

# EFCOG Work Management Task Group

## Site Assist Visit Guide

April 11, 2018 – Revision 1 (DRAFT)

### Objective and Goals

The Assist Visit is intended to allow the EFCOG Work Management Task Group (WMTG) to assist the host site in evaluating the effectiveness of Work Planning and Control (WP&C) implementation at the host site.

Once a hosting site is identified and a date for the Assist Visit has been finalized, the hosting site and assessment team will determine specific lines of inquiry based on the needs of the host organization and the performance expectations outlined in Appendix H of DOE-HDBK-1211-2014. These Lines of Inquiry will be made available to the Assist Visit host site organization as soon as possible prior to the Assist Team arrival for start of the field work.

Assist Team composition should include 6-8 team members, along with properly vetted observers from either the host site or other DOE Complex nuclear sites, as agreed upon by the Team Lead and the host site. The Chair of the EFCOG WMTG is the assist visit team lead, unless delegated. At least one team member should have background/experience in Human Performance Improvement (HPI) theory and techniques. The Team Lead is responsible for the Assist Visit, including in-brief and out-brief preparation/presentation, data collection, and other required activities. Team Members support the Team Lead as requested.

Host site pre-requisites should be completed in sufficient time (preferably six weeks) prior to the Assist Visit to allow for suitable support, logistical arrangements, and should include:

1. Self-identification and reference points for Program Definition criteria.
2. WP&C processes and procedures sent ahead for the team's use (e.g. work packages, program controlling documents, operations procedures, etc.)
3. Team badge requests sent for required team information and processed
4. Coordination conference call with the team to address logistics, required PPE, possible work observations, proposed interview schedules, and discussion of site safety and security requirements.
5. Escorting requirements and needs established and in place.

Below is an outline of a typical schedule for the Assist Visit

1. First Day of Assist Visit typically includes the following:
  - Team badging must be completed early to allow site access.
  - Host Site In-Brief – may include the following:
    - Safety and security briefing for facility access
    - Overview of the individual Site and Organization Structure (including a “windshield” tour of in-scope facilities)
    - Type of work activities planned
    - Listing planning meetings (POD, POW, etc.) and locations
    - Briefing of current WP&C process/procedures
    - Copies of work activity schedules for the week (Maintenance, Construction, Operations, Research & Development, and Decontamination & Demolition)

- Specific areas that hosting site would like the Assist Visit Team members to review with proposed activity and interview schedule for discussion
  - EFCOG Work Management Team Overview (Presented by the Assist Visit Team Lead)
    - Introduce Team Members
    - Review purpose of Assist Visits
    - Review daily meetings and Out Brief process
  - Finalize Logistics and Team member schedules for observations/interviews (typically completed prior to lunch)
  - Using accepted Lines of Inquiry and facility based implementing procedures and policies, Team Members begin observations and interviews. Activities that should be considered as part of the visit may include:
    - Team Members are to review actual work orders, associated procedures and WP&C documents.
    - Team Members are to observe work planning team meetings, walk-downs performed of the work site, pre-job briefings, field work performance, and post-work review meetings, plan of the day/week meetings associated with work being performed in the field. Team Members are not to interfere with the conduct of meetings, work, or walk-downs, but rather observe from an appropriate and safe distance.
    - Team Members are to interview work planners, work supervisors and workers. Interviews should be scheduled to ensure work is not interrupted, and personnel time is respected.
  - End of day Team meeting - Team Members report back to Team Lead with comments regarding specific criteria within Program Implementation worksheet.
  - Team Lead will begin to compile comments and identify areas for potential follow up or where additional interviews or observations may be required.
  - Determine observation/interview schedule for following day (prior to end of day)
  - Collect and develop the bulleted listing of information for the day's activities
2. Days two and three of Assist Visit typically includes the following;
- Team members continue with observations and interviews
  - End of day team meeting - Team Members report back to Team Lead with comments regarding specific criteria within Program Implementation worksheet.
  - Team Lead continues to compile comments and identify areas for potential follow-up or clarification.
  - If additional interviews or observations are required, ensure these are scheduled for the following morning.
  - Collect and continue to develop the bulleted listing of information for the day's activities
3. Final Day of Assist Visit typically includes the following;
- Team Lead reviews all data collected and ensures all criteria as been reviewed and feedback is documented for use, as determined by the host site
  - If additional interviews or observations were required, ensure they are completed, prior to finalizing report out. Successive interviews to confirm previously obtained information may be necessary.
  - Once all data is collected and entered into the worksheet, Team prepares an out brief presentation that is presented to and left with the host site's management team
  - Team turns over all documentation to host site, and only publishes (for wider distribution) the positive summary of the Assist Visit and any noteworthy practices documented during the visit.

- Collect and finalize the bulleted listing of information for the day's activities

The Team Lead and Team Members will brief the Work Management Task Group at the earliest opportunity, and include any noteworthy practices that were identified that should be considered as Best Practices. These Best Practices will be included in a report out to the ISMS Working Group and also posted on the Work Management Task Group's web site. Strong consideration should be given to each Team Member providing a trip report or briefing to their home organization's Line Management upon return.

ATTACHMENT 1 – Typical LOIs

ATTACHMENT 2 – In Brief Template

ATTACHMENT 3 – Out Brief Template

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