

Employee Engagement Methods/Tools

Title: Employee Engagement Tools

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Brief Description: This describes a compilation of Employee Engagement programs and activities actively in use from sites across the DOE Complex. This description of Employee Engagement methods/tools was established during a Panel Discussion session at the Quality Assurance & Integrated Safety Management Working Group Fall 2018 EFCOG meeting, specifically the Contractor Assurance System (CAS) Working Group session held on October 17, 2018. The topic of the Panel Discussion session was on the CAS element, Employee Engagement.

The Panel was comprised of the following safety program leaders from across the DOE Complex:

- 1) Melanie Gibson, Savannah River Remediation, Savannah River Site
- 2) Stacy Thursby, Waste Treatment and Immobilization Plant, Hanford Site
- 3) Adrienne King, Washington River Protection Solutions, Hanford Site

Each panelist presented unique methods/tools in which to engage employees in work activities, safety committees, safety programs and process improvements. The Session consisted of three panel presentations, open forum and questions from attendees, and benchmarking.

Reference:

- Attachment 1 – Method for Gaining Employee Feedback
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- Attachment 2 – Safety Culture Improvement Teams
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- Attachment 3 – Examples of Employee Communications and Peer to Peer Interaction
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Employee Engagement Methods/Tools

Attachment 1 Method for Gaining Employee Feedback

Savannah River Remediation (SRR) realizes that its workforce is SRR's most valuable asset. SRR management values employee engagement and feedback because it demonstrates a constructive, questioning attitude and healthy skepticism regarding safe, compliant, and effective performance. Employee feedback is integrated into each one of the five VPP elements (Management Leadership, Employee Involvement, Worksite Analysis, Hazard Prevention & Control, and Safety & Health Training) and is crucial in the quest for continuous improvement and maintaining Integrated Safety Management (ISM) effectiveness.

Method: *Utilize Employee Kiosk to actively engage the workforce in improving performance through eliciting, capturing, and addressing their feedback (suggestions, concerns, and dissenting opinions, etc.).*

SRR launched a new information system to support receipt of worker feedback through kiosk stations. Worker-originated information (issues or improvement opportunities) is collected in a database and evaluated for action. Where required, issues are transferred to the site corrective action program or other established systems for monitoring to closure. Feedback to individuals on the result of their submittal is available in the collection database.

Found in 10 different locations throughout the liquid waste facilities, these self-standing electronic kiosks give an anonymous method for employees to provide feedback. The software is also available as a Desktop Application that employees can access from their work space.

Once feedback is submitted, it is assigned a unique number which will allow the submitter to track their feedback to closure. Depending on the significance and type of feedback, the feedback may be forwarded to others, such as program managers, facility managers, or support personnel for review and disposition.



Employee Engagement Methods/Tools

Attachment 2 Safety Culture Improvement Teams

Washington River Protection Solutions (WRPS) has had a Safety Culture Improvement Team (SCIT) since October 2015, based on implementation of EFCOG Best Practice 181. SCIT members represent a cross-section of WRPS personnel and were trained in culture change and act as a focus group to identify topical areas for action. Of the three Safety Culture Focus Areas outlined in G 450.4-1C, *Integrated Safety Management System Guide* Attachment 10, the SCIT supports "Employee/Worker Engagement."

Method: *Encourage/facilitate worker engagement to identify challenges and model best practices for safety, teamwork, and peer-to-peer accountability.*

A collaborative approach between the employee-driven SCIT and designated points of contact across the organization resulted in production of a series of videos focusing on peer-to-peer accountability and teamwork. Rather than top-down messaging, these videos were created by employees and represent the perspective of the organization's culture and desirable behaviors. Opportunities to re-use the videos (training, new employee orientation, safety meetings) promotes iteration of organizational values and safety culture using safety-culture topical areas identified as needing improvement. The videos have cleared the public release process and been made available to other sites and industries via *OPEXSHARE* and YouTube.

- 1) Peer to Peer Accountability/Teamwork - Turbo-Frisk (IDMS ID: VID-17928)
- 2) Peer to Peer Accountability/Teamwork - Valve Turning (IDMS ID: VID-17929)
- 3) Peer to Peer Accountability/Teamwork - Mutual Respect (IDMS ID: VID-17936)
- 4) Peer to Peer Accountability/Teamwork - Procedure Compliance (IDMS ID: VID-17962)
- 5) Peer to Peer Accountability/Teamwork - Heat Stress (IDMS ID: VID-18057)

Method: *Utilize Worker Engagement to improve the process and validity of Safety Culture surveys, from identifying challenges and crafting messaging prior to a safety culture survey to engaging workers to help address recommendations.*

The SCIT reviews annual Safety Culture Sustainment actions, including actions in response to Safety Culture Surveys, and provides input or select focus areas on which to take their own action. The SCIT also provided input at every stage of the 2017 Safety Culture Survey, leading to:

- targeted messages to alleviate worker concerns about confidentiality,
- workforce buy-in, and
- greater legitimacy for Safety Culture Sustainment Actions.


Employee Engagement Methods/Tools

Attachment 3

Examples of Employee Communications and Peer to Peer Interaction

Method: Utilize communication methods and peer to peer observations to engage managers and the workforce in working together to identify process improvements, recognize and resolve issues, and learn from their experiences.

EXAMPLE 1 Weekly Newsletter



Noise-induced hearing loss is permanent, but preventable. Spread the word during National Protect Your Hearing Month this OCTOBER...

Noise Control Examples

- **Engineering Controls** - can include equipment substitution or use of sound absorption/insulation materials
- **Administrative Controls** - rotating employees to reduce the time each person is exposed to the noise
- **PPE** - earplugs, earmuffs, and canal caps

Week of October 15 - 18, 2018


WTCC
WASTE TREATMENT
COMPLETION COMPANY

SAFELY SPEAKING

LIFE CRITICAL REQUIREMENTS

#1: Never work under the influence of drugs or alcohol

- ✓ Always report to work fit for duty.
- ✓ Never use, possess, distribute, sell or be under the influence of illegal drugs and/or abuse controlled substances (including prescription drugs not authorized by a physician).
- ✓ Never consume or be under the influence of drugs or alcohol at work.
- ✓ Employees using prescription or legal non-prescription drug that might in any way impair their ability to perform assigned job duties shall immediately notify WTP Medical Provider prior to being under the influence of the drug at work.
- ✓ Medications that can be detected under testing protocols must have a prescription indicating employee name and quantity.
- ✓ Reference procedure 24590-WTP-GPP-RAWS-W5-0014 WTP Workplace Substance Abuse



WTP Project (includes WTCC and Subcontractors) -
CYTD 18 Safety Statistics through week ending 10/07/2018

Total Recordable Cases (TRC)
TRC Cases - 14
TRC Rate - 0.67

Days Away, Restricted, or Transferred (DART)
DART Cases - 5
DART Rate - 0.38

COMMITTEE CHATTER

Craft Observation Report


Week Ending October 10, 2018

Total number of Observations: 175
Safe behaviors: 3008
At-risk behaviors: 1

Behavior Change: 0
No Behavior Change: 1
At-risk percentage: .57%

Top areas of risk this week

1. Barricades 2. Sprains / Strains 3. Ducking under the barrier tape




DRIVES is kicking off a new campaign "Operation 360."

This campaign will start on October 15, 2018 and conclude on November 30, 2018. This campaign will be focused on performing an adequate visual inspection of vehicles and mobile equipment before the use.

With the days getting shorter and the darkness of night lasting longer, remember to turn on and use your lights at all times on the construction site. This will allow others to see you.

Pedestrians walking on site must do your part to help others by staying in the walk paths - even when the weather affects the walk paths. These are designated and the safest place to walk. The DRIVES Team thanks you all for your help in keeping our site a safe place for all employees.



VPP Campaign

Observation & Awareness: Hoodies Under Hardhats

Purpose: To promote positive behavior through employee awareness and communication of the rules and requirements for the safe and effective use of Hard Hats - with specific emphasis on the behavior to not use hoodies under hardhats.

FIRST AIDS

This October, flu vaccination clinics will take place for WTP Project employees. Clinics will be offered at the following locations and dates:

- Richland Offices (including MHP manual & non-manual): October 15-18
- WTP Job Site: October 22-25
- AECOM Employees: October 29 (additional details regarding times and location will be provided separately)

HEALTHFUL HINTS

Personnel by Area	Monday October 22nd	Tuesday October 23rd	Wednesday October 24th	Thursday October 25th
DFLAW / LAB / BOP / Plant Mgt	7:30 AM to 12:00 PM			
Temp Bldgs located in the SW portion of WTP (i.e., Start-Up, Training)		12:00 PM to 4:00 PM		
BMF			7:00 AM to 11:00 AM	
Non-manuals: T01 and Temp Bldgs located in the NW portion of WTP (i.e., T-0A and T-12 - T-19)				12:00 PM to 1:00 PM
Subcontractors/Staff Augmentation				
Night Shift				

Attend any session

7:00 AM to 12:00 PM
12:00 PM to 4:00 PM
7:00 AM to 11:00 AM
12:00 PM to 1:00 PM

The vaccination clinics are provided as a convenience, and employees are not required to attend.

Note: Subcontractor and Staff Augmented personnel are also welcomed to participate in the vaccination clinics, for a fee of \$12.00. Only checks written to Medcor will be accepted.


If you have questions regarding the flu shot schedule, please send an email to WTP Safety at wtpsafty@bechtel.com

STAR Lights: VPP Self-Assessment

WTCC VPP Self-Assessment 2018:

The VPP Action Team (VAT) will conduct the annual WTCC VPP Self-Assessment Oct. 29 through Nov. 15, 2018. The assessment team made up of VAT Members, AST Members, and off-site contractor assistance will focus on the areas of improvement in Management, Leadership and Employee Involvement and confirm the improvements in all VPP elements through observations, document reviews, and interviews. Team interview questions, Lines of Inquiry, and assessment elements (focus areas) will be provided to the WTCC team the week of October 22.

This is our opportunity to identify, implement, and improve the Safety Culture.




The Red Chili Pepper symbolizes HOT TOPICS to be focused on during the Monday Morning Tailgate

SITE MANAGEMENT SPOTLIGHT - NOTICE -

Beginning Tuesday 10/9/2018, the walk paths south of T-15 will be modified in support of excavation activities. Also note that the inner loop road will be narrower than normal due to the excavation. Please obey signs and flaggers, and avoid the area if at all possible.

This work is expected to take approximately 1 month. The active construction zone map has been updated to reflect this change. Contact Jim Hill at 373-8475 with any questions.



Excavation area

Employee Engagement Methods/Tools

Attachment 3 (continued)

Examples of Employee Communications and Peer to Peer Interaction

EXAMPLE 2

Employee Behavioral Interaction



**If You See Something,
Say Something**
**Don't miss the opportunity
to make this a better place to work.**

Safe At Risk Circle appropriate, comments on back

<input type="checkbox"/>	<input type="checkbox"/>	Body Use/Ergonomics (Lifting, eyes on path, ascending/descending)
<input type="checkbox"/>	<input type="checkbox"/>	PPE (Head, hands, feet, body, ears, other)
<input type="checkbox"/>	<input type="checkbox"/>	Work at Heights (FPWP, scaffold tags)
<input type="checkbox"/>	<input type="checkbox"/>	Tools (The right tool for the job, tool inspection)
<input type="checkbox"/>	<input type="checkbox"/>	Vehicle Safety (360 check, seatbelts, cell phones)
<input type="checkbox"/>	<input type="checkbox"/>	Housekeeping (Cleanup before you start and when finished)
<input type="checkbox"/>	<input type="checkbox"/>	Electrical (LAB, LOTO, extension cords)
<input type="checkbox"/>	<input type="checkbox"/>	Planning & Preparing (Pre-job walkdown, head in the game, questioning attitude)
<input type="checkbox"/>	<input type="checkbox"/>	Other

No Name, No Blame!

©1302012

No Name, No Blame!

Area: _____

Comments _____

Completed By (Optional): _____

Employee Engagement Methods/Tools

Attachment 3 (continued)

Examples of Employee Communications and Peer to Peer Interaction

EXAMPLE 3 Vehicle Walk-Around



Before Operating a Vehicle

- 1) Complete your 360 Plus, remove 360 flag or magnet and mark obstacles or hazards at corresponding locations around vehicle illustration below.
- 2) Remember location and avoid obstacles or hazards while operating vehicle.



After Operating a Vehicle

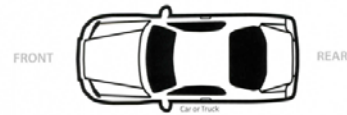
- 1) Upon return, fill out remainder of card noting potential hazards for the next driver. Turn top portion into a MY Safety Focus drop box, local EAPC member or MSN R1-06. Tear at perforated line and leave bottom portion on seat or dash to notify future operator of any obstacles or hazards. Replace 360 flag or magnet at rear of vehicle.

Date: _____ Please Circle your EAPC 222-5 SEAPC NEAPC Prod-Ops Ret/Pro
Name: _____ HED: _____

Please note obstacles or hazards below and leave with vehicle for the next driver

CAUTION

Hazards Have Been Identified Near this Vehicle



Comments: _____

Employee Engagement Methods/Tools

Attachment 3 (continued)

Examples of Employee Communications and Peer to Peer Interaction

EXAMPLE 4

Peer to Peer Observation

Taking Safety to the Next Level

FOCUS

ON THE FUNDAMENTALS

#1 Automobile and Truck Safety

Actions

Distracted Driving is a Major Hazard!

To get to the next level we ALL need to be involved. If you observe positive actions regarding automobile and truck safety, have a conversation with the person doing the act. If you see acts that could be improved, have that conversation as well.

What is Distracted Driving?

1. Visual: Taking your eyes off of the road

2. Manual: Taking your hands off of the wheel

3. Cognitive: Taking your mind off of what you are doing

While Operating ANY moving vehicle:

Should:

- Conduct 360° walks

- Wear seatbelts

- Follow all laws

- Drive courteously

- Drive defensively

- Plan your route

- Concentrate only on driving

PERFORM A

360

Should NOT:

- Use a cell phone

- Eat or drink

- Talk to passengers

- Groom yourself (or others)

- Read, including maps

- Use a PDA or navigation system

- Watch a video (it happens)

1. Positive Action (who and what):

2. Areas for improvement (what):

Person completing form:

Name: _____

Supervisor: _____

Location: _____

My action conversation was with:

Name: _____

Supervisor: _____

Location: _____

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7 | Page