



**MORRISON KNUDSEN CORPORATION**  
**ENGINEERING, CONSTRUCTION**  
**& ENVIRONMENTAL GROUP**

POWER DIVISION  
MK-FERGUSON PLAZA  
1800 WEST 3RD STREET  
CLEVELAND, OHIO 44113-1406  
PHONE: (216) 523-3468  
FAX: (216) 523-8149

**LOUIS E. PARDI**  
EXECUTIVE VICE PRESIDENT

September 13, 1995

U. S. Nuclear Regulatory Commission  
Mail Stop P1-37  
One White Flint North  
11555 Rockville Pike  
Rockville, MK 20852-2738  
Attn: **Document Control Desk**

Subject: "Reply to a Notice of Violation" EA-95-079

Sirs:

Morrison Knudsen (MK) has prepared this response to the NRC's letter of August 14, 1995, which advised MK of a Notice of Violation (EA-95-079) related to the creation of a hostile work environment by MK employees at Public Service Company of Colorado's Fort St. Vrain Facility. This response has been put in the format as specified in the instructions of the Notice of Violation.

Reason for Violation

The decommissioning of Fort St. Vrain has been and continues to be a challenging project. Many of the activities performed at Fort St. Vrain, such as concrete cutting, underwater diving and demolition, and rigging/handling of activated materials have never been done on the scale encountered on this project. At Fort St. Vrain, unlike a conventional construction project, all of these activities have to be done with the care, excellence, and discipline required in a nuclear facility. Additionally, the efforts at Fort St. Vrain required the coordination of all activities of the four principals involved; i.e., The Public Service Company of Colorado and the Westinghouse Team (WT) comprised of Westinghouse Electric Corporation (W), Scientific Ecology Group (SEG), and Morrison Knudsen (MK). In the initial phase of this project and through those activities culminating approximately in March, 1994, Morrison Knudsen did not recognize that within an intense work environment as described above special care must be exercised to avoid the development of a work environment which could be perceived as hostile or "chilling". As a result a significant number of personnel working at the site did have the perception that production was emphasized over safety and raising such safety concerns could result in retaliation.

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While, as the Stier, Anderson, Malone Report indicates, there was no one singular act or cause for this situation there were a number of contributing causes including:

- A lack of sensitivity on the part of certain MK superintendents as to how readily the perception of a hostile work environment can be created.
- Middle and upper level project management were not aware that the perception existed. The project's safety and ALARA performance, as shown in pages 30 and 31 of Exhibit I, were/are exemplary (loss time incident rate less than 10% of industry average and personnel contaminations and total dosage significantly below industry average and the project's goals) and may have in fact served to mask these perceptions. Because a chilling effect inherently can keep concerns from being expressed management must pro-actively look for evidence of a hostile work place beyond the data and indices normally used to monitor project performance.
- Inadequate communications between various employees and entities engaged in the project.
- Lack of teamwork particularly between MK and SEG employees.

#### Corrective Action and Results

Immediately upon becoming aware that a hostile work environment apparently existed at Fort St. Vrain, PSC, Westinghouse, SEG, and MK took immediate corrective action. MK was aggressive in these actions and fully supported PSC's efforts including the Stier, Anderson, Malone investigation. Many of the corrective actions taken on the part of PSC and MK are detailed in the presentation made to the NRC on June 1, 1995, at the predecisional enforcement conference, a copy of which is attached as Exhibit I. Specific corrective actions which MK took on unilaterally or as part of the PSC/Westinghouse team and the results of these actions follow.

- Corrective Action for Improved Superintendent Awareness/Training

During the February, 1994 time frame, the WT obtained a copy of the January 18, 1994, release of "The Report of the Review Team for Reassessment of the NRC's Program for Protecting Allegers Against Retaliation". The MK operations manager distributed copies to key personnel and numerous discussions took place to sensitize the MK staff to the expectations and interpretations contained within this document which was shortly thereafter released as NUREG-1499.



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On February 24, 1994, L. E. Pardi, MK Executive Vice President, Power Division, removed the MK superintendent responsible for intimidating remarks to an SEG employee from the project. This superintendent was re-assigned to another (non-nuclear) project. Mr. Pardi met with this superintendent again on August 17, 1995, and discussed MK's Notice of Violation with him to underscore the seriousness of his actions.

On March 9 and 10, 1994, all MK management, supervisory, and craft personnel attended a presentation on project values. Central to this presentation was the importance of industrial and radiation safety and the ability of employees to raise concerns. The project's ongoing "open door" policy which has always encouraged employees to discuss job related concerns with project management was also emphasized. The outline of this presentation is shown as Exhibit II.

On March 31, 1994, Mr. Pardi participated in a joint MK, PSC, Westinghouse, and SEG presentation related to corporate philosophies, values, and expectations. This presentation was made to all supervisory employees at Fort St. Vrain including union general foremen and is included as Exhibit III.

During the March 25, 1994 work stoppage training lesson plans were revised to include enhanced coverage of 10 CFR 50.7 requirements. It was mandatory that each employee take restart training prior to his/her badge being reactivated. Copies of applicable parts of this lesson plan are included as Exhibit IV.

On August 15, 1994, MK's operations manager at Fort St. Vrain issued "Guidelines for Reduction in Force Actions" to all MK Superintendents and union foremen and general foremen, specifically pointing out the requirements of 10 CFR 50.7. These guidelines are attached as Exhibit V.

• Corrective Action for Increased Management Awareness

MK management became pro-active in looking for signs of a hostile environment during the 1994 work stoppage when all union business agents were requested to contact their constituents for feedback on the work environment. MK continues to meet with business agents on a regular basis and with the Building Trades Council quarterly for feedback.

Beginning March 14, 1994, Public Service has opened a confidential "Hotline" phone answering service which enables employees to voice concerns anonymously.

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MK is committed to investigating and resolving these concerns. Additionally, MK has been conducting exit interviews of all employees, including craft and subcontractors, as they are terminated or work becomes completed. Copies of sample exit interviews are included as Exhibit VI.

MK's operations manager, the Westinghouse project director, and SEG's project radiation protection manager meet weekly to exchange information pertinent to the project work environment. These same managers and their direct reports, including the supervisors of radiation technicians and final survey radiation technicians, also meet weekly. Additionally, MK's operations manager, the Westinghouse project director and Public Service's project director meet weekly with periodic briefings by PSC's oversight staff who conducts audits of the work environment.

An important activity developed to give senior site management direct "from the field" information is the Safety Surveillance Tour in which a key manager from the WT tours the project with representatives from the craft and radiation protection technicians and an MK safety supervisor. An example of one of these surveys, which are conducted monthly, is attached as Exhibit VII.

#### Corrective Actions Related to Improved Communications and Teamwork

In March, 1994, executives of PSC and the Westinghouse Team realized that enhanced communications and teamwork were needed. Westinghouse provided the services of their Manager of Communication Services who acted as a facilitator for a number of communication workshops attended by SEC and MK personnel. The objectives of these workshops included instilling the importance of two way communications, appreciation of accomplishments made through teamwork, and the importance of mutual trust. A memorandum initiating and describing these workshops is included as Exhibit VIII.

For many years MK has conducted "Tool Box" safety meetings on all of our projects. These meetings, which are an excellent form of communication, are usually led by a safety specialist and are a forum for the discussion of safety topics. During these meetings craft personnel are encouraged to raise any questions or concerns about any task. An example documenting one of these meetings which included an ALARA update is shown in Exhibit IX.

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At Fort St. Vrain MK also conducts ongoing briefings of the requirements of work packages and radiation work permits. These meetings which are attended by engineering, supervisors, craft, ALARA coordinators and radiation protection technicians provide yet another opportunity for workers to raise concerns.

### Results

The corrective actions have achieved the desired results. In fact, the Stier, Anderson, and Malone report concluded that the major elements of the atmosphere of harassment and intimidation were no longer factors when the stop work order was issued in late March, 1994. From this, it is apparent that the substantial corrective actions undertaken by PSC, SEC, and MK began to be effective very shortly after the hostile atmosphere was identified.

MK continues to refine mechanisms to promote comfortable, open communication of safety issues. The focus is to maintain the trust of the work force by considering and acting on identified safety concerns. Two notable examples are the support of the core support floor (CSF) for segmentation and the removal of Kaowool insulation from the beltline concrete segments. The first example relates to the support system for supporting one half of the CSF above the other half while the crane monorails and insulation were removed from the top half. This system had been adequately engineered to support the load although minor deformation did occur due to a point load. Some of the ironworkers who were required to work underneath the floor questioned the adequacy of the support system. The superintendent called for engineering to evaluate the situation and meet with the workers. Even with the explanation of the adequacy of the system, it was agreed not to proceed until additional support members were placed beneath the floor. The second example involves the removal of Kaowool insulation from the beltline concrete segments. The airborne radiation levels had been monitored and had been determined not to require respiratory protection. The Kaowool had been questioned in regard to being a possible carcinogen and due to the lack of data to show otherwise and until such time that testing shows that fiber counts are below acceptable levels, respirators are being utilized during this activity.

Communication continues to receive focus in weekly tool box meetings and job briefings to seek out concerns and show active interest in their resolution.

Recent exit interviews for craft labor and subcontractors have been very encouraging. These interviews have been performed by our Senior Safety

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Supervisor, who reports directly to the operations manager. The remarks of the interviewee are recorded by the Safety Supervisor and then the interviewee signs the acknowledgement. These employees have expressed a sincere willingness to contemplate further employment with MK and have not expressed any sense of intimidation related to expression of safety concerns. Nor have there been any safety concerns or harassment and intimidation calls placed through the project "Hotline" relative to MK's activities on the project.

As endorsed by PSC during the predecisional enforcement conference, the project now demonstrates an appropriate atmosphere where employees are comfortable to bring up safety concerns and the program identifies problems or conflicts and with management involvement, if necessary, they are resolved.

Many times difficult problems serve as a catalyst for pulling people together and in working their way towards a solution people find that they have a common cause. This was indeed the case at Fort St. Vrain. Employees, supervisors, managers, and executives of all the companies involved appreciate each others position on the various issues involved and have developed a sense of teamwork and trust. Because of this intercompany relationships are now excellent. A commitment by SEG to promote efficiency and by MK to support RPT activities has been openly embraced by both companies.

#### Corrective Actions to Avoid Further Violations

We believe that the corrective actions discussed above combined with a diligent continuing effort of implementation of these policies, procedures, and attitudes developed as part of these corrective actions will prevent the recurrence of a hostile work environment at Fort St. Vrain.

Of equal importance to MK senior management is the prevention of the occurrence of a hostile or chilling environment at any of our projects at NRC licensed facilities. To assure that this does not happen MK has/will implement the following actions:

1. On June 6, 1995, Tom Zarges, President and CEO of MK's Engineering and Construction Group issued a Safety Alert Bulletin to all projects. This bulletin (attached as Exhibit X) discussed the need for open communications particularly as relates to safety concerns and the employee protection requirement of federal statutes including 10 CFR 50.7.



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2. In early June, 1995, L. E. Pardi drafted and circulated for comments an MK Project Management Bulletin entitled "Harassment and Intimidation in the Workplace". This document was released for implementation on August 24, and is included as Exhibit XI. It clearly expresses MK's policy of ensuring that our employees are not subject to harassment or intimidation in the workplace pointing out that such activities at NRC licensed facility is a violation of federal law. The bulletin requires that each project working under 10 CFR 50.7 requirements shall have a procedure which as a minimum requires (a) indoctrination and training of all MK supervisory employees (including union foremen and general foremen) to the requirements of 10 CFR 50.7; (b) indoctrination of all employees of their rights to express workplace safety concerns; and (c) a method of collecting and dispositioning employee concerns.
3. MK recognizes the need for, and is in the process of developing, a formal "open door" policy which will be distributed to and used at all MK projects. Prior to this MK's "open door" policy existed but it was not a part of our written project requirements.
4. All of the information contained in this response will be forwarded to all NRC licensed projects where MK is working. Each project manager will be required to read and document his understanding of this response.
5. MK's executive management has been sensitized to H&I issues as a result of our Fort St. Vrain experience. In working with PSC, Westinghouse, and SEG, we have learned much about the importance of workplace attitude and more importantly ways in which employees can be encouraged to have open discussions about workplace concerns. We are committed to achieving this open atmosphere on all of our projects.

Date Full Compliance is Anticipated

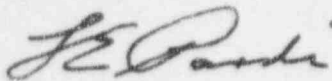
As noted above, the Stier, Anderson, and Malone report concluded that the major elements of the atmosphere of harassment and intimidation were no longer factors when the stop work orders were issued in late March, 1994. From this, it is apparent that the substantial corrective actions undertaken by PSC, SEG, and MK were effective early on in their implementation. However, it is clear to MK that continued unrelenting efforts to maintain open communication are the only means to guarantee that the perception of harassment and intimidation will not recur.

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MK believes that compliance has been achieved, that communication mechanisms are in place and functioning in a manner that will prevent similar violations at other NRC licensed facilities where MK is performing NRC licensed activities.

Sincerely,



L. E. Pardi

LEP:poc

attachments

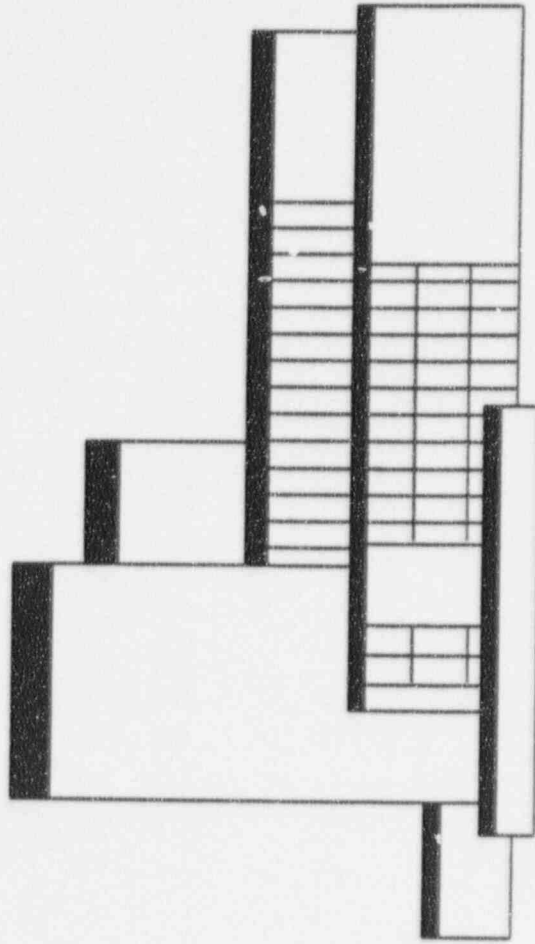
cc: L. J. Callan  
Regional Administrator  
United States Nuclear Regulatory Commission  
Region IV  
611 Ryan Plaza Drive, Suite 400  
Arlington, TX 76011

A. Clegg Crawford  
Public Service Company of Colorado  
1225 17th Street Plaza, Suite 900  
Denver, CO 80202

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- Exhibit I: Presentation Summary - NRC Enforcement Conference, June 1, 1995
- Exhibit II: "Values" Presentation - Fort St. Vrain Decommissioning Project, March 9 & 10, 1994
- Exhibit III: "Project Philosophies, Policies and Programs" presentation of March 31, 1994
- Exhibit IV: Excerpt from Restart Training Plan
- Exhibit V: "Guidelines for Reduction in Force Actions"
- Exhibit VI: Exit Interview samples
- Exhibit VII: Safety Surveillance Tour example
- Exhibit VIII: Communications Workshops memorandum
- Exhibit IX: "Tool Box" Safety Meeting example
- Exhibit X: "Safety Alert Bulletin"
- Exhibit XI: "Harassment and Intimidation in the Workplace" bulletin

FORT ST. VRAIN



NUCLEAR REGULATORY COMMISSION  
ENFORCEMENT CONFERENCE

JUNE 1, 1995



**FORT ST. VRAIN**

**NUCLEAR REGULATORY COMMISSION**

**ENFORCEMENT CONFERENCE**

**JUNE 1, 1995**

## AGENDA

INTRODUCTION AND OPENING REMARKS	A. C. CRAWFORD
EVENTS AT FORT ST. VRAIN	M. J. FISHER
• HISTORICAL OVERVIEW	
• CONCERNS AND CORRECTIVE ACTIONS SUMMARY	
MK ACTIONS	L. E. PARDI
CONSIDERATIONS/MITIGATION/CLOSING	A. C. CRAWFORD
QUESTIONS/DISCUSSION	

## INTRODUCTION AND OPENING REMARKS

***PUBLIC SERVICE COMPANY OF COLORADO IS HERE TO ADDRESS YOUR NOTICE OF APPARENT VIOLATION***

***IN MAY 19, 1995, LETTER, NRC STATED THAT THE OFFICE OF INVESTIGATION REACHED THE FOLLOWING CONCLUSION:***

***FOUR FORMER MK EMPLOYEES WERE HARASSED, INTIMIDATED AND ULTIMATELY TERMINATED BY THEIR SUPERVISORS FOR RAISING SAFETY CONCERNS, AND THESE SAME SUPERVISORS CREATED A HOSTILE WORK ENVIRONMENT***

***PSC/MK CONCLUSION:***

***AN ATMOSPHERE EXISTED IN WHICH THE PERCEPTION OF SOME EMPLOYEES WAS THAT PRODUCTION WAS EMPHASIZED OVER SAFETY AND PROCEDURAL COMPLIANCE, AND RAISING SAFETY CONCERNS COULD RESULT IN RETALIATION***

***AS WILL BE EXPLAINED, THERE WAS AN INDEPENDENT BASIS FOR THE CRAFT LAYOFF; HOWEVER, THE WEIGHT OF EVIDENCE FROM THE STIER, ANDERSON AND MALONE REPORT SUPPORTS THE PERCEPTION THAT THE EXPRESSION OF SAFETY CONCERNS HAD SOME INFLUENCE ON LAYOFF DECISION***

**INTRODUCTION AND OPENING REMARKS  
(CONTINUED)**

- **UPON LEARNING OF POTENTIAL HARASSMENT AND INTIMIDATION CONCERN IN JANUARY 1994, PSC/WT INITIATED AN EXTENSIVE INVESTIGATION AND CORRECTIVE ACTION PLAN IN THE FOLLOWING APPROPRIATE AND AGGRESSIVE MANNER:**
  - **RESPONDED TO QUESTIONS FROM OSHA, NRC, LABORER'S INTERNATIONAL UNION OF NORTH AMERICA, NLRB, IN TIMELY MANNER**
  - **HAD DIRECT EXECUTIVE MANAGEMENT INVOLVEMENT**
  - **INITIATED INDEPENDENT INVESTIGATION BY LAW FIRM OF STIER, ANDERSON AND MALONE (SAM), AT A COST OF APPROXIMATELY \$1 MILLION OVER 9 MONTHS, INTERVIEWING APPROXIMATELY 50% OF THE WORKFORCE**
  - **TOOK APPROPRIATE PERSONNEL ACTIONS, CONDUCTED EMPLOYEE TRAINING, TEAM BUILDING**
  - **PROVIDED SUPPORT, OPEN COMMUNICATIONS AND FULL COOPERATION WITH NRC INVESTIGATION**
  - **ENHANCED COMMUNICATIONS BETWEEN PROJECT TEAM MEMBERS REGARDING PERSONNEL ISSUES**
  - **PRESENTED PRELIMINARY FINDINGS TO NRC ON AUGUST 4, 1994**



**INTRODUCTION AND OPENING REMARKS**  
(CONTINUED)

- UPON LEARNING THAT PERCEPTION OF SOME EMPLOYEES WAS THAT PRODUCTION WAS EMPHASIZED OVER SAFETY AND PROCEDURAL COMPLIANCE, AND THAT RAISING SAFETY CONCERNS COULD RESULT IN RETALIATION, PSC/WT TOOK CORRECTIVE ACTIONS
- ENCOURAGED CONSTANT COMMUNICATIONS BETWEEN WORK FORCE AND SAFETY REPRESENTATIVES OF PSC AND MK
- INCREASED PRESENCE OF PSC OVERSIGHT PERSONNEL
- INITIATED MEETINGS BETWEEN PSC AND WT MANAGEMENT ON WEEKLY BASIS, AS A MINIMUM -- SPECIFICALLY CONCENTRATING ON PERSONNEL ISSUES
- CONTINUED WEEKLY TOOLBOX SAFETY MEETINGS FOR CRAFT PERSONNEL, MONTHLY SAFETY MEETINGS INCLUDE RADIATION PROTECTION TECHNICIANS (RPT)
- INCLUDED SAFETY DISCUSSIONS DURING DAILY SITE-WIDE PLAN OF THE DAY MEETINGS
- ENCOURAGED OPEN DISCUSSIONS OF DISAGREEMENTS BETWEEN PERSONNEL TO ACHIEVE TIMELY RESOLUTION

**INTRODUCTION AND OPENING REMARKS  
(CONTINUED)**

- **PSC/WT ACTIONS (CONTINUED)**
  - **PROVIDED CONSTANT REMINDERS EMPHASIZING THE IMPORTANCE OF SAFETY OVER PRODUCTION**
  - **CONDUCTED 10 CFR 50.7 TRAINING FOR ALL WT BADGED PERSONNEL**
  - **HELD DETAILED MANAGEMENT ROUND TABLE DISCUSSIONS TO ENSURE CONSISTENT UNDERSTANDING OF 10 CFR 50.7**
  - **EMPHASIZED CORPORATE PHILOSOPHIES, IMPORTANCE OF SAFETY, AND ELEMENTS OF 10 CFR 50.7 DURING ALL-EMPLOYEE MEETINGS**

**INTRODUCTION AND OPENING REMARKS  
(CONTINUED)**

- **WE HAVE IMPLEMENTED A PROGRAM THAT WORKS**
  - **WORKERS FEEL THAT FORT ST. VRAIN DECOMMISSIONING PROJECT IS SAFE, AND THEY ARE COMFORTABLE BRINGING UP SAFETY CONCERNS**
  - **WORKER PERCEPTIONS ARE DETERMINED BY PERIODIC MONITORINGS, SURVEYS, QUESTIONNAIRES, AND INTERVIEWS**
  - **WHEN CONFLICTS AND PROBLEMS ARISE, THEY ARE IDENTIFIED, BROUGHT TO MANAGEMENT'S ATTENTION, AND RESOLVED**
  - **OMBUDSMAN (HOT LINE) ESTABLISHED IN MARCH 1994 TO ALLOW CONFIDENTIAL IDENTIFICATION OF CONCERNS**
  - **VARIOUS COMMUNICATION AVENUES ARE AVAILABLE TO ENSURE A COMFORTABLE ROUTE FOR ALL EMPLOYEES TO RAISE SAFETY CONCERNS**
  - **SAM CONCLUSION: BY MARCH 1994 WORK STOPPAGE, MAJOR ELEMENTS OF ATMOSPHERE OF HARASSMENT AND INTIMIDATION WERE NO LONGER FACTORS**

**HISTORICAL OVERVIEW OF EVENTS  
AND SUMMARY OF PARALLEL ACTIONS**



## HISTORICAL OVERVIEW

- **FIRST QUARTER OF 1993, 4 MK WORKERS RAISED INDUSTRIAL SAFETY AND RADIOLOGICAL CONCERNS REGARDING HIGH DENSITY BLOCK REMOVAL AND CORE DRILLING OPERATIONS**
- **MARCH 9, 1993, 4 MK LABORERS LAID OFF**
- **MARCH 1993, UNION REPRESENTATIVE INFORMED MK THAT LABORERS RAISED COMPLAINT DUE TO THE LAYOFF - UNION CONCLUDED THAT THE COMPLAINT HAD NO MERIT**
- **MARCH 16, 1993, OSHA NOTIFIED MK OF A COMPLAINT REGARDING ASBESTOS REMOVAL AND HIGH DUST LEVELS AT FORT ST. VRAIN -- MK RESPONDED APRIL 6, 1993**
- **JULY 1993, NRC INSPECTED SPECIFIC RADIOLOGICAL CONCERNS RAISED BY 4 FORMER MK LABORERS AND CONCLUDED THAT APPROPRIATE RADIOLOGICAL CONTROLS AND PRACTICES WERE IN PLACE**

## HISTORICAL OVERVIEW

(Continued)

- DECEMBER 14, 1993, NRC LETTER QUESTIONED WHETHER SAFETY CONCERNS RAISED DURING MARCH 1993 HIGH DENSITY BLOCK REMOVAL ACTIVITIES HAD BEEN ADEQUATELY ADDRESSED
- JANUARY 17, 1994, PSC RESPONDED TO NRC LETTER - RESPONSE BASED ON A MARCH 1993 PSC PROBLEM REPORT AND APRIL 1993 OSHA RESPONSE WHICH CONCLUDED THAT THE SAFETY CONCERNS RAISED WERE WITHOUT FOUNDATION
- JANUARY 19, 1994, NRC OFFICE OF INVESTIGATION NOTIFIED PSC OF POTENTIAL HARASSMENT AND INTIMIDATION ALLEGATIONS INVOLVING 4 FORMER MK LABORERS
- FEBRUARY 3, 1994, CONFRONTATION OCCURRED BETWEEN AN MK SUPERINTENDENT AND A RADIATION PROTECTION TECHNICIAN (RPT)
- FEBRUARY 8, 1994, UPON LEARNING OF THE FEBRUARY 3 INCIDENT, PSC REQUESTED THAT WT CONDUCT AN INVESTIGATION OF ISSUES SURROUNDING THE CONFRONTATION AND DEVELOP AN ACTION PLAN TO ADDRESS POSSIBLE CHILLING EFFECTS

## HISTORICAL OVERVIEW

(Continued)

- WEEK OF FEBRUARY 14, 1994, WT IMPLEMENTED ACTION PLAN TO MEET WITH ALL WT ON-SITE PERSONNEL, AND HELD ROUND TABLE DISCUSSIONS WITH WT MANAGEMENT PERSONNEL TO DISCUSS H & I AND CHILLING EFFECTS -- INCLUDED 10 CFR 50.7 SENSITIVITY DISCUSSION
- FEEDBACK FROM MEETINGS REVEALED A LOT OF MISCONCEPTIONS ABOUT THE RADIOLOGICAL OCCURRENCE REPORT (ROR) PROGRAM AND MANAGEMENT'S PHILOSOPHY
- PSC MET WITH WT UPPER MANAGEMENT TO DISCUSS THIRD PARTY INVESTIGATION AND WT AGREED TO BE INVOLVED
- FEBRUARY 22, 1994, PSC CONTRACTED WITH SAM TO CONDUCT A THIRD PARTY INVESTIGATION OF POTENTIAL H & I ISSUES AND OVERALL SITE RELATIONSHIPS
- FEBRUARY 24, 1994, POTENTIAL H&I CONCERNS WERE DISCUSSED DURING SEMIANNUAL EXECUTIVE MEETING -- MK SUPERINTENDENT REMOVED FROM SITE

## **HISTORICAL OVERVIEW**

**(Continued)**

- **ON MARCH 10, 1994, PSC/WT SITE MANAGEMENT CONDUCTED MEETINGS WITH ALL SITE EMPLOYEES TO EMPHASIZE MANAGEMENT VALUES, PHILOSOPHY, PROJECT EXPECTATIONS, AND TO INTRODUCE THE THIRD PARTY INVESTIGATION**
- **MARCH 31, 1994, PSC, WESTINGHOUSE, MK, AND SEG SENIOR EXECUTIVES MET WITH ALL SITE MANAGEMENT TO DISCUSS CORPORATE CORE VALUES AND EXPECTATIONS, NRC REGULATIONS INCLUDING 10 CFR 50.7, AND RE-EMPHASIZE ON-SITE MANAGEMENT RESPONSIBILITIES**
- **JUNE 30, 1994, PSC/WT MET WITH REGION IV AND PRESENTED INITIAL OVERVIEW OF H & I ISSUES**
- **AUGUST 4, 1994, MEETING HELD WITH NRC REGION IV TO PRESENT INITIAL FINDINGS AND CORRECTIVE ACTIONS**
- **AUGUST 10, 1994, ALL SITE EMPLOYEE MEETING REINFORCED CORE VALUES, PROVIDED STATUS OF INVESTIGATION, AND PRESENTED ELEMENTS OF 10 CFR 50.7**

## **HISTORICAL OVERVIEW**

**(Continued)**

- **MARCH 27, 1995, INDEPENDENT ASSESSMENT BY STIER, ANDERSON, AND MALONE COMPLETE, REPORT PROVIDED TO NRC**
  - ▶ **IN DEPTH ASSESSMENT INVOLVED 9 MONTHS, APPROXIMATELY \$1 MILLION**
  - ▶ **INTERVIEWED OVER 100 PEOPLE -- APPROXIMATELY 50% OF WORKFORCE AT THE TIME**
  - ▶ **REVIEWED 15,000 PAGES OF DOCUMENTATION**
  - ▶ **INVESTIGATORS HAD FREE REIN AND WERE NOT RESTRICTED IN ANY WAY**
  - ▶ **PSC COMMITTED 1 FULL TIME RADIATION PROTECTION PROFESSIONAL TO ASSIST INVESTIGATION TEAM**
  
- **PSC AND WT DEVELOPED AND IMPLEMENTED CORRECTIVE ACTIONS TO ADDRESS H & I ISSUES AT FORT ST. VRAIN IN PARALLEL WITH THE SAM INVESTIGATION**



## HISTORICAL OVERVIEW (Continued)

- **ORIGIN AND SCOPE OF SAM INVESTIGATION**
  - ***REQUESTED BY PUBLIC SERVICE COMPANY OF COLORADO AND WESTINGHOUSE TEAM***
  - ***INITIAL SCOPE: POTENTIAL ATMOSPHERE OF INTIMIDATION AND HARASSMENT; EFFECTIVENESS OF RADIOLOGICAL OCCURRENCE REPORT ("ROR") PROGRAM***
  - ***ADDITIONAL SCOPE: POSSIBLE FALSIFICATION OF RADIATION SURVEY RECORDS***
  
- **ISSUES INVESTIGATED**
  - ***WHETHER AN ATMOSPHERE EXISTED WHERE WORKERS WERE RELUCTANT TO RAISE SAFETY CONCERNS***
  - ***WHETHER MK PERSONNEL INTIMIDATED AND HARASSED SEG RPTS***
  - ***WHETHER SEG EMPLOYEES USED THE ROR PROCESS TO INTIMIDATE AND HARASS MORRISON KNUDSEN ("MK") WORKERS -- SAM CONCLUDED THAT THIS ALLEGATION WAS UNFOUNDED***

## **CONCERNS AND CORRECTIVE ACTIONS SUMMARY**

### **CONCERN NO. 1:**

- **A PERCEPTION EXISTED IN A CROSS SECTION OF THE WORK FORCE THAT PRODUCTION WAS EMPHASIZED OVER SAFETY**
- **COWORKERS FELT THAT THE LAYOFF DECISION WAS NOT BASED ON WORK SKILLS**
- **EXPRESSION OF CONCERNS WOULD RESULT IN RETALIATION**

## **CONCERNS AND CORRECTIVE ACTIONS SUMMARY**

(Continued)

### **CORRECTIVE ACTIONS:**

- **MK AND SEG RE-EMPHASIZED POLICIES OF SAFETY OVER PRODUCTION**
- **DECOMMISSIONING ACTIVITIES WERE SHUT DOWN FOR 16 CALENDAR DAYS -  
- PRIMARILY DUE TO RP RECORDS ISSUES**
- **ALL EMPLOYEES WERE TRAINED IN THE IMPORTANCE OF SAFETY, STOP  
WORK AUTHORITY, PROCEDURE COMPLIANCE**
- **CONDUCTED ADDITIONAL 10 CFR 50.7 TRAINING FOR ALL WT BADGED  
PERSONNEL**
- **TEAM BUILDING SESSIONS CONDUCTED BY THE WT TO CREATE ATMOSPHERE  
WHERE EMPLOYEES FEEL SAFE RAISING SAFETY CONCERNS**
- **MANAGEMENT ENCOURAGED WORKERS TO BRING UP SAFETY CONCERNS  
WITHOUT FEAR OF RETALIATION, IN EFFORT TO DEVELOP TRUST WITH THE  
WORKFORCE**
- **PSC AND WT MANAGEMENT MEET WEEKLY TO DISCUSS ISSUES AND  
POTENTIAL CONCERNS, ESPECIALLY REGARDING PERSONNEL ISSUES**

**CONCERNS AND CORRECTIVE ACTIONS SUMMARY**  
(Continued)

**CORRECTIVE ACTIONS (Continued):**

- **JOINT WT SAFETY WALKDOWNS INCLUDING MANAGEMENT, RADIATION PROTECTION, MK SAFETY REPRESENTATIVE, AND CRAFT LABOR TO PROMOTE TEAM CONCEPT AND PROVIDE OPPORTUNITY TO RAISE SAFETY CONCERNS**
- **WEEKLY WT MANAGEMENT MEETINGS WITH RPT AND CRAFT SUPERVISION TO DISCUSS OPERATIONAL ISSUES AND POTENTIAL CONCERNS**
- **MK ESTABLISHED ENHANCED/WRITTEN LAYOFF POLICIES**
- **MK ROUND TABLE DISCUSSIONS ON MANAGEMENT EXPECTATIONS REGARDING LAYOFFS**

**CONCERNS AND CORRECTIVE ACTIONS SUMMARY**  
(Continued)

**CONCERN NO. 2:**

- **THE FEBRUARY 3, 1994, INCIDENT BETWEEN THE MK SUPERINTENDENT AND AN RPT**
- **FOUR VIOLATIONS OF RADIATION PROTECTION PRACTICES BY MK SUPERINTENDENT**
- **SEG RPTS COMPLAINED OF INTIMIDATING CONDUCT OF MK SUPERINTENDENTS/SUPERVISORS**
- **SEG MANAGEMENT FAILED TO FORCEFULLY ADDRESS INTIMIDATING BEHAVIOR AND THE RPTS LOST CONFIDENCE IN BOTH THE ROR PROGRAM AND IN THEIR MANAGEMENT**
- **THE ROR PROGRAM WAS PERCEIVED TO BE A DISCIPLINARY TOOL**



## CONCERNS AND CORRECTIVE ACTIONS SUMMARY

(Continued)

### CORRECTIVE ACTIONS:

- PROGRESSIVE DISCIPLINARY ACTIONS TAKEN AGAINST MK SUPERINTENDENT LEADING TO THE FINAL REMOVAL FROM THE SITE
- MANAGEMENT TEAM BUILDING SESSIONS HELD BETWEEN WT ORGANIZATIONS TO ADDRESS PROBLEM RESOLUTION WITHOUT INTIMIDATION
- POSITIVE CHANGE IN BEHAVIOR OF OTHER MK SUPERVISORS
- SEG INCREASED PERSONNEL TO PROVIDE ADEQUATE SUPPORT TO AVOID UNNECESSARY PRODUCTION DELAYS AND CONFRONTATIONS

### *REGARDING ROR PROCESS:*

- SEG REORGANIZED TO PROVIDE SUPPLEMENTAL STAFF AND BETTER MANAGEMENT INVOLVEMENT -- PRIMARILY RELATED TO RP RECORDS ISSUE
- REMOVAL FROM SITE OF SPECIFIC SEG SUPERVISORS -- PRIMARILY RELATED TO RP RECORDS ISSUE

## **CONCERNS AND CORRECTIVE ACTIONS SUMMARY**

(Continued)

### **CORRECTIVE ACTIONS (Continued):**

- **COMMUNICATED MANAGEMENT'S INTENT ON THE ROR PROCESS -- TO CORRECT RADIOLOGICAL OCCURRENCES AND BEHAVIOR, NOT AS A DISCIPLINARY TOOL**
- **IMPROVED THE ROR PROCEDURE AND PROCESS**
- **NEW SEG SUPERVISORS WERE SENSITIZED TO DETECT POTENTIAL INTIMIDATION ATMOSPHERE**
- **INCREASED PSC AND SEG MANAGEMENT INVOLVEMENT IN THE ROR PROCESS WITH REORGANIZATION OF SEG**
- **IMPROVED VISIBILITY OF THE ROR PROCESS IN QA SURVEILLANCE AND PSC OVERSIGHT ACTIVITIES**
- **PSC PERIODICALLY INVOLVED IN INVESTIGATION OF RORs**

## **CONCERNS AND CORRECTIVE ACTIONS SUMMARY**

**(Continued)**

**IN CONCLUSION, SAM REPORT DETERMINED THAT THE MAJOR ELEMENTS CONTRIBUTING TO AN ATMOSPHERE OF H & I WERE NO LONGER FACTORS WITHIN A FEW WEEKS OF DISCOVERY**

**ALSO,**

**SAM REPORT CONCLUDED WORKERS FOUND EFFECTIVE MEANS OF ADDRESSING SAFETY CONCERNS SUCH THAT THE IDENTIFICATION AND RESOLUTION OF SAFETY CONCERNS WERE NOT COMPROMISED**

**MK ACTIONS**

## **MK BACKGROUND**

- **MK HAS LONG HISTORY OF EXCELLENCE IN NUCLEAR POWER INDUSTRY, AND MK'S GOVERNMENT AND ENVIRONMENTAL GROUP HAS SIMILAR HISTORY IN DECOMMISSIONING AND CLEANUP OF DOE AND DOD FACILITIES**
- **CURRENT OTHER NUCLEAR PROJECTS INCLUDE TWO STEAM GENERATOR REPLACEMENTS AND WORK WITH WESTINGHOUSE ON AP600**
- **MK HAS 80 YEAR HISTORY OF SUCCESSFUL PROJECTS EMPLOYING CRAFT AND PROFESSIONAL PEOPLE -- TAKE PRIDE IN BEING FAIR AND EQUITABLE EMPLOYER**
- **MK HAS NOT AND WILL NOT CONDONE HARASSMENT AND/OR INTIMIDATION OF OUR EMPLOYEES OR THE EMPLOYEES OF OTHERS INVOLVED IN ANY PROJECT**



## **MK POSITION**

- **MK HAS REVIEWED THE SAM INVESTIGATION REPORT AND THE SYNOPSIS OF THE NRC OFFICE OF INVESTIGATION'S REPORT**
- **THERE WAS AN INDEPENDENT BASIS FOR LAYING OFF THE 4 LABORERS -- THAT BASIS WAS THE FACT THAT THEIR WORK TASKS WERE COMPLETE**
- **WE AGREE THAT A PERCEPTION WAS INADVERTENTLY CREATED THAT RAISING SAFETY CONCERNS COULD RESULT IN RETALIATION**
- **WE ALSO AGREE THAT WE HAD AN MK SUPERINTENDENT THAT DID NOT INTERFACE APPROPRIATELY WITH SEG RPTs**
- **UPON DISCOVERY, MK PROJECT AND EXECUTIVE MANAGEMENT ALONG WITH PSC AND WT INVESTIGATED AND INITIATED IMMEDIATE CORRECTIVE ACTIONS; AN EXAMPLE WAS THE PROMPT REMOVAL OF THE SUPERINTENDENT FROM THE PROJECT**

## LAYOFF OF 4 LABORERS

- 4 LABORERS WERE ASSIGNED TO CONCRETE CORE DRILLING TASK IN NOVEMBER 1992, WHICH WAS COMPLETED IN EARLY MARCH 1993
- RE-ASSIGNED TO HIGH DENSITY BLOCK REMOVAL TASK, WHICH LASTED APPROXIMATELY ONE WEEK
- NO ADDITIONAL ASSIGNMENTS WERE IDENTIFIED
- 4 LABORERS WERE OBVIOUS CANDIDATES FOR LAYOFF WITHOUT DISRUPTING EXISTING WORK CREWS
- LAYOFF OF 4 LABORERS WAS ONE OF SEVERAL LAYOFFS IN 1993:
  - JANUARY 7 7 LABORERS
  - MARCH 9 4 LABORERS
  - MARCH 25 2 LABORERS
- LABORERS' UNION DETERMINED THEIR CLAIMS HAD NO MERIT

## LAYOFF OF 4 LABORERS

(Continued)

- "OPEN DOOR POLICY" INCIDENT INVOLVED UNION GENERAL FOREMAN WHO DID NOT UNDERSTAND POLICY -- UNION GENERAL FOREMAN WAS COUNSELED AND RETRAINED TO AVOID FUTURE PROBLEMS

## RESPONSE TO WORKERS CONCERNS IDENTIFIED TO NRC

NRC INDICATED 4 MK LABORERS WERE LAID OFF FOR RAISING RADIOLOGICAL AND INDUSTRIAL SAFETY CONCERNS, INCLUDING:

1) *AIR QUALITY*

WORKERS WERE PROVIDED RESPIRATORS APPROPRIATE FOR THE ENVIRONMENT

DURING HIGH DENSITY BLOCK REMOVAL, LABORERS IN HALF-FACE RESPIRATORS WERE WORKING IN THE SAME AREA AS WORKERS IN FULL-FACE RESPIRATORS AND QUESTIONED THE DISPARITY

REASON FOR DISPARITY WAS THAT FULL-FACE RESPIRATORS WERE ISSUED TO OPERATORS OF JACKHAMMERS FOR PROTECTION AGAINST FLYING DEBRIS AND CHIPS

AIR MONITORING INDICATED AREA WAS NOT RADIOLOGICAL HAZARD, ONLY DUST

NRC INSPECTION IN JULY 1993 CONCLUDED NO RADIOLOGICAL CONCERNS

**RESPONSE TO WORKERS CONCERNS IDENTIFIED TO NRC**  
(Continued)

**2) *WORK IN A RADIOLOGICALLY CONTROLLED AREA WITHOUT AN APPROPRIATE RADIATION WORK PERMIT***

**PSC AND THE WT ARE NOT AWARE OF THIS CONCERN; DURING OUR INVESTIGATIONS, THIS ISSUE DID NOT ARISE -- PROPER RWP COVERAGE HAS ALWAYS BEEN EMPHASIZED DURING THE FSV DECOMMISSIONING PROJECT**

**DURING THE NRC'S JULY 1993 INSPECTION, RWP PRACTICES WERE REVIEWED AND FOUND ACCEPTABLE**

**3) *PERSONNEL CONTAMINATION WHILE CORE DRILLING***

**SOME PERSONNEL WERE WETTED WITH CONCRETE SLURRY WHICH CONTAINED LOW LEVELS OF TRITIUM - NO PERSONNEL CONTAMINATIONS RESULTED**

**NRC'S JULY 1993 INSPECTION CONCLUDED APPROPRIATE CORRECTIVE ACTIONS WERE TAKEN**



## FORT ST. VRAIN PROJECT SAFETY

**MK HAS MADE SUBSTANTIAL COMMITMENT TO SAFETY:**

### ***INDUSTRIAL SAFETY***

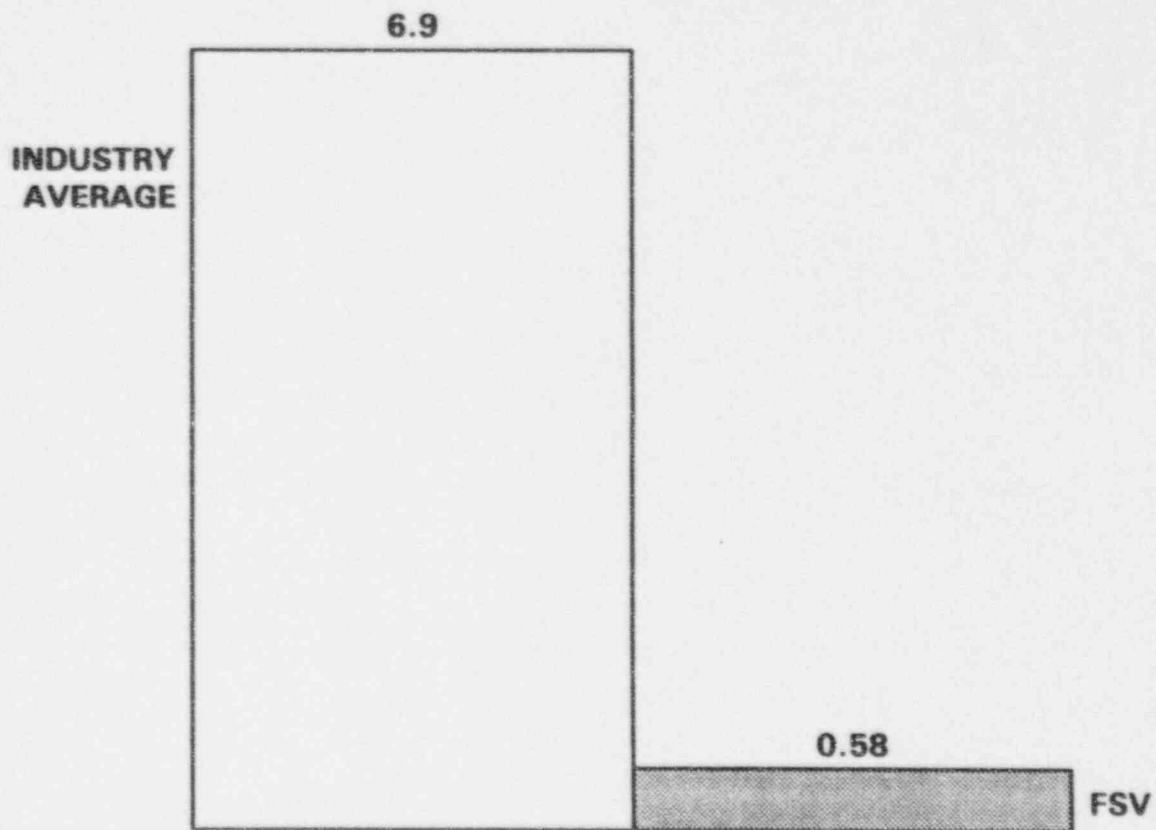
- **MK PROVIDED 3 FULL TIME SAFETY PROFESSIONALS AND 1 FULL TIME NURSE TO ADDRESS SAFETY ISSUES -- SPEND MOST OF THEIR TIME WITH WORKERS, ADDRESS SAFETY CONCERNS AS THEY ARISE**
- **SAFETY INCENTIVE PROGRAM**

### ***RADIOLOGICAL SAFETY***

- **ALARA SUGGESTION PROGRAM**
- **INCREASED COMMUNICATION WITH RPTS**
- **WORK PLANNING AND ALARA ENGINEERING**
- **MK MEMBERS ON ALARA COMMITTEE**

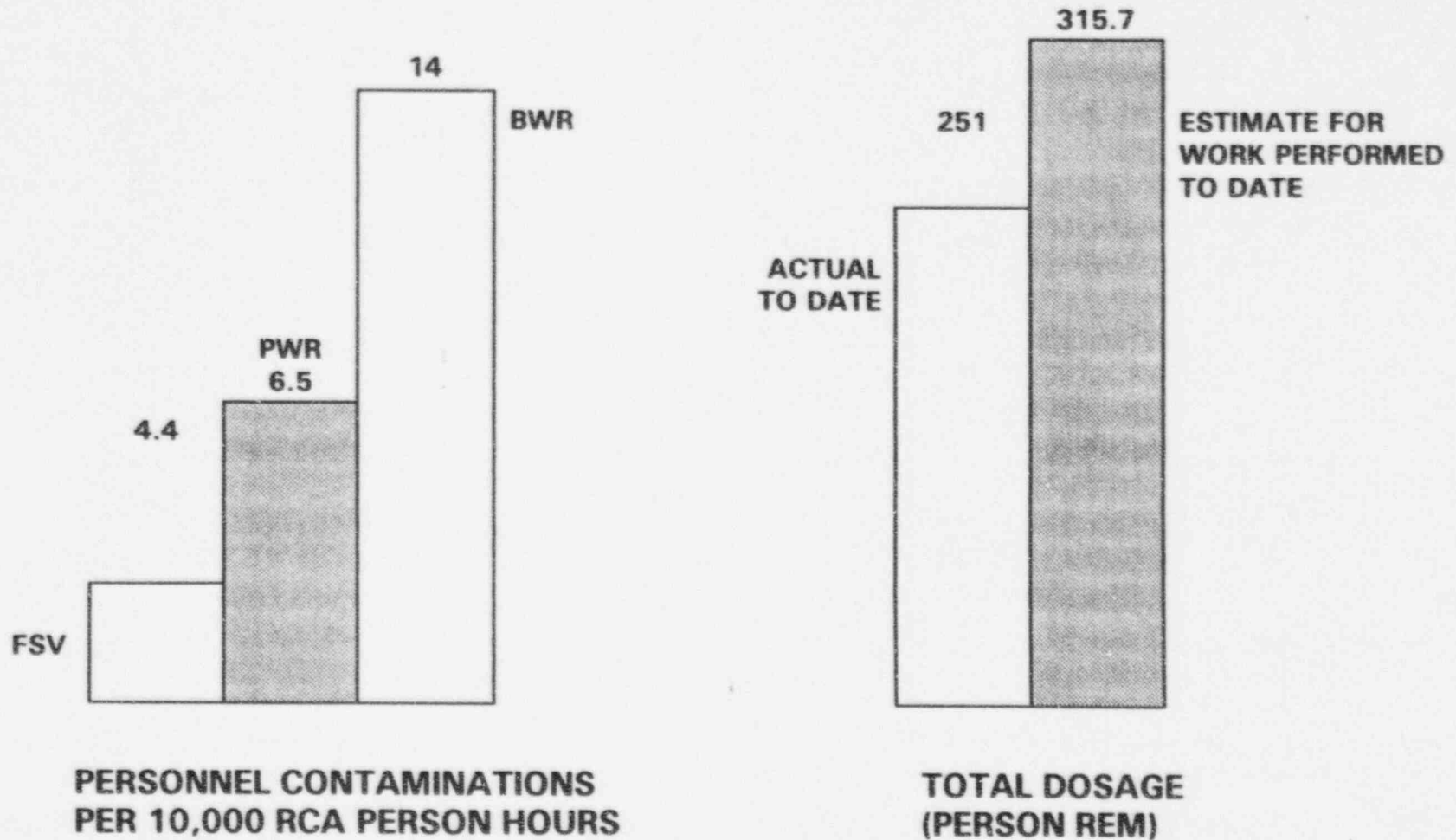
# FSV SAFETY STATISTICS LOST DAY INCIDENCE RATE

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**LOST TIME ACCIDENTS PER  
200,000 PERSON HOURS WORKED**

## FSV ALARA STATISTICS



## **MK ACTIONS**

- **MK OPEN DOOR POLICY**
  - ***MK MAINTAINS AN OPEN DOOR POLICY WHEREIN PERSONNEL ARE ENCOURAGED TO BRING FORTH ISSUES TO MANAGEMENT AND/OR THEIR RESPECTIVE UNION REPRESENTATIVES***
  - ***THIS OPEN DOOR POLICY WAS DISCUSSED WITH ALL LEVELS OF MK MANAGEMENT ON MARCH 14, 1994 TO ENSURE A COMPLETE UNDERSTANDING OF THE POLICY AMONG ALL MANAGEMENT PERSONNEL***
  - ***OPEN DOOR POLICY WAS DISCUSSED WITH ALL EMPLOYEES ON MARCH 10, 1994, AUGUST 10, 1994, AND PERIODICALLY DURING WEEKLY TOOLBOX SAFETY MEETINGS***
  - ***SPECIFICALLY, THE UNION GENERAL FOREMAN DID NOT UNDERSTAND OPEN DOOR POLICY -- WAS COUNSELED AND RETRAINED TO AVOID FUTURE PROBLEMS***

**MK ACTIONS**  
(Continued)

- **MK LAYOFF PROCEDURES**

- ***SENSITIVITY TRAINING WAS CONDUCTED WITH ALL MK AND UNION MANAGEMENT ON HARASSMENT AND INTIMIDATION ISSUES AND THE ASSOCIATED ELEMENTS OF 10 CFR 50.7 AS RELATED TO LAYOFF IMPACTS***
- ***MANAGEMENT MEETINGS WERE HELD TO ENSURE UNIFIED EXPECTATIONS AND INVOLVEMENT OF ALL MANAGEMENT LEVELS REGARDING FUTURE LAYOFF DECISIONS***
- ***EMPHASIS PLACED ON WORK PLANNING TO MINIMIZE LAY-OFF AND REHIRE CYCLES***
- ***PUBLISHED ENHANCED GUIDELINES ON MAKING LAYOFF DECISIONS TO SITE MK MANAGEMENT PERSONNEL ON AUGUST 15, 1994***



## **MK ACTIONS**

**(Continued)**

### ***MK FEEDBACK MECHANISMS:***

- **TOOL BOX SESSIONS WITH CRAFT AND RPT PERSONNEL**
- **JOB BRIEFINGS**
- **MEETINGS WITH THE UNION REPRESENTATIVES**
- **MANAGEMENT FEEDBACK FROM SUPERVISORY AND FOREMAN LEVELS**
- **STOP WORK AUTHORITY**
- **MANAGEMENT MEETINGS WITH PSC AND WT**
- **PSC/WT QA MONITORINGS AND AUDITS**
- **RORs**
- **EMPLOYEE MEETINGS TO ADDRESS INAPPROPRIATE PERCEPTIONS AND THE POTENTIAL CHILLING EFFECTS**
- **PSC ENHANCED OVERSIGHT AND PSC HOTLINE TO IDENTIFY POTENTIAL PROBLEMS AREAS**

## **MK PERFORMANCE CONSIDERATIONS**

**PERFORMANCE SHOULD BE CONSIDERED IN EVALUATING THIS APPARENT VIOLATION:**

- **PROJECT SAFETY RECORD**
- **PROJECT ALARA RECORD**
- **PROMPT, DECISIVE ACTIONS TAKEN BY PSC AND THE WT, INCLUDING REMOVAL OF A SUPERINTENDENT**
- **OSHA, DEPARTMENT OF LABOR, AND THE UNION TOOK NO ACTION RELATIVE TO THE 4 LABORERS' CLAIMS**
- **4 LABORERS' GRIEVANCE WAS ONLY GRIEVANCE FILED, WAS RESOLVED AT FIRST STEP, IN FAVOR OF MK**
- **MK'S LONG HISTORY OF EXCELLENCE IN NUCLEAR ACTIVITIES**

**DISCRETIONARY CONSIDERATIONS**

## **DISCRETIONARY CONSIDERATIONS**

**AS STATED PREVIOUSLY, THERE WAS AN INDEPENDENT BASIS FOR CRAFT LAYOFF, HOWEVER, THE WEIGHT OF EVIDENCE FROM THE SAM REPORT SUPPORTS THE PERCEPTION THAT THE EXPRESSION OF SAFETY CONCERNS HAD SOME INFLUENCE ON LAYOFF DECISION**

**AN ATMOSPHERE EXISTED IN WHICH THE PERCEPTION OF SOME EMPLOYEES WAS THAT PRODUCTION WAS EMPHASIZED OVER SAFETY AND PROCEDURE COMPLIANCE, AND RAISING SAFETY CONCERNS COULD RESULT IN RETALIATION**

**YOUR MAY 19, 1995, LETTER ASKED PSC TO ADDRESS THE ISSUES OF SEVERITY AND CIVIL PENALTY**

- **PSC BELIEVES THIS APPARENT VIOLATION SHOULD BE NO MORE THAN SEVERITY LEVEL IV, BECAUSE:**
  - ▶ **PROMPT MANAGEMENT INVOLVEMENT AND CORRECTIVE ACTION**
  - ▶ **MAJOR H & I ISSUES WERE SELF-IDENTIFIED**
  - ▶ **H&I ACTS INVOLVED ONLY FIRST LINE SUPERVISION**
  - ▶ **NO SIGNIFICANT IMPACT ON ENVIRONMENT OR PUBLIC HEALTH AND SAFETY**

## **DISCRETIONARY CONSIDERATIONS**

**(Continued)**

- **REASONS WHY APPARENT VIOLATION SHOULD BE NO MORE THAN SEVERITY LEVEL IV (Continued):**
  - ▶ **NO SAFETY SIGNIFICANCE**
    - **SAM REPORT CONCLUDED WORKERS FOUND EFFECTIVE MEANS OF ADDRESSING SAFETY CONCERNS SUCH THAT THE IDENTIFICATION AND RESOLUTION OF SAFETY CONCERNS WERE NOT COMPROMISED**
    - **SAFETY SIGNIFICANCE OF FORT ST. VRAIN DECOMMISSIONING IS NOT COMPARABLE TO POWER REACTOR**
    - **NO WORKER WAS OVEREXPOSED**
- **NO CIVIL PENALTY SHOULD BE ASSESSED**



## **DISCRETIONARY CONSIDERATIONS**

(Continued)

- **ENFORCEMENT DISCRETION IS APPROPRIATE, PER NRC ENFORCEMENT POLICY SECTION VII.B.7:**
  1. **PSC/WT SELF-IDENTIFIED WORKER PERCEPTIONS AND RELUCTANCE TO RAISE SAFETY CONCERNS**
  2. **PSC/WT TOOK PROMPT, COMPREHENSIVE, AND EFFECTIVE CORRECTIVE ACTIONS TO ADDRESS BOTH PARTICULAR SITUATION AND OVERALL WORK ENVIRONMENT**
  3. **ADDITIONAL MITIGATING CONSIDERATIONS**

## DISCRETIONARY CONSIDERATIONS

(Continued)

### 1. IDENTIFICATION

THE 4 LABORERS CONTACTED NRC DIRECTLY AS OPPOSED TO CONTACTING PSC/WT MANAGEMENT -- THIS CIRCUMVENTED THE SELF-IDENTIFICATION PROCESS

IDENTIFICATION WAS MORE COMPLEX BECAUSE WORKERS DID NOT REPORT DIRECTLY TO PSC

WE DID SELF-IDENTIFY:

THE FEBRUARY 3, 1994, INCIDENT BETWEEN THE MK SUPERINTENDENT AND AN RPT

A PERCEPTION IN A CROSS SECTION OF THE WORK FORCE THAT PRODUCTION WAS EMPHASIZED OVER SAFETY

THREATS BY MK SUPERINTENDENTS/SUPERVISORS AGAINST RPTS

VIOLATIONS OF RADIATION PROTECTION PRACTICES BY MK SUPERINTENDENTS/SUPERVISORS

## **DISCRETIONARY CONSIDERATIONS**

**(Continued)**

### **WE DID SELF-IDENTIFY:**

**COWORKERS' PERCEPTION THAT THE LAYOFF DECISION WAS NOT BASED ON WORKERS SKILLS**

**PERCEPTION OF SOME EMPLOYEES THAT EXPRESSION OF CONCERNS WOULD RESULT IN RETALIATION**

**FAILURE OF SEG MANAGEMENT TO FORCEFULLY ADDRESS INTIMIDATING BEHAVIOR**

**MISPERCEPTION THAT THE ROR PROGRAM WAS A DISCIPLINARY TOOL**

**LOSS OF CONFIDENCE ON PART OF RPTS IN BOTH THE ROR PROGRAM AND IN THEIR MANAGEMENT**

## DISCRETIONARY CONSIDERATIONS

(Continued)

### 2. *CORRECTIVE ACTIONS*

PSC AND THE WT TOOK PROMPT AND AGGRESSIVE ACTION AS SOON AS WE WERE AWARE OF THE POTENTIAL HARASSMENT AND INTIMIDATION CONCERNS

- ▶ WE WERE INFORMED OF THE POTENTIAL H & I CONCERN ON JANUARY 19, 1994
- ▶ AFTER FEBRUARY 3, 1994, INCIDENT WITH MK SUPERINTENDENT, PSC REQUESTED WT TO DEVELOP A CORRECTIVE ACTION PLAN TO PREVENT RECURRENCE
- ▶ WE RETAINED SERVICES OF STIER, ANDERSON, AND MALONE ON FEBRUARY 22, 1994
- ▶ SAM CONCLUDED MAJOR ELEMENTS OF H & I ATMOSPHERE WERE NO LONGER FACTORS AT THE TIME OF THE WORK STOPPAGE -- WITHIN A FEW WEEKS OF IDENTIFICATION
- ▶ ADEQUACY OF CORRECTIVE ACTIONS CONTINUES TO BE PERIODICALLY MONITORED TO ENSURE EFFECTIVENESS
- ▶ EFFECTIVE CORRECTIVE ACTIONS FULLY IMPLEMENTED BY AUGUST 1994, WELL BEFORE SAM REPORT WAS COMPLETED IN MARCH 1995

## **DISCRETIONARY CONSIDERATIONS**

(Continued)

### **3. *ADDITIONAL MITIGATING CONSIDERATIONS***

***PSC/WT BELIEVE THERE ARE ADDITIONAL MITIGATING CONSIDERATIONS THAT THE NRC SHOULD CONSIDER IN ASSESSING THIS APPARENT VIOLATION:***

- ***LICENSEE PERFORMANCE***

**JULY 1993 NRC SPECIAL INSPECTION TEAM CONCLUDED RADIOLOGICAL CONTROLS WERE ACCEPTABLE**

**OSHA FOUND NO MERIT IN MARCH 1993 COMPLAINTS**

**PSC HAS HAD A GOOD PRIOR PERFORMANCE IN THIS AREA - WE HAVE LAID OFF APPROXIMATELY 750 EMPLOYEES WITH ONLY ONE PRIOR INCIDENT IN 1991 WHICH PSC DENIED WAS VALID.**



## DISCRETIONARY CONSIDERATIONS

(Continued)

### MITIGATING FACTORS (Continued)

- ***PRIOR OPPORTUNITY TO IDENTIFY***

PREVIOUS INSPECTIONS DID NOT REVEAL ANY CONCERNS -- BY PSC QA, NRC, OUTSIDE RP INSPECTION

INDIVIDUAL RORs AND PROBLEM REPORTS WERE GENERATED, INVESTIGATED AND CORRECTIVE ACTIONS TAKEN WITHOUT IDENTIFYING WORKER PERCEPTIONS ABOUT RAISING SAFETY CONCERNS

- ***MULTIPLE OCCURRENCES AND DURATION***

PREVIOUSLY DENIED DISCRIMINATION CASE WAS UNRELATED AND OCCURRED MORE THAN 4 YEARS AGO

THE SAM REPORT CONCLUDED THAT THE MAJOR ELEMENTS CONTRIBUTING TO AN ATMOSPHERE OF H & I WERE NO LONGER FACTORS WITHIN A FEW WEEKS OF DISCOVERY

## **CLOSING**

- 1. AN ATMOSPHERE EXISTED IN WHICH THE PERCEPTION OF SOME EMPLOYEES WAS THAT PRODUCTION WAS EMPHASIZED OVER SAFETY AND PROCEDURAL COMPLIANCE, AND RAISING SAFETY CONCERNS COULD RESULT IN RETALIATION**
- 2. THERE WAS AN INDEPENDENT BASIS FOR CRAFT LAYOFFS; HOWEVER, THE WEIGHT OF EVIDENCE FROM SAM REPORT SUPPORTS PERCEPTION THAT THE EXPRESSION OF SAFETY CONCERNS HAD SOME INFLUENCE ON LAYOFF DECISIONS**
- 3. OUR CORRECTIVE ACTIONS HAVE BEEN EXTENSIVE AND ONGOING, ENCOURAGING WORKERS TO IDENTIFY SAFETY CONCERNS WITHOUT FEAR OF REPRISAL**
- 4. OUR SYSTEM HAS BEEN SHOWN TO WORK -- WE HAVE THE ABILITY TO DEAL OPENLY AND FAIRLY WITH WORKFORCE PROBLEMS AND REACH EFFECTIVE SOLUTIONS**

**FORT ST. VRAIN DECOMMISSIONING PROJECT**

**VALUES**

**DON WAREMBOURG AND MARY FISHER**

**MARCH 9 & 10, 1994**

## WHY ARE WE HERE?

- PSC AND THE WESTINGHOUSE TEAM MANAGEMENT BELIEVE WE NEED TO MEET WITH EVERY EMPLOYEE TO DISCUSS THE FOLLOWING AREAS:
  - ▶ CORE VALUES AND WORK PLACE CONDUCT
  - ▶ RECENT EVENTS
  - ▶ PLANNED ACTIONS
    - PSC BRIEFINGS
    - OPEN DOOR POLICY
    - EMPLOYEE CONCERN PROGRAM
    - INDEPENDENT ASSESSMENT
  - ▶ CONCLUSIONS

## **CORE VALUES AND WORK PLACE CONDUCT**

- **THE HEALTH, SAFETY AND WELL BEING OF EVERY INDIVIDUAL WORKING ON SITE AND HEALTH AND SAFETY OF THE PUBLIC**
  - ▶ SAFETY IS ALWAYS FIRST; NO JOB OR SCHEDULE IS SO IMPORTANT THAT APPROPRIATE SAFETY PRECAUTIONS ARE NOT OBSERVED
  - ▶ EMPLOYEES HAVE THE RIGHT TO STOP WORK IF THEY BELIEVE THAT AN UNSAFE CONDITION EXISTS

THIS INCLUDES RADIOLOGICAL OR INDUSTRIAL CONDITIONS, PRACTICES AND IMPLEMENTATION MEASURES THAT ARE DESIGNATED FOR AN RCA

- **PROMOTE A SAFE WORK PLACE AND AN ENVIRONMENT IN WHICH EMPLOYEES ARE FREE TO RAISE SAFETY CONCERNS WITHOUT FEAR OF RETALIATION**
  - ▶ PSC AND THE WT REQUIRE PERSONNEL TO REPORT TO THEIR IMMEDIATE SUPERVISOR OR OTHER APPROPRIATE MANAGEMENT UNSAFE ACTS SO THAT CORRECTIVE ACTIONS CAN BE TAKEN
- **INTEGRITY AND HIGH STANDARDS OF BUSINESS ETHICS**
  - ▶ PROFESSIONAL, OPEN AND HONEST COMMUNICATIONS
  - ▶ PROCEDURE COMPLIANCE IS MANDATORY
  - ▶ TEAMWORK



## **CORE VALUES AND WORK PLACE CONDUCT**

- **EQUAL OPPORTUNITY/DIVERSE WORK ATMOSPHERE**
  - ▶ **RESPECT INDIVIDUALISM**

## RECENT EVENTS

- AN NRC INSPECTOR ARRIVES ON SITE TO INVESTIGATE ALLEGED CLAIMS OF WRONGFUL DISCHARGE
- DURING THE INVESTIGATION, A SUPERINTENDENT THREATENED A RP TECHNICIAN FOR WRITING A ROR
- IT APPEARS THAT THE NRC INVESTIGATION HAS EXPANDED TO INCLUDE THE OVERALL SITE ATMOSPHERE FOR RAISING SAFETY CONCERNS
- PSC MANAGEMENT MET WITH WT MANAGEMENT TO REQUEST AN ACTION PLAN TO ASSESS THE SITUATION
- DISCIPLINARY ACTION WAS TAKEN AGAINST THE SUPERINTENDENT FOR THREATENING THE RP TECHNICIAN.
- FURTHER INFORMATION IS RECEIVED BY WT MANAGEMENT AND PSC PERSONNEL AT WT MEETINGS TO DISCUSS THE ISSUES THAT HAVE ARISEN
- PSC AND WT MANAGEMENT DECIDE TO UNDERTAKE AN INDEPENDENT THIRD PARTY ASSESSMENT TO PROACTIVELY ADDRESS THE SITUATION
- THE NRC INVESTIGATION CONTINUES
  - PSC AND THE WT ENCOURAGE YOU TO COOPERATE FULLY WITH THE NRC BY PROVIDING TRUTHFUL, FACTUAL AND OBJECTIVE INFORMATION

## RECENT EVENTS

- THE ACTIONS DISCUSSED HERE TODAY ARE BASED ON CONTINUING CONCERN FOR THE WORK FORCE, SAFETY ON THE PROJECT AND THE COMMITMENT OF PSC AND THE WT TO ENSURE THAT EMPLOYEES ARE FREE TO RAISE CONCERNS REGARDING SAFETY.
- ▶ THESE ACTIONS ARE NOT CONNECTED TO THE NRC INVESTIGATION

## PLANNED ACTIONS

- **PSC BRIEFINGS**
  - ▶ PSC IS BRIEFING ON SITE PERSONNEL TO MAKE KNOWN THE VALUES FOR THE FORT ST. VRAIN DECOMMISSIONING PROJECT
  
- **PSC AND WT MANAGEMENT HAVE ALWAYS HAD AN OPEN DOOR POLICY**
  - ▶ THIS OPEN DOOR POLICY WILL CONTINUE TO BE IN EFFECT THROUGHOUT THE PROJECT
  
  - ▶ AS A REMINDER, IF YOU HAVE QUESTIONS OR CONCERNS WE STRONGLY ENCOURAGE YOU TO UTILIZE THE OPEN DOOR POLICY:

YOUR MANAGEMENT

PSC MANAGEMENT

PSC PERSONNEL

THE HOT LINE - 294-8985 AFTER NOON ON MARCH 14, 1994

## PLANNED ACTIONS

- **EMPLOYEES' CONCERN PROGRAM**

- ▶ PSC IS ESTABLISHING AN OFF SITE HOT LINE TO SUPPLEMENT THE EMPLOYEES' CONCERN PROGRAM SO THAT EMPLOYEES MAY ANONYMOUSLY REPORT ANY CONCERNS

IMMEDIATE SAFETY CONCERNS SHALL BE HANDLED BY THE STOP WORK AUTHORITY EMPOWERED TO ALL EMPLOYEES ON SITE - SAFETY SUGGESTIONS CAN BE CALLED IN ON THE HOT LINE

THE HOT LINE WILL BE AVAILABLE 24 HOURS A DAY TO A ANSWERING MACHINE MONITORED BY PSC PERSONNEL

A MESSAGE WILL BE INCLUDED TO INFORM PERSONNEL AS TO WHEN THE PHONE WILL BE ANSWERED BY AN INDIVIDUAL

ALL COMMENTS AND REQUESTS WILL BE PASSED ANONYMOUSLY ON TO APPROPRIATE MANAGEMENT PERSONNEL FOR RESOLUTION

MANAGEMENT WILL ENSURE A TIMELY INVESTIGATION AND PROVIDE ANY NECESSARY RESPONSE INCLUDING COMMUNICATIONS AS APPROPRIATE

- ▶ THE PROCESS TO ACCESS AND HOW TO USE THE HOT LINE WILL BE POSTED ON OFFICIAL BULLETIN BOARDS



## PLANNED ACTIONS

- **INDEPENDENT ASSESSMENT**

- ▶ PSC AND THE WESTINGHOUSE TEAM HAVE AGREED THAT IT IS IN THE BEST INTEREST OF THE PROJECT TO CONDUCT AN INDEPENDENT THIRD PARTY ASSESSMENT
- ▶ THE OBJECTIVE OF THIS ASSESSMENT IS TO EVALUATE THE SITE WORK ENVIRONMENT AND SAFETY CULTURE WHICH WILL ALLOW PSC AND THE WT TO TAKE CORRECTIVE ACTIONS AS APPROPRIATE

PSC AND THE WT EXPECT YOUR PARTICIPATION AND COOPERATION

- ▶ THE ASSESSMENT IS EXPECTED TO BEGIN ON MARCH 14, 1994 AND LAST ABOUT ONE MONTH:

AN INITIAL INFORMAL INTERVIEW WITH VARIOUS SITE PERSONNEL WILL BE CONDUCTED

IF APPROPRIATE AND YOU AGREE, A FORMAL DOCUMENTED INTERVIEW WILL THEN BE CONDUCTED

YOU WILL HAVE A CHANCE TO REVIEW, CORRECT OR CHANGE YOUR DOCUMENTED INTERVIEW PRIOR TO IT BEING FINALIZED

- ▶ CURRENTLY, WE ARE STRUCTURING THE DETAILS OF THIS ASSESSMENT AND WE ARE LOOKING FOR YOUR INPUT TO FINALIZE THE PROGRAM

## CONCLUSIONS

- PSC, AND EACH COMPANY OF THE WT, IS DEDICATED TO PROMOTE A QUALITY CONSCIOUS, SAFE, AND PRODUCTIVE WORK ENVIRONMENT, IN WHICH ALL EMPLOYEES FEEL FREE TO RAISE CONCERNS WITHOUT FEAR OF RETALIATION
- TO FURTHER PROMOTE, THIS TYPE OF WORK ENVIRONMENT THE INDEPENDENT ASSESSMENT WILL BE CONDUCTED TO IDENTIFY AREAS REQUIRING ATTENTION OR IN NEED OF IMPROVEMENT
- PSC AND WT MANAGEMENT CONTINUE TO HAVE AN OPEN DOOR POLICY
- A SUPPLEMENT TO THE EMPLOYEES' CONCERN PROGRAM IN THE FORM OF A HOT LINE HAS BEEN ESTABLISHED FOR YOUR USE
- CONDUCT OF THE PLANNED INDEPENDENT ASSESSMENT TO IDENTIFY AREAS FOR IMPROVEMENT CAN ONLY BE DONE WITH YOUR HELP

**PROJECT  
PHILOSOPHIES,  
POLICIES AND  
PROGRAMS**

**Steve Tritch, General Manager  
Westinghouse Nuclear Technology Division**

**AGENDA****FORT SAINT VRAIN****EXECUTIVE PRESENTATION MEETING**

<b>AGENDA &amp; OPENING REMARKS</b>	<b>CRAWFORD</b>
<b>BRIEF REMARKS, PROGRAM DIRECTOR</b>	<b>WAREMBOURG</b>
<b>INTRODUCTION</b>	<b>TRITCH</b>
<b>PROJECT PHILOSOPHIES, POLICIES, PROGRAMS</b>	<b>TRITCH</b>
<b>INDUSTRIAL SAFETY PROGRAM</b>	<b>PARDI</b>
<b>RADIATION PROTECTION &amp; RADWASTE PROGRAMS</b>	<b>ARROWSMITH</b>
<b>CORE VALUES AND WORK ATMOSPHERE</b>	<b>CRAWFORD</b>
<b>OPEN DISCUSSION</b>	
<b>INDEPENDENT ASSESSMENT</b>	<b>STIER</b>

**FOLLOWING THE MEETING A DISCUSSION WITH EXECS & KEY SITE  
PROJECT MANAGEMENT PERSONNEL ON THE INDEPENDENT  
ASSESSMENT ACTIVITIES, PURPOSE & EXPECTATIONS.**

- **Methods for Addressing Issues and/or Concerns**
  - **Stop Work Authority**
  - **Open Door Policy**
  - **PSC Hotline**
  - **Self Assessments/Internal Reviews**
    - **Quality Performance Feedback (QPF)**
    - **Non-Conformance Report (NCR)**
    - **Problem Report (PR)**
    - **Radiological Occurrence Report (ROR)**
    - **SEG Self-Assessment Program**
  - **Employee Responsibilities**



● **Methods for Addressing Issues and/or Concerns 3-10**  
(cont'd)

- **SEG Self-Assessment Program**
  - **Management tool to identify areas for improvements.**
  
- **Employee Responsibilities**
  - **Utilize site programs for identifying issues.**
  - **Utilize programs for identifying non-conformances or potential problems.**
  - **Identify issues that may be safety or other concerns to the project.**
  - **As managers/supervisors you have to facilitate this to ensure we know of and address issues.**
  - **If are not sure, elevate.**

- **Methods for Addressing Issues and/or Concerns 4-10**  
(cont'd)
  - **Self Assessments/Internal Reviews**
    - \* Responsibility of all to identify and report non-compliances.
    - \* Basis premise is self police.
    - \* Help us identify root cause and trends for corrective action.
  - **Quality Performance Feedback (QPF)**
    - Document programmatic non-conformances (i.e. incorrect work package or violation of work processes).
  - **Non-Conformance Report (NCR)**
    - Deficiency in characteristic, documentation or procedure which causes unacceptable or undetermined item quality.
  - **Problem Report (PR)**
    - PSC mechanism to transmit concerns to WT.
    - Also used to document audit findings.
  - **Radiological Occurrence Report (ROR)**
    - RP program to identify non-compliance or deficiencies.
    - Can be system, process or personnel related.

- **Methods for Addressing Issues and/or Concerns** 5-10
  - \* **Important that as supervisors/managers you support programs and encourage people to utilize.**
  
- **Stop Work Authority**
  - **All employees have.**
  - **Problem exists to comply for safety as planned or observe unsafe condition, employee responsibility to stop activity.**
  - **Covered in PSC procedure and WT Site Specific Safety Manual.**
  
- **Open Door Policy**
  - **Chance to address potential problems before become major problems.**
  
- **PSC Hotline**
  - **Just established - another mechanism.**
  - **Timely investigation and resolution key along with communication back to person if possible.**

- **Project Guidelines**
  - **NRC Rules and Regulations**
  - **Decommissioning Plan and Tech Specs**
  - **Project Control Manual**
  - **Project Quality Plan**
    - **Decommissioning Quality Assurance Manual**
    - **SEG QA Manual**
  - **Site Specific Safety Manual**
  - **PSC Procedures**

- **SEG QA Manual**
  - \* **Covers site characterization and final site survey, Radiation Protection, and waste management including packaging and transportation.**
  
- **Site Specific Safety Manual**
  - **Industrial safety program for all WT site employees.**
  - **Collection of applicable safety procedures including accident prevention and treatment guidelines, hazardous waste management, fire protection, substance abuse, confined space, asbestos awareness, etc.**
  
- **PSC Procedures**



- **NRC Rules and Regulations**
  - **Code of Federal Regulations**
  - **Also DOT, State OSHA and other regulations as well.**
  - **Our programs on this Project have to ensure compliance.**
  
- **Decommissioning Plan and Technical Specs**
  - **Approved by the NRC; our licensing Bible for this project.**
  - **Essential we follow and work within bounds defined and rules established.**
  
- **Project Control Manual**
  - **Administrative Procedure Manual for Project**
  - **Governs areas such as Work Control, QA, Financial, Planning and Scheduling.**
  
- **Project Quality Plan**
  - **Defines QA plan, program manuals and implementing procedures to be applied on Project; includes description of interface between DQAM and SEG QA Manual.**
  
  - **Decommissioning Quality Assurance Manual (DQAM)**
    - **Covers all WT activities except most SEG RP and Radwaste.**
    - **Contains QA project specific procedures to control work.**

- **Core Values and Work Place Conduct**
  - **Safety First**
  - **Environment to Freely Raise Safety Concerns or Issues**
  - **Integrity and High Standards of Business Ethics**
  - **Verbatim Procedural Compliance**
  - **Teamwork**
  - **Professional, Open, Honest Communications**
  - **Equal Opportunity/Diverse Work Atmosphere**

- **Core Values and Work Place Conduct**
  - **Safety First**
    - Do have an obligation to PSC and our companies to perform and meet our commitments; however we will never tolerate doing so at the expense of safety.
  - **Environment to Freely Raise Safety Concerns or Issues**
    - Core is ability to communicate with direct supervision and others; Project has several mechanisms for this.
  - **Integrity and High Standards of Business Ethics**
  - **Verbatim Procedural Compliance**
    - Procedures are there for a reason; if find that a procedure will not work as written or do not understand, stop and bring it to appropriate person's attention to fix.
  - **Teamwork**
  - **Professional, Open, Honest Communications**
  - **Equal Opportunity/Diverse Work Atmosphere**
    - Respect individuality and the talents and perspective each person brings.

## INDUSTRIAL SAFETY PROGRAM

- **Regulations**

- **OSHA**

- **NRC**

- **EPA**

- **CDH**

- **DOT**

- **PSC**

# **INDUSTRIAL SAFETY PROGRAM**

- **Purpose and Role of the Project Safety Program**
  - **Site Specific Safety Manual**
  - **Management and Supervision**



# INDUSTRIAL SAFETY PROGRAM <sup>7</sup>

- **Project Specific Safety Challenges**
  - **Lead**
  - **Asbestos**
  - **Chemical Control Program/  
Hazard Communication**
  - **Heavy Lifts**
  - **Diamond Wire Cutting**
  - **Oxylance Cutting**
  - **Plasma Arc Cutting**
  - **Long Handle Tools**
  - **Training**
  - **Records**

# **INDUSTRIAL SAFETY PROGRAM**

- **Employee Responsibilities**

# EMPLOYEE RESPONSIBILITIES

- SAFETY
- COMPLIANCE
- ALARA
- STOP WORK AUTHORITY
- COMMUNICATIONS
- TEAM WORK
- CONDUCT OF OPERATIONS

# RECORDS

- **DOSIMETRY**
- **SURVEYS**
  - **5,500 Generated during 1993**
- **CALIBRATIONS AND ANALYTICAL RESULTS**
- **SUPPORT OF UNCONDITIONAL RELEASE OF MATERIALS**
- **ESTIMATED 60,000 OPERATIONAL**
- **ESTIMATED 100,000 FINAL SURVEY**

3-14



# TRAINING

- GET
- RADWORKER
- RADIATION PROTECTION TECHNICIAN
- SPECIALTY TASK
- MOCKUP OPERATIONS
- VISITOR ACCESS



# **SITE RELEASE SURVEY**

- **SYSTEMATIC, DETAILED SURVEYS**
- **EXTENSIVE DOCUMENTATION REQUIRED**
- **DEVELOPMENT OF NEW SURVEY METHODS FOR INACCESSIBLE AREAS**
- **SAMPLING AND ANALYSIS TO ACCOUNT FOR HARD TO DETECT NUCLIDES**
- **PATHWAY ANALYSIS FOR RELEASE OF RESIDUAL ACTIVITY**

# **RADWASTE HANDLING AND SHIPPING**

- **APPROXIMATELY 100,000 CUBIC FEET OF WASTE TO BE SHIPPED**
- **SHIPPING REQUIRES EXTENSIVE PLANNING**
  - Characterization and Classification**
  - Proper Packaging**
  - Scheduling of Vehicles**
  - Documentation**
- **STORAGE/ CONTROL OF RADIOACTIVE MATERIAL**
- **UNCONDITIONAL RELEASE OF UNCONTAMINATED MATERIALS**

<b>PERSONNEL CONTAMINATION EVENTS</b>		
<b>PERIOD</b>	<b>CLOTHING</b>	<b>SKIN</b>
<b>FEBRUARY</b>	<b>2</b>	<b>0</b>
<b>1994</b>	<b>2</b>	<b>0</b>
<b>TOTAL PROJECT</b>	<b>36</b>	<b>12</b>

<b>POSITIVE BIOASSAY RESULTS</b>		
<b>PERIOD</b>	<b>WHOLE BODY COUNTS</b>	<b>TRITIUM ANALYSIS</b>
<b>FEBRUARY</b>	<b>0</b>	<b>0</b>
<b>1994</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROJECT</b>	<b>0</b>	<b>0</b>

# PERSONNEL PERFORMANCE INDICATORS

<b>PERSON-REM</b>			
	<b>ESTIMATE</b>	<b>GOAL</b>	<b>ACTUAL (to date)</b>
<b>FEBRUARY</b>	<b>6.5</b>	<b>5.2</b>	<b>5.086</b>
<b>1994</b>	<b>12.0</b>	<b>9.6</b>	<b>9.249</b>
<b>TOTAL PROJECT</b>	<b>433</b>	<b>347</b>	<b>98.666</b>

# ALARA

- **DOSE**
  - Project Goal
  - Monthly Goals
- **PERSONNEL CONTAMINATIONS**
- **NO INTERNAL CONTAMINATIONS**
- **MINIMIZATION OF RADIOACTIVE EFFLUENTS**
  - The Public is Not Impacted
  - Pathways are Releasable



# PROJECT SPECIFIC CHALLENGES

- **ALARA GOALS**

- Dose
- Contamination
- Internal Exposure
- Effluents

- **RADWASTE HANDLING AND SHIPMENTS**

- **FINAL SITE RELEASE SURVEY**

- **TRAINING**

- **RECORDS**

# **ORGANIZATIONS INVOLVED IN COMPLIANCE**

- **NRC**
- **STATE AND FEDERAL DOT**
  - **WASHINGTON**
  - **TENNESSEE**
- **LICENSEE**
- **EMPLOYERS**

# **REGULATIONS WHICH GOVERN**

- **DOT**
  - **49CFR - TRANSPORTATION**
  
- **STATE**
  
- **EPA**
  - **MIXED/ HAZARDOUS WASTE**
  
  - **ENVIRONMENTAL EFFLUENTS**
  
- **DECOMMISSIONING TECHNICAL SPECIFICATIONS**
  
- **DECOMMISSIONING PLAN**

# REGULATIONS WHICH GOVERN

- **NRC *cont'd***
  - **10CFR 61 - LICENSING REQUIREMENTS FOR LAND DISPOSAL OF RADIOACTIVE WASTE**
  - **10CFR71 - PACKAGING AND TRANSPORTATION OF RADIOACTIVE MATERIAL**

# REGULATIONS WHICH GOVERN

- **NRC**

- **10CFR19 - NOTICES, INSTRUCTIONS AND REPORTS TO WORKERS: INSPECTION AND INVESTIGATIONS**
- **10CFR20 - STANDARDS FOR PROTECTION AGAINST RADIATION**
- **10CFR21 - REPORTING DEFECTS AND NONCOMPLIANCE**
- **10CFR50 - DOMESTIC LICENSING OF PRODUCTION AND UTILIZATION FACILITIES**



# **PURPOSE AND ROLE OF THE PROJECT RP/RADWASTE PROGRAM**

- **PROTECT WORKERS AND THE GENERAL PUBLIC FROM THE RADIOLOGICAL HAZARDS OF THE DECOMMISSIONING**
- **ENSURE STRICT COMPLIANCE WITH ALL REGULATORY AND PROCEDURAL REQUIREMENTS**
- **MINIMIZE RADIATION EXPOSURES AND RELEASES OF RADIOACTIVE MATERIALS - ALARA**
- **MINIMIZE GENERATION OF RADIOACTIVE WASTE**
- **DOCUMENTATION TO ALLOW RELEASE OF SITE**

**FORT ST. VRAIN DECOMMISSIONING PROJECT**

**CORE VALUES AND WORK ATMOSPHERE**

**CLEGG CRAWFORD**

**MARCH 31, 1994**

2-1

## CORE VALUES

- **FIND A BETTER WAY**
  - ▶ **TEAMWORK AND COMMUNICATION**
  - ▶ **LISTEN TO THE IDEAS OF OTHERS -  
EVEN OTHER COMPANIES**
  - ▶ **DON'T BE AFRAID OF CHANGE - HAVE  
A "BIAS FOR ACTION"**
  - ▶ **SECOND HAMILTONIAN:  
- DON'T BELIEVE YOUR OWN B.S.**

## **CORE VALUES**

### **• EXCELLENCE**

- ▶ **STRIVE FOR EXCELLENCE IN ALL ASPECTS OF THIS PROJECT**
  
- ▶ **BELIEVE IN QUALITY**
  - **QUALITY WORK, RECORDS AND MANAGEMENT IS EXPECTED**
  
- ▶ **IF MANAGEMENT WALKS THE TALK, THE REST OF THE EMPLOYEES WILL FOLLOW SUIT**
  
- ▶ **INTEGRITY AND HONESTY ARE REQUIRED.**
  
- ▶ **DO THINGS RIGHT THE FIRST TIME**

### **▶ DIVERSITY**

- **EVERYONE HAS THE OPPORTUNITY TO ACHIEVE POTENTIAL**
  
- **WE VALUE DIFFERENCE**
  
- **EVERYONE TREATED FAIRLY AND WITH RESPECT**
  
- **HARASSMENT OF ANY KIND WILL NOT BE TOLERATED**
  
- **HAVE EXTREMELY HIGH STANDARDS**

## CORE VALUES

- SAFETY

- ▶ THE HEALTH, SAFETY AND WELL BEING OF EVERY INDIVIDUAL WORKING ON SITE AND HEALTH AND SAFETY OF THE PUBLIC DEPEND ON THE DECOMMISSIONING TEAM COMPLIANCE WITH PROCEDURES
- ▶ PROCEDURE COMPLIANCE IS MANDATORY
  - STRICT RESPONSIBILITY AND ACCOUNTABILITY
- ▶ SAFETY MUST NEVER BE COMPROMISED; NO JOB OR SCHEDULE IS SO IMPORTANT THAT APPROPRIATE SAFETY PRECAUTIONS ARE NOT OBSERVED
- ▶ IT IS MANAGERMENTS' RESPONSIBILITY TO PROMOTE A SAFE WORK PLACE AND AN ENVIRONMENT IN WHICH EMPLOYEES ARE FREE TO RAISE SAFETY CONCERNS WITHOUT FEAR OF RETALIATION



# WORK PLACE ENVIRONMENT

- **HARASSMENT AND INTIMIDATION**
  - ▶ **HARASSMENT AND INTIMIDATION WILL NOT BE TOLERATED AT FSV**
  - ▶ **RECOGNITION OF HARASSMENT IS DIFFICULT BECAUSE IT IS THE PERCEPTION OF BEING HARASSED THAT MAKES IT HARASSMENT.**
  - ▶ **SOME ACTS THAT CREATE A HOSTILE WORK ENVIRONMENT**
    - **DISCRIMINATION BETWEEN WORKERS - INCONSISTENT TREATMENT OF WORKERS**
    - **ANNOYING ACTS THAT ONCE TOLD ARE ANNOYING ARE DONE JUST TO AGGRAVATE**
    - **INTERFERING WITH A PERSONS ABILITY TO GET THEIR WORK DONE BY CREATING A HOSTILE WORK ENVIRONMENT**
    - **TALKING DOWN TO AN INDIVIDUAL OR TREATING AN INDIVIDUAL WITH A LACK OF RESPECT**

**THESE ARE BUT A FEW EXAMPLES BUT THERE IS NO SUBSTITUTE FOR TALKING TO PEOPLE ABOUT THEIR WORK ENVIRONMENT**

## PSC AND WT MANAGEMENT RESPONSIBILITIES

- **10 CFR 50.5 - DELIBERATE MISCONDUCT - AN INTENTIONAL ACT OR OMISSION - SUMMARIZED**
  - ▶ **IF YOU KNOWINGLY PROVIDE EQUIPMENT, GOODS OR SERVICES THAT CAUSES, BUT FOR DETECTION, A LICENSEE TO BE IN VIOLATION OR DELIBERATELY SUBMIT INCOMPLETE OR INACCURATE INFORMATION THAT:**
    - **WOULD CAUSE A LICENSEE TO BE IN VIOLATION OF A RULE, REGULATION OR ORDER, OR ANY TERM, CONDITION OR LIMITATION, OF ANY LICENSE ISSUED BY THE COMMISSION**
    - **OR CONSTITUTES A VIOLATION OF A REQUIREMENT, PROCEDURE, INSTRUCTION, CONTRACT, PURCHASE ORDER OR POLICY OF A LICENSEE, CONTRACTOR OR SUB-CONTRACTOR**
  - ▶ **IF YOU KNOWINGLY AND INTENTIONALLY VIOLATE THE ABOVE YOU MAY BE SUBJECT TO NRC ENFORCEMENT**
- **10 CFR 110 - ENFORCEMENT**
  - ▶ **ANY PERSON WHO WILLFULLY VIOLATES ANY PROVISION OF THE ACT OR ANY REGULATION OR ORDER ISSUED THEREUNDER MAY BE GUILTY OF A CRIME AND, UPON CONVICTION, MAY BE PUNISHED BY FINE OR IMPRISONMENT OR BOTH, AS PROVIDED BY LAW.**

# PSC AND WT MANAGEMENT RESPONSIBILITIES

- **10 CFR 50.7 - SUMMARIZED**
  - ▶ **PROTECTED ACTIVITIES**
    - **PROVIDING INFORMATION TO THE NRC CONCERNING POSSIBLE VIOLATIONS**
    - **REQUESTING NRC ACTION FOR THE ADMINISTRATION OR ENFORCEMENT OF THESE REQUIREMENTS (PART 50 REQUIREMENTS)**
    - **TESTIFYING IN ANY COMMISSION PROCEEDING**
  - ▶ **WRONGFUL DISCHARGE - YOU CAN NOT DISCHARGE AN EMPLOYEE FOR PARTICIPATING IN PROTECTED ACTIVITIES**
  - ▶ **YOU CAN NOT TAKE OTHER ACTIONS THAT RELATE TO COMPENSATION, TERMS, CONDITIONS, AND PRIVILEGES OF EMPLOYMENT FOR PARTICIPATING IN PROTECTED ACTIVITIES**

TRAINING MATERIAL APPROVAL FORM

Training Material Type: RESTART

Lesson Number: RPT02-00

JQS/Card Number: NA

Seminar: \_\_\_\_\_

JPM/Exam: \_\_\_\_\_

Developed by: *Ran Jent* Date: 3-31-94

Reviewed by: *C Stolley-Jandt* Date: 3-31-94

Reviewed by: *J. A. [unclear]* Date: \_\_\_\_\_

Approved by: *J. Boist* Date: 3/31/94

Approved by: *Ed [unclear]* Date: 3/31/94

Approved by: *J. A. [unclear]* Date: \_\_\_\_\_

STUDENT HANDOUT

PROCEDURE COMPLIANCE, STOP WORK & DOCUMENTATION

RPT02-00-02-00



COURSE TITLE: RESTART  
LESSON TITLE: PROCEDURE COMPLIANCE, STOP WORK & DOCUMENTATION  
LESSON NUMBER: RPT02-00-00-00

### LESSON PLAN

<u>Course of Instruction</u>	<u>Notes</u>
<b>B. Requirements</b>	
1. Regulatory	
a. 10 CFR Part 19	
<b>Part 19-Notices, Instructions and Reports to Workers: Inspection and Investigations</b>	<b>Review NRC Form 3</b>
§19.11 Posting of notices to workers	
Each licensee and applicant shall post Form NRC-3, (Revision 6.82 or later) "Notice to Employees," as required by Parts 30, 40, 50, 60, 70, 72, and 150 of this chapter.	
§19.15 Consultation with workers during inspections.	
Commission inspectors may consult privately with workers concerning matters of occupational radiation protection and other matters related to applicable provisions of Commission regulations and licenses to the extent the inspectors deem necessary for the conduct of an effective and thorough inspection.	
During the course of an inspection any worker may bring privately to the attention of the inspectors, either orally or in writing, any past or present condition which he has reason to believe may have contributed to or caused any violation of the act, the regulations in this chapter, or license condition, or any unnecessary exposure of an individual to radiation from licensed radioactive material under the licensee's control. Any such notice in writing shall comply with the requirements of §19.16(a).	

COURSE TITLE: RESTART  
LESSON TITLE: PROCEDURE COMPLIANCE, STOP WORK & DOCUMENTATION  
LESSON NUMBER: RPT02-00-00-00

LESSON PLAN

Course of Instruction

Notes

The provisions of paragraph (b) of this section shall not be interpreted as authorization to disregard instructions pursuant to §19.12.

§19.16 Requests by workers for inspections.

Any worker or representative of workers who believes that a violation of the Act, the regulations in this chapter, or license conditions exists or has occurred in license activities with regard to radiological working conditions in which the worker is engaged, may request an inspection by giving notice of the alleged violation to the Administrator of the appropriate Commission Regional Office, or to Commission inspectors.

Any such notice shall be in writing, shall set forth the specific grounds for the notice, and shall be signed by the worker or representative of workers. A copy shall be provided the licensee by the Regional Office Administrator, or the inspector no later than at the time of inspection except that, upon the request of the worker giving such notice, his name and the name of individuals referred to therein shall not appear in such copy or on any record published, released or made available by the commission, except for good cause shown.

COURSE TITLE: RESTART  
 LESSON TITLE: PROCEDURE COMPLIANCE, STOP WORK & DOCUMENTATION  
 LESSON NUMBER: RPT02-00-00-00

### LESSON PLAN

#### Course of Instruction

#### Notes

#### §50.7 Employee protection

Discrimination by a Commission licensee, permittee, an applicant for a Commission license or permit, or a contractor or subcontractor of a Commission licensee, permittee, or applicant against an employee for engaging in certain protected activities is prohibited.

#### c. 10CFR2

**Subpart B-Procedure for Imposing Requirements by Order, or for Modification, Suspension, or Revocation of a License, or for Imposing Civil Penalties.**

#### §2.200 Scope of Subpart

(a) This subpart prescribes the procedure in cases initiated by the staff, or upon a request by any person, to impose requirements by order, or to modify, suspend, or revoke a license, or to take other action as may be proper, against any person subject to the jurisdiction of the Commission.

- §2.201 Notice of violation
- §2.203 Settlement and compromise
- §2.204 Demand for information
- §2.205 Civil penalties
- §2.206 Requests for action under the subpart

TRAINING DOCUMENTATION

FBV-RT-TAP-I-206  
REVISION 0

PAGE 1 of 1

TRAINING ATTENDANCE RECORD FORM

INSTRUCTOR'S NAME R. MCGINLEY

COURSE TITLE: RESTART

COURSE CODE: \_\_\_\_\_

LESSON TITLE: \_\_\_\_\_

LESSON NUMBER: RPT02-00-01-00

START DATE: 4/4/94

START TIME: 12:30 END DATE: 4/4/94 END TIME: 1:30

PRINT

LAST NAME, FIRST, M.I.

INITIALS FOR ATTENDANCE  
(Initial Each Day)

S M T W T F S

COMPANY OR GROUP

SIGNATURE

SOCIAL SECURITY NUMBER

EXAM SCORE

PRAC FAC ORD

Final GRD

LAST NAME, FIRST, M.I.	INITIALS FOR ATTENDANCE (Initial Each Day)							COMPANY OR GROUP	SIGNATURE	SOCIAL SECURITY NUMBER	EXAM SCORE	PRAC FAC ORD	Final GRD
	S	M	T	W	T	F	S						
LIVENGOOD RUSSELL E.		RL						MK	[Signature]	195-38-0947		F/85	P/100
CARLSON, DAN, S.		DC						MK	[Signature]	523-60-4306		F/92	P/100
BICKEL, GLENN A.		GB						MK	[Signature]	524-54-2522	P/100		P/100
REESE, DENNIS E.		DR						MK	[Signature]	209-28-5530	P/100		P/100
Jones, Dale G.		DJ						MK	[Signature]	518-64-4371	P/100		P/100
Dannelly, Timothy A.		TD						SEG	[Signature]	04544234	P/100		P/100
LIKAR, VINCENT F.		VL						SEG	[Signature]	161-32-0370	P/100		P/100
Houmudi, GEORGE T.		GH						SEG	[Signature]	409-66-3713	P/100		P/100
PIETZ, THOMAS J.		TP						AK	[Signature]	969-78-7816	P/100		P/100

REMARKS:

DBV

4-8-94



Examination Number: RPT02-00-01-00

NAME: RUSS LIVENGOOD Date: 4-4-94

The work I performed to take this exam was my own. I did not use any material or references not provided specifically by the instructor.

Russ Livengood  
Signature

SCORE:

PASS/FAIL RL 4/6/96  
INIT DATE

This exam contains:

RPT02-00-01-00

Pass/Fail Criteria

- 1) Examinations must be completed to satisfy course completion requirements.
- 2) Criteria for completion is 100%. All required knowledge items must be completed in full.



1. What document was used to inform the Westinghouse Team of the Fort Saint Vrain (FSV) Stop Work action.  
PUBLIC SERVICE LETTER PLW-94-0041, DATED 3-28-94  
& DPP 1.0.5
2. Describe the purpose of Code of Federal Regulations, Chapter 10, Part 19 (i.e., 10CFR19).  
INSURE WORKERS & PUBLIC ARE PROTECTED FROM UNNECESSARY EXPOSURE TO RADIATION  
POST NOTICES TO INFORM WORKERS OF THEIR RIGHTS, ~~TO~~
3. In accordance with NRC Form 3, how would you report a violation of radiation protection requirements specified in regulation.  
REPORT 1ST TO YOUR SUPERVISOR & POSSIBLY TO THE NRC
4. State the protection afforded to an employee under 10CFR19.20.  
FED. LAW PROHIBITS AN EMPLOYER FROM DISCRIMINATING AGAINST AN EMPLOYEE FOR SAFETY RELATED CONCERNS
5. State the direction or scope of 10CFR50.5. (State what that section addresses.)  
EMPLOYEE PROTECTION  
"DELIBERATE MISCONDUCT"  
4/16/94 *[Signature]*
6. Give an example of deliberate misconduct that may fall under the purview of 10CFR50.5.  
PROVIDE FALSE INFORMATION ON MATERIAL BEING USED, I.E. USED INFERIOR STEEL BEAMS, BUT PAPER WORK IS FALSE

13. Who can initiate a STOP WORK?

ANYONE

14. If you find that a procedure governing a specific work activity was not followed because the procedure was in error, what actions should you take.

INFORM SUPERVISOR,  
DISCUSS THE PROBLEM FOR SOLUTION

15. Who may resend, or withdraw, a radiation protection STOP WORK ORDER?

RP OPERATIONS SUPERVISOR

16. What action would you take if you recognize a violation of RP work practices or failure to follow ALARA principles.

REPORT TO MY SUPERVISOR

17. Concerning records and logs produced as part the decommissioning. Define a "RECORD."

DOCUMENTED EVIDENCE OF QUALITY OF  
SERVICES PERFORMED

18. If you make an error while completing a record, describe how you are required to make a correction to the entry that you made.

SINGLE LINE THRU ERROR & INITIAL IT.  
DATE

19. Where are completed records for this project required to be stored?

FIRE PROOF CABINETS

20. Logs records and turnovers shall be completed, HIGH STD OF ACCURACY  
TRACIBLY and legibly



INTER-OFFICE CORRESPONDENCE

DATE: August 15, 1994  
TO: Distribution  
FROM: Bill Hug  
SUBJECT: Guidelines for Reduction in Force Actions

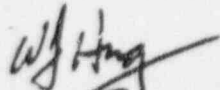
Attached is a copy of Section 5 of the MK-Ferguson Corporate Labor Relations Manual. This document addresses termination of field craft employees, including Reduction in Force (RIF).

The guidelines provided in this document are basic and relies heavily on the judgement of the Superintendent and the input provided to him by others. Our selection process is based on qualifications, performance, ability, attendance, attitude and the requirements of the project. We have no intent to change our process of selecting those to be laid off, however, we must be on guard to prevent the increasingly prevalent claims of discrimination. Not only do we need to be cognizant of discrimination from an EEO perspective, we must be aware of a potential claim of discrimination related to the voicing of safety concerns. Both the NRC and OSHA have regulations which prohibit the discrimination against those who have raised safety concerns.

Also attached, are copies of 10 CFR 50.7, NRC Form 3 and 29 CFR 1903.11. The NRC regulations, specifically 50.7, prohibit discrimination against an employee for taking part in protected activities. These protected activities are defined in the regulation to include providing the NRC or his employer information about alleged violations. These alleged violations are defined by NRC Form 3 and other documents and can be as general as bringing up a safety concern. It should also be noted that an employee's engagement in protected activities does not automatically render him immune from discharge or discipline for legitimate reasons.

OSHA, in its regulations 29 CFR 1903.11, is more specific in that it prohibits discrimination against an employee who has filed a complaint or is involved in pursuing a complaint.

Our best defense against claims of this nature is to adequately address any safety concern when it is initially brought up. If the concern is either fixed or explained to the satisfaction of the employee, it would be difficult for that concern to be later used as the basis of a discrimination claim. Likewise, a healthy exchange with employees promotes the overall awareness to safety.



W. J. Hug  
Project Manager

MK-Ferguson  
Fort St Vrain Decommissioning Project  
Exit Interview

Exhibit VI

We are pleased that you have participated in the Decommissioning of Fort St. Vrain and appreciate your efforts in helping us make this a very successful project.

In general, how would you rate this project?

Do you feel this project was safe?

Do you feel that we placed a proper emphasis on safety?

Do you feel that the project was adequately planned?

Do you feel that your concerns about safety, industrial and radiological, were adequately addressed?

Did you ever raise a concern for which you were not given a satisfactory answer or an appropriate action was not taken?

Did you feel comfortable raising concerns with your supervisor or one of the safety supervisors?

Are you aware of any radiological or safety concerns that continue to exist at Fort St. Vrain?

Would you consider work for MK-Ferguson again in the future?

---

Name

SS#

Date

---

Interviewed By

Employee Signature



MK-Ferguson  
Fort St Vrain Decommissioning Project  
Exit Interview

We are pleased that you have participated in the Decommissioning of Fort St. Vrain and appreciate your efforts in helping us make this a very successful project.

In general, how would you rate this project?

*Excellent the best job I have ever  
been on*

Do you feel this project was safe?

*Yes*

Do you feel that we placed a proper emphasis on safety?

*Yes*

Do you feel that the project was adequately planned?

*Yes*

Do you feel that your concerns about safety, industrial and radiological, were adequately addressed?

*Yes*

Did you ever raise a concern for which you were not given a satisfactory answer or an appropriate action was not taken?

*Yes*

Did you feel comfortable raising concerns with your supervisor or one of the safety supervisors?

*Yes*

Are you aware of any radiological or safety concerns that continue to exist at Fort St. Vrain?

*No*

Would you consider work for MK-Ferguson again in the future?

*If its like this job I'd love to*

MK-Ferguson  
Fort St Vrain Decommissioning Project  
Exit Interview

We are pleased that you have participated in the Decommissioning of Fort St. Vrain and appreciate your efforts in helping us make this a very successful project.

In general, how would you rate this project?

*Satisfying & Fun*

Do you feel this project was safe?

*Yes*

Do you feel that we placed a proper emphasis on safety?

*Yes*

Do you feel that the project was adequately planned?

*Yes as far as possible.*

Do you feel that your concerns about safety, industrial and radiological, were adequately addressed?

*Yes*

Did you ever raise a concern for which you were not given a satisfactory answer or an appropriate action was not taken?

*No*

Did you feel comfortable raising concerns with your supervisor or one of the safety supervisors?

*Yes*

Are you aware of any radiological or safety concerns that continue to exist at Fort St. Vrain?

*No*

Would you consider work for MK-Ferguson again in the future?

*Yes*

MK-Ferguson  
Fort St Vrain Decommissioning Project  
Exit Interview

We are pleased that you have participated in the Decommissioning of Fort St. Vrain and appreciate your efforts in helping us make this a very successful project.

In general, how would you rate this project?

*Excellent*

Do you feel this project was safe?

*Yes*

Do you feel that we placed a proper emphasis on safety?

*Yes definitely*

Do you feel that the project was adequately planned?

*There were inefficiencies in the shield water filtering system. You could see the planning effort.*

Do you feel that your concerns about safety, industrial and radiological, were adequately addressed?

*Yes, but not as stark as equaling plants but adequate for what was being done.*

Did you ever raise a concern for which you were not given a satisfactory answer or an appropriate action was not taken?

*No*

Did you feel comfortable raising concerns with your supervisor or one of the safety supervisors?

*Yes*

Are you aware of any radiological or safety concerns that continue to exist at Fort St. Vrain?

*No*

Would you consider work for MK-Ferguson again in the future?

*Definitely*

MK-Ferguson  
Fort St Vrain Decommissioning Project  
Exit Interview

We are pleased that you have participated in the Decommissioning of Fort St. Vrain and appreciate your efforts in helping us make this a very successful project.

In general, how would you rate this project? *More than most jobs I have been on.*

Do you feel this project was safe? *Yes*

Do you feel that we placed a proper emphasis on safety? *Yes*

Do you feel that the project was adequately planned? *planned but some unforeseen items would need to overcome.*

Do you feel that your concerns about safety, industrial and radiological, were adequately addressed? *Yes absolutely H.P.'s helped track me a lot.*

Did you ever raise a concern for which you were not given a satisfactory answer or an appropriate action was not taken? *No*

Did you feel comfortable raising concerns with your supervisor or one of the safety supervisors? *Yes*

Are you aware of any radiological or safety concerns that continue to exist at Fort St. Vrain?

*Not Really.*

Would you consider work for MK-Ferguson again in the future? *Absolutely.*

MK-Ferguson  
Fort St Vrain Decommissioning Project  
Exit Interview

We are pleased that you have participated in the Decommissioning of Fort St. Vrain and appreciate your efforts in helping us make this a very successful project.

In general, how would you rate this project?

*GOOD*

Do you feel this project was safe?

*Yes More than normal jobs*

Do you feel that we placed a proper emphasis on safety?

*Yes*

Do you feel that the project was adequately planned?

*Yes*

Do you feel that your concerns about safety, industrial and radiological, were adequately addressed?

*Yes*

Did you ever raise a concern for which you were not given a satisfactory answer or an appropriate action was not taken?

*No*

Did you feel comfortable raising concerns with your supervisor or one of the safety supervisors?

*Yes*

Are you aware of any radiological or safety concerns that continue to exist at Fort St. Vrain?

*No*

Would you consider work for MK-Ferguson again in the future?

*Yes*



MK-Ferguson  
Fort St Vrain Decommissioning Project  
Exit Interview

We are pleased that you have participated in the Decommissioning of Fort St. Vrain and appreciate your efforts in helping us make this a very successful project.

In general, how would you rate this project?

*Very good - above average*

Do you feel this project was safe?

*Very, very safe*

Do you feel that we placed a proper emphasis on safety?

*Yes*

Do you feel that the project was adequately planned?

*Yes*

Do you feel that your concerns about safety, industrial and radiological, were adequately addressed?

*Yes*

Did you ever raise a concern for which you were not given a satisfactory answer or an appropriate action was not taken?

*No*

Did you feel comfortable raising concerns with your supervisor or one of the safety supervisors?

*Yes*

Are you aware of any radiological or safety concerns that continue to exist at Fort St. Vrain?

*No*

Would you consider work for MK-Ferguson again in the future?

*Yes, hoping to come*

FORT ST. VRAIN DECOMMISSIONING PROJECT

ENVIRONMENT, SAFETY & HEALTH SURVEILLANCE RECORD

Date: 5/11/95

Page 1 of 3

Participants: WT Management  
MK Safety  
Rad Protection  
MK Craft

Bill Hugley  
May Whit  
Shirley  
John

Item	Class	Description of Discrepancy/ Non-Compliance	Action/Date
1	UC	Ladder leaning on East wall of Lead segment tent - no anchor - standing open	5-11-95 moved & secured
2	H.	300 lbs in front of tent doorway	5/11/95 - moved!
3	O	Entrance tent needs repair to herculite	5-11-95 Herculite was taped
4	U.C	Ladder leaning on north wall about 11 - adjacent to walkway	5-11-95 moved
5	H.C.	Trash lay on floor clean area behind div station north	5/11/95 removed
6	O	What is excessive stuff in camp area - tools on floor to access area & 2 bags. Hoses need to be anchored on herculite	5-11-95 Tools were taken out. Bags must stay.
7	O	Cables, rope, Housekeeping needs to N.W. of cavity	5-11-95 area cleaned/no TRIPPING hazards.
8	H.	Garbage (containers) on north side of ductal pakas need to be removed	5-11-95 some garbage was removed but some still needs to be taken out.
9	I.I.	Storage area needs organized	5-11-95 area was organized
10	H.	Hoses sticking up in front of emergency exit door. Barriers low needs to be set up around side of pool cavity	5/11/95 moved 5/11/95 - Barriers set up on ROW

Class: UA = Unsafe Act  
UC = Unsafe Condition

O = Observation  
HK = Housekeeping

FORT ST. VRAIN DECOMMISSIONING PROJECT

ENVIRONMENT, SAFETY & HEALTH SURVEILLANCE RECORD

Date: 5/11/95

Page 2 of 2

Participants: WT Management  
 MK Safety  
 Rad Protection  
 MK Craft

H. Bickel  
M. Miller  
D. Anderson  
J. Nelson

Item	Class	Description of Discrepancy/ Non-Compliance	Action/Date
12	HK	EYEWASH STATION needs to be cleaned	5-11-95 washed out Basin
13	HK	Ladder needs to be secured north side - level 10	5-11-95 Ladder was wired securely to a pipe
14		dent of Soud blast air needs general housekeeping grit on floor on Herculesite	5-11-95 sandblaster basin was vacuumed and cleaned
15		dent 5 - Carts need to be moved to by, support, clear	5-11-95 carts were taken to the North End & staged.
16	HK	Ladder leaning against wood not secured in truck bay Herculesite needs to be replaced repainted in truck bay unpainted wood in area	5-11-95 Ladder was put on its side and wired in place - Herculesite was taped and wood was taken - be frisked out. - 5-11-95 -
17		inspect main rail change over	5-11-95 rail was wired and screwed until secure.
18	HK	plate securing trash - east side of building 10 pipe sticking up in air needs to be topped front of building 10	5-11-95 It was thrown away - 5-11-95 The sharp tip was cut off.
19	HK	general housekeeping needs improvement in walking street	5-11-95 Iron workers were notified.
20	UC	Bees near east side of Copeland street	no bees were found at this time.

Class:

UA = Unsafe Act

UC = Unsafe Condition

O = Observation

HK = Housekeeping

FORT ST. VRAIN DECOMMISSIONING PROJECT

ENVIRONMENT, SAFETY & HEALTH SURVEILLANCE RECORD

Date: 5-11-95

Page 3 of 3

Participants: WT Management  
 NK Safety  
 Rad Protection  
 MK Craft

G. Bickel  
[Signature]  
[Signature]  
[Signature]

Item	Class	Description of Discrepancy/ Non-Compliance	Action/Date
21	H.K	WATER on floor - Train Bay	5-11-95
22	HK UC	3 Ladders propped against wall - unsecured in TRAIN BAY (PSC)	5-11-95 Ladders were put on their sides.

Class: UA = Unsafe Act  
 UC = Unsafe Condition

O = Observation  
 HK = Housekeeping



FSVDP

SAFETY/TRAINING MEETINGS



Date of Training: 5-15-95 Work Package Number:  
 Crew: DAY SHIFT Cante: ALL 4 HP'S

BRIEFLY DESCRIBE SPECIFIC TRAINING TOPICS COVERED

1. TIE OFF ON CAVITY LEDGE.
2. PLACEMENT OF LIFE BUOYS.
3. RIGGING ON LV 11.  
ROAD WORK ON 19 1/2

REMARKS

5. RICH MCGINLEY COVERED ALARA UPDATE ON ROR'S, EER'S, DOSE RATE ACCUMULATIONS, RAD WASTE SHIPMENTS, ALARA SUGGESTIONS AND RESPIRATOR USAGE.

NO QUESTIONS BROUGHT UP BY ANYONE.

Total Employees on Crews:

Total in Attendance:

66

SIGNATURE OF EMPLOYEES ATTENDING

<u>Rich Nally 4385</u>	<u>Mike Small 4668</u>
<u>4419</u>	<u>2K Dizon 5465</u>
<u>4387</u>	<u>Andrew Vazquez 3297</u>
<u>Randy Prud'homme 4541</u>	<u>Eugenia Archibeque 626</u>
<u>Steven Wickham 5560</u>	<u>Nancy J. Jorgensen 5330</u>
<u>2723</u>	<u>John Hill 4932</u>
<u>Amelia Walker 3611</u>	
<u>Devin Patrick 1715</u>	
<u>5562</u>	
<u>Michael L. Lucas 4609</u>	
<u>Judith A. Henriquez 5494</u>	
<u>James Anthony 3834</u>	

Complete all sections fully and submit to the Project Safety Supervisor or Safety Representative.

Supervisor: CHRIS CARVILLE Job Title: SAFETY SUPERV.





# Safety Alert Bulletin

June 6, 1995

The Morrison Knudsen Engineering, Construction and Environmental Group's safety theme for 1995-1996 is "Setting the Tone for Safety". Together we have made great strides in achieving excellence in safety and continue to "Set the Tone" for positive results.

The effective communication of safety information is vital to setting this tone and attaining the aggressive performance goals we have set for ourselves. To be effective, this exchange of safety information must occur at all levels of our organization. Management has an open door policy and encourages employees to freely express any safety concerns and it is the policy of the company not to discriminate against any employee for expressing a safety concern.

Effective safety communication is not only an important part of our safety program but is also protected under various federal statutes and regulations. It is MKEC&E's policy to comply with employee protection provisions of 10 CFR 50.7, 29 CFR 24, Section 9610 of CERCLA (Superfund) and other environmental statutes, where applicable, and to ensure that our employees are not discriminated against for bringing safety concerns to management's attention.

As members of the MK Team we all must have an open ear to safety, assure that our employees understand the means available to them to voice their concerns and respond, accordingly.

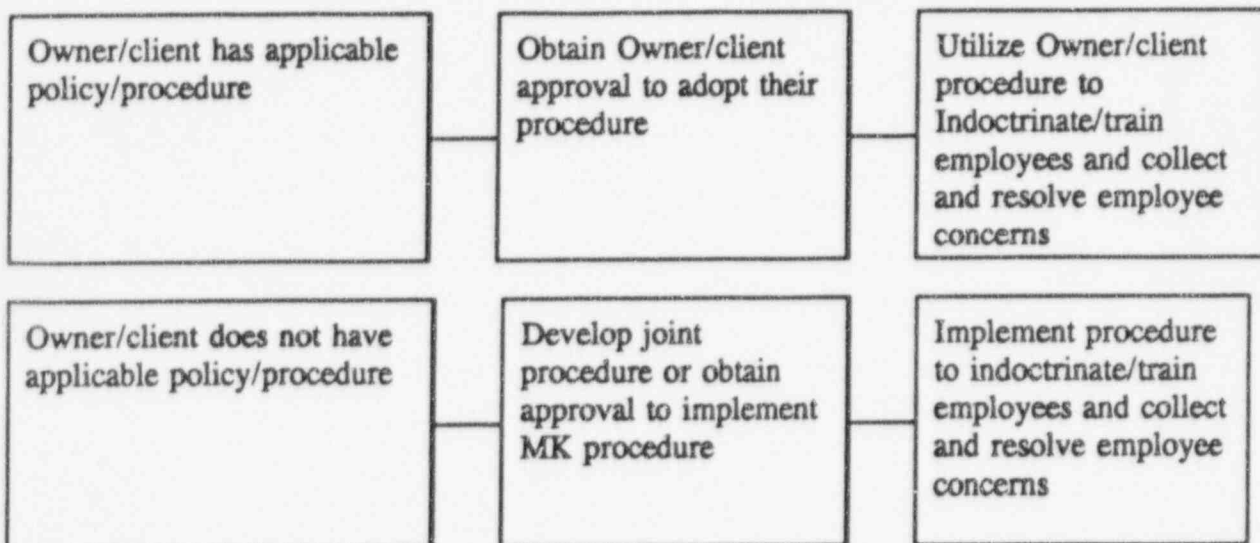
Thomas H. Zarges, President and CEO  
MK EC&E

MORRISON KNUDSON	PROJECT MANAGEMENT BULLETINS
SECTION II. Project Startup	BULLETIN NO.2.9
SUBJECT: Harassment and Intimidation in the Workplace	Effective: 8/24/95 Page 1 of 3
<p data-bbox="159 437 363 470"><b>A. POLICY</b></p> <p data-bbox="240 502 1435 735">It is the policy of Morrison Knudsen to ensure that our employees are not subjected to harassment or intimidation of any kind in the work place. Employees must feel secure in expressing their concern, particularly those which relate to safety and working conditions without the fear of retaliation of any kind on the part of MK management. <u>Harassment and intimidation of employees at facilities operating under Nuclear Regulatory Commission license is a violation of Federal Law.</u></p> <p data-bbox="159 814 451 847"><b>B. REFERENCES</b></p> <p data-bbox="240 879 1435 965">The federal regulation which protects the rights of employees when they perceive they are being required to work in an unsafe workplace is in 10CFR50.7 "Employee Protection.</p> <p data-bbox="159 1045 500 1078"><b>C. REQUIREMENTS</b></p> <p data-bbox="240 1110 1149 1153">The following are the minimum requirements to satisfy this policy:</p> <ol data-bbox="248 1181 1435 1763" style="list-style-type: none"> <li data-bbox="248 1181 1435 1310">1. Each project working to the regulation in (B) above shall have a procedure which addresses Harassment and Intimidation in the workplace. As a minimum the procedure should address: <ol data-bbox="329 1338 1435 1763" style="list-style-type: none"> <li data-bbox="329 1338 1435 1461">a. Indoctrination and training of all MK supervisory employees (including union foremen and general foremen) of the rights of employees to report safety concerns.</li> <li data-bbox="329 1489 1435 1576">b. Indoctrination and training of all non-supervisory employees of their rights to express workplace safety concerns.</li> <li data-bbox="329 1604 1435 1647">c. A method of collecting and dispositioning employee concerns.</li> <li data-bbox="329 1675 1435 1763">d. A method of ensuring that required posting of notices alerting employees to their rights as related to identifying safety concerns is accomplished.</li> </ol> </li> </ol>	

SECTION II. Project Startup

BULLETIN NO.2.9

SUBJECT: Harassment and Intimidation in the Workplace

Effective: 8/24/95  
Page 2 of 3**D. PROCESS/ACTIVITY FLOW****E. CONSIDERATION**

Some important points to consider when developing/implementing project procedures are:

1. Work within the Owner/Client's system whenever possible.
2. Obtain the Owner/Client's approval before implementing a separate MK policy/system/procedure.
3. Document all training and indoctrination.
4. Document all concerns and the resolution of each concern.
5. Accusation of harassment and intimidation in the workplace can be extremely sensitive particularly if these accusations imply violation of NRC or OSHA regulations. All such accusation should be reported to Cleveland H.O. Management immediately.
6. Despite demonstrated good faith efforts, MK can be held liable for a manager's or supervisor's conduct of harassment or failure to respond immediately and correct a complaint of misconduct, whether or not MK was aware of such misconduct.

SECTION II. Project Startup

BULLETIN NO.2.9

SUBJECT: Harassment and Intimidation in the Workplace

Effective: 8/24/95  
Page 3 of 3**F. TYPICAL PROCEDURES**

None

**G. TOOL BOX**

In order to facilitate the implementation of this bulletin, the following templates and typical text are included on the accompanying computer diskettes:

1. This bulletin, filename B02-09.WP5.1



# HR WorkSource<sup>SM</sup>

## Exhibit VIII

A specialized approach to human resources management

FROM: Pittsburgh, Pa  
Westinghouse Building 710  
272-3896; 412 642-3896  
DATE: May 2, 1994  
SUBJECT: Communications Workshops

TO: Fort St. Vrain, CO  
Rowena Argall  
FAX #303 620-1627

The objectives of the Communications Workshops are:

- To instill in the participants the importance of open two-way communications.
- To identify some of the barriers to effective communications and examine some of the causes of these barriers.
- To appreciate how much can be accomplished through working as a team.
- The importance of mutual trust.
- The need for and acceptance of change.
- Improve participants' skills in understanding others, making themselves understood and getting their communications accepted.

### Methodology:

Through the use of lecturettes, learning instruments and experiential exercises, achieve the above objectives.

The sessions will run close to a full eight hours excluding a lunch break.

The groups should not number over 25 unless absolutely necessary and should be a mix of all employee classifications.

A roster should be provided for me by name and employee classification - this helps when I divide them up into groups for the exercises.

### Logistically, I will need the following:

- Two flip chart pads and easels
- Variety of colors of broad-tipped magic markers
- Roll of masking tape
- Desk name cards - large - or they can fold paper to make their own



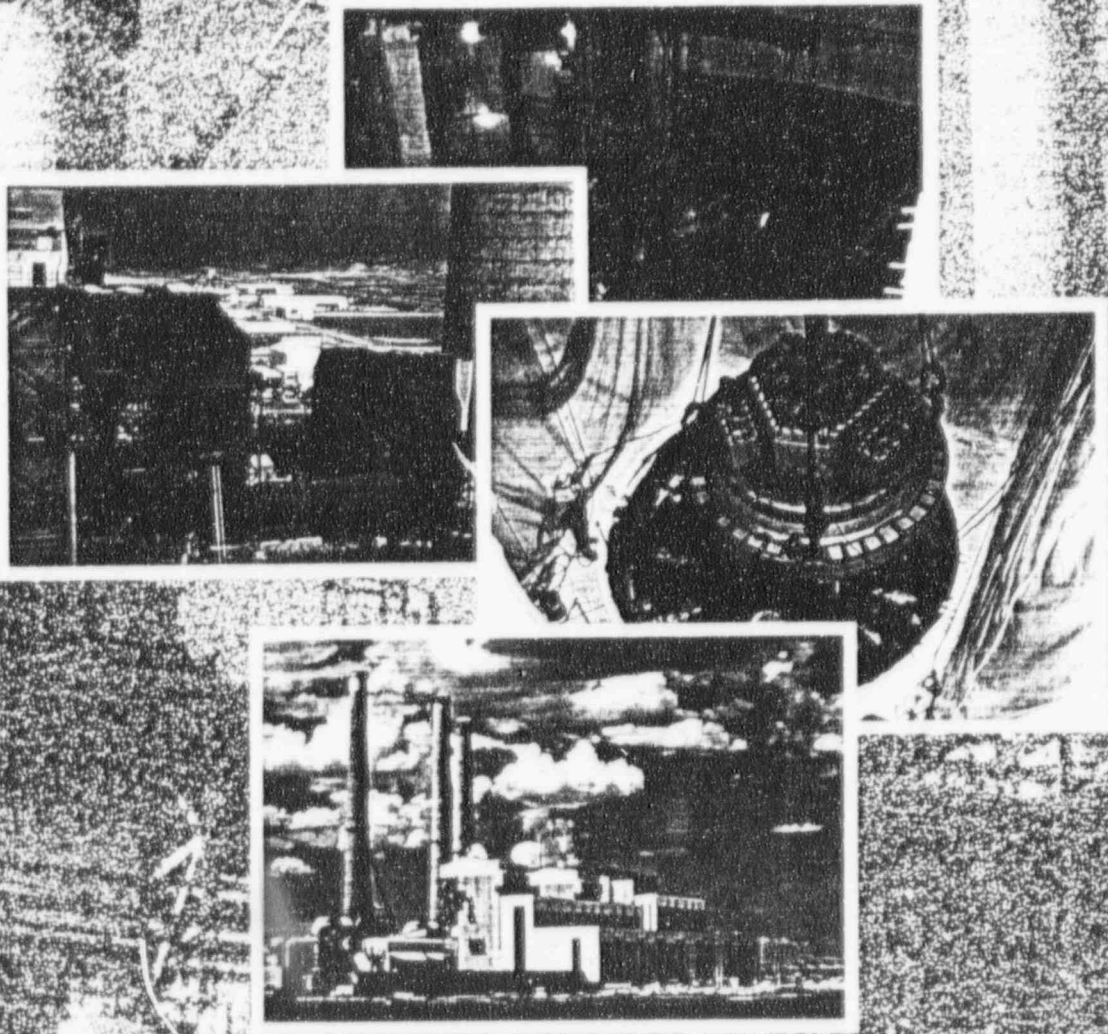


- . . 1/2" VCR and monitor - large (27") if possible
- . Room set up per attached
- . Pencil for everyone and 3-4 sheets of paper

*J. D. Lambeth/mj*

J. D. Lambeth, Manager  
Communications Services  
Special Services Operations

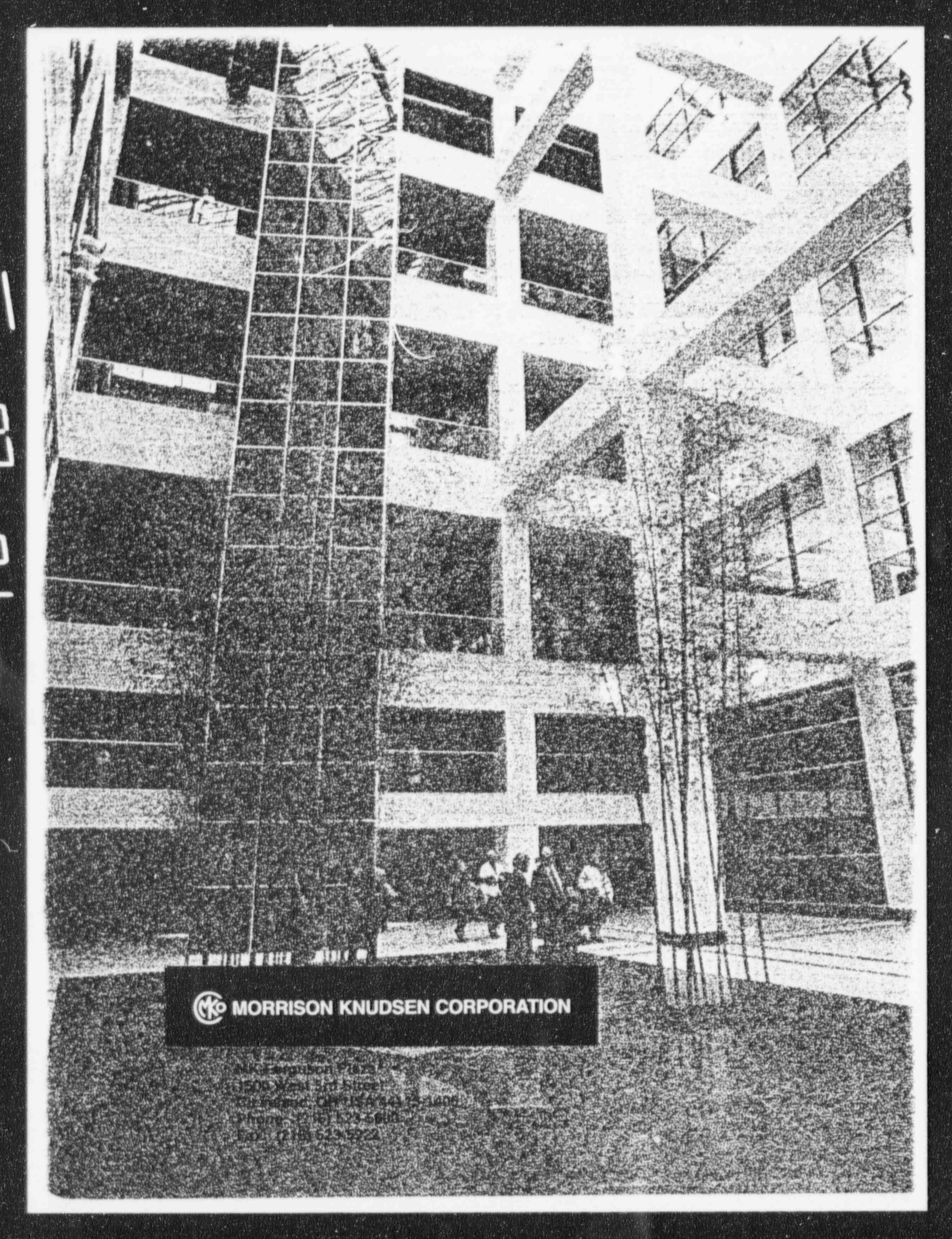
Attachment




**Reply to a  
Notice of Violation  
(EA-95-079)**

Submitted to U. S. Nuclear Regulatory Commission  
September 13, 1995

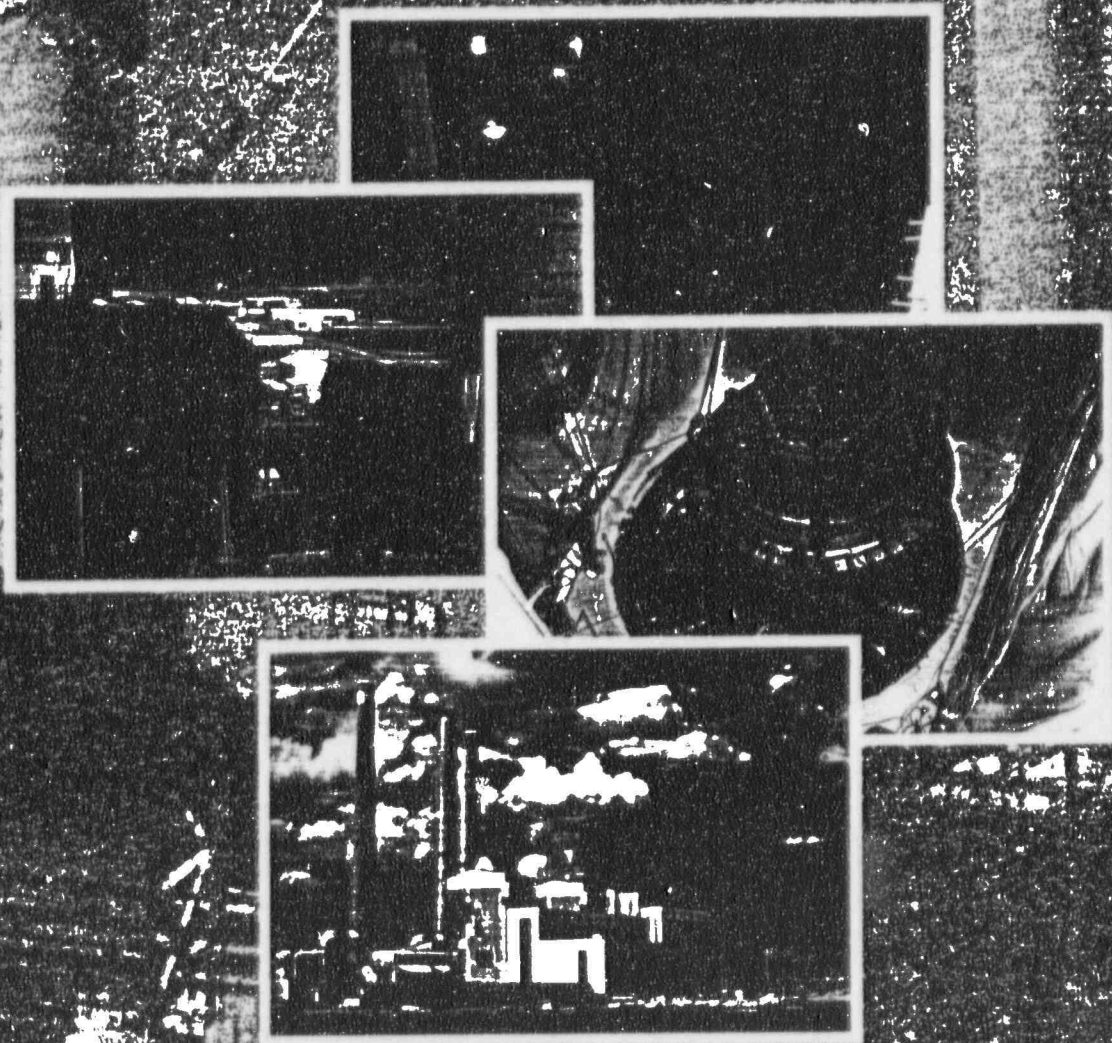




 **MORRISON KNUDSEN CORPORATION**

Mr. Morrison Knudsen  
1200 West 1st Street  
Cheyenne, WY 82001-4400  
Phone: (307) 634-6800  
Fax: (307) 634-3224

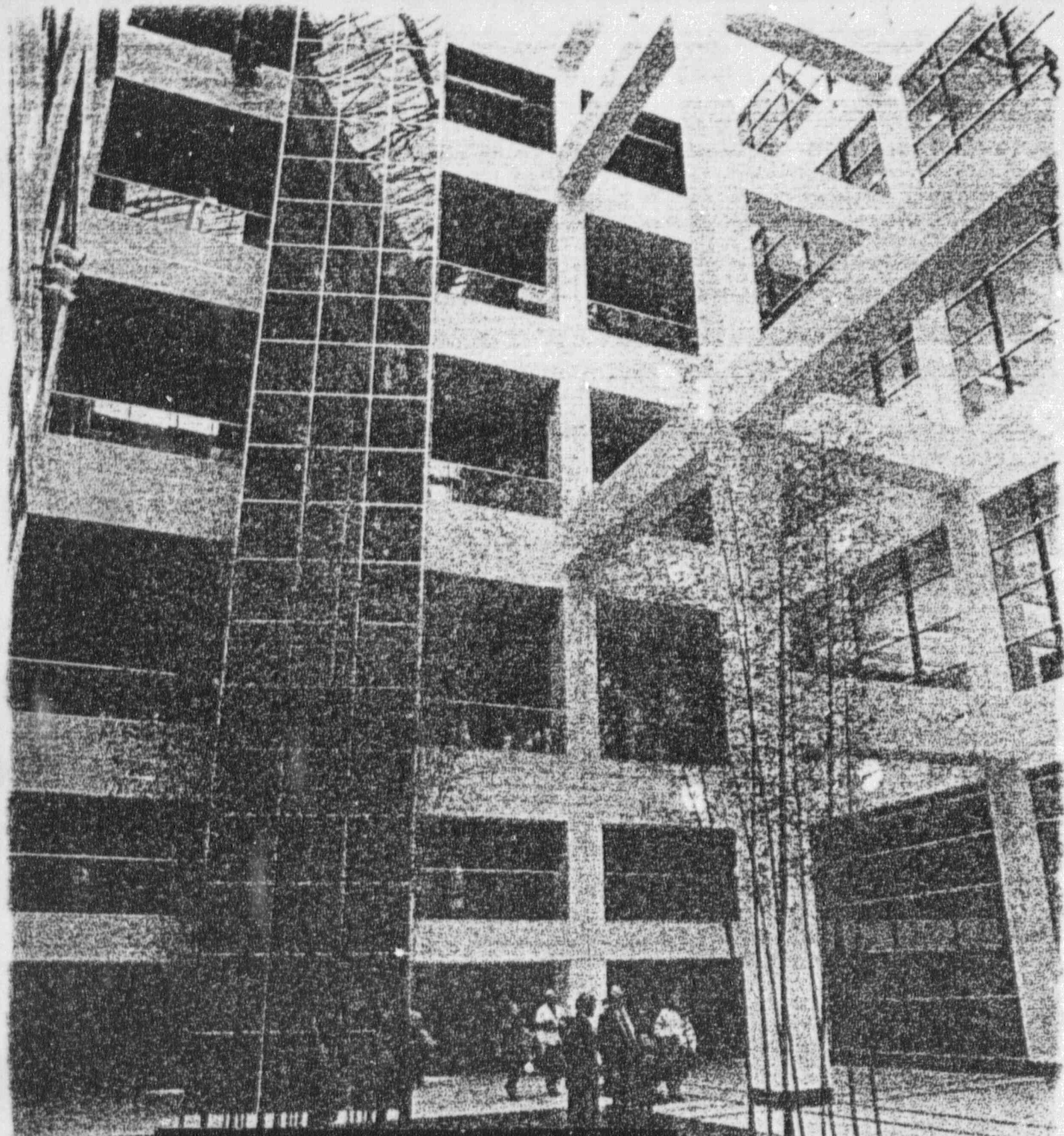




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