



U.S. DEPARTMENT OF  
**ENERGY**



ISM Workshop on Activity-level Work Planning and Control (WP&C)

# Special ISM Champions Workshop

DOE Forrestal HQ Building  
and Video and Web Conferencing

Washington, DC

May 15-16, 2013



U.S. DEPARTMENT OF  
**ENERGY**

ISM Workshop on Activity-level Work Planning and Control (WP&C)

# **Contractor Work Planning and Control**

## **URS Lessons Learned**

**Presented by:**

**Bob McQuinn**

**Frank McCoy**

**Rick Runnels**



## **SAFETY SHARE AND THEME OF PRESENTATION**

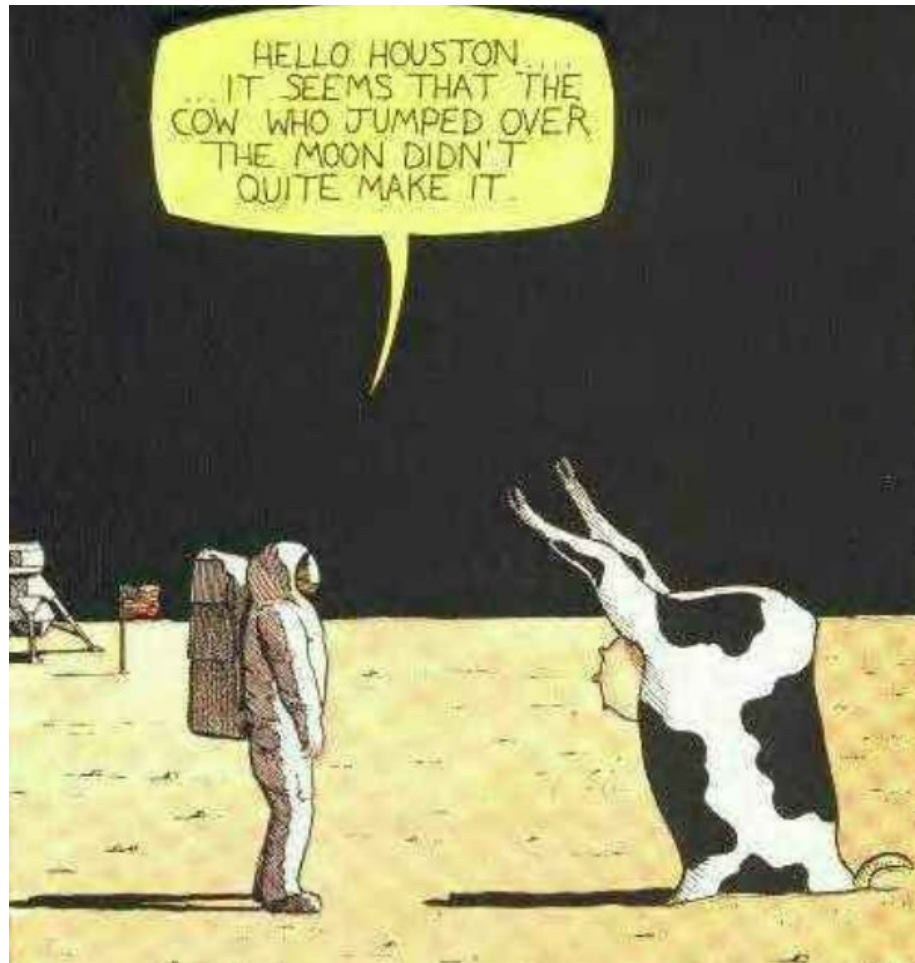
We will present a safety share and the theme of this presentation by beginning with a famous nursery rhyme



*“Hey diddle diddle, the cat and the fiddle, the cow jumped over the moon.....”*



## SAFETY SHARE





## SAFETY SHARE

Could better activity level work planning resulted in a different outcome?

I think the answer is **YES!**





## **THEME OF PRESENTATION – A POINT OF VIEW**

- 1. Nothing is ever quite as simple as it seems**
- 2. Success comes one small victory at a time and only with:**
  - Lot's of management attention
  - Patience and perseverance
  - Constant communication and reinforcement
  - Teamwork, listening, and collaboration
  - Effort
- 3. Everything we do (including fundamentals like work planning and control) requires periodic reinvigoration**



## **WHAT IS OUR WORK PLANNING AND CONTROL INITIATIVE AND WHY ARE WE DOING IT?**

- URS-wide activity initiated in November 2010 to make a step improvement in a way that sustains continuous improvement
- Involved development of a URS Standard
- Involved provisions for corporate evaluations of work planning and control at URS Projects
- Involved many face to face meetings or workshops to achieve consensus, share lessons learned and initiate actions for continuous improvement
- Involved complete transparency with customers and stakeholders



## **WHAT DID WE LEARN AS WE WROTE THE URS STANDARD?**

- The Standard is important; due mostly to what we learned from each other through listening and collaboration in order to achieve buy-in.
- We have a “deviation” provision in the Standard. There is only one deviation request pending – it was very hard but exceedingly worthwhile to achieve this level of buy-in to the Standard
- Implementation (whether to the URS Standard or any other good site/project directive) is really what is important.
- In this regard, the Standard really becomes a touchstone for buy-in to improvement.





## WHY DID WE REVISE OUR STANDARD?

- The expectation of verbatim compliance peaked interest by our Project Managers to “get the Standard right”
- Need and desire for appropriate alignment with DOE endorsed EFCOG Guidance
- Need and desire to factor 16 months worth of lessons learned into the Standard
- May 2012 Workshop was the forum for bringing information together in support of a Standard revision
- This type of forum will continue to enable organizational learning and continuous improvement



## **WHAT DID WE LEARN FROM OUR PHASE 1 (PROGRAM) ASSESSMENTS?**

- Phase 1 assessments were a necessary step for us to get the Standard “right” and support the aforementioned revision
- They were also a necessary step for some Projects to correct elements of their programs and procedures
- Clarification of some criteria in our assessment guidance was necessary shortly after starting our reviews to reinforce our approach as two phases
- An early read on implementation reflected some degree of immaturity at our Projects regarding clarity of work instructions and disciplined performance to those instructions



## **WHAT ARE WE LEARNING FROM OUR PHASE 11 (IMPLEMENTATION) ASSESSMENTS?**

- Our expectations for field execution are very high and there is risk in being too self-critical – notwithstanding, we are determined to be self-critical
- During our first Phase II Assessment , the Project stumbled and had to initiate compensatory measures
- During our second Phase II Assessment, the results were better than the first, but implementation problems were still observed
- Remaining Phase II Assessments are scheduled to occur from August – December 2013



## WHY IS THIS SO DIFFICULT?

### Culture and Complacency

*“I have done this work for years without the need for prescription or control – why do I need it now?”*

### Several Reasons To Answer – *“Why do I need it now?”*

- *Expectations for safe performance of work have risen. This is not only the right thing to do, it is important to our corporate bottom line*
- *Sometimes, someone else with less experience will be doing the job*
- *Sometimes conditions change subtly and, absent appropriate planning, prescription and control, that less experienced Field Work Supervisor will make the wrong decision*



## **WHAT ARE WE DOING TO OVERCOME THE DIFFICULTY?**

### **Overcoming complacency requires:**

- Lot's of management attention
- Patience and perseverance
- Constant communication and reinforcement
- Teamwork, listening, and collaboration
- Effort

**Overcoming complacency also requires periodic reinvigoration**



## WHAT ELSE ARE WE DOING TO IMPROVE OUR PERFORMANCE?

- Creation of a Work Planning and Control Functional Area Coordination Team (FACT).
- The WP&C FACT is one of 8 coordination teams for Safety Management Programs within URS
- For the WP&C FACT, attention is now almost entirely on implementation and continuous improvement