



# Conduct of Operations

**Scott Raish**  
**Vice President and**  
**Deputy General Manager**  
**Bechtel BWXT Idaho, LLC**

---

2008 ISM Workshop  
August 28, 2008



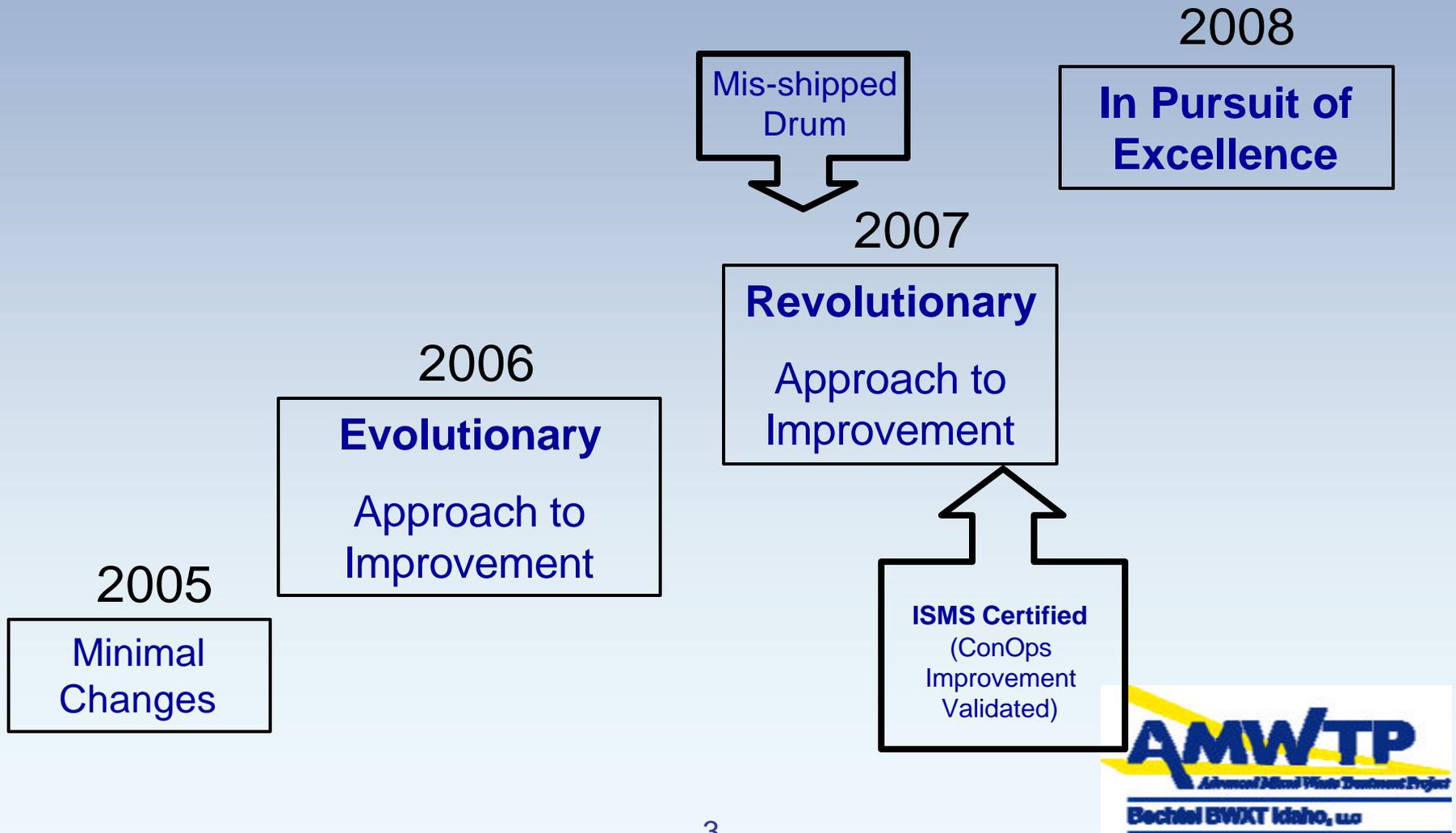


# Conduct of Operations





# A Look Back





# Pre-May 2005 – Minimize Changes

- Privatized contract
- Focus on Idaho Settlement Agreement
  - Settlement Agreement milestone Dec. 2005 (6,000m<sup>3</sup>)
- Conduct of Operations (ConOps) lite
- Minimal changes
  - Procedures, directives and drivers
  - Programs and support functions
  - Introduced Senior Supervisory Watch program



# 2006 - Evolutionary Changes

- Preparations for ISMS Phase I certification
- Additional manpower to assist in accomplishing work
- Gradual changes in ConOps
- Instituting new requirements
  - List B (DOE Orders) implemented over 12-months





# 2007 - Revolutionary Changes

- Corrective Action Report/Occurrence Reporting and Processing System on ConOps and mis-shipped drum
- Drastic change required implementing a ConOps improvement plan:
  - Developing specific training and testing for each chapter of ConOps
  - Mentoring at all levels
    - Operators, shift team leads, shift and production manager
  - Developing metrics on improvements
    - Log keeping, turnovers, etc.
  - Developing and implementing ConOps checklists and Pocket Guide
  - Separating Nuclear Facility compliance from production
  - Implementing POWER Walks – Employee Safety Improvement Team and Management
  - Expanding Senior Supervisory Watch to all maintenance and lock out/tag out
  - ConOps Council – workers and management
- Phase II ISMS and Contractor Assurance System approved





# ConOps, Human Performance Improvement, and Mission Integration

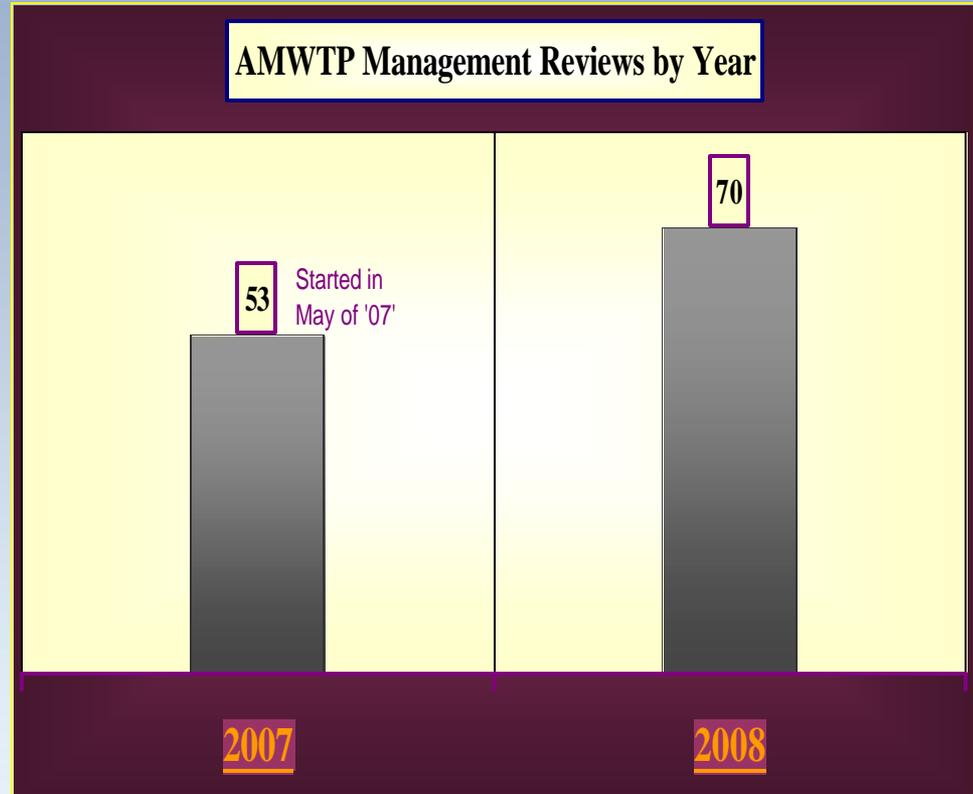
- Instituted Management Review process
  - Applies to issues (positive and negative) that do not rise to the level of a fact finding
    - First Aid events
    - Rolling Stock (brushing and denting incidents)
  - Ensures lessons are captured and incorporated
  - Managing early indicators reduces likelihood of a significant event
- Human Performance Improvement
  - Mentoring teams
  - Investigation teams
  - Provided training to all employees





# Early Indicators

- Management reviews versus waiting for fact findings
- First aid versus waiting for recordables and lost days
- Human Performance Improvement
  - Train all employees
  - HPI participation in management reviews and fact findings





# DOE ISMS Phase II

- Two reviews conducted in the summer of 2007
  - First review identified improvement opportunities in Conduct of Operations
  - Second review recommend full approval of ISMS at AMWTP
    - Marked improvement
    - “Absolutely two different worlds”  
(May 2007 vs. July 2007)
- Strengths
  - Sliding of shift manager work schedule stood out most on closing the gap
- Opportunities for improvement
  - Enhancing the Permit to Work documents to include training requirements would aid job supervisor





# 2008 - In Pursuit of Excellence

## Changing the Culture

- Human Performance Improvement training for all personnel
- Focused review of all procedures - dedicated team led by Nuclear Facility manager Management Reviews – continued emphasis on prevention
- Consolidated three daily meetings into one Plan of the Day (POD) - Synergy
- Step Back and Stop Work
  - Reported daily and discussed at POD
- Increased line management “in the field time”
- ESOMs – electronic logs
- Operations Review Board
- Senior Supervisory Watch enhancements
  - 7-day coverage
  - Daily briefing on observations at morning POD
- Daily ConOps Checklists
  - Reviewed at morning POD
- ASTRO simulator training (for all employees)

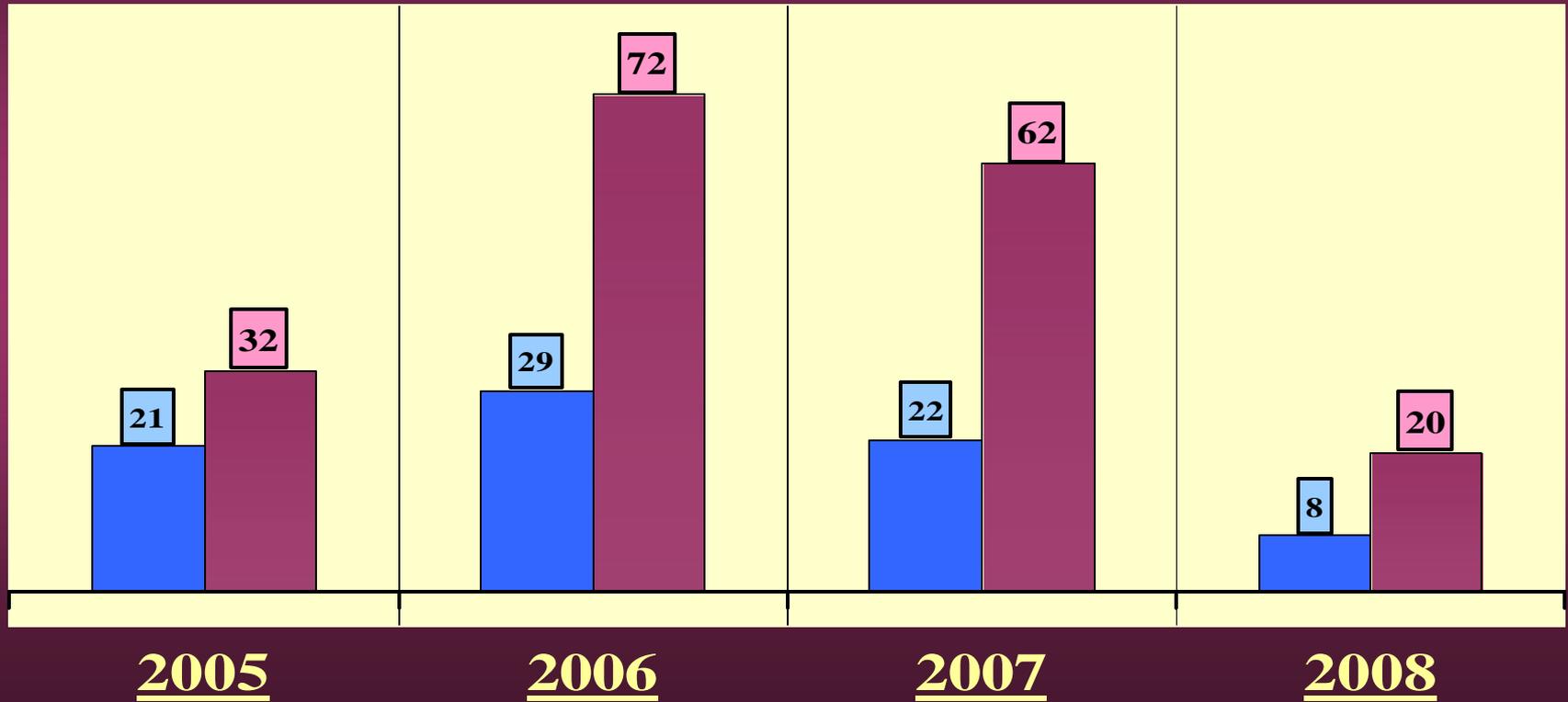




# Compliance Indicator – Occurrence Reporting and Processing System

## ORPS (Blue) Fact Findings (Red)

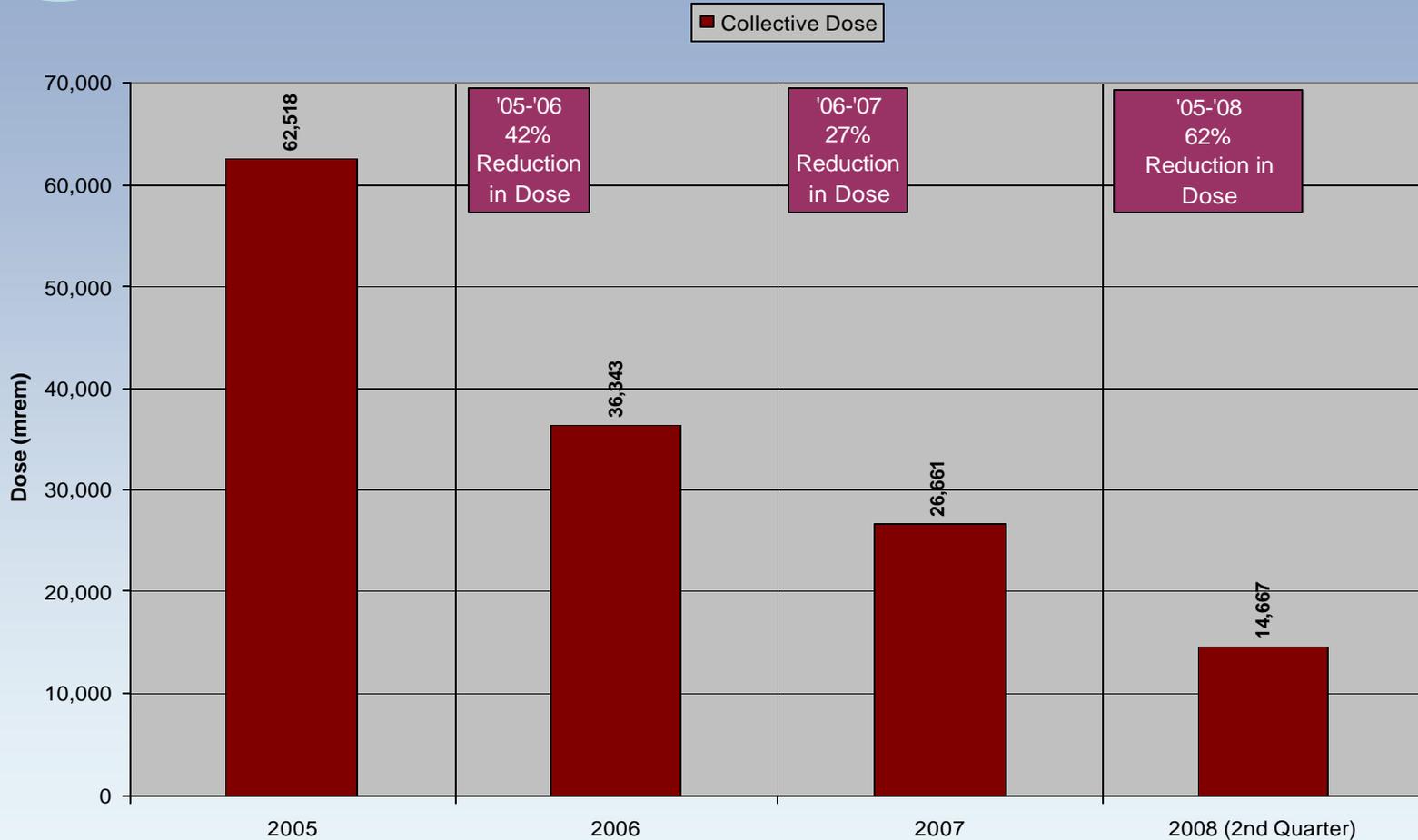
Note: Year 2005 Operations began in May





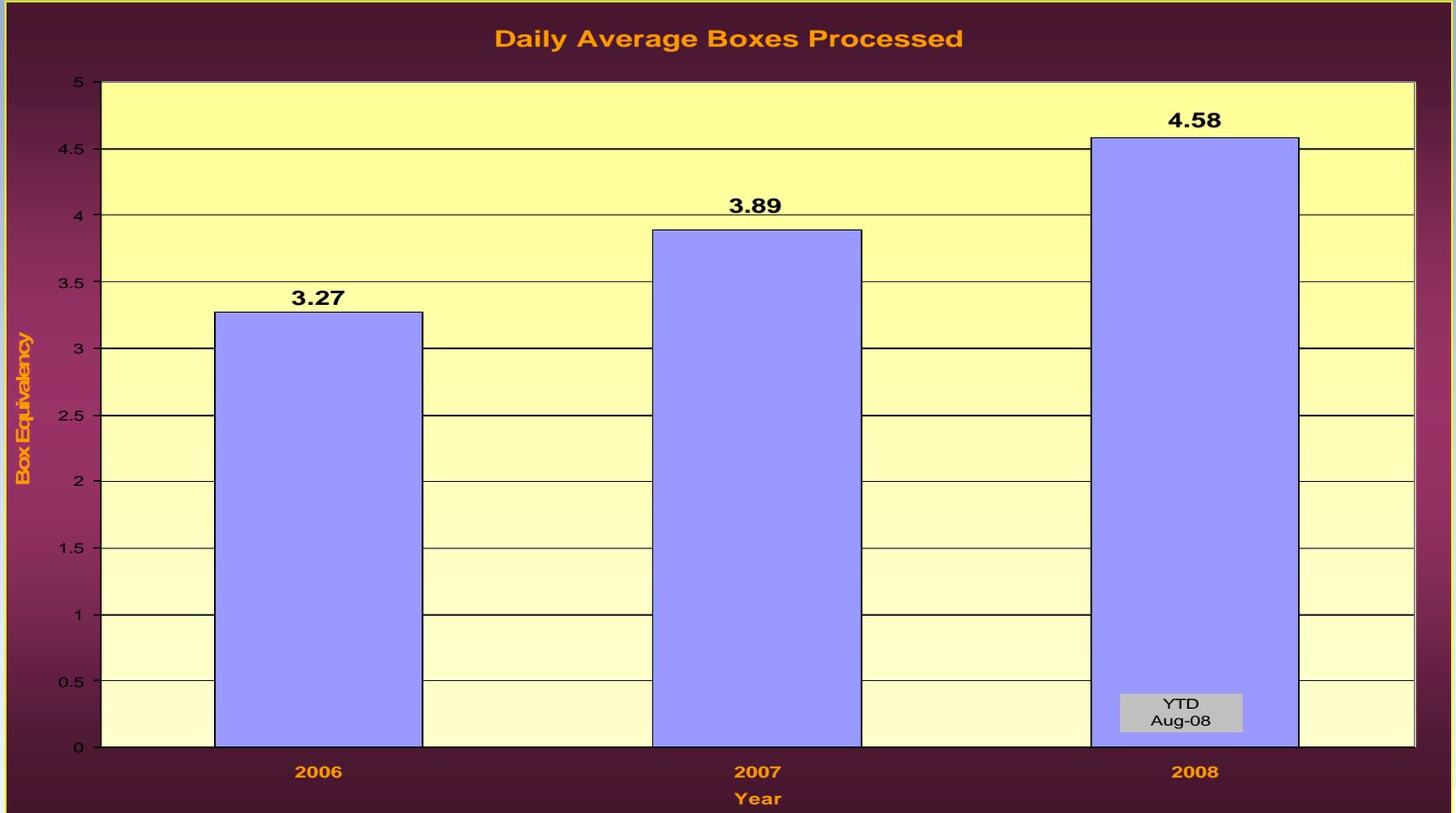
# Safety Posture Indicator- ALARA

AMWTP Dose Trend Report (as of 06/30/08)





# Production Results





# Transuranic Storage Area- Retrieval Enclosure





# Summary

- ConOps and ISMS integration results in improved safety and compliance posture
- Safe and compliant operations results in increased productivity

**At AMWTP ConOps = Excellence**

