

Fluor Idaho's Safety Culture: Challenges and Successes

Safely consolidating, accelerating, and delivering the ICP Core mission.



**Fred Hughes, President and
Program Manager**
October 25, 2018

Fluor
IDAHO

Background

- ◆ When Fluor Idaho took over as cleanup contractor on June 1, 2016, it inherited successful safety programs from the two previous contractors – CWI & ITG
 - Both programs were multi-faceted (i.e., several smaller safety programs within a larger, overall safety culture)
 - Both programs were “employee-owned”
- ◆ Fluor Idaho incorporated the best of both safety cultures and from Day 1 made safety our No. 1 core value
- ◆ The company also incorporated Fluor corporate’s 106-year legacy of safety successes and initiatives



What was the result?

- ◆ **Integration of two separate projects, programs, and cultures into a *One Fluor* project presented multiple challenges**
 - **Management changes**
 - **Procedures, process, and system changes**
 - **Job changes**
- ◆ **The winter of 2016/2017 caused numerous slips, trips, and falls resulting in first aids and reportable injuries**
- ◆ **The road to safety excellence started off “bumpy” and stayed that way**
- ◆ **Our injury performance is improving, but still does not meet my expectations**
- ◆ **We are doing better and will not be satisfied until we lead DOE in safe and compliant operations!**



What safety challenges exist in our everyday work?

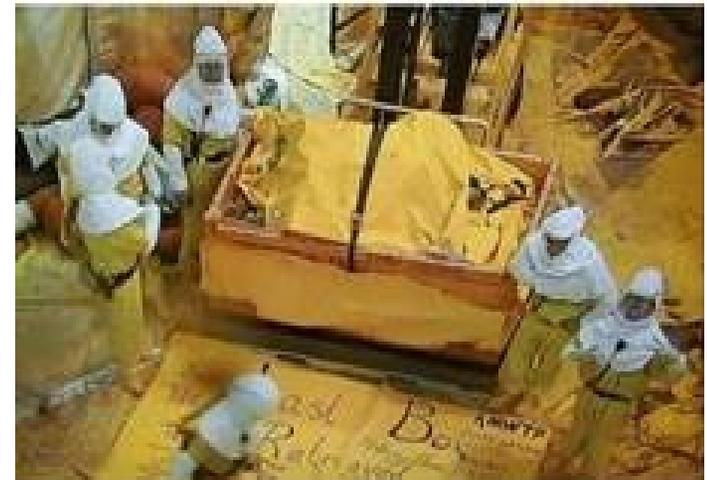
- ◆ Working in contamination areas, high-contamination areas, and airborne contaminant areas
- ◆ Risk of punctures from size-reduction activities
- ◆ Chemical hazards
- ◆ Handling, treating, and repackaging different waste types (some with unknown components)
- ◆ Heavy equipment (e.g., 4,000 drum movements weekly average)
- ◆ Aging equipment, buildings, and walking surfaces



Additional safety considerations

- ◆ **Human performance**
 - **The average age of our workforce is 48**
 - **Fitness for duty**
 - Health considerations
- ◆ **Weather**
 - **Wind and temperature changes can rapidly affect the work**
- ◆ **Change to facilities, procedures, personnel, or operations**
- ◆ **Complacency and familiarity**

We manage risk and ensure safety through the adoption of engineered controls, procedures, training, and the use of personal protective equipment (PPE).

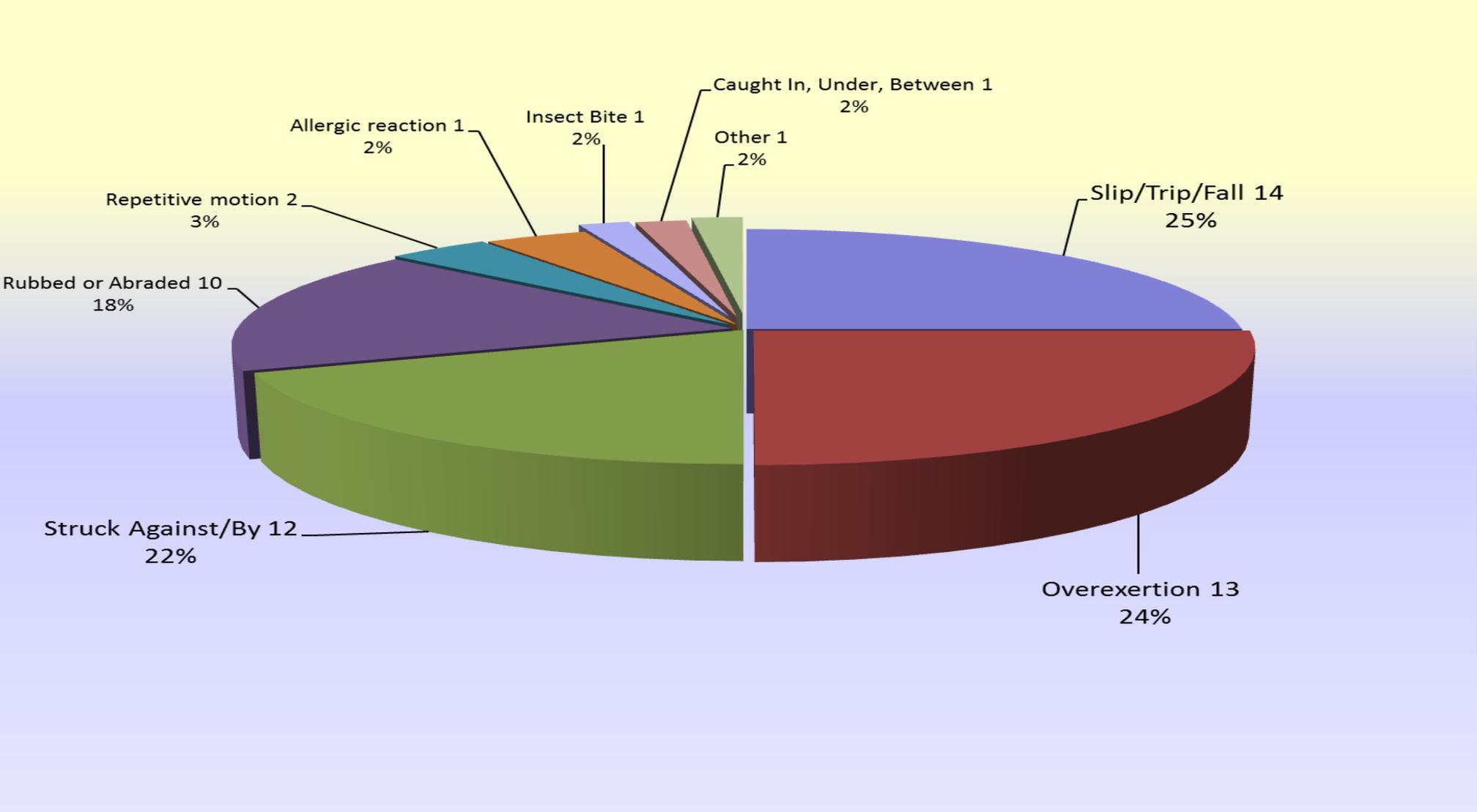


Explanation of classification of injuries

- ◆ **The following graphs are based on recordable and first aid cases**
- ◆ **First aids are cases that only have minor treatments defined as first aid**
 - **Bandages, wound cleaning, non-prescription medication**
- ◆ **Recordables are cases where the medical treatment exceeds first aid**
 - **Sutures, prescription medication, physical therapy**
- ◆ **DART refers to recordable cases that require an employee to experience days away from work, restricted activity, or transfer to a different job**

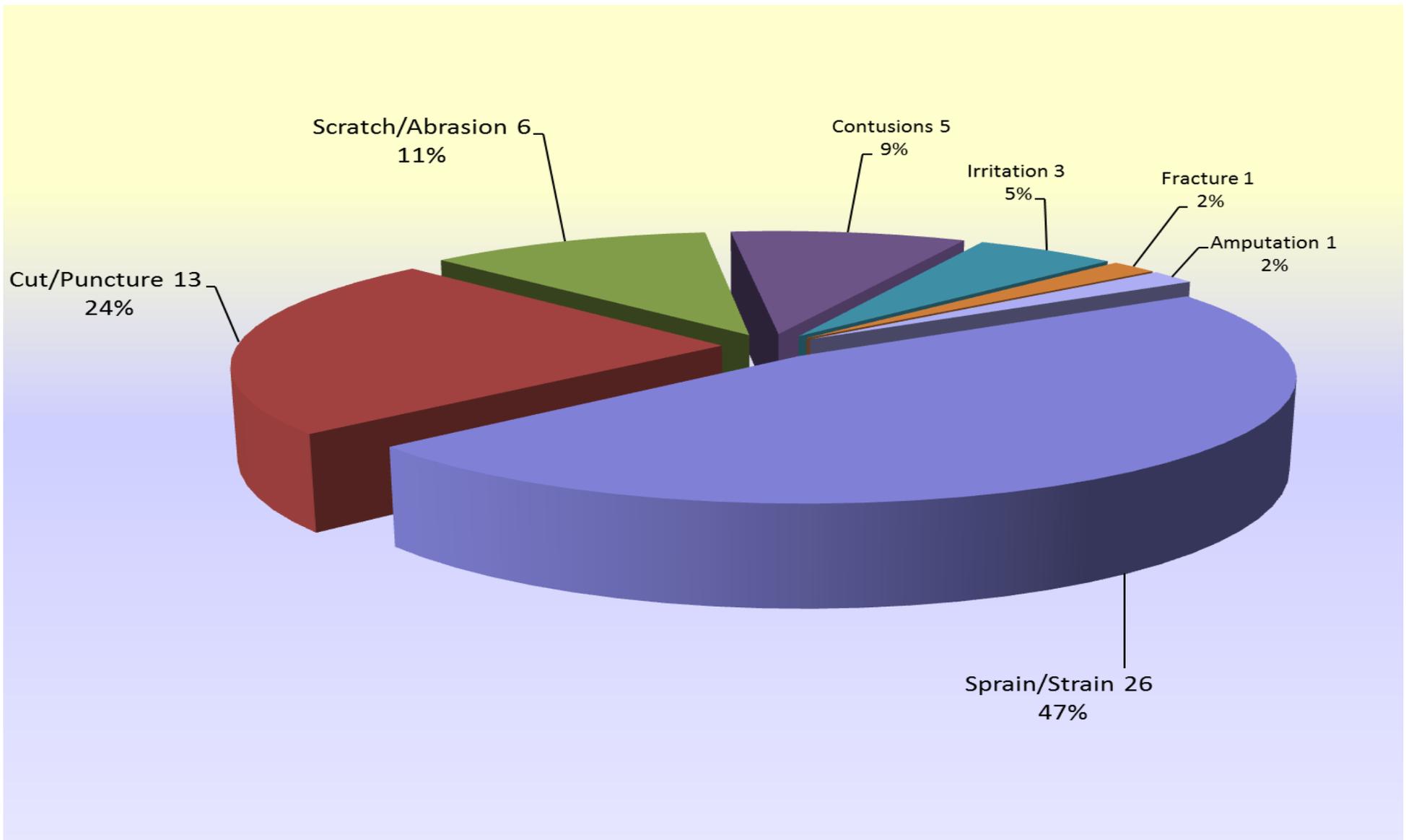
How are people getting injured?

FY18 Total Injuries 12-month



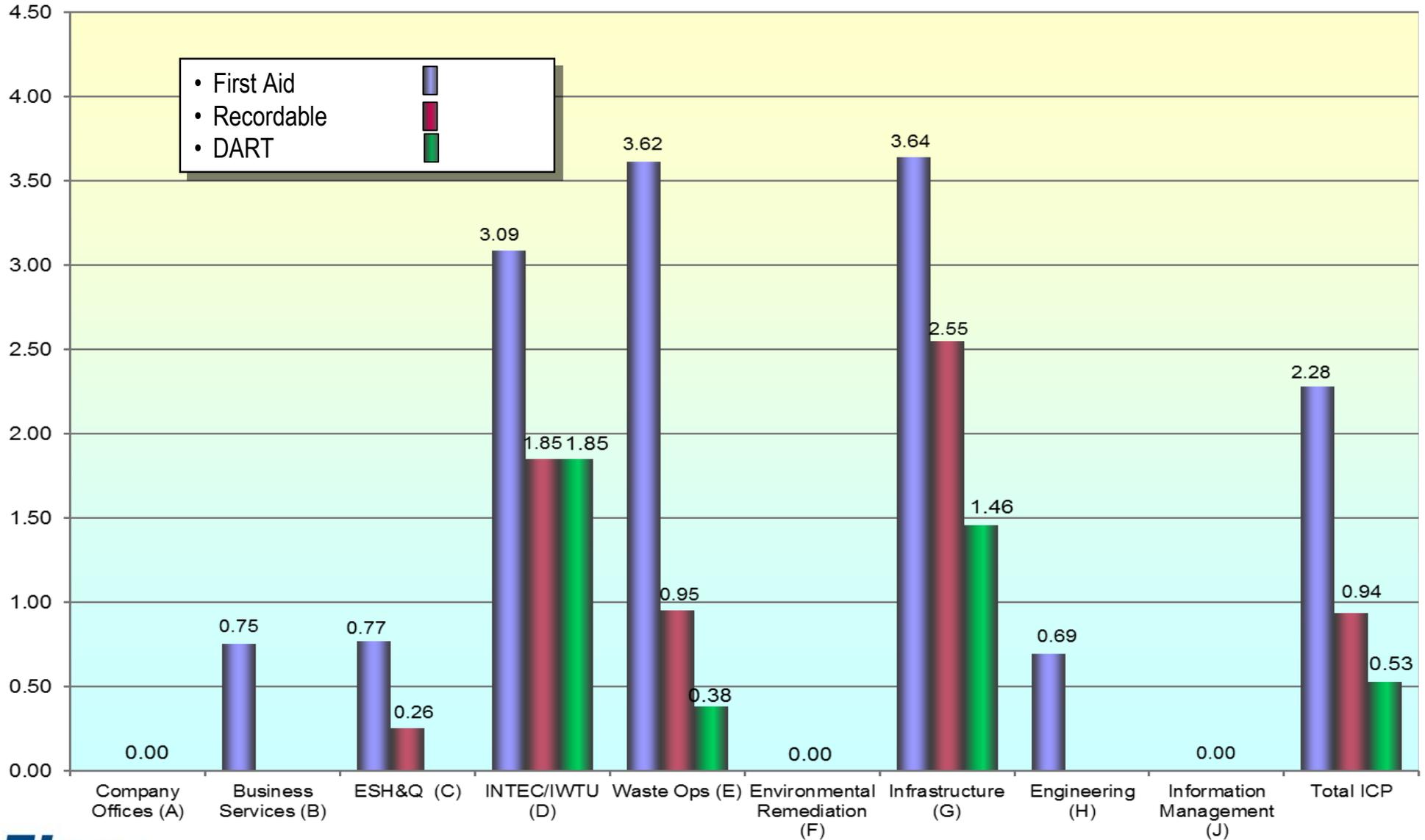
What type of injuries are people having?

Total Injuries 12-month (FY17 Sept – FY18 Aug)



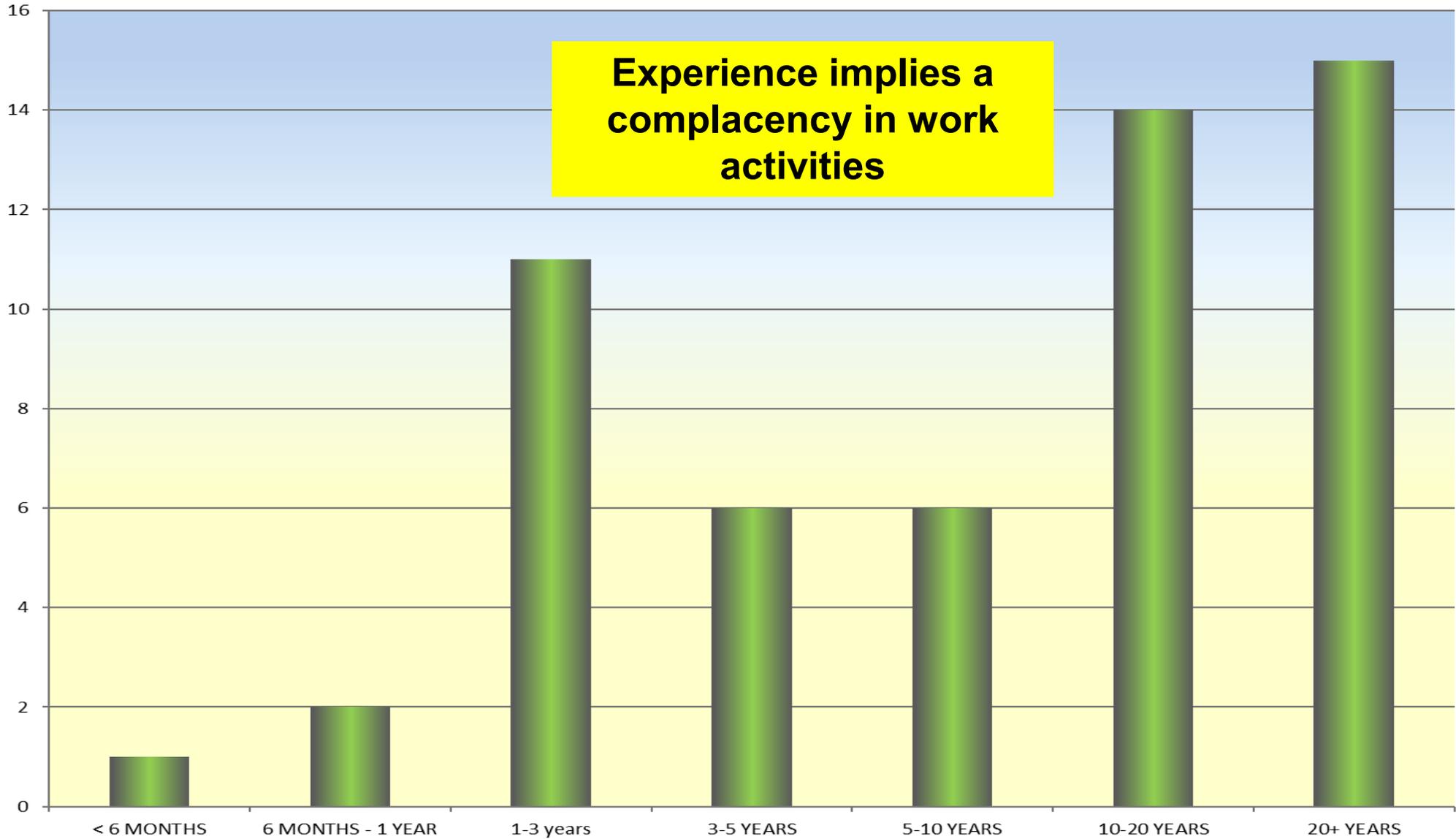
Where are people getting injured?

Total Injuries 12-month (FY17 Sept – FY18 Aug)



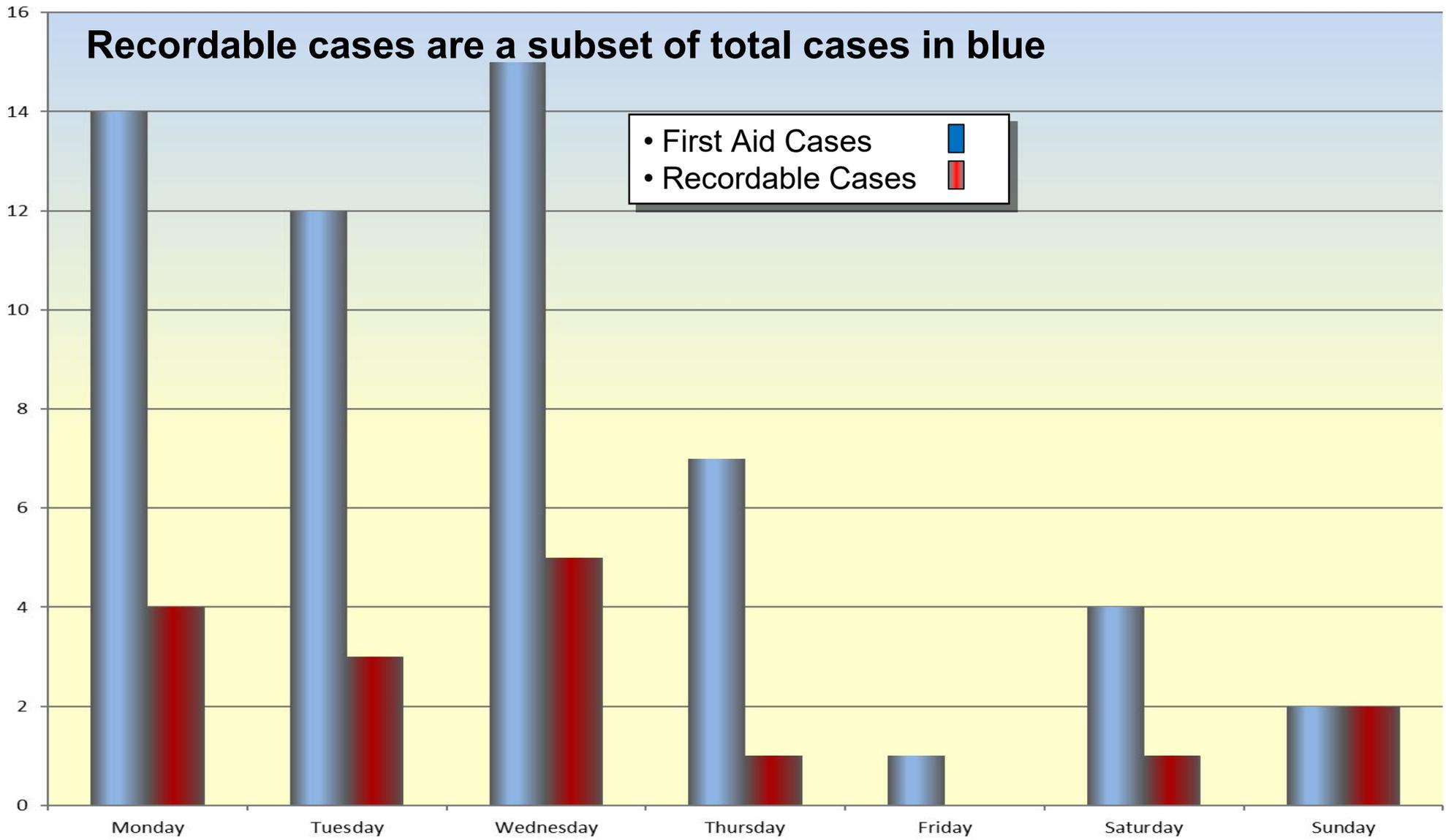
How much work experience do the injured have?

Total Injuries 12-month (FY17 Sept – FY18 Aug)



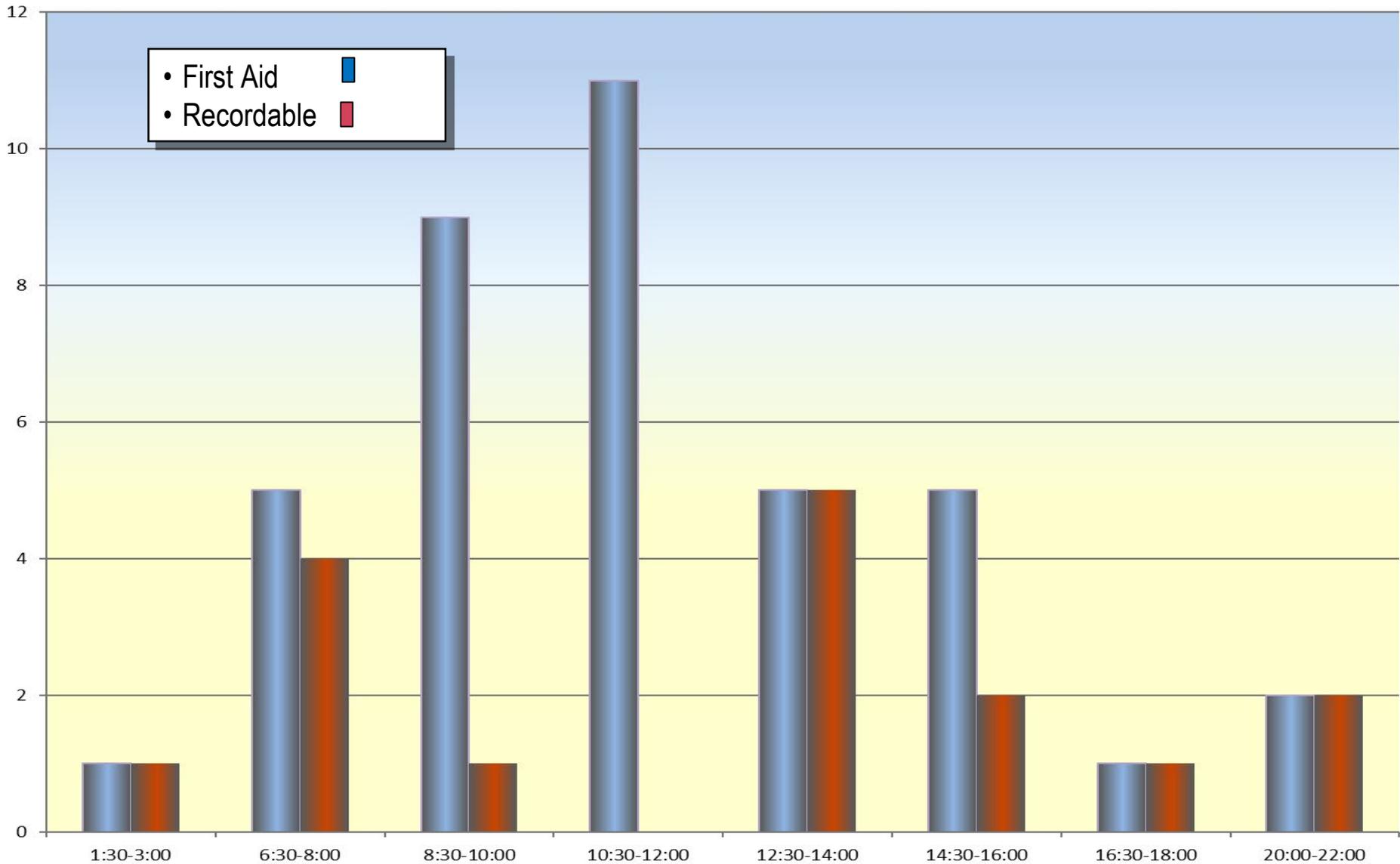
What days of the week do most injuries occur?

Total Injuries 12-month (FY17 Sept – FY18 Aug)



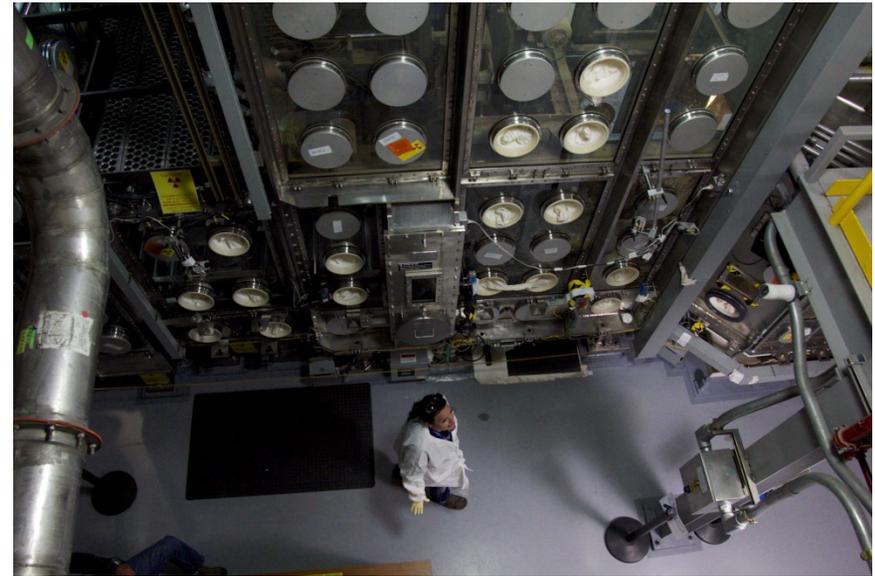
What time of the day do most injuries occur?

Total Injuries 12-month (FY17 Sept – FY18 Aug)



June 5 glovebox incident

- ◆ An employee doing a “criticality cleanout” in the Supercompactor glovebox at the Advanced Mixed Waste Treatment Project experienced a small puncture wound from metal sliver to the arm
- ◆ Fluor Idaho suspended work in all gloveboxes
- ◆ A cause analysis team was formed to investigate and make recommendations for improvement
- ◆ Evolution was treated as routine operation



June 5 glovebox incident (cont'd)

Results/Improvements

- ◆ The team identified the need to update glovebox operating procedures across the Idaho Cleanup Project to reflect potential hazards that an operator may encounter
- ◆ Cleanout operations now treated as complex activity with robust controls and procedures
- ◆ A supervisor is now positioned next to employees performing work within gloveboxes to watch for sharp objects while operators are handling, treating or repackaging waste; this is also required for operations involving the cleaning of gloveboxes
- ◆ Worker protection improvements include the installation of thicker Hypalon gloves within the gloveboxes and the requirement that operators wear puncture-resistant sleeves
- ◆ All personnel who work in gloveboxes were trained to the new procedures/requirements

Glovebox operations resumed in most areas on June 26 and within the Supercompactor glovebox in early July

The Environmental Restoration Program team has been a safety success

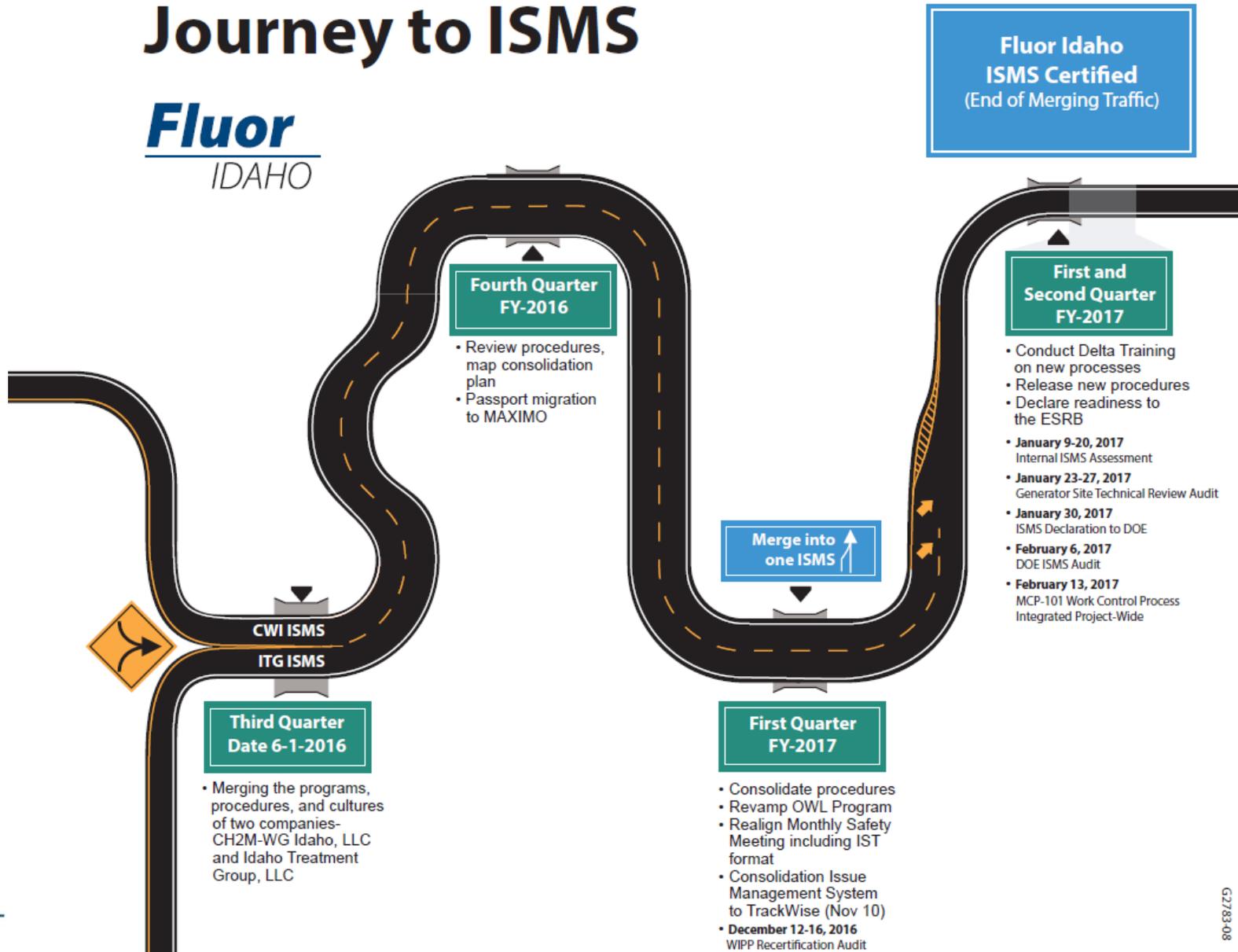
- ◆ **A safe and watchful team**
 - **12-year track record without a first-aid or OSHA-recordable injury**
- ◆ **20 team members with additional matrix resources**
- ◆ **They occupy the Sawtelle Street Facility and Site facilities**
- ◆ **Their job functions range from desk work to physical field work**
- ◆ **We are evaluating what they do right so we can transfer it to other Fluor Idaho groups**



Integrated Safety Management System roadmap

Journey to ISMS

Fluor
IDAHO



Fluor
IDAHO

G2783-08

Implementation of ISMS

- ◆ **Upon successful ISMS Phase I and II Verification, the DOE Phase 2 Verification Concluded:**
 - *“Based upon the review results and Fluor’s safe and conservative approach to address issues identified during the review, the ISMS review team concluded that the Fluor ISMS was effectively implemented at the site, facility and activity level. This review also determined Fluor’s safety culture was well founded and strong.”*
- ◆ **Received notification of continuing as a STAR Site on September 20, 2018:**
 - *Mr. M.B. Moury, Associate Under Secretary for Environment, Health, Safety and Security said in his letter: “We would like to congratulate you and the employees of Fluor Idaho, LLC/Idaho Cleanup Project (ICP), Idaho Falls, Idaho for your pursuit of excellence in health and safety and your efforts to retain Star status in the DOE Voluntary Protection Program (VVP).”*
- ◆ **Received DOE’s Superior VPP Star Award at the VPP National Conference for achieving a consistently superior level of performance in meeting established safety and health goals and achieving 50% lower injury rates than similar businesses**

Where have we increased our emphasis?

- ◆ A significant number of initiatives have been launched to address performance in the five key areas of the Voluntary Protection Program and promote sustainability of our Safety Culture
 - Management Leadership
 - Employee Involvement
 - Work-Site Analysis
 - Hazard Prevention and Control
 - Safety and Health Training



Key improvement initiatives

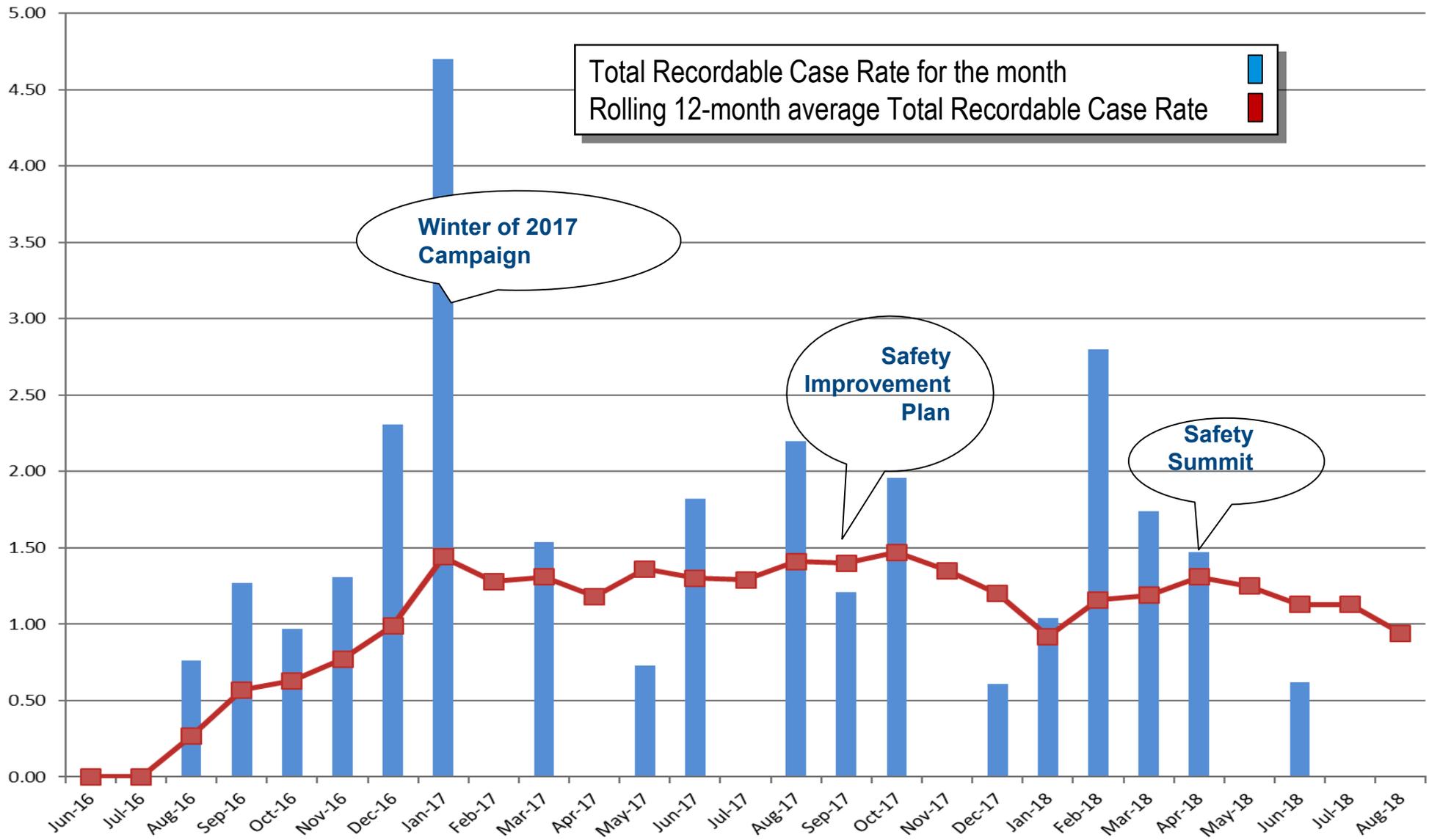
- ◆ **Management engagement and time in the field**
 - **Informal communications between worker and supervisor and company Communications outside of Core Notes**
 - **Increased supervision for “life critical work”**
 - **Senior level participation in Hazard Review Boards**
 - **Increased Management Workplace Visits**
 - **Increased supervision at job site (Senior Supervisory Watch) for complex activities**
- ◆ **Communications**
 - **Purchased and displayed Stoplight Alert (Red, Yellow, and Green lights) for the weekly incidents to demonstrate *One Fluor* philosophy**
 - **Weekly letter from Fred**
 - **Weekly Stoplight Chart**
- ◆ **Safety culture sustainment**
 - **Monthly Safety Culture Survey**
 - **TLP-100, Safety Leadership Training for Front Line Workers**
 - **TLP-150, Safety Culture for First Line Leaders**
 - **TLP-175, “Hard Day at Work” for First Line Supervisors**
 - **Eckerd College Leadership Academy for First Line Supervisors**

Key improvement initiatives (cont'd)

- ◆ **Injury/illness prevention**
 - Strength training, flexibility, cardiovascular exercises (BEA Occupational Medical Professional/Physical Therapist one-on-ones)
 - Reinvigoration of I-Stretch
 - Slip simulator to address slips/trips/falls
- ◆ **Organizational learning**
 - Safety Improvement Plan
 - Safety Summit (March)
 - External reviews
- ◆ **VPP readiness/preparation**
 - Safety Days
 - Special Observe-Watch-Learn (OWL) campaigns
 - All-employee safety meetings
 - Increased VPP activities (self-assessments, roadshows, feedback luncheons, Travel Guide)

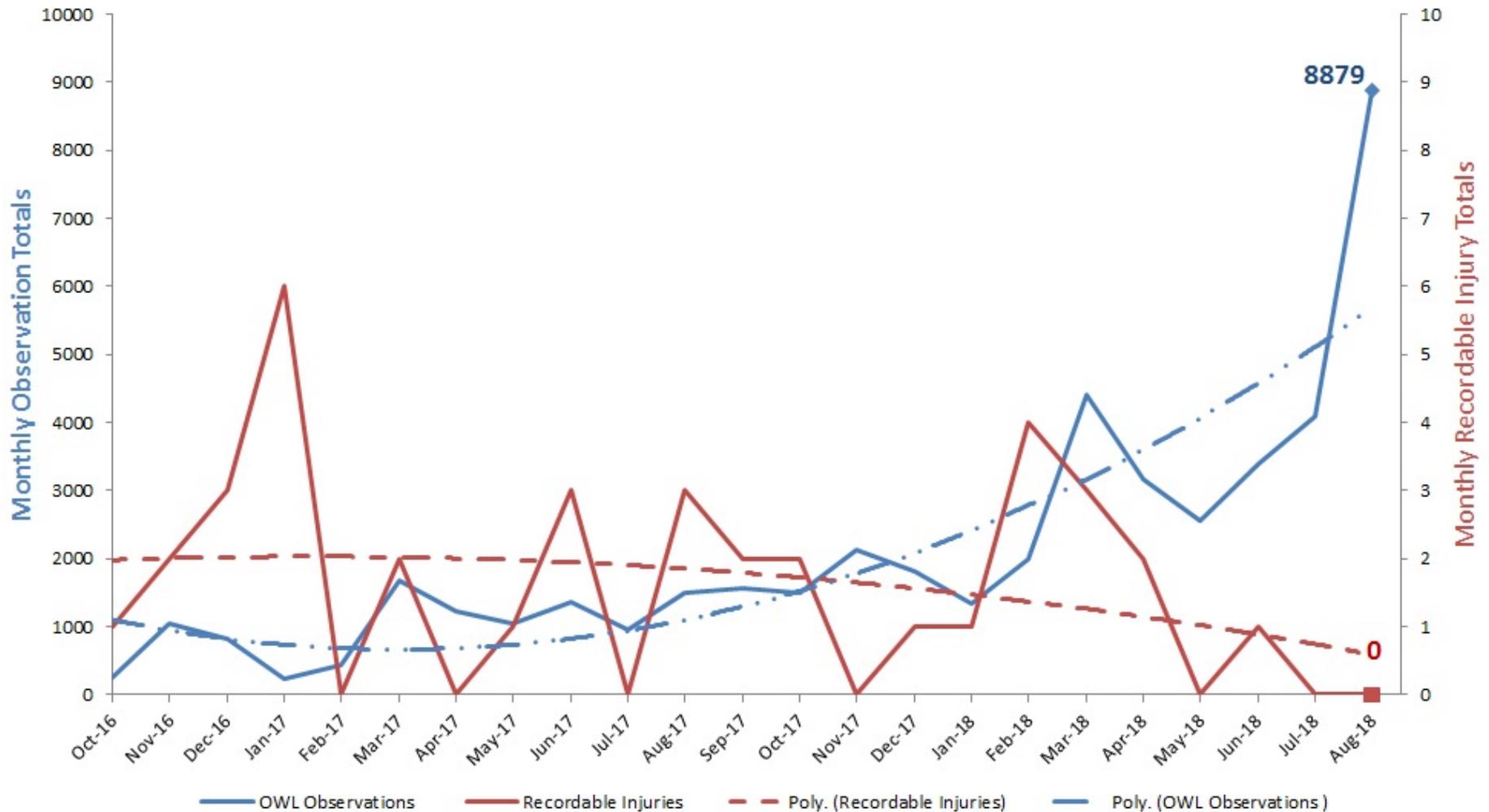


Performance versus initiatives



Performance versus initiatives (cont'd)

Fluor Idaho Monthly - OWL Observation vs Recordable Injury Totals As of August 2018



Safety successes

- ◆ Developed and implemented a Safety Improvement Plan in September 2017
- ◆ Completed ISMS verification with consolidation of two safety cultures
- ◆ Successfully passed Fluor HSE Audit
- ◆ Implemented 4-phased Training and Qualification enhancement plan
- ◆ Achieved VPP Star-Status re-certification
- ◆ Earned Superior Star Award in August 2018



Summary

- ◆ **The Road to Safety Excellence has been “bumpy”, and we are still on our journey**
- ◆ **Our injury performance is improving, but still does not meet my expectations**
- ◆ **A significant number of initiatives have been launched to address performance in the 5 Key areas of VPP and promote sustainability of our Safety Culture**
 - **Management Leadership**
 - **Employee Involvement**
 - **Work-Site Analysis**
 - **Hazard Prevention and Control**
 - **Safety and Health Training**
- ◆ **We are beginning to function as “One Fluor”**

My employees are not getting injured and are watching out for each other!