

'Top down/bottom up' review yields substantial savings

As part of Fluor Hanford's continuing efforts to accelerate its cleanup mission, a team of employees recently completed the first phase of a review to improve the efficiency of operations. The team focused on streamlining work processes to eliminate obstacles that are preventing work from being accomplished safely, promptly and at minimum cost. The review involved both a top-down assessment of the requirements that apply to Fluor Hanford's work, and a bottom-up assessment of the best way to tailor the requirements to the work.



At a recent weekly meeting of the team conducting top down/bottom up reviews of requirements that apply to Fluor Hanford's work, (from left, around the table) Oly Serrano, Bruce Carlisle, Rick McCollum, Art Garcia, Michael Grygiel and John Longenecker discuss progress on improving efficiency. Other team members who are not pictured are Clegg Crawford, Jennifer Nuzum, Reed Kaldor, Ann Hansen and Theresa Bergman.

Over the past few years, the nature of Fluor Hanford's work has changed, and will continue to change from nuclear operations to decontamination and decommissioning. The rules that govern operations are quite different from those for D&D. Fluor Hanford's approach is to apply the appropriate requirements, and then tailor those requirements to the work being performed and the potential hazards.

The review centered around two pilot projects: Waste Management's Liquid Processing and Capsule Storage facility, and the Central Plateau's 224-B D&D project. The team focused on reviewing the requirements being applied to both projects, assuring that the applicability and number of the requirements were appropriate for the work being performed. In addition, the review included assuring that Fluor Hanford is integrating good operating experience not only from other Department of Energy sites, including Fernald, but also from companies doing similar work.

The review identified that the requirements in the LPCS project could be reduced from 1,059 to 800, and the requirements in the D&D project could be reduced from 1,059 to 410. The estimated cost avoidance from this effort exceeds \$1 million, and will increase if extrapolated to all Fluor Hanford facilities and D&D projects.

During the second phase of the project, Fluor Hanford will expand the successes from the first phase to other Waste Management facilities and D&D projects.

Fluor Hanford Executive Vice President Tom Harper said, "The results to date demonstrate that our team is fully committed to working safely and economically, and applying the savings to accelerating the mission for DOE.

I thank the team for their dedication and emphasize that this way of doing business is essential to Fluor's meeting the accelerated schedule milestones in our contract." ■