



UCOR
URS | CH2M
Oak Ridge LLC

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)
 - K-25, K-27, and K-31 Uranium Enrichment Plants
 - 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

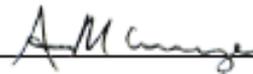
This policy establishes the commitment of the Department of Energy Oak Ridge Office of Environmental Management (OREM) and UCOR to foster and maintain a safety conscious work environment (SCWE) in all facilities and for all work. Safety includes protecting workers, the public, and the environment. This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



Coupon books on sale

UCOR is selling a limited number of Lifestyle Savings Books to benefit the United Way. The books, which are \$35 each, contain "buy one get one free" and 30% off coupons to various local restaurants, such as Montecrey, Grubbs Grill, La Parilla, Redbones on the River, and Asia Cafe. It also has several other retail coupons, such as \$50 off at L.L. Gregg, a \$25 hair salon, and various other offers.

You can purchase your coupon book from Veronica O'Hara (K-1123, Room 137), Misty Biele (K-1007, Room 1107), or Carolyn Simons (K-1580, Room 217).



United Way Book and Gift Fair coming April 8-9

The United Way Spring Book and Gift Fair will be held from 10 a.m. to 4:30 p.m., Tuesday, April 8, and from 8 a.m. to 3 p.m. on Wednesday, April 9, in K-1123, Room 106.

Items available include spring-themed gifts, children's story books, cookbooks, general interest books, New York Times bestsellers, stationery, scrapbooking supplies, music collections, toys, gifts for all ages, early learning products, and children's educational products.

A coupon will be distributed soon to get \$3 off a 2-Care foam bow and arrow set, which retails for \$24.95 but is only \$16.99 with \$3 off the already discounted price.



BOOK FAIR
BOOKS & GIFTS AT GREAT PRICES

Questioning Attitude Recognition Program

Do you know how to nominate someone?

The Questioning Attitude Recognition Program recognizes individuals who question practices or conditions that could be improved. You may nominate someone by contacting an ES&H staff member, supervisor or by contacting an ES&H staff member, safe safety advocate/representative, or anyone on the management team. Nominations may also be suggested at FOD or staff meetings.

A selection committee will choose some of the best nominations to discuss at the monthly President's Accident Prevention Council meeting. Each quarter, the committee will select the best of the best, and the selected individuals and their supervisors will have lunch with UCOR President and Project Manager Leo Sain. The first lunch is planned for June.



Brown appointed ATLC craft safety & health officer



Travis Brown

Travis Brown has been named as the ATLC Safety and Health Officer for UCOR Operations located at ORNL. Travis replaces Gene Woody, who retired in March.

Travis, an army veteran, has held various positions at DOE Oak Ridge sites for nearly 25 years. He earned a Bachelor of Science degree in Industrial Education from East Tennessee State University and taught middle school before becoming an electrician. Employed by Energy Solutions, UCOR is an IBEW Local 760 Shop Steward and serves on the Recognition Safety Committee, Questioning Attitude Recognition Selection Committee, and the UCOR I Care/We Care Committee.

Travis' wife, Linda, is the coordinator for the Roane State Foundation. They have been married 42 years and have two sons, 13 grandchildren, and one great grandchild. They raise Black Baldie cattle at their Kingston farm.

Travis plays a vital role in the success of the UCOR safety culture by aiding with the identification and resolution of safety- and health-related concerns. Please welcome and support Travis in his new position. Travis can be reached by phone at 574-0712 or -617-2170.

Guidelines for submitting

Questioning Attitude nominations

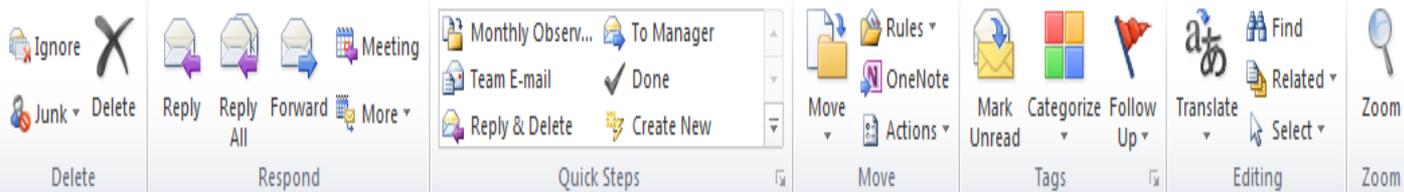
The UCOR Questioning Attitude Leader Recognition Program kicked off in March with an excellent response in both the quantity and quality of nominations submitted. Rodney Parson, an Ironworker from the D&D Project, and Steve Spradlin, a Transportation Specialist on the Waste Disposition Project, were selected from 13 nominations as the winning nominees for the month. Area Project Managers, Steve Dahlgren and Scott Anderson recognized each awardee and their respective supervisors (Neil Collins and Travis Willis) during the April President's Accident Prevention Council meeting.

Remember, you can make nominations by contacting the individual's supervisor or by contacting an ES&H staff member, craft safety advocate/representative, or anyone on the POD or staff meetings. Nominations may also be suggested at

- Please use the following guidelines when nominating Questioning Attitude Award recipients:
- Explain the issue 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).

Questioning Attitude Leader

UCOR



You forwarded this message on 6/10/2014 11:57 AM.

From: UCORAnnouncements
To: UCOR Users
Cc:
Subject: Questioning Attitude Nominees Sought

Sent: Tue 5/6/2014 3:43 PM

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).

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URS | CH2M Oak Ridge LLC
DOE-ORO Prime Contractor at the East Tennessee Technology Park

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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

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

- Company
- Employees
- News
- Projects
- Safety
- Services

QARP Home

- Nominations
- Criteria
- Nominee Form
- Monthly Nominees
- QARP Spotlight**
- Monthly Winners

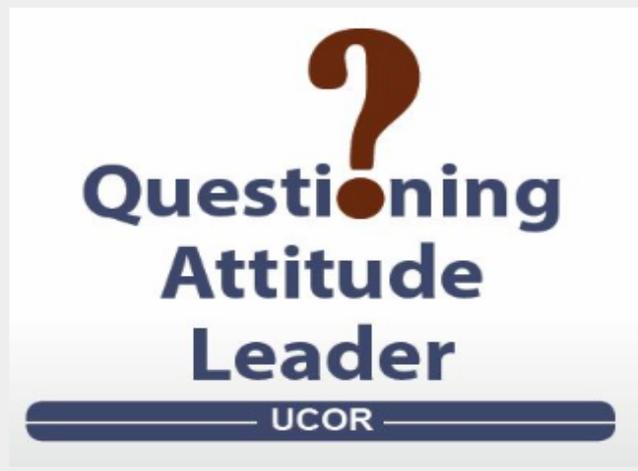
Questioning Attitude Recognition Program (QARP)

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 communiques 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.



Guidance on the Webpage

UCOR Questioning Attitude Recognition Program Criteria for nominating

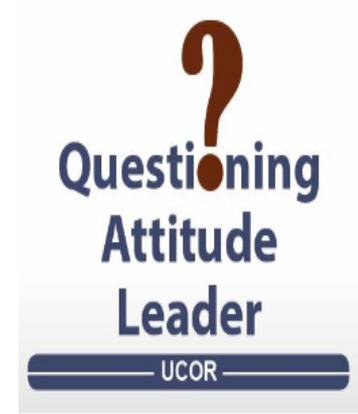
If you know someone at work who has exhibited a questioning attitude, contact their supervisor or an ES&H staff member, craft safety advocate/representative, or anyone on the management team. Nominations may also be suggested at Plan of the Day, staff meetings or by completing the online form (coming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

Webpage

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:

Questioning Attitude Recognition Program Contacts	Email	Phone
Libby Gilley, ISMS Program Manager	libby.gilley@ettp.doe.gov	865-241-5312
Fran Williams, ESH&QA Manager	fran.williams@ettp.doe.gov	865-241-1181
Sandra Rhodes, Employee Concerns Manager	mailto:sandra.rhodes@ettp.doe.gov	865-574-8463
Michelle Register, Voluntary Protection Program Coordinator	mailto:charlene.register@ettp.doe.gov	865-574-4729





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....](#)

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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

UCOR Questioning Attitude Recognition Program - August 2014

#	Date	Nominee(s)	Project/Function	Supervisor	Names Submitted by	Example	Monthly Awardee	Luncheon Awardee
1	8/26/2014	Will Stover	ETTP Operations/S&M	Greg Huddleston	Felicia Phillips	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.		
2	9/4/2014	Pamela Gray	Building Service Worker	Mary Wilson	Robert Peirce	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.	1 of 2	Yes October Luncheon
3	9/10/2014	Deanna Ramsay Paul Ivaska	D&D/Radiation Protection	Maggie Owen	Derrick Alt	In the process of transferring building 892 from S&M. This building has been classified as abandoned for approximately 10 years, i.e. no		

Questioning Attitude Recognition Program

- Notification through supervision
- Monthly President's Accident Prevention Council Meeting
- Media including company newsletters, emails, television monitors, etc.
- Webpage

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				
# Examples Submitted	# Examples Selected	# Nominees Recognized	# Supervisors Recognized	Total # of people Recognized
45	13	19	15	34
Quarterly Lunch with UCOR President and Project Manager	5	6	5	11

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.