



ARRA Training Challenges and Successes at the Hanford Site

2010 DOE ISM Workshop
Augusta, Georgia

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September 2010



HNF-47300



Biography

Ted Giltz is a member of the Volpentest HAMMER Training and Education Center in Richland Washington and is the management lead for the HAMMER Recovery act team. HAMMER stands for Hazardous Materials Management and Emergency Response. Ted has over 40 years of experience in the nuclear, quality and safety fields and is a Certified Manager through the National Management Association.

Currently, Ted is the manager of HAMMER's Radiation Safety and has served as the HAMMER/Hanford Training Recovery Act Team Manager since Feb. 2009. He has supported development of strategies to support the increase in new hires due to the Recovery Act and is now engaged in planning to support retraining requirements for these individuals as well as the legacy Hanford work force.



History of Hanford Recovery Act Training Project - 2009

- February – President approves Recovery Act.
- February to April – Developed training strategy and scheduling DOE releases funding.
- April 27 – First Recovery Act new hires start training at HAMMER.
- Today – Supporting previously existing work force, new hire retraining and ~125 new hires per month. Operating at 150-200% of FY08 levels.





Recovery Act Training Project Team

- Established a Recovery Act Training Team to coordinate the planning and implementation.
- Comprised of HAMMER management and staff; contractor training managers, POCs and training coordinators; Bargaining Unit representatives, Safety representatives and training service providers.





Project Objective

Support hiring and training of over 4,000 new employees who are ready to safely support accelerated Hanford projects.



- Provide each employee timely safety, health, and discipline training (rather than normal ~6 months).
- Prepare the new employee to perform assigned tasks safely based upon ISMS principles and integrate into the existing Hanford work force.
- Maintain an existing trained and qualified work force.



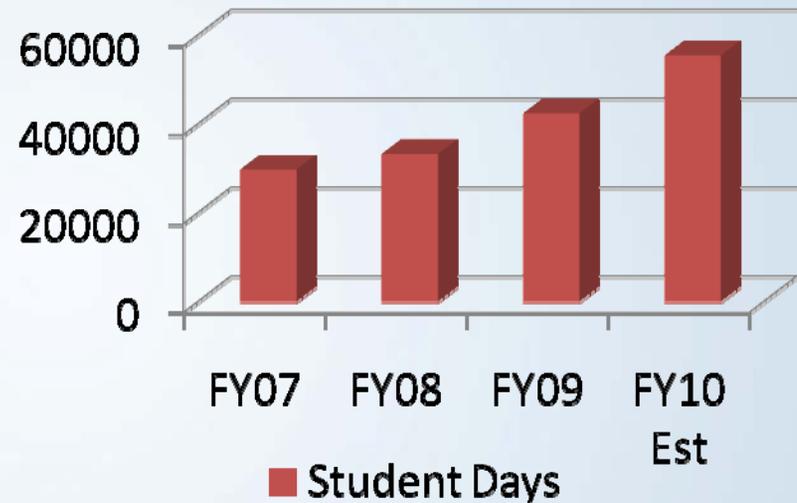
Key Project Decisions

- Same Safety and Health Training as provided to existing Hanford workers using standardized core curriculum.
- Block scheduling of training wherever possible.
- Implement creative facility utilization.
- New course to develop safety foundation based upon HPI and ISMS principles. "Do Work Safely."
- Maximum utilization of existing business processes.
- HAMMER funded through existing budget process (no direct Recovery Act monies).



What It Took To Get Here

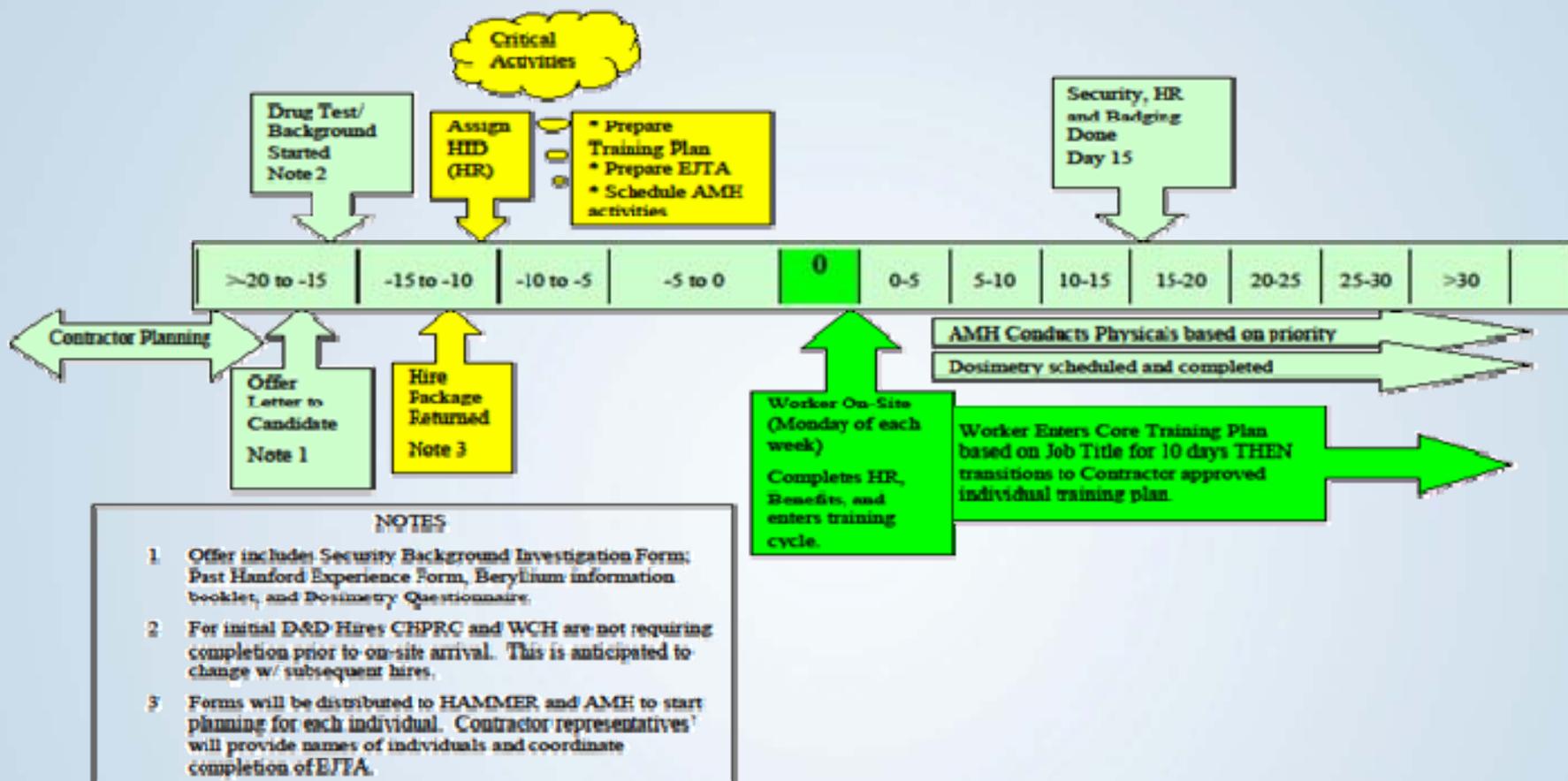
- Teamwork and improved communications
- Collaboration of Training Managers and Training Organizations from each Hanford contractor.
- Integrated approach and support from:
 - Human Resources
 - AdvanceMed Hanford
 - Procurement
 - Construction Trades
 - Security
 - Dosimetry (PNNL)
 - Training Providers
 - International Union Grantees





Organizations Worked Together

New Hire Timeline (In Working Days)



DRAFT Material 3/28/2009/tpg



Instruction Capacity Expanded

- Worker Instructor support from projects.
- Expanded computer capacity at Vivid Learning Systems.
- Staff worked extra hours to make it happen.
- Training providers expanded staff and classroom space.
- AMH adjusted physical schedules and expanded staff.
- HR organization enhanced hiring communications.



Large Block Training

Block training used for D&D workers, NCOs and RCTs (groups of 25-30).

- Aided scheduling and coordination.
- Simplified scheduling of required training.
- Workers qualified in a timely manner.



Acronyms

D&D – Decontamination and Decommissioning
NCO – Nuclear Chemical Operator
RCT – Radiological Control Technician



Sample Training Plan

Student: Frank R/Plak, NCO

IIID # h0012345

Group: NCO Group 1

Monday	Tuesday	Wednesday	Thursday	Friday
Safety 1	HR Benefits	CBT/Phy	CBT/Phy	CBT/Phy
Look & Tag 1/3 of group	Look & Tag 1/3 of group	OSHA Power Cord	Asb Aware	CBT/Open
HOLIDAY	CBT/Open	CBT/Open	Respiratory Initial	40 Hr HAZWOPER - USW
CBT/Open	CBT/Open	40 Hr HAZWOPER - USW		CBT/Open
RW II			CBT/Open	CBT/Open
NCO FUNDAMENTALS - START - WEEK !				



Hands-On Training Retained

- Courses with practical or performance elements unchanged.
- Practicals focus on identifying hazards, hazard controls and performing work based upon work scope





Do Work Safely

Focus on providing “foundation” for achieving safety expectations:

- Introduction of key Hanford safety tools and systems:
 - Stop Work
 - 10 CFR 851
 - Lessons Learned
- ISMS approach to work.
- Introduction of HPI and Con Ops.
- Introduction of Worker Safety Representative.
- Exercise in teamwork to complete a Hanford procedure safely.



Acronyms

- ISMS** – Integrated Safety Management System
- HPI** – Human Performance Improvement
- Con Ops** – Conduct of Operations
- CFR** – Code of Federal Regulations



D&D Fundamentals

- New 2-day course providing “hands-on” skills for new Decontamination and Decommissioning (D&D) workers. (*Identify/control hazards and perform work.*)
- Training provided by select field workers.



Success of Training Equivalencies



- HAMMER procedure provides a process for obtaining exceptions to Hanford training requirements per DOE Order 5480.20A.
- Process is well-defined and developed with the assistance of local unions.
 - In FY09, \$1.3 million in training costs avoided.
 - 610 equivalencies granted through 3rd quarter, FY10, reducing \$980k in costs.
 - Indirect savings---- Unknown, but significant



Contractor Needs Met

- Hanford contractors established the training priorities.
- Each contractor provided an on-site training coordinator and training scheduler.
- Existing Hanford training workload maintained and expanded.
- HAMMER assigned full-time Recovery Act Coordinator and Project Manager.
 - Multiple weekly meetings with training management and schedulers.
 - Single point of contact for questions/issues



Lessons Learned

- Initial Recovery Act new hires were direct hires; now mostly subcontractors. Different interfaces had to be identified.
- Various databases not integrated and work-around processes had to be developed. Processes were established for small volume. New ELM will help.
- Miscellaneous support services had to become involved (badging, laundry, bottle fills, Teamsters, Facility Operations support)



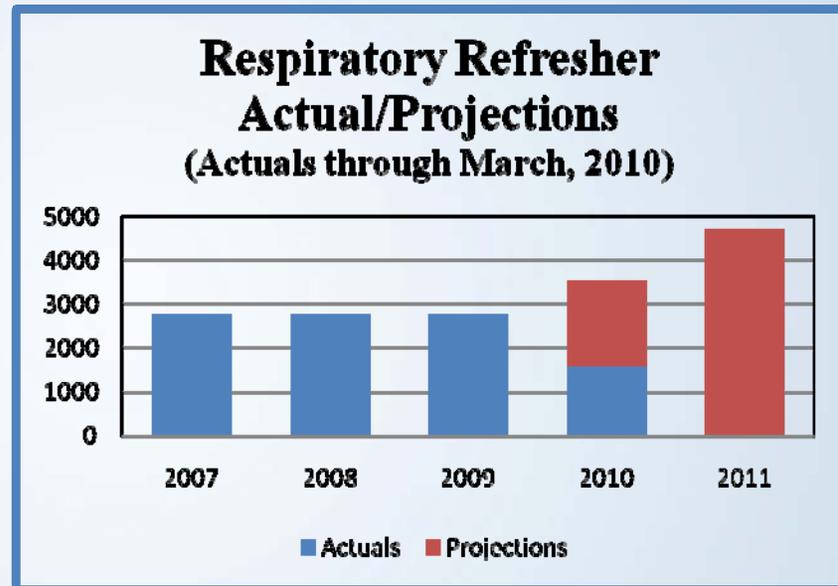
Lessons Learned

- Recovery Act Training team evolved as participants changed.
- Pilot sessions and readiness checks crucial to success.
- Worker Trainer resource conflicts (Training vs. needs of Projects).
- Processes were not set up for large volume and improvements should be considered as site downsizes.



Future

- Contractors continue to hire about 125 new employees per month; mostly subcontractors.
- Annual retrain of original “new hires” on top of existing Hanford work force planning is in progress. Will peak in FY 2011.





Future

- Expand use of management tools and improvements.
- Enhance contracting process to provide additional lead time with subcontractors.
- ISMS focus will increase demand for additional/enhanced safety courses (*beryllium, electrical, fall protection*). Impacts capacity.
- Recovery Act Training Project team will continue meeting weekly to monitor training and make adjustments as training needs evolve.



Future

- Process and program changes will continue beyond the Recovery Act as the Hanford Site transitions into new missions:
 - Hanford cleanup efforts will be reduced;
 - Work force attrition will be impacted by retirements;
 - Waste Treatment Project Startup/Operations.
- Hanford success with Site Standardization of safety programs will continue.