

# EFCOG

## PEER EVALUATOR TRAINING

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# OBJECTIVES

- 1. Define what an EFCOG peer evaluator is in accordance with the material provided in a computer-based training format.**
- 2. Name the phases of an evaluation process.**
- 3. List at least three important actions to take to make an effective interview.**
- 4. List at least three important actions to take to perform an effective observation.**

# PEER EVALUATORS

A peer evaluator is a professional DOE complex supervisor, or manager temporarily released from the responsibilities of his/her position to be a member of an EGCOG site evaluation team. The assignment usually is for a one-week period.

The peer evaluator uses his/her technical knowledge, experience, and judgment to critically evaluate site performance and to provide candid, professional, constructive comments to team members and site staff.

The peer evaluator accomplishes this by actively and fully participating in observations, interviews, document reviews, counterpart briefings, and team meetings.

# What is an Evaluation?

**To meet this purpose, each team has objectives to achieve.**

The principal objective of the team throughout the evaluation is to identify areas of performance that affect or can affect site safety and reliability. This is accomplished during the site visit by all members of the team participating fully in the evaluation process and identifying strengths and areas for improvement in site performance.

To meet the team's objectives, each team must evaluate the following;

- ✓ Knowledge and performance of site personnel
- ✓ Condition of systems and components
- ✓ Quality of programs and procedures
- ✓ Effectiveness of site management

## The Team Consists of...

For one person to evaluate all of those areas would be monumental, if not an impossible task. Thus the reason for the EGCOG evaluation team. A typical team consists of the following:

- Team Manager
- EGCOG Evaluators
- Peer Evaluators
- Host site Peers

# The Evaluation Process

✓ One Week On-Site

The evaluation process consists of:

- 1.Preparation
- 2.Site Visit
- 3.Report Writing
- 4.Exit Meeting

# SKILLS - Interviewing

- ✓ Prepare your questions in advance.
- ✓ Contact your interviewee in advance.
- ✓ Be on time for your appointment.
- ✓ Take an opportunity to break the ice.
- ✓ Maintain eye contact during the interview.
- ✓ Ask follow-up questions.

## TAKE GOOD NOTES

- ✓ Review your notes following the interview to add details and identify follow-up actions.
- ✓ You will be talking with many people, and it will become increasingly difficult to remember what you learned after several activities.
- ✓ Let them know when you are nearly finished.
- ✓ Summarize key points at the end.
- ✓ Validate interview information.

# SKILLS - Observations

What's an Observation? An activity in which we watch something or someone.

- ✓ The purpose is not to single out individuals, but rather to observe many activities to identify common themes.
- ✓ These common themes are used to identify gaps to excellence that could lead to areas for improvement.
- ✓ Note that many strengths also are identified through observations.

## **Observations are key tools for:**

- ✓ Observing work activities
- ✓ Documenting exceptionally good performance
- ✓ Documenting performance that does not meet expectation
- ✓ Communicating with the team and the site

## **TIME:**

- ✓ Is the job 2 shifts? Is the job at night? How much time do you have to observe? Should another team member observe some part of the job?
- ✓ During the observation, periodically write the time into your notebook. These can be used to correlate site responses and personnel actions noted by other evaluators in other portions of the site. Times can also be used to determine durations of activities and delays.

# SKILLS - Observations

## TEAMWORK

- ✓ Other team members may be useful in observing jobs with simultaneous, multi-location activities.
- ✓ When selecting an observation activity, consider if you will need support to see all you want to see.

|         |  |
|---------|--|
| Prepare | Think the activity through. Consider success factors and pitfalls you may want to be attuned to. Get familiar with what is going to happen by reviewing procedures and operating experience. Consider introducing yourself to the first line supervisor or the workers the day before the observation. |
| Observe | Be there to observe the shift turnovers, pre-job briefings, and area setup. Get familiar with the tag-out and radiation protection and processes.  |
| Delays  | Use delays to ask questions, to review related records & documents, and to observe supporting and surrounding activities. Don't forget to find out the reason for the delay--- that could be important.  |

# SKILLS – Observations

## Be Inquisitive

|              |   |
|--------------|---|
| People       | How they communicate, their attitudes, training effectiveness, and supervisor presence and effectiveness.                     |
| Surroundings | Look for other people or jobs, other equipment, environment, material condition, and housekeeping.                            |
| Processes    | Improvements that could be implemented, procedure use and control, and specialized equipment used to improve job performance. |

# SKILLS - Observations

Should we intervene in an activity during an observation?

IT COULD HAPPEN!!!

✓ Except in the case of **immediate hazard** to site equipment or personnel safety, peers should not interfere with personnel performance.

✓ But the principle is to be professional and not place doing an observation above personnel safety or site safety.

# SKILLS – Observations

## Questions to Answer

How effective are the individuals work practices, including tool use, housekeeping/cleanliness, industrial safety, and radiological protection?

Was a supervisor involved with the work activity? Did the supervisor correct the performance problems?

What training has the worker received to perform this task?

Why is the worker doing that? Is it the correct thing to do? Is there a better way?

Does the worker understand and meet site expectations on the use of procedures?

How many management personnel were seen during the observation period?

After observing the work activity and talking with the workers to fully understand what was observed, take the time to review and organize your notes...

This process typically results in the need for additional follow-up actions to resolve unanswered questions and to determine causes/contributors.

# Document Observations

## Parts of an Observation Report

This section describes the FACTS of what was observed. These are typically presented in numbered paragraphs with details of the problem or deficiency, details for perspective & understanding, and an indication of the consequences.

Each paragraph should be written such that the focus is on the problem and not on the individual.

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### Key Principles:

1. Order paragraphs by descending significance when describing facts.
2. Make the first sentence in a paragraph a clear summary statement of the thoughts described in the paragraph, to help focus readers' attention before they read the details.
3. List facts that go together to support a conclusion, sequentially, following a lead-in statement.
4. Use the same terminology and job titles as those used by the site.

### Example:

- ✓ A variety of materiel condition, labeling and housekeeping deficiencies were noted  
These included:
- ✓ A 6-inch valve hand wheel laying on floor just inside doorway of Pump Room. Three valves in the area are missing handwheels.
- ✓ Leaking (10 drops per minute) 2 ½-inch fire hose attached to common drain line for containment fan cooler flow gauges.
- ✓ Three wires from fan cooler flow gauges disconnected and hanging loose.

# Document Observations

## Parts of an Observation Report

This section of the Observation is used to record the positive aspects of the observed activity that result in a substantial benefit to improved performance and could be considered for developing a strength.

### EXAMPLE:

Technicians performing the radiation monitoring trending were observed doing the following:

- Technicians are trained on operating monitoring systems using computer programs for data tracking while in the field. This combination of knowledge and skills allows the technician to make on-the-spot identification of negative trends drastically decreasing response time.
- Three-way communications between the technician, radiation monitor engineer, and a supervisor were used during calibration tasks. Problems in data gathering techniques were immediately identified and corrected.

# Document Observations

## Parts of an Observation Report

This section of the Observation is used to track needed follow-up actions to resolve unanswered questions and to determine causes of identified problems.

This could include further discussions with workers or review of documentation such as procedures, work packages, or, training qualifications. After follow-up actions are complete, this section is deleted from the observation.

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### FACT

- ✓ Some work practices on the job were not conducive to reducing radioactive waste. The following examples were noted:
- ✓ Many tools were carried into the contaminated area although only three were used.
- ✓ The electrician took a large box of connectors into the contaminated area and did not use any of these items.

### FOLLOW-UP

- ✓ Determine whether a tool list is available for this PM. Check the supervisor's and electricians knowledge of site policy for tool list development and use. Determine whether non-use of tool list created a performance problem.

# Document Observations

## Parts of an Observation Report

The CONCLUSION section presents the evaluator's conclusions that flow logically from the itemized facts. The number's of the performance condition shortfalls statements that contributed to each conclusion are listed parenthetically after the conclusion statement. site management should be able to read this section and understand the significance of the observation. Conclusions should not be too general or global, and they do not make recommendations; conclusions should not apply beyond what was actually observed and are not broader in scope than supported by the facts in the observation.

### CONCLUSION

- A. Incomplete procedural detail, low quality drawings, and over-reliance on mechanical craft skill on an infrequently performed task contributed to inability to determine the proper installation method of oil packing in the charging pump and contributed to the oil leak during original maintenance.
  
- A. Work was prematurely terminated and pump repair delayed when procedural and work package guidance was inadequate to establish the proper conditions for pump repair.
  
- A. Discrepancies between documentation sources in the correct packing to use were not resolved in making the decision on how to conduct the pump repair.

# Collecting Facts

Facts are collected through three basic methods:

1. Observations
2. Interviews
3. Record Reviews

It is through the use of these facts that the evaluator can begin to identify areas that need further review –

**AREAS FOR IMPROVEMENT  
&  
STRENGTHS**

## **Think you've got an area for improvement?**

If you think you have found an area for improvement, discuss it with the lead evaluator, team manager, and other team members. This will help you decide your next step.

By the way, you'll also share areas for improvement and strengths during team meetings.

# Analysis

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✓ Analysis comes in different forms and you probably have your own methods you are comfortable with.

✓ Whatever your methods, make sure you take some time out of each day to reflect on what's happened and begin the process of finding out why things are the way they are.

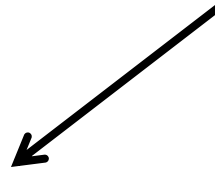
When doing an analysis, don't forget your most valuable resource of information and experience the team.

# Team Meetings

Daily team meetings are a forum for information exchange. It is here where you will share information of value with others and discuss key conclusions.



Your specific team's meeting agenda will be discussed in more detail during your in briefing. But in the mean time, here are a few tips for team meetings.



- ✓ Be brief and be prepared in team meetings – there is a lot of information to be shared.
- ✓ Listen and identify others who have additional information of value to you. Arrange follow-up discussions to get the details.
- ✓ Voice your opinion. Differences of opinions frequently lead to better results for the site.

# Behavior Expectations

CASUALTIES

Team members are to follow directions from the site. Unless we are specifically directed through the team manager, team members are to stay out of the way of casualties.

SITE  
RULES

Team members are expected to follow site rules, policies, and requirements at all times. This includes fitness-for-duty, security, radiological protection, and industrial safety.

PROFESSIONALISM

Team members need to show the highest level of professionalism, sensitivity, and avoidance in insensitive and inflammatory words and sarcasm when communicating during the evaluation – both with the site staff and within the team.

# Behavior Expectations

|                          |  |
|--------------------------|--|
| CONFIDENTIALITY          | Confidentiality associated with evaluations is a must. In order to maintain that confidentiality, all industry peer field notes are to be turned over to the lead evaluator or destroyed at the end of the evaluation. |
| OPERATING SITE EQUIPMENT | Team members are not to operate site equipment under any circumstances, including opening cabinets or equipment access doors, moving a switch to get a meter reading, and checking oil with a dipstick                 |
| PERSONNEL                | Team members are not to discuss personnel performance with site personnel. This includes our opinion of the performance of any individual for any reason. Not even a hint.   |

# Behavior Expectations

PEERS & HOST  
PEERS

It is important to understand, especially host peers, that as an EGCOG team member, you may not coach or intervene during an observation of site personnel (as you might do in your normal role) unless there is an immediate concern for personnel or site safety.

MANAGEMENT  
ISSUES

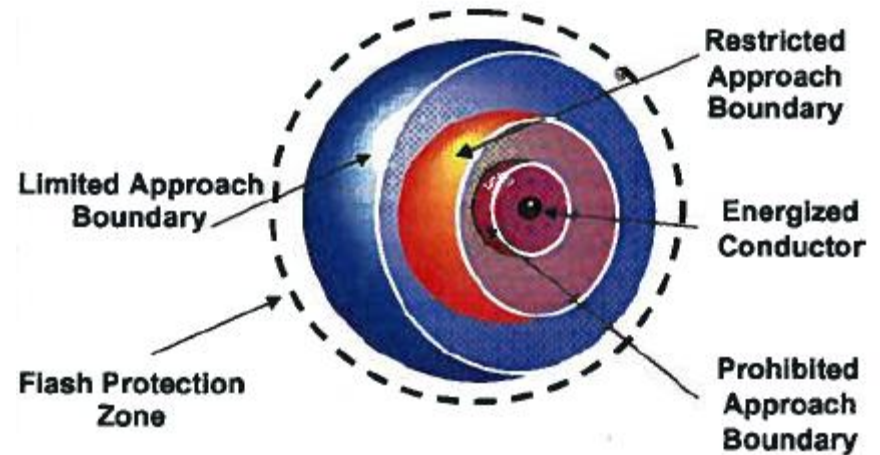
All teams members are expected to contribute to identifying and developing cross-functional and functional issues.

# ELECTRICAL SAFETY

The primary expectation for EGCOG staff in the field is clear:

EGCOG team members will only **OBSERVE** work on energized electrical equipment while outside of the posted Flash Protection Zone.

Access past the flash protection, limited approach, or prohibited boundaries for EGCOG team members is not allowed.



# ELECTRICAL SAFETY

When observing work on energized equipment in the field:

## Control Work

Is work with relays, switches, metering, and instrumentation. Typically is in a separate panel or compartment and not mixed with power circuits that would supply larger loads, like motors.

Includes AC and DC circuits from 50 to 240 volts. Observe energized circuit from: 4 feet.

## Switchyard Work

Observe live switchyard work of grounding or voltage testing from at least 50 feet away from the work.

Walkdowns – It is acceptable to walkdown a switchyard during operation from the ground clearances.

# ELECTRICAL SAFETY

When observing work on energized equipment in the field:

## Battery Work

Observe special tests, such as load tests from a distance of 10 feet.

Observe battery surveillances on the cells and minor maintenance from 4 feet.

Follow site procedures and escort direction for the situation. Wear PPE as directed.

Do Not Enter past and Flash Protection Boundaries.

Remember – EGCOG team members are classified as:

**UNQUALIFIED ELECTRICAL  
WORKERS**