EVALUATING ORGANIZATION EFFECTIVENESS REVIEW (EOER) DETAILS REPORT

D15-001468-EOER
QUALITY REVIEW COMPLETED

Report Seq No:	D15-001468-EOER	Facility:	DARLINGTON NGS	Entry Date:	2015 Sep 28
EO Manager:	COLELLA,ANTHONY,A	Division:	PROJECTS & MODIFICATIONS	Start Date:	2015 Sep 28
Status:	CARB Approved and Cl	Department:	DARLINGTON DESIGN PROJECTS	Target Completion Date:	2015 Sep 30
Year:	2015	Section:			
Time Spent:	6 hrs	Resource Cat:	C	Significance Level:	2
Author:	TANNOUSW	Overall Effectiveness Disposition:	Effective	Actual Completion Date:	2015 Sep 29

Team Members:
Reference:
SCR #s / AR #s: D-2014-17724, N-2014-15070, 28170282

SCR # and Title

D-2014-17724 - 16-31555 D2O Storage Project, Light Standard Knocked Over By Truck (Duplicate Of N-2014-15070)

Executive Summary

This EOER concludes that the CAP and SCR actions were Effective.

On May 8th, 2014 at 21:30 a truck hit a light standard while maneuvering to pick up a tote. the light standard was knocked to the ground. This event was rated as a high Maximum Reasonable Potential for Harm due to the potential hazard to personnel in the area.

Some of the personel of the ESMSA Vendor on the Project, Black & MacDonald, were not aware that the subcontractor's driver was on site and performing work. [redacted] Assignments were created through this CAP to ensure OPG performed this oversight and had tools to provide the necessary intrusive oversight.

This EOER found recurrence control actions effective in adressing the adverse control. All assignments were completed and the ones that were given extensions were given the proper CARB approval. Although there have been recurrence of incidents involving vehicle accidents this CAP was not geared towards addressing human performance issues that are a significant cause of these incidents. The original intent of the CAP was to address OPG Project's lack of intrusive oversight on subcontractor's and this was met with the completion of assignments that are part of this CAP.

Problem Statement/Adverse Condition

This is a DUPLICATE of SCR N-2014-15070 filed on 2014/05/09. CMO requested that a SCR be filed under Darlington data base as well as NOSS database.
Truck driver was manoeuvring truck into place to pick up tote to remove from site. Spotter was being utilized at rear of truck. As the driver tried to maneuver into position to pick up a tote, he misjudged his distance and made contact with a light standard directly in front of the truck and the light tower tipped over still attached to one side of the concrete base. Truck was shut off, supervisor called. area secured.

Stated Cause (Root or Apparent)

This evaluation report is considered Confidential per OPG-STD-0030. Please contact Evaluating Organization Manager for further information.

SCR Search / Power Search

Searched SCR database for OPEX documenting similar events that have occured from the discovery of the adverse condition to date.

Date Range: May 08, 2015 to Sep. 28, 2015
Databases searched - DN, PN, Nuclear Support
Key words used in the OPEX search:
light standard, *truck*

light standard - There are several incidents involving vehicles running into light standards. (D-2015-11359, N-2014-16939)

truck - Most are related to trucks knocknig into objects (poles, stop signs, other vehicles), some are contractors some or not (D-2014-19725, D-2014-35041, N-2014-31706, N-2015-00832, D-2014-30802, N-2014-20145)

The only SCR that has an identical situation to the D-2014-17724 is N-2014-16939 - Light Pole Struck by Back Hoe - on May 27th 2014, which occured before a CAP was implemented.

Assignment Review

Assignment Number: 01 ***Assignment Type:*** RC-Recurrence Control

Assignment Description

Develop and issue a ES-MSA contractor/subcontractor relationship chart that will allow OPG a thorough understanding of which vendor/subcontractor is responsible for performing each task. Relationship chart to be updated and re-issued each time a relationship changes.

Alert Group: N-PMMDM
Responsible Manager: Pat Kennelly
Due Date: November 14, 2014

Completion Criteria: Relationship chart developed and issued. Regular updates scheduled.

Success Criteria: Self assessment determines that 95% of OPG Project Managers, Project Owners and Contract Administrators know which vendors/subcontractors are responsible for performing which tasks.

Action Completion Notes

this action was derived from d2o storage project - light standard knocked over by truck scr d-2014-17724. incident occurred on may 8th, 2014. relationship for sub contractors was not easily identifiable and it was not known who the sub contractor was reporting to as this sub had multi contracts in progress on site. contract administrators (ca's) were tasked to complete relationship maps for all major projects to identify prime vendors right down to sub contractors. the relationship maps were completed by ca by communicating with our prime vendor & project managers who have provided all sub contractors supporting their work. relationship maps are now available to be reviewed by required parties on the cmo sharepoint site. the maps can be used to identify what prime contractor the sub works for; as well as in the case of an incident - cmo can be called during any shift and any ca on duty will be able to determine whom the responsible prime vendor and project is. secondly, the opg pm can use this relationship map to perform contracting strategies. example of relationship map has been attached in the progress notes for review contractor relationship maps have been completed and uploaded to cmo sharepoint site. the intent of this action has been met - . regular updates to map are developed at the beginning of project and updated as map requires adjustment action is complete- 16apr2015- pat kennelly, manager project support

Any Negative Impact for Corrective Action?

No Negative Impacts from implementing Corrective Action.

Action Effectiveness Disposition

This action was effective as, following a CARB approved extension, the subcontractor management maps have been uploaded to the CMO SharePoint Site. As per assignment description, these maps have been updated to show relevant changes.

Methodology Used / Evidence Found

This action was completed as originally intended, after the assignment had been extended per CARB approval. Contract Administrators have developped subcontractor relationship maps have been uploaded onto CMO Sharepoint Site such that project managers and other relevant parties can review these maps. As per the assignment request, CMO has confirmed "REGULAR UPDATES TO MAP ARE DEVELOPED AT THE BEGINNING OF PROJECT AND UPDATED AS MAP REQUIRES ADJUSTMENT" per correspondance from Cheryl Payne on July 14th.

CMO Sharepoint Site was reviewed to verify that Subcontractor Maps have been uploaded and updated as necessary.

Assignment Review

Assignment Number: 02 ***Assignment Type:*** RC-Recurrence Control

Assignment Description

Develop and implement assessments on ESMSA vendors to confirm they are meeting requirements as specified in the Subcontractor Management Plans.
a. Conduct the assessments in accordance with N-PROC-RA-0097 Self-Assessments and Benchmarking
b. Create assessment schedule and assignments for the various projects.

Alert Group: N-PMNRPM
Responsible Manager: Anthony Colella
Due Date: March 31, 2015
Completion Criteria: Audit schedule developed and implemented.

Guideline issued as an approved template in MS Word and is available in the MS Word template selections

Success Criteria: Assessment determines that both ES-MSA vendors are meeting 90% of the requirements specified in the Subcontractor Management Plans

Action Completion Notes

original completion notes did not meet carb acceptance criteria; i.e. assessment only included B&M compliance and did not include an evaluation of ES Fox adherence to their subcontractor management plan (smp), fgp-msa-001. an O&C was completed and input into the sa database; ref. D15 -001334 (see notes panel for copy of report). a project rep met with the ESFL PM for RFRISA and RPO, at the ESFL site trailer, on Aug. 7/15 to assess adherence to the es fox smp and identify gaps and/or recommendations. a checklist was prepared to ensure every step in the smp was being followed by esfl. this included receipt of documented proof of compliance, where applicable. the assessment concluded esfl is compliant with the requirements specified in their smp. the check list is attached within the in-progress notes panel of this ar assignment as well as within the body of the attached sa report. the sa was approved and closed. this completes this action. a. colella, manager, p&m. aug. 21, 2015. opg project staff met with the B&M subcontracts manager on april 27/15 to assess B&M's adherence to the site wide subcontractor management plan, bm-proc-025 (vendor owned). b&m provided proof of their adherence throug submission of rollout forms, signoffs, sub-contractor scorecards, pre -inspection checklists, etc. (see notes tab). it was concluded that b&m are meeting at least 90% of the requirements specified in their procedure. please refer to o&c report no15-000991 for detailed report. another assessment will be completed by end of next quarter. this assignment is complete. julian read, section manager, april 30/15.

Any Negative Impact for Corrective Action?

No Negative Impact from implementation of corrective action.

Action Effectiveness Disposition

This action was deemed effective as assessments of multiple ESMSA vendors (ESFL and B&M) was performed on multiple projects (D2O, RFRISA, RPO) and adherence to subcontractor management plans was discovered. All extensions to this assignment were approved by CARB.

Methodology Used / Evidence Found

This action was completed as originally intended, after the assignment had been extended per CARB approval. Assessments of quarterly assessments on ESMSA vendors (ESFOX and Black & MacDonald) have been performed and documented in OCRSA Self assessment tool.

Report N015-000991 - Assessment of B&M Subcontractor Management Plan
Report D-15-001334 - Assessment of ESFL Subcontractor Management Plan

Both assessments were reviewed and found that Sucess Criteria for this assignment was met.

Assignment Review

Assignment Number: 03 ***Assignment Type:*** E-Enhancement Action

Assignment Description

1. Verify the completion notes of the CAPR to ensure;
I. Did you do what you committed to?
II. Did you document clearly what you said you would do?
2. Schedule a meeting with Manager – Corrective Action Dept to review findings from this pre-effectiveness check.
3. Document in completion notes:
I. RC action completion criteria satisfied or not
II. outcome of meeting with Manager – Corrective Action Dept

Action Completion Notes

projects has met with performance improvement manager to perform a pre-effectiveness review (26june2015). two assignments have been reviewed during this meeting and checked against their objectives and success criteria. it has been determined that there are some objectives that still need to be addressed: see notes for additional information submitted by julian read section manager approved by manger anthony colella

Any Negative Impact for Corrective Action?

No Negative Impact from implementation of corrective action.

Action Effectiveness Disposition

This action was effective as it determined a couple of gaps in the completion of assignments such as the regular update of subcontractor relationship maps and assessing adherence to subcontractor management plans for multiple projects and ESMSA vendors.

Methodology Used / Evidence Found

Meeting was scheduled between projects delegate with Darlington Performance improvement manager to ensure effectiveness of assignment

Assignment Review

Assignment Number: 04 ***Assignment Type:*** EOER

Assignment Description

In accordance with N-PROC-RA-0022. section 1.15; EO CA Effectiveness Reviews shall be conducted in accordance with N-GUID-01966-10001, Evaluating Organization Effectiveness Reviews and checklist N-FORM-11159, Evaluating Organization Effectiveness Review Checklist and documented using N-PROC-RA-0097, Self-Assessment and Benchmarking. Schedule for completion of the effectiveness review shall be commensurate with the nature of the CAs, not to exceed 6 months from when the last CAPR is completed.

Completion notes to clearly state whether cap is effective or ineffective and state Self Assessment #. When creating the Self assessment, choose Level = Snapshot and Plan Type = EO Effectiveness Review.

Action Completion Notes

Any Negative Impact for Corrective Action?

Action Effectiveness Disposition

Methodology Used / Evidence Found

Assignment Review

Assignment Number: 05 ***Assignment Type:*** E-Enhancement Action

Assignment Description

This action is for fleetwide OPEX review of a2 scr D-2014-17724. Please review the incident investigation report (attached to the SCR) and determine applicability to your site / organization. If applicable, follow the process documented in N-PROC-RA-0035.

Action Completion Notes

This action was deemed Not Applicable and cancelled accordingly. Since it wasn't an RC assignment no CARB approval was required.

Any Negative Impact for Corrective Action?

Action Effectiveness Disposition

Methodology Used / Evidence Found

Conclusions/Verifiable Evidence

This CAP was deemed effective. The CAP resulted in the implementation of tools for OPG to improve their oversight on ESMSA vendors' management of subcontractors. Although there have been recurrence of incidents involving vehicle accidents this CAP was not geared towards addressing human performance issues that are a significant cause of these incidents. The original intent of the CAP was to address OPG Project's lack of intrusive oversight on subcontractor's and this was met with the completion of assignments that are part of this CAP.

Recommendations/Actions

Recommendations

This SCR should serve as OPEX for future work involving the management of subcontractors on site and it should reinforce the importance of OPG applying the necessary oversight on an ESMSA vendor's management of their subcontractors.

No further action are required.

Actions

Post CARB Comments

EOER was approved by P&M CARB on Nov. 19th .

Quality Review

CMO has developed a tool to track prime contractor/subcontractor relationships for each project. An assessment of each of the prime contractor's adherence to their own subcontractor management plans confirms adherence is above 90%. To ensure sustainability, suggest P&M PMO perform regular audits to verify CMO contractor/sub-contractor relationship maps are being updated and, to verify contractor adherence to subcontractor management plans.

Quality Criteria	Yes?	Rating
Complete this Quality Review		
EOER PROCESS		

EOER Reviewer has the required experience & knowledge in the area being reviewed.	Y	1
EOER Review completed within 6 months of last Recurrence Control assignment set to complete (unless approved by CARB).	Y	1
EOER Review covered off all corrective actions with sufficient evidence documented to support findings for completion quality & effectiveness.	Y	3
NEGATIVE IMPACTS OF IMPLEMENTED CORRECTIVE ACTIONS:		
EOER Review determined if any negative impacts arose from CAP implementation, and assessed negative impacts found (if any).	Y	2
RESULTS		
Conclusions, verifiable evidence, and recommendations aligned with the findings	Y	3
SUBTOTAL		10
OVERALL RATING (Maximum = 10)		10