

Safety of Work Created Under the American Reinvestment and Recovery Act (ARRA)

Prepared for the U.S. Department of Energy
Assistant Secretary for Environmental Management

Contractor for the U.S. Department of Energy
under Contract DE-AC06-08RL14788



CH2MHILL
Plateau Remediation Company

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Richland, Washington 99352

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August 24-27, 2009

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J. D. Aardal 07/30/2009
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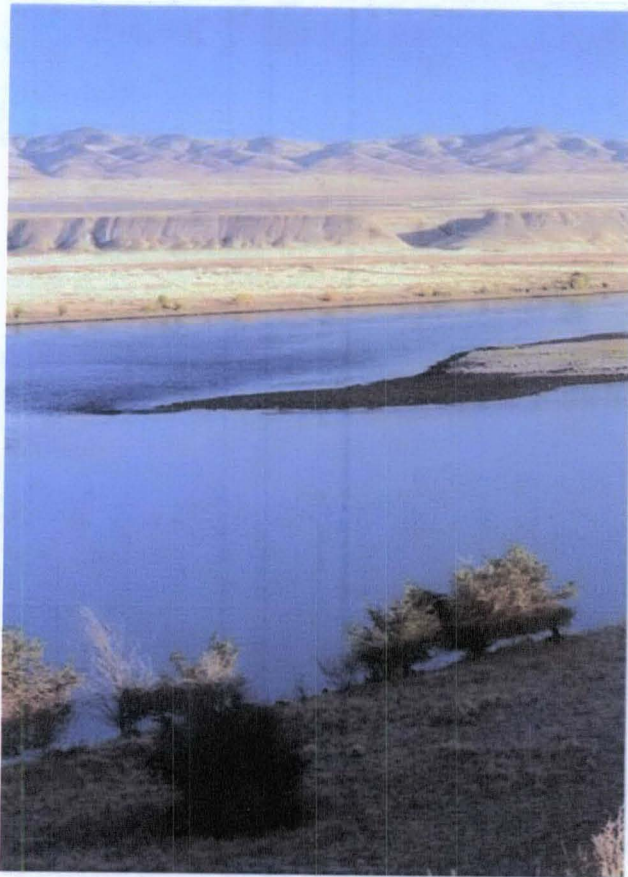
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Safety of Work Created Under the American Reinvestment and Recovery Act (ARRA)

**Integrated Safety Management
Summit**

Knoxville TN

August 24-27, 2009

Presented By Gary Grant

Personal BIO -- Gary Grant

Director, CH2M HILL Plateau Remediation Company (CHPRC)

Current responsibilities include leading the ISMS/EMS Phase II implementation for the CHPRC. Experience includes: Director Quality and Performance Assurance for CHPRC where he led the development and implementation of the contractor assurance and quality assurance systems. In addition, he lead the development and implementation of the quality and safety assurance programs for CH2M HILL's commercial nuclear projects. He has over 25 years of nuclear experience that spans both commercial and U.S. Department of Energy sites including operations, construction, and D&D. He provided support to the NRC's operations analysis group and served in the U.S. Navy's nuclear propulsion program. He has a B.S. in Nuclear Technology and a Masters in Business Administration.



Agenda

- Mission of CH2M HILL Plateau Remediation Company (CHPRC)
- Major ARRA objectives
- How the management and organization was tailored
- The approach CHPRC employed to ensure existing systems and processes were ready to manage the increased workload
- Major staffing challenges and how CHPRC approached the staffing challenges

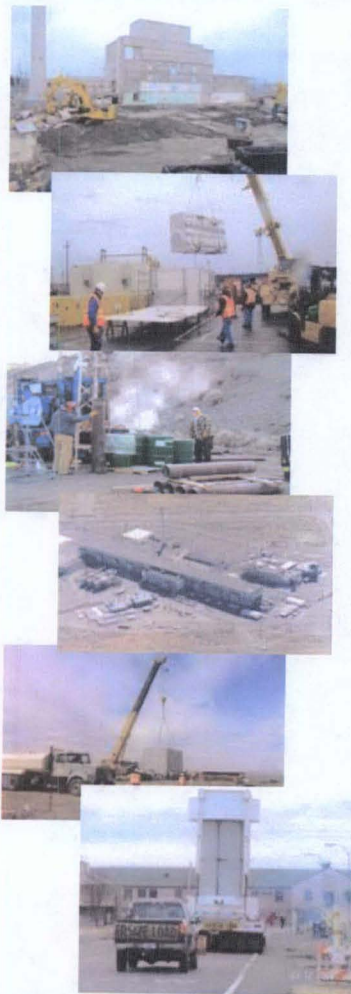
Target Zero



CHPRC Mission

Project Mission:
Decommissioning
and remediating
the Central
Plateau, 100K
Area, 400 Area
and site
groundwater

\$4.5 billion,
5-year contract
with 5-year
option



- Primary Mission:
 - Protect the Columbia River and safely and efficiently complete the Central Plateau remediation
- Overarching Mission Objectives:
 - Maintain safety envelope; reduce surveillance and maintenance costs and apply cost reductions to accelerate Plateau remediation
 - Maintain environmental compliance
 - Reduce risks and long-term liabilities



ARRA Contract Modification

- Contract Modification changed the planning profile for the project.
Stated goals for ARRA:
 - Job creation/retention
 - Reduce hazards and risks
 - Shrink active site footprint
 - Achieve significant Central Plateau remediation
 - Lifecycle mortgage reduction
- Required a “180-Day Plan” within 30 days
- Required Proposal submittal within 60 days
- Requires separate reporting for ARRA funded activities



Scope of the ARRA for CHPRC

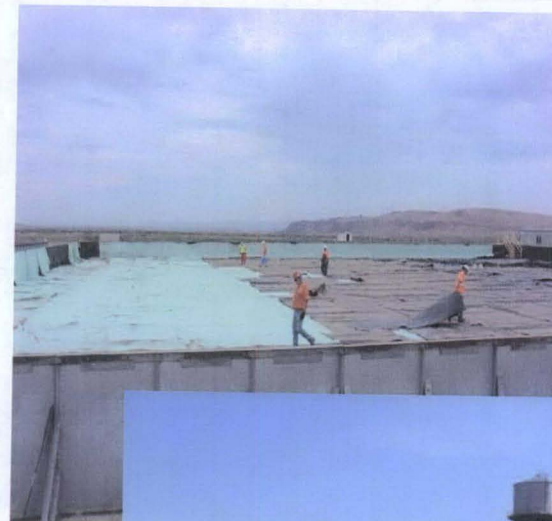
- ARRA added \$1.3B to the near-term baseline (FY 2009-2011)
 - ARRA scope fully integrated into the planning basis
 - Overall result is to accelerate work scope
 - ARRA funds tracked separately
 - Ongoing procurement requires new releases for ARRA
 - Additional hiring (+1,000) that require:
 - Training
 - Facilities (over 100 trailers being installed)
 - IT Upgrades
 - Relocation/Temporary living costs



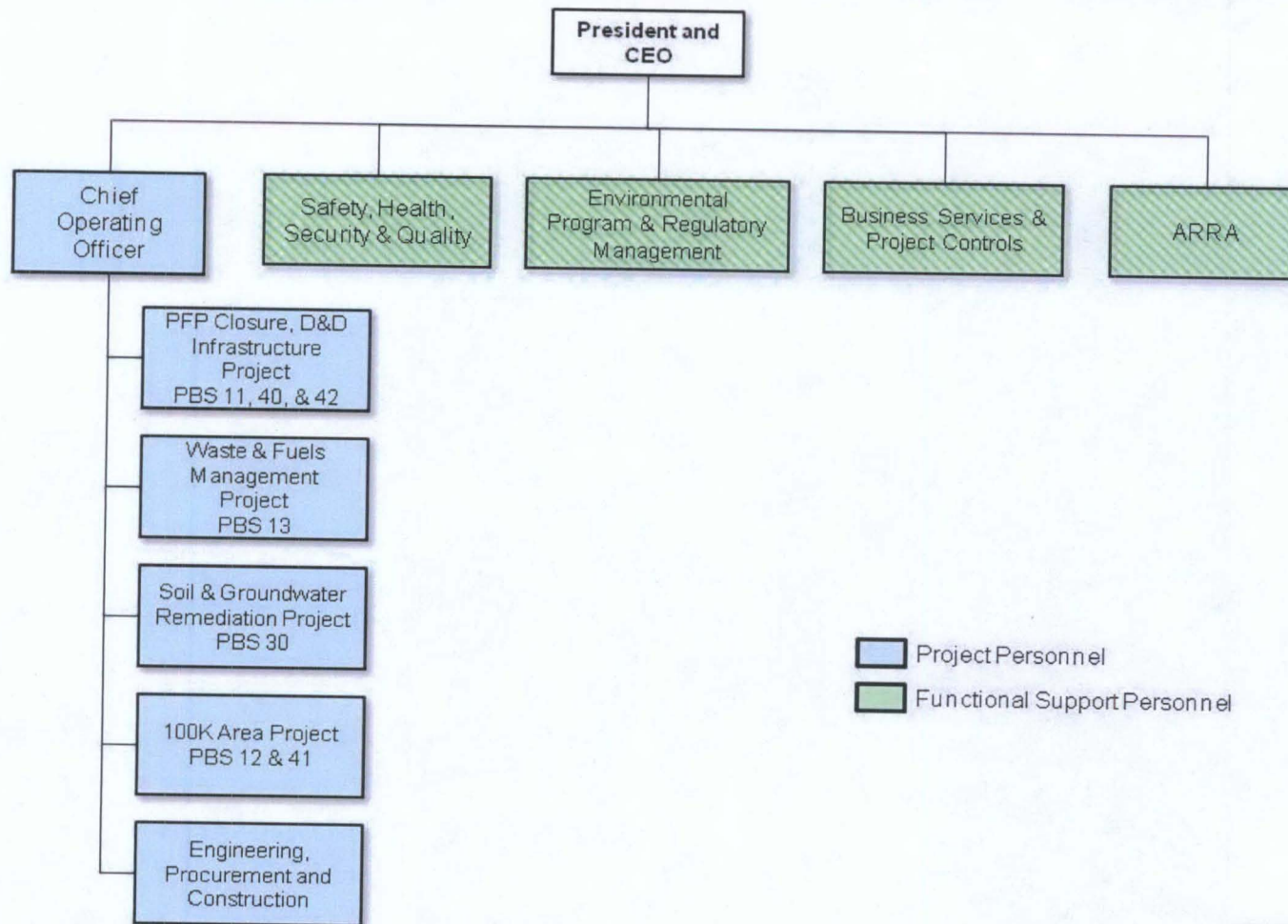
Results to Achieve

CHPRC ARRA work will achieve the following major accomplishments:

- 52 facilities demolished
 - 3 nuclear facilities
 - 850,000 square feet
- 124 waste sites remediated
- Over 2,500 acres of operational footprint reduced
- 850 cubic meters (m³) of contact handled transuranic (CH-TRU waste) repackaged
- 2,500 m³ of CH-TRU waste retrieved
- 5,600 m³ of graphite blocks removed and disposed



Management & Organization



U.S. DEPARTMENT OF
ENERGY

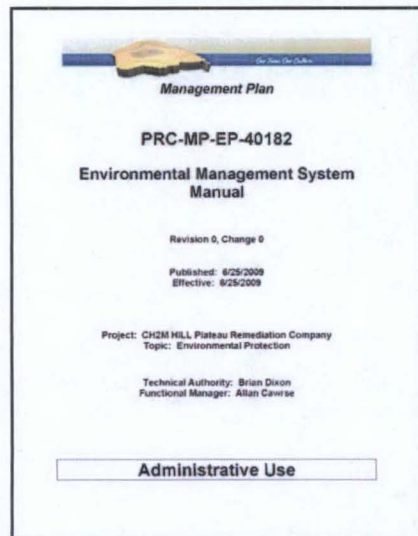
CH2M HILL
Plateau Remediation Company



CH2MHILL
Plateau Remediation Company

Technical Approach

All ARRA work follows the same disciplined and rigorous work planning and execution as all other CHPRC activities.



Management Plan

PRC-MP-EP-40182

Environmental Management System Manual

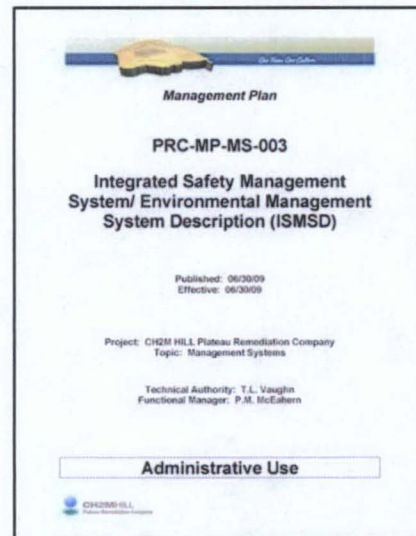
Revision 0, Change 0

Published: 6/25/2009
Effective: 6/25/2009

Project: CH2M HILL Plateau Remediation Company
Topic: Environmental Protection

Technical Authority: Brian Dixon
Functional Manager: Allan Cavise

Administrative Use



Management Plan

PRC-MP-MS-003

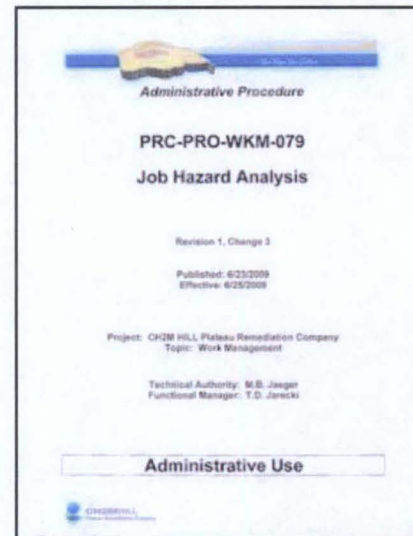
Integrated Safety Management System/ Environmental Management System Description (ISMSD)

Published: 06/30/09
Effective: 06/30/09

Project: CH2M HILL Plateau Remediation Company
Topic: Management Systems

Technical Authority: T.L. Vaughn
Functional Manager: P.M. McEthern

Administrative Use



Administrative Procedure

PRC-PRO-WKM-079

Job Hazard Analysis

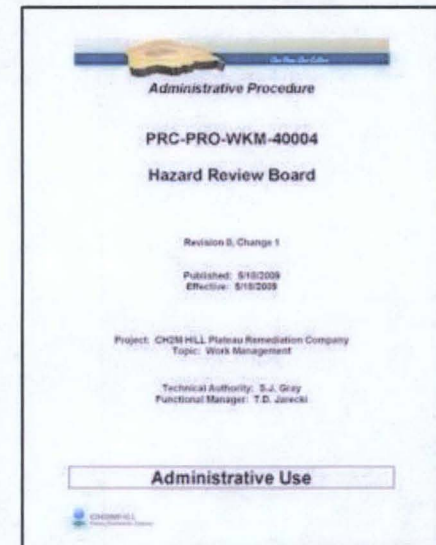
Revision 1, Change 3

Published: 6/23/2009
Effective: 6/25/2009

Project: CH2M HILL Plateau Remediation Company
Topic: Work Management

Technical Authority: M.B. Jaeger
Functional Manager: T.D. Jarecki

Administrative Use



Administrative Procedure

PRC-PRO-WKM-40004

Hazard Review Board

Revision 0, Change 1

Published: 5/18/2009
Effective: 5/18/2009

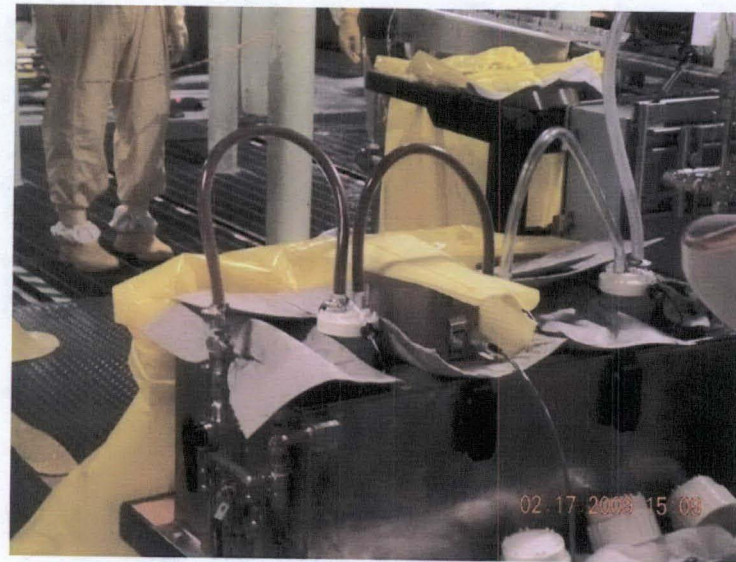
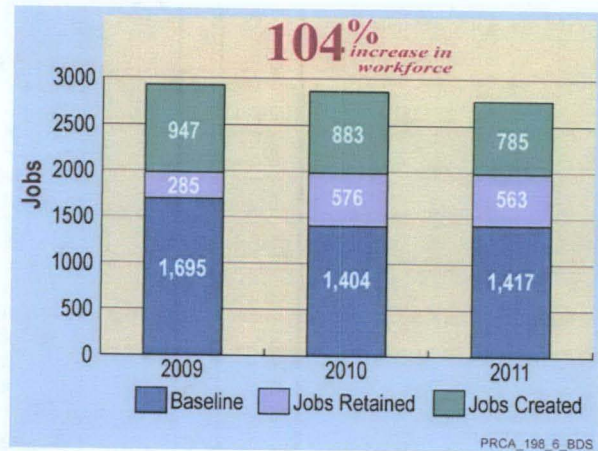
Project: CH2M HILL Plateau Remediation Company
Topic: Work Management

Technical Authority: S.J. Gray
Functional Manager: T.D. Jarecki

Administrative Use

Performance Assessment

CHPRC conducted an assessment of existing processes to ensure that we were ready to manage the increased workload resulting from the ARRA funding.



Plan of Action

- Developed a Plan of Action with the following attributes:
 - CHPRC ISMS/EMS covers new and enhanced (expanded scope) work activities.
 - CHPRC Safety and Quality Assurance (QA) requirements flow down into subtier contracts, and those subtier contractors meet all Safety and QA contract deliverables.
 - All new workers are fully and appropriately trained and medically cleared commensurate with their assigned work functions.
 - Rigorous day-to-day oversight of our subcontractor work and provide mentoring as appropriate to ensure our subcontractors are fully prepared to conduct work safely.
 - Existing CHPRC processes used to ensure that nuclear/radiological material and waste continue to be safely packaged and transported.
 - Current CHPRC safety performance metrics program to track, trend, and report the ARRA-related metrics.



Training Plan

- ARRA training program establishment
 - Established “Block Training” format
 - Development of “Do Work Safely” training
 - Development of “D&D Worker Fundamentals” training including practical exercise




Expectations for implementation of the Integrated Safety Management/Environmental Management Systems
Communicating 100% accountability for our behavior in the workplace

Expectations for all Employees	Additional expectations for managers and supervisors	Additional expectations for senior management
<ul style="list-style-type: none"> • Follow all safety rules and regulations • Report all safety incidents • Participate in safety training • Use proper safety equipment • Report unsafe conditions • Stop work if you are unsure • Report near misses • Follow all environmental regulations • Report all environmental incidents • Participate in environmental training • Follow all environmental procedures • Report unsafe environmental practices • Stop work if you are unsure • Report near misses 	<ul style="list-style-type: none"> • Ensure all safety rules and regulations are followed • Report all safety incidents • Participate in safety training • Use proper safety equipment • Report unsafe conditions • Stop work if you are unsure • Report near misses • Follow all environmental regulations • Report all environmental incidents • Participate in environmental training • Follow all environmental procedures • Report unsafe environmental practices • Stop work if you are unsure • Report near misses 	<ul style="list-style-type: none"> • Ensure all safety rules and regulations are followed • Report all safety incidents • Participate in safety training • Use proper safety equipment • Report unsafe conditions • Stop work if you are unsure • Report near misses • Follow all environmental regulations • Report all environmental incidents • Participate in environmental training • Follow all environmental procedures • Report unsafe environmental practices • Stop work if you are unsure • Report near misses

The Golden Rules of CHPRC Work

In closing, the following good advice is intended to supplement our Target Zero philosophy:



- Comply with all postings, procedures, and written direction
- If anything unexpected happens, STOP, BACK OUT, and regroup in a safe location
- Lock-out, Tag-out is sacred
- If it's not safe, DON'T do it
- Stay clear of suspended loads
- Contamination control is critical – contain, confine, and respect it
- Always question your environment



Summary

- Added program managers to assist in reporting and oversight
- Developed Plan of Action
- Assessed system readiness
- Keep the work inside existing systems
- Tailor the training to the new workers
- Integrate the new workers into existing work crews
- Continue robust subcontractor oversight

