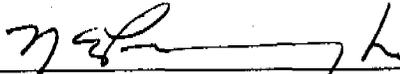


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FLUOR FERNALD ENHANCED WORK PLANNING (EWP) PROGRAM DESCRIPTION AND IMPLEMENTATION PLAN	Page 1 of 16
Issue Authorization Signature:  Date: 08/29/2000 Norm Pennington, Management Systems FAM	Supersedes: None

SUBJECT EXPERT: Jim Trujillo, X-4419

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RECORD OF ISSUE/REVISIONS

ISSUE AUTHORIZATION DATE	EFFECTIVE DATE	PCN No.	REV. No.	DESCRIPTION
N/A	12-31-96		0	Procedure written to meet requirements of POC# 1C of the 97-1 Performance Base Fee Plan per instructions given by Tracy Parmer and per WR-0376.
NA	05-16-97		1	Plan revised to meet new sitewide implementation requirements as identified by DOE/FN. Per Tracy Parmer and 97-WR-0400.
NA	03-13-98		2	Plan revised to correct title and add core team activity records per Tracy Parmer, WR-0395.
05-25-99	06-15-99		3	Plan revised to correct title and add core team activity records per Tracy Parmer, WR-0395.
ISSUE AUTHORIZATION DATE	EFFECTIVE DATE	UDC No.	REV. No.	DESCRIPTION
08/29/2000	09/11/2000		4	Revised to incorporate editorial enhancements, clarifications, and additional requirements. Also enhanced descriptions of core team leader as well as identifying core team member roles and responsibilities. Initiated by John Wilcox per WR-0882.

1.0 INTRODUCTION

- 1.1 The Enhanced Work Planning (EWP) program at Fernald is designed to provide a safer, more efficient work environment with the expectation that work will be performed in a safe manner as a priority and by incorporating the following three key elements into all work planning processes:
- 1.1.1 Hazards associated with the work are identified, analyzed and categorized. Ensure applicable standards and requirements are identified and agreed upon, controls to prevent or mitigate hazards are identified, the safety envelope is established, and controls are implemented.
- 1.1.2 Line management is directly responsible for the work and the environment in which it is conducted.
- 1.1.3 Worker involvement is essential at the earliest phases of the work management process, which includes hazard analysis and control phases, continuing through to the actual planning, execution, and reporting of work activities.
- 1.2 Integrated Safety Management (ISM) requires Fluor Fernald to systematically integrate safety practices into management and work practices at all levels, so that missions are accomplished while protecting workers, the public, and the environment. EWP accomplishes this by using the Seven Guiding Principles and Five Core Functions of ISM in the development of the work flow and procedures that become products of the EWP process (see Attachment 1, ISM Elements Depicted in Work Flow Diagrams).

2.0 DEFINITION OF ENHANCED WORK PLANNING (EWP)

- 2.1 EWP is a process that evaluates and improves the program by which work is identified, planned, approved, controlled and executed. EWP focuses on the prevention of worker accidents through the early identification and control of hazards. The EWP process is sponsored by line management to enhance safety and productivity through the use of a multidisciplinary team in the work planning process. Worker safety and job hazard analysis becomes part of the work process at the inception rather than a planning afterthought. Line management and workers increase individual accountability and awareness for work area hazards safety, and work requirements.
- 2.2 The key elements of EWP are used by core teams to enhance existing and new work processes, making them operate more effectively and efficiently while increasing quality and safety awareness. The elements provide the framework in which the EWP process is executed. The key elements of EWP are as follows:

2.2.1 Line Management Ownership

Line management ownership is crucial for a successful EWP initiative. Line management assumes the ownership of planning, implementation and results of EWP activities. They must be able to identify organizations that support the work process. The line manager is responsible for obtaining the resources to support the team, the process and the results of the EWP activities. Their leadership, advisory and motivational skills must reflect a positive attitude towards improving the work management process.

2.2.2 A Graded Approach to Work Management, Based on Risk and Complexity

The varying levels of hazards, work controls, and complexity dictate that not every work task requires the same degree of effort in planning and execution. Teams plan work using a balanced combination of hazard evaluation, written guidance, craft skills and work-site supervision. A balanced evaluation of work is necessary to achieve the quality workmanship essential to safe and reliable operations. When a graded approach to work planning is applied successfully, it provides an organization's greatest return on investment through improved efficiency and increased productivity.

2.2.3 Worker Involvement Beginning at the Earliest Phases of Work Management

Worker involvement must begin at the earliest phases of work management and continue through to the actual execution and reporting of work. The EWP process brings the challenges and rewards of work management planning to the worker, providing a better focus on customer satisfaction. The worker in turn brings knowledge, skill and task oriented focus to work management planning.

2.2.4 Organizationally Diverse Teams

The team approach to planning is a necessary element of EWP. These teams are composed of different organizations (e.g., Safety, Health, Medical, Training, and Radiological Control) that contribute to and support the work effort. The team approach to planning eliminates sequential review and input to the planning process, which is inefficient, prevents the cycling and recycling of work packages, and improves communication within the entire work planning process. The core teams provide a means for sharing valuable experience, while examining potential safety, operational and productivity concerns.

2.2.5 Organized, Institutionalized Communication

2.2.5.1 The EWP process promotes work management enhancement through continuous improvement and feedback. Feedback information on the adequacy of controls is gathered, opportunities for improving the definition and planning of work are identified and implemented, line and independent oversight is conducted, and, if necessary, regulatory enforcement actions occur.

2.2.5.2 Organizational, institutionalized communication is the process by which EWP gathers and shares information with other core teams and DOE facilities.

3.0 ROLES AND RESPONSIBILITIES

3.1 EWP Program Coach

- 3.1.1 Provide direction and oversight for EWP department activities and guidance for the EWP team members' activities (see Attachment 2, Enhanced Work Planning Sitewide Project Implementation Plan).
- 3.1.2 Provide procedures, methods and coordination for EWP.
- 3.1.3 Assist in the development and organization of EWP project/work process enhancements.
- 3.1.4 Establish the EWP department priorities and direct day to day activities of the EWP.
- 3.1.5 Maintain an active relationship with EWP departments across the DOE Complex. Provide assistance to complex-wide EWP projects/assignments as necessary.
- 3.1.6 Provide EWP department resources and technical assistance in support of sitewide implementation of Integrated Safety Management and other projects as necessary.

3.2 EWP Facilitator

- 3.2.1 Under the direction of the EWP Program Coach, the EWP department team members will provide EWP implementation and mentoring for requested EWP project/work process enhancement activities.
- 3.2.2 Upon assignment of a project/work process enhancement, schedule a meeting with the Project Manager/Project Team Coach to review EWP process and scope of work for the project/work process. Develop a path forward with the assistance of the Project Manager/Project Team Coach. If a core team is needed, refer to Section 4.0.
- 3.2.3 Develop an EWP core team project file for the project/work process. The active file may include the following based on requested project/work process needs:
 - 3.2.3.1 Letter of Authorization - A document generated by the Project Manager/ Team Coach to the EWP Program Coach requesting EWP services.
 - 3.2.3.2 Training Records - EWP core team attendance sheet, meeting agenda, and copy of any training materials provided to core team members.
 - 3.2.3.3 Original Work Flow - A copy of the baseline flow diagrams depicting the As-Is project/work process (see Attachment 4, Example Baseline Flow Diagram) as necessary.
 - 3.2.3.4 Core Team Membership - Listing of all core team members by organization, telephone extension and mailstop. The core team leader is responsible for identifying and providing a listing of all core team members and their organizations for the project/work process as necessary.
 - 3.2.3.5 Revisions to Forms - The core team leader is responsible for providing the EWP facilitator with copies of all forms used in the project/work process, including

- 3.2.3.6 Revisions to Procedures - The core team leader is responsible for providing the EWP facilitator with copies of all procedures and revisions that support the project/work process.
 - 3.2.3.7 Listing/Enhancements - Narrative prepared by the EWP facilitator listing and detailing enhancements to the project/work process as developed by the EWP core team.
 - 3.2.3.8 Core Team Meeting Minutes - The core team leader is responsible for the generation and distribution of meeting minutes. The EWP facilitators will include copies of meeting minutes in the active files, if applicable.
 - 3.2.3.9 Tool Development/Training - The EWP facilitator will prepare a record of the product(s) developed or used in the project/work process and training records associated with the product(s) implementation.
 - 3.2.3.10 Performance Indicators - Performance Indicators developed by the core team and core team leader to identify the characteristics that are important to the success of the project/work process. These characteristics provide a measurement tool for the EWP project/work process enhancements.
 - 3.2.3.11 Performance Period - A period of time (weeks, months, etc.) identified by the core team to adequately test the enhancements. The timeframe is documented and tracked on the EWP Sitewide Schedule. The EWP facilitator will include a copy of the project/work process schedule.
 - 3.2.3.12 Enhanced Work Flow - A copy of the final Enhanced Work Flow diagram as approved by the core team and core team leader (see Attachment 6, Example Enhanced Flow Diagram).
 - 3.2.3.13 Adjustments - Documentation of any changes to the project/work process management system as a result of information gathered during the test phase, including procedures, work flows and/or tools.
 - 3.2.3.14 EWP Assessment Indicators - Assessment provided by the core team members and core team leader for determining the integration of EWP program elements into the current project/work process.
 - 3.2.3.15 Project Turnover - Letter (copy of meeting minutes) returning the enhanced project/work process management system ownership over to the requesting Project Manager/Project Team Coach.
- 3.2.4 If the project/work process enhancement DOES NOT require the use of a formal core team, those records may be abbreviated as warranted. For example, development of Roles/Responsibilities Procedural Flow diagrams does not require the effort of a formal core team process. Therefore, the records pertaining to core teams are not relevant for inclusion into the EWP Project file. The EWP Program Coach will have final review and approval of this exception.
- 3.2.5 Prepare and present EWP core team training module to core team members using guidelines established by the EWP National Steering Committee Review and scope of project/work process.

- 3.2.6 Develop EWP core team project file from the activities of the project/work process to be enhanced.
- 3.2.7 Develop the EWP Project Activity Schedule for the project/work process based on the complexity of the work. Review the schedule with the core team leader. Submit schedule for inclusion in the monthly EWP Sitewide Implementation Schedule, updating project/work process timeline as necessary (see Attachment 5, Fluor Fernald Sitewide Implementation Schedule).
- 3.2.8 Develop the Baseline Work Flow identifying current work practices and Enhanced Flow diagrams from the core team meetings for the project/work process. Assist the core team in identifying and incorporating Integrated Safety Management Systems (ISMS) into the project/work process.
- 3.2.9 Prepare and issue core team progress/performance reports as necessary.
- 3.2.10 Assist the core team with the development and implementation of Performance Indicators for the project/work process enhancement activities as necessary.
- 3.2.11 Conduct follow-up review with the EWP core team leader to solicit customer comments and lessons learned from the EWP process. Address feedback and incorporate improvements in future EWP project/work process core teams. Provide mentoring and project/work process support as necessary.
- 3.3 Project Manager/Project Team Coach/Core Team Leader**
- 3.3.1 The Project Manager/Project Team Coach will serve as the core team leader. The core team leader is responsible for drafting a scope of work for the project/work process to be enhanced. The core team leader is responsible for sending a written (electronic mail or memo) to the EWP Program Coach to request EWP services. (Include draft scope of work and a charge number for the project.)
- 3.3.2 The core team leader is responsible for providing administrative and technical support for the requested project/work process. If a core team is requested, the core team leader is responsible for securing releases for core team members to participate in core team meetings (as necessary).
- 3.3.3 The core team leader is responsible for ensuring that the core team membership accurately reflects the organizations involved in the project/work process to be enhanced. This includes support organizations and wage team members who are involved in the project/work process.
- 3.3.4 The core team leader is responsible for ensuring core team members attend scheduled core team meetings. The core team leader will ensure that all members are notified of date, time and location of meetings.
- 3.3.5 The core team leader is responsible for generating and distributing all meeting agendas and minutes.

3.4 EWP Core Team Member

- 3.4.1 The core team member is responsible for attending scheduled core team meetings and providing active, unguarded participation in the core team meetings. The core team members are expected to be empowered representatives of their organizations; knowledgeable of their particular work processes, informed and able to contribute to improving the project/work process.

4.0 EWP CORE TEAM PROCESS

4.1 Project Manager/ Project Team Coach (EWP Core Team Leader)

Identify members of the listed support organizations to serve as core team members. Provide administrative support for the core team. Provide the EWP facilitator with a listing of identified core team members (include organization and telephone number) for the requested project. Secure releases for identified wage employees to attend core team meetings. Provide a location, date and time for the initial EWP core team training meeting, if applicable. Notify all identified core team members of the EWP Core Team Training meeting (see Attachment 3, EWP Core Team Process).

4.2 EWP Facilitator and EWP Core Team Leader

The EWP Facilitator will conduct the EWP Core Team Training meeting, to include an overview of the roles and responsibilities of the EWP Facilitator, EWP core team leader and the core team members. The EWP core team leader will give an overview of the project/work process to be enhanced.

4.3 EWP Core Team Leader

The core team leader is responsible for the development and distribution of the minutes of all core team meetings. The core team leader will ensure that minutes are distributed to all listed recipients and core team members in a timely manner.

4.4 EWP Facilitator, Core Team Leader and Core Team Members

The core team members, core team leader and facilitator will begin a Baseline flow diagram of the existing project/work process, beginning with the initial stages of the work process. The Baseline flow diagram will also identify roles and responsibilities, support organizations and any existing planning tools used to support the current project/work process. The core team will re-evaluate the core team mix and if necessary, modify the project-specific core team members.

4.5 EWP Facilitator and EWP Core Team Leader

The EWP facilitator and core team leader will develop a project-specific EWP Implementation Schedule and/ or project timeline based on the complexity of the project/work flow process, core team goals and project objectives.

4.6 EWP Facilitator, Core Team Leader and Core Team Members

- 4.6.1 The core team will identify and review such things as existing procedures, policies, laws that impact the current project/work process. The core team members will perform a baseline validation to check the accuracy of the baseline. The EWP facilitator will finalize the Baseline flow diagram once the core team concurs that it is an accurate representation of the existing project/work flow process.
- 4.6.2 The core team will develop an enhanced flow diagram based on enhancements identified by the core team members. The enhanced flow diagram will incorporate identified roles and responsibilities, new products, automation (if necessary), and revised or newly developed procedures.
- 4.6.3 The core team members will identify areas of the enhanced project/work process that incorporate elements of ISMS. The core team members will evaluate and modify the project/work process to include ISMS elements, if necessary. The EWP facilitator will assist the core team leader and core team members with the development and incorporation of a feedback system into the project/work process. The feedback system will be used to provide feedback at identified points in the project/work process as a means of monitoring planning, approval and execution of work.
- 4.6.4 The EWP facilitator will provide the core team with assistance in importing and exporting enhancements and/or EWP processes already developed from previous EWP efforts (Fernald or other DOE sites).

4.7 EWP Core Team Leader

- 4.7.1 The core team leader will be responsible for the development and testing of new systems, training and debugging/ modifications of the enhanced project/work process, if necessary.
- 4.7.2 The core team will identify all areas to be impacted by the enhanced project/work process. The core team members will establish a test period for evaluation and debugging of the enhanced project/work process.

4.8 EWP Facilitator

- 4.8.1 The EWP facilitator will assist the core team in identifying and developing performance measures to evaluate the effectiveness of the enhanced project/work process, if necessary.
- 4.8.2 The EWP facilitator will assist the core team leader in the development of training products, if necessary. The core team leader will be responsible for the development or the revision of procedures (to include finalization of the procedures) affected by the enhanced project/work process.
- 4.8.3 Meet with the core team leader and set a date for turnover of the project- specific EWP program. Mentoring and workflow modification will be provided from the Site EWP department as needed.

5.0 SATISFACTION CRITERIA

- 5.1 The successful completion of these EWP activities can be objectively measured by the customer with the following criteria:
 - 5.1.1 EWP is conducted in a manner with mutually agreed to objectives and approaches as defined in this Implementation Plan.
 - 5.1.2 Documentation of the work planning process is complete and accurate in a manner which would facilitate possible exportation of information to other Fluor Fernald team members, projects, and other DOE sites.

6.0 PERFORMANCE MEASURES

- 6.1 The scheduled EWP activities are met on time and within the established budget.
- 6.2 Demonstrate a cost savings/avoidance, which is commensurate with the work process and the enhancements being made.

7.0 SCHEDULE

- 7.1 The Project-Specific EWP schedule will be prepared and updated monthly. The activities listed in Section 4.0 of this plan will be tracked monthly for each active and planned EWP project/work process.

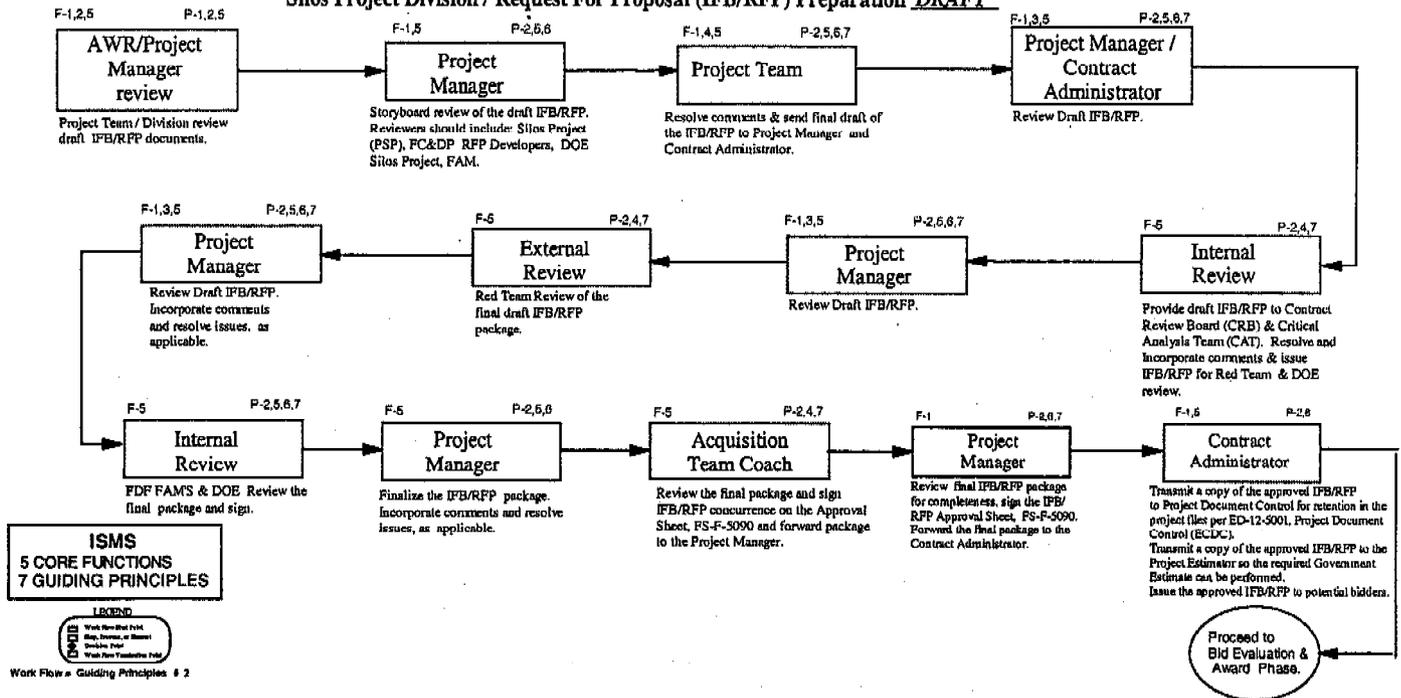
8.0 DRIVERS

- 8.1 Defense Nuclear Facilities Safety Board (DNFSB) Recommendation 95-2
- 8.2 95-2 Implementation Plan DOE (April 8, 1996)
- 8.3 DNFSB/ Tech- 16 Integrated Safety Management
- 8.4 DOE Policy Statement ES & H (April 14, 1998)
- 8.5 ISM Guide 450.4-1
- 8.6 EWP National Steering Committee requirements
- 8.7 Ohio EWP Steering Committee requirements
- 8.8 Ohio Field Office Memorandum Leah Dever (July 6, 1998)

ATTACHMENT 1 ISM ELEMENTS DEPICTED IN WORK FLOW DIAGRAMS

IFB/RFP REVIEW & ISSUE PHASE

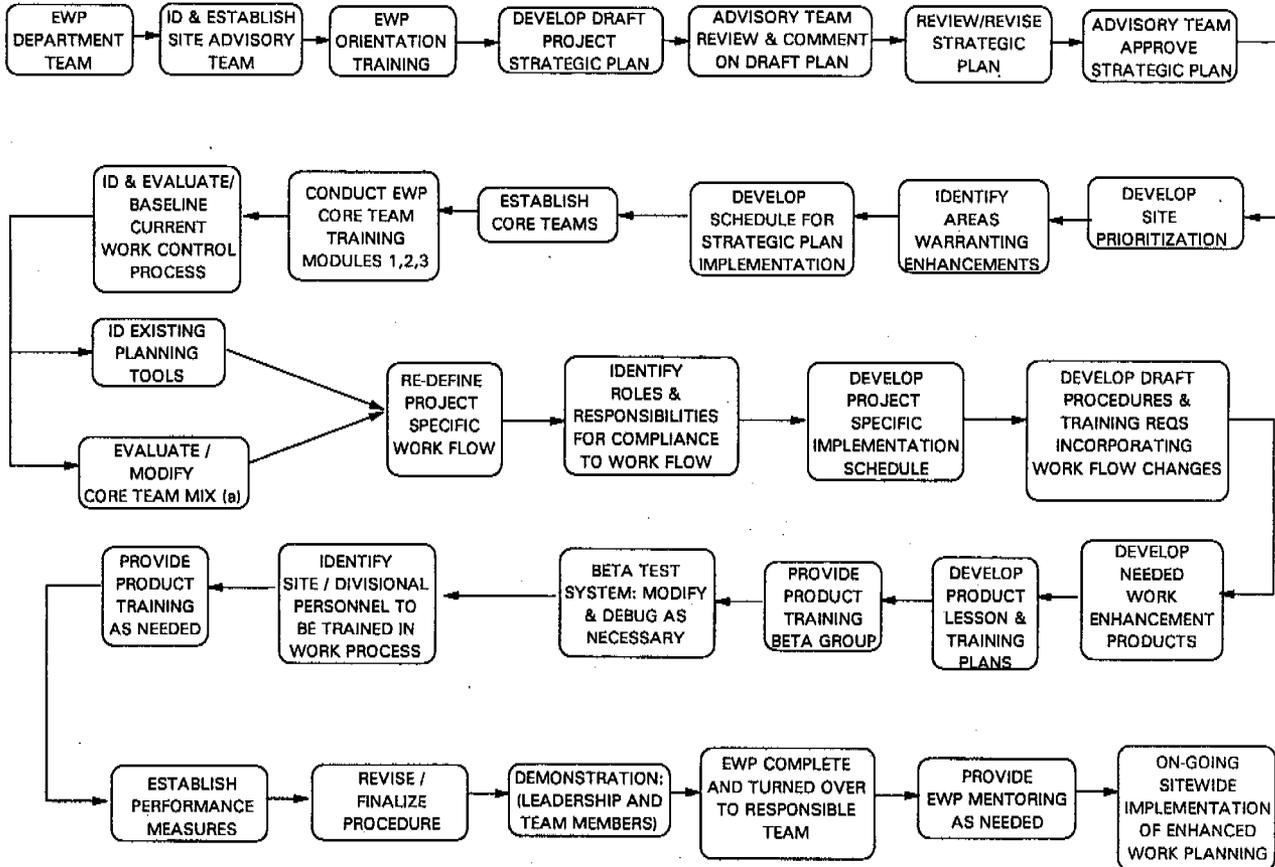
Silos Project Division / Request For Proposal (IFB/RFP) Preparation *DRAFT*



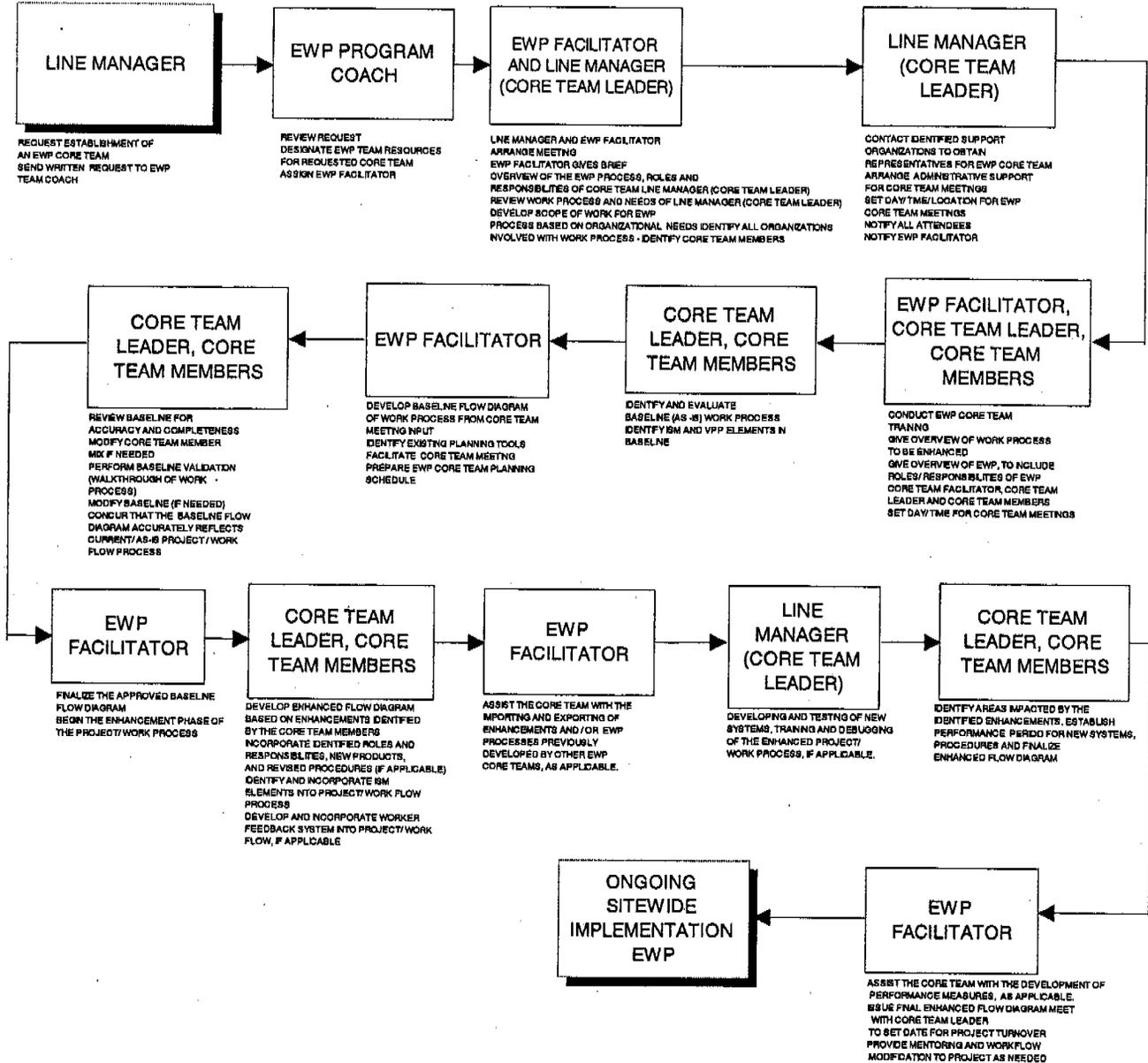
**ISMS
5 CORE FUNCTIONS
7 GUIDING PRINCIPLES**



ATTACHMENT 2 ENHANCED WORK PLANNING SITEWIDE PROJECT IMPLEMENTATION PLAN

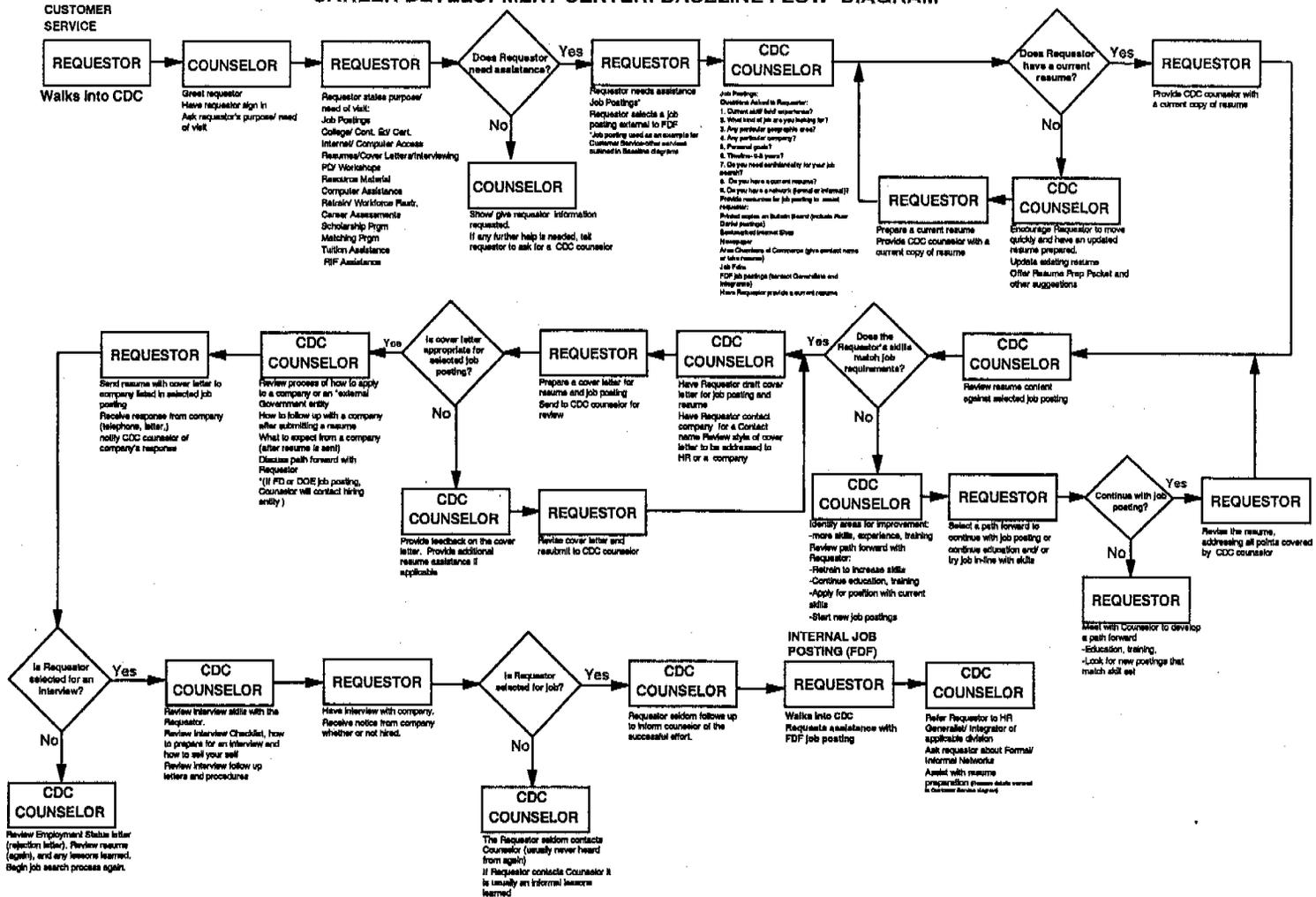


ATTACHMENT 3 EWP CORE TEAM PROCESS

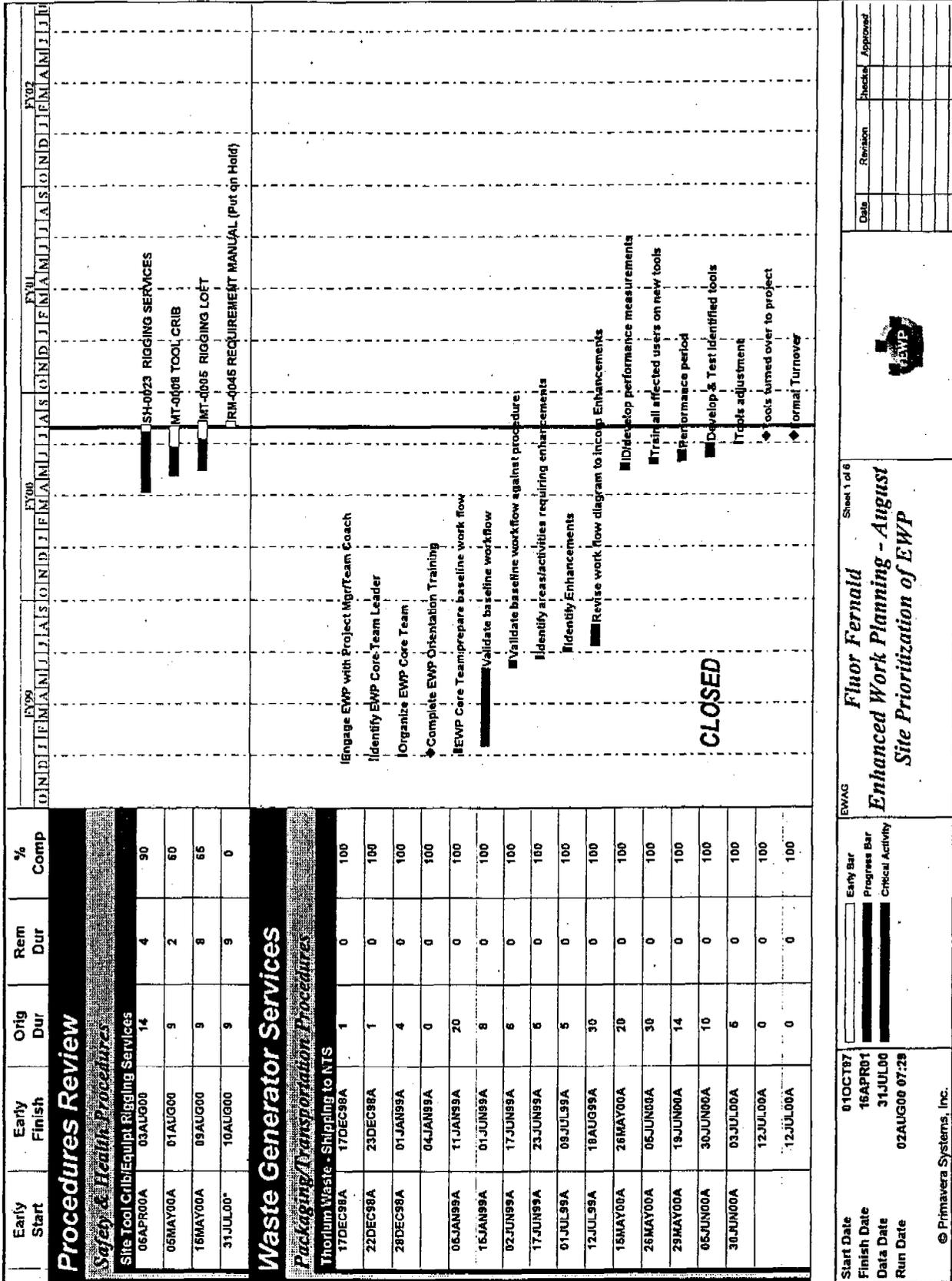


ATTACHMENT 4 EXAMPLE BASELINE FLOW DIAGRAM

CAREER DEVELOPMENT CENTER: BASELINE FLOW DIAGRAM



**ATTACHMENT 5
EXAMPLE FLUOR FERNALD SITEWIDE EWP IMPLEMENTATION SCHEDULE**



Fluor Fernald
Enhanced Work Planning - August
Site Prioritization of EWP

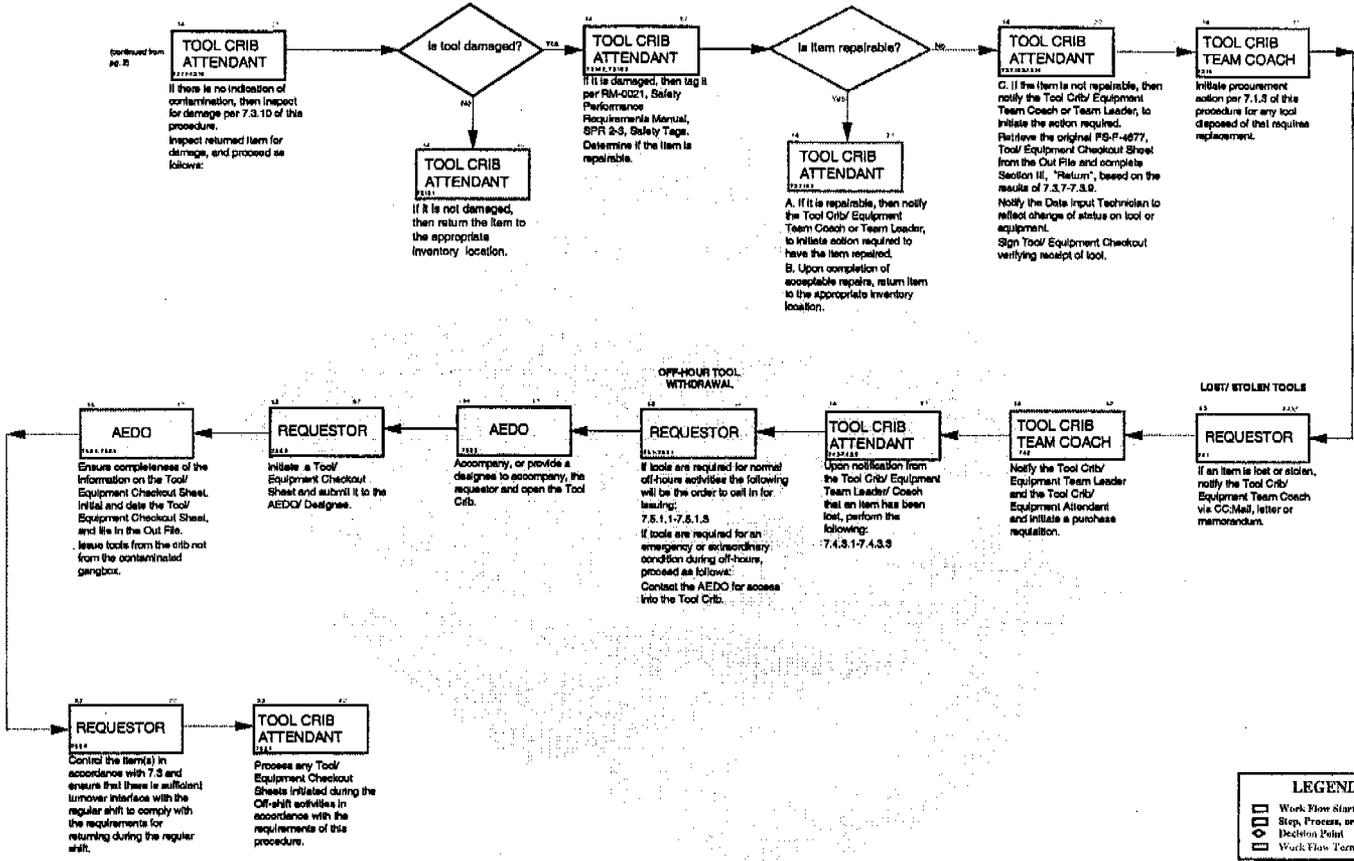
Start Date	01OCT87
Finish Date	16APR01
Data Date	31JUL00
Run Date	02AUG00 07:29

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Date	Revision	Checked	Approved

ATTACHMENT 6
EXAMPLE ENHANCED FLOW DIAGRAM

SITE TOOL CRIB AND EQUIPMENT MT-0008 : ENHANCED/ ISM DIAGRAM



LEGEND

- Work Flow Start Point
- ▭ Step, Process, or Element
- ◇ Decision Point
- ◊ Work Flow Termination Point

ISMS
5 CORE FUNCTIONS
7 GUIDING PRINCIPLES

Work Flow = Guiding Principles # 2

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