

# **Assessment Processes for Feedback and Improvement**

Public Meeting  
December 4, 2003

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# Purpose

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

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# Expectations

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

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# Current Program Status

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- 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

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- Contractual requirements
  - Title 10, Code of Federal Regulations, Part 830, *Nuclear Safety Management*, Subpart 122, *Quality Assurance Criteria*
  - DOE Order 414.1A, *Quality Assurance*
- Implementing document
  - HNF-MP-599, *Project Hanford Quality Assurance Program Description*

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# DOE N 226.1, Implementation of DOE Oversight Policy

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

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# Topics Assessed

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- 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

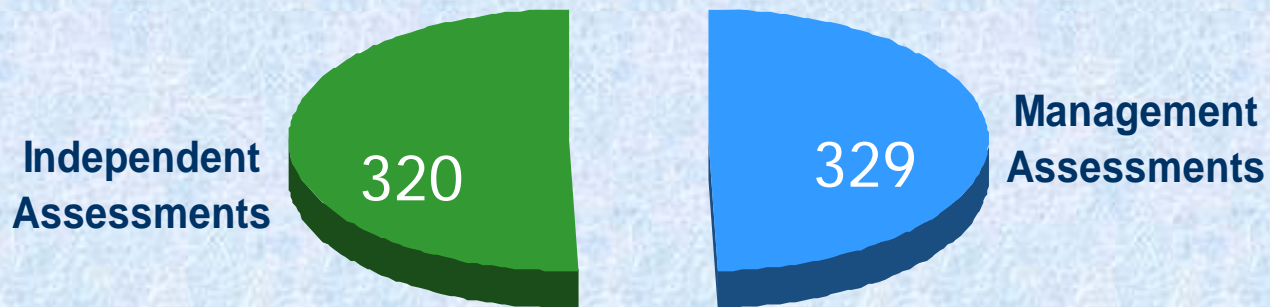
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- Each topic assessed minimum of once during a three-year period
- Integrated Evaluation Plan (IEP) details fiscal year plan by quarter, type of assessment, and functional area
- Monitor performance monthly
- Use monthly and quarterly metrics to update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



# Assessments

FH self-assessments  
completed in  
fiscal year 2003



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# Management Assessment

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- 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

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# Independent Assessment

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- 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

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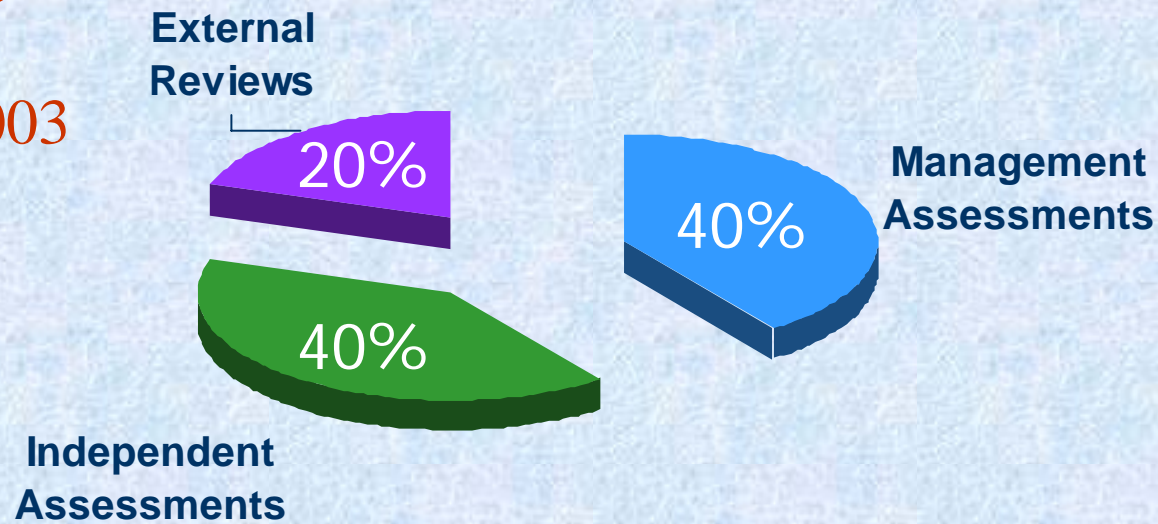
# Staffing and Competency

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- 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

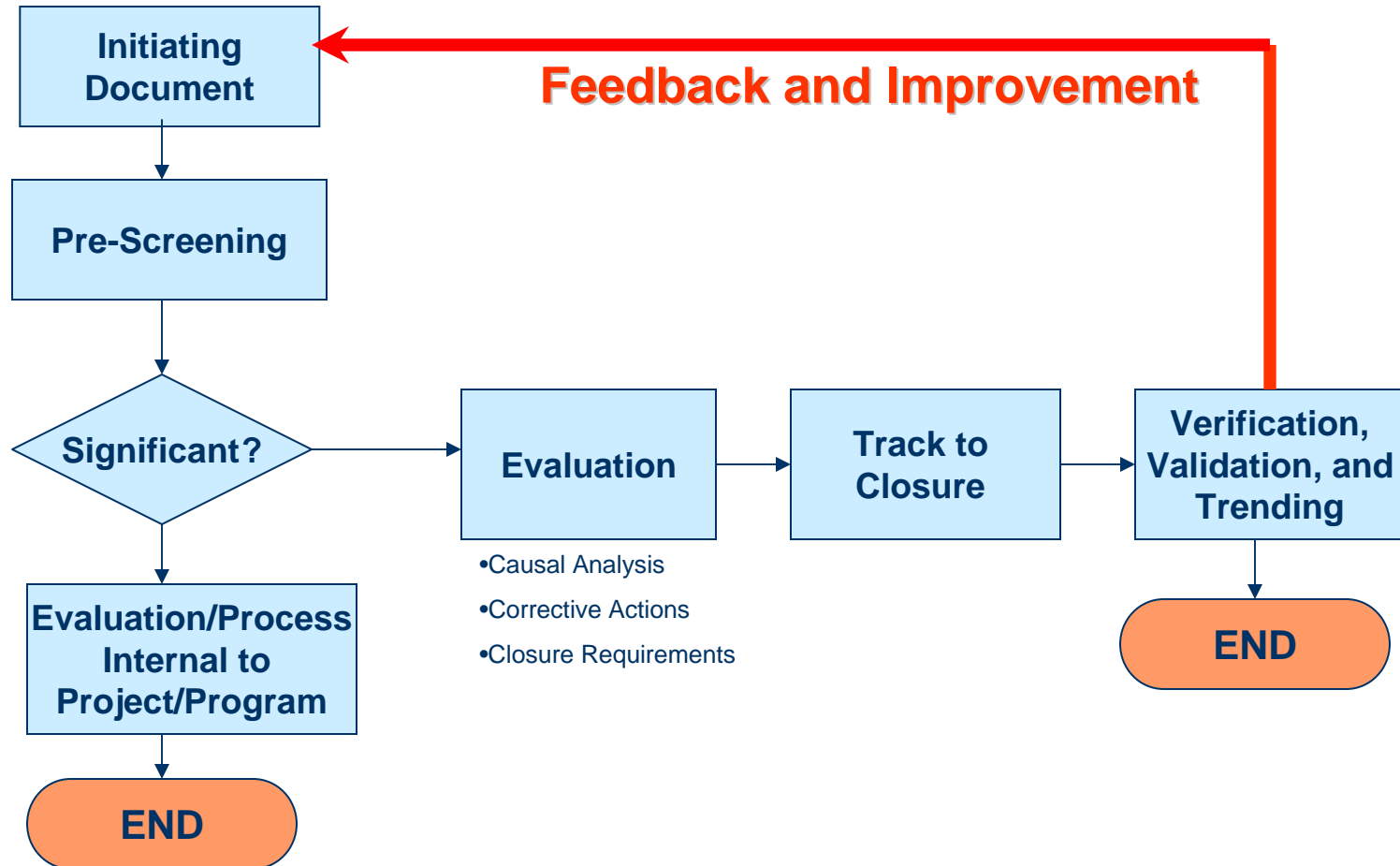
# Issues

Issues identified  
by all oversight  
activities in  
fiscal year 2003



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# Corrective Action Management



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# Integrated Evaluation Plan

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- 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

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- 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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