
Improving Field Verifications Through Training

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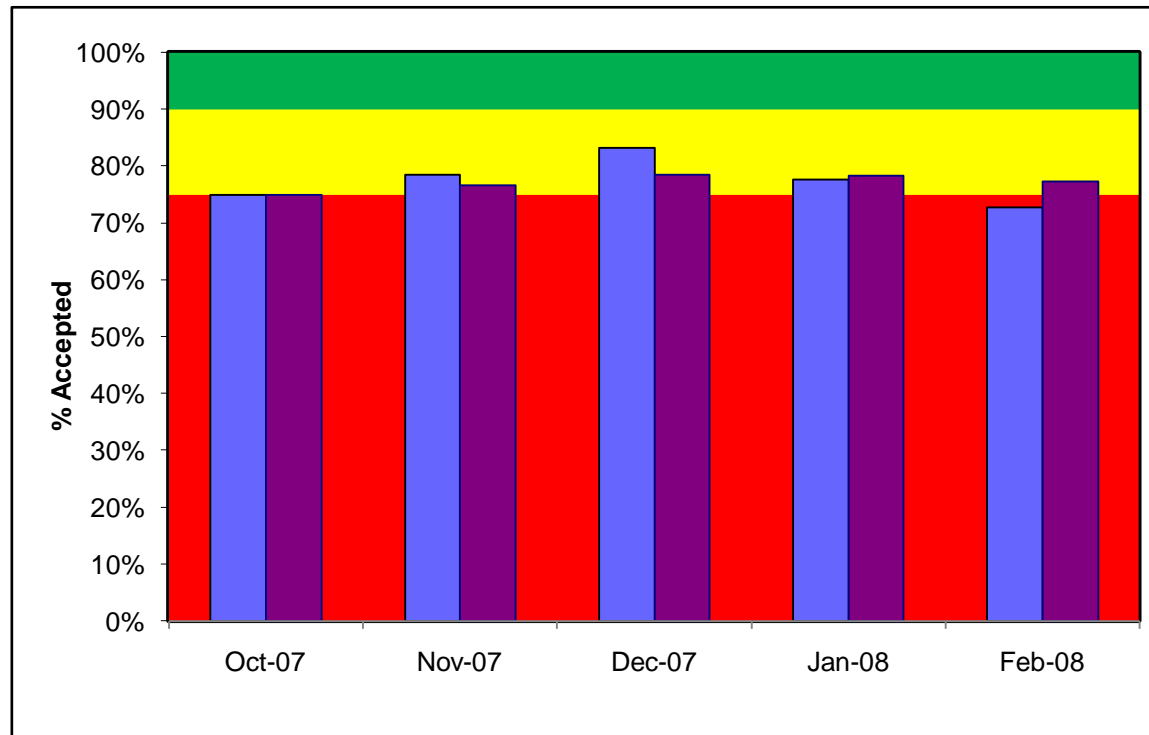
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Process metrics

WHERE WE STARTED

YSO Issue Closure Acceptance Rate - *Then*

- Quality of field verification directly affects issue closure
- Cumulative measure (purple bar) consistently in red-yellow territory (70-80%)
- Metric negatively affects award fee



Performance had to change for the better – but
it wasn't.

Issues Management Organization
US

Wasting Valuable Time

- Clarified procedural requirements for field verification contents
- Still finding common problems repeated
 - Field verification action continually rescheduled until bad results become good
 - Shallow scope - verifying action closure instead of plan effectiveness
 - Reports without clear conclusions on effectiveness
 - Issues submitted for closure in spite of bad results
- Too much time spent
 - Rejecting line issue closure because of field verification quality
 - Telling people over and over what to fix

Issue Owners and Compliance Personnel
THEM

Wasting Valuable Time Too

- Facing many priorities
- Want to close issues and move on
- Trying to do field verifications but receiving rejections
- Too much time spent on field verifications:
 - Don't understand the purpose
 - Don't understand the expectation they are trying to meet
 - Don't understand how to interpret results
 - Don't understand why we (and the Y-12 Site Office) are rejecting closures

Evaluated the problem from both sides, and...

A-HA!

We've told people for years to do field verifications but never told them why - or how!

“Effective Field Verification” Class
THE SOLUTION

Objective

- Stated
 - Given the course guidance, participants will recognize the characteristics of a field verification that successfully verifies corrective action plan effectiveness
- Real
 - To improve communication and relationship between “us” and “them”
 - Give line an opportunity to improve
 - Establish a long-term solution to the problem

Communicate Better

- Explain what's not in the procedure (the *how*)
 - What field verification is supposed to accomplish
 - Why it matters
 - How to determine if plan is effective or ineffective
 - What to do if the plan was ineffective

Show, Don't Tell

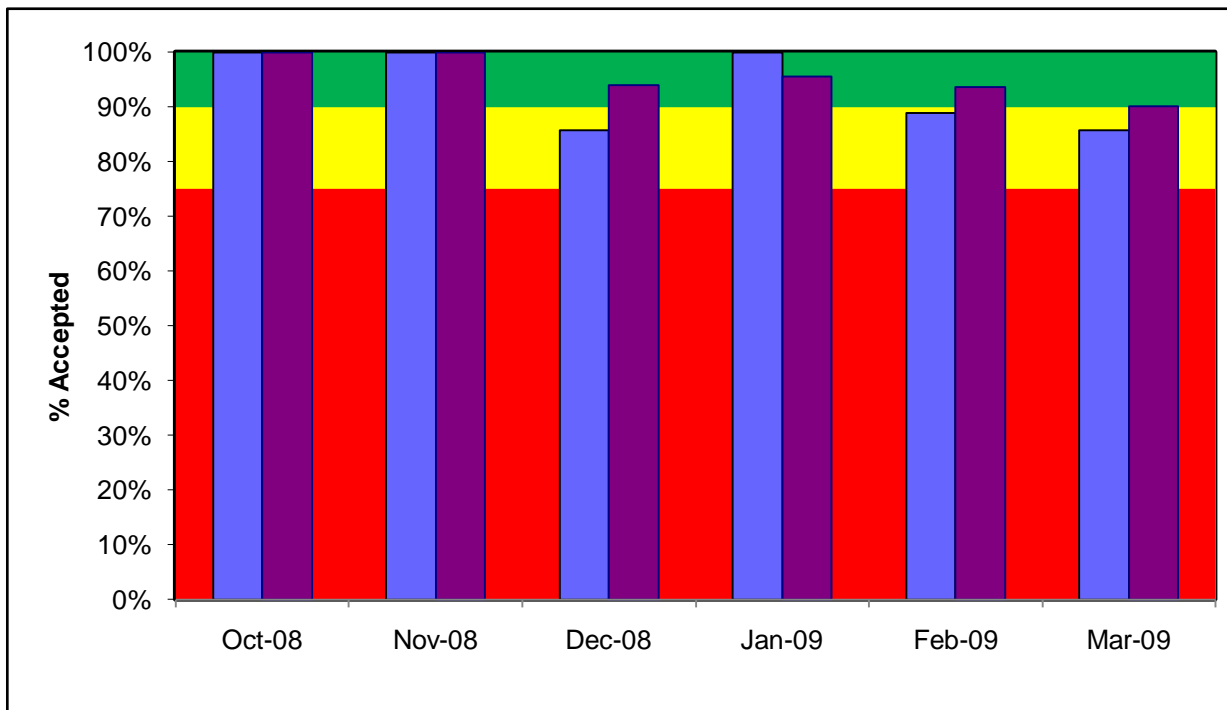
- Establishes trust in the program and process (the *why*)
 - Share real cases
 - Show successes and rejections
 - Let them draw their own conclusions

Process metrics

WHERE WE ARE NOW

YSO Issue Closure Acceptance Rate - Now

- Measurable improvement
- Cumulative measure (purple bar) consistently in yellow-green territory (90-100%)
- Metric positively affects award fee



Response to Class is Excellent

- Classes are consistently full
- Feedback is overwhelmingly positive
 - “This class is very effective in teaching what I wished I knew when I began my current job.”
 - “Great eye-opener; thanks!”
 - “Useful course, great discussions.”
 - “Hate to say this but make it longer and add more info!”
 - “I attended this training yesterday and I would highly recommend it for my entire staff. Although the training is not mandatory for qualification, anyone who works with issue closure, verifying issues, or performance assurance would benefit greatly”

Conclusions

- Processes are more than procedures – they are relationships between the program and line, between people
- Can't assume what's obvious to us is obvious to them
- To improve, must see the problem from the other viewpoint
- Like any relationship, the better and more honest the communication, the better the process becomes
- Training is a sustainable way to improve this communication