



Summary of the Department of Energy Voluntary Protection Program (DOE-VPP) Annual Reports for 2002

**Report from the DOE
Corporate Programs Team
Voluntary Protection Program Group**



U.S. Department of Energy
Office of Environment, Safety and Health
Office of Safety and Health
Office of Regulatory Liaison
Washington, D.C. 20585

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Voluntary Protection Program (DOE-VPP)**

This document is an overview and assessment of the Voluntary Protection Programs (VPP) within the Department of Energy (DOE). This report presents a summary of the 2002 annual reports of the DOE-VPP. The intent of this report is to support decision making for improving safety and health, and to advance the mission of the Department.

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ABBREVIATIONS AND ACRONYMS

AED	Automated External Defibrillators
AJHA	Automated Job Hazard Analysis
BBS	Behavior Based Safety
BLS	Bureau of Labor Statistics, U.S. Department of Labor
DOE	Department of Energy
DOE-VPP	Department of Energy Voluntary Protection Program
EH	Office of Environment, Safety and Health, U.S. Department of Energy
EJTA	Electronic Job Task Analysis
EMS	Environmental Management Systems
EMT	Emergency Medical Technician
EPADS	Employee Performance Appraisal and Developmental System
HAMTC	Hanford Atomic Metal Trades Council
ISMS	Integrated Safety Management System
ISO	International Organization for Standardization
NMSP	Nuclear Materials Stabilization Project – formerly Plutonium Finishing Plant
SGE	Special Government Employees
SPRO	Strategic Petroleum Reserve
VPP	Voluntary Protection Program
VPPPA	Voluntary Protection Program Participant’s Association
WSRC	Westinghouse Savannah River Company

INTRODUCTION

Participants in the Department of Energy Voluntary Protection Program (DOE-VPP) are required to submit annual reports that describe their on-going progress or “continuing improvement” in the area of worker safety and health progress, and to document their self-assessment, planning and goals setting/measurement processes. These “Annual Reports” include a description of their activities and achievements under each element of the DOE-VPP:

- Management Leadership
- Employee Involvement
- Work Site Analysis
- Hazard Prevention and Control
- Safety and Health Training

During the February to March timeframe of 2003, nineteen (19) DOE-VPP sites submitted Annual Reports to the Office of Environment, Safety and Health (EH) for their review and feedback.

These individual VPP site Annual Reports and the subsequent EH review of the reports clearly indicates that the general state of the DOE-VPP for the calendar year 2002 is very satisfactory.



The objective of this report is to summarize the major findings of our review of these annual reports into a single document, which will clearly identify common issues and achievements by DOE-VPP participants. In doing this, we intend to provide the Department with a “state of DOE-VPP program” report that can be used to monitor the overall impact of VPP on the complex as well as identify and provide lessons learned – best practices that may be shared.

BACKGROUND

The individual DOE-VPP site Annual Reports submitted by the participating sites were very candid, and in many cases identified both the site’s programmatic strengths as well as areas where opportunities for further improvement exist. Additionally, some Annual Reports included comprehensive self-evaluations with ratings and/or “scores” assigned to the site’s performance for each DOE-VPP element and sub-element. The Annual Reports also provided information concerning each site’s outreach activities, their goals and

objectives, continuous improvement strategies, and statistics of injury illness rates during the CY 2002.

During the past year, one Star site, Weldon Springs, completed its mission and ceased to function with its Star recognition in tact as it ended. Another Star site, Wackenhut Services, Inc., the prime safeguards and security contractor at the Savannah River site SRS withdrew from the DOE-VPP. Additionally, the Hanford Site Operations (HSO) was merged into other existing organizations due to a re-structuring by its parent company, Fluor Hanford. Likewise, during this period, the Nuclear Materials Stabilization Project (NMSP) at Hanford achieved Merit recognition in the DOE-VPP and has committed to a rapid achievement of its Star status. The remaining DOE-VPP participants have demonstrated continuous improvement, and have each aggressively maintained their successful workplace safety and health management programs.

Readers of this report are reminded that the Department of Energy has developed and instituted an Integrated Safety Management System (ISMS) as the basic safety and health requirement for all DOE sites. It serves as DOE's safety baseline, mandating that all sites analyze hazards and conduct work safely. Because ISMS is a DOE requirement, implementation and verification of ISMS is a prerequisite for all sites seeking DOE-VPP recognition.

In addition, it is important that the reader of this report understand that many DOE-VPP sites are certified under both the International Organization for Standardization (ISO) standard for business systems, ISO 9000, and the ISO standard for environmental management systems (EMS), ISO 14000. The importance of this achievement is in noting that organizations truly committed to excellence do not confine themselves to any one programmatic area. Instead, the culture built when striving for excellence in an area becomes a "contagious" one, driving all other aspects of the program toward excellence!

Organizations that strive to meet and exceed national voluntary standards such as VPP often progress in their pursuit of excellence to international voluntary consensus standards such as the ISO standards. All this being said, this example is intended to show management programs, and excellent environmental management systems. The achievement of certification in VPP and these other programs is a clear indication of an increased sense and level of corporate accountability. Again, it is important to state, this road toward excellence began with the pursuit of DOE-VPP recognition, however it has resulted in an internally generated organizational priority for the overall pursuit of excellence, beyond DOE-VPP recognition.

GOALS AND OBJECTIVES

VPP sites continued the discipline of the systematic, annual development of specific goals and objectives. Most drew their goal and objectives definitions directly from their

annual self-assessments. Some of these self-assessments were conducted as intense two or three site wide inspection efforts, while others conducted their self-assessments as a coordinated series of evaluations over several weeks or months. In almost all cases, the goals drawn from these inspection activities were the products of meticulous procedures designed to sharpen focus on specific safety or health issues, and to fashion corrections, which offered the most effective impact to assure long-term resolution. In all cases, a joint management and employee consensus was a common practice for the generation of new goals and objectives, and for the evaluation of performance against past goals.

Additionally, scrupulous attention has been paid among the DOE-VPP participants to complete the goals selected for the year 2002. In few cases, some goals were not fully completed within the reporting period, however, they are expected to be achieved in the very near future.



CONTINUOUS IMPROVEMENT

All annual reports indicated that continuous improvement is an integral part of each DOE-VPP participant's safety organization. Each facility has taken its own tailored approach to make improvement a deliberate management – employee concern. Each DOE-VPP site has institutionalized their unique form of improving outreach. At Hanford for example, Fluor Hanford, Inc. has made DOE-VPP a corporate policy and has incorporated the lessons and experiences learned at their DOE-VPP STAR sites into the standard practices and procedures at its other non-VPP facilities. At other sites, the DOE-VPP process has been enlarged to fully incorporate all subcontractors as well as in some instances, any temporary employees working on the site. Likewise, formality in all functions and procedures has increased at all of the sites, making DOE-VPP a “standard expectation” between management and employees.

OUTREACH PROGRAMS

Each DOE-VPP facility has a program for outreach. Some of the DOE-VPP participants have a significant investment of resources in this area. In the case of the Strategic Petroleum Reserve (SPRO) sites, the prime contractor, Dyn McDermott Petroleum Corporation, Inc. (a division of Dyn Corp.) has made outreach an internally competitive program with significant rewards for the highest levels of achievement. It is abundantly clear that these outreach efforts and the overall program at Dyn McDermott both served to enhance the programs at each of their worksites as well as enhancing safety for their local neighbors, worksites and communities.

Westinghouse Savannah River Company (WSRC), a division of the Washington Group has approached outreach activity by consistently training and employing some of their employees as Special Government Employees (SGE) for other VPP services across the country as equals with federal inspectors and evaluators. In addition, WSRC has ensured that provision is made each year to fund added training of new SGE staff. Again, we see a dedicated commitment of resources to improve safety for neighbors, other organizations and the community at large.

At the Hanford site in Richland, Washington, outreach has truly been institutionalized. The yearly Hanford Safety Exposition and Fair has become a national event drawing over thirty thousand participants and visitors during each of the past two years. Equally important, the Fluor Hanford corporate office has made DOE-VPP a standard part of Fluor management at each of its Hanford facilities, sharing and integrating the staff, systems, and experience among these organizations to enhance VPP performance at each facility. While these two approaches to outreach are considerably different from other DOE-VPP sites, they are some of the most efficient and effective approaches found within the DOE complex.

Additionally, at the other DOE-VPP facilities, there remains a deliberate program to reach out to share and support VPP. Equally important, all of these sites have made participation in the Regional and National conferences of the Voluntary Protection Program Participants' Association (VPPPA) a reoccurring outreach activity.

MANAGEMENT LEADERSHIP

Management commitment to the VPP remains strong across the DOE-VPP facilities. Self-assessments from each of these facilities reveal that managers continue to support each aspect of VPP. Many have added the evaluation of VPP performance in their manager's annual appraisals. Most have applied formality to the annual budgeting for VPP and safety and health in general. Equally important, most report that managerial training for safety and health has achieved universally among even the most senior managers. Likewise, the incidence of the most senior manager's direct and visible participation has improved dramatically.

Noteworthy, the incorporation of subcontractor supervisors and employees into the daily VPP processes has also grown significantly. Many facilities report that the works separations that distinguished subcontractor from employee working procedures and conditions have been eliminated.

The employee authority to stop work without fear of reprisal for many sites is common practice.

EMPLOYEE INVOLVEMENT

The DOE-VPP emphasizes that employees participate in all aspects of the program by working as members of the teams conducting Hazard Prevention, Work Site Analysis, Accident Investigation, etc., providing their inputs to improve safety and health programs at the site. In this sense, Employee Involvement element of the VPP is across the board covering every element and sub-element of the VPP. Unlike some other programs mandated by DOE, VPP is a bottoms-up approach where workers take the initiative and implement the program with the help of management, which generates empowerment and ownership. The Annual Reports of the VPP sites show this type of strong commitment and enthusiasm by the employees and the labor unions. For example, at Fluor Hanford sites, employees work as a team with HAMTC safety representatives to resolve safety concerns. All employees at Fluor Hanford receive the minutes of safety committees such as Zero Accident Council electronically. At many VPP sites, Safety Log books are used to express concerns or suggestions by employees, which are taken very seriously by management and the response or corrective actions would be taken immediately.

HAZARD PREVENTION AND CONTROL

Methods of Hazard Prevention at the VPP sites include Engineering controls, Administrative controls, PPE, and a variety of work practice guidelines. Engineering controls seems to be the preferred method for minimizing or eliminating employee exposure to hazards. Preventive Maintenance and Corrective maintenance programs are highly sophisticated at the VPP sites, and due to the nuclear/radiation hazards at the DOE sites, they conduct excellent emergency preparedness plans. In particular, STAR sites have very successfully incorporated their VPP with their Integrated Safety Management (ISM) operating to the strengths of each program. Likewise, Behavior Based Safety (BBS) has been coordinated to support VPP and ISM to the advantage of all three disciplines.



Additionally, these annual reports testify to the maintenance of management's continued commitment by the high marks that managers have received during the annual self-assessments. At most sites, managers are participating significantly and continue to influence hazard prevention and control; especially among work supervision during job execution.

WORKSITE ANALYSIS

The DOE VPP sites maintain aggressive comprehensive survey programs and self-inspections to identify unsafe conditions and take corrective actions. VPP sites utilize tools such as Job Hazard Analysis or Job Safety Analysis, and Automated Job Hazard Analysis (AJHA) to perform Work Site Analysis. Employee participation in these self-assessments is a practice most effectively used by the VPP sites. Accident investigations and trending analysis of safety data are conducted systematically with feedback to management for implementing corrective actions. Likewise, automation has been introduced across all aspects of VPP operations. New automated data bases, new automated procedures and enhanced use of emails and other automated communications have been spreading from the routine operation of worksite evaluations to safety committee meetings; and coordinating these two disciplines.

Medical programs are strong and at many VPP sites Automated External Defibrillators (AED) are being installed in addition to the usual first aid operations. The Electronic Job Task Analyses (EJTA) is another tool used by some sites to match the employee's medical conditions with the risks of the assignments, so that workers do their jobs commensurate with their physical and health capabilities.

SAFETY AND HEALTH TRAINING

The Annual Reports indicate that safety and health training at the VPP sites includes not only the required courses in hazard recognition, but also others such as emergency preparedness and laws and regulations concerning ES&H. At many VPP sites, the training provided made workers conscious of safety at not only work place but also at their homes. In addition to the usual classroom courses, computer based on-line training is provided at several sites.

INJURY/ILLNESS RATES

As shown in the attached graphs, the Total Recordable Case Rates and the Lost Workday Case Rates of the VPP sites are substantially below comparable private industry, in some cases below 75%. However, a few sites experienced rates above their rates in the previous year or years, but the trend was not significant. The statistics presented in the attached tables and graphs were obtained from the VPP Annual Reports for the sites, and from the Bureau of Labor Statistics (BLS) for private industry.

In considering the attached statistics related to the injury rates of the VPP sites, the following issues should be noted:

1. Statistics should not be the sole source or basis for evaluating the safety performance of any site
2. Comparisons of the injury rates among the various VPP sites is inappropriate since the nature of the work and the hazards involved are different. Some VPP sites, for example, are Research Laboratories, some are Security organization, and others are Clean-up sites.
3. Finally, record keeping and reporting practices by the DOE contractors may not be consistent.

CONCLUSIONS

There are two very significant conclusions that can be drawn from these VPP annual reports. First, there is clearly a significant effort behind keeping VPP vibrant and effective at these facilities. The intent and resolve, the energy and the sacrifice are evident in the range and the depth of activities underlying each VPP site. The wide participation among managers and employees, the recognizable commitment by the top manager in particular, are demonstrated in the execution and in the details of the self-

assessments, in the systematic grading systems, and in effort to characterize and correct problems and add improvements. Clearly, there is resident at these facilities a heavy general participation that generates strong ownership for VPP. Likewise, as a voluntary program, drawing strength from the bottom of the organization, VPP has demonstrated a far greater staying power than required safety and health programs that are imposed top downward.

Second, these reports suggest that keeping a facility at the STAR level requires a lesser level of effort than its initial achievement. Moreover, for maintenance of VPP, these reports demonstrate that the management-employee contract for work place safety can continue successfully once it is set in motion formally. Unlike other safety and health programs, VPP can maintain its effectiveness; and it can compliment other facility management programs: both to accomplish work and to maintain a safe and healthy workplace.

APPENDIX A: Summary Chart of the VPP Annual Reports for 2002

VPP Site Name	Strengths/Best Practices	Opportunities for Improvement Identified by the Self-Assessments	Statistics/Injury – Illness Rates
Fernald Closure Project, Fluor Fernald, Inc. (FFI)	Management Leadership and Employee Involvement were rated as excellent (“Green”), ISM is the basis of the safety culture, VPP Annual Report combined/integrated the evaluation of ISM and VPP.	Hazard Prevention and Control element of VPP was rated “Yellow” in all three years 2000-2002.	TRC Rate in 2002 was higher than the rates in 2000 and 2001; however, trend of LWC rate was not significant.
Fluor Federal Services (FFS) Hanford	On a scale of 1 to 4 (highest), VPP elements were rated in the range of 3.2 to 3.5, Job Hazard analysis tool was an effective tool, rated very high (3.8).	Top Management visibility was rated as “2.7”, lowest of all the VPP sub-elements (see Page 14 of the Self Evaluation Report).	2002 TRC Rate, 4.29, was significantly higher than the rates in the previous years.
Fast Flux Test Facility (FFTF) Fluor Hanford	On a scale of 1 to 10, Employee Involvement element of VPP was rated as “10”. In spite of changes in the mission of FFTF, work continues with high safety performance, use of Task Teams to address special issues is an exemplary practice.	All elements and sub-elements were rated “Excellent,” with the exception of one sub-element, “Trending or Tracking of the Safety Professionals Walk-down Inspections,” which was rated as “Good.”	Both TRC and LWC Rates in 2002 were significantly lower than the rates in 2001.
HAMMER Fluor Hanford	This training institute was instrumental in the design and development of VPP 101 class during 2002, in addition to other regular courses in safety and health.	All elements and sub-elements of VPP received “Excellent” ratings by the Self-Assessment. The Annual Report identified corrective actions for minor concerns.	Lost Work Day rate was zero in 2002, TRC, 1.7, was lower than the rate in 2001, but higher than the rate in 2000.
INEEL Bechtel-BWXT, Idaho Falls	The “actively caring safety culture” institutionalized, taking safety to family/home; excellent outreach activities and employee participation.	None identified by the Annual Program Evaluation	Downward trend of the rates during 2000-2002.

VPP Site Name	Strengths/Best Practices	Opportunities for Improvement Identified by the Self-Assessments	Statistics/Injury – Illness Rates
Honeywell FM&T Kansas City (KCP)	Leader in DOE complex for implementing Chronic Beryllium Prevention Program, excellent labor management relationship, excellent outreach activities.	None identified specifically.	Downward trend, TRC rates of the subcontractor (very few employees) may not be below SIC 15.
PNNL Battelle Richland, WA	The outreach activities remain strong; PPE use has advanced, and employee participation is growing.	Subcontractor participation needs further integration; general VPP value added needs reinforcement.	Subcontractor injury rates adversely impacted the overall PNNL rates in 2002.
PTH Day & Zimmerman Richland, WA	Safety culture integrated into family life, fully incorporated subcontractors into VPP.	Focus on control over high hazard work and improve effectiveness of job hazard analysis.	2002 TRC rate is significantly below 2001 rate.
Central Plateau (formerly River Corridor Project) Fluor Hanford	Improved employee notification of hazards; ergonomic evaluations.	Further integration of subcontractors; Zero Accident Councils fuller implementation; drill support from management.	3 yr TRC - .96, 1.77, & 1.34; LWC – 0, 1.06 & .27.
MNSP/PFP Fluor Hanford	Management commitment; automation of work operations.	Move from Merit to STAR through improved elements in Employee Participation (in progress).	3 yr TRC - .82, 2.7 & 1.52; LWC - .16, 1.18 & 1.82.
Strategic Petroleum Reserves Sites (4 sites in Texas and Louisiana)	These sites were recognized by OSHA as VPP STAR sites, Behavior Based Safety programs are widely and effectively applied.	Integration of temporary workers into VPP disciplines and procedures.	Rates at the sites were very small or zero, except at one site in 2002 (TRC – 6.4).
West Valley Nuclear Services, New York	Continued successful VPP operations during extended shut down hazards; completed MSDS automated conversion.	Expand the electronic based chemical control system; expand employee participation in job planning.	3 yr TRC – 1.6, 2.86 & 2.65; LWC – 9, 1.5 & 1.56.

VPP Site Name	Strengths/Best Practices	Opportunities for Improvement Identified by the Self-Assessments	Statistics/Injury – Illness Rates
Wackenhut-Nevada (WSI-NV)	Employee involvement in preparing company's strategic Plan, IGAN provided support.	None identified.	No significant trend.
WIPP (WTS) Westinghouse TRU Solutions	Significant actions to reduce accidents and injuries; added suspect parts and quality programs.	Enhance manager training to further reduce accidents and injuries; expand employee awareness for safety controls.	Made significant improvement from 2001, reducing the TRC rate in 2002.
Westinghouse Savannah River Company (WSRC)	Expanding the SGE program; enhancing the behavior based safety program. With more than 10,000 employees conducting diverse activities, largest VPP site continues excellent performance.	Improve the process for annual safety budget preparation; integrate all surveys and inspections.	Injury/illness rates were low/below private industry.



APPENDIX B: OSHA Recordable Injury Rates in 2002: DOE VPP Sites

Name of the DOE VPP Site	2002 TRC Rate*	2002 LWC Rate*	SIC Code Number	2001 SIC TRC Rate**	2001 SIC LWC Rate**	Percent Below SIC Industry TRC	Percent Below SIC Industry LWC
FCP (FFI) Fernald	1.74	0.72	4953	9.0	5.4	88%	87%
FFS Fluor Hanford	4.29	0.86	1629	7.3	3.6	41	76
FFTF Fluor Hanford	0.41	0.41	4910	5.0	2.5	92	84
HAMMER Fluor Hanford	1.7	0.0	82	2.9	1.2	41	100
HSO Fluor Hanford	1.65	0.55	4953	9.0	5.4	82	90
INEEL Bechtel-BWXT	1.63	0.25	4953	9.0	5.4	82	95
KCP Honeywell FM&T	0.61	0.43	3670	3.0	1.4	80	69
PNNL Battelle	1.85	1.07	873	2.5	1.1	65	3
PTH Day & Zimmerman	1.60	0.96	7380	3.5	1.6	54	40
Central Plateau Fluor Hanford	1.34	0.27	4953	9.0	5.4	85	95
NMSP/PFP Fluor Hanford	1.82	1.82	4953	9.0	5.4	80	66
SPR-BH DynMcDermott	6.41	1.6	4226	8.8	4.9	27	67
SPR-BH DynMcDermott	0	0	4226	8.8	4.9	100	100
SPR-BM DynMcDermott	1.08	0	4226	8.8	4.9	88	100
SPR-WH DynMcDermott	0	0	4226	8.8	4.9	100	100
West Valley Nuclear Services	2.65	1.56	4953	9.0	5.4	71	71
Wackenhut-Nevada (WSI-NV)	3.4	2.7	7380	3.5	1.6	3	-
WIPP (WTS)	1.6	0.4	4953	9.0	5.4	82	93
WSRC Westinghouse-SR	0.88	0.29	2819	4.8	2.6	82	89

Sources of Data: *VPP Annual Reports, **Standard Industrial Classification (SIC) data from the Bureau of Labor Statistics (BLS), Department of Labor

Total Recordable Case Rates of VPP Sites: 2000 – 2002

Name of the DOE VPP Site	2000 TRC Rate*	2001 TRC Rate*	2002 TRC Rate*	Three-Year Average	SIC Average**
FCP (FFI) Fernald	1.1	0.8	1.74	1.21	9.8
FFS Fluor Hanford	1.37	1.68	4.29	2.45	7.5
FFTF Fluor Hanford	0	1.28	0.41	0.56	4.9
HAMMER Fluor Hanford	1.02	1.84	1.7	1.52	3.0
HSO Fluor Hanford	3.58	4.67	1.65	3.3	9.8
INEEL Bechtel-BWXT	2.9	2.32	1.63	1.52	9.8
KCP Honeywell FM&T	1.4	1.4	0.61	1.04	3.2
PNNL Battelle	2.4	2.06	1.85	2.10	2.3
PTH Day & Zimmerman	1.9	2.60	1.60	2.03	3.6
Central Plateau Fluor Hanford	0.96	1.77	1.34	1.36	9.8
NMSP/PFP Fluor Hanford	0.82	2.70	1.82	1.78	9.8
SPR-BC DynMcDermott	4.7	1.66	6.41	4.26	8.8
SPR-BH DynMcDermott	2.0	0	0	0.67	8.8
SPR-BM DynMcDermott	2.2	1.12	1.08	1.47	8.8
SPR-WH DynMcDermott	2.6	2.18	0	1.59	8.8
West Valley Nuclear Services	1.6	2.86	2.65	2.37	9.8
Wackenhut-Nevada (WSI-NV)	3.8	3.1	3.4	3.43	3.6
WIPP (WTS)	1.3	3.3	1.6	2.07	9.8
WSRC Westinghouse-SR	1.1	0.9	0.88	0.96	4.8

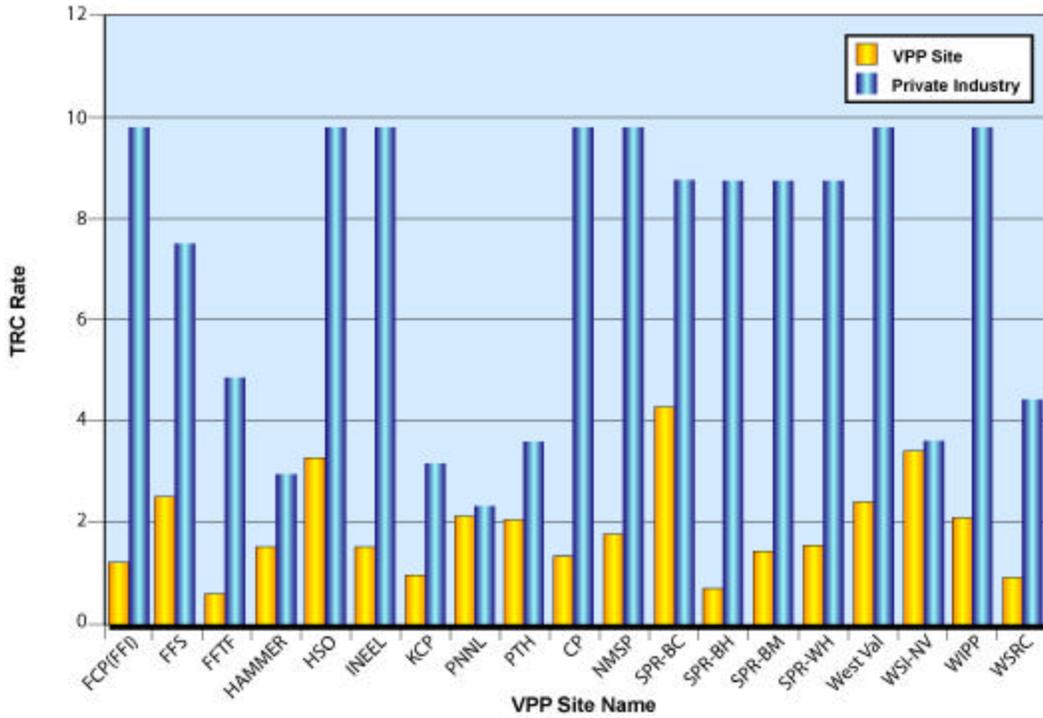
Sources of Data: *VPP Annual Reports, **Standard Industrial Classification (SIC) data from the Bureau of Labor Statistics (BLS), Department of Labor

APPENDIX C: Lost Workday Case Rates of VPP Sites: 2000 – 2002

Name of the DOE VPP Site	2000 LWC Rate	2001 LWC Rate	2002 LWC Rate	Three-Year Average	SIC Average
FCP (FFI) Fernald	0.8	0.2	0.72	0.57	6.0
FFS Fluor Hanford	0.37	0.34	0.86	0.52	3.8
FFTF Fluor Hanford	0	1.06	0.41	0.49	2.4
HAMMER Fluor Hanford	1.02	0	0.0	0.34	1.1
HSO Fluor Hanford	0.49	1.17	0.55	0.74	6.0
INEEL Bechtel-BWXT	1.2	1.2	0.25	0.88	6.0
KCP Honeywell FM&T	0.6	0.3	0.43	0.44	1.5
PNNL Battelle	1.2	0.94	1.07	1.07	0.9
PTH Day & Zimmerman	0.6	0.3	0.96	0.62	1.7
Central Plateau Fluor Hanford	0	1.06	0.27	0.44	6.0
NMSP/PFP Fluor Hanford	0.16	1.18	1.82	1.05	6.0
SPR-BC DynMcDermott	3.1	0	1.46	1.57	4.8
SPR-BH DynMcDermott	2.0	0	0	0.67	4.8
SPR-BM DynMcDermott	2.2	1.12	0	1.11	4.8
SPR-WH DynMcDermott	0.9	0	0	0.3	4.8
West Valley Nuclear Services	0.9	1.5	1.56	1.32	6.0
Wackenhut-Nevada (WSI-NV)	2.6	2.7	2.7	2.67	1.7
WIPP (WTS)	0.5	1.2	2.7	2.67	1.7
WSRC Westinghouse-SR	0.3	0.3	0.29	0.30	2.3

APPENDIX D: Charts of TRC 2000-2002; and LWC 2000-2002

Total Recordable Case Rate: Average 2000 - 2002



Lost Workday Case Rate: Average 2000 - 2002

