



Establishing and Using Performance Expectations to Drive Improvement in Issues Management

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**Joint ISM &QA and
Contractor Assurance Working Group**

CH2M HILL Plateau Remediation Company

CH2M HILL's mission at Hanford is to decommission and remediate the Central Plateau, 100K Area, 400 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
- Sludge Treatment Project



Closing Performance Gaps

- CHPRC embarked on series of actions to resolve performance gaps in the Issues Management (Corrective Action) Program through:
 - Increased program awareness and understanding
 - Improving our ability to proactively identify future performance issues
 - Improving management and worker engagement
 - Identifying, and measuring against, performance standards
 - Instilling issues management as “core business”

Why the Need for Change?

- We *assumed* that our managers and workers understood the purpose of our issues management (corrective action) program
- We *assumed* that complying with procedures would lead to an effective product/outcome
- We *assumed* that we understood the causes of our issues
- We *assumed* that corrective actions, especially *more* actions, would prevent issues from recurring

What Performance Gaps?

- Significant events at unacceptable levels
- Significant issues, many identified by others
- Recurring problems (R-Type Occurrence Reports)
- Perceived high workload in performing cause evaluations and developing corrective actions
- Increasing owner/regulator scrutiny, oversight and issue identification
- No evidence of performance improvement

The Traditional Approach

- Traditional roll-out strategy would be to
 - Develop (or assume) a consensus on expectations
 - Develop a procedure
 - Prepare and deliver training for the procedure
 - Unleash the process
 - Perform a compliance assessment

Expectations
TOOL
TRAINING
Reinforcement

A Different Approach

- Instead, CHPRC took a different approach

EXPECTATIONS
TRAINING
TOOL
REINFORCEMENT

Developing Expectations

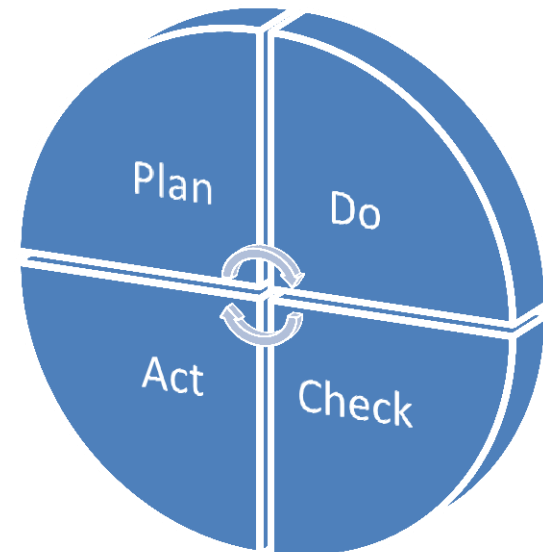
- Benchmarking and Virtual Benchmarking
 - DOE and commercial nuclear industry contacts
 - CAPOG-Corrective Action Program Owner's Group (<http://nppd.com/capog/>)
 - Institute of Nuclear Power Operations
- Qualitative Expectations
 - Effectively prioritize, analyze, and efficiently resolve identified problems and issues
 - Approve corrective action plan in a timely manner
 - Review trending data to identify emerging trends and submit a condition report to support improvement actions
- Quantitative Expectations
 - Performance Metrics...a work in progress

Training

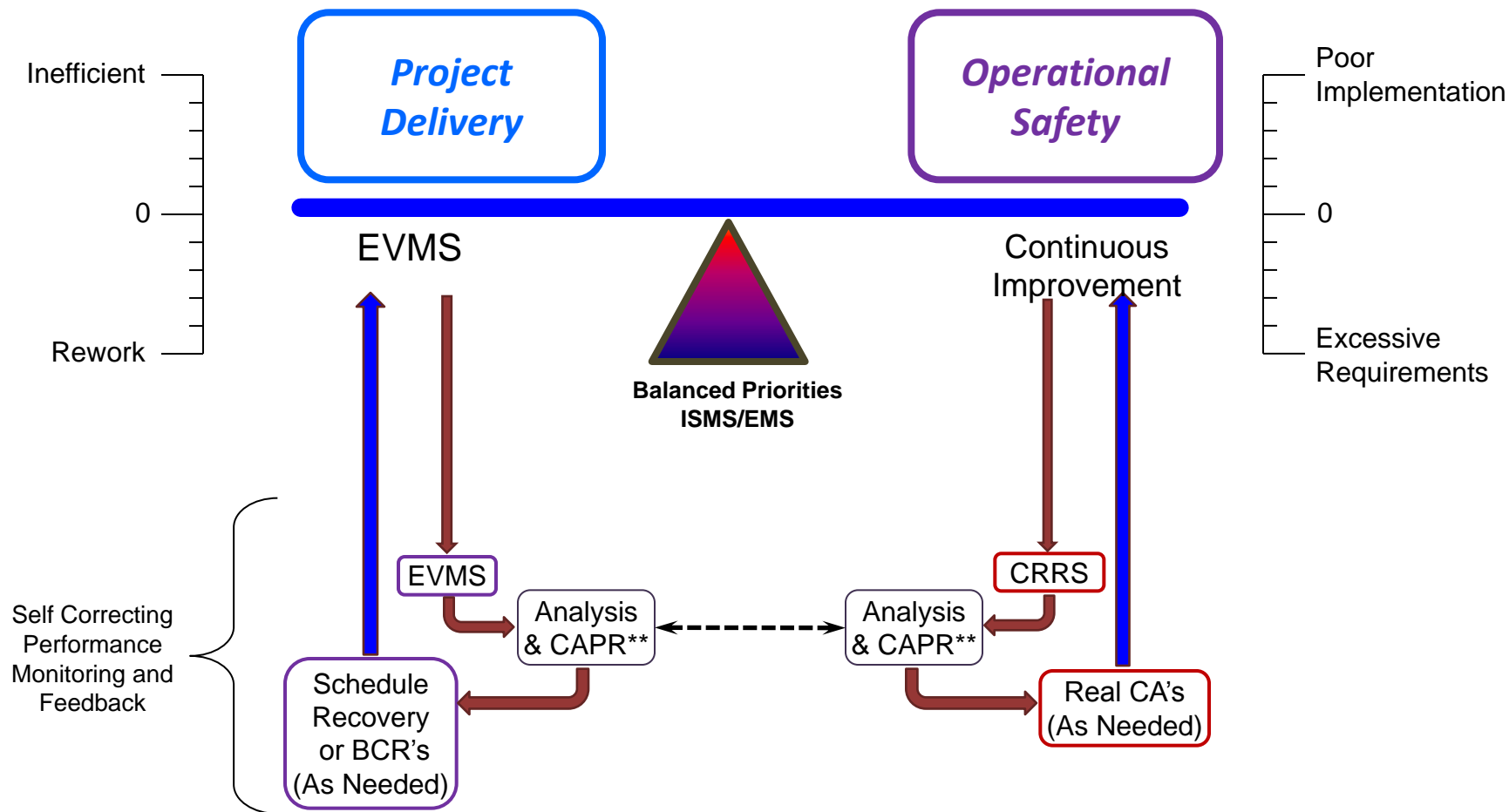
- Tiered training
 - Senior Management Team –Salient approaches and talking points
 - Managers-What's in it for me! The WHY of expectations and issues management concept
 - Cause Evaluators-Detailed approaches and hands-on workshop
- Training attendance reinforced through communication and direct involvement of Senior Management Team
- Re-set on Cause Evaluator training-No grandfathering
- Qualified Root Cause Team Leaders

Feedback and Improvement

- Senior management buy-in
- Communicate expectations (training)
- Feedback from managers and workers
- Iterate
- Revise/improve



What are we trying to achieve?



**Corrective Actions to Prevent Recurrence

Tools

- Unusual positioning of “tool” following “training”
- Training was NOT performed to the steps of the procedure
- Training used to reinforce and communicate expectations
- Expectations iterated and included in procedure and guide

Tool (continued)

- CHPRC documents were revised to capture the framework:
 - Issues Management Procedure
 - Detailed “Issues Management Reference Guide” emphasizing the WHY of issues management
 - Performance Analysis (Trending) Procedure
 - Lessons Learned Procedure
- The documents incorporate the conceptual changes presented in the training sessions

A Balancing Act

- Configuration Management Challenge
 - Training information and handouts
 - Training dialogue, student feedback and lessons learned
 - Re-connecting with early learners
- Expectation-Compliance Challenge
 - Developing a future vision of procedure changes
 - Remaining within the compliance envelope
 - Remembering that it is ALWAYS about performance!
- Software Changes to align with process

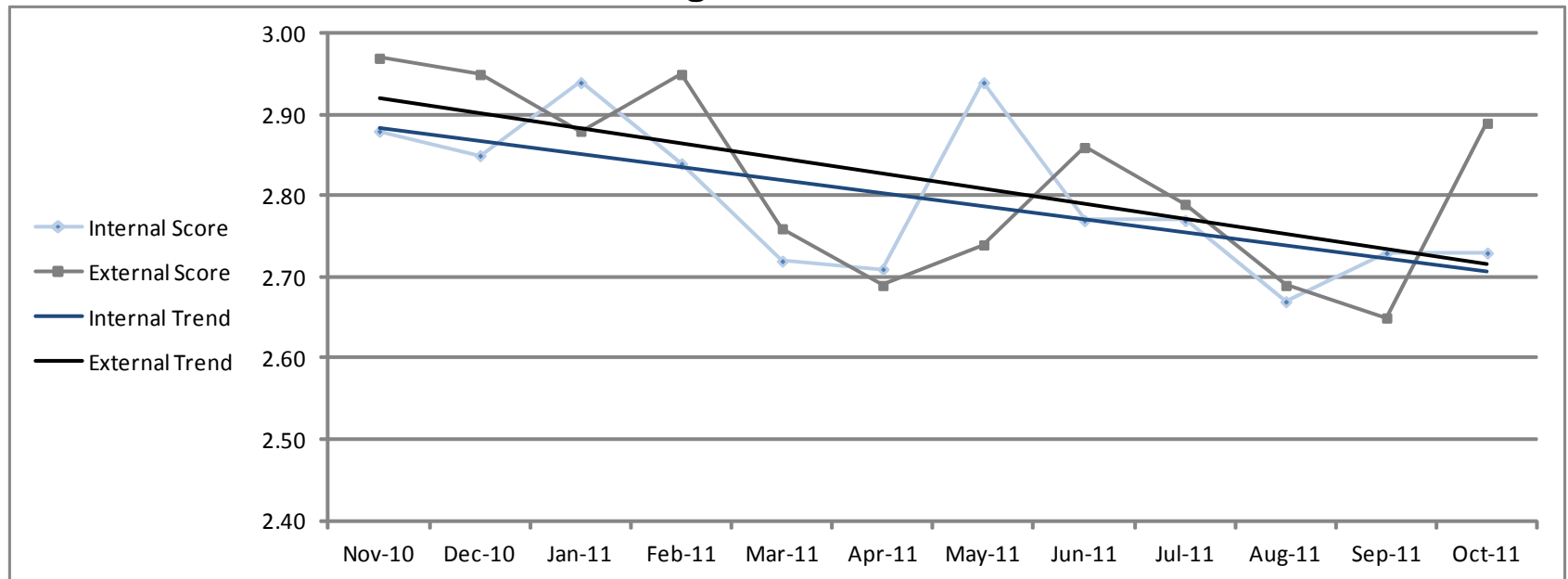
Reinforcement

Ongoing demonstration of performance:

- Cause Evaluation and Condition Report Review Sheet
- Condition Report Closure Review Worksheet
- Executive Safety Review Board
- Corrective Action Review Boards
- Project Continuous Improvement Meetings
- Issue Management Forum
- Trend Working Group
- Effectiveness Reviews
- Corporate Assessments

Where are we?

Overall Significance Level



| | Nov-10 | Dec-10 | Jan-11 | Feb-11 | Mar-11 | Apr-11 | May-11 | Jun-11 | Jul-11 | Aug-11 | Sep-11 | Oct-11 |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Internal Score | 2.88 | 2.85 | 2.94 | 2.84 | 2.72 | 2.71 | 2.94 | 2.77 | 2.77 | 2.67 | 2.73 | 2.73 |
| External Score | 2.97 | 2.95 | 2.88 | 2.95 | 2.76 | 2.69 | 2.74 | 2.86 | 2.79 | 2.69 | 2.65 | 2.89 |
| New CRs (Screened) | 310 | 361 | 332 | 295 | 410 | 296 | 354 | 345 | 224 | 354 | 263 | 207 |
| Self-identified | 89.4% | 82.0% | 79.5% | 79.3% | 89.0% | 83.5% | 81.6% | 89.3% | 84.8% | 87.5% | 88.2% | 90.8% |
| CRs Closed | 341 | 329 | 389 | 310 | 392 | 312 | 386 | 421 | 298 | 403 | 296 | 212 |
| Sign/Adv CRs Backlog | 261 | 270 | 244 | 243 | 206 | 190 | 165 | 130 | 123 | 101 | 96 | 84 |

Outcomes and Success Factors

- The Picture of Excellence is Well Known
- Problems are Prevented and Mistakes are Avoided
- Performance Gaps are Thoroughly Analyzed and Efficiently Solved
- Performance Improvement is Ingrained as Core Business