U.S. DEPARTMENT OF ENERGY

ISM Workshop on Activity-level Work Planning and Control (WP&C)

Special ISM Champions Workshop

DOE Forrestal HQ Building
and Video and Web Conferencing
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Major Process Revision of WP&C – Lessons Learned

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CH2M HILL Plateau Remediation Company

CH2M HILL's mission at Hanford is to cleanup the Central Plateau, 100K Area, and site groundwater. Areas of focus include:

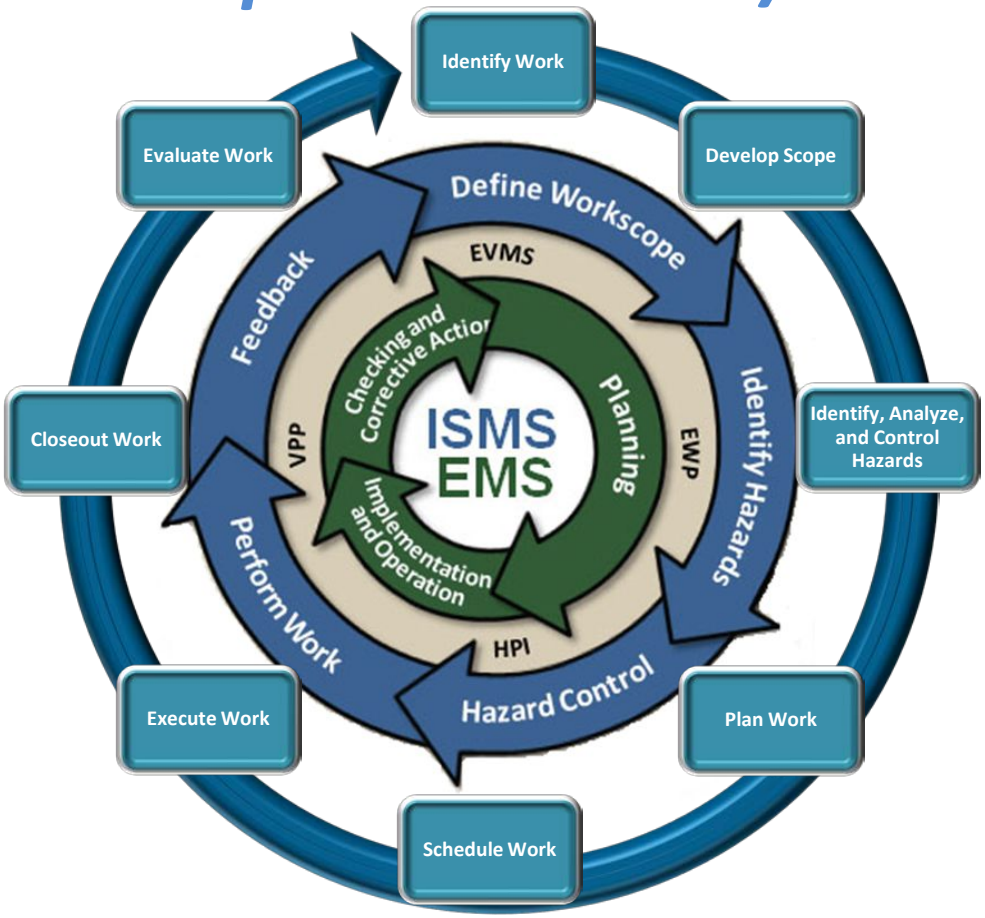
- 100K Area remediation
- Plutonium Finishing Plant (PFP) closure
- Groundwater/vadose zone remediation project
- Facility, waste site, and canyon remediation
- Treatment and disposal of waste
- Fast Flux Test Facility in Surveillance and Maintenance
- Sludge Treatment Project

Previous Program Challenges

- Overly complex procedures directly impacting consistent and effective implementation
- Contract requirements changed 60%
- Not aligned with ISMS Core Functions
- Hazard analysis process did not ensure development of task-specific controls
- Inconsistent worker involvement
- Lack of ownership to support implementation
- Feedback process poorly defined

CHPRC Work Control Process

Implements ISMS/EMS



Process Change Summary

The Work Control Program was updated to:

- Align directly with the ISMS Core Functions
- Simplify content organization to support improved implementation
- Minimize redundant program requirements
- Establish the Responsible Manager position
- Clarify roles and responsibilities
- Support development of task-specific controls
- Refine feedback process
- Used EM-22 WP&C Guidelines and Draft EFCOG Work Planning & Control Guideline in the development

Responsible Manager

Responsible Manager (RM) owns the work package from cradle to grave:

- Specifically chosen, trained and qualified
- Involved in defining scope of work and prioritization
- Makes skill-based determination
- Supports resource allocation including workers and subject matter experts (SMEs) for planning sessions
- Final approval on work packages and related changes
- Support supervisor/crew to resolve issues in the field

Hazard Analysis/Control

Hazard Analysis Changes

- Criteria for Skill-Based work has been simplified
- Automated Job Hazards Analysis (AJHA) tool updated
  - Content directly supports development of hazard controls
  - Controls are identified as skill-based/beyond skill-based

Incorporation of Hazard Controls

- All hazard controls that are Beyond Skill-Based will be incorporated at the task level
- SMEs and RMs are responsible to review incorporation of controls into work package instructions

Subject Matter Expert Involvement

- SMEs are involved during the planning process to help identify and analyze any potential hazards and identify the appropriate methods to control those hazards
- SME analysis to support the development of controls must be documented in the AJHA
- SME responsibilities require specific focus on the incorporation of hazard controls into the work
- Hazard controls are to be incorporated into specific instructions where they apply

Expectations for Workers

- Participate in walkdowns, workability reviews, and identification of the necessary tools, work practices and special material requirements for the proposed work
- Actively participate in the Pre-Job Briefings and Post-Job Reviews; help ensure the work scope is understood, existing hazards are appropriately controlled, and work instructions can be performed safely and correctly as written.
- Perform only authorized work, per the work instructions, using the hazard controls specified
- Stop work, notify the Fieldwork Supervisor if a change of scope, conditions or hazards encountered, or work practices will compromise safety or the environment

Lessons Learned

- A single WP&C process for the company's varied missions resulted in a very robust, comprehensive work management program
  - This has been perceived as very complex by some that do not have extensive familiarity using the program
- Careful selection of RMs is critical; those selected must effectively own and drive the process
- Task-specific controls are not embraced by all SMEs; boilerplate statements are still appearing in work instructions

Lessons Learned (cont.)

- Skill-based determinations are very conservative
- Workers need to be involved early and be encouraged to provide input throughout the process
- Effectively prepared work documents support compliant execution of work
- Feedback process needs to support future utilization of the content

Lessons Learned – Future Look

- **Explore a "Mission Focused" based Work Control process**
  - "One Size Fits All" doesn't work well
  - Hinders many of the project efforts
  - Not efficient and consumptive of Project calories