

Senior Supervisory Watch: A Tool to Observe Field Conditions

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Overview

- What and Why?
 - The SSW Program
- Who?
 - Selection criteria
 - Qualification requirements
- How?
 - Expectations
 - Roles and responsibilities
- Where?
 - Roving SSW compared to Fixed SSW
- When?
 - Scheduling
- Results
 - Tracking and Trending

The SSW Program

- Eyes & ears of the Vice President of Production
- A roving or fixed (task-specific) watch within a facility or area to assess:
 - Maintenance/Construction work
 - Operational activities
 - Conditions in the work areas
 - Potential safety concerns
- Instituted as a CONOPS improvement initiative in Fall 2011
- Continued and improved program based on success
- Captured guidance in an approved administrative procedure

Selection Criteria

- No one is an expert in all areas
- Understand expectations of personnel/equipment in operating areas
- VP of Production selects individuals to qualify as SSW's
 - Broad experience and background
 - Level of knowledge (current and previous positions/qualifications)
 - Ability to recognize issues/concerns in the field (questioning attitude)
 - Ability to communicate with managers at all levels
 - Trust

Qualification Requirements

- SSW Training Summary Card
- Procedure Review
 - CONOPS, ISMS, IWCM, JHA, LO/TO, IQM
- Assigned training profile to remain current in
 - Facility Access
 - Safety Basis Requirements
 - Recurring Procedure Review
- Interview with VP for Production

Expectations

- Provide an independent overview of work control processes
- Dedicated activity for the monitoring and reporting period
- More than 50 items that may be assessed and documented including:
 - Hazard identification and mitigation
 - Personal Protective Equipment (PPE)
 - Criticality Safety
 - Pre-job, post-job briefing adequacy
 - Lockout/Tagout implementation/effectiveness
 - Use of procedures
 - Job/work area safety performance
- Report out to Production Manager(s)
- Ensure deficiencies are being properly addressed and findings reported to the VP of Production

ALWAYS SUSPEND/STOP WORK IF A SAFETY ISSUE IS RAISED

Roles and Responsibilities

- Prepare for the watch
 - Discuss with senior managers any items of interest they want observed
 - Review the Plan of the Day (POD) the day prior to the watch to receive input on the scheduled activities
 - Review work and operations to be accomplished for the shift/day
 - Review LO/TO activities
 - Review work packages/procedures, especially in the area of the hazard identification and mitigation for the planned activity

Roles and Responsibilities (cont.)

- Conduct the watch
 - Observe any special/complex evolutions
 - Spot-check surveillance activities that support Safety Basis requirements
 - Observe non-routine, infrequently accomplished activities
 - Ensure work is being performed in accordance with the requirements specified in the work packages and procedures
 - Observe field/work areas for questionable or unsafe conditions
 - Provide direct feedback to workers being observed
- Complete wrap-up activities for the watch
 - Out-brief with Production Manager
 - Enter information regarding field observations into the SSW Log data base
 - Assist in resolution of any abnormal event that occurs or is identified during the SSW shift

NOTE: This monitoring does not relieve the line managers/supervisors of their responsibilities for activity safety and quality of work.

Roving vs. Fixed SSW

- ROVING:
 - Across all Production Facilities
 - Minimum of four hours on the floor
 - Visit a selection of the most appropriate jobs/facilities
 - Observe various phases of the work
- FIXED (Task-specific):
 - When additional oversight is necessary:
 - High risk activities
 - New or unfamiliar work
 - Complex activities requiring large-scale coordination/communication
 - Assigned to the specific activity/operating area by the Production VP
 - Tied to the task in operating area(s) until it is complete

Scheduling

- Roving Watches
 - One watch is to be conducted per work day
 - Discussion with qualified SSWs as to their availability and preferred days
 - Days assigned are communicated by the SSW Program Manager – calendar tracking (works out to one day every 4 – 6 weeks)
 - Assigned SSW is responsible for getting a relief if circumstances warrant
- Fixed Watches
 - Qualified SSW assigned by task/evolution
 - Schedule is driven by activities planned and conducted
 - Assigned SSW responsible for finding a substitute for a portion of a major activity
 - Assigned SSW still maintains responsibility to see the task/evolution through to completion

Monthly Report

- Summary Discussion
- Most pertinent observations/comments
- Description of metrics/goals
- Graphical portrayal of data for high level analysis
- Actions to improve

Opportunities to mentor employees in conduct of operations and error prevention/reduction and re-enforce management expectations.

Ratings by Percentage of Total Observations

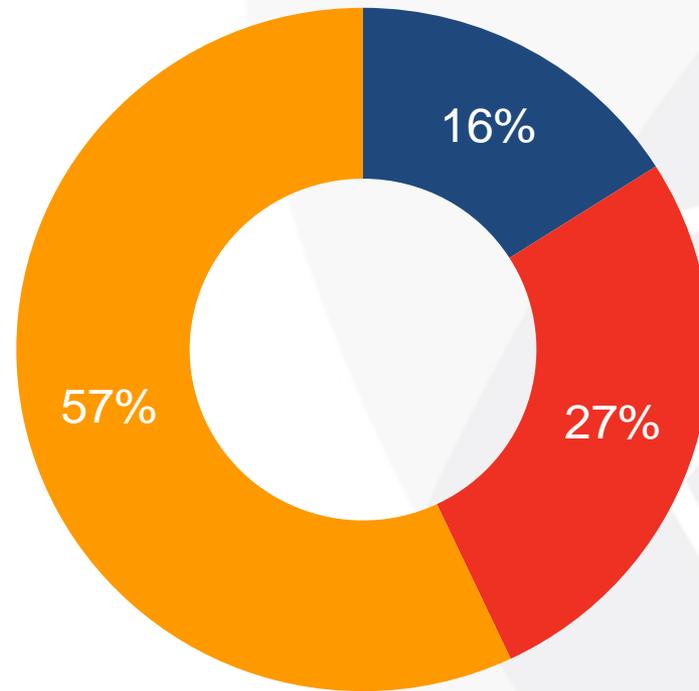
Metric Description:

Rating Criteria (definitions):

Goal:

Actions to Reach Goal:

Comments:



■ Positive ■ Area for Improvement ■ Satisfactory

Tracking and Trending

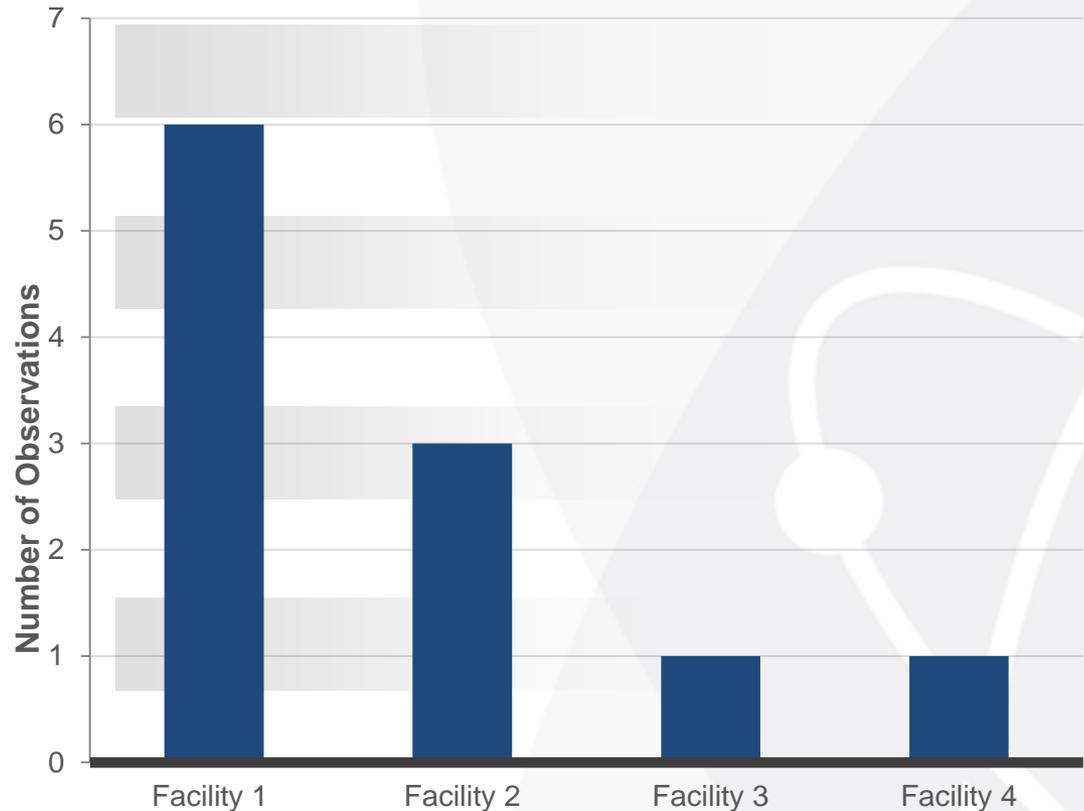
Facility Tracking

- Number of observations per facility.
- Make sure facilities are being assessed on a level of risk basis

Area for Improvement Tracking

- Number of Areas for Improvement identified
- Number of Positives also identified

Graphs allow high-level “quick-look” analysis of data to help determine where we need to focus our continuous improvement efforts



Questions/Discussion



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