

# efficiency bulletin

September 1, 2016

Efficiency Bulletin: 16-22

## Implementing an Effective and Efficient Work Management T-Week Process

Reducing work management administrative burden and inefficiencies accumulated over time and streamlining the work management process will provide managers and supervisors more time to focus on higher priority work and improving equipment reliability. Station leaders should fully leverage AP-928, Work Management Process Description, Revision 4, efficiency practices to reduce administrative burden in the work management process. Ultimately, these efforts will support the “Transform Maintaining the Plant Organization” (WM-E-00) improvement opportunity.

**Addressees: Chief nuclear officers, NEI APCs and INPO APCs**

**Issue: WM-P-10, T-Week Process**

### Summary of Efficiency Opportunity

- Desired end-state—Implementing a streamlined and effective work management process will simplify planning, preparation and work execution. These changes will reduce the administrative burden to plan, schedule and execute work. Station resources will be used more efficiently, resulting in more efficient completion of maintenance activities and improved plant reliability. Manager and supervisor administrative workloads will be reduced, enabling them to spend more time coaching worker behaviors and preventing problems.

Color Code: Blue  
Due: June 2017

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NUCLEAR ENERGY INSTITUTE

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- Value proposition (vision of excellence)—Station leaders and workers spend less time processing administrative requirements, forms and checklists, including time spent in meetings (daily schedule accountability meetings, preventive maintenance feedback and scope meetings, management readiness review, etc.), and have greater focus on equipment and worker performance. Department managers and direct reports move into higher levels of performance accountability with the streamlined process.
- Maximum benefit is obtained when this efficiency bulletin is implemented in conjunction with Efficiency Bulletin 16-15a, "Work Screening Process"; Efficiency Bulletin 16-15b, "Utilizing Minor Maintenance"; and Efficiency Bulletin 16-15c, "FIN Team Efficiency."
- Why it is important?—Reducing work management administrative burden and inefficiencies accumulated over time and streamlining the work management process will provide department managers and supervisors more time to focus on preparing and executing high priority work and improving equipment reliability. For a typical station, the net effect is 80 to 96 hours of meeting and preparation time saved per week (four meetings per week, one hour each with a one-hour preparation time for an average 10-12 managers and/or supervisors per meeting).
- Industry benchmark value(s)—High levels of equipment reliability are maintained, as monitored by the equipment reliability index (ERI). Critical and noncritical maintenance backlogs are reduced or maintained at industry best performance levels. Weekly schedule completion is maintained at current performance and safety-system outage performance does not degrade.
- Measure of effectiveness—A decrease in the number of required work management meetings. This will allow department managers and supervisors to achieve higher levels of personal and team accountability with the streamlined process.

## Background

The accumulation of process controls, administrative requirements and prescriptive steps placed on the work management process negatively affects managers and supervisors and challenges sustained high levels of plant performance. These items create administrative burdens without a commensurate value in added safety and reliability. In addition, many of the process requirements take managers and supervisors out of contact with their workers to attend meetings and complete administrative requirements.

## Relevant Standards

- Performance Objectives and Criteria (INPO) WM.1, Work activities are managed during both on-line and outage periods to support safe and reliable operation.

### Key to Color Codes:

Red: NSIAC initiative – full participation required for viability

Blue: Action expected at all sites, but is not needed for broad industry viability

Green: Utility discretion to implement, consistent with its business environment

## Guidance

- AP-928, Work Management Process Description, Revision 4

## Recommended Industry Actions

Revise, as necessary, the work management processes and procedures to support the guidance provided in INPO AP-928, Work Management Process Description, Revision 4. Specific actions that can be taken include:

- Reduce typical process phases from seven to six.
- Reduce T-Week meetings from the typical eight or more to three, with an optional fourth.
- Move key preparation milestones closer to execution to better align with industry best practices.
- Establish a four-tiered approach to metrics. AP-928, Work Management Process Description, Revision 4 reclassified many performance indicators previously reported to INPO. The reduction in reported data supports overall burden reduction, a focus on the most important measures and alignment with the objectives of Delivering the Nuclear Promise.
- Increase the organization's focus on using a "graded approach" to work preparation and execution.
- Emphasize the need to fully utilize the fix-it-now team, minor maintenance, tool pouch and single person tasks, based on risk and complexity rather than having all work use the T-Week process.
- Increase focus on resources and resource alignment.

## Change Management Considerations

### *Industry Activities*

- Industry webinar to provide background for initiative, INPO discussion, and provide an open forum to clarify expectations and ask questions. Webinar information can be found at <https://web.inpo.org/Pages/Nuclear-Promise-Issues.aspx>.
- Discuss at regional maintenance and work management meetings and industry conference calls.
- Update and discuss during the maintenance and work management manager meetings.
- Agenda topics devoted to Delivering the Nuclear Promise implementation initiatives in work management were discussed at the 2016 ANS Utility Working Conference.

### *Company Actions*

- Perform an assessment of current work management process requirements against INPO AP-928, Work Management Process Description, Revision 4, and implement necessary changes. Use a change management plan that communicates the desired outcome and purpose of the initiative.
- Review the implementation of INPO AP-928, Work Management Process Description, Revision 4, and share findings with the industry working group for broader industry analysis.

## Report Your Site's Results

Please report your company's implementation of this improvement opportunity, including the date of completion. Send this information, along with your company point of contact, to [EfficiencyBulletin@NEI.org](mailto:EfficiencyBulletin@NEI.org).

## Industry Contacts

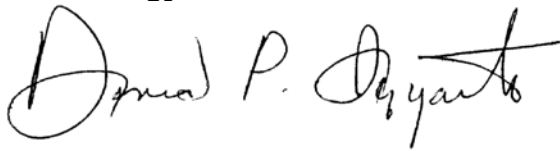
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