ESTABLISHING A REPORTING CULTURE THROUGH A JUST ENVIRONMENT

Our Team
is One Fluor

DEDICATE • ENCOURAGE • INSPIRE

DEDICATE Our Team to SAFETY • ENCOURAGE Our Team to Proudly Deliver QUALITY • INSPIRE Our Team to Create VALUE Everyday

FLUOR®

Introduction

FOUNDATION
1984

Fluor signs original Alliance Contract with Luminant.
31 years strong.

SUPPORTING LUMINANT GROWTH

2005 EPC award for Environmental Retrofit Program (ERP)

2007 EPC award for Oak Grove Plant (New Build)

ENVIRONMENTAL AND EXECUTION SUPPORT

2011 Project Yorktown Plant Engineering® Gas Plant Study

1980 — 1990 — 2000 — 2005 — 2010 — 2020

DEMONSTRATING CAPABILITIES & VALUE

1987 Lake Hubbard Fire Restoration
1994 Monticello Stack Collapse Recovery
1995 Martin Lake Scrubber Construction
2005 ROI Initiative

RECOGNITION

2009 Fluor & Luminant celebrate 25 years
2009 Oak Grove named Power Plant of the Year
2010 3rd Hugh Coble Award

POSITIONED AS A PARTNER

2010 Started HPI Journey with Luminant
2014 Celebrated 30 year Alliance Relationship and continues to work to support Luminant's ROI and the delivery of reliable power generation to Texas

Savannah River Nuclear Site Management and Operations – Aiken SC

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YEARS STRONG
1984-2014

Challenges

of incidents in
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Challenges

- Outlook

Legend: Big Brown Oak Grove Monticello

Danger Zone

through 2014

- Base Competition to Attract Qualified Craft
- Craft workforce part of the HPI Journey - "They've bought in"
- Supplemental / temporary workforce during outages (500-1000)
- Outage Workforce – Safety Exposure and Training (1 Hour HPI)
- "But we've always done it that way"
- "Just another..."

Total Craft Hours (000's)

Recordable Incidents

1200 1000 900 800 700 600 500 400 300 200 100 0

9 8 7 6 5 4 3 2 1 0

Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec

JAN 201... JUN 2015

Why Focus on Human Performance?
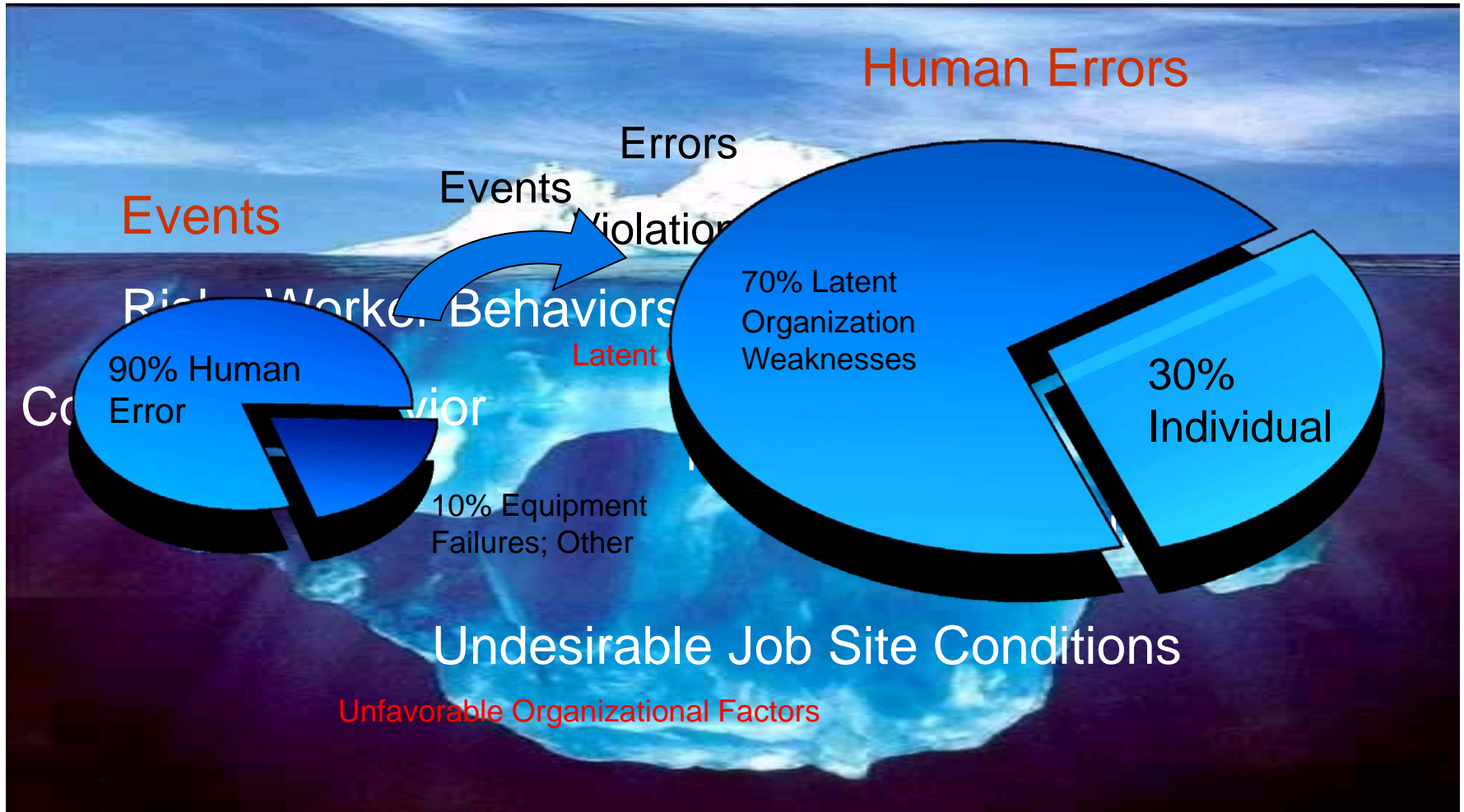
Creating a Reporting Culture

- We must create and maintain a SAFE environment

  ➢ Top-level Commitment

  ➢ Formal Communications

  ➢ Targeted Training

  ➢ In-the-Field Coaching and Mentoring (How to)

  ➢ Internal "Practitioner" Training & Qualification

  ➢ Incent the desired behaviors

  ➢ Above all – It requires consistency and patience

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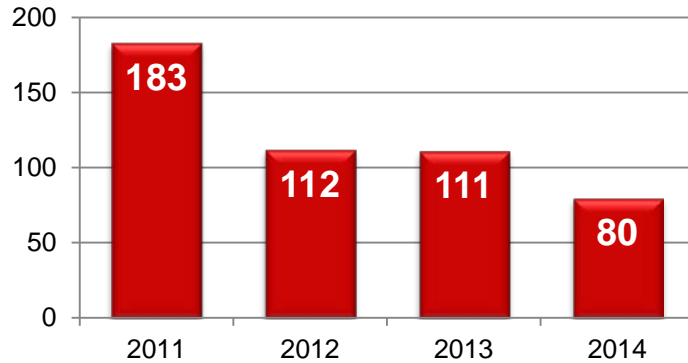DEDICATE • ENCOURAGE • INSPIRE

Why?.... Not Who!!

- Event Fact Finding (EFF)

  ➢ Event <u>consequence</u> does not determine review results

  ➢ Interviewing techniques used to get "<u>context</u>"

  ➢ Separates <u>error</u> from <u>violation</u> (consequences?)

  ➢ Uses <u>Culpability</u> matrix (intent/motivation?)

  ➢ May require special <u>management meeting</u> (MERC)

  ➢ Examines the <u>role of the organization</u>, management and work processes in the event
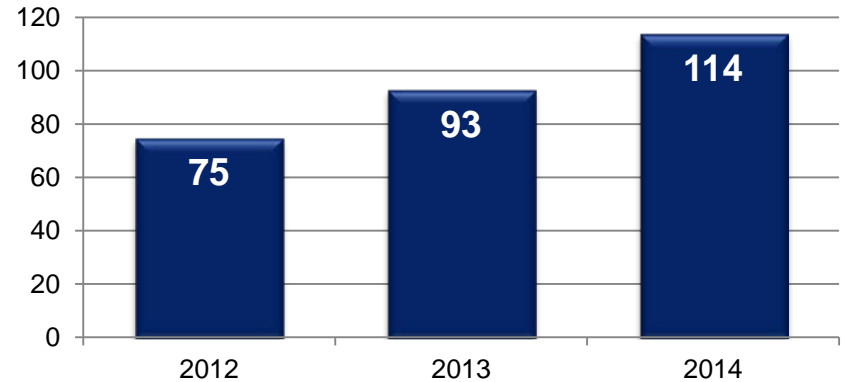
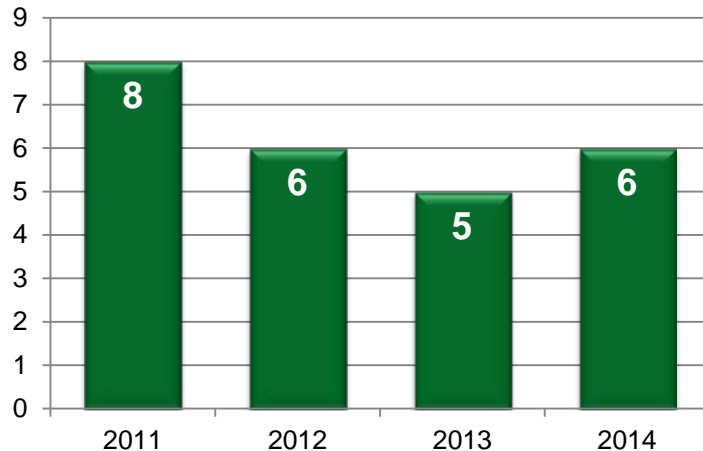 ➢ Seeks to attain effective <u>corrective actions</u>

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Heading in the Right Direction

Fluor First Aids

Year	Value
2011	183
2012	112
2013	111
2014	80

Total Incident Reports

Year	Value
2012	75
2013	93
2014	114

Fluor Recordables

Year	Value
2011	8
2012	6
2013	5
2014	6

Recordable Incident Rate

Year	Value
2011	0.73
2012	0.51
2013	0.47
2014	0.69

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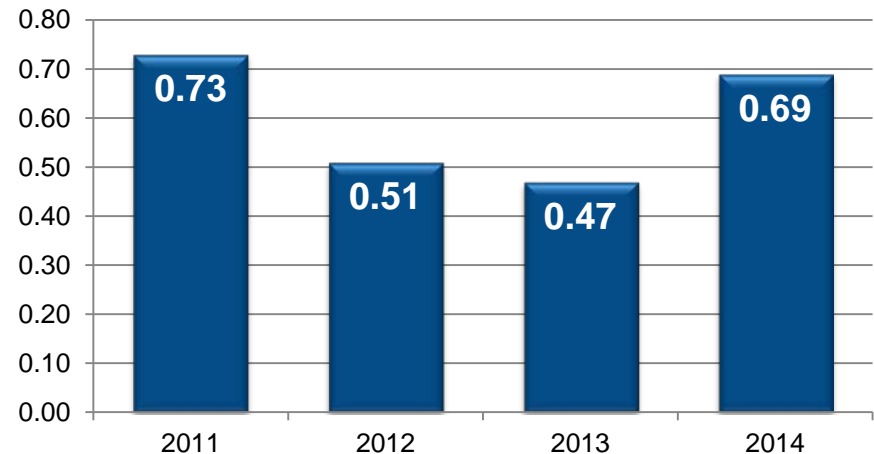
Where we are now

- ## The Journey Continues

  - ➢ HPI tools and principles are "how we do business"

  - ➢ Base workforce has bought in and believes

  - ➢ Management and Base Craft work as a strong team

  - ➢ Event reporting and self reporting are increasing

- ## The Road Ahead

  - ➢ Targeted focus on Key HPI Tools for temporary outage workforce

  - ➢ Increasing Cost Pressures

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