

# Trimming DOE Orders saves time, money for projects

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Fluor Hanford and the Department of Energy Richland Operations Office are joining forces to simplify the set of 133 DOE Orders in the Fluor contract and redirect saved dollars to cleanup activities. Thirty of the orders will be eliminated from the contract and 19 others will be modified.

“This is an excellent example of the RL Integrated Management System stewards working in an ‘interdependent’ manner with each other and in concert with the contractors to ensure efficiency in operations by streamlining requirements,” said Steve Veitenheimer, director of the RL Integrated Management System (RIMS) Project office.

“The efficiency sets the foundation to make life easier at Hanford,” said Mike Grygiel of the Fluor Hanford Management Systems Project Operations Center, or POC. “It eliminates confusion and constraints and allows us to use more commercial practices. We will have fewer requirements to administer, fewer orders to keep track of and fewer conflicting requirements, and the compliance world we live in will be simplified.

“The biggest benefit will be the elimination of the work driven by the directives that have been eliminated. The procedures will change all the way down to the plant level. This has the potential for significant cost avoidance,” said Grygiel.

The DOE Directives Review began with the October 2000 contract between DOE-RL and Fluor Hanford. The contract calls for closer alignment with the commercially based Fluor corporate model by analyzing DOE directives in the contract and making recommendations to eliminate or modify. About 75 project and functional area representatives formed teams to review and analyze, maintaining involvement with DOE-RL through the process.

“People in all the functional areas and projects worked hard on this and deserve the credit,” Grygiel said. “RL has been a full partner from the get-go. We could not have had this level of success without their involvement.

“This was new. Such an across-the-board examination of the orders hasn’t been attempted on this scale anywhere in the DOE complex.”

At the end of June, DOE-RL announced full agreement with 49 of 63 recommendations, including elimination of 30 directives from the contract. The recent Contract Modification 137 formalizes elimination of the 30.



**DOE Directives Review participants re-enact parts of the process they used. From left: Anna Kion of Fluor Hanford scrutinizes the contract; Sue Price of FH compiles the list of the contract’s 133 DOE Orders; Fluor’s Sherri Johnson types up a recommendation based on review documents such as those in the stack in front of Fluor’s Merle Jackson; Mike Grygiel of Fluor presents a recommendation; and Stacy Helmann and Steve Veitenheimer of the DOE Richland Operations Office consider recommendations.**

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Directives were eliminated if they had no contractor requirements — those that define how DOE-RL is to interact with other federal offices, for example. Other directives dealt with types of work no longer being performed, such as design work for nuclear reactors no longer being built. In some cases, requirements are covered elsewhere or have expired or been superceded.

With the completion of the review, the Management System Realignment Project gears up. Headed by Stephen Smith of the Fluor Hanford POC, it will develop a system in which requirements are identified, traced, stored and implemented in a controlled manner through a standardized implementing document system. Its central concept is single-point implementation — implementing requirements only at the highest of the company, project or facility work levels. This will streamline the connections from contract to requirement to implementing document. Intermediate documents like polices and plans will be minimized.

Grygiel predicts the benefits of these changes will start showing by October and that the Management System Realignment Project and its single-point implementation will become a way of doing business. ♦