

# Implementing Plan of the Day Meetings

## BNL Lessons Learned

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# Agenda

- **Background**
- **Plan of the Day**
- **Lessons learned from our experiences**
- **Summary**

# Background

- **October 2010, BNL implemented Integrated Facility Management (IFM) to improve:**
  - **facility mission readiness**
  - **support to our customers**
  - **operational efficiency**

# Background

- **IFM decentralized our facility maintenance activities by dividing the site into 4 complexes, each with their own management and core teams.**
  - **Each core team includes Facility Project Managers, an Engineer, Planner/Scheduler, ESH Representative, Multi Trade Supervisor(s), and multiple trades people.**
  - **Each Complex is responsible for authorizing, prioritizing, planning, executing and accepting work.**
  - **Complexes are supported by Site Resources centralized functions.**
    - Custodial services, riggers, heavy equipment maintenance, etc.

# Background

- **ALD F&O Plan of the Week**
  - **Work schedules are developed by each Complex, Site Resources, and our Energy & Utility group, and reviewed together the week prior to execution with the F&O Leadership Team.**
    - Discuss work activities other than Skill-of-the-Craft.
    - Provides a holistic view of work being performed on overtime and during weekends.
    - Allows for sharing of resources and experiences across Complexes.

# Plan of the Day (POD)

- **The purpose of the POD is to:**
  - **Set a daily safety message throughout F&O.**
  - **Foster a learning environment by engaging all team members.**
  - **Discuss work conducted the previous day.**
    - What went right?
    - What was unexpected?
    - What could be improved?
  - **Discuss work planned for the day.**
- **The POD is held each morning prior to the start of work and attended by the entire Complex team.**
  - **POD also held by F&O teams not located in a Complex.**

# Plan of the Day (POD)

## ■ Weekly Bulletin

- **Created to provide daily safety messages at the POD that are required to be read, it typically includes:**
  - Human Performance Improvement (HPI) tips
  - Operational Excellence message
  - Lessons learned
  - Recent events
  - BNL Values
  - F&O Expectations
  - Weekly weather forecast
- **The HPI and Operational Excellence messages are repeated everyday for a week to re-enforce their importance.**

# LESSONS LEARNED FROM OUR EXPERIENCES



# Plan of the Day Implementation

- **Positive response to the Plan of the Day meeting from all involved.**
  - **There was little resistance in making the POD routine.**
  - **Provided a good means for communicating information across F&O on a daily basis.**
  - **Helped team building by having all disciplines within a Complex meeting daily.**
  - **Fosters camaraderie.**
- **Proved to be an excellent venue for exercising positive accountability.**
  - **Celebrating success.**
- **Senior F&O Management's attendance at Plan of the Day meetings re-enforced it's importance and provided an informal venue for discussions with staff in small groups.**

# Prepared to Work

- **The POD proved to be a good venue to look at each employee and make sure they were up to the assigned tasks for the day.**
  - **Physically and mentally ready to work.**
  - **Required training satisfied.**
  - **Required personal protective equipment available.**

# Discussion of Previous/Upcoming Work

- **The discussions of the previous day's work as well of upcoming work was well received.**
  - Allowed team members to know what was going on within their Complex.
  - Experiences are being shared openly.
  - Barriers between team members are breaking down.

# Communication

- **An unexpected value of the POD was the ability to use it as a vehicle for communication.**
  - **Reaches every F&O employee by the next morning.**
  - **Vehicle used when immediate action is required.**
    - Important safety messages
    - Recalls
    - Alerts
    - Process change
    - Response to field observations
    - etc.

# Non-Trade Attendance at PODs

- **Non-trades people were not used to starting the day at a morning meeting.**
  - **Used this time for planning their day.**
  - **F&O Management enforced mandatory attendance.**
    - Results
      - They quickly saw the benefits of their attendance.
      - Provide their experience to the discussions.
      - Learning from others to improve their performance.

# Weekly Bulletin

- **The original bulletin message had mixed acceptance.**
  - **People felt lectured to, as opposed to being engaged.**
  - **It took too long to read providing insufficient time for supervisors and others to bring their own lessons learned to the group.**
    - **Some were substituting their own message instead of reading the required message.**
    - **Some were very good, but were sending different messages than those planned.**
  - **Trade workers wanted more information on events.**
  - **The HPI and Operational Excellence messages were too repetitive in nature.**

# Weekly Bulletin - Improvements

- Reformatted the bulletin with focus on workforce engagement.
- Shorter required readings to allow more time for discussion.
- Used lessons learned from HSS and other sources.
  - Simplified the lesson to be easily understood by all.
  - Provide HPI and operational excellence questions to encourage discussion.
  - Provide the entire lessons learned for those who wanted more details.

# Weekly Bulletin – Improvements (Continued)

- **Provide informative articles based on field observations and feedback from team members.**
  - **Procedural compliance.**
  - **Answers to questions asked that needed to be shared.**
  - **Follow up on prior events.**
- **Discuss new procedure implementation.**
- **Eliminated repetitiveness.**
- **Kept the format fluid.**



# Supervisors Conducting POD

- **Some supervisors were taken out of their comfort zone by having to read the daily bulletin.**
  - **Not comfortable reading aloud in front of a large, diversified group.**
  - **We emphasized that delivery of the message was important, not who read it.**
    - Encouraged others in attendance who were more comfortable to read.
      - Some rotated reading among several people in attendance, including trades, who wanted to read.
    - Kept the message simple.
    - Provided informal coaching to supervisors.

# Summary

- **The Plan of the Day meetings are valuable for getting teams aligned for the coming day's work and ensure everyone is ready.**
- **It provides a means for obtaining valuable feedback of work performed as well as upcoming work.**
- **The use of a weekly bulletin to send a daily safety and operational message helps focus everyone at the start of each day.**
- **It provides a vehicle for communication when there is a need for immediate notification, response or action.**
- **Management engagement in Plan of the Day is crucial for successful implementation.**