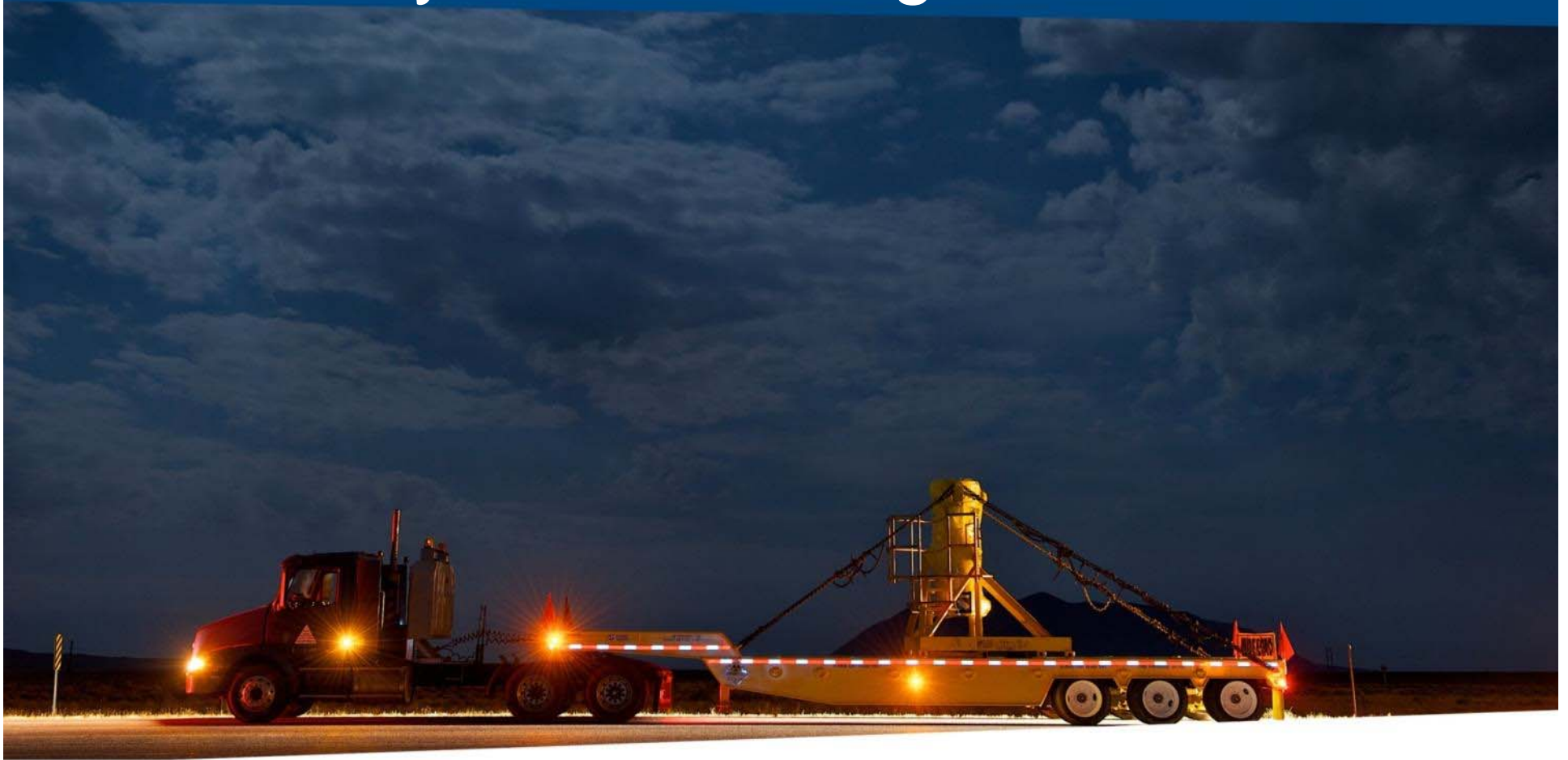


Waste Management 2017- Maintaining Safety Focus During Transition



Fluor
IDAHO

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Background

- **The Idaho Cleanup Core Contract was awarded February 2016**
- **Contract effective date: June 1, 2016**
- **\$1.4B total contract cost over five years**
- **Combines two previous contractors/projects**
 - **Idaho Treatment Group/Advanced Mixed Waste Treatment Project**
 - **CH2M Washington Group/Idaho Cleanup Project**
- **Approximately 1700 employees and three separate unions**



Transition

- 90-day transition (March to June 2016)
- We reviewed/assumed existing Site Programs and “Blue Sheeted” procedures, so as not to “Disintegrate” any key inter-relationships
- We emphasized that we inherited two very talented work forces, both with strong safety cultures, and we intended to build on that foundation



Transition (continued)

- Our approach was to have a better understanding by meeting with employees and union safety leadership, stakeholders and the community
- Solicited feedback through a safety culture survey, town hall meetings and Q&A's on our webpage
- Website was up and running within days of Notice to Proceed (NTP)



Overall Strategy

- **Clear Vision**
- **Commitment to Values**
- **Start with the End in Mind**
- **Build on Existing Processes**



Built into Strategy

- **Staying focused but flexible**
- **Frequent communications at all levels**

Clear Vision

Re-emphasizing “safety” as the number 1 core value

- **Pre-Notice to Proceed (NTP):** Fluor Idaho developed a Transition Plan that highlighted Fluor’s Core Value of Safety and a commitment to maintaining a focus on safety throughout transition and operations.
- **Provided weekly updates to the workforce from the PM emphasizing accomplishments done safely**



Clear Vision (continued)

- At NTP, sent a letter to all employees setting expectation of safety first
- Held town hall meetings where Fluor's approach to safety was introduced along with the expectation to conduct all meetings with a safety share and value creation topic



Commitment to Values

- Focused on working “safely” as the number 1 core value
- Reflected the best interest of employees and the public
 - Consistent messaging and themes in all communications
- Early partnering with the client
 - Partnering agreement signed within the first few weeks, participated in “Two-sides of the Coin” training



Commitment to Values (continued)

- **Collaboration with other Site contractors**
 - **Dedicated interface management resources to focus on the 73 interface documents to evaluate during transition**
- **Established challenging safety goals**
- **Focused on open and transparent communications**
- **Met early with regulators and stakeholders**



Start with the End in Mind

- Made sure we had a clear understanding of the pre-requisites for a safe transition
- Focused on safe and secure operations at all times
- Got in the field early to understand overall Site conditions, hazards, and cultures
 - Detailed review of people, hardware/facilities, and documentation
- Built collaborative relationships with the Unions, other Site Contractors, DOE, regulators and the community at large
- Engaged employees to facilitate transition
 - Leveraged incumbent knowledge and relationships of the work and workforce to ease transition
- Ensured Contract scope was clearly understood
 - Type of contract, new contract clauses and fee earning potential significantly different than previous contracts

Build on Existing Processes (Where Possible)

- **Did not come in with the attitude “We are the new Sheriff in town”**
 - Evaluated existing documents
 - Over 1,000 controlled documents were carried forward
- **Continuity in Service Agreements/MOUs facilitated better understanding of consolidated services**
 - For example, medical and security services
- **Early review of contract requirements and approval of key contract deliverables**
 - For example, Worker Safety and Health Plan
 - DOE Order Crosswalk between 3 contracts
- **Formalized process for Readiness to Assume Contract**
 - Functional Areas Requirements Readiness Assessment Form
 - Facility Walk down Checklist and Report Template



What Went Well

- Interaction with the work force as soon as possible
- Developing relations with Union Leadership early
- Effective use of existing Site resources
- Proactive training for continuity and compliance
- Presence in the work place
 - All hands
 - Management walkthroughs
 - Safety meeting attendance
- Stakeholder Collaboration (Regulators, Customer)
- Laser focus on Safety
- Rapid transition of jobs to Fluor Idaho to minimize the stress on employees
- Tapping into employees' pride of their past accomplishments and safety performance
- Day 1- Meet and greet and welcome, safety booths, focused on a safe first day of Contract operations



What Could Be Improved?

- **Transition Complexities Somewhat Underestimated**
 - **Multi-contractor, services, organization culture**
- **Safety Culture Survey prior to CED**
 - **Good feedback ,but written survey was perceived by incumbents as intimidating to both employees and management**
- **Reduction in numbers of behavior based safety observations**
 - **Loss of key employee leadership due to job changes**
 - **Previous incumbents had BBS observation “incentive” programs - difficult to change the culture to do observations because it is the right thing to do**
- **Assumed existing safety teams would continue to function under previous incumbent contractors approach during consolidation**
 - **Approaches of two different contractors were vastly different**
 - **Developing a one company vision to meet management and employee expectations took longer than anticipated - some momentum was lost**
- **Contract required ISMS Phase I readiness within short time frame**
 - **Consolidation extremely difficult**
 - **Consolidation of business systems (Maximo/Passport/Asset Suite, Trackwise/ICARE, Deltek/Peoplesoft)**
 - **Consolidation of functional support areas/safety management programs**
- **Limited time to communicate changes and ensure employees understood changes**

Results

- **DOE cited ICP Core Contract transition as one of the smoothest they have seen**
- **Employee safety teams engaged in creating and implementing new safety management structure**
- **Senior management is accountable for flowing down a consistent safety message monthly**
- **Excellent Safety Performance in the first two quarters of the contract- however complacency towards Winter conditions has resulted in a significant increase in injuries (slips, trips, and falls)**
- **Successful ISMS Phase 1 assessment within 8 months of CED**

