

VPP Employee Partnership in Safety



Worker Involvement & Partnership Successes

Waste Management '08

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Environment, Safety, Health & Quality

Fluor Hanford

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VPP History at Hanford

- *Pre-1996:* Desired, but lacked commitment
- *1996:* Required alignment and trust building
- *1997:* Developed Union Safety Rep Program
- *1997:* Achieved first VPP Star – Security Force
- *1997-2007:* Achieved Eight VPP Star Projects
 - *Evolved* from “Authority Management” to “Facilitative Management”
- *Benefits* will cause you to re-think approaches to safety and focus on people and what influences behavior



Safety Excellence

VPP Worker Involvement = Ownership

- **Path to partnership: a journey that began in August 1996**
 - **Early Fluor and Labor Negotiations**
 - Labor expressed desire for increased role in worker safety
 - **Presidents' and Employee Zero Accident Councils**
 - Provided voice in program and ownership of work area
 - Councils established with 50/50 skill mix
 - Labor chose represented workers
 - **HAMTC Safety Rep. Program formed 1997**
 - Single greatest asset to partnership success
 - Provided the communication, built trust, win-win
 - STOP Work Responsibility
 - **Pursuit of VPP**
 - Avenue to worker involvement in Safety Program
 - **ISMS**
 - Standardized work planning and execution
 - Institutionalized worker's role and involvement



*Safety Excellence = VPP = A Just Culture
What Do Workers Need in a Partnership?*

- **A voice: contribution to the decision-making process**
- **Trust: what's said gets done**
- **Being part of the team**
 - Group work planning
 - Safety teams
- **Respect for the individual**
 - Recognition for safe work
- **A belief that discipline is fairly administered**
 - Discipline we can support
- **Respect for the Labor Representation**
 - Ability to handle certain labor and individual issues
- **Pride in the work**
- **Avenues to communicate and be involved**
- **Community pride in the company**



Presidents' Zero Accident Council



Celebrations



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Annual Safety Exposition



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VPP – Including Subcontractors

- **Subcontractors need to be included in VPP culture of worker involvement**
 - Quarterly meetings
 - Flow-down of requirements and common standards
 - Engage subcontractor workforce in safety briefings, inspections



Union Safety Representatives



*HAMTC Safety Reps for Fluor
(front, from left to right) Bob Brotherton, Mike Stoner and Jack Griffith;
(middle from left) Steve Maki (representing Fluor Federal Services workers),
John Jeskey, Rich Layman, and Gordon Denman; (back from left)
Ron Oak, Hans Showalter, and Ken Gray.*

Hanford Atomic Metal Trades Council (HAMTC) Safety Representative Program

- **Proposed by Fluor to HAMTC during negotiations**
- **Initiated in July 1997**
- **Worker representatives appointed by HAMTC to formally serve as safety and health representatives for workforce**
- **Began with one HAMTC Safety Representative**
- **Grown to all Hanford Contractors, all Unions**

Roles and Responsibilities of the Union Safety Representative Program

- **Assist in resolving HAMTC employee concerns related to ESH&Q**
- **Attend top/mid-level project staff meetings to provide assistance in resolving ESH&Q issues**
- **Accompany inspection and assessment teams for the purpose of identifying ESH&Q-related hazards in workplace**
- **Trained to effectively perform duties (e.g., OSHA, mediation)**
- **Maintain craft qualifications required for job position and eligible to support overtime work**

Routine Functions of Union Safety Representatives

- **Bi-monthly facility walk-throughs with Fluor Hanford's ESH&Q Vice President**
- **Monthly meeting with Fluor Hanford's President**
- **Assistance in reviewing and resolving Employee Concerns**
- **Participants in incident investigations and critiques**
- **Active members of safety councils and committees**
- **Tireless advocates for VPP**

Benefits of Union Safety Representatives

- **Fewer safety and health-related concerns**
- **More worker involvement**
- **Fewer grievances**
- **Increased ownership of safety**
- **Partnering culture between union and management**

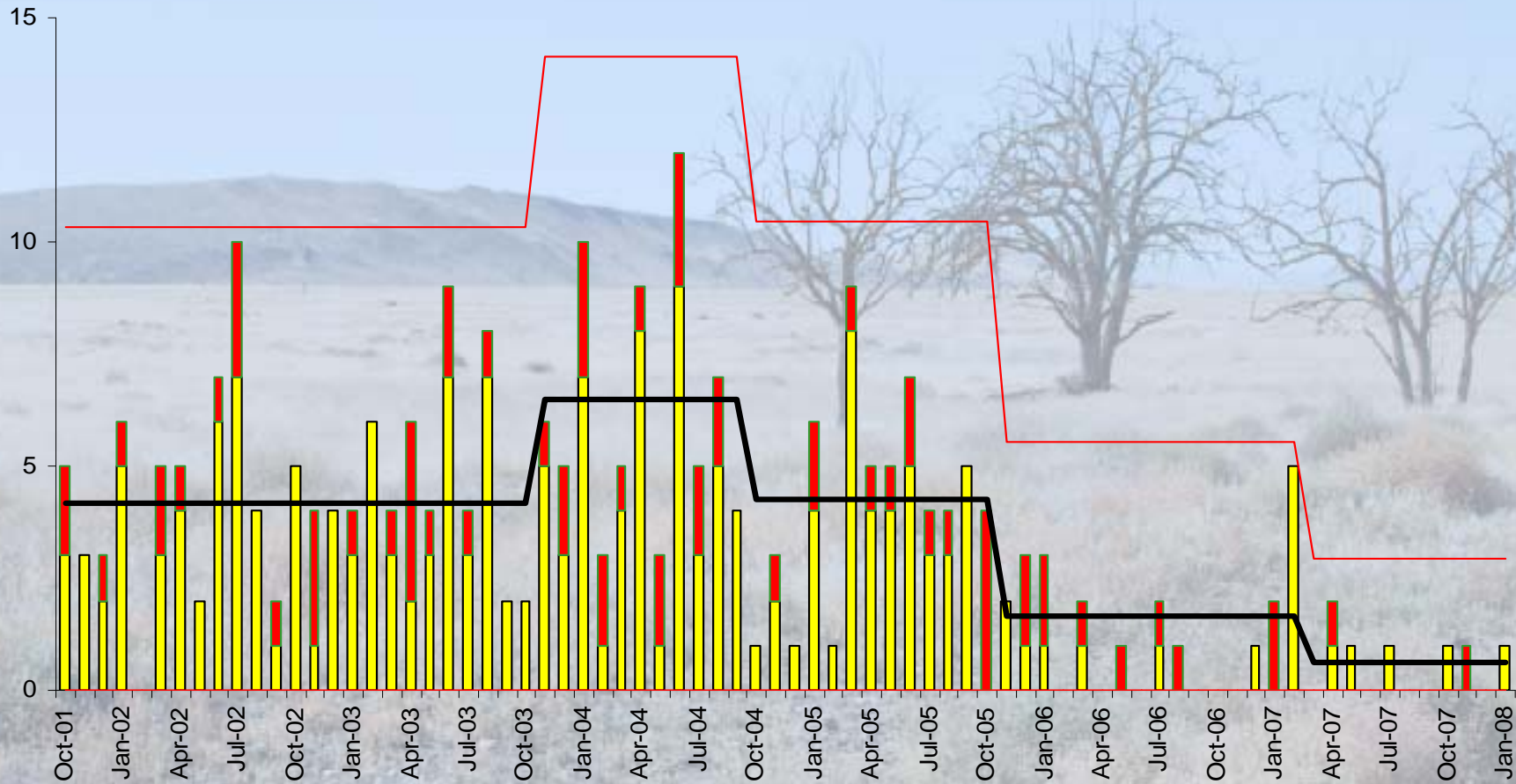
Safety Excellence - VPP Fluor Hanford Results

VPP Culture Survey



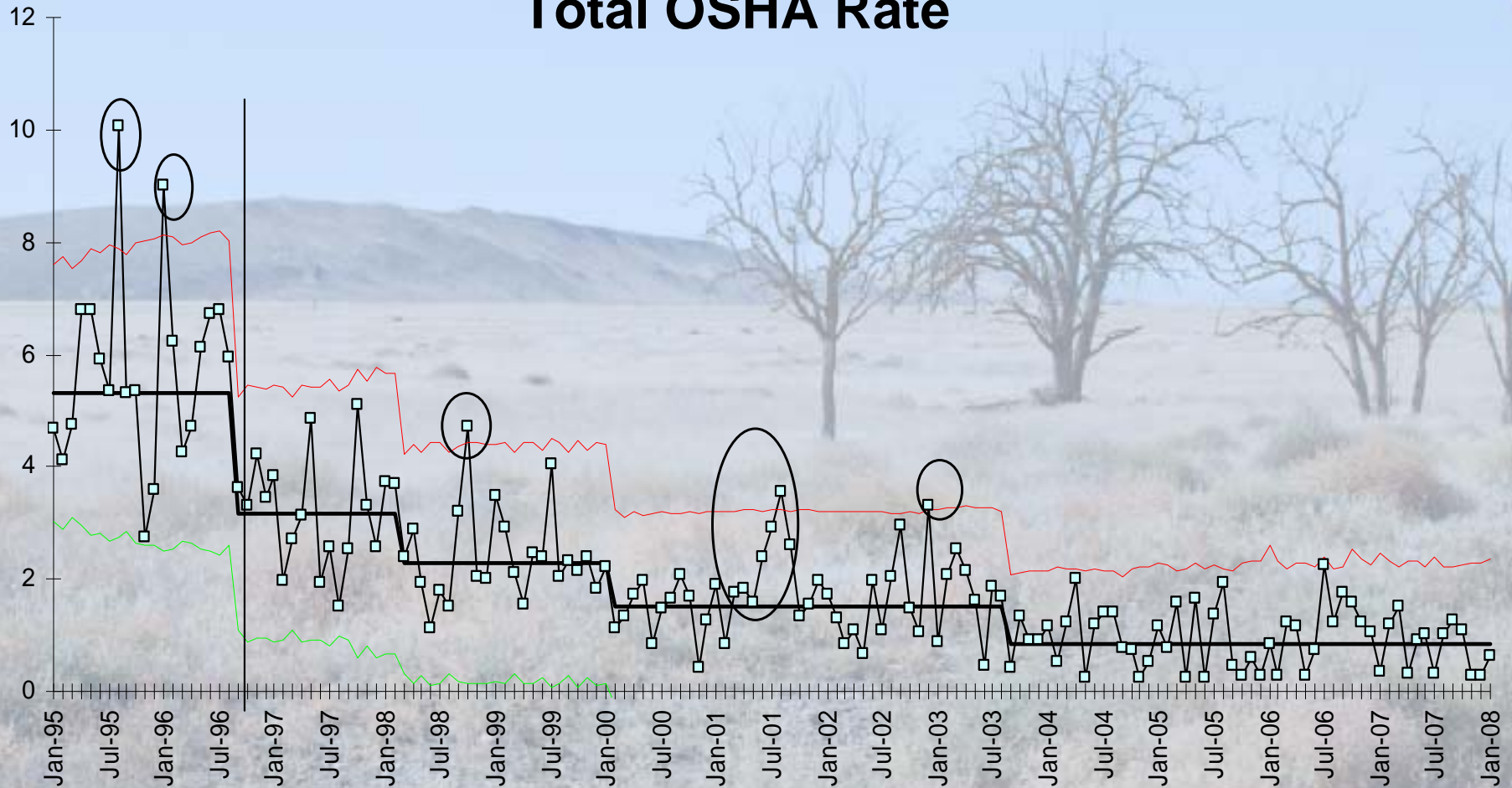
Safety Excellence - VPP Fluor Hanford Results

Employee Safety Concerns



Safety Excellence - VPP Fluor Hanford Results

Total OSHA Rate

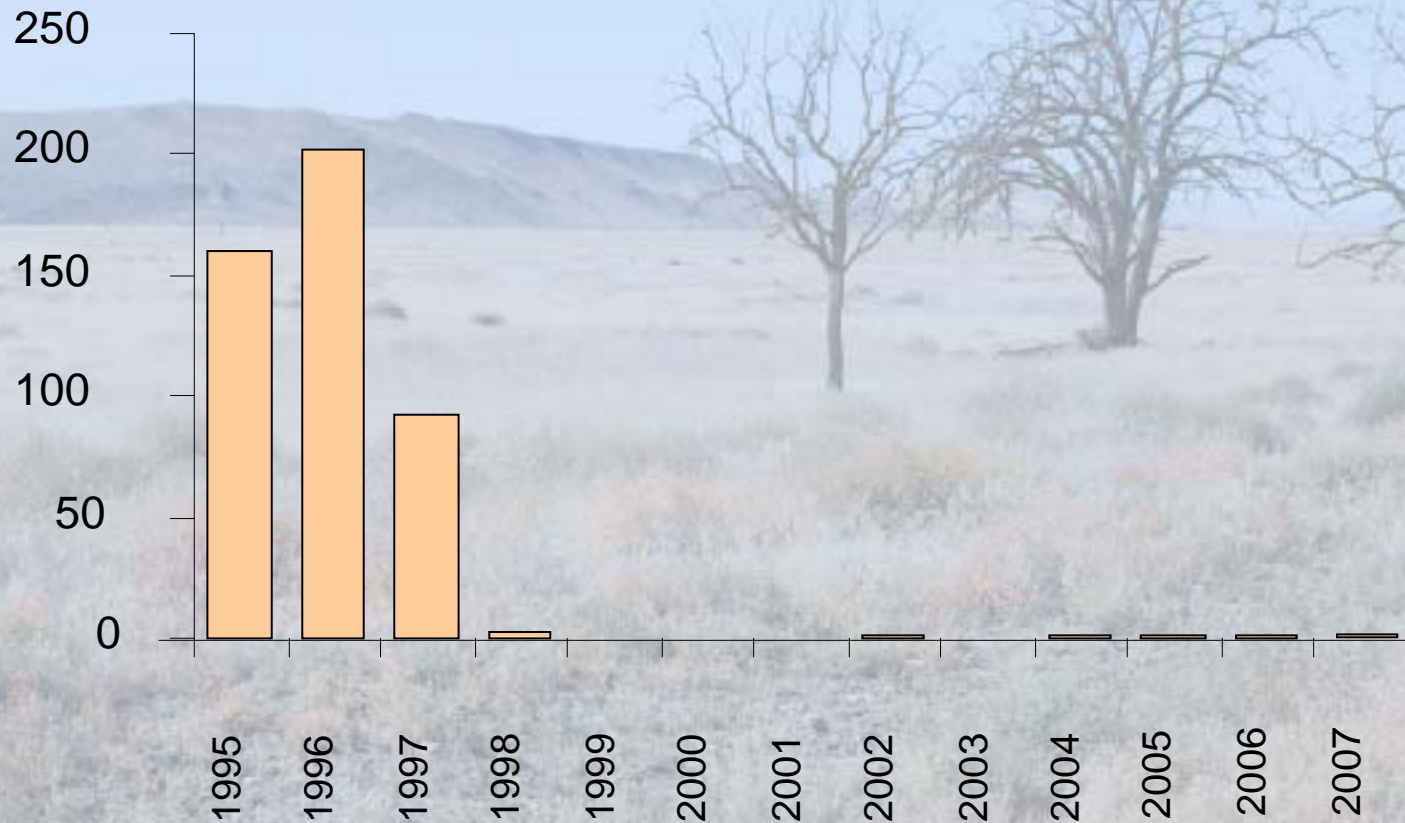


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Safety Excellence - VPP Fluor Hanford Results

Safety-Related Grievances



Safety Excellence – VPP Partnership Journey Continues

- **VPP Achievement requires self-evaluation and continual improvement**
 - **Continuing to build on Union Safety Reps., EZACs and VPP**
 - Relationships change, can partnerships remain?
 - **Instituting Human Performance Improvement**
 - VPP worker involvement makes it easier
 - **Integrating better decisions on discipline**
 - Changing old thoughts and practices
 - Both in Company and in Labor
 - **Focusing on Early Conflict Resolution**
 - Recognizing how work group harmony influences safety
- **Benefits will cause you to re-think approaches to safety and focus on people and what influences behavior**

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