



U.S. DEPARTMENT OF
ENERGY

Legacy
Management

August 20–23, 2018
Grand Junction, Colorado

2018 Long-Term Stewardship Conference

Preservation of Critical Health and Safety Information for Future Generations at the Hanford Site

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Other Contributors:

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Why Are We Here:

- Need for more records storage space at Hanford site
- Project transitioned from very focused, short-duration efforts to multi-year strategic approach
- New National Archives and Records Administration regulations and retention policies

Why These Records:

- Records being processed have to do with health and safety of employees and document rights under compensation programs
- Records have long-term value to the Hanford Site and to individuals

How did we get here?

- Driven by organization immediate needs
- Physical move of contractors from one location to another
- Implement a new requirement in EEOICPA
- Federal workforce relocation
- Successful business model – effective cost/schedule/completion
- Project transitioned from very focused, short-duration efforts to multi-year strategic approach

Functionality and Funding

- General support services contractor contract directly with Richland Operations Office
- Statement of work written broadly now to cover types of records versus specific collection
- Scanning and indexing – or just indexing – whatever is needed
- Not funded by specific project but infrastructure funding
- Ability to reprioritize as needed

Cost of Records

- Relevant information from badge request – 63 cents per record
- HR file - \$270 to \$17 per file – time and cost savings immediate
- Dosimetry - \$400 to \$30 per person - not realized until completion

Significance of the savings

- 180,000 HR files digitized
 - Pulled Costs = \$48,600,000
 - Digitized Costs = \$3,060,000
 - Difference of \$45,540,000
- Dosimetry will see the saving upon completion

Space and Utilization

- Utilize any available space
 - Maximize the efficiencies in each space
- Multiple locations worked
 - Understand that has it advantages and disadvantages
- Identifying large space to maximize flexibility among staff and projects

Statement of Work

- Needs to be clear and concise but offer flexibility
- Work with procurement
- Major obstacle to flexibility

Lessons Learned

- Soft start
- Clear Statement of Work
- Understand your records (Understand you still don't know your records)
- Getting the right players involved
 - IT Contractor
 - Records Contractor
- Identifying the right equipment and software needs



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Tyler Nipper

Project Manager, Interactive Technologies Group, Inc.



Project Structure:

ITG President

Project Manager

- Dosimetry Digitization Project
 - One Project Lead
 - Two Work Leads
 - Two Project Administrators
 - Six Specialists
 - Scanning
 - Auditing/Output
 - REX IDMS Submission Tool
 - 68 Operators
- Legacy Human Resources Project
 - One Project Lead
 - Two Work Leads
 - Two Back-up Work Leads
 - 36 Operators

Our Process - Dosimetry Digitization Project

- **Scan the Fiche or Film**
 - Manipulate settings for the best possible scan
 - Document the image counts
 - Quality Check the Scan
- **Audit the Fiche or Film**
 - Separate the different images into documents for each person
 - Name each document by:
 - Reel Number or Fiche Batch
 - Name
 - SSN
 - Pay ID
 - Unique ID
- **Output the Fiche or Film**
 - Final check of the audited documents
 - Validate all images match the indexing of the PDF
 - Validate that all pencil marks and other vital information is accounted for

Our Process - Dosimetry Digitization Project

- **REX IDMS Submission Tool (RIST)**
 - This tool validates that our indexing matches the proper metadata in the REX Database
 - Submits documents that are validated into IDMS
 - Rejects invalid documents to be reviewed by MSA subject matter experts
 - Checksum validation is created for integrity of the document move

Dosimetry Digitization Project Daily Reporting

MONDAY		TUESDAY		WEDNESDAY		THURSDAY		WEEK SHIFT TOTAL		FRIDAY		SATURDAY		SUNDAY		WKND SHIFT TOTAL		WEEK TOTAL					
AUDITED								WEEK SHIFT TOTAL		AUDITED						WKND SHIFT TOTAL		WEEK TOTAL					
REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES				
1	9,330	7	11,657	4	7,948	4	7,793	16	36,728	2	7,108	2	6,674	4	6,192	8	19,974	24	56,702				
OUTPUT								WEEK SHIFT TOTAL		OUTPUT						WKND SHIFT TOTAL		WEEK TOTAL					
REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES				
6	26,360	8	28,391	4	17,599	8	14,100	26	86,450	4	7,929	2	5,042	2	7,775	8	20,746	34	107,196				
AUDIT/OUTPUT TOTALS								WEEK SHIFT TOTAL		AUDIT/OUTPUT TOTALS						WKND SHIFT TOTAL		WEEK TOTAL					
REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES	REELS	PAGES				
7	35,690	15	40,048	8	25,547	12	21,893	42	123,178	6	15,037	4	11,716	6	13,967	16	40,720	58	163,898				
TOTAL PAGES SCANNED				7,651,644		TOTAL PAGES SCANNED				7,651,644		TOTAL NUMBER OF DOCUMENTS AUDITED				1,281,697		TOTAL NUMBER OF DOCUMENTS AUDITED				1,281,697	
TOTAL NUMBER OF DOCUMENTS AUDITED				1,281,697		TOTAL NUMBER OF PAGES AUDITED				4,503,436		TOTAL NUMBER OF DOCUMENTS OUTPUT				1,013,513		TOTAL NUMBER OF DOCUMENTS OUTPUT				1,013,513	
TOTAL NUMBER OF PAGES AUDITED				4,503,436		TOTAL NUMBER OF PAGES OUTPUT				4,070,035		TOTAL REELS SCANNED				3161		TOTAL REELS SCANNED				3,161	
TOTAL NUMBER OF DOCUMENTS OUTPUT				1,013,513		PERCENTAGE SCANNED				100%		PERCENTAGE AUDITED				52%		PERCENTAGE AUDITED				52%	
TOTAL NUMBER OF PAGES OUTPUT				4,070,035		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%	
TOTAL REELS SCANNED				3161		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%	
PERCENTAGE SCANNED				100%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%	
PERCENTAGE AUDITED				52%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%	
PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%		PERCENTAGE OUTPUT				45%	

Our Process - Legacy Human Resources Project

- We pull the basic indexing from the HERE database
- Scan one file at a time
 - While each page is optimizing, the operator validates that the scan is captured and no information is missing or cutoff
 - Save the PDF file with the proper naming convention
 - Name – Last, First, Middle
 - SSN
 - Box Number
 - Mark the final count of pages and files in the box

Our Process - Legacy Human Resources Project

- Quality Check One:
 - Work Leads run a program that does the following:
 - Validates naming matches the excel entries to the PDF file name
 - Lists any error found with easy color coding
 - This program took a nine hour process and made it a 15 minute process.
- Quality Check Two - A different operator will validate:
 - The name of the PDF file matches the pages scanned
 - All images are clear and the best possible image
 - All images are verified off of the paper copy in the file
 - Validate the final file count and the pages checked

Legacy Human Resources Project Daily Reporting

ERROR RATES				
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	1ST SHIFT AVG
1.71%	0.78%	1.13%	1.69%	1.33%
DAILY PAGES CREATED				1ST SHIFT TOTAL
13,762	23,794	14,740	20,615	72,911
BOXES COMPLETED IN SCAN				1ST SHIFT TOTAL
4	4	4	5	17
BOXES COMPLETED IN QC3				1ST SHIFT TOTAL
8	2	8	3	21
TOTAL NUMBER OF PAGES CREATED SINCE SEPTEMBER 2016			6,848,038	
TOTAL NUMBER OF PAGES CREATED SINCE JUNE 2017			4,835,788	
TOTAL NUMBER OF FILES CREATED SINCE 2016			183,568	
TOTAL NUMBER OF FILES CREATED SINCE 2017			92,542	
TOTAL NUMBER OF BOXES COMPLETED SINCE 2016			2,503	

ERROR RATES			2ND SHIFT AVG	WEEK AVG
FRIDAY	SATURDAY	SUNDAY	2ND SHIFT AVG	WEEK AVG
1.02%	1.32%	0.00%	0.78%	1.05%
DAILY PAGES CREATED			2ND SHIFT TOTAL	WEEK TOTAL
16,332	9,055	11,989	37,376	110,287
BOXES COMPLETED IN SCAN			2ND SHIFT TOTAL	WEEK TOTAL
4	5	0	9	26
BOXES COMPLETED IN QC3			2ND SHIFT TOTAL	WEEK TOTAL
4	5	4	13	34
TOTAL NUMBER OF PAGES CREATED SINCE SEPTEMBER 2016			6,848,038	
TOTAL NUMBER OF PAGES CREATED SINCE JUNE 2017			4,835,788	
TOTAL NUMBER OF FILES CREATED SINCE 2016			183,568	
TOTAL NUMBER OF FILES CREATED SINCE 2017			92,542	
TOTAL NUMBER OF BOXES COMPLETED SINCE 2016			2,503	

Legacy Human Resources Project Weekly Reporting

HANFORD SCANNING TASK FORCE HR COLLECTION PROGRESS REPORT

Collection	Completed Boxes	To Be Scanned	Total Boxes	% DONE	FILES SCANNED	EST. FILES IN COLLECTION	EST. FILES REMAINING COLLECTION	AVG TIME PER FILE (MINS)
10 CONTRACTOR P FILES	115	0	115	100.00%	5,178	5,178	0	26.32
11 CRAFT	172	0	172	100.00%	22,577	22,577	0	18.22
12 DYN CORP	8	0	8	100.00%	721	721	0	23.17
13 EBERLINE (DUPLICATE BOX #'s W/ WA CLOSURE)	6	0	6	100.00%	79	79	0	71.49
14 GE	363	839	1202	30.20%	39,317	91,674	52,357	26.87
15 GE (CARDS), HANFORD ENG WORKS	0	1	1	0.00%	0	57	57	
16 GE (CARDS), HANFORD LABS	0	1	1	0.00%	0	48	48	
18 HEHF	34	0	34	100.00%	1,234	1,234	0	39.93
19 ICF	13	0	13	100.00%	457	457	0	35.23
20 ITT/FSS	32	0	32	100.00%	1,653	1,653	0	27.02
21 JA JONES	49	0	49	100.00%	4,289	4,289	0	15.24
22 KAISER ENGINEERS	187	0	187	100.00%	23,380	23,379	0	13.76
23 KAISER-HUICO	2	0	2	100.00%				
24 PTH PROTECTION TECHNOLOGY HANFORD	5	0	5	100.00%	165	165	0	27.54
25 RHO	75	0	75	100.00%	3,528	3,528	0	44.88
26 RUST	1	1	2	50.00%	0	98	98	
27 THERMO HANFORD	10	1	11	90.91%	100	413	313	42.05
28 UNC	154	1	155	99.35%	6,634	12,304	5,670	42.68
29 VITRO	36	0	36	100.00%	1,933	1,933	0	26.97
30 WASHINGTON CLOSURE HANFORD	77	0	77	100.00%	2,594	2,594	0	41.98
31 WASTE MANAGEMENT CLOSEOUT	13	1	14	92.86%	785	693	-92	19.24
32 WESTINGHOUSE HANFORD CO	828	0	828	100.00%	32,452	53,626	21,174	51.70
33 WESTINGHOUSE (VARIOUS CO'S)	1	0	1	100.00%	0	254	254	
34 FLUOR HANFORD (*KNOWN BOXES TO DATE)	19	258	277	6.86%	3,839	82,384	78,545	15.37
35 DOE RL (*KNOWN BOXES TO DATE)	8	1	9	88.89%	15,195	15,195	0	0.07
36 AMH	0	2	2	0.00%	0	Unknown		
37 CHI -CH2M - CHG - CH2M HILL (FROM UPDATED LIST)	5	47	52	9.62%	0	1,846	1,846	
38 NHC NUMATEC HANFORD CORP	0	2	2	0.00%	0	Unknown		
TOTALS	2468	1198	3660	67.43%	183,567	348,061	164,495	31

TOTAL NUMBER OF PAGES CREATED SINCE SEPTEMBER 2016 6,848,038

TOTAL NUMBER OF PAGES CREATED SINCE JUNE 2017 4,835,788

AVERAGE TIME/FILE (MIN) THROUGH PREP, SCAN & QC PHASES 30.20

Our Metrics:

Dosimetry Digitization Project

- Started one year ago:
 - 7.7 million pages scanned
 - 3,161 reels scanned (includes duplicates)
 - 1.2 million documents audited
 - 4.5 million pages audited
 - One million documents output
 - 4.1 million pages output

Legacy Human Resources Project

- Started in June of 2016 with a seven month pause:
 - 6.8 million pages scanned
 - 184,000 documents created
 - 2,500 boxes digitized
 - Averaging 30 boxes completed per week.

Keys to our success

- Simplify, simplify, simplify:
 - Process
 - Reporting
 - Similar metrics are reported from both projects
 - Page counts and document counts
 - Simple and opens lines of communication with other contractors and DOE customers
- Tools:
 - FlexScan 600 Microfiche and Microfilm scanners
 - NextScan Auditing Software
 - Fujitsu 6770 paper scanners
 - Adobe Acrobat Pro
 - Microsoft Office 2016



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Keys to our success - Our People

- Recruiting:
 - Almost all of our recruiting has been through the “friends and family” network
 - Recruit team members that not only meet the criteria but see this job as an opportunity to advance a personal goal
 - Currently have a waiting list of 30+ personnel
 - Employer of choice for this type of position – competitive compensation and opportunity for advancement
- Hiring:
 - Clear expectations set from the beginning
 - Articulate the pros and cons of the job to inform their decision to accept a position
 - Smooth on-boarding process

Keys to our success - Our People

- Creating a Connection with the Mission:
 - Not just a “scanning job”
 - Employee’s family, neighbor, friend – someone they know works/worked at DOE Hanford – **this project matters**
- Recognition/Teambuilding:
 - Birthdays, Lunches, Holiday celebrations
 - On the Spot Awards for significant contributions
 - Team members participate in visits and demonstrations
- Retention:
 - Sufficient layers of support for ongoing training and issue resolution
 - Internal promotions and moves to more desirable schedule
 - Flexibility with scheduling

Program Management

- Managing from 2,600 miles away:
 - Right leadership structure staffed with the right people
 - Empower the team – set expectations and support their decisions
 - Open lines of communication
 - Regular progress reports from each project
 - Understanding the value of quality **and** quantity delivered together

Our management philosophy is to take care of the employees so they will take care of our customers – we believe this and practice it!