

Lessons Learned by Lawrence Livermore National Laboratory Activity-Level Work Planning & Control

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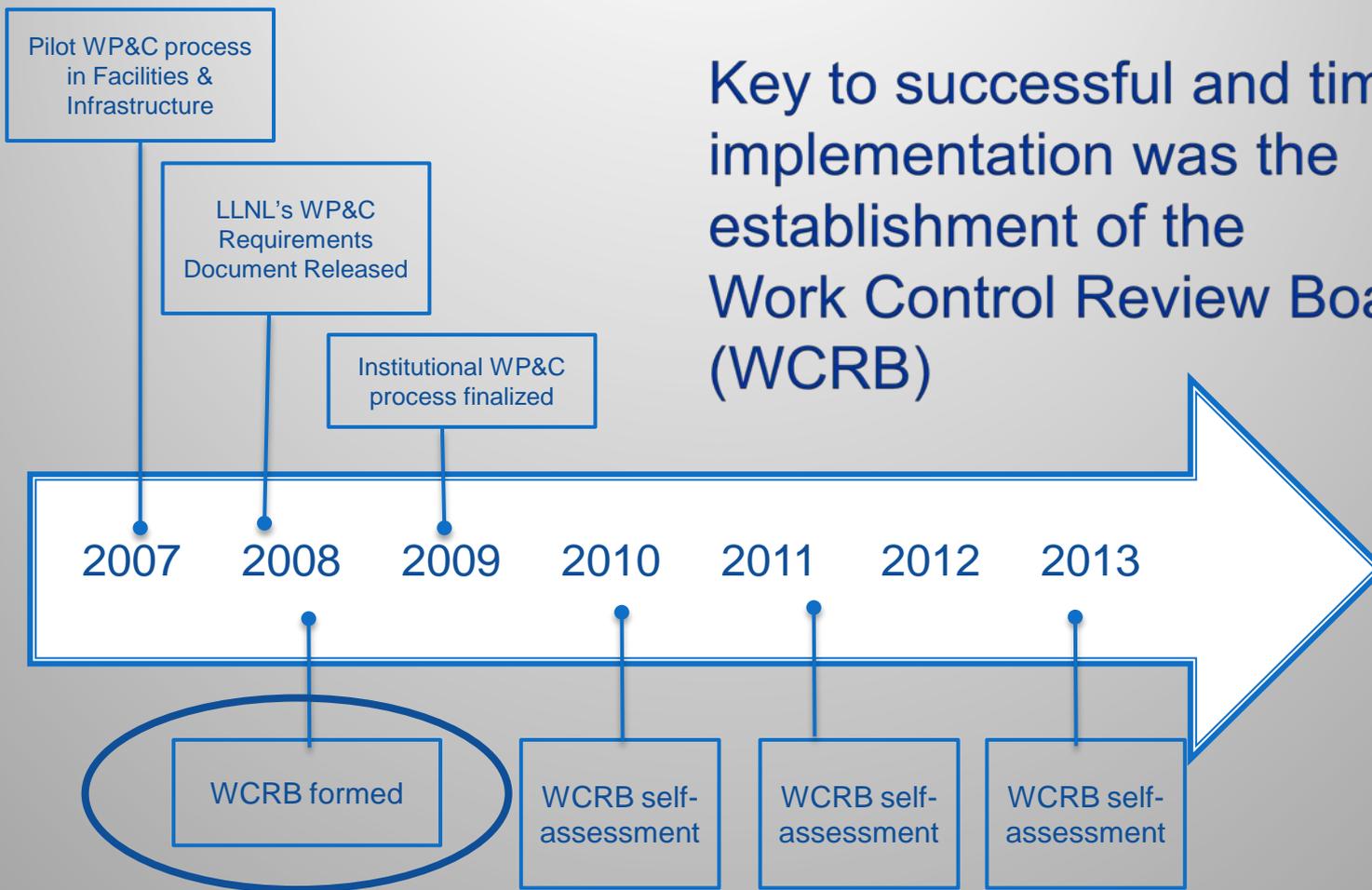
 Lawrence Livermore
National Laboratory



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LLNL WP&C was implemented lab-wide for all Activity Level Work within 16 months



Key to successful and timely implementation was the establishment of the Work Control Review Board (WCRB)

Depth and breadth of LLNL work varies

- From very simple, routine tasks to complex facility operations
 - Routine maintenance and repair
 - Fissile material machining and handling
- Diverse Missions and Operations
 - State-of-the-art “Big Science” facilities
 - High Explosive Applications Facility
 - National Ignition Facility
 - Basic R&D
 - Service providers across the facility (Infrastructure Maintenance and Construction)

Implementation challenge across multiple organizations while ensuring WP&C requirements supported the Laboratory’s diverse work activities

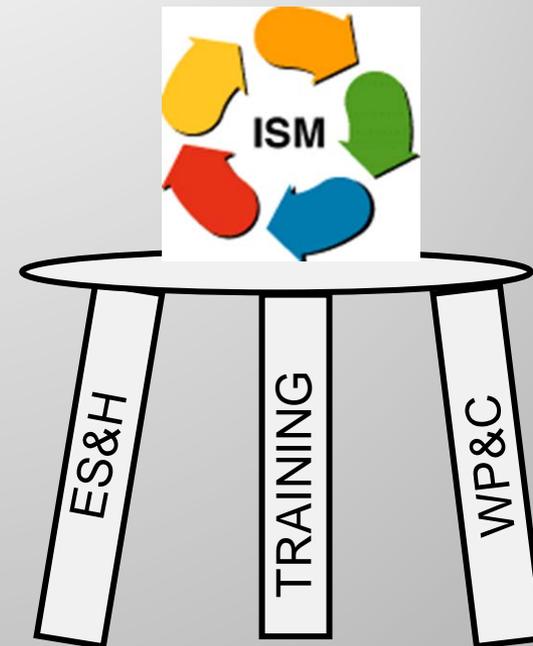
Establishing the Work Control Review Board

- Work Control Review Board (WCRB) –
 - ✓ Functional Area Manager identified at the Institution level reporting directly to the Deputy Laboratory Director for this activity
 - ✓ Stakeholders Advisory Group established to represent each of the Principal Associate Directorates
 - ✓ Representatives have the authority to make decisions on behalf of their PAD
 - ✓ *Ownership of ES&H Manual Document 2.2 LLNL IWWP&C Process*

All types of work activities performed at LLNL are represented on the Board

LLNL Team Approach towards WP&C

ES&H and Training have been asked to join the WCRB in an effort to provide a solid support structure for implementation of ISMS Core Functions and Guiding Principles



Current WCRB Representatives

- Tom Gioconda (Sponsor) —Deputy Laboratory Director
- **Lisa Woodrow (Functional Area Manager) — Weapons & Complex Integration**
- **Darryl Gorman — NIF & Photon Science**
- **Donna Mailhot — Global Security**
- **Lisa Tarte — Engineering**
- **Sean Holte — Physical & Life Sciences**
- **Donna Governor — Operations & Business**
- **Beverly DeOcampo — Director's Office**
- Jody Body — LLNL Training Manager
- Reggie Gaylord — Deputy Director Environment Safety & Health
- Ken Perkins — Staff SME
- Ken Marsh — Staff SME

Bold Names represent Voting Team Members

Work Control Review Board - Charter

- Lead efforts to develop, maintain, and oversee an Institute-Wide Work Planning and Control (IWWPC) system (policies, processes, procedures, and training) that supports LLNL's integrated management systems for ES&H, security, and quality.
- Collaborate with Line Management to identify IWWPC Roles, Responsibilities, Accountabilities and Authorities (R2A2), and to establish mandatory and optional training and qualification requirements for the Roles.
- Coordinate efforts with Functional Area and Line Management to promote safe, secure, effective and efficient mission execution, and to assure that external and internal requirements for Work Planning and Control are flowed down appropriately.

Work Control Review Board - Charter

- Strive for consistent understanding and implementation of the IWWPC system within LLNL and among its collaborators.
- Identify and leverage work planning and control "best practices" within LLNL Programs and Support Organizations.
- Recommend standard methods and proven approaches for implementing "core" and "graded" IWWPC elements.
- Disposition Institute-Wide Work Planning and Control issues and recommend effective solutions.
- Incorporate relevant Lessons Learned into the IWWPC system.

Work Control Review Board - Charter

- Develop and use performance measures and process metrics to monitor and analyze the health of the IWWPC system.
- Analyze and trend performance measures, metrics, and Issues Tracking System (ITS) data to identify IWWPC return-on-investment "wins" and further opportunities for improvement.
- Assess IWWPC systems and implementations for adequacy, efficiency, and effectiveness, using internal independent assessment and line self-assessment data to the extent practical.
- Focus assessment activities and response actions to optimize IWWPC system performance.

The WCRB incorporates EFCOG guidelines

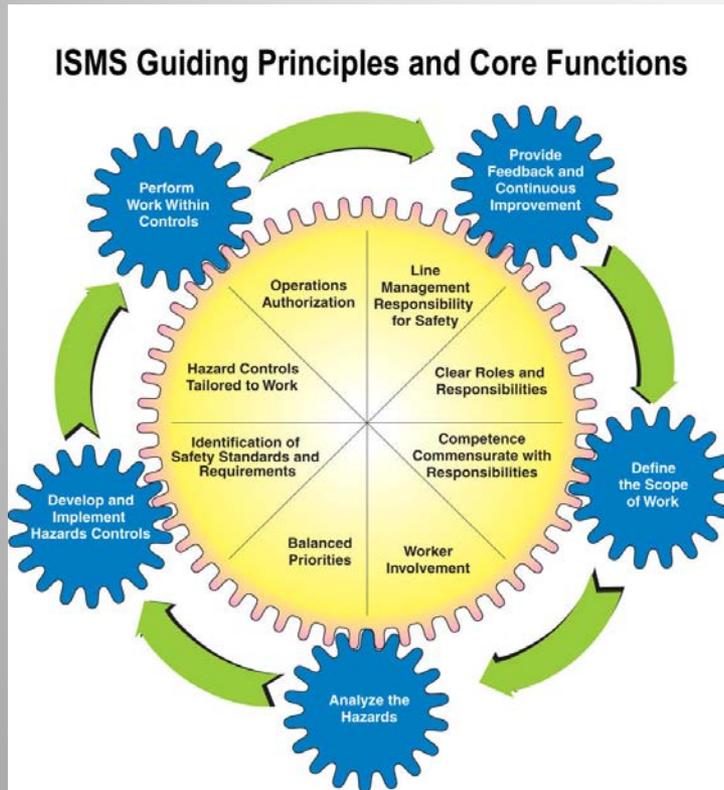
- WCRB provided input and engaged the R&D community in providing recommendations of the Appendix F of the guide *“R&D – Additional Consideration for WP&C”*
- WCRB performed crosswalk analyses using Appendix I of the EFCOG WP&C Guideline document
 - ~95% of the LLNL WP&C current requirements meets the *Criteria Review Assessment Document (CRADs)*
- WCRB have utilized Appendix J as a base document when performing recent assessments
 - Modified some questions slightly to align with our language

Assessments performed by WCRB

- The WCRB has conducted institutional assessments of WP&C
 - ✓ FY10 – 5 Core Functions
 - ✓ FY11 – Work Scope/Task & Hazard Identification
 - ✓ FY12 – Implementation and use of Pre-job Briefs
(LLNS Functional Management Review)
 - ✓ FY13 – Control Identification and Perform Work Safely
 - FY14 – Feedback and Improvement

- Board members assist with the development of Corrective Actions and are responsible for implementation within their respective line organizations

WCRB ensures continuous WP&C improvement



- Lead WP&C Assessments
- Identify opportunities to streamline WP&C documents/packages to ensure they are clear, concise, and relevant
- Strengthen training and qualifications for a “Skill of the Worker” program
- Facilitate WP&C Focus Groups
- Increase worker’s involvement and ownership in the process

Lessons Learned from the WCRB

- The WCRB ensures consistent implementation, while respecting organizational differences
 - ✓ Allows organizations to own the IWWP&C process and policy
 - ✓ Establishes a specific point of contact to work issues
 - ✓ Participate in continuous improvement
 - ✓ Ensures ISMS Core Functions and Guiding Principles are being effectively incorporated into all activity level work planning