



Effective Safety Communications Planning

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Uranium Processing Facility Communications

Independent Assessment of UPF Safety Culture (2012)

- “Only 15% of the contractor interviewee respondents had positive perceptions about the exchange of information, both formal and informal, between the different departments or units in the project.”
- “Many interviewees indicated that they don’t always know or hear about emerging issues.”
- “Many interviewees indicated that the project could benefit from more interdisciplinary communication, e.g., across the contractor organizations.”
- “Interviewees indicated that there is a lot of variability in the quality and quantity of communication and information that is received and it is dependent upon who you are working for whether you get the big picture or just your picture.”

Source: DOE Independent Assessment of Nuclear Safety Culture at the Y-12 National Security Complex, Uranium Processing Facility Project, June 2012

Strategic communications plan

- **Provide the underlying structure for all communications**
- **Outlines objective(s)**
 - Why?
- **Covers these components:**
 - Who?
 - What?
 - When?
 - Where?
 - How?
- **Specifies how and when to evaluate effectiveness**

Why? Objective

- To create a strong safety culture on the UPF project
- To specifically improve
 - Leadership safety values and action
 - Problem identification and resolution
 - Effective safety communication

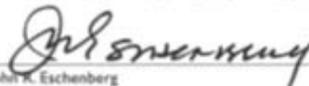

URANIUM PROCESSING FACILITY PROJECT
NUCLEAR SAFETY CULTURE POLICY STATEMENT

This policy establishes the expectations and commitment by the National Nuclear Security Administration and BWX Y-12 to foster and maintain a positive Nuclear Safety Culture during all work on the Uranium Processing Facility (UPF) project. We define our Nuclear Safety Culture through our core values and behaviors that result from a collective commitment by UPF leaders, supervisors, and workers emphasizing safety as the overriding priority to protect workers, public and the environment.

Employee involvement is a cornerstone for successful implementation of Y-12's Integrated Safety Management System, Voluntary Protection Program, Behavior-Based Safety, and other Environment, Safety, Health, and Quality programs. While these programs help us achieve our safety goals, it is our culture that defines our character and influences our behavior. Our Nuclear Safety Culture is grounded in the following traits:

1. **Leadership Safety Values and Actions.** Our leaders demonstrate their commitment to safety through their decisions and behaviors.
2. **Problem Identification and Resolution.** We promptly identify, evaluate, and address potential safety issues.
3. **Personal Accountability.** Everyone takes personal responsibility for safety.
4. **Work Processes.** We plan, control, and conduct work activities safely.
5. **Continuous Learning.** We seek to learn more about safety so that we can apply that knowledge to our work.
6. **Environment for Raising Concerns.** We maintain a safety conscious work environment and everyone feels free to raise safety concerns without fear of retaliation, intimidation, harassment, or discrimination.
7. **Effective Safety Communication.** Our communications help us stay focused on safety.
8. **Respectful Work Environment.** We trust and respect each other.
9. **Questioning Attitude.** We avoid complacency and appropriately challenge existing conditions and activities to ensure that safety remains the priority.

We have an open door policy, especially pertaining to safety.


John K. Eschenberg
UPF Federal Project Director
National Nuclear Security Administration


Mark H. Seely
UPF Project Director
B&W Y-12



12-028 

Who? Audience

- Management
- Employees
- Y-12 site employees
- Customers
- Stakeholders



What? Messages

- **Focus areas**
 - Leadership modeling safety culture traits
 - Employees willing to question
 - Improved communication
- **Messages from leaders regarding safety culture**
- **Communications to employees re: questioning attitude**
- **Communications regarding respectful work environment**

When?

- Resources
- Schedule
- Opportunities

Trait	Objective #	Description	Start	Finish
Respectful Work Environment	8.0	Create communications on "trust building/trust damaging behaviors"	07/24/13	12/31/13
Continuous Learning	5.0 7.0	Provide SC/HPI training for UPO personnel	07/15/13	08/15/13
Respectful Work Environment	8.0	Create table tents & posters with "meeting respect" message	02/26/13	06/30/13

Where? Channels/media



THE NATION'S URANIUM PROCESSING FACILITY

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Safety

“At UPF, we encourage raising safety concerns in a timely manner, offering solutions and following through to resolution.”

Project Manager, Execution **Mike Pratt**



Gary Hagan

Key Safety Documents

- [UPF Nuclear Safety Culture Program Plan](#)
- [UPF Environment, Safety and Health Plan](#)
- [UPF Construction Safety Plan](#)
- [Y-12 Construction Safety Handbook](#)
- [Personal Quality, Safety, Security & Ethics Plan Template](#)

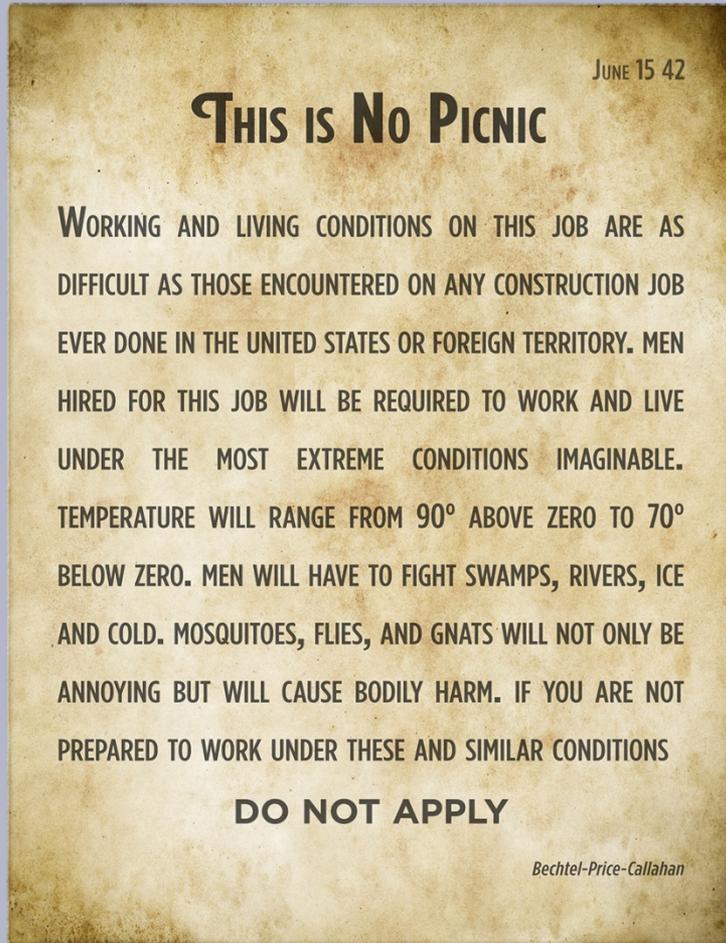
Safety Guidance and Current Events

- [UPF Virtual 3rd Quarter Employee Team Meeting Video](#)
- [Occupational Health Services](#)
- [Guidelines on After-hours Work \(PDF\)](#)
- [Emergency Notifications and Protective Actions \(PDF\)](#)

- E-mails
- Meetings
- Television screens
- Posters
- Training
- Website
- *UPFront*
- YSource
- *The Y-12 Times*
- *The Y-12 Report*

How? Products

Yes, our safety culture has changed with the times.



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I am Len Harley.

I am a native South Carolinian.

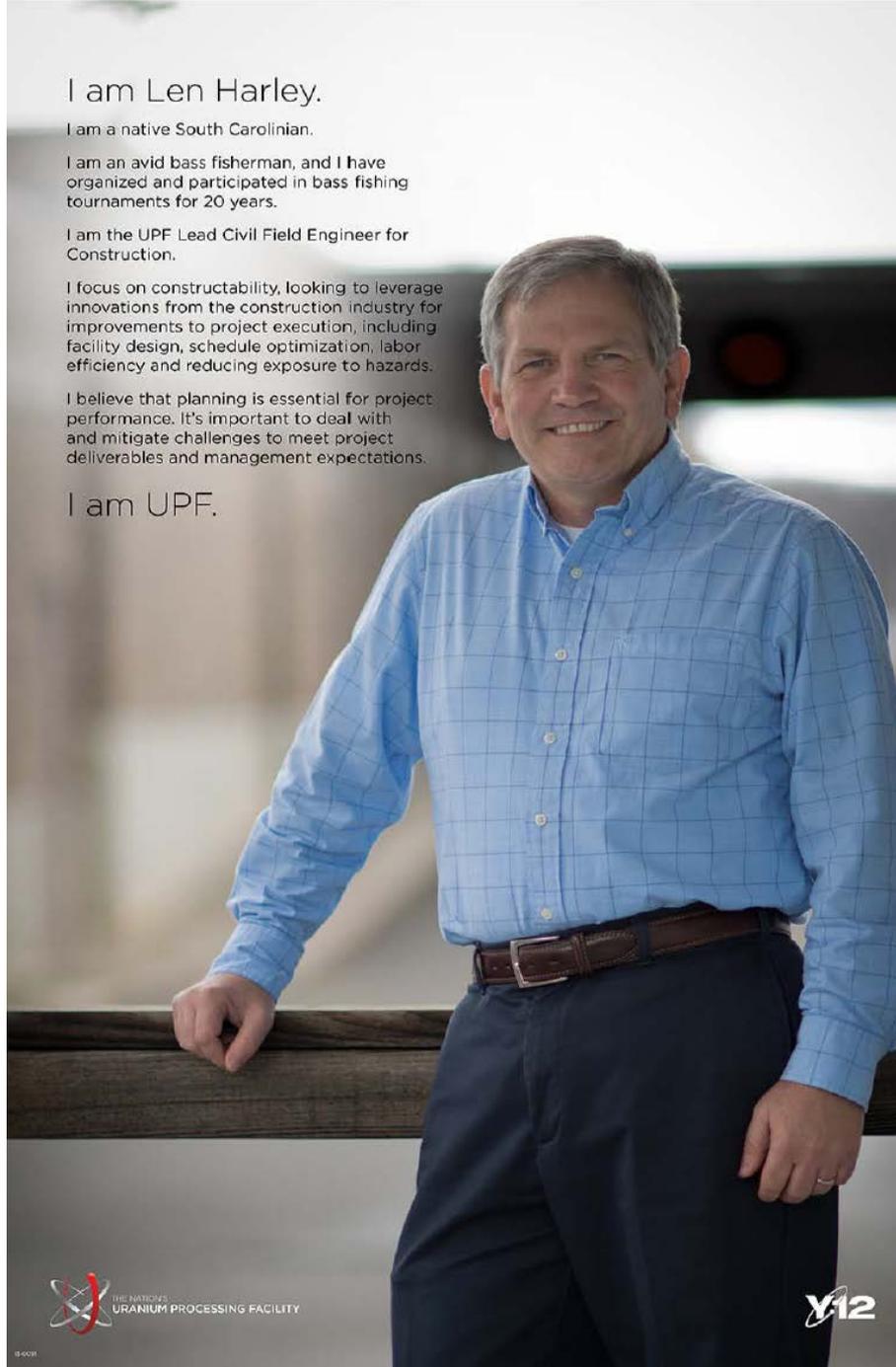
I am an avid bass fisherman, and I have organized and participated in bass fishing tournaments for 20 years.

I am the UPF Lead Civil Field Engineer for Construction.

I focus on constructability, looking to leverage innovations from the construction industry for improvements to project execution, including facility design, schedule optimization, labor efficiency and reducing exposure to hazards.

I believe that planning is essential for project performance. It's important to deal with and mitigate challenges to meet project deliverables and management expectations.

I am UPF.



UPF

Designing controls for uranium and other hazardous materials can be daunting. That's why the Uranium Processing Facility has a Safety-in-Design Integration Team.

Lynn Harkey, who leads SDIT, admits it is a challenge to balance competing requirements, but the payoffs are significant. "Safety is not an afterthought," he stressed. "It's something we've been doing since the beginning."

Safety is a fundamental requirement in the design of the Uranium Processing Facility, and integrating safety into design allows the incorporation of engineered controls, such as ventilation systems, which eliminate or reduce hazards to workers. These engineered controls are preferable to administrative controls, such as procedures, which are subject to human error.

To understand the difference between these controls, think of an automobile. A driver may fail to comply with an administrative control by forgetting to lock his car door before leaving his driveway; but an automatic lock, an engineered control, will still secure the car doors when the vehicle starts moving. Similarly, engineered controls at Y-12—like a fume hood that's removing airborne contaminants in a laboratory—contain or reduce hazards simply by their design.

UPF's SDIT effort not only predates Harkey's tenure with the project but also predates the development of Department of Energy Standard 1189, *Integration of Safety into the Design Process*. In fact, several UPF staff members played a role in developing the standard that outlines the expectation that "safety issues are identified and addressed adequately early in the project design."

Safety IN DESIGN

Harkey refers to the team as "a significant step forward" in integrating safety as compared with projects five or 10 years ago. Gary Hagan from Environment, Safety and Health noted that the team approach allows development of the best composite design with the lowest risk to workers, the public and the environment.

Hagan explains that the process is much like the holistic approach your family physician might take. "Specialists want to treat what they know, but your family physician ensures the whole patient is addressed to reduce overall risk." This analogy is applicable to the competing requirements of criticality safety, fire protection and industrial safety. Hagan elaborated, "The criticality safety personnel may be assuming that no water will be used if the material ignites, while the Fire Department says, 'If that catches on fire, we're going to want to put water on it.'" By getting all the disciplines working together, SDIT can facilitate and expedite mutually acceptable solutions, such as using an inerting system to protect against fire and avoid a criticality.

Hagan indicated that without this team, designers could be running from one specialist to the next because each discipline sees the process from its own perspective. Developing optimum and balanced solutions for complex issues from multiple stakeholders can be difficult and time-consuming. SDIT continues to focus on improving integration timeliness to ensure resolutions fully support UPF schedules.

"Lynn's style facilitates conversation, which is essential in achieving consensus among disparate and often deeply entrenched perspectives," Hagan said. Under Harkey's leadership, SDIT encourages all disciplines to think outside the box.



THE NATION'S
URANIUM PROCESSING FACILITY
Y-12 NATIONAL SECURITY COMPLEX

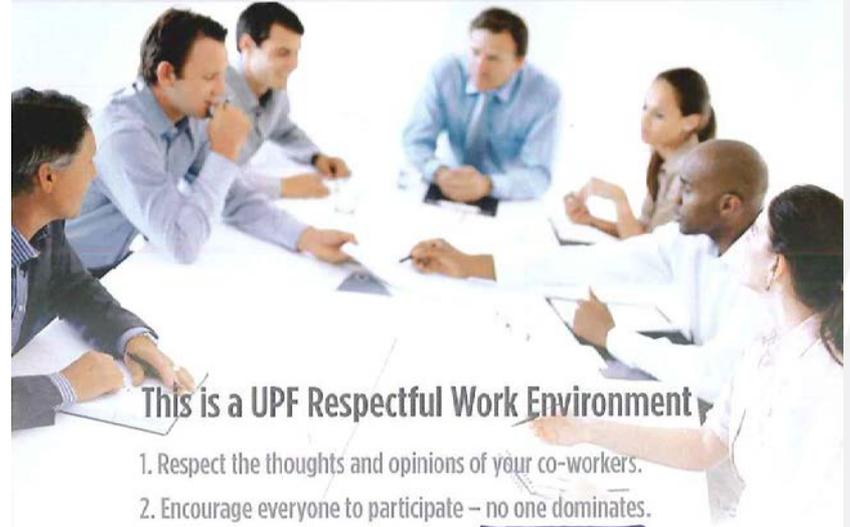


This is a UPF Respectful Work Environment

1. Respect the thoughts and opinions of your co-workers.
2. Encourage everyone to participate – no one dominates.
3. Be an active and objective listener – ask thoughtful questions.
4. Keep an open mind – respect minority opinions.
5. Don't interrupt – limit side conversations.
6. Agree only if it makes sense to do so.
7. Disagree without being disagreeable – no blaming, name calling, or personal attacks.
8. Work together. Don't just say 'no' – offer alternatives.
9. Stay on topic and on time.



THE NATION'S
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Y-12 NATIONAL SECURITY COMPLEX



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Campaigns in safety

- **Construction employees working increasingly closer to the roadway**
- **Employees speeding in a construction zone**
- **Traditional enforcement methods weren't working**



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Don't let driving become a bear on Bear Creek

Posted: November 4, 2013, 12:00 am

Bear Creek Road construction is moving along at a good pace. That means large trucks and construction vehicles are also moving along with regular vehicle traffic on Bear Creek Road. Please be aware of the 25 MPH zones and watch for equipment and workers.

During these times of changing roadways, it is easy to get frustrated. It is important to keep a safe distance from the vehicle in front of you. A good rule of thumb is the two-second rule, staying at least two seconds behind the vehicle you are following. "Tailgating can lead to road rage, which can lead to aggression and even confrontation," said Mark Haskew of Program Support, Environment, Safety, and Health.



Tailgating can lead to road rage, which can lead to aggression and even confrontation.

Dr. Bill Conklin, Y-12's psychologist with Occupational Health Services, has a few tips about the importance of being mindful while driving. "Reducing distractions means reducing stress. Limiting distractions, especially while driving, will lessen your stress levels." Another thing to remember is to slow down. "Slowing down not only your MPH, but your life, will put you back in control and make you less susceptible to road rage." Conklin also discussed managing expectations, reminding us that driving at the pace we want to drive may not be possible during construction.

According to the Tennessee Highway Patrol, most work zone accidents are caused by rear-end collisions. Points to keep in mind while traveling on site are:

- remove distractions while driving, such as telephones
- make note of and drive the posted speed limit
- do not follow a vehicle too closely — keep a safe distance by following the two-second rule
- be respectful and share the road with others



- Increasing awareness of the issue
- Providing a human perspective as motivation for change

Billboards

The road is our workplace

Help us
keep it
safe



AMERICA'S
URANIUM
PROCESSING
FACILITY



Communicating results

- Providing feedback to employees
- Percentage exceeding the speed limit
 - Before: 37%
 - After: 4%
- Unsafe behaviors
 - Before: 44/1804
 - After: 2/958

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Drivers are slowing down for construction

Posted: February 12, 2014, 12:00 am

If you travel near the construction area on Bear Creek Road, you know that Avisco and Army Corps of Engineers workers are often doing their jobs only one step away from your moving vehicle.

To protect everyone, it is essential that drivers observe the 25 mph speed limit and respond quickly to increased movement and changing conditions on the road. Rhonda Martin of Industrial Safety said, "It takes awareness by everybody to keep every worker safe."

Now there is evidence that drivers are taking safety to heart by slowing down and paying attention. Following are preliminary data collected during 10 workdays in November 2013:



The road is their workplace. Help keep them safe.

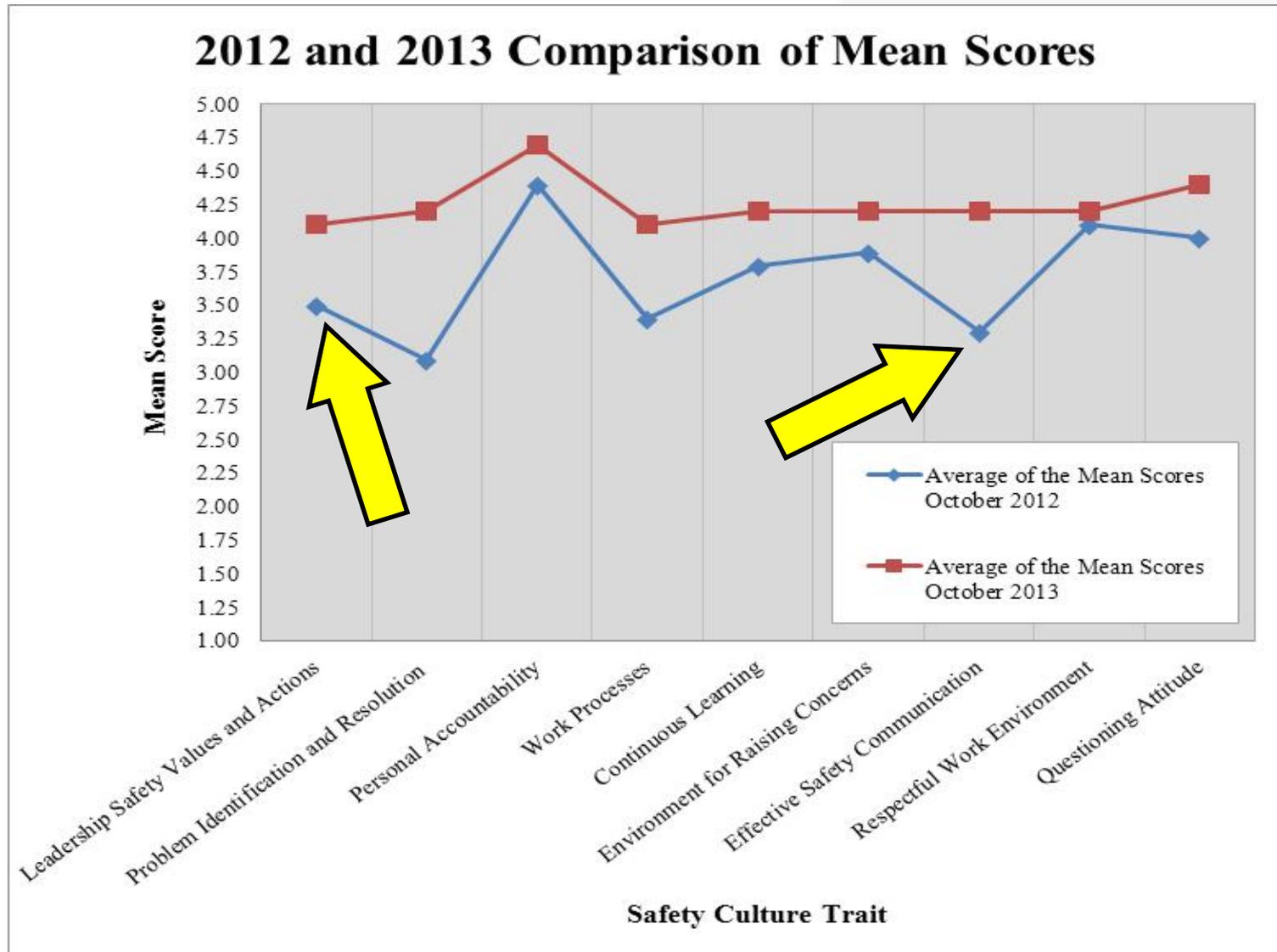
Speed (mph)	Percentage of drivers, 7-day period before Thanksgiving ^(a)	Percentage of drivers, 3-day period after Thanksgiving ^(b)
0-20	25%	52%
21-25	40%	45%
26-30	26%	3%
31-35	7%	1%
>35	2%	0%
Unsafe driving practice	Number of drivers, 7-day period before Thanksgiving ^(a)	Number of drivers, 3-day period after Thanksgiving ^(b)
On the phone	41	2
Without seatbelt	3	0

^(a)1804 observations.
^(b)958 observations.

Evaluation

- **Specify times to take stock of progress**
- **Determine strengths and weaknesses**
- **Identify obstacles**
- **Create and implement new approaches**

Improvement in All Safety Culture Traits



Summary

- Know **WHY** you are communicating
- Understand to **WHOM** you are communicating
- Determine **WHAT** you are going to communicate
- Decide **WHEN** and **WHERE** the messages can be delivered
- Choose **HOW** to deliver the message



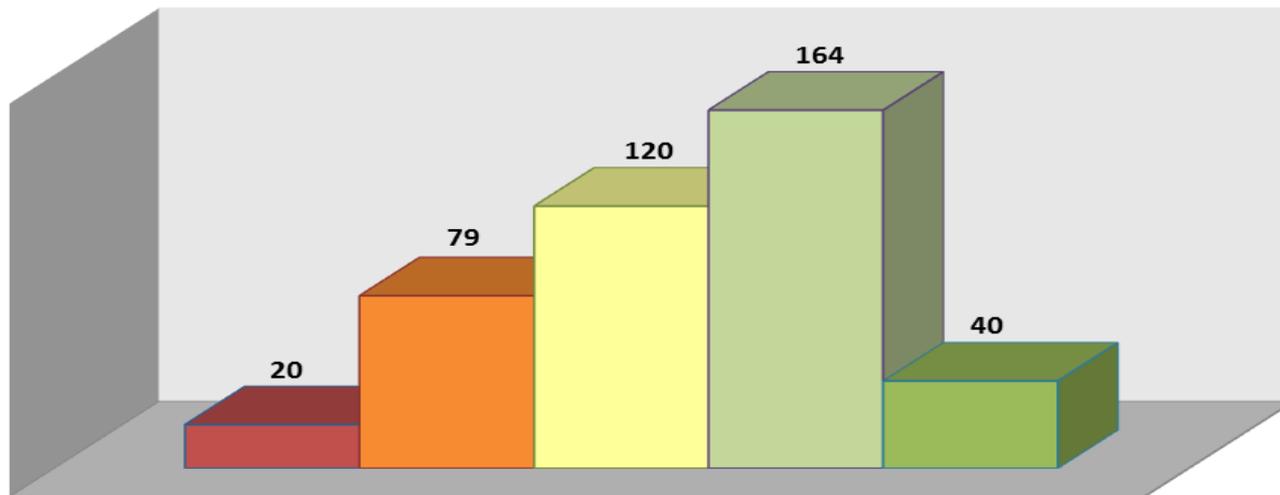
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Survey Confirmed DOE Results

Timely Communication of Important Information (Q-16)

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree



Less than one-half (48%) of respondents agreed or strongly agreed that they received important information about the UPF Project frequently and in a timely manner. The mean score (3.3) was ranked in the bottom half of all survey items.