Safely Delivering DOE’s Vision for the East Tennessee Technology Park Mission

Questioning Attitude Recognition Program

Libby Gilley, ISMS Program Lead
Contract Overview

Contract Information

- Partners
  - URS Energy & Construction, Inc. (Primary)
  - CH2M HILL Constructors, Inc.

- Contract Duration and Specifics
  - August 1, 2011 through July 31, 2016
  - Size $2.4 Billion
  - 4 Option Contract Line Items which could extend contract to July 31, 2020

ETTP Contract Scope of Work and Primary Mission/Role at Site

- Decontamination & Demolition (D&D) of the major facilities at the East Tennessee Technology Park (ETTP)
  - Other facilities such as the Centrifuge, TSCA Incinerator and K-1037 Manufacturing Plant

- Environmental Remediation of contaminated soils

- Significant waste management activities – disposal of radioactive waste both onsite and offsite

- Perform surveillance, maintenance and operations activities at DOE EM owned facilities at ETTP, Oak Ridge National Lab and Y-12 Security Complex
Safety Conscious Work Environment
Policy Statement

July 2014

This policy establishes the commitment of the Department of Energy Oak Ridge Office of Environmental Management (OREM) and UCOR to foster and maintain a safety conscious work environment (SCWE) in all facilities and for all work. Safety includes protecting workers, the public, and the environment. This policy applies to all employees and contractors and is based on the following principles:

- Safety is a prerequisite for all work. Our expectation is that each employee goes home in the same condition in which he or she came to work. Our goal is zero injuries.
- All employees are encouraged and expected to promptly report all injuries, illnesses, and environmental incidents.
- All employees are encouraged and expected to have a questioning attitude and stop work if they feel a job cannot be done safely or the environment is threatened.
- All members of the OREM and UCOR leadership team, up to and including the OREM Manager and the UCOR President and Project Manager, have an open door policy, especially pertaining to safety.
- Employees have, and are encouraged and expected to use, multiple venues to express safety concerns. These include, but are not limited to, their management chain and Employee Concerns.
- Employee involvement is the cornerstone of our safety culture and is essential to the successful implementation of the Integrated Safety Management System, Environmental Management System, Nuclear Safety, the Voluntary Protection Program, and other ESH&QA program elements.

Employees are encouraged to raise safety issues and concerns without fear of reprisal. The OREM/UCOR leadership team will address and resolve issues and concerns in a timely manner while exhibiting behaviors that foster employee confidence to raise concerns.

Ken Rueter
President & Project Manager, UCOR

Sue Cange
Acting Manager, DOE
Office of Environmental Management
Near Miss

Human Performance Improvement (HPI) analysis indicated this event may have been avoided if questioning attitudes had prevailed.
Questioning Attitude Recognition Program

• Goal: Change Behaviors Through Positive Recognition

➤ When things just don’t look right, step back and communicate
➤ Awardees & supervision recognized
➤ Selection team has both field & management representation
➤ Lessons learned
Questioning Attitude Recognition Program

Media Blitz Message:

*To empower a questioning attitude, we want to reinforce it with positive recognition!*

- Prompts people to think about recent examples
- Encourages others to identify things that don’t “look right”
- Provides opportunities to recognize positive behavior
Safely Delivering DOE's Vision for the East Tennessee Technology Park Mission

UCOR is selling a limited number of Lifestyle Books, including "The United Way Book." The books, which are $15 each, provide "buy one, get one free" to UCOR employees and DOE contractors. Sales proceeds go to the United Way of Greater Oak Ridge. In addition, a Silent Auction on the Sunny and Anne Cafe. The auction will be held from 6 p.m. to 9 p.m. on March 24, 2016.

United Way Book and Gift Fair coming April 8-9

The United Way Spring Book and Gift Fair will be held at 5 p.m. to 9 p.m. on Thursday, April 9, 2016.

Brown appointed ATLC craft safety & health officer

Travis Brown has been named as the ATLC Safety and Health Officer for UCOR Operations located at ORNL. Travis replaced O'Neal Morris, who retires in March.

Guidelines for submitting Questioning Attitude nominations

The UCOR Questioning Attitude Leader Recognition Program kicked off in March with an excellent response to both the quantity and quality of nominations submitted. Several employees submitted nominations for their teammates, colleagues, and mentors. Among the nominations were those for the following individuals:

- Mary Jackson
- Scott Anderson
- Steve Diligent
- Bob Collins
- Travis Willis

The April meeting of the UCOR Safety Committee will feature a presentation on the Questioning Attitude Leader program. Employees are encouraged to participate by contacting their supervisors or by contacting the UCOR Safety Manager.
To All Employees:

If you know someone at work who has exhibited a questioning attitude, we’d like to know about it. You can nominate that person for the UCOR Questioning Attitude Recognition Program by contacting the individual’s supervisor or by contacting an ES&H staff member, craft safety advocate representative, or anyone on the management team. Nominations may also be suggested at POD or staff meetings.

Please use the following guidelines when nominating:

- Explain the issue well enough so that someone not familiar with the task or requirement can understand it.
- Be sure the nomination is the result of a questioning attitude vs “some really good work.”
- Ensure that the question posed was outside what was expected (for example – if a quality control engineer is performing a required inspection, you would expect that the individual may find something that should be questioned).
Existing Sources of Nominations

- Through supervision
- Plan of the Day meetings
- Plan of the Week meetings
- Staff meetings
- Monthly Safety Focus meetings
- Integrated Work Control Program Feedback Tool
- Safety Observation Cards
- New online submittal form
Webpage

- Criteria
- Nominee form
- Contact list
- Monthly list of nominees
  
  Every example is posted for easy access and sharing

- Listing of awardees
**Questioning Attitude Recognition Program (QARP)**

In a healthy safety culture, people feel free to question when something doesn’t appear or feel right, or if a process seems like it could be improved. The UCOR Questioning Attitude Recognition Program is designed to encourage people to question practices or conditions that could be improved by recognizing those who have exhibited a questioning attitude and by sharing their examples. All personnel including UCOR employees and subcontractors are eligible to be nominated.

Anyone can make a nomination and employees are encouraged to discuss good examples of when someone demonstrates having a questioning attitude during PODs and staff meetings or with their supervisor or functional manager. Examples can also be brought to any ES&H staff member, craft safety advocate, or member of management. In addition, nominations can also be made online via this webpage.

A selection committee comprised of both senior managers and craft meets each month to select the best examples for recognition. These examples are shared at the President’s Accident Prevention Council (PAPC) meeting where the respective Area Project Manager recognizes the awardee with a token of appreciation such as a high-visibility vest with the “UCOR Questioning Attitude Leader” logo. In order to emphasize the importance of supervision in this process, supervisors of each awardee are also presented at PAPC. The winning examples are shared through various company-wide communications including the Safety Advocate, the UCOR Newsline, and television monitors.

Each quarter, the employees who are selected as having provided the “best of the best” input will be recognized by being invited to a luncheon.
UCOR Questioning Attitude Recognition Program
Criteria for nominating

If you know someone at work who has exhibited a questioning attitude, contact their supervisor or an ES&H staff member, craft safety advocate/representative, or anyone on the management team. Nominations may also be suggested at Plan of the Day, staff meetings or by completing the online form (coming soon).

Note: Explain the issue well enough so that someone not familiar with the task or requirement can understand it.

- Be sure the nomination is the result of a questioning attitude vs “some really good work.”
- Ensure that the question posed was outside what was expected (for example – if a quality control engineer is performing a required inspection, you would expect that the individual may find something that should be questioned).
UCOR Questioning Attitude Recognition Program
Nominee(s) Submittal Form

Date: (mm/dd/yy)

Nominee(s) Name(s):

Project/Function:

Supervisor Name:

Submitted By:

Submitter’s Email: (full email address, firstname.lastname@ettp.doe.gov)

Example of Questioning Attitude:

Submit

Criteria:

- Explain the issue well enough so that someone not familiar with the task or requirement can understand it.
- Be sure the nomination is the result of a questioning attitude vs "some really good work".
- Ensure that the question posed was outside what was expected (for example - if a quality control engineer is performing a required inspection, you would expect that the individual may find something that should be questioned.)
- Examples are not limited to safety related issues but must support continuous improvement.
- All UCOR, subcontractor, and staff augmentation personnel are eligible to participate.
- Individuals may be nominated more than once.
If you have any question or comments, please contact one of the following individuals who are working to implement and improve the Questioning Attitude Recognition Program:

<table>
<thead>
<tr>
<th>Questioning Attitude Recognition Program Contacts</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Libby Gilley, ISMS Program Manager</td>
<td><a href="mailto:libby.gilley@ettp.doe.gov">libby.gilley@ettp.doe.gov</a></td>
<td>865-241-5312</td>
</tr>
<tr>
<td>Fran Williams, ESH&amp;QA Manager</td>
<td><a href="mailto:fran.williams@ettp.doe.gov">fran.williams@ettp.doe.gov</a></td>
<td>865-241-1181</td>
</tr>
<tr>
<td>Sandra Rhodes, Employee Concerns Manager</td>
<td><a href="mailto:sandra.rhodes@ettp.doe.gov">mailto:sandra.rhodes@ettp.doe.gov</a></td>
<td>865-574-8463</td>
</tr>
<tr>
<td>Michelle Register, Voluntary Protection Program Coordinator</td>
<td><a href="mailto:charlene.register@ettp.doe.gov">mailto:charlene.register@ettp.doe.gov</a></td>
<td>865-574-4729</td>
</tr>
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</table>
Monthly Nomination Submittals

FY 2014

August - View Nominee Information....

July - View Nominee Information....

June - View Nominee Information....

May - View Nominee Information....

April - View Nominee Information....

March - View Nominee Information....
Selection Committee

- Meets monthly to select best examples
- Includes representatives from craft and various levels of UCOR management
- Strives for continuous improvement to process
- Committee considers:
  - Impact on employee(s)
  - Impact on the company
  - Impact on the community
<table>
<thead>
<tr>
<th>#</th>
<th>Date</th>
<th>Nominee(s)</th>
<th>Project/Function</th>
<th>Supervisor</th>
<th>Names Submitted by</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8/26/2014</td>
<td>Will Stover</td>
<td>ETTP Operations/S&amp;M</td>
<td>Greg Huddleston</td>
<td>Felicia Phillips</td>
<td>There has been various safety issues associated with the smokers outpost in regard to combustion of paper and other trash placed in the units. A modification was suggested by Will Stover for the units at ETTP in lieu of purchasing new outposts. The modification was a stainless sleeve with small holes on two sides that only allow placement of cigarette butts due to the restricted size; thereby, eliminating the placement of combustible items into the units. The outposts are safer and the savings for the in-house design was $36,100.00.</td>
</tr>
<tr>
<td>2</td>
<td>9/4/2014</td>
<td>Pamela Gray</td>
<td>Building Service Worker</td>
<td>Mary Wilson</td>
<td>Robert Peirce</td>
<td>I was approached by Pamela Gray about the appropriate disposal of yellow anti-contamination clothing used by the K-1007 training organization. She questioned if it was proper to dispose of such material as regular trash. She expressed concern that the anti-Cs might be mistaken as radiological material and cause alarm at the disposal facility. She was retaining multiple bags of the clothing until receiving direction. Upon review it is okay to dispose of the anti-Cs as regular trash as long as there are no radiological labels or marking. I believe she should be commended for her questioning attitude.</td>
</tr>
<tr>
<td>3</td>
<td>9/10/2014</td>
<td>Deanna Ramsay, Paul Ivaska</td>
<td>D&amp;D/Radiation Protection</td>
<td>Maggie Owen</td>
<td>Derrick Alt</td>
<td>In the process of transferring building 892 from S&amp;M. This building has been classified as abandoned for approximately 10 years, i.e. no...</td>
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</table>
Questioning Attitude Recognition Program

- Notification through supervision
- Monthly President’s Accident Prevention Council Meeting
- Media including company newsletters, emails, television monitors, etc.
- Webpage
Safely Delivering DOE's Vision for the East Tennessee Technology Park Mission

911 transition completed

The 911 transition is complete. When reporting an emergency to 911, dialing 911 from a UT campus phone will now be answered by the Knox County 911 center. Emergencies may also be reached by dialing 911 or 911 directly. The Knox County Police, Fire, and Rescue services, together with Knox County EOC, will now answer emergency phone calls from all campuses.

Questioning Attitude Leaders recognized

Questioning Attitude Leaders include Hugh Martin, Bill Grissom, and Earl Hollingsworth. Congratulations to the following recipients of UCOR’s Annual Award for Excellence:

- Steve Peterson and Dan Whitaker from Water Treatment
- Chuck Kellner and the Public Service Commission
- Dan Whitaker and the Public Service Commission

Congratulations to all the recipients for their hard work and dedication to UCOR’s mission.

Wellness Corner

Keep medications away from children

According to the Centers for Disease Control and Prevention, medication errors are a leading cause of hospitalization in children. Medication errors can occur when medications are not administered properly or when children take medications intended for adults.

To prevent medication errors, it is important to:
- Store medications out of reach of children
- Use childproof lids on all medicine bottles
- Be aware of potential side effects of medications
- Keep a list of all medications being taken by the child

July 2014 Questioning Attitude Recognition Program Award Winners and Supervisors

Chris Peddicord, Ann Butler, Robin Manning, Bob Sneed, Chris Seber
Questioning Attitude Recognition Program

➢ Quarterly “Best of the Best” winners and their supervisors are selected for a recognition lunch with UCOR President and Project Manager
Questioning Attitude Recognition Program

Feedback and Improvement

<table>
<thead>
<tr>
<th></th>
<th># Examples Submitted</th>
<th># Examples Selected</th>
<th># Nominees Recognized</th>
<th># Supervisors Recognized</th>
<th>Total # of people Recognized</th>
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<tr>
<td></td>
<td>45</td>
<td>13</td>
<td>19</td>
<td>15</td>
<td>34</td>
</tr>
<tr>
<td>Quarterly Lunch with UCOR President and Project Manager</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>11</td>
<td></td>
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</tbody>
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Feedback from Awardees:

- Monthly Recognition at PAPC
- Questioning Attitude Logo Safety Vests
- Private time with UCOR President and Project Manager
- Offsite Lunch
- Fellowship
Questioning Attitude Recognition Program

- Some groups may get more recognition than others.
- Provide recognition for nominees who are not selected as monthly awardees.
- Provide recognition for those who submit.
Questioning Attitude Recognition Program

- Ensure personnel without computer access have information regarding how to participate.
- Maintain constant drumbeat.
- Send reminders for projects & functions to review the list of examples as more are added.
- Maintain focus on recognition, not reward.