Assessment Processes for Feedback and Improvement

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Purpose

- Expectations
- Overview of Fluor self-assessment program and activities
- Requirements
- Technical competencies
- FH corrective action management program
Expectations

- Line management ownership
- Line management accountability
- Do work safely
- Strong assessment program
  - Management assessments
  - Independent assessments
Current Program Status

- Program performance in fiscal year 2003
  - Functional areas not consistent or comprehensive
  - Programmatic and systemic issues still evident
  - Not adequately integrated with RL oversight

- Program enhancements for fiscal year 2004
  - Integrated Evaluation Plan
  - Quality vs. quantity
  - Monitoring performance for emerging issues
Requirements

- Contractual requirements
  - DOE Order 414.1A, *Quality Assurance*

- Implementing document
  - HNF-MP-599, *Project Hanford Quality Assurance Program Description*
DOE N 226.1, Implementation of DOE Oversight Policy

- Current program has fundamental elements
- Would need additional rigor
- Working with RL to identify the potential changes and impacts from DRAFT contractor requirements document
Topics Assessed

- Integrated Safety Management System
- Configuration management
- Engineering program
- Operations
- Maintenance
- Radiation protection
- Fire protection
- Packaging and transportation
- Acquisition management
- Waste management
- Nuclear safety
- Quality assurance
- Training and qualification
- Emergency management
- Safety management programs

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Frequency

- Each topic assessed minimum of once during a three-year period
- Integrated Evaluation Plan (IEP) details fiscal year plan by quarter, type of assessment, and functional area
- Monitor performance monthly
- Use monthly and quarterly metrics to update Integrated Evaluation Plan as needed
Assessments

FH self-assessments completed in fiscal year 2003

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Management Assessment

- Opportunity to improve the quality of the organization’s systems, processes, and programs
- Determine if systems, processes, and programs are being implemented
- Determine if the Integrated Safety Management System is continuously improving and functioning properly
- Senior managers look at management systems; first line supervision assesses for compliance
- Requires lines of inquiry; recommends using independent assessment performance objectives and criteria
Independent Assessment

- Performance-based assessments
  - Readiness Activities
  - Vital Safety Systems
  - Functional areas (e.g., QA, RadCon, S&H) using established performance-based objectives and criteria
  - Targeted assessments for emerging issues
- Measures adequacy of work performed and compliance to requirements
- Evaluates quality programs, items, and services of subcontractors and suppliers
- Evaluates effectiveness of Management Assessment program
Staffing and Competency

- **Staffing**
  - Recently centralized staff to establish core competency
  - Core augmented by subject matter experts as needed

- **Training**
  - Management assessment
    - Management experience
    - Functional knowledge
    - Training on management assessment program
  - Independent assessment
    - Demonstrated technical competencies for assessment areas
    - Formal training and qualification program
      - Classroom training
      - Infield training under guidance of qualified personnel
      - Formal management approval
Issues

Issues identified by all oversight activities in fiscal year 2003

- External Reviews: 20%
- Independent Assessments: 40%
- Management Assessments: 40%

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Integrated Evaluation Plan

- Basis to assure coverage of functional areas
- Database identifies (Contractor, DOE and other external) assessment activities
- Monitoring and reporting tool for managing the assessment program
  - identifies gaps in overall assessment program
  - provides assessment activity reports
- Schedules revised based on emerging issues, performance, organizational changes, external assessments

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Summary

- Multi-tiered assessment program involving all levels of management and workers
- Management and Independent Assessment programs fundamental elements of Integrated Safety Management System
- Identifies and implements opportunities for improvement
- Performance, measures, and commitments for fiscal year 2004 include management assessments and independent assessments

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