The LLNL Work Planning and Control Process

November 7, 2017



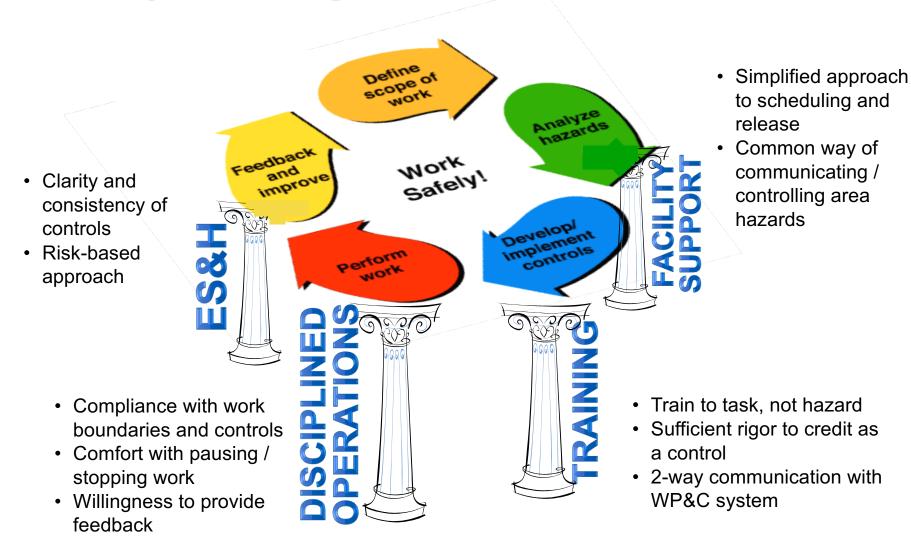




Lawrence Livermore National Laboratory



Work Planning and Control relies on other key management processes



We have 3 categories of work at LLNL

Mission Work



~1100 Authorized Activities

Laboratories, Shops, Field testing, HE fabrication / machining / testing, NIF operations, Pu facility

- Replace current IWSs with new WCDs (Permits, HCPs, WPROs), facilitated by a Work Planner
- Implement area-by-area over several years

Service Provider Work



50+ Work Groups

Custodians, Landscapers, IT desktop, Telecommunications, Crafts

- Replace current IWSs with Competent Worker qualifications and Site-Wide Worker concept.
- Permit non-routine work
- Implement all at once

Subcontracted Work



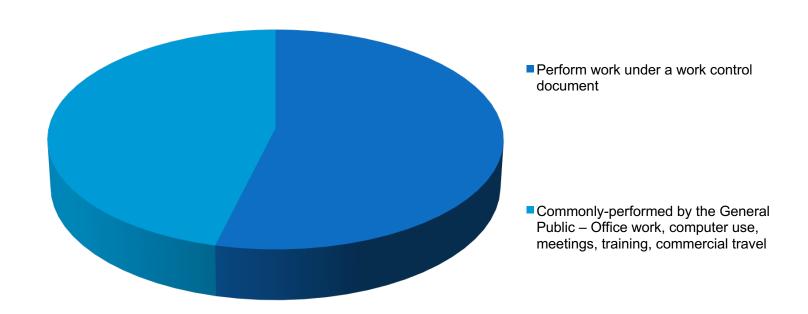
~350 Authorized Activities

Calibrations, Service contracts, Deliveries, Procure / Install, Construction

- Continue to operate under Doc. 2.5 for couple of years
- Utilize certified RIs / STRs
- Investigate incorporating Work Planners

About half of the Lab's workforce performs work under formal work control

 46% of LLNL workers (3000) do not work under formal work control documents

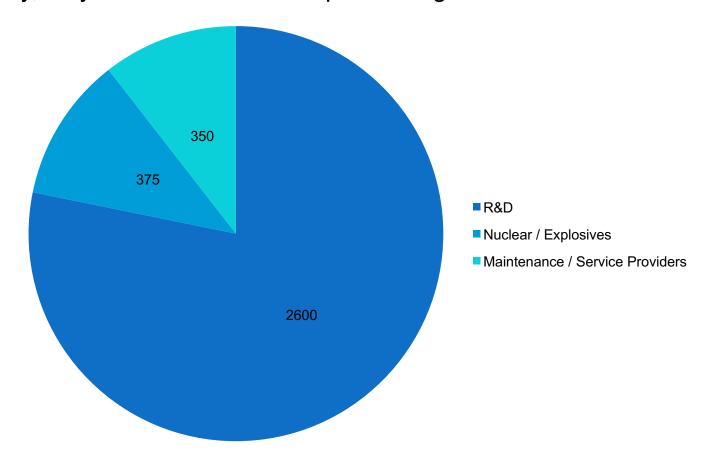


The majority of LLNL workers support mission work

 Of the 3500 workers who do work under a WCD, 90% are supporting mission work. Only 11% of workers under a WCD work in nuclear or high-hazard operations

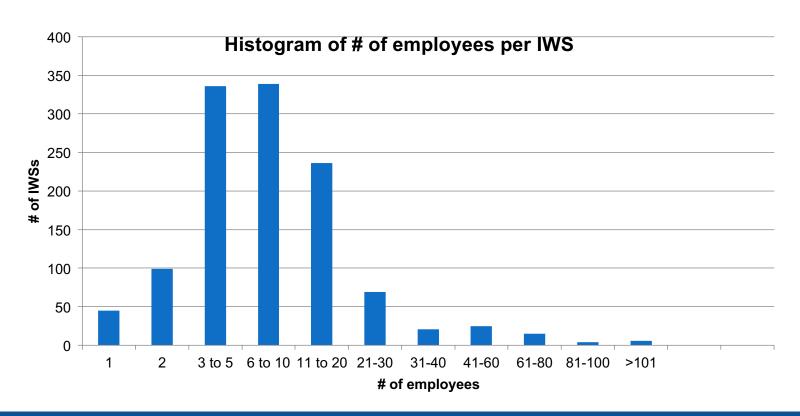
Additionally, only 10% of workers are performing maintenance and modification

work

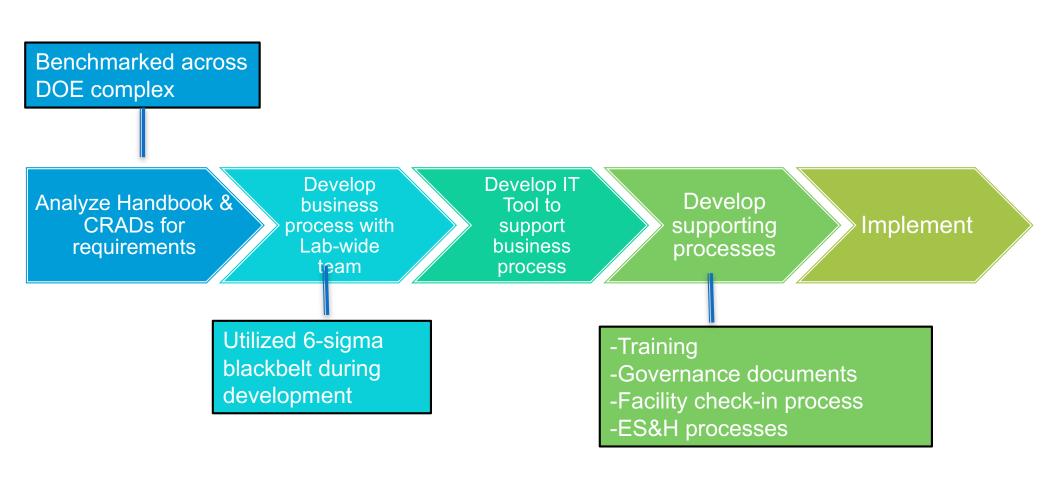


Tailoring of hazards to the work is why we have so many IWSs

- 41% of all activities have 5 or less workers
- Only 12% of activities have >20 workers. Only 6 exceed 100



We followed a systematic approach to refreshing the WP&C system



We have continuously revised our business processes and implementation schedule based on lessons-learned from pilot efforts

WCDs are key to helping workers get the job done safely



- Credit workers for training and qualification.
- Do not repeat controls for common, low-risk hazards.
- Focus on the critical controls for higher-risk hazards.

The WP&C planning process ensures that WCDs are clear and concise and useful to the worker.

Facility Managers must de-conflict and release work



- Schedule, de-conflict, and release work with the potential to impact the facility.
- Room Responsible Persons serve as the FM's "local" de-conflict and release function.

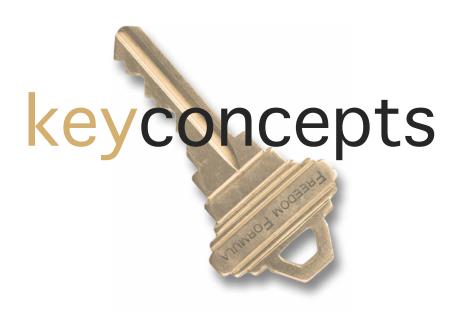
We created a single, institutional process for scheduling, release, and check-in.

Workers must work within an environment of disciplined ops



- Understand the work scope, hazards, and controls.
- Workers stop or pause when work scope begins to creep, new hazards are identified, or when work cannot be performed as planned.

The WP&C system relies on disciplined operations to ensure workers work within the approved work scope and controls.



Qualified Work Planners



What?

- Specialists with broad general knowledge and experience in ES&H, facility operations, and program work activities.
- Core curriculum with endorsements for higher hazard, maintenance, off-site, and subcontractor work.

Why?

- We weren't very good at planning work.
- Shifts Work Supervisor focus to disciplined operations.
- Focuses ES&H intellect to higher hazard work.

The Work Planner leads the work planning process to ensure quality, and is the lynchpin of the WP&C process.

General Worker Training



What?

 Training curriculum, based on a General Hazard Analysis, that includes Hazard Communication, PPE,

Waste Management, and General Hazard Awareness.

 All workers on a WCD must complete this training.

Why?

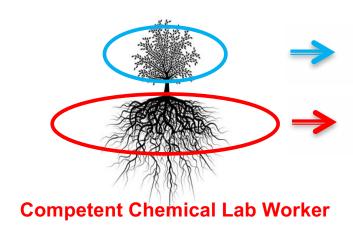
 Work control documents had lost focus on what workers should really worry about.

Competent Workers



What?

 Safety qualification that includes many of the commonly performed tasks within a work discipline.



- Use toxic gases in synthesis
- Use HF
- · Work with nanomaterials
- Using corrosives and solvents at the bench scale
- Wipe cleaning
- Storing chemicals
- Using / storing gas cylinders
- · Using cryogens
- Laboratory work with sharps

Why?

 Credits worker SKAs and focuses WCDs on unique tasks, hazards, controls.

Competent Worker becomes a control in a WCD for commonly performed tasks.

Competent Workers



There are two flavors of Competent Workers.

Mission-focused

- Biosafety
- Chemical Laboratory
- Laser
- Electronics
- Electronics Fabrication
- Mechanical

Site-Wide Service-focused

- All Trades
- Security Alarms and Locksmiths
- Telecommunications
- IT Network-Data Center
- Haz/Rad Waste Field Services
- Material Distribution
- Mail Services
- Technical Documents/Inspections

Competent Worker becomes a control in a WCD for commonly performed tasks.



Work Screening

What?

- Set of 15 questions asked very early in the planning process to identify long-lead and high impact items.
- Questions focus on facility safety basis, infrastructure needs, new equipment and materials, environmental impacts

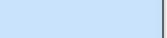
Why?

 Work supervisors often did not understand the requirements to start up new work.

Ensures a complete understanding of what is required to start a new work activity.

A control is not a control is not a control





Today's "Controls"

Actions for Work Supervisors

- Post the beryllium storage area.
- Have the PRD tested

Prerequisites for the Worker

 Verify that the chemical fume hood is working and within annual testing date.

Controls for the Worker

 Wear safety glasses with side shields and nitrile gloves when wet wiping.

Pre-Job Talking Points for the Work Team

 Look up for overhead obstructions and live electrical systems.

Task-Based Job Hazard Analysis (JHAs)



What?

- Task-level hazard analysis that forms the core of the Work Control Document (WCD).
- Includes bounding conditions, prerequisites, hazards, controls, actions, pre-job talking points, task notes.
- Presents action-based information about a task in a clear, concise format for workers and work supervisors.

Why?

Workers had to hunt for controls in their work documents.

[EXPL02] - Handle explosives; excludes large charges and primary explosives

Task Description:

Manually handle contained explosives and/or

Boundary Conditions, this task does not include:

- Activities requiring respiratory protection (other than voluntary use of an N95).
- Carrying explosives up and down stairs when not in protective containers.
- Working with:
 - Molten explosives,
 - o LEI, and
 - o Primary explosives.

Related PATs:

The following hazards were not analyzed in this task, but may be commonly encountered when performing this work:

- [AWCEXPL] Explosives Work Area
- [EXPL06] Prepare an explosives area for new, non-routine work activities

Task Notes:

This is used to document assumptions made during analysis or other technical details.

"The HE CERT Role must be added to the WCD either as an activity-wide certification or task-level certification before this PAT can be used. "If handling Explosives that are known or suspected to release harmful vapors or particulate (eg. Comp B, TNT, DNT) contact the ES&H team Industrial Hygienist to determine appropriate controls, including the potential need for respiratory protection.

Prerequisites:

- Verify that hand trucks and carts that will be used to move explosives are approved for use with explosives.
 - Tag and remove damaged hand trucks and carts from service.
- Verify that the building weight limit will not be exceeded when explosives are being weighed, packaged, or transferred concurrent with a contact operation in an adjacent cell.

First-Aid & Emergency Information:

None

Hazard ID / [Risk Level]:

- Assembly/Device/Article High Energy Initiator
- Bare Explosives IHE
- Bare Explosives Liquid
- Bare Explosives Powder
- Bare Explosives Secondary
- Bare Explosives Slurry
 Bare Explosives Solid
- Bare Explosives >10mg -
- Class II (Moderate Accident Potential)
- Class III (Low Accident Potential)
- Containerized Explosives
- Ergo Awkward Positions
- Ergo Force (Lifting/Pushing/Pulling/Gripping)
- (Lining/Pushing/Pulling/Grippir
- Ergo Repetition
- Explosives Area
- Pyrotechnic

Hazards & Environments Aspects:

- Explosives are energetic materials that can react violently and cause personal injury or property damage from unintentional or inadequately controlled ignition or explosion.
- Explosives may be toxic, with exposure pathways through inhalation of dust or vapor, ingestion or skin contact. Improper handling can result in systemic poisoning or skin irritation.
- Lifting loads <30 lbs., with occasional lifts up to 50 lbs., several times daily may result in strain/sprain or overexertion injury.
- Handling may require work in awkward or cramped locations.

Engineering Controls:

None

Administrative Controls:

- . Minimize the handling and drop distance in all manual explosive handling situations.
- Use proper lifting techniques.
- Use 2 or more people to lift items weighing more than 55 lbs (25 kg).
- Limit the frequency and duration of manual lifting. Provide adequate recovery time between lifts.
- Take stretch breaks at least every 30 minutes when tasks require that an awkward posture be maintained, that excessive force (pulling, pushing, lifting, kneeling) be applied, or when using hand tools continuously for greater than 2 hours duration.
- Clean explosives work areas, equipment, and benchtop work areas at the end of the activity.
- Wash hands prior to eating, drinking, smoking, or using the restroom facilities.

PPE Controls:

. [BMP] Wear nitrile gloves when handling bare explosives.

Environmental / Waste Controls:

None

Training Controls:

- WC ERGO AT-RISK
- WC BACK CARE

Pre-Approval Actions:

 Contact Explosive Safety Engineer to obtain approval of new hand trucks and carts that will be used to move explosives, and clearly mark equipment as approved.

Post-Approval Actions Actions:

None

Ongoing Actions:

 Perform and document annual visual inspection of all hand trucks and carts used to move explosives.

Pre-Job Talking Points:

- Minimize the handling and drop distance in all manual explosive handling situations.
 - Use protective padding around the work area, when feasible, to minimize impact if the item is dropped.
 - o Remove trip hazards over the path of travel to minimize impact if the item is dropped.
 - Do not manually handle explosive items that cannot be securely gripped.
 - Use hand trucks or carts when transporting material for long distances, and when the item cannot be securely gripped.
 - Carry explosives up or down stairs only when in protective containers.
- Verify explosive materials are properly labeled.
 - If the explosive material label is missing or unidentifiable, pause work and notify the Supervisor and/or ESE. The explosive material must be identified prior to resuming work
- Promptly report any discomfort to your Supervisor. Do not lift if you are experiencing discomfort in your back, neck, arms or legs.
- Size up the load and make a preliminary lift to ensure it is within your capacity. If the load is beyond your capability, get help or use a mechanical lifting device.
- Think through the lift before beginning.
 - Pre-plan, communicate, and coordinate team lifts.
 - o Inspect the load for sharp edges, slivers, and wet or greasy spots.
 - Consider the distance over which the load is to be carried.
 - Inspect the route over which the load is to be carried and remove obstructions and/or clean spills that could cause tripping or slipping.
 - If a number of objects need to be lifted to the same height, use a explosives approved cart to reduce the total distance of each lift.
 - o Separate loads into smaller lighter loads and make several trips
- · Follow proper lifting techniques:
 - Lift with large muscles of the legs, not the back. Keep the back straight.
 - Keep the knees approximately shoulder-width apart.
 - Grasp load firmly and hold loads close to the body without extending arms away from the body.
 - Avoid twisting and turning when carrying a load.
- . Set up a cart to reduce the total distance of the lifts for multiple, repetitive lifts.

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Primary explosives. Ergo - Repetition [BMP] Wear nitrile gloves when handling bare explosives. Explosives Area Related PATs: Pyrotechnic ental / Waste Controls: ving hazards were not analyzed in this task None but may be commonly encountered when [AWCFXPI] - Explosives Work Area raining Controls: (EXPLOS) - Prenare an explosives area for nev WC ERGO AT-RISK non-routine work activities WC BACK CARE Contact Explosive Safety Engineer to obtain approval of new hand trucks and carts that will be used to This is used to document assumptions made during move explosives, and clearly mark equipment as approved. t-Approval Actions Actions: **The HE CERT Role must be added to the WCD either as an activity-wide certification or task-certification before this PAT can be used. **If handling Explosives that are known or suspected lease harmful vapors or particulate (eg. Comp B, Perform and document annual visual inspection of all hand trucks and carts used to move explosives. 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Pre-Analyzed Tasks (PATs)

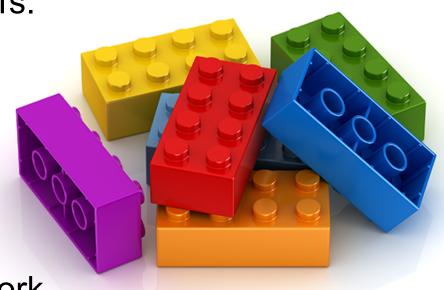


What?

- A well-bounded, ES&H-approved, task-based JHA.
- Includes bounding conditions, prerequisites, hazards, controls, actions, pre-job talking points, task notes.
- 200+ library of approved PATs.

Why?

- The same tasks in different activities did not always have the same controls.
- Significantly improves the efficiency of planning new work.



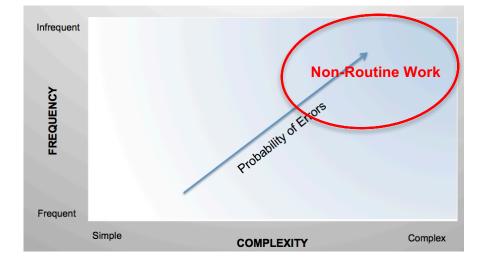


Non-Routine Work

What?

 Work that is unfamiliar to work team, or is performed infrequently, one-time only, or after a significant time-

lapse.



Why?

 Planning process inefficiencies drove work supervisors to put on-going and non-routine work into one document.

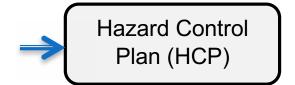
WCD layout needs to support the work



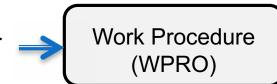
Is the job non-routine or not likely to be performed again?



Is the job on-going, and a bounding WCD is appropriate?



Is the sequence of steps important to safety, quality, or equipment operation?



Can all work tasks for a work group be bounded completely within a qualification program?



WCDs are generated in the WP&C Tool via a common planning process.

Approval Levels



What?

- Assigned to each WCD to drive graded review requirements.
- Identifies work activities exempted from the WP&C process.

Why?

- We had no graded approach to reviews.
- Significantly improves the efficiency of planning new work.

Approval Level	Type of Work	Examples	WCD Required?	Reviewers	Work Release / Pre-Job Brief
4	New or unique Scope/Tasks with highest hazards. Consequence of ineffective performance is significant.	-Scale up of chemical reactions to the pilot-plant level -Nuclear facility activities requiring RA/ORR -NIF activities requiring an MPR -New or infrequently used Class IV RGDs -Class IV electrical work -Large-scale D&D projects -Use of laser outdoors	Yes	Senior Manager w/ Independent Review Team Al RI ESH TL	Required
3	Mix of pre-analyzed and custom tasks, or all custom tasks.	-Class 4 laser operations -Use dispersible rad materials in a Type II or III workplace -Performing asbestos remediation -Work with gram quantities of high explosives -High pressure systems or toxic/flammable gas systems	Yes	AI RI ESH Disciplines SMEs	Required
2	All tasks have been pre-analyzed.	-Using solvents and corrosives at the bench-scale -Wipe Cleaning -Machine shop operations with low hazard materials -Use of Class 0, 1 and 2 sealed sources -Class 1 and 2 electrical work -Class I RGD -Low Pressure systems with non-hazardous gases	Yes	AI RI	Required
1	Work scope and tasks are wholly included within a Competent Worker Qualification.	-Site-Wide Competent Worker Programs (e.g. IT, Material Distribution, Locksmith, Telecom, Custodial, Landscaping)	CW JHA	Payroll Supervisor approves work (through completion of competent worker qualification)	Required
0	Tasks with hazards to which the public is routinely exposed and accepts. Tasks are performed at the same frequencies and durations as would be by a member of the public.	-Driving a car or electric cart, bicycling to meetings, walkingWriting, filing, copying and other office workIncidental use of hand tools on non-hazardous materials (hand tools and battery-powered only) -Plugging in commercially-available consumer equipment, such as space heaters, radios, TVs, copiers, scanners.	N/A	Work is self- authorized, with general knowledge of supervisor.	Workers perform "self-readiness checks" Work is informally released



Planning Teams

What?

- RI and Work Planner form the core.
- A multi-disciplinary approach to developing WCDs, includes the workers, FM, ES&H, and SMEs based upon complexity and hazards.
- Includes job walks to gain an understanding of the work activity, and roundtables to verify adequacy and de-conflict controls.

Why?

 Every ES&H discipline and TL reviewed every work document, regardless.

Ensures the right reviewers based upon the hazards of the work activity.

Worker Task and Training Assignments



What?

- Workers are assigned to tasks and hazard-based training roles.
- Data interfaces nightly with the LTRAIN system so that the RI can check training status of workers as needed.

Why?

 Work Supervisors need to ensure that workers are current in the training required to perform the work tasks.



Worker Training / Assignments

WCI_WTE-HCP-AL3-827CPX-0005 v1.01

Training Colors & Icon Definitions

- Role Assigned & Training Current / No Additional Roles
- Role Assigned & Training Coming Due
- Role Assigned & In Training
- Role Assigned & Training Lapsed
- Role Not Assigned
- Role / Task Assigned to Worker
- Role / Task Available for Assignment
- Role Required & Auto Assigned to Worker
- O Role Not Yet Assigned in LTrain
- Hazard Waste Generator
- Non-Routine Task
- Sitewide Task
- Qualification or Certification Role
- Competent Worker Role
- Pre-Analyzed Task (PAT)

	Gen	WC HAZ WASTE	Activity Level CW	Activity Level Qual/Cert	Task 1	Tas 2	sk !	Task 3	Tas 4	sk	Task 5			Task 6			Task 7	Task 8
Worker List	Wrkr	GEN Î	CW SITE 300	HE CERT		WC ERGO AT-RISK	WC BACK CARE		WC ERGO AT-RISK	WC BACK CARE		WC S300 UNESCORT	WC HE TRANSPORT	WC FIRE EXTINGUISHER	WC ERGO AT-RISK	WC BACK CARE	WC PIT OPR	
CALDEIRA, LEE		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X
MERRELL, LEVI		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X
VARTANIAN, SPENCER		X			X	X	X	X	X	X	X	X	X	X	X	X	X	X
VIRGIN, EDWIN		X	0	0	X	X	X	X	X	X	X	X	X	X	X	X	X	X



Actions

What?

- Actions the RI must complete to achieve readiness.
- May include procurements, calibrations, postings, AHJ approvals, personnel monitoring, etc.

Why?

- RIs were commencing work prior to being ready.
- Ensures actions are tracked to closure.





Confirming Readiness

What?

- A 22-question checklist that the line manager competes prior to approving a WCD.
- Verifies that planning process was followed, work scope is clear, hazards are identified, controls are in-place, WCD is well written, work area conditions consistent with WCD, and worker and work supervisor readiness.

Why?

 Line managers were not completing a systematic review prior to approving WCDs.

Al Activity Approval

Al Approval Checklist

Burlanda Wad Blanda Barra
Review the Work Planning Process
Appropriate individuals (RI, representative workers, SMEs, ES&H disciplines, FPOCs) participated in planning.
Yes ○ No ○ N/A
A field walk down and/or roundtable was performed to identify tasks, hazards, and environmental aspects.
○ Yes ○ No ○ N/A
Relevant lessons learned were considered.
○ Yes ○ No ○ N/A
All work screening and pre-approval actions are complete.
○ Yes ○ No ○ N/A
Review the Work Scope
The scope is clear, complete and accurately describes and bounds (equipment, materials, quantities, conditions, locations) the work.
○ Yes ○ No ○ N/A
The tasks are discrete, discernible, sufficient to accomplish the work scope, bounded, and described with sufficient detail and clarity to allow
proper identification of hazards.
Yes ○ No ○ N/A
The work can be performed within the facility safety envelope, and impacts to configured systems are clearly identified.
○ Yes ○ No ○ N/A
Acceptance criteria are identified when appropriate.
○ Yes ○ No ○ N/A
Review the Hazards & Controls
The hazards and environmental aspects have been properly identified, including those resulting from hazard evaluations (e.g. What-If Checklist Analysis), potential error-likely situations, manufacturer's recommendations, and work location. Elimination and/or substitution were considered to reduce the hazards.
Yes No N/A
The appropriate controls have been selected for each hazard and environmental aspect, and are in-place and functional. Note: Controls mus reflect the results of evaluations of credible unexpected events, potential error-likely situations, manufacturer's recommendations, and work location/facility requirements.
○ Yes ○ No ○ N/A
There is not an over-reliance on administrative controls and PPE, and PPE is specifically described, available in sufficient quantities, serviceable, and properly stored.
○ Yes ○ No ○ N/A
Medical surveillances and certifications are assigned, and workers are current. (Confirm at the following url: Medical Surveillance)
○ Yes ○ No ○ N/A
Review the Work Control Document
Cautions, warnings, notes, hold points, verification points, etc., are properly identified.
○ Yes ○ No ○ N/A
Required work documents are identified, are included, attached, or referenced, and are current, approved (not in draft), and accessible to workers.
workers.

Set Review Frequency

Review Frequency

3-Years	2-Years	1-Year





¹ Consider the following when determining whether worker training, qualification, and readiness support the safe performance of work:

- · Workers have been assigned to tasks.
- Workers are current in their required training. Note: If workers' training is incomplete or not current, the RI has made provisions to work under direct supervision of a properly trained individual while performing those specific work activities.
- Workers demonstrate knowledge of the configuration and proper operation of equipment.
- Workers demonstrate knowledge of the work scope and hazards, and the controls required to operate safely under normal, abnormal, and emergency conditions.
- Workers understand the set of documents that constitute the work package.
- Workers understand the Safety Pause and Stop Work Policy and exhibit a willingness to pause or stop work if required.
- Workers exhibit a commitment to their own safety and the safety of their work team.
- Workers exhibit a willingness to provide feedback for improvement.
- Workers know who is responsible for managing the work activities both when the RI is present and not present.

² Consider the following when determining whether RI/Alt RI training, qualification, and readiness support the safe performance of work:

- The RI and Alternate RI are qualified to perform their role.
- The RI has designated a qualified work lead to direct the work activity in their absence, and communicated to workers.
- The work lead is qualified for their role and understands their responsibilities when the RI is absent.
- The RI and work lead have a process to identify workers with incomplete or expired training, and ensure that they are not assigned those tasks and/or work under direct supervision of a properly trained individual while performing those tasks.
- The RI has established a mechanism to monitor work to ensure it remains within scope, and that controls, including procedure compliance, remain adequate and implemented.
- The RI facilitates open communication with the work team regarding safety and work concerns, and encourages reporting of errors and good catches to improve safety.
- The RI actively seeks relevant lessons learned to share with the work team.
- The RI has a mechanism in place to track safety-related problems and deficiencies to closure.
- The RI understands how to conduct an effective daily pre-job brief after ensuring that work is released each day.
- . For work in which workers join the work activity throughout



Pre-Start Reviews

What?

- A documented, comprehensive review of the WCD with the work team to ensure understanding of the work scope, boundaries, hazards, and controls.
- Required for new work and following major changes.

Why?

 Work Supervisors were not consistently leading the work team through a discussion of the work prior to starting new work or following major changes.

Pre-start reviews ensure the work team understands the work boundaries.



Scheduling & Releasing Work

What?

- A single, Lab-wide web application, the Facility Activity Schedule (FAS) used by work supervisors to schedule work, and Facility Managers to de-conflict and release work.
- Differentiates non-routine from on-going, work can be released, conditionally released, and unreleased.

Why?

 We had no common process for workers to know whether their work was released, which caused confusion for most site-wide service workers.



Pre-Job Briefs

What?

- Gets workers on the same page, and ensures
 - The WORK AREA is ready
 - The WORK is ready,
 - And the WORKERS are ready.
- Talking Points are developed during the planning process to aid the RI in their pre-job briefings.

Why?

 Pre-Job Briefs are the primary work team meeting to ensure execution of work goes as planned.

Pre-Job Briefs are one of the key routine work team meetings to ensure execution of work goes as planned.



Work Title: Heat and Press Explosives or Mock Explosives in B817
Talking Points & Notes
General Talking Points
Task Based Talking Points
Prepare explosives or mock explosives for pressing.
Follow proper lifting techniques:
Avoid twisting and turning when carrying a load.
Grasp load firmly and hold loads close to the body without extending arms away from the body.
Keep the knees approximately shoulder-width apart.
Lift with large muscles of the legs, not the back. Keep the back straight.
Minimize the handling and drop distance in all manual explosive handling situations.
Carry explosives up or down stairs only when in protective containers.
Do not manually handle explosive items that cannot be securely gripped.
Remove trip hazards over the path of travel to minimize impact if the item is dropped.
Use hand trucks or carts when transporting material for long distances, and when the item cannot be securely gripped.
Use protective padding around the work area, when feasible, to minimize impact if the item is dropped.
Promptly report any discomfort to your Supervisor. Do not lift if you are experiencing discomfort in your back, neck, arms or legs.
Set up a cart to reduce the total distance of the lifts for multiple, repetitive lifts.
Size up the load and make a preliminary lift to ensure it is within your capacity. If the load is beyond your capability, get help or use a mechanical lifting device.
Think through the lift before beginning.
Consider the distance over which the load is to be carried.
If a number of objects need to be lifted to the same height, use a explosives approved cart to reduce the total distance of each lift.
Inspect the load for sharp edges, slivers, and wet or greasy spots.
Inspect the route over which the load is to be carried and remove obstructions and/or clean spills that could cause tripping or slipping.
Pre-plan, communicate, and coordinate team lifts.
Separate loads into smaller lighter loads and make several trips.
Verify explosive materials are properly labeled.
If the explosive material label is missing or unidentifiable, pause work and notify the Supervisor and/or ESE. The explosive material must be identified prior to resuming work.
Wipe clean explosives and explosives-contaminated equipment or tools
Perform transfers of flammable solvents away from ignition sources.
Remember to check solvent compatibility with explosives.
Apply vacuum to bag of explosives or mock explosives.
Ensure valve is opened slowly to avoid pulling the filter loose and unintentionally spilling

Follow work instructions to pack each bag properly prior to applying vacuum.

Confirm the PRD is within certification. Do not use system if PRD is out of certification.

Press heated explosives or mock using an isostatic press.

Attendee List

Role	Employee	Phone
WPC_WRKR	HULSEY, DAVID N	43978
EXPLSFTY	MERRILL, KEVIN R	30235
TECH	RASCH, DIANE M	26119
WPC_WRKR	TOON, GERALD L	35266
WPC_WRKR	VANDER VEEN, PAUL S	35266
WPC_WRKR	WILSON, JERRY D	35266
WPC_RI	WILSON, JERRY D	35266





Disciplined Operations

What?

 Performing each task the right way every, time within the WCD boundaries, and stopping or pausing when work can't be performed as planned.

Why?

The Lab's culture of disciplined operations needed improvement.



Feedback & Improvement

What?

 A process to obtain and manage feedback from work team and planning team members as work progresses.

 Maintains a history of all feedback for the life of the WCD.

Why?

 We had no easy process for work team members to provide feedback for an activity.





Change Control

What?

- Proposed changes receive the necessary level of review, but not more -
 - Some changes can be done directly by the Work Supervisor,
 - others require Work Planner concurrence,
 - others require Line Manager approval, and
 - some require reconvening the Planning Team.

Why?

 We had no graded approach, so many simple changes were over-reviewed and took much too long.

Reasons for change are tracked to measure proactive versus reactive changes, indicators of how well WCDs are being maintained.

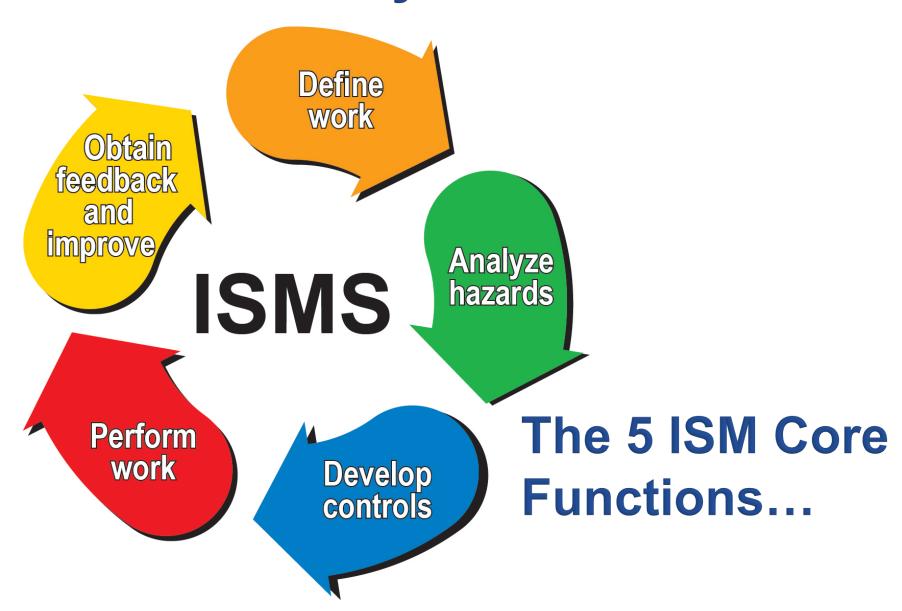
✓ Document Change

Identify Reason for Change - (Check all that apply)

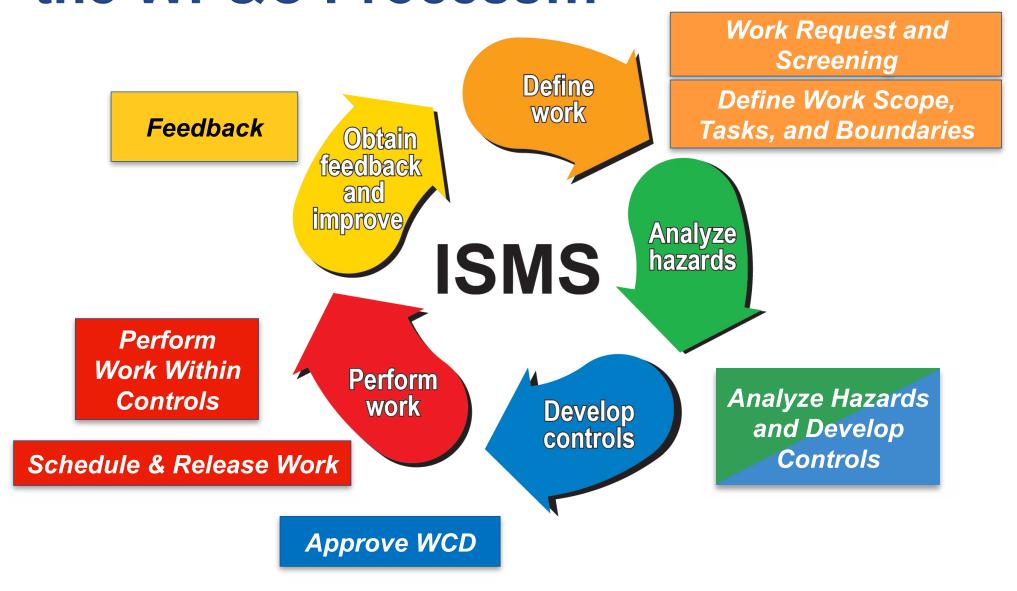
Management Change Adding or Removing a Location New or Reduced Scope Work not completed within approved timeframe Scope not correctly identified Tasks not correctly identified Hazard not correctly identified Control not correctly identified Updating Attachments Worker Feedback Post-Job Review Lessons Learned from similar activity Off-Normal Event Work Pause / Stop Work Policy / Requirements Change Poorly written controls Poorly written prerequisites Procedure or instruction cannot be performed as written



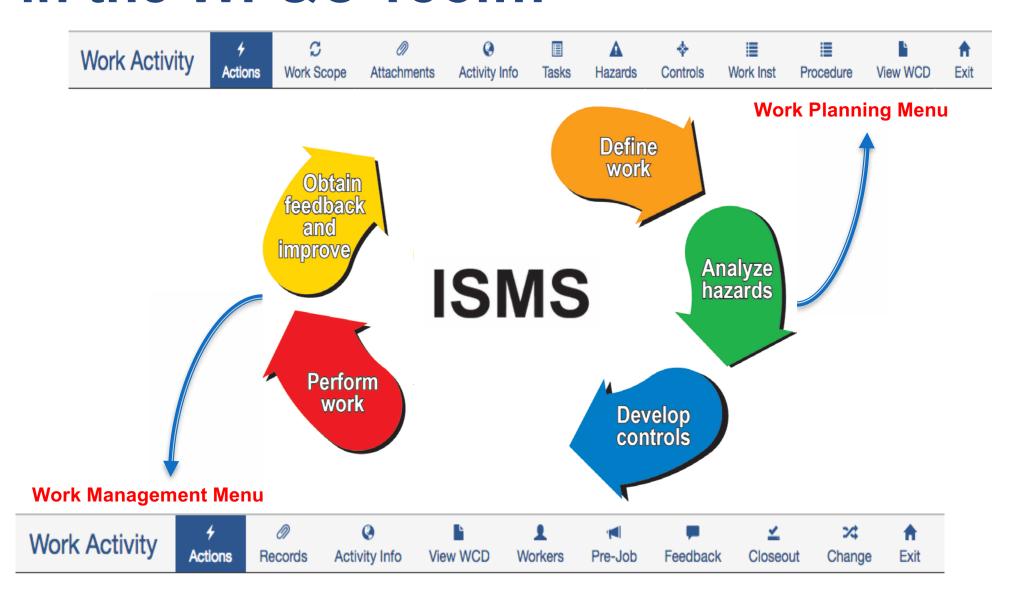
WP&C is the implementation of ISM at the activity-level



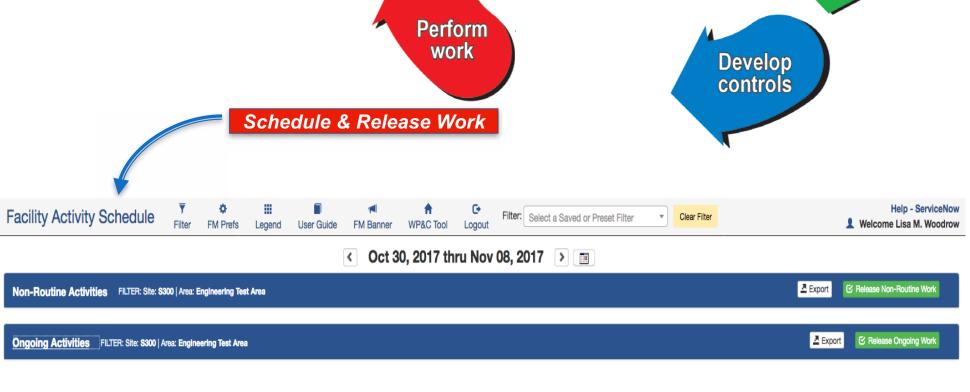
...map to these steps in the WP&C Process...

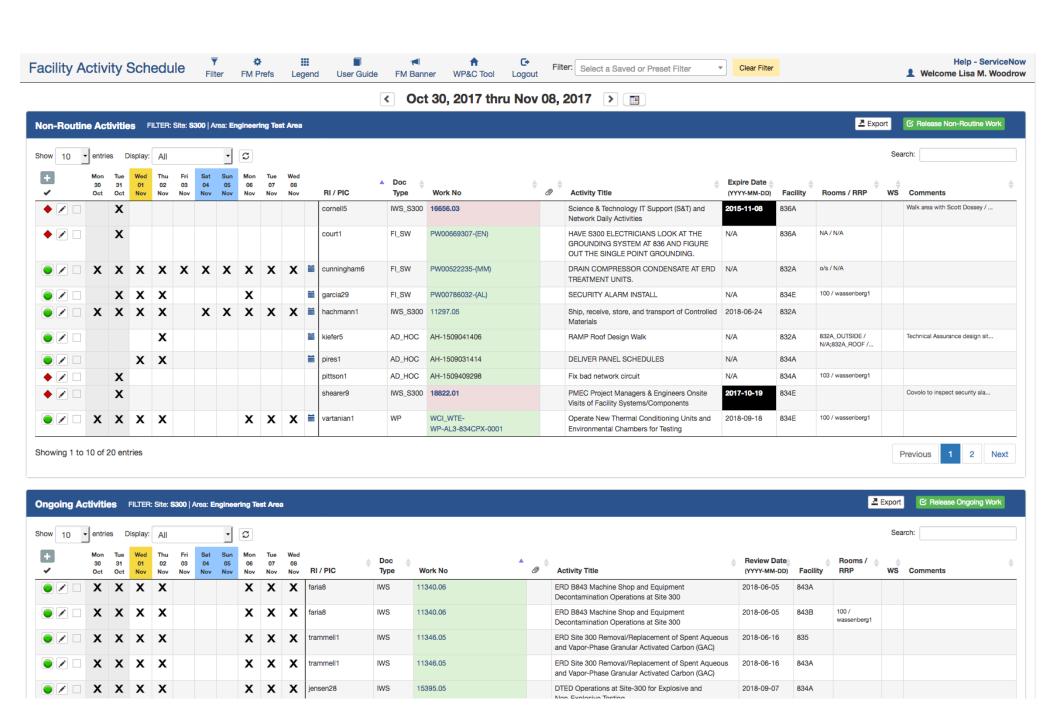


...which are integrated in the WP&C Tool...



...and the Facility Activity Schedule Define work Obtain feedback and improve **Analyze** ISMS hazards **Perform** work Develop controls Schedule & Release Work Filter: Select a Saved or Preset Filter Clear Filter FM Prefs User Guide FM Banner WP&C Tool Oct 30, 2017 thru Nov 08, 2017 ☑ Release Non-Routine Work Non-Routine Activities FILTER: Site: \$300 | Area: Engineering Test Area





What will success look like?

- WCDs have clear scopes of work and task boundaries
- WCDs clearly and concisely communicate hazards, prerequisites, and controls
- Controls are consistent for similar tasks
- A consistent method of work release is used site-wide
- Personnel are efficiently and effectively planning and performing work
 - RIs spend their time managing work and creating a disciplined culture
 - Workers pause/stop work when necessary
 - ES&H resources spend their time reviewing higher risk work, and helping get the work done safely

What's our overall status?

- The Site-Wide Service Provider WP&C process is developed and implemented.
 - All Competent Worker Qualifications for service providers are complete and workers are qualified.
- Work is now scheduled and released on the Facility Activity Schedule.
- All LLNL PADs/ADs are now transitioning IWSs into the new process and Tool
 - Some directorates have only transitioned a handful of documents.
 - Several small directorates will have completely transitioned into the new process by the end of the calendar year.
 - No new IWSs will be generated as of October 1st (excludes procured services work).



The WP&C Process

Work Request and Screening

Planner and RI

Requestor / RI

Request Work **Preliminary** Activity **Planning**

• Define preliminary scope

· Determine on-

routine work

going vs.

Complete Work Screening

· Identify longlead items

ΑI

ΑI

Reviews &

Approves

Screening

RI

Complete long-lead time items

Define Work Scope, Tasks, and Boundaries

Planner and RI

Verify Planning, **Finalize** Work Scope

Develop Task Breakdown

 Align with T&Q

Determine WCD Contents

Approve Work Control Doc.

Map Tasks to Locations

Analyze Hazards and Develop Controls

Planning Team

Identify Supporting **Documents** &

References

Identify Hazards

 Field Walkdown

Map Hazards to Tasks

Identify activity-wide conditions

Analyze Hazards and Develop

Controls

RI & Work Team

 (required for procedures only)

Validation

Verification

 Planning team concurs at round table RI

ΑI

Pre-Approval

- · Actions assigned and completed
- · Assign workers to tasks
- · Concur and submit

Approval

- · Confirmation of controls / postapproval actions
- Assign review frequency

Perform Work Within Controls

RI, FM, RRP

Schedule and Release Work

· Work is released daily-weekly Conduct Pre-Job Brief

Perform Work

Collect On-Going Feedback Post-Work Testing

- Acceptance
- Update drawings / documents

Post Job Review

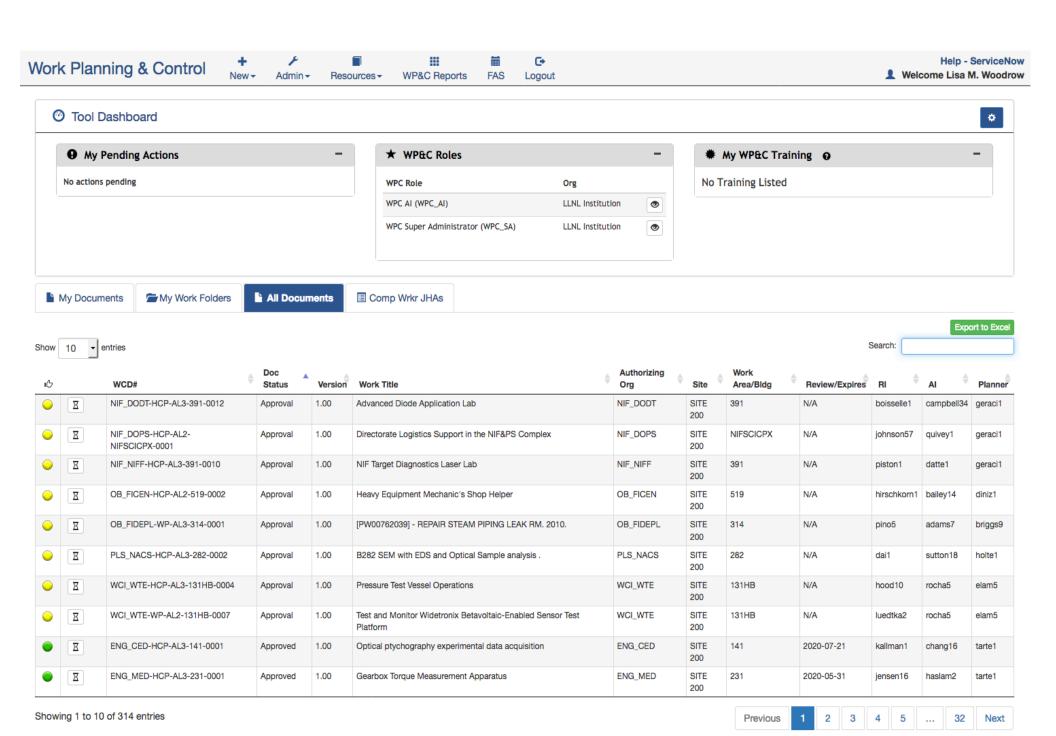
 Collect Lessons learned

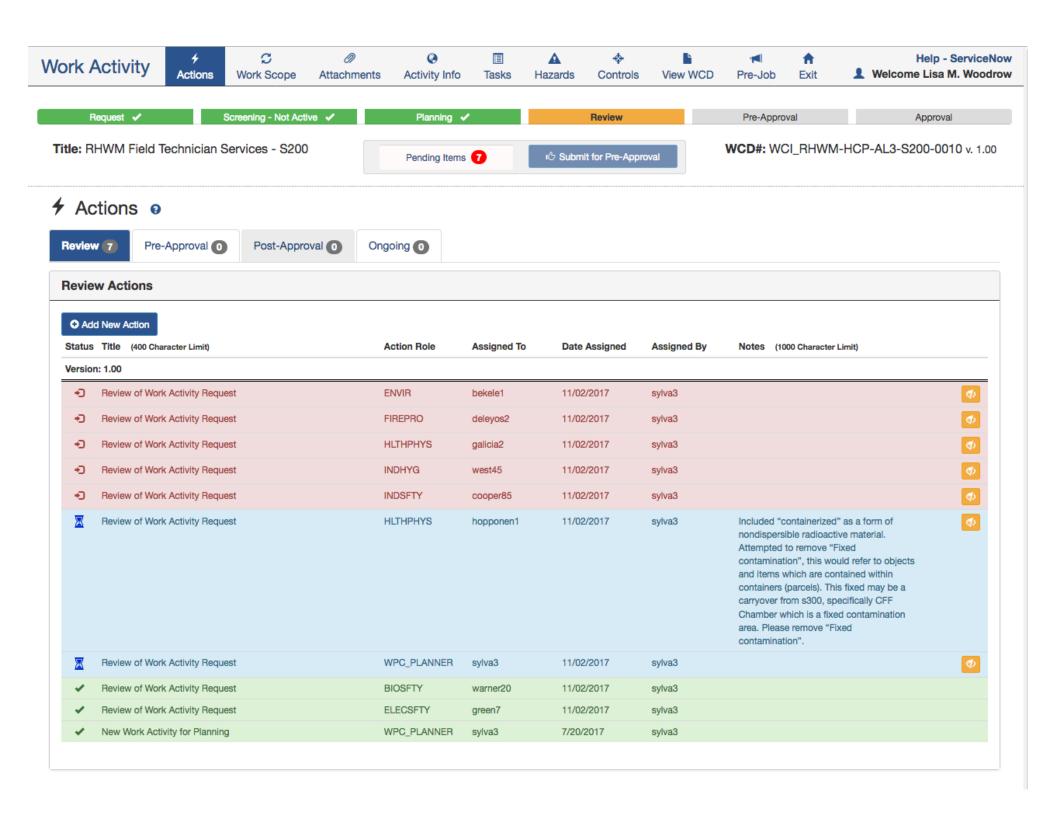
WCD Close-Out

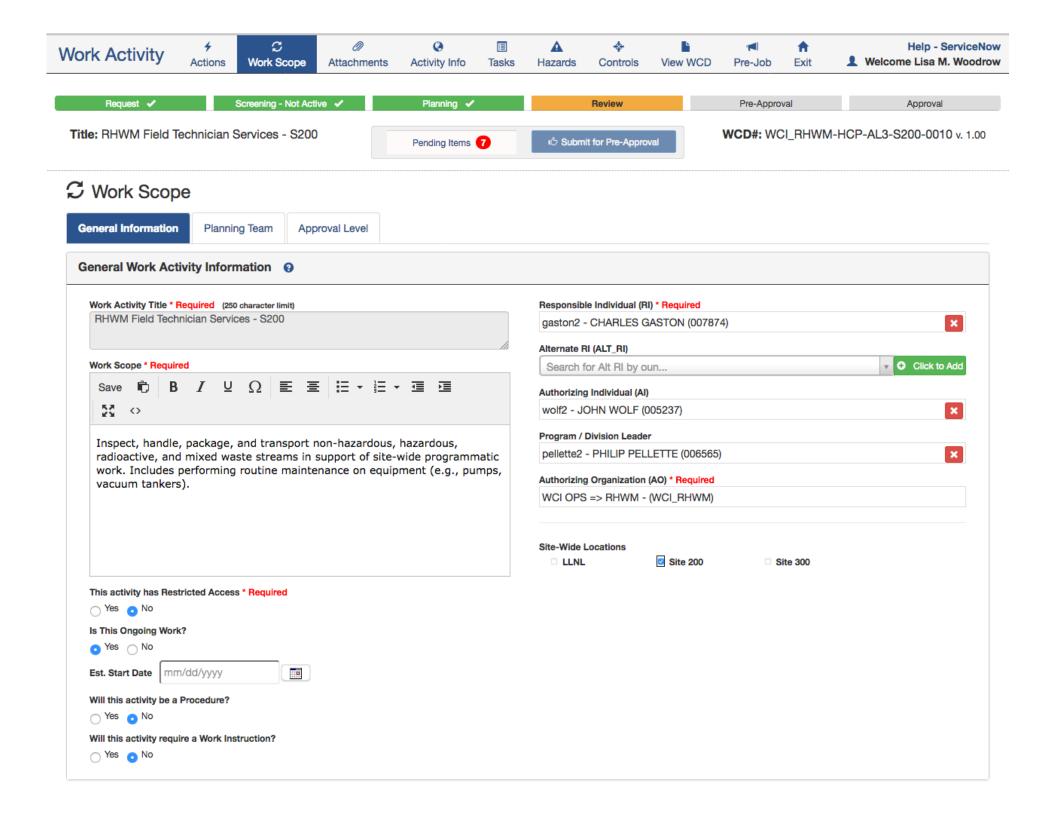
Feedback

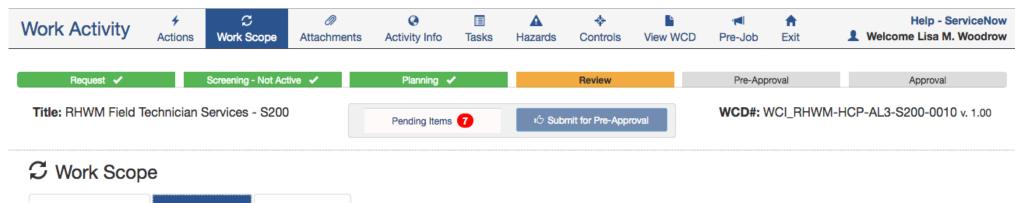
RI

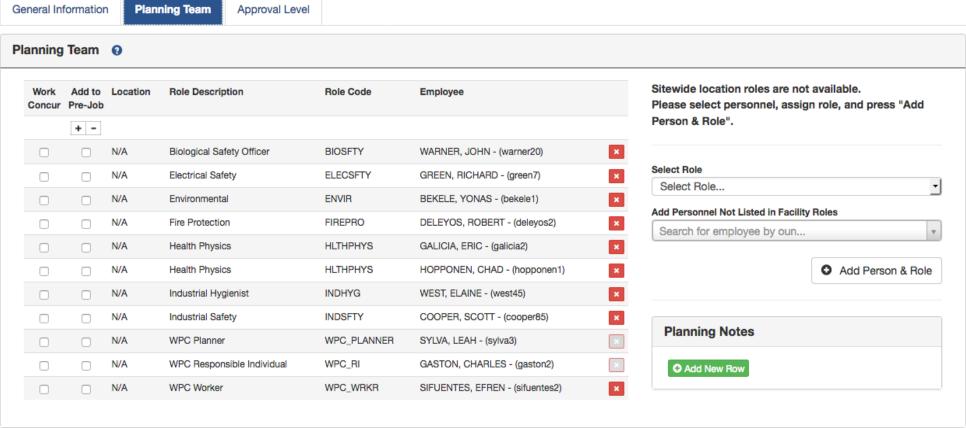
Disposition Lessons Learned

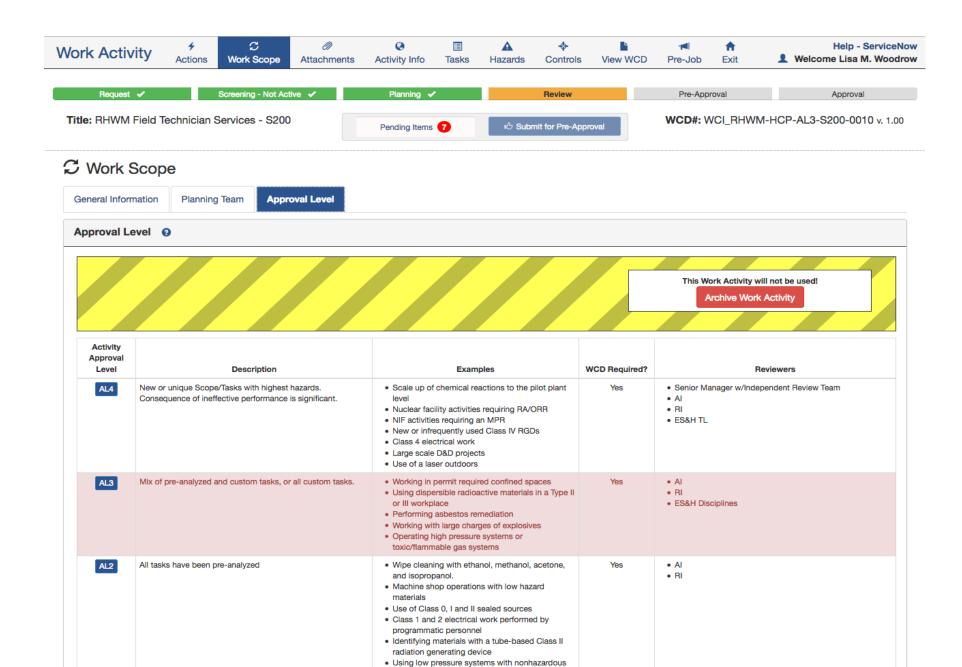












gases

Workers/li>

· Site Wide Competent Worker Programs (e.g. IT,

 Class 1, 2, and 3 electrical work performed by electricians qualified as Trade Competent

 Field electronics technician support wholly within the Competent Electrical Worker program

Material Distribution, Locksmith, Telecom,

Custodial, Landscaping)/li>

Qualification

package per

worker

Competent worker qualification is developed by a preparer, and

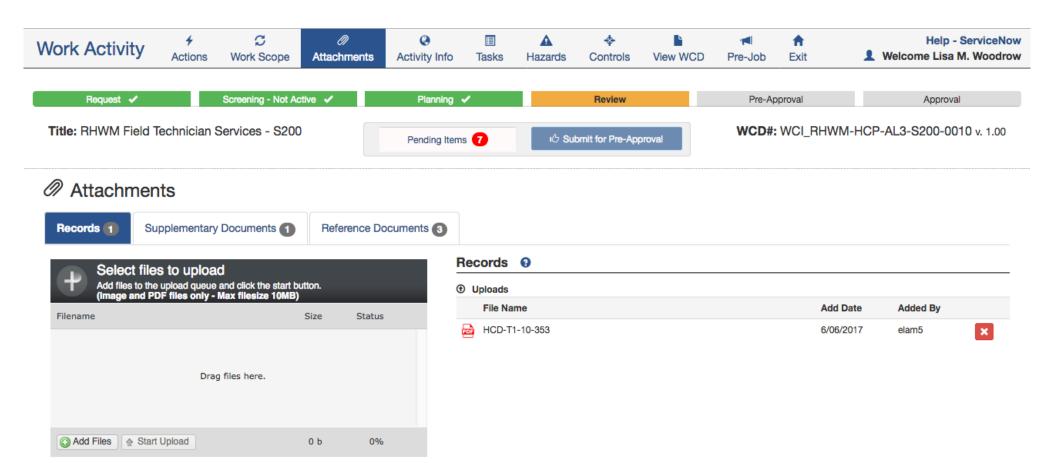
approved by a Cognizant Approval Authority, both

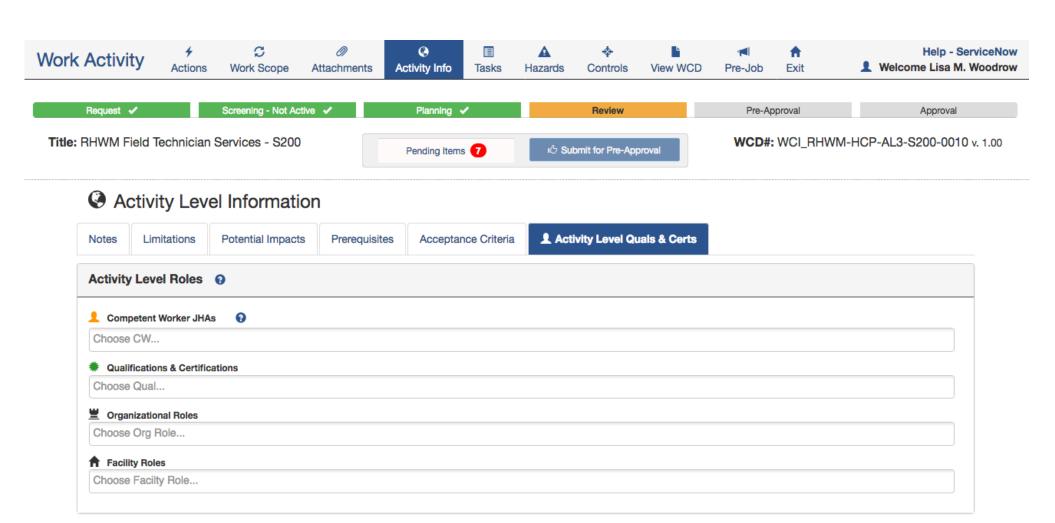
knowledgeable of the activities of the work group.

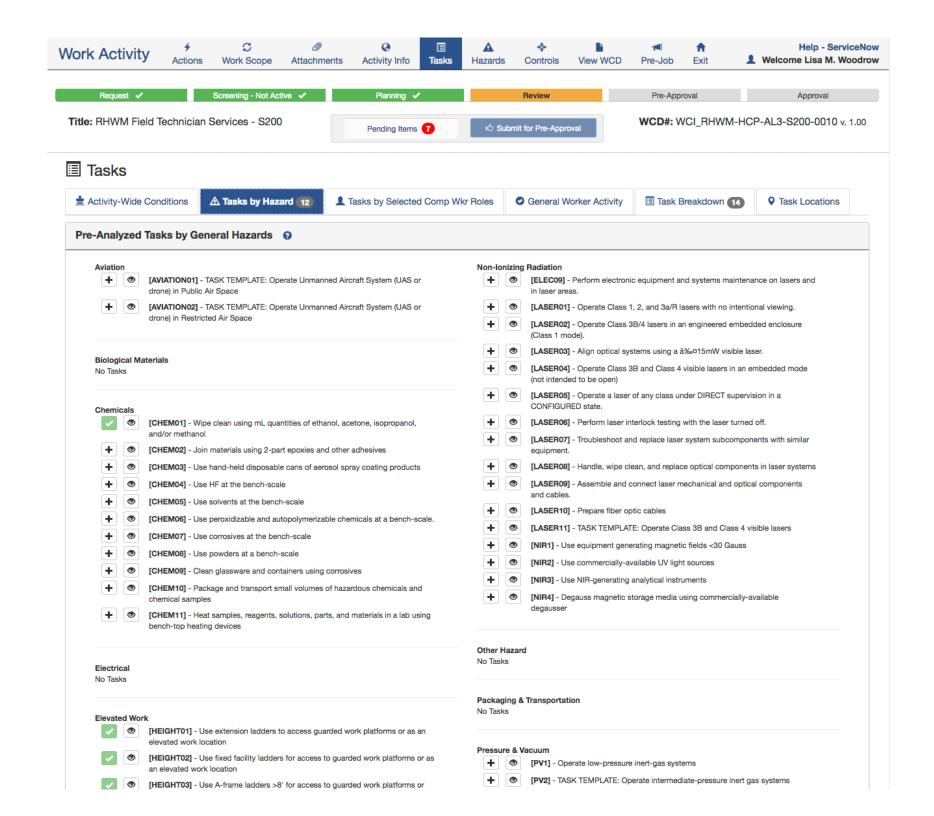
AL1

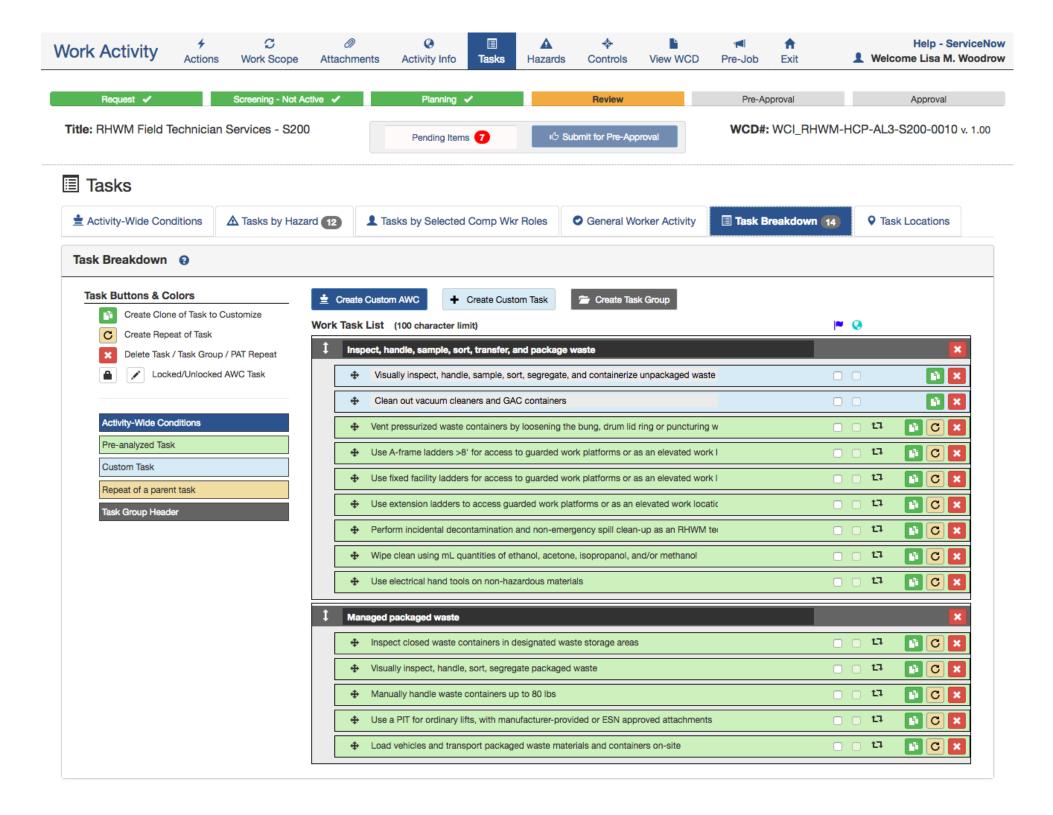
Worker Qualification.

Work scope and tasks are wholly included within a Competent









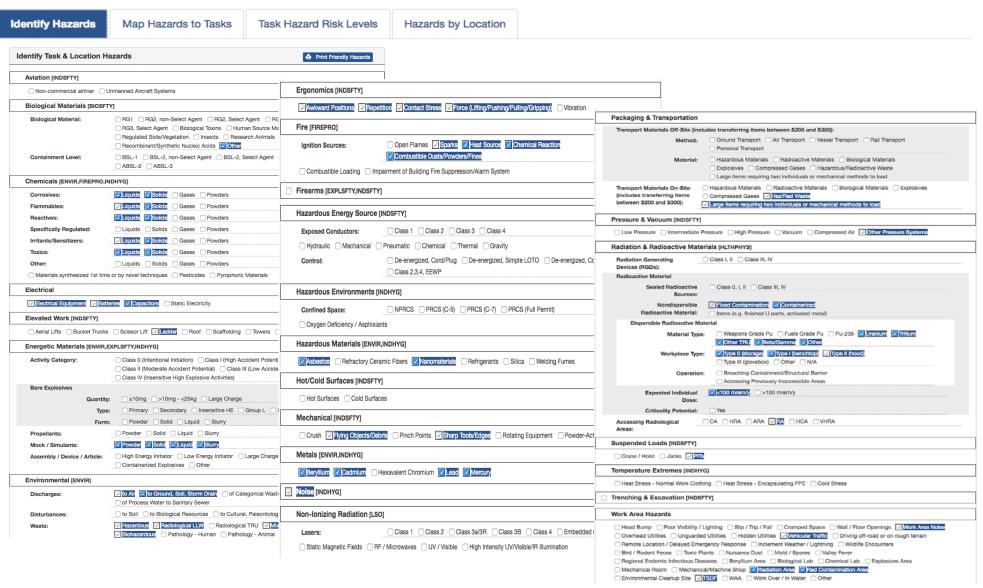


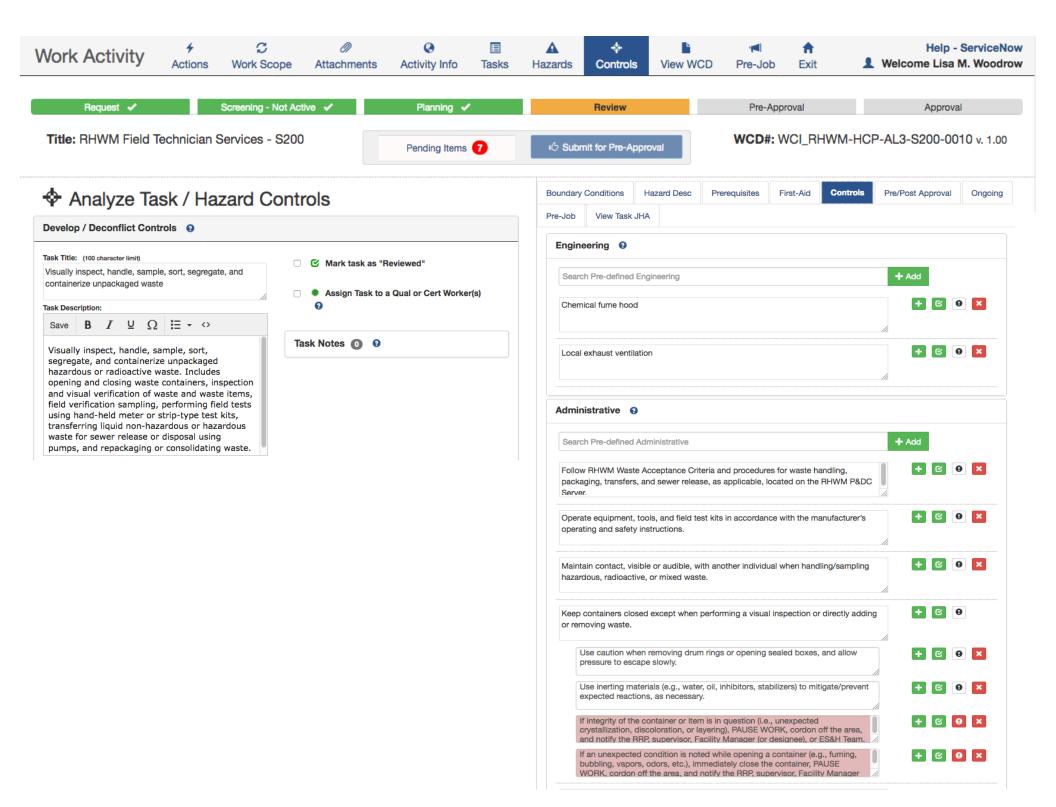
Request
Screening - Not Active
Planning
Planning
Review
Pre-Approval Approval

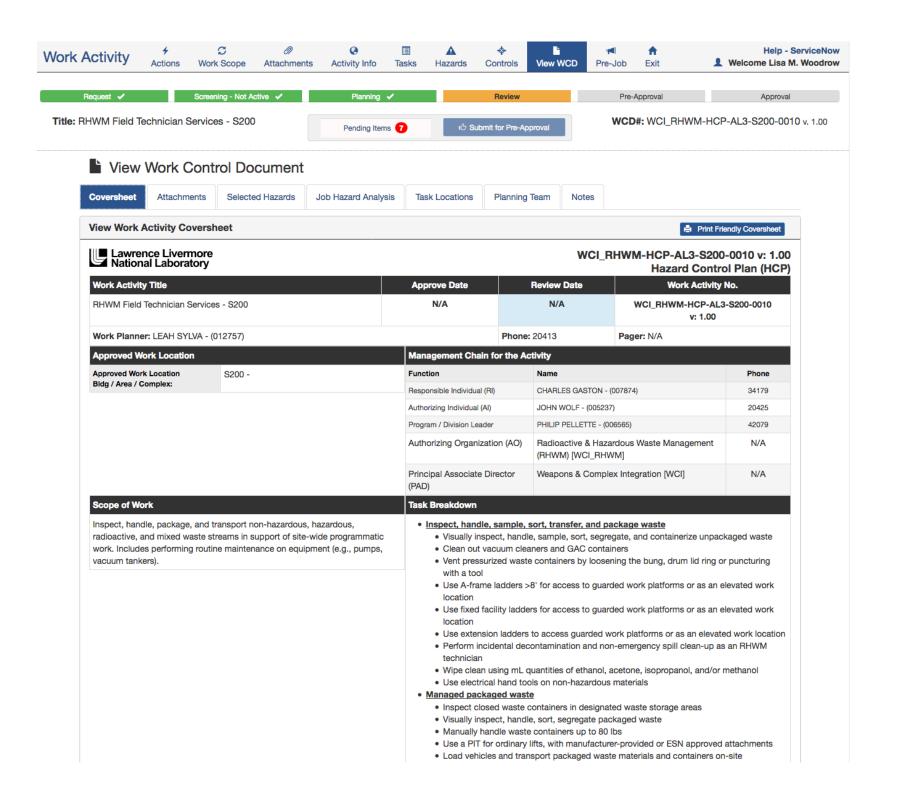
Title: RHWM Field Technician Services - S200

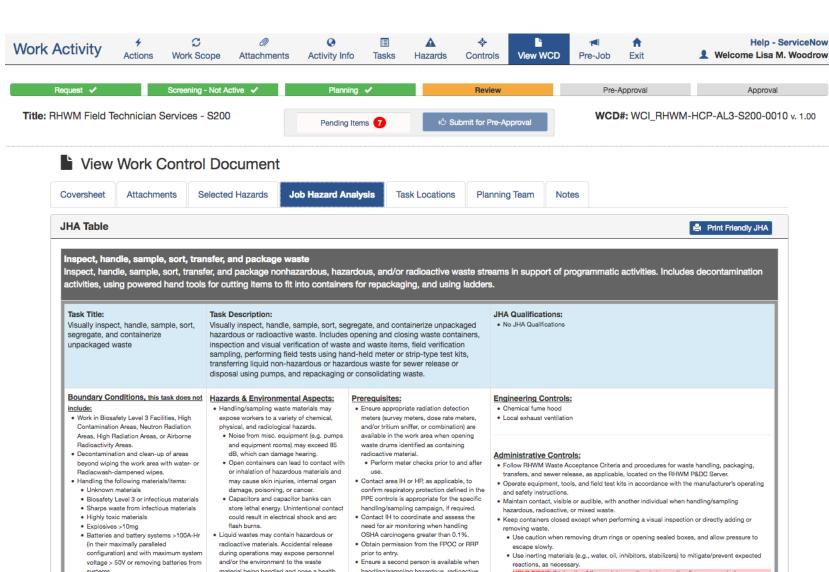
WCD#: WCI_RHWM-HCP-AL3-S200-0010 v. 1.00

▲ Hazards & Environmental Aspects









- Capacitors and capacitor systems that have not been properly shorted
- · Shorting of capacitors
- Sampling of:
- Solids, unless the waste stream is listed in the attached Exempt Waste Streams supplementary document.
- Asbestos
- TRU waste
- Liquid waste containing 1% or more beryllium or waste containing beryllium greater than 0.1% powder or finely divided solid form
- Waste that contains greater than 5.5%
- · Using reagents with a concentration greater than 50 percent sodium hydroxide or sulfuric acid or 100 percent phosphoric acid or solid sodium hydroxide.
- Pumping out liquid waste containing greater than 10% volatile organic compounds (VOCs) or liquid radioactive waste.

- material being handled and pose a health
- . Waste containers or materials may pose an external exposure hazard (e.g., chemical, radiological). Work may be performed in posted contamination or radiation areas (Type 0, 1, and 2 work places).
- . Open waste containers (e.g., during sampling, consolidation, etc.) may emit regulated air pollutants to the atmosphere.
- · Batteries are considered Universal Waste.
- handling/sampling hazardous, radioactive, or mixed waste.
- . Verify the evewash has been checked weekly and emergency shower has been checked monthly.
- . When using a fume hood, verify the fume hood is working and within the annual testing date prior to operation.
- . Prior to working with HF or other fluoride compounds, confirm the availability and location of calcium gluconate and verify it is within its expiration date.
- · Prior to working with mock explosives, verify certification is available or contact an Explosives Safety Engineer to confirm and document the material is mock explosives.
- Prior to working with capacitors, verify evidence of appropriate shorting is available (e.g., visual verification, documentation, etc.) or contact a qualified electrician to confirm and document the capacitor has been shorted.
- Contact a Characterization Chemist or EFA

- . HOLD POINT: If integrity of the container or item is in question (i.e., unexpected crystallization, discoloration, or layering), PAUSE WORK, cordon off the area, and notify the RRP, supervisor, Facility Manager (or designee), or ES&H Team.
- . HOLD POINT: If an unexpected condition is noted while opening a container (e.g., fuming, bubbling, vapors, odors, etc.), immediately close the container, PAUSE WORK, cordon off the area, and notify the RRP, supervisor, Facility Manager (or designee), and ES&H Team.
- . Handle/sample liquid waste with greater than 39% nitric acid in a chemical fume hood. · Handle/sample wastes in a well ventilated area or in proximity to a local ventilation system when working with solid waste samples that are finely divided (i.e., powders) or do not meet the definition of benign waste, or liquid wastes with carcinogens greater than 0.1%, HF greater than 5%, or hydrochloric acid greater than 18%
- . If handling/sampling of these waste streams outside a well ventilated area or local ventilation system is required, then wear respiratory protection as specified in the PPE
- . When handling/sampling radioactive wastestreams, open containers of radioactive waste in posted RMAs or RRAs.
- Sample solid radioactive material or any radioactive liquid containing greater than 1 microcurie per ml in a fume hood.
- If sampling of these radioactive waste streams outside a fume bood is required, then wear respiratory protection as specified in the PPE section.
- . Monitor hands for beta-gamma and alpha contamination while working with radioactive materials or reaching into waste drums identified as containing radioactive material.
- Follow exit monitoring requirements on all postings.

Title: Pressure Test Vessel Operations

WCD#: WCI_WTE-HCP-AL3-131HB-0004 v. 1.00



Pre-Job

Pre-Start

Pre-Start

A pre-start review is a detailed discussion of the approved work control document and worker task assignments to ensure that workers understand the expectations for safely conducting the work activity.

The pre-start review discussion includes:

- · Line management chain,
- · Work scope and boundary conditions, including activity-level qualifications,
- . Task list and task to location matrix,
- · Job Hazards Analysis, including a highlight of any hold points,
- · Associated Work Procedures or other Supplementary Documents, and
- Worker task assignments and worker training status

When the pre-start review is for a major change, the discussion is about the major change. Though all changes to the JHA are considered major changes requiring a pre-start review, some JHA changes may be of lesser significance, and may be handled by other than a discussion. For example, a change to add medical surveillance or a new training role could be communicated through an email, or a change to clarify or remove an over-prescribed control may be addressed in the pre-job brief. If an alternative method is used to communicate the change to the JHA, the RI documents the form of communication in comments and credits the workers as attending the pre-start review.

Employee	Role	Phone	Attend	Updated
BECKELMAN, ROCKY	WPC_WRKR	20835		
EHRENBURG, KURT	WPC_WRKR	30151		
GOVERNO, GEORGE	WPC_WRKR	28716		
HOOD, KEVIN	WPC_WRKR	34493		
MOORE, RICHARD	WPC_WRKR	30367		
PETERSON, SHAWN	WPC_WRKR	27520		
TORRES, SAMUEL	WPC_WRKR	45048		
VIRGA, MATTHEW	WPC_WRKR	31541		
WOEHRLE, THOMAS	WPC_WRKR	31716		

Pre-Start Notes	

Generate PDF and Save to Rec

