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EWP Updates

Introduction

At the Rocky Flats Environmental Technology Site, The Department of Energy Rocky Flats Field Office, Kaiser-Hill (K-H), Safe Sites of Colorado (SSOC), Rocky Mountain Remediation Services (RMRS), and DynCorp of Colorado (DCI), with support from EH Technical Assistance personnel are continuing to advance in developing work management improvements.

This Update is the second in a series of periodic status reports that summarizes the activities and progress towards a more effective work management process. This progress is being achieved through implementation of Integrated Safety Management (ISM) using the principles of Enhanced Work Planning (EWP). In addition, these efforts are being coordinated with the RFETS Reengineering process to ensure an integrated approach to overall improvement at the Site.

Topics in this issue include:

- EWP WINS HAMMER AWARD!
- EWP Process Development & Improvement Team (PDIT)
- Performance Indicators
- Job Hazard Analysis
- Pilot Project Updates
- EWP Training
- Upcoming Events

EWP WINS HAMMER AWARD!

EWP Wins NPR Hammer Award!!! Enhanced Work Planning (EWP) has demonstrated that "Safety Saves," improving worker protection while simultaneously saving money at DOE's operational sites. EWP is an innovative approach to planning work developed for Department of Energy facilities that demonstrates that safety and productivity can go hand-in-hand by empowering management, workers, and safety professionals to plan work together in teams. In addition to improved accident prevention, millions of dollars of savings have been realized by reducing planning time and avoiding costly planning mistakes.

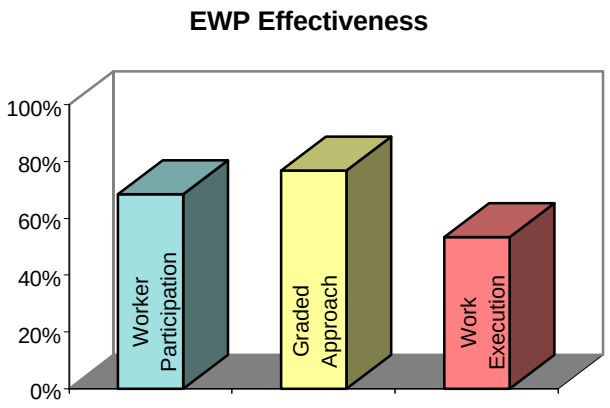
PDIT

The heart of the Enhanced Work Planning improvement process is the efficient functioning of the newly formed PDIT. The charter of the PDIT is to evaluate the overall work management process and develop changes to ensure efficient work management across the Site. Any program that affects the conduct of work may be evaluated for potential changes, such as RadCon, Engineering, Procurement, Operations, etc. Membership of this team consists of representatives from each of these organizations, and from each subcontractor. In addition, the PDIT will support the Working Teams by evaluating needs and suggestions from the Working Teams. The PDIT will also monitor process changes and assist in fine tuning these changes in the field. Recommendations to change programs and other work flow process enhancements will be submitted to the Confirmation Team for technical review and then to the Convened Group for final approval. This process for review and approval of changes will eliminate the present labyrinth of signatures required for approval and will expedite implementation of needed process changes. This review and approval process (Confirmation Team and Convened Group) are being used to comply with the Department of Energy Closure Process for Necessary and Sufficient Sets of Standards, as delineated in DOE M 450.3-1.

The first task of the PDIT is to baseline the "as-is" process for routine and non-routine work as presently executed by SSOC, RMRS, and DCI. An "ideal" work process will then be considered to provide the contrast needed to question present practices. This contrast between the "as is" and the "ideal" work processes will result in the development of recommendations to change the present practices. Once the recommendations and implementation strategies have been developed, the PDIT will prepare to submit these suggestions to the Confirmation team for review and then to the Convened Group for final approval. The PDIT is scheduled to have their initial process recommendations ready for review, comment, and approval by September 1997.

Performance Indicators

Standard performance indicators have been developed to monitor the progress of the site EWP pilot projects. These graphical indicators are divided into three categories: worker participation, graded approach, and work execution. Each of these categories are subdivided to permit a more accurate understanding of the processes and to assist in the need for continuous improvements. An employee feedback form is used to obtain this information from the workers. Employees are encouraged to complete these forms as many times as needed during their involvement in the work management process. Initial data has been collected from the pilot projects now underway at building 374 and 771. An example of the baseline data retrieved from building 771 is shown below. This data is representative of the data retrieved from all areas surveyed.



Job Hazard Analysis

For the EWP pilot projects, a Job Hazard Analysis (JHA) Checklist is being used to improve the quality of the information obtained from job walkdowns. This checklist is used as an aid during the walkdown to document the work steps required to perform the job and to evaluate the job hazards. This checklist is completed with the input from the appropriate personnel who are involved in the job. This JHA checklist is currently being included in a DMR to IWCP-3.

Another EWP PDIT has been formed to evaluate and test an electronic version of this JHA checklist. The original version, which was developed at Hanford, was considered. However, a commercial version that appears to have more flexibility is currently being customized for the site, and will be available for beta testing in August.

Pilot Updates

The Building 444 Safe Shutdown project Scoping Team goals have been accomplished and the larger Working Team is in the process of being formed. The Scoping Team has prepared the project scope document that will be used by the Working Team to develop the details of the various project's activities. It is expected that the Working Team will begin the design and planning process within the next week.

Building 886 personnel are actively using EWP concepts in the preparation of the work packages. Multidisciplined briefings and walkdowns are being conducted with evidence of improved communications between exempt and nonexempt workers. As with any change, skepticism occurs from most parties involved. However, the briefings and walkdowns have proved to be successful and the facility personnel have become believers in the EWP process and are promoting it within their entire work scope.

EWP Training

In June, RFETS EWP personnel attended a two day EWP Training “dry run”, hosted by DOE EH-HQ and INEEL. This was to finalize the training course prior to its release to all DOE sites during the August EWP Conference in Idaho. RFETS personnel included DOE-RFFO, K-H, DCI, RMRS, and SSOC. Other Sites in attendance included, INEEL, Fernald, Savannah River, LANL, Oakridge, Hanford, and DOE-HQ.

The facilitator involved with developing this course will be on site later this month to train the EWP PDIT. A Train the Trainer session will be given on August 18 in Idaho Falls, ID to prepare various RFETS personnel to facilitate this training course.

Upcoming Events

The SSOC EWP Program Manager will visit the INEEL and Fernald Sites during the week of July 14 to exchange experiences and successes in implementing work management improvements using EWP practices. The Hanford site was already visited by the SSOC EWP Program Manager in late April to exchange similar information.

In August, the PDIT will receive the first formal training course in the DOE Complex's EWP process.

In August, the PDIT, Confirmation Team, and the Convened Group will receive training on the "Work Smart" (Necessary & Sufficient) process.

On August 19-21, the SSOC and RMRS EWP Program Managers and Craft personnel will attend the semi-annual EWP conference that will be hosted by the INEEL, in Idaho Falls. RFETS will be presenting various topics relative to Integrated Safety Management/Enhanced Work Planning. Representatives from all DOE Sites attend and participate in this conference.

In September, K-H, SSOC, and RMRS will sponsor a workshop to brief RFETS management and DOE-RFFO personnel on the progress of EWP at RFETS; and to solicit input on the first work enhancement recommendations developed by the PDIT. Management will also be asked to commit to specific ways in

which they will promote the aggressive Site-wide implementation of work management improvements.

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