



Achieving an Effective Subcontractor Safety Culture

Ray Skwarek

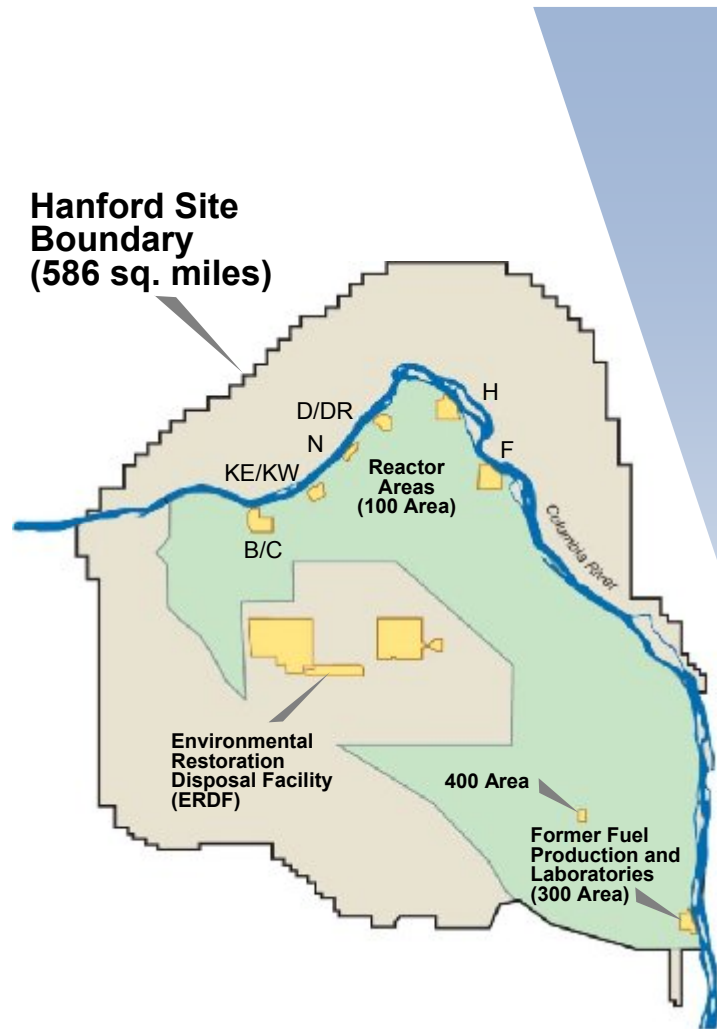
*Director, Safety, Health & Quality
Washington Closure Hanford*

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U.S. Department of Energy
Richland Operations Office

River Corridor Closure (RCC) Project Scope



Deactivate, decontaminate, decommission, and demolish 486 facilities



Clean up and close 370 waste sites



Place five reactors into safe storage condition



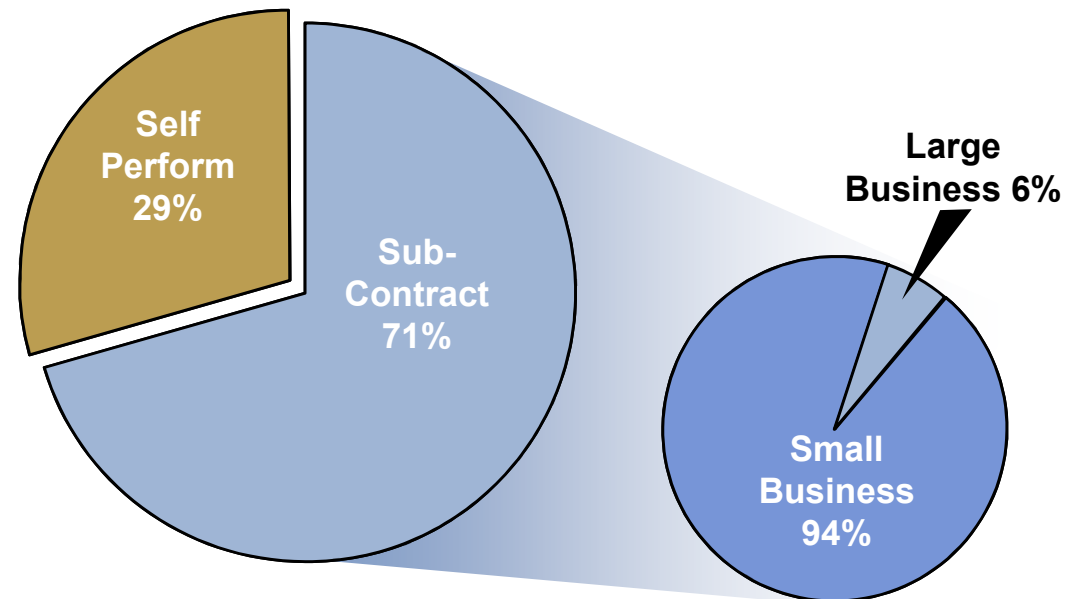
Treat, transport and dispose 4 million tons of waste



Risk assessment and long-term stewardship

Washington Closure Hanford, LLC

- LLC operated by URS, Bechtel National, and CH2MHill
- 71% of WCH work subcontracted
 - Majority of the work is construction services (64%)
 - Subs include design, engineering, and staff augmentation
- 94% of the subcontracted work is allocated to Small Business (i.e., small, disadvantaged, woman/veteran owned, HUBZone certified) exceeding the goal of 65%
- Goal for WCH is subcontract at least 60% of all work
- Mentor Protégé Program – encourages small businesses to improve processes, safety performance, and expand expertise



Risks and Hazards near the Columbia River



Drum unearthed at 118-K-1



Identifying contents of sealed metal tubes



T-1 Tank removal



105N Control Room demolition



Empty phosgene bottle at 618-7

Risks and Hazards near the Columbia River



Unknown substances and materials at 118-K-1



Asbestos abatement at N Reactor



Sample analysis



Waste site cleanup near the Columbia River



Environmental Restoration and Disposal Facility

Protecting the Columbia River

RCC Project-Wide Safety Culture

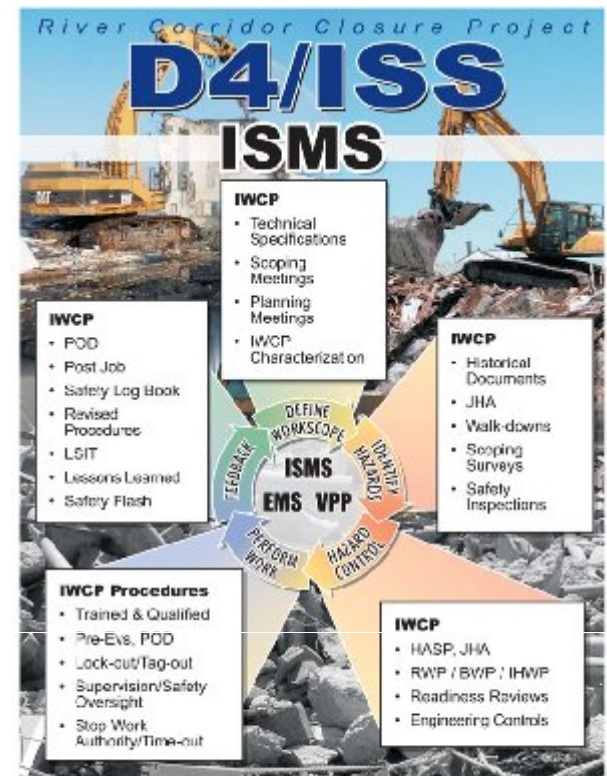
- VPP
 - DOE Star Status and VPP Innovation Award earned 2009
 - Subs were an integral part of on-site preparations and DOE evaluation
- Safety Award Recognition Program
 - Uniform application of program
 - Creates ownership and fosters teamwork for a common goal
- Communications
 - Consistent and frequent message to all RCC employees



Protecting the Columbia River

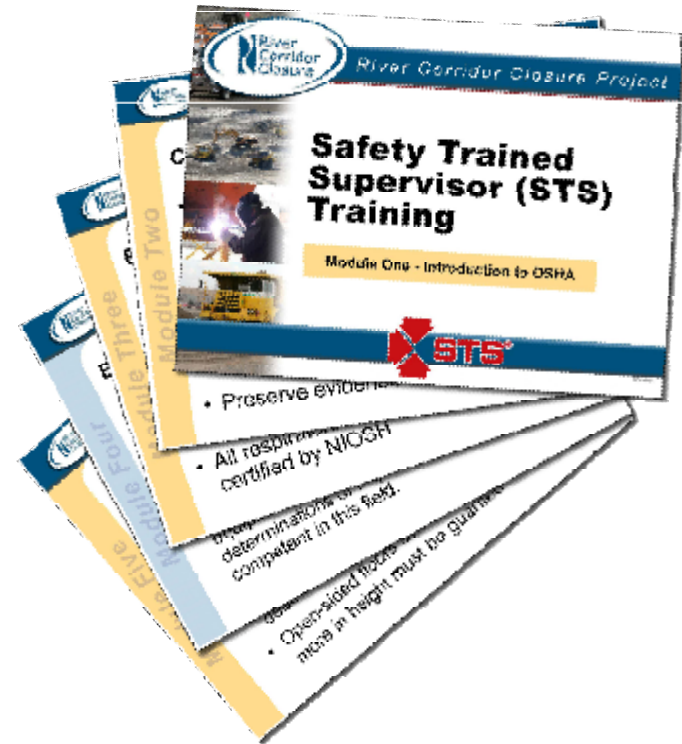
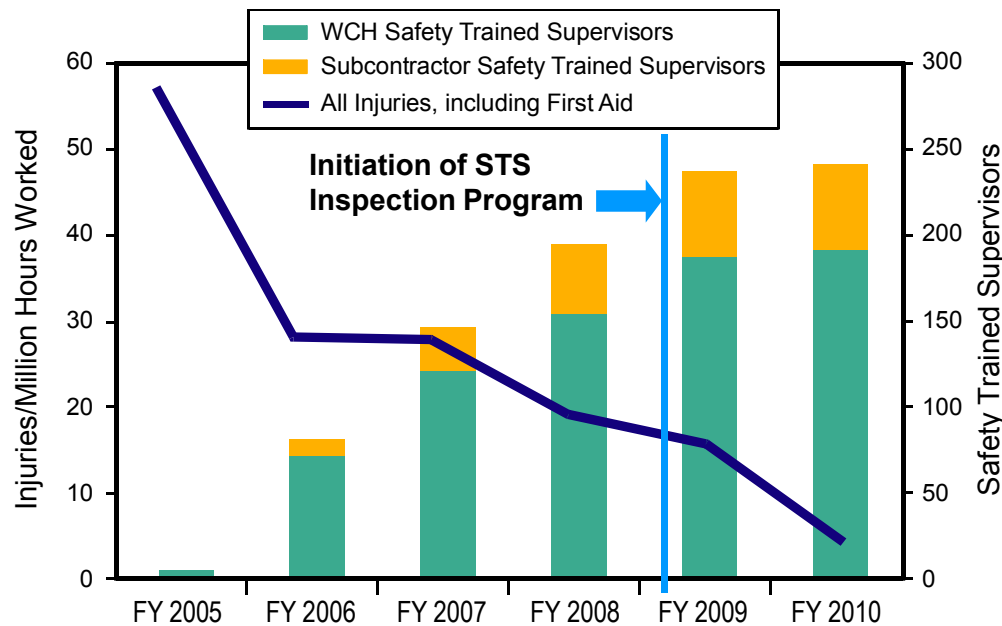
RCC Project-Wide Work Processes

- Integrated Safety Management System (Overarching Process)
 - Describes the work processes
 - Incorporates training for subs to ensure compliance to WCH processes and requirements
- Integrated Work Control Program (IWCP) (Execute Work)
 - IWCP/Technical Procedures apply to all project work scope
 - Subcontractors engaged in work planning, hazard analysis and control identification
- Disciplined Operations (Standards & Expectations)
 - Safety Ownership Program - fosters employee participation and ownership



RCC Safety Programs

- Safety Trained Supervisors (STS)
 - STS Training/Certification
 - Supported for WCH and subcontractors
 - STS Inspection Program
 - 40-50 performed per month
 - Craft worker involvement



RCC Safety Programs

- Local Safety Improvement Teams (LSITs)
 - 15 jobsite-specific teams
 - Subcontractor workers attend and chair LSIT committees
 - Involve both WCH craft and sub personnel in field walk-downs, site initiatives, and safety improvements.
 - Integrated part of the safety identification and logbook documentation process
 - **700 logbook entries in FY09 with an average time of closure of 5 days**



Subcontract Management

- Subcontract Management
 - Subcontract Technical Representatives (STRs) provide updates, changes and effectively manage the subcontracts to ensure requirements are met
 - STRs focus on how the subcontractor is performing the work
 - STR provides expectations and direction for the safe and systematic execution of work through:
 - POD meetings
 - Pre-job briefings
 - JHA reviews
 - Work package development
 - Facilitate the administration of the safety incentive program equitable to all subcontractors

Flow Down of Requirements to Subcontractors

OPTIONS

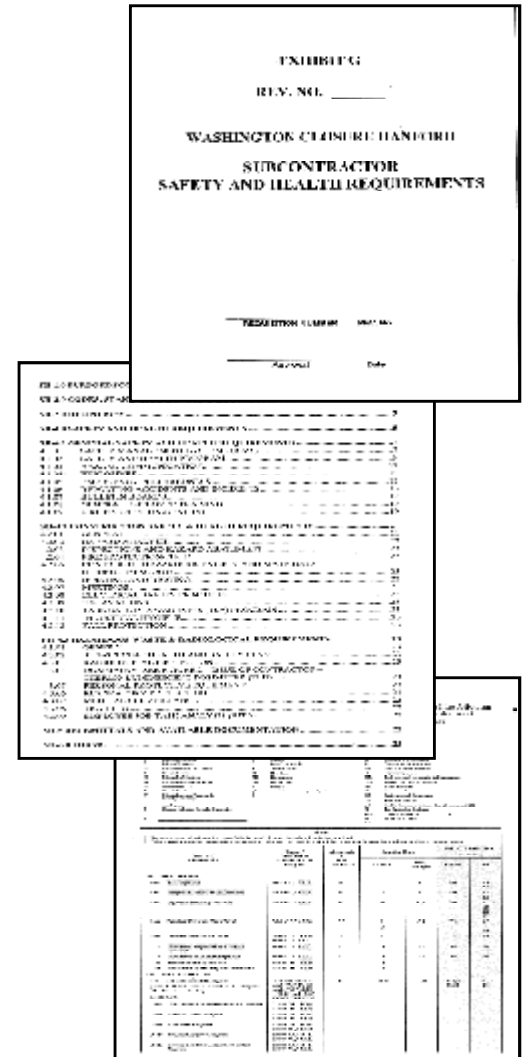
Required to use WCH programs/procedures (Beryllium, LO/TO, RadCon, Stop Work)

Subcontractors can adopt WCH procedures or submit their own for approval (Fall Protection, Confined Space, Excavation)

Subcontractors submit their own procedures for approval (explosives, asbestos, critical lift plans, etc.)

Not applicable: Subcontracts are tailored where non-applicable requirements are removed

Subcontractor Implementation of SH&Q Requirements



Subcontractor Safety Management

- Subcontractor Support
 - Subcontractors are afforded additional mentoring as needed (Mentor Protégé Program)
 - On-site safety oversight is provided by WCH (Project Safety Representatives, Quality Assurance Engineers, Environmental Protection Leads)
 - Subcontractor and WCH management, Supervisors and Safety Personnel attend Plan of the Day and weekly Safety Meetings
 - Subcontractors have the same right and responsibility to stop the work, step back, and determine a safe path to proceed

Subcontractors - A Team Approach

- Co-locate project management and functional oversight with subcontractors
- Seamless involvement of subcontract and WCH employees in safety initiatives, PODs and communications
- Incentivize subcontractors to work safely and celebrate success together
- Ensure subcontractor participation and leadership in work planning and execution activities



Protecting the Columbia River