

# UCOR Desktop Instructions

## General Foreman/Foreman Selection Process

As UCOR continues with the clean-up mission at Oak Ridge, the General Foreman/Foreman will play an important role in completing this work in a safe and efficient manner. To ensure that those selected to fill these important positions are experienced and qualified, it is important that UCOR have a thorough selection process. This process must include the following minimum criteria:

- Review candidate's prior experience and work history.
- Interview with potential candidates by the requesting Superintendent and Lead Superintendent for the requested area.
- Discussions with the Lead Superintendent for the requested area detailing expectations and roles/responsibilities to the candidate (prior to selection).

The General Foreman/Foreman selection process will be documented (attachment "B") and sent to Labor Relations to be placed in the selected individuals file.

The above listed minimum requirements apply to new hires and/or existing UCOR employees. The Desktop Instructions will become effective on Monday March 5, 2012. Individuals currently filling these General Foreman/Foreman Positions (prior to March 5, 2012) will be considered "Grandfathered" based on time in position and no action is required. Time in position can be verified through the UCOR Payroll Department.

UCOR will not accept individuals directly from the Union Hall as General Foreman or Foreman. UCOR will take recommendations from the Union Hall, previous employers or individuals that know the candidate and interview those individuals. The final selection of the individual will be the responsibility of the Project Manager or designee for the required area.

Personal Interviews need to focus on the following:

- Safety Leadership Commitment
- Knowledge
- Leadership Ability
- Problem Solving/Decision Making Attributes
- Accepting Responsibilities
- Organizational Skills
- Communication Skills
- Motivation Skills
- Basic Understanding of Schedule/Cost Tools

It is each Project's responsibility to ensure the General Foreman/Foreman being furnished by any of UCOR's subcontractors, meet the same minimum requirements established for the UCOR General Foreman/Foreman. UCOR has this right and responsibility since they are performing work for UCOR.

It must be communicated to the subcontractors that UCOR will review all supervisory personnel (down to the Foreman level) that will be directing work to ensure these minimum requirements are met. UCOR will not accept any Superintendents, General Foreman or Foreman that do not meet UCOR's minimum requirements/expectations. Subcontractor individuals currently filling these General Foreman/Foreman Positions (prior to March 5, 2012) will be considered "Grandfathered" based on time in position and no action is required.

As stated above, it is each projects responsibility to select their required General Foreman/Foreman and to ensure the individual selected meet the minimum requirements and understands UCORS expectations and roles/responsibilities for the position being filled.

Included with this desk top instruction are the following attachments:

General Foreman/Foreman Roles/Responsibilities/Expectations (Attachment "A")  
Acknowledgement Sheet (Attachment "B")

# UCOR Desktop Instructions

Attachment "A"

## General Foreman/Foreman Guidelines

### ROLES/RESPONSIBILITIES/EXPECTATIONS

#### **General Foreman (provides supervision to their Foreman and Do Not perform hands on work)**

- Promote safety first, first-time quality, and Rad Con principles.
- Follows detailed job safety plan for job being worked.
- Participates in injury/near miss safety event peer review team, where required.
- Ensures all Foreman conduct daily pre-job briefings overview and attend briefings.
- Verify all tools and equipment meet safety requirements and are in good working order.
- Maintains housekeeping in all assigned areas and conduct frequent inspections.
- Conducts crew safety meetings.
- Ensures personnel are safety conscious.
- Address safety infractions
- Stop work when unsafe condition arises and correct and notify supervisor.
- Coaches and mentors pre-job briefing and encourage participation by the craft.
- Inspects work area frequently raising level of safety consciousness and housekeeping, where appropriate.
- Feedback results of observations and actions taken
- Enforces the wearing of proper personnel protective clothing and equipment.
- Maintains safe working conditions with craft and crews.
- Sets a good example for all employees.
- Reports any injury or near miss to supervisor as soon as possible.
- Communicates with supervisor and crews.
- Encourages and promotes a questioning attitude from your people.
- Promotes "peer checking."
- Understands and enforces the project rules and regulations.
- Maintains work package status and control current and signed packages.
- Collects and submits Lessons Learned.
- Ensures trained craft perform the work.
- Ensures foreman and crews are practicing proper rigging techniques.
- Be an owner for safety, monitor safety meetings, pre-job briefings, schedule meetings, etc. to ensure safety become a part of the day-to-day process.
- Monitor work in the field to ensure compliance with commitments, stop work when not in compliance and take corrective action.
- Knowledgeable in all aspects of their trade as it relates to the jurisdictional assignments for the project.
- Good people skills required, don't talk down to people, listen when they need to talk to you, show no favorites, treat everyone equal, make sure all Foreman and members of the crews are working to achieve the same goal.
- Be available to Foreman at all times to answer questions and help resolve problems and/or issues. Notify proper individuals of problem resolution.
- Be involved with the development of the total schedule, will be expected to know the schedule in detail. During the development of the schedule, the General Foreman will be expected to provide input throughout the development process. Once developed, the General Foreman will be expected to be committed to the schedule.

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- Review the overall schedule and work task assignments with all Foreman and members of their crew.
- Ensure compliance with the agreed upon schedule, notify Management of any issues associated with the schedule.
- Monitor work activities for improvement opportunities and implement, as required.
- Be at the work location, as required. The Foreman is counting on the General Foreman to be there to provide direction. Make sure the Superintendent knows when the General Foreman will not be on-site, so that disruptions can be minimized.
- Display personal and total commitment to the success of the project at all times.
- Monitor work crew work habits, (i.e., start/stop times, lunch times, time away from work area, absenteeism, etc.) and take appropriate actions to correct issues when they arise.
- Advise Management of any problems or potential problems/concerns.
- Monitor and be involved in all discussions (safety meetings, pre-job briefings, task reviews, schedule reviews, etc.) to ensure total involvement of all participants.
- Monitor cost reports to ensure proper charging practices and work task budget compliance.
- Monitor compliance to work packages and procedures and take corrective action where needed.

### **Craft Foreman (provides supervision to their crew and Do Not perform hands on work)**

- Promote safety first, first-time quality, and Rad Con principles
- Follows detailed job safety plan for job being worked.
- Participates in injury/near miss safety event peer review team, as required.
- Identifies and verifies all tools and equipment to be used to meet safety requirements.
- Completes safety orientation as part of in-processing training.
- Implements safety plan for the job.
- Conduct daily:
  - Pre-job briefings for each job, preferably at the job sites.
  - Pre-work start, work area safety and housekeeping inspections.
  - Work in-progress inspections.
  - Shift work area inspections.
  - Crew safety meetings
- Ensures personnel are safety conscious.
- Addresses safety infractions
- Stops work when unsafe condition arises and correct and notify supervision.
- Enforces the wearing of proper personnel protective clothing and equipment.
- Reports unsafe work practices, hazardous working conditions and unsafe equipment.
- Encourages the questioning attitude from your crew.
- Promotes “peer checking.”
- Understands and adheres to the project rules and regulations.
- Sets a good example for the crew.
- Reports any injury or near miss to general foreman and supervisor as soon as possible.
- Communicates with supervisor and crew.
- Assists crew in entering and exiting radiological controlled area.
- Coaches crew on good radworker practices and ALARA.
- Ensures crew is on correct radiation work permit and follows health physics directions when working in radiological controlled areas.

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## General Foreman/Foreman Guidelines

- Maintains work package status and control current and properly signed off.
- Maintains housekeeping at a high standard.
- Practices proper rigging procedures.
- Obtains rigger certification, as necessary.
- Follows all pre-lift plans.
- Set the example for safety, (i.e., show ownership, ensure it is included in all work tasks, take ownership of the program and ensure all members of the crew are taking ownership.
- Knowledgeable in their trade.
- Display good people skills, don't talk down to people and listen when they need to talk to you, no favorites, treat everyone equal, make sure all members of the crew are trying to achieve the same goal.
- Be available to the crew at all times to answer questions, help solve problems, and keep work progressing. Immediately notify appropriate individuals when problems arise that could hold up work (General Foreman, Superintendent or Field Engineer).
- Totally understand assigned work tasks and how they relate to the overall schedule.
- Have a questioning attitude. If the foreman does not understand what he is doing and why, the crew working for that Foreman will not understand either.
- Ensure all work is being performed in compliance with the work documents and associated procedures for the work task.
- Ensure all materials and tools are staged for each work task, prior to the crew members showing up.
- Make suggestions for improvement or better ways to do the work task.
- Dependability is key – the crew is counting on the Foreman to be there, when the Foreman is off-site, it disrupts everything. In the event the Foreman will not be on-site at the start of the shift, or will be off altogether, the Foreman is expected to provide proper notification to the General Foreman and/or the Superintendent so disruptions can be minimized.
- Maintain a personal commitment to the success of the project and display that commitment.
- Set the example for compliance with the Project Work Rules, Policies and Procedures.
- Set the example for the commitment to the Stop-Think-Act-Review (STAR) process.
- Know, understand, and buy into the schedule. Speak up when you don't agree to what is in the schedule, whether it has to do with time, where it is being done in the schedule, or how it is being done.
- Participate in all discussions (i.e., safety meetings, pre-job briefings, task reviews, and schedule meetings). The Foreman, being the first line supervisor, needs to be proactive in all discussions and have a clear understanding of all issues and/or work task when the discussion/meeting is over.
- Make Management (General Foreman up to Project Manager) aware of any potential problems, real problems, or concerns as soon as the Foreman is aware of them.
- Self-identify problems.
- Control crew members start/stop times, time in the work area, and absenteeism. Take appropriate actions to correct issues when they arise.
- Take ownership and responsibility for the work packages, ensure the work packages are at the work location, being followed, steps signed and returned to the proper location at the completion of the shift.

# UCOR Desktop Instructions

Attachment "B"

## General Foreman/Foreman Expectations/Roles & Responsibilities Acknowledgement

By signature on this paper, I acknowledge that I have received a copy of the URS | CH2M Oak Ridge LLC (UCOR) General Foreman/Foreman Roles/Responsibilities/Expectations (Attachment "A").

I have read and understand its contents and understand that it is my obligation to comply with these requirements while fulfilling the position below that I have accepted.

- General Foreman (craft discipline)
- |   |   |
|---|---|
| <input type="checkbox"/> Carpenter          | <input type="checkbox"/> Pipefitter         |
| <input type="checkbox"/> Electrician        | <input type="checkbox"/> Teamster           |
| <input type="checkbox"/> Ironworker         | <input type="checkbox"/> Cement Mason       |
| <input type="checkbox"/> Laborer            | <input type="checkbox"/> Sheet Metal Worker |
| <input type="checkbox"/> Operating Engineer | <input type="checkbox"/> Other (specify)    |

- Foreman (craft discipline)
- |   |   |
|---|---|
| <input type="checkbox"/> Carpenter          | <input type="checkbox"/> Pipefitter         |
| <input type="checkbox"/> Electrician        | <input type="checkbox"/> Teamster           |
| <input type="checkbox"/> Ironworker         | <input type="checkbox"/> Cement Mason       |
| <input type="checkbox"/> Laborer            | <input type="checkbox"/> Sheet Metal Worker |
| <input type="checkbox"/> Operating Engineer | <input type="checkbox"/> Other (specify)    |

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Badge Number

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Project Manager or Designee Approval

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Badge Number

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Note: Signed acknowledgement form to be sent to Labor Relations to be place in employee file.