

United States Government

Department of Energy

Oak Ridge Office

memorandum

DATE: June 8, 2011

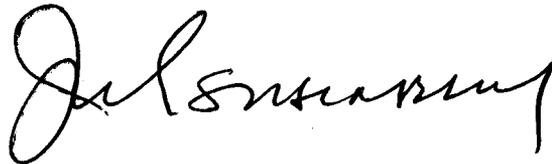
REPLY TO
ATTN OF: EM-95:Green

SUBJECT: **EM PROCEDURE EM-2.8, REVISION 1, "MANAGEMENT WALKTHROUGH PROGRAM" - APPROVED**

TO: Environmental Management Staff, EM-90

The subject procedure, see attached, is issued for your use. Please read and familiarize yourself with it. It will be placed onto the Office of Environmental Management's Office Policies and Procedures Webpage, see <http://www.oakridge.doe.gov/External/Default.aspx?tabid=120>, as soon as possible and will be available there for future reference.

If you have questions or if we can be of any further assistance, please contact me at 576-0742 or Brenda Hawks at 576-2503.



John R. Eschenberg
Assistant Manager for
Environmental Management

Attachment
EM Procedure on EM-2.8 Revision 1

Department of Energy
Oak Ridge Office
Environmental Management
Procedure

MANAGEMENT WALKTHROUGH PROGRAM

EM-2.8
Revision 1

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Performance Assurance Division Director

Approved: John R. Eschenberg 6/8/2011
John R. Eschenberg, Date
Assistant Manager for Environmental Management



EM Environmental Management

safety ♦ performance ♦ cleanup ♦ closure

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Revision Log

Revision	Description of the Revision	Issue Date
1	Organizational changes and requirements.	June 8, 2011

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List of Acronyms

AM	Assistant Manager
ARRA	American Recovery and Reinvestment Act
DOE	Department of Energy
EM	Environmental Management
FR	Facility Representative
IFDP	Integrated Facility Disposition Project
MWP	Management Walkthrough Program
ORO	Oak Ridge Office
PFPD	Portfolio Federal Project Directors
SCMS	Science Management System
QA	Quality Assurance

1.0 PURPOSE

The purpose of this procedure is to establish requirements and responsibilities for the U.S. Department of Energy (DOE) Oak Ridge Office (ORO) Office of Environmental Management (EM), Management Walkthrough Program (MWP). The MWP is to maintain management field presence for observation of work activities. The objectives of management walkthroughs are: reinforcement of positive safe behaviors, continuous knowledge of operations, increased dialogue with workers and correction of deficiencies/issues.

2.0 SCOPE

This procedure applies to direct reports to the Assistant Manager for EM and describes responsibilities for management personnel.

3.0 REFERENCES AND DEFINITIONS

3.1 References

- 3.1.1 DOE G 414.1-1B, *Management Assessment and Independent Assessment Guide*
- 3.1.2 DOE O 226.1A, Implementation of Department of Energy Oversight Policy
- 3.1.3 DOE O 414.1C, Quality Assurance
- 3.1.4 EM 3.3, Integrated Assessment Program
- 3.1.5 SCMS

3.2 Definitions

- 3.2.1 Environmental Management – The management staff includes the following personnel:
 - Assistant Manager Environmental Management
 - Deputy Assistant Manager Environmental Management
 - Chief of Staff
 - Portfolio Federal Project Directors (PFPD)
 - Project Management Division Director
 - Planning and Baseline Management Division Director
 - Performance Assurance Division Director
 - Facility Operations Division Director

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- Engineering Division Director
- Deputy Division Directors

4.0 RESPONSIBILITIES

4.1 Assistant Manager for Environmental Management (AMEM)

- 4.1.1 Responsible for Program implementation and provide resources for execution.
- 4.1.2 Ensures establishment of goals for each individual required to participate in the MWP.
- 4.1.3 Ensures guidance is provided to staff concerning completion of walkthroughs.
- 4.1.4 Makes final decision on what time and/or activity is allowed to count in tracking.

4.2 Environmental Management's Deputy AMEM, Reference all management listed in 3.2.1

- 4.2.1 Performance of walkthroughs and documentation in the ORION system.

4.3 Performance Assurance Division Director

- 4.3.1 Maintaining a record of management walkthrough hours for each manager required to perform the designated hours per fiscal year as outlined in the performance plans and transmit tabulation to the AMEM quarterly.

5.0 PROCEDURE

5.1 Each assigned manager will conduct management walkthroughs using the following process:

- Management walkthroughs are first-hand observations of a discrete operation or field activity. This responsibility cannot be delegated;
- Managers will identify walkthrough topics prior to performance;
- When performing management walkthroughs, individuals should use the guidance contained in Attachment A, Management Walkthrough Guidance;
- Each management walkthrough should be at least one hour in duration;
- The personnel identified in Section 3.2.1 of this procedure shall conduct walkthroughs totaling the minimum hours per fiscal year outlined in each person's performance plan;
- Time spent attending meetings, inside an assigned facility do not count toward accumulated walkthrough time;

- Time spent performing facility observation activity (field work for assessments, observation of critiques, design reviews, pre- and post-job briefings, field fact finding meetings, etc.) does count toward accumulated walkthrough time if tied to specific field work activity;
- After each management walkthrough, the person shall immediately notify appropriate level of contractor management if operating requirements and required actions are deficient (e.g., hazards identified, safety and health noncompliance, procedures not being followed);
- Significant deficiencies/issues should be transmitted to the cognizant Facility Representative (FR) and placed into ORION, as necessary;
- Management walkthroughs are documented in ORION, see Attachment B, Documenting Management Walkthroughs, in ORION; and
- Best practices and significant deficiencies/issues resulting from walkthroughs should be shared among the ORO EM senior management team.

6.0 RECORDS

- The record of the walkthrough shall be the ORION entry.
- Records shall be maintained in accordance with the established ORO EM Records Management System, which is ORION system for walkthroughs.

Attachment A

MANAGEMENT WALKTHROUGH GUIDANCE

MANAGEMENT WALKTHROUGH GUIDANCE

Environmental Management managers are to perform walkthrough assessments to improve safety culture, the capability of federal staff and their own technical and management skills. Results are documented in ORION. The number of hours associated with the walkthrough shall be documented in a field provided or in the first line of the description.

Suggestions for ensuring effective walkthroughs are as follows:

1. Observe field work activities in progress (e.g., plant operating procedures being performed, valve lineups being performed, chemistry samples being obtained and analyzed, construction activities, etc.);
2. Compare plant conditions to applicable technical limits (e.g., technical safety requirements);
3. Identify conditions that are not within limits and applicable required actions, if any. Verify required actions comply with requirements;
4. Verify log-keeping, shift turnover, communications, and other items related to conduct of operations to ensure that they comply with applicable requirements;
5. Verify general activities and conditions comply with applicable occupational safety and health regulations; and
6. Use Standard Review Plan, DOE-EM-SRP-2010, as a good source of objectives and criteria.
7. Discuss with workers and Federal staff, at the actual job site, the following:
 - a. Why are you doing the work?
 - b. What are the hazards of the work?
 - c. What are the controls in place that protect you from the hazards?
 - d. When should you stop work?
 - e. Who is responsible for the safety of the job?
8. Supervisors should also assess and reach judgments on the following during the walkthroughs:
 - a. Orderliness of the workspace
 - b. Worker body positions and motions
 - c. Appropriateness of the tools the worker uses
 - d. Adequacy of procedures the worker uses
 - e. Availability, quality, and appropriateness of personal protective equipment the worker uses

Attachment B

DOCUMENTING MANAGEMENT WALKTHROUGHS

DOCUMENTING MANAGEMENT WALKTHROUGHS

1. Management walkthroughs will be documented in ORION.
2. Time spent in the field shall be documented on the ORION walkthrough entry; a field is provided for entry.
3. Following data entry into the ORION, please provide an email to the Performance Assurance Division Director, as well as the Performance Assurance Division trending lead, and personal that provide QA support, indicating that the management walkthrough has been performed, along with the ORION number. (this can be done by sending an e-mail of the ORION walkthrough report)
4. Observations, issues, and other significant information should be entered into ORION. Findings will be documented, controlled and transmitted in accordance with EM 3.3, *Integrated Assessment Program*.
5. Management walkthrough performance will be reviewed and tracked monthly with summary results presented to ORO EM management.