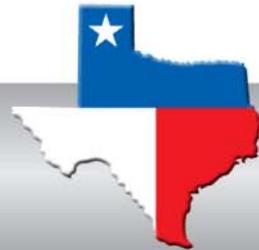


HUMAN PERFORMANCE IMPROVEMENT

B&W PANTEX MAINTENANCE DIVISION Management Self-Assessment Human Performance Improvement (HPI)

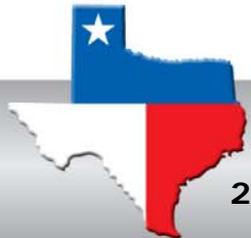
Date: September 2010

Name: Linda Chase, Shane Feagan and Randy Little



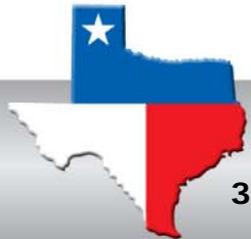
Maintenance Division's Human Performance Management Self-Assessment

- Purpose - verify that HPI essential elements incorporated into Maintenance Division's work processes.
- 6 member team composed of Maintenance Division and Safety Team personnel
- Leadership gap analysis performed
- Evaluated Integrated Safety Management (ISM) core functions
 - ❑ feedback and improvement
 - ❑ guiding principle of line management's responsibility for safety



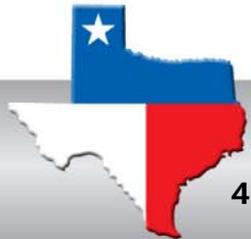
Maintenance Division's Human Performance Management Self-Assessment

- **Encompassed three essential elements for achieving reliable human performance**
 - ❑ organizational attributes
 - ❑ process contributors
 - ❑ individual values and behaviors.
- **Comprehensive**
 - ❑ 19 personnel interviews were conducted
 - ❑ 91 surveys were evaluated
 - ❑ surveillances of nine craft shop standup meetings performed
 - ❑ job site walk downs performed
 - ❑ 28 work order packages and various other work instructions and guidance documents reviewed.



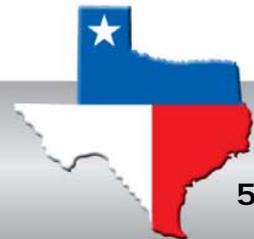
Maintenance Division's Human Performance Management Self-Assessment

- **Employees were observed being fully involved through their**
 - use of effective two-way communication
 - participation in hazard analysis
 - use of self-checking
 - performance of task preview
 - discussing hold points, PPE.



Maintenance Division's Human Performance Management Self-Assessment

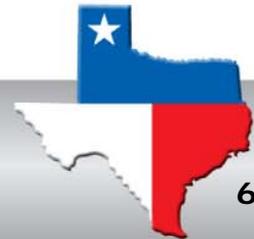
- **Data reviewed**
 - ❑ implementation documents
 - ❑ Work Order packages (28)
 - ❑ associated Quality Assurance Division data base results
 - ❑ Work Instructions (WIs)
 - ❑ Guidance documents
 - ✓ Deskaid used for conducting effective pre-job briefings
 - ✓ Maintenance Division Planner's Handbook



Maintenance Division's Human Performance Management Self-Assessment

➤ **Employee engagement**

- ❑ 98% of assessment survey questionnaires completed and returned.
- ❑ demonstrated willingness to provide feedback
- ❑ increase in craft worker participation in BBS program by 78%



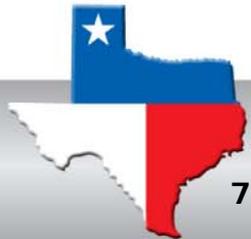
Maintenance Division's Human Performance Management Self-Assessment

Strengths:

- management and employee commitment to safety
- the performance of a model standup meeting conducted by the Utilities Department personnel

Areas lacking rigor included:

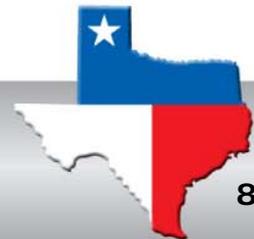
- the need for HPI training on the craft level
- improvement in Supervisory methods of communication
- improving the work flow process relating to approval time of work packages and attention to detail when recording information on forms and documents.



Human Performance Management Self-Assessment Report

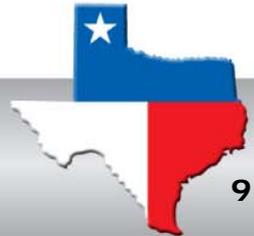
➤ **Actions resulting from the assessment**

- ❑ 4-hour HRO/HPI briefing at BBS Representative meeting was conducted
- ❑ HRO/HPI briefing material has been prepared and delivered to Craft Shops on a quarterly basis
- ❑ revision of DESKAID for pre-job briefs
- ✓ guidance for briefing of repetitive/routine jobs
- ❑ finding ways for supervisors to improve communicating their expectations of safety and completing forms during their pre-job reviews
- ❑ evaluation of the work package routing system relating to parallel routing for approval on electronic work packages
- ❑ a root cause evaluation was conducted relating to craft workers providing feedback on work packages.



WHERE TO START?

- **Review past assessments**
 - ❑ Look for a recurring theme
 - ❑ Examine weaknesses/findings
- **Areas troubling your organization**
 - ❑ organizational attributes
 - ✓ Leadership?
 - ❖ Process contributors
 - How do leaders express expectations and values?
 - ❖ Expectations effectively communicated?
 - ❑ look at process contributors
 - ✓ Are processes being implemented as designed?
 - ✓ Periodically assessed to eliminate weaknesses?
 - ❑ individual values and behaviors
 - ✓ Are employees willing to promptly report deficiencies?
 - ✓ Do they make suggestions for improvements in processes, documents, equipment, and the workplace?



Get Organized

- *Know your topic*
- **Select a knowledgeable, diversified team**
- **The *National Academy for Nuclear Training, Human Performance Fundamentals Course Reference, December 2002 and other HPI materials***
- **Use tried and true form for documenting results**
- **Overcome preconceived ideas**
- **Perform surveillances**
- **Conduct interviews and surveys**
- **Review processes and procedures**

Meetings & Follow Through

- **Conduct 3 meetings**
 - kickoff
 - mid-point
 - results
- **Include the DOE shadow and make sure he is informed and involved.**
- **Document everything - then throw out what you “believe” or “feel”**
- **Opinions don’t count - STICK TO THE FACTS!**
- **Note Strengths as well as observations, weakness and findings**
- **FOLLOW THROUGH**
 - cause analysis meeting
 - corrective actions