

Organizational Transition

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Challenges of a Closure Project

- Technical
- Cost/Schedule
- Human

Human Challenges

- Organizational structure
- Organizational processes
- Downsizing impacts
- Communication

Organizational Structure

- Operating organizations not optimally suited for closure
 - Alternatives
 - Do nothing
 - Replace operating organization
 - Retain operating staff, replace management
 - Retain operating organization
 - Combinations

Organizational Structure *(continued)*

- Do nothing
 - Inexpensive up front investment
 - Best way to sink a closure project
- Replace operating organization
 - Expensive up front investment
 - Disincentive for operating organization
 - Steep learning curve
- Replace management team
 - Not as expensive as replacing entire operating organization
 - High learning curve

Organizational Structure *(continued)*

- Retain operating organization
 - Site/facility closure by operating staff and management has been successfully demonstrated
 - Supplement with
 - closure project focused schedule/organization structure
 - work management processes geared towards closure
 - training on processes and structure
 - Project focused organizational structure
 - Balance efforts and resources of maintaining safety/regulatory envelope with moving as fast as allowable to close site/facility
 - Restructure organization around two tasks
 - Base operations
 - Closure

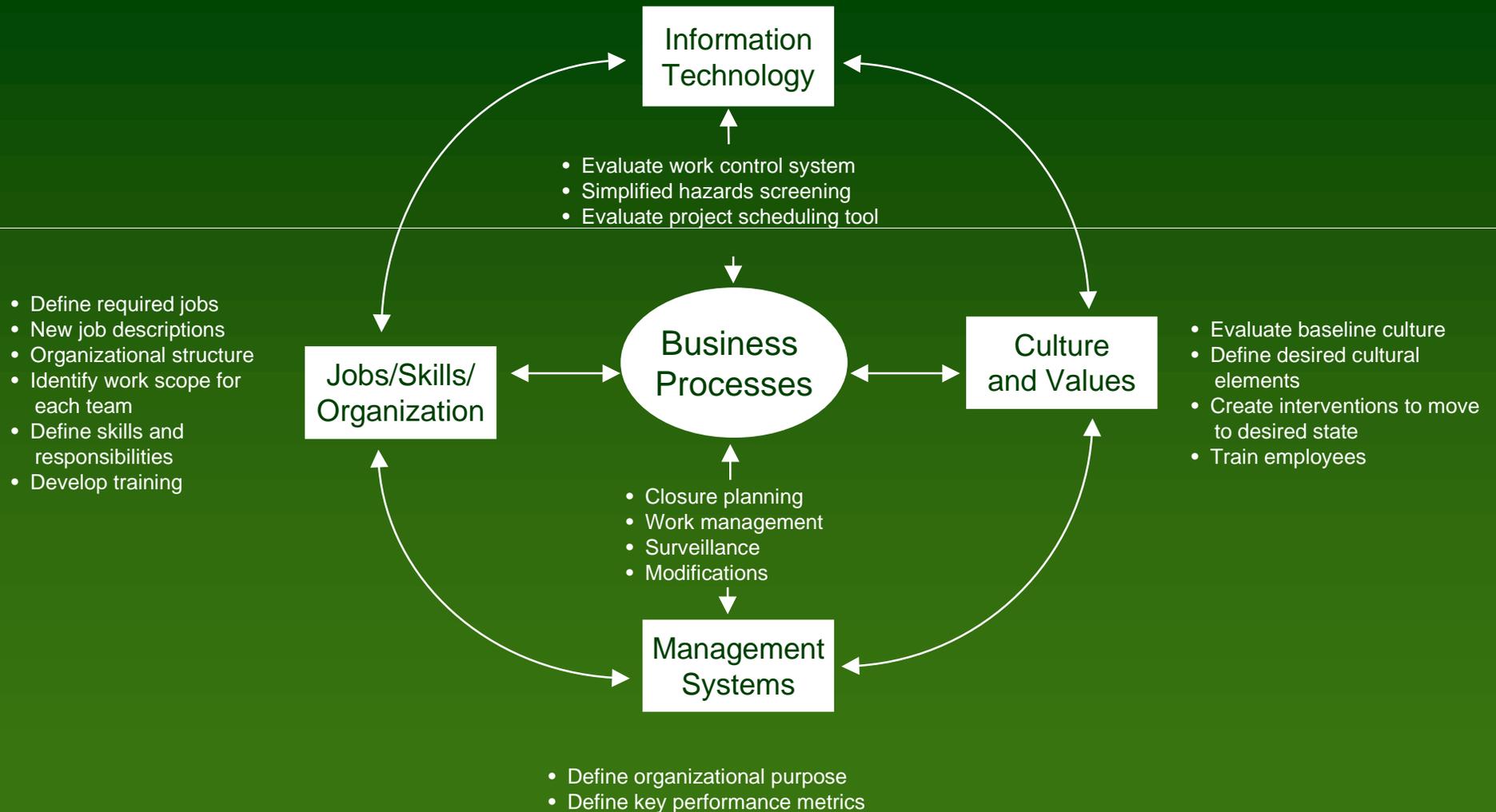
Organization Structure *(continued)*

- Shift mission/vision from operations to pulling the plug
 - Set objective that everyone wants to be working closure activities
 - Progress/achievement built around measures of closure success
 - Closure succeeds everyone succeeds
 - Don't take eye off base operations

Organizational Structure *(continued)*

- Round the clock operations will cease
 - Emotional issue
 - Run to failure is okay
- Move out of offices/facilities (homes) as soon as practical
 - Typically the last barrier to “this is really going to happen”
- Organize around the work with emphasis on closure

Hanford Organizational Redesign was Based on a Holistic Approach to a Facility Closure Business System



Each Team has the Necessary Resources to Perform Their Work

Project Director

- Secretary

Project Management Team

- Asst. Project Manager/Team Leader
- Project Activity Manager
- Regulatory Compliance Officer
- Rad Con Manager
- Safety Compliance Officer
- Lead Scheduler
- Project Activity Analyst
- Secretary

Facility Support Group

- Team Leader
- Plant Engineer
- Secretary/Clerk
- Instrument Tech
- Tool Crib
- Ops Support/Shift Relief
- Waste Coordinator
- Light Driver
- Painter
- Sign Painter
- Insulator
- Material Coordinator
- NPO Chief Steward
- Records Clerk
- HPT

Surveillance Team

- Team Leader
- Clerk (shared)
- Power Operator
- HPT
- Configuration Control
- Process Engineer

HVAC Team

- Team Leader
- Clerk (shared)
- Planner
- Scheduler
- Mechanical Engineer
- Electrical Engineer
- Instrument Tech
- Electrician
- Pipefitter
- Millwright
- Rigger
- NPO
- HPT

Utilities Team

- Team Leader
- Clerk (shared)
- Scheduler
- Mechanical Engineer
- Design Elec. Engineer
- Plant Eng. Contact
- Instrument Tech
- Electrician
- Pipefitter
- Millwright
- Rigger
- NPO
- HPT

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Outside/Ancillary General Area Team

- Team Leader
- Clerk (shared)
- Scheduler
- Process Engineer
- Electrician
- Millwright
- NPO
- HPT

Tech Support Team

- Team Leader
- Secretary/Clerk
- Rad Con Exp.
- Industrial Safety
- Quality Assurance
- Crit. Safety
- Reg. Compliance
- Industrial Hygiene
- Environ. Safety
- Waste Eng.
- Procedure Writer
- Training/Drill Coord.
- Fire Protection Eng.
- Engineering Tech.
- Sr. Engineer
- Planner
- SNM Spec (Role)

* Additional field work teams include: Administrative Support, Gallery Team, Canyon Team and Glovebox Team

Organization Processes

- Operating processes (scheduling, work control, etc.) may not be necessary as closure proceeds

Hanford Redesign Focused on Work Controls Being Consistent with Hazards and Worker's Skills

Percentage of Work	90%	9%	1%
Documentation Required	<ul style="list-style-type: none"> - Existing Procedures - Job hazards Analysis - Required Permits, e.g. confined space, hot work permit lock & tag 	<p data-bbox="1142 613 1346 721">Work Instructions to fill knowledge gaps</p> <ul style="list-style-type: none"> - Existing Procedures - Job hazards Analysis - Required Permits, e.g. confined space, hot work permit lock & tag 	<p data-bbox="1530 500 1734 607">Detailed Instructions to control work</p> <ul style="list-style-type: none"> - Existing Procedures - Job hazards Analysis - Required Permits, e.g. confined space, hot work permit lock & tag
Examples	<ul style="list-style-type: none"> - Valve, trap, gauge changeouts - Low pressure steam repairs - Plumbing repairs - Electrical repairs - Surveillances - PMs 	<ul style="list-style-type: none"> - Complicated valve line up - Minor work on safety equipment - Work on energized electrical systems 	<ul style="list-style-type: none"> - HEPA filter changeout - HVAC project - Acid load out - Tank flush with unknown contents - Work in highly contaminated rad areas
Who Performs	<ul style="list-style-type: none"> - Field work Team 	<ul style="list-style-type: none"> - Field work Team 	<ul style="list-style-type: none"> - Field work Team - Additional resources

Metrics

<u>Additional Metrics</u>	<u>Pre-Implementation</u>	<u>Target</u>	<u>Actual</u>
• Life-cycle of corrective maintenance	133 Days	60 Days	7 Days
• Amount of work requiring work packages	70%	1%	10%
• Number of signatures on a work package	14 (7 Org.)	7	7
• Actual hours in the field	3 hours	5	5.5

Downsizing Impacts

- Emotional
- Organizational

Real Life Personnel Issues

- Will I have a job when I'm done?
- When should I start looking for a new job?
- Is management going to find me my next job?
- Can I go to the next job with my buddies?
- Why should I bust hump to work myself out of my current, comfortable job?
- What's in it for me?

Emotional Impact

- Decreased quality of decisions
- Deterioration of cooperation
 - Typical management response to impose more rules and routines

Emotional Responses

- Denial
 - “It’s never going to happen”
- Withdrawal
 - Decrease in useful communications between work groups
- Confusion
 - Result of decreased information flow
- Cooperation
 - Decreases as communication drops
 - Manifests as jurisdictional issues (bargaining unit) or turf battles

Organizational Impacts of Downsizing

- Timing
 - Layoffs don't always occur at the appropriate time
 - Redeployments need to occur when positions are available
 - Need to see the big picture

Organizational Impacts of Downsizing *(continued)*

- Distribution of tasks/responsibility becomes unbalanced
- Investigate redeployment plan that allows key members to remain in place as long as possible
 - Compensation system
 - Hold positions open
 - Benchmark other industries

Organizational Impacts of Downsizing *(continued)*

- Assign senior member of management team responsibility for redeployment (working with Human Resources)
- Redeployment with strings not usually successful
 - No incentive

Communications

- Develop a comprehensive strategy and formal plan that integrates
 - technical challenges
 - regulatory obligations
 - public relations concerns
 - people issues

Communications *(continued)*

- Increase the flow of communications on site/facility
 - closure plan
 - goals
 - status – metrics depicting progress toward closure
 - people issues
- “Ewalt Principle”
- Provide extra training for the management staff to handle the people issues

Communications *(continued)*

- Routinely monitor the emotional climate
 - All employee meetings
 - Surveys
 - Focus groups
 - Exit interviews
 - Control the rumor mill
- Increase accessibility of management team

Communications *(continued)*

- Be honest and respectful to employees at all times
 - Provide information you have
 - Information is power, relinquish as much power as possible
 - Begin staffing forecast communications at the beginning
 - Let everyone know when their activity, job functions, classification, etc., will no longer be needed
 - Devote portions of All Employee Meetings to discuss staffing plans and key events
 - Employees can handle bad news if they know you are up front

Summary

Site closure is as much a social and psychological process as it is a technical and financial process. A successful closure will be one that focuses a balanced approach to the financial, technical, and human issues.'