

The Role of the EFCOG Peer in the Site Assistance Process

A peer is a work control/ manager temporarily released from the responsibilities of his/her position to be a member of an EFCOG site assistance team.

There are two types of peers: Industry peers come from DOE Sites other than the one being assisted. Host peers are from the site being assisted. The assignment usually one week.

Industry and host peers are relied on heavily by the assistance team because of their technical expertise and current experience. They bring up-to-date, hands-on knowledge and perspectives to the assistance team. The specific role of the individual peer evaluator is tailored based on his/her unique background and capabilities to best support the team. The assistance process is sufficiently flexible to allow the peer to investigate areas of personal interest, as well as site performance in his/her assigned areas.

Secondary benefits of being a peer are the enhancement of the prestige and professionalism of workers within the DOE complex and the broadening and development of their experience and perspectives.

The host peers bring additional expertise and experience to the team because of their in-depth knowledge of the site. Also, host peers help the team become familiar with the site organization, policies, procedures, processes, and practices.

The principal objectives to be accomplished during the site visit by all members of the team are to participate fully in the assistance process and identify strengths and areas needing improvement in site performance. The focus of the team throughout the visit is on areas of performance that affect site safety and reliability. An additional objective of the industry peer is to identify ideas, practices, or procedures that may be of assistance to the peer's site. Host peers provide added benefit to the site following the assistance, in that they bring to the development of corrective actions a thorough understanding of all team suggestions, as well as team perspectives regarding underlying causes and likely effective corrective actions. They also often participate in site self-evaluations of the effectiveness of the completed corrective actions.

The keystones of the assistance process are the observations, interviews, and site document reviews used to gather information. Peers are encouraged to participate fully in these activities, including independently conducting observations, interviews, and document reviews, and preparing written reports to share the information gathered with the team and with the site staff.

The schedule for a typical one-week site visit includes the following activities:

First week

Monday

- Complete site in-processing
- Conduct entrance meeting with maintenance / work control staff.

The Role of the EFCOG Peer in the Site Assistance Process

- Meet counterparts, and tour the site with them.
- Begin assistance visit.

Tuesday through Thursday

- Perform observations, interviews, and document reviews.
- Brief counterparts daily on facts gathered to date, and on resulting strengths and areas for improvement.
- Participate in team meetings.
- Depart site Friday afternoon.

Friday

- Brief counterpart and site vice president/site manager.
- Depart site after giving counterparts the opportunity to provide any last comments or feedback on results of the visit.

Summary

The peer will use their technical knowledge, experience, and judgment to provide candid, professional, constructive comments to team members and site staff. The peer can best accomplish this by actively and fully participating in observations, interviews, site document reviews, counterpart briefings, and team meetings.

Assist Visit Principles

These principles on the conduct of EFCOG assistance for member sites are provided to all assistance team members. They are intended to address the major aspects of the assistance process, not to provide a detailed description of every activity and task that must be performed.

1. The EFCOG assistance team and utility counterparts establish, in partnership, the scope and objectives of the assistance visit activities. Interactions with the team leader, the senior representative, or the department manager, and his counterpart are conducted in a manner that provides a clear agreement on the purpose of the assistance visit and the scope of the product (report).
2. The assistance team and their counterparts mutually identify and agree on materials and resources needed to conduct the assistance visit and to develop a plan to achieve the objectives and purpose of the assistance.
3. Team members (team leader, EFCOG and industry peers, and host peers) are selected on a basis of knowledge of and experience in the area of assistance. Their active participation is highly valued and encouraged.
4. Interactions among team members and utility personnel are conducted in a manner that reflects the highest levels of mutual respect, objectivity, professionalism, and courtesy. Team members are mindful that,

The Role of the EFCOG Peer in the Site Assistance Process

individually and collectively, they represent EFCOG and the nuclear industry in all interactions.

5. Team members perform their work thoroughly and take ownership for the effectiveness of the assistance they provide. They consistently strive to help utility personnel understand improvement opportunities, change-management principles, and practical first steps toward achieving improvement. Likewise, feedback from utility personnel is actively solicited and thoughtfully considered.
6. Team members cooperate with others on the team and with the utility to actively promote a productive, harmonious relationship that encourages open communications, energy, and teamwork. This cooperation results in visit suggestions for improvements that are solution-oriented, specific actions that are owned by utility personnel and ready for implementation.
7. Appropriate EFCOG managers are given clear follow-up information related to additional assistance that may be needed to address any other degraded or declining performance areas.