

*Barbara*



Department  
Field Office  
Los Alamos  
Los Alamos, N

JAN 11

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To <i>Barbara Haltsch</i>	From <i>Jon Mack</i>	
Co.	Co.	
Dept.	Phone # <i>665-5026</i>	
Fax # <i>827-4361</i>	Fax #	

Ms. Kathleen Sisneros, Director  
Water and Waste Management Division  
New Mexico Environment Department  
1190 St. Francis Drive  
Santa Fe, New Mexico 87502

Dear Ms. Sisneros:

Mr. Thomas Grumbly, DOE's Assistant Secretary for Environmental Restoration and Waste Management, has announced a two-day "Stand-Down" as part of an initiative to improve project performance at DOE facilities in the Environmental Restoration and Waste Management areas. As part of the Stand-Down exercise, the Albuquerque Operations Office will host a meeting on January 25-26, 1994 at the Marriott Hotel, 2101 Louisiana Blvd., NE, Albuquerque, New Mexico. You and your staff are invited to participate in this meeting. A room may be reserved at the government rate by calling 505-881-6800. Enclosed is an agenda for the meeting.

At the meeting attendees will view videotapes of the improvement initiative, which were prepared by DOE Headquarters, and will participate in small group discussions and in a videoteleconference with DOE Headquarters. At the conclusion of the meeting DOE will prepare an Action Plan for improving project performance.

Should you or your staff be unable to attend this meeting, my staff will discuss the initiative with your staff from 2:00 p.m. to 4:00 p.m. on February 2, 1994 in Dallas at the conclusion of a regularly scheduled monthly meeting. In addition, I would be pleased to arrange a separate meeting.

If you have questions, please call me at (505) 667-5105, or ask your staff to call Ted Taylor my staff at (505) 665-7203.

Sincerely,

Jerry L. Bellows  
Area Manager

Enclosure

cc w/enclosure:  
Neil Weber, AIP, NMED  
J. Vozella, ESH, LAO, MS A316

*EFT*  
*Barbara Haltsch*  
*who is in TX*  
*Bound*  
*I attended*  
*Traveling along*  
*with 50 mph S.*  
*Bruce S. and*  
*Tom H. I did*  
*not attend Wed*  
*but the above*  
*mentioned did.*  
*This info is*  
*EVI.*  
*B.*  
*OK*  
*BTW*



*Stephanie S  
Bruce & Tom Michalski  
attended Tues & Wed.*

AGENDA  
IMPROVING PROJECT PERFORMANCE (EM STAND-DOWN)  
ALBUQUERQUE OPERATIONS OFFICE  
MARRIOTT HOTEL  
JANUARY 25-27, 1994

JANUARY 25, 1994

- 12:30 - 12:40 pm Welcome & Opening Remarks - Bruce Twining -  
Manager Albuquerque Operations Office
- 12:40 - 1:05 pm EM Project Performance Initiatives - Ron  
Hanson - Assistant Manager Environment/Project  
Management
- 1:05 - 1:15 pm Questions & Answers for Ron Hanson
- 1:15 - 2:05 pm Mandate for Action (Video)  
Welcome  
Asst. Secretary Grumbly  
Secretary O'Leary
- Goals for Stand-Down  
Deputy Assistant Secretary Guimond
- 2:05 - 3:05 pm The EM Project Performance Study  
Edward Morrow, President, Independent Project  
Analysis, Inc. (IPA)
- 3:05 - 3:15 pm Break
- 3:15 - 4:15 pm The Chevron Experience with Project  
Performance Measures and Initiatives for  
Change  
Jeet Bindra, Chevron Research Technology
- 4:15 - 4:20 pm Wrap-Up  
Deputy Assistant Secretary Guimond
- 4:20 - 4:40 pm Questions & Answers - Ron Hanson
- 4:40 - 5:00 pm The Breakout Process - Susan Head - Total  
Quality Management Manager
- Discussion on Breakout Sessions - Rich Sena  
The Final Product:  
Issues and Recommended Action

**EM Stand-down Continues**

**JANUARY 26, 1994**

8:00 - 12:00 am	Breakout Sessions
12:00 - 1:00 pm	<u>Lunch</u>
1:00 - 4:00 pm	Breakout Sessions
4:00 - 4:30 pm	Report on Televideo Conference Discussion
4:30 - 5:00 pm	Closing Comments - Ron Hanson Where do we go from here?

## DOE Sessions

### JANUARY 27, 1994

8:00 - 12:00 pm	DOE Breakout Sessions
12:00 - 1:00 pm	Lunch
1:00 - 3:00 pm	DOE Breakout Sessions
3:00 - 3:15 pm	Break
3:00 - 4:30 pm	DOE Group Reports
4:30 - 5:00 pm	Closing Comments - Ron Hanson

### JANUARY 28, 1994

8:00 - 12:00 pm	Team Leaders work on Draft Report Location: 300 San Mateo 10 Floor Rust Geotech, Inc.
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881-6800

**BREAKOUT SESSION TOPICS**

1. Environmental Restoration - Assessment
  - a. Development
  - b. Conceptual Definition
  - c. Feasibility
  - d. Design-Basis Package
2. Environmental Restoration - Remediation
  - a. Authorization
  - b. Detailed Design
  - c. Construction
3. Waste Management - Waste Stream Characterization/Treatment/Disposal
4. Waste Management - Projects
  - a. Authorization
  - b. Detailed Design
  - c. Construction
5. Reform Project Management Control Approach
  - a. Activity Data Sheets
  - b. Baseline Structure
6. Contracting Strategy for EM Projects
  - a. Set up contracting strategies according to project objectives and risks
  - b. Eliminate redundancy by avoiding the use of multiple prime contractors
7. Communication/Interfaces with the Stakeholders (public and regulatory)
  - a. Tools for communicating
  - b. Topics communicated
8. Roles and Responsibilities
  - a. Oversight
  - b. Redundancies

Facilitators	Team Leaders	Scribes	Topic
Karuna Ojanen	Julianne Levings	Bob Spatz	ER-Assessment
Michele Craig	Chuck Cormier	Rich Rose	ER-Remediation
Ben Snow	Paul Dickman	Gordon Meade	WM-Waste Stream ID/T/D
Lorraine Cano	Oren Critchfield	Tom Henshall	WM-Projects
John Bernier	Sandy Norris	John Coody	Project Controls
Fred Kolano	Diane Sinclair	Rich Coy	Contracting Strategies
Cheri Bahrke	Tracy Loughead	Cindy Sundblad	Communication/Interfaces
Margaret Correa	Jeanette Norte	Dean Loftin	Roles & Responsibilities