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DOE STANDARD

GUIDE TO GOOD PRACTICES FOR TIMELY ORDERS TO OPERATORS



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Guide to Good Practices for Timely Orders to Operators

| Page / Section | Change |
|--------------------------------|---|
| p. 10 / Section 4.3 | The references to DOE Order 1324.2A and DOE Order 1324.5B were updated to reference DOE Guide 1324.5B. |
| p. 11 / Supplemental Resources | The references to DOE Order 1324.2A and DOE Order 1324.5B were removed. The reference to DOE Guide 1324.5B was added. |
| Concluding Material | The Preparing Activity was updated to EH-31. |

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FOREWORD

The purpose of this Guide to Good Practices is to provide Department of Energy (DOE) contractors with information that can be used to validate and/or modify existing programs relative to Conduct of Operations. This Guide to Good Practices is part of a series of guides designed to enhance the guidelines set forth in DOE Order 5480.19, "Conduct of Operations Requirements for DOE Facilities."

KEYWORDS

Daily Orders
Long-Term Orders
Operator Orders Book

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DEFINITIONS

| | |
|------------------------|--|
| Cognizant Manager | The individual having authority and responsibility for control of a facility, process, experiment, or other project. |
| Daily Orders | Orders whose information is relevant to that day's (or two days) operations. |
| Long-Term Orders | Orders whose information is relevant to several days, weeks, or months operations. |
| Non-routine Operations | Special, short-term, or one-of-a-kind activities that are not performed as part of a normal routine. |
| Operator Orders Book | A binder or logbook containing the current operator orders. |

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**GUIDE TO GOOD PRACTICES FOR
TIMELY ORDERS TO OPERATORS**

1. INTRODUCTION

This Guide to Good Practices is written to enhance understanding of, and provide direction for, Timely Orders to Operators, Chapter XV of Department of Energy (DOE) Order 5480.19, "Conduct of Operations Requirements for DOE Facilities." The practices in this guide should be considered when planning or reviewing Timely Orders to Operators programs. Contractors are advised to adopt procedures that meet the intent of DOE Order 5480.19.

"Timely Orders to Operators" is an element of an effective Conduct of Operations program. The complexity and array of activities performed in DOE facilities dictate the necessity for timely orders to operators to promote safe and efficient operations.

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2. OBJECTIVE

The objective and criteria are derived from DOE Order 5480.19. They are intended to aid each facility in meeting the intent of the order.

A program is in place for operations management to communicate, in writing, short-term information and administrative instructions to personnel in a timely fashion.

Criteria:

- a. Operator orders are clearly written, dated, and maintained in an accessible location.
- b. Operator orders are issued by the cognizant manager to communicate pertinent and relevant information to personnel.
- c. Operator orders are segregated into daily and long-term orders.
- d. Appropriate personnel periodically review operator orders and document their review.
- e. Operator orders that are no longer applicable or are outdated are removed or cancelled by the cognizant manager.

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3. DISCUSSION

Management often finds it necessary to provide written guidance and direction to employees, such as outlining activities during periods of maintenance or providing notice of an immediate document review located in the required reading file. This guidance needs to be provided in a formal and timely manner. Operator orders are designed to provide a means for management to communicate guidance and short-term information to personnel. They may be used whenever it is necessary to disseminate information to personnel concerning special operations, administrative details, or environmental, safety, and health issues, but should never be used to replace or change facility procedures.

Establishing an administrative policy or procedure which specifically addresses the requirements for content, format, issuing, segregating, reviewing, and removal of timely orders will ensure the process is standardized throughout the facility. Such a policy should provide managers and supervisors an effective means to communicate appropriate guidance and information in a timely manner. Other means of routinely communicating guidance to employees are addressed in DOE Order 5480.19, Chapter XIV, "Required Reading"; Chapter XVI, "Operations Procedures"; and Chapter XVII, "Operator Aid Postings."

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4. GOOD PRACTICES

A Timely Orders to Operators program that uses the following guidance will enhance the safety and reliability of operations at any DOE facility.

4.1 Content and Format

4.1.1 Content

Operator orders should be issued whenever it is necessary to communicate short-term information related to the conduct of facility business. They may be used in either shift or daily work environments, but specifically when there is a need to provide direction or information to work-force personnel in the absence of cognizant management. Examples of the types of information to include in operator orders are:

- Notification of work priorities
- Special operations
- Non-routine tests
- Data collection programs
- Upcoming events and audits
- Announcements of administrative items, policies, procedure changes, or specific activities

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- Notice of documents requiring immediate review in the Required Reading File.

The information in operator orders should not conflict with or change procedures; however they may be used to notify personnel of a procedure change or revision, or issuance of a new procedure. DOE Order 5480.19, Chapter XVI, "Operations Procedures" provides guidelines for the development, approval, revision, and use of procedures.

4.1.2 Format

Operator orders should be clearly written and dated. They should include the length of time the order is to be applicable or a cancellation date. Provisions should be made to document review by appropriate personnel. Examples of daily and long-term orders are shown in Appendix A.

4.2 Issuing, Segregating, and Reviewing Operator Orders

4.2.1 Issuing Operator Orders

The cognizant manager is responsible for issuing operator orders to personnel. Orders should be issued as necessary and updated on a daily basis. The orders should be issued as either daily orders or long-term orders. Daily orders contain information such as the announcement of a procedure change or direction for a non-routine process. They usually contain action items which will take place: on the remaining portion of the day, the following day, or weekends and holidays. Daily orders may be renewed by the cognizant manager when necessary. Long-term orders contain information such as a time-line of work activities during a maintenance period. When long-term orders are issued, a notice should be placed in the daily orders.

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4.2.2 Segregating Operator Orders

The orders should be placed in an operator orders book. This book should be maintained in a designated location for easy access. The operator orders book should be divided into two sections: daily orders and long-term orders. Daily orders include those that should be completed within one or two days. Long-term orders include orders that may take several days or longer to complete. As a general rule, orders in effect for an extensive period of time should be incorporated into a procedure or company policy.

4.2.3 Reviewing Operator Orders

Daily orders should be reviewed by the appropriate individuals early in the work period prior to starting or resuming any affected activity (e.g., at shift change). This review should be documented by signature or initials. Long-term orders should be reviewed periodically or when changes occur. It is a good practice to have supervisors review daily and long-term orders during daily briefings to ensure that the information in the order is disseminated to all personnel. For guidance on shift briefings, refer to DOE Order 5480.19, Chapter XII, "Operations Turnover."

The cognizant manager should be notified when action items are complete. When operator orders are postponed or delayed, the cognizant manager should be notified.

4.3 Removal of Operator Orders

The cognizant manager should review the operator orders book periodically to ensure that it only contains current orders. A good management practice is to review the book monthly. Operator orders that are no longer applicable should be

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removed or cancelled. These orders may need to be retained for reference. For guidance on the retention of documents, refer to DOE-G-1324.5B, "Guide for DOE Records Management."

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SUPPLEMENTAL RESOURCES

The following sources provide additional information pertaining to topics discussed in this Guide to Good Practices:

DOE Order 5480.19, *Conduct of Operations Requirements for DOE Facilities*, Chapter XII, "Operations Turnover."

DOE Order 5480.19, *Conduct of Operations Requirements for DOE Facilities*, Chapter XIV, "Required Reading."

DOE Order 5480.19, *Conduct of Operations Requirements for DOE Facilities*, Chapter XVI, "Operations Procedures."

DOE Order 5480.19, *Conduct of Operations Requirements for DOE Facilities*, Chapter XVII, "Operator Aid Postings."

DOE-G-1324.5B, *Guide for DOE Records Management*.

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APPENDIX A
EXAMPLE OPERATOR ORDERS

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EXAMPLE DAILY ORDER

To: All Supervisors
From: Area Manager
Duration: Jan. 17, 1992 at 5:00 pm to
Jan. 18, 1992 at 5:00 pm

Initial/date after Review:

Allen ____ / ____
Johnson ____ / ____
Jones ____ / ____
Pratt ____ / ____
Smith ____ / ____
Turner ____ / ____

Daily Orders

1. A copy of a new procedure has been placed in the Required Reading File: OP-EV-0082, *Pumping Out Evaporation Pit, 101-C*. Ensure all applicable personnel have reviewed this procedure prior to performing the evolution or shift completion.
2. **JONES** - Lock out No. 1 air compressor in 101-1A per lockout order OP-92-531 for overhaul to be ready to work 1/18/92 at 7:30 am.
3. A shipment of low level waste (LLW) is expected during second shift. After receipt, begin characterization of waste for emplacement. Contact the Operations Manager if shipment has not arrived by 6:30 pm.
4. Review long-term orders. A new order outlining the work activities for the upcoming maintenance period is in effect.

General Information:

1. See attached 1/13/92 Safety Committee meeting minutes. Post in Briefing Room and Lunchroom.

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Quality

Attention to Detail. We must pay attention to detail during our monitoring of equipment. This often means going beyond simply taking the data. It means being inquisitive, looking for problems before they arise, and observing all indications. By paying attention to detail, we can significantly reduce the number of potential problems.

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EXAMPLE LONG-TERM ORDER

To: All Supervisors
From: Area Manager
Date: January 17, 1992

Initial/date after Review:

Allen /
Johnson /
Jones /
Pratt /
Smith /
Turner /

Cancellation Date: 2/15/92

Long-Term Orders

1. The first quarter maintenance period begins 1/20/92 and is scheduled to end on 2/14/92. Review the attached work schedule. Daily briefings will be held at the beginning of each work period throughout the maintenance period. The daily briefings will be held in Bldg. 101 conference room. All work groups involved in the maintenance must attend. At 7:00 am each day, all supervisors will meet in Bldg. 101 conference room and submit a written status report.
2. Transuranic (TRU) waste is no longer being accepted due to current state litigation proceedings. If a TRU waste shipment arrives **DO NOT RECEIPT THE SHIPMENT, CONTACT THE OPERATIONS MANAGER IMMEDIATELY.**
3. See revised training schedule for January (attached). Post in Bldg. 101 and distribute copies to all personnel. All personnel should know when they are scheduled and should attend as scheduled.
4. Continue measuring conductivity of potable water (PW) as requested by Engineering. These measurements will be used for determining the best instrument to measure conductivity in the PW system. Our effort now will help us in the future by having reliable instruments!

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CONCLUDING MATERIAL

Review Activities:

DOE

DP

EH

EM

ER

NE

NS

Preparing Activity:

DOE-EH-31

Project Number:

MISC-0006