to include those providing goods and services is part of the Subcontractor Technical Representative (STR) responsibilities assigned to each subcontract to ensure that compliance with S&H requirements are a part of the evaluation of the subcontractor.

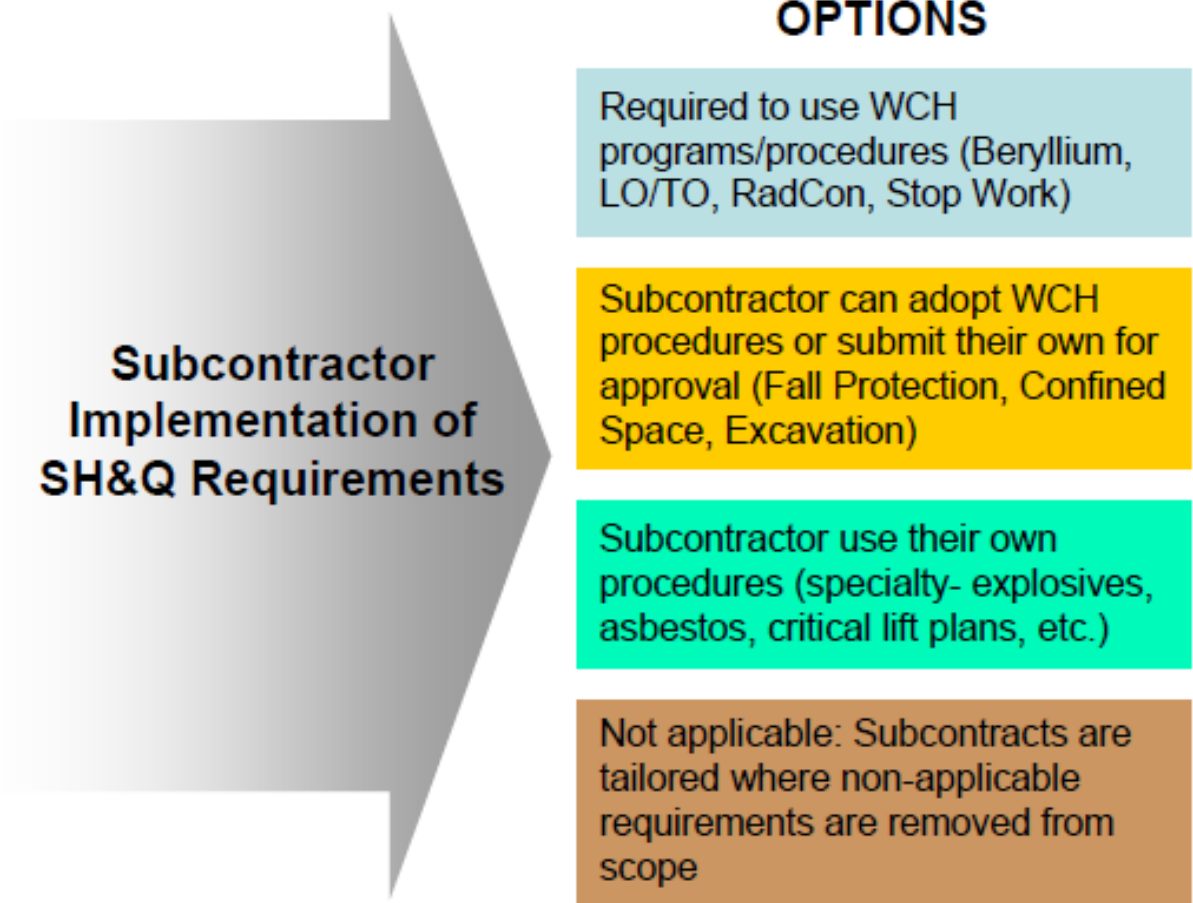
Part of the continuous improvement of the work control process include the separation of the integrated work control process from the Job Hazard Analysis (JHA) process with emphasis on critical resources, single point failures, communication methods, PPE selection and use, the use of the “What IF” analysis, and the integration of hazard controls. The latest Integrated Work Control procedure resulted in the following changes:

- Clarified how to manage changes to the work package prior to the RMs approval.
- Established supervision requirements per work package type.
- Clarified stopping and restarting work activities.
- Removed Type II work packages from the procedure.
- Included a discussion on how to manage vendor test plans in work packages.
- Clarified how to document PPE in a work package.

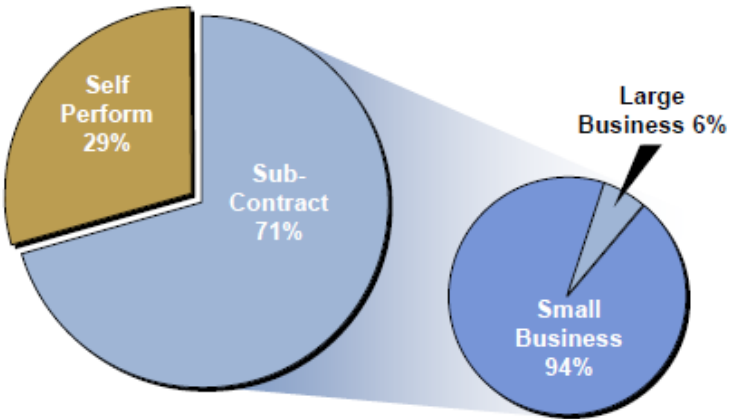
Integrated Work Control Process (IWCP) ensures that WCH and subcontractors implement the same process for work control, planning, hazard analysis, and work execution. Subcontractors actively participate in work planning, hazard analysis and control. To continue to foster this behavior in both WCH and subcontractors, WCH launched the Safety Ownership Program (SOP) designed to foster employee participation and ownership in the work process.

Subcontract Management is another important part of the work control process and the effective management of subcontract work performed by WCH. Subcontract Technical Representatives (STRs) provide updates, changes and effectively manage the subcontracts to ensure requirements are met (Exhibit G). STRs provide interface between the subcontractor and WCH to facilitate direct communication. STRs also facilitate the administration of the safety incentive program equitable to all subcontractors. STRs are also co-located with project Management and functional oversight with subcontractors. STRs ensure subcontractor participation and leadership in work planning and execution activities.

Flow Down of Requirements to Subcontractors



The mechanism for flow down of requirements allows options for the subcontractors. The compliance to the requirements established by WCH can be accomplished by several different methods by the subcontractors.



- Compliance with Site-Wide requirements
- Adopt WCH or submit procedure for approval
- Use own approved procedure
- Tailor out the requirements through Exhibit G

This process allows for a seamless involvement of subcontract and WCH employees in safety initiatives, PODs and communications. In addition to participation in all WCH safety initiatives, subcontractors are incentivized to work safely and celebrate success together through a safety program similar to the program implemented by WCH employees.

J. HEALTH AND SAFETY TRAINING

Safety and health training continues to be a top priority at WCH. Part of each supervisor's performance evaluation is achievement of on time training for each employee under his/her supervision. The identification of various required training courses is rigorous and on target to meet legal and performance standards. The courses are effective in building safety performance and implementing a culture of safety.

Structured and informal training is required of each WCH employee. Employee S&H training is a management expectation where 100% compliance with S&H training requirements is the expectation. Monthly status reviews are performed to ensure employees are up-to-date on training, and that required training is adequate for the work being performed. This is to ensure that all employees are current on their training and can perform their jobs safely and effectively. Each employee has access to their current training requirements and status to ensure they are active in their training prior to performing the work tasks.

Ongoing on the job training was conducted at the site throughout 2009 and included Emergency Response training due to a need identified by S&H. Project personnel participated in real-time activities to enhance their understanding and knowledge of the requirements and gain additional understanding of their roles in emergency management, fire protection and general safety requirements. To maintain readiness, a series of emergency response drills and comprehensive training programs continued in 2009.

WCH continued with the training of both competent and qualified personnel for fall protection. WCH also issued a revision to BSC-1-2.13, "Qualified/Competent Person Program Description" to improve and streamline the current form and to clarify responsibilities. Strong management commitment for fall protection training was evidenced by additional training and review of available training on site. A review of the fall protection user training provided at HAMMER was conducted along with provided training classes for subcontractors to qualify their employees as fall protection users per the WCH procedures. The Competent and Qualified personnel list was posted for fall protection on the Safety and Health Web site.

Documentation was updated to include a revision to the Qualified/Competent Person Program Description, BSC-1-2.13 to ensure compliance with new fall protection procedure and OSHA requirements and the Fall Hazard Prevention Analysis (FHPA) for all WCH work. As an integral part of ensuring that procedural requirements and uniform implementation of requirements is conducted, WCH participated in the Hanford Site-Wide Fall Protection Program group to offer the lessons learned from the WCH fall event and the updated procedural requirements to the other Hanford contractors. The WCH procedure was used as a guide and template for the site wide fall protection program.

The requirements for fall protection to include the training requirements were flowed down to all WCH subcontractors. Additional information was provided to the 100 N subcontractor of the specific fall protection requirements to providing clarification as it relates to elevated work and steel erection. WCH maintained a Standing Order with a higher level of review and rigor until the subcontractors submitted or adopted the WCH fall protection program. An effectiveness review was conducted of the corrective actions as a result of the Type B investigation and WCH corrective action plan for this incident. This multi-functional team included personnel from QA, Safety, Operations, and field personnel to determine the implementation status and the effectiveness of the improvement actions implemented as a result of the fall incident.

Managers must review their employee's work scope, location, and activities to determine the necessary training for their job. These requirements are evaluated through the Training Assessment Tool (TAT) specifically designed for each employee and tracked by the WCH Training Department. Individual departments are responsible to ensure that all required training is up to date.

K. AWARDS AND RECOGNITION

2 Million Safe Hours	March 2009
DOE VPP Star Status	June of 2009
URS Safe Project of the Year	June 2009
DOE VPP Innovation award	August 2009
1 Million Safe Hours	November 2009