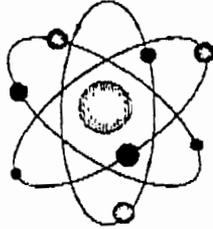


General

For FYI Benito

U.S. DEPARTMENT OF ENERGY/ALBUQUERQUE OPERATIONS OFFICE



ENVIRONMENTAL RESTORATION DIVISION

FAX TRANSMITTAL COVER

To: M. Weidler, NMED
✓ E. Kelley, NMED
T. Todd, LAAO
T. Baca, LANL
M. Zamorski, KAO
R. Lynch, SNL/NM

From: George J. Rael

Date: 11/28/97

Subject: DOE/NMED Senior Management Meeting

Pages: C + 7

Handwritten notes:
In 1997, the Environmental Restoration Division (ERD) was established as a part of the Department of Energy (DOE) to manage the environmental restoration of DOE facilities. ERD is responsible for the development and implementation of environmental restoration programs for DOE facilities. ERD is also responsible for the management of the environmental restoration program for the Environmental Restoration Division (ERD).



United States Government**Department of Energy****Albuquerque Operations Office**

memorandum

DATE: November 26, 1997

REPLY TO: ERD:gjr.boucher.doc

SUBJECT: Department of Energy (DOE) and New Mexico Environment Department (NMED) Senior Management Meeting

TO: E. Kelley, Director, Water and Waste Management, NMED
T. Todd, Area Manager, LAAO
T. Baca, Program Director, Environmental Management Program Office, J591, LANL
M. Zamorski, Acting Area Manager, KAO
R. Lynch, Director, Environmental Information & Technology Center, MS 0701, SNL/NM

As I previously communicated to you, Mark Weidler, Secretary, NMED, and I have agreed to a meeting of senior managers from the DOE, Albuquerque Operations Office (AL), its laboratories, and the NMED to define a means for our agencies to more efficiently and effectively achieve environmental cleanup for the citizens of New Mexico. This meeting is scheduled for December 5, 1997, at the Inn of the Governors (Kiva Room) in Santa Fe from 8:30 a.m. to 3:30 p.m. (agenda attached). Your input and participation is essential in making this meeting a success.

Let me request, once again, that you consider doing the following in preparation for the meeting:

- Read the attached short paper that explains some means to improve the communication and collaboration between federal and state agencies while maintaining each agency's roles and responsibilities.
- Think of areas where we could focus more attention on building a "High Performing Team" between our organizations and agencies to collectively meet our common objectives for environmental cleanup.
- Consider the possibility of a common goal, either qualitative or quantitative, that we might agree to.

Addressees

2

November 26, 1997

A professional facilitator, Laurie Boucher, will facilitate this meeting. You can direct any questions regarding meeting logistics to George Rael, of my staff, at 845-4311. I look forward to a productive meeting for us all.



John G. Themelis
Acting Assistant Manager
Office of Environment/Project
Management

2 Attachments

cc w/attachment:

Mark Weidler
New Mexico Environment Department
P. O. Box 26110
Santa Fe, NM 87502
George Rael, ERD, AL

"Determine how NMED & DOE (AL, UC, & Lockheed) can work better together to clean Los Alamos and Sandia National Labs for the citizens of New Mexico."

**December 5, 1997
8:30am to 3:30pm
Agenda**

<u>Subject</u>	<u>Action</u>	<u>Time</u>
Welcome/Intros & Process	Laurie	15 mins
NMED/DOE Expectations for this Mtg	Mark/John	20 mins
What is Success for DOE's Cleanup?	Discussion	45 mins
<i>Break</i>	<i>ALL</i>	<i>15 mins</i>
Joint Development: Goal & Vision	Discussion	100 mins
What are the Barriers?	Discussion	30 mins
<i>Lunch: Reservations at Hotel Restaurant</i>		<i>75 mins</i>
Continued Partnering Initiatives Document of Understanding Quarterly Meetings w/Senior Mgmt High Performing Teams	Discussion	60 mins
Next Steps	Discussion	30 mins



**USING INTER-AGENCY COLLABORATIVE
DECISION-MAKING TO ACCELERATE
ENVIRONMENTAL CLEANUP**

“Improving communications is critical to achieving the DOE’s goal of completing cleanup at most sites within a decade.”

Alvin L. Alm, Assistant Secretary for Environmental Management, United States Department of Energy

Steven A. Herman, Assistant Administrator, Office of Enforcement and Compliance Assurance, and
Timothy Fields, Jr., Acting Assistant Administrator, Office of Solid Waste and Emergency Response,
United States Environmental Protection Agency

The U.S. Department of Energy (DOE) is facing the challenge of environmental cleanup for the majority of this Nation’s nuclear legacy by the year 2006. Success depends on valid, cost-effective technical strategies that are accepted in a timely manner by the appropriate Federal and State regulatory agencies. Collaborative decision-making provides a means to achieve this goal.

Collaborative decision-making among DOE, EPA, and State environmental agencies creates a sense of shared ownership of the cleanup process, while preserving each agency’s individual role. Working together also leads to improved technical approaches that are more readily accepted by the regulatory agencies.

Collaborative decision-making:

- Improves the ability of Federal and State agencies to achieve their respective missions:
- Helps meet compliance commitments with fewer dollars:

- Prevents lengthy and costly legal disputes;
- Enhances these agencies’ commitment for joint problem solving;
- Helps develop the foundation for more effective communication between Federal and State agencies; and
- Enhances existing partnerships outlined in cleanup and compliance agreements.

DOE has successfully used this approach to streamline the regulatory process and create cost-efficiencies at the Hanford Site. Examples include:

- Revising tri-party agreement (TPA) milestones to achieve cost savings of approximately \$90 million (TWRS);
- Accelerating DOE Headquarter’s review of a Record of Decision (ROD) by 20% (TWRS);

- Developing innovative approaches and cost-efficiencies to achieve savings of over \$200 million (100BC Area Cleanup).

Both DOE and the U.S. Environmental Protection Agency (EPA) endorse collaborative decision-making, as illustrated in the jointly issued guidance titled "Improving Communication to Achieve Collaborative Decision-Making at Department of Energy Sites" (1997).

There may be opportunities at sites across the DOE complex to use collaborative decision-making. Collaborative decision-making is best applied where work groups have similar goals, interdependencies naturally exist between the involved parties (any one group cannot achieve the goals independently), and a defined need exists, such as meeting the requirements of a legal cleanup agreement.

Interagency collaborative decision-making has been used for:

- High cost, high visibility, and high risk site cleanups;
- Complex technical issues with a broad impact;
- Site programs with complex and overlapping regulatory requirements; and
- Joint interagency development of a technical strategy for a time-critical ROD.

The process of interagency collaborative decision-making involves three distinct components: start-up tasks, management

team tasks, and project team tasks (see Figure 1). Each site then tailors these components to meet their specific needs.

Start-up tasks involve an initial assessment to determine if collaborative decision-making is warranted or could benefit the site program. Because collaborative decision-making can be applied at any level within the organization, management or project staff can conduct this assessment; however, it is essential that senior level management publicly advocate this approach. One of the best options for initiating change in working relationships between agencies is for senior management to publicly model the behavior they intend to create at lower levels within the organization.

The management and project team tasks involve developing new skills in working productively and efficiently on cross-disciplinary or interagency teams. Just as engineers and scientists obtain technical training, they also require training in communication, conflict resolution, and meeting management. Research clearly indicates there is a science to people working together productively. Because misunderstandings, conflicts, and breakdowns in communication are inevitable when people work together, it is important to train working groups to effectively communicate, resolve conflicts, and manage meetings. Participation of key representatives of Federal and State agencies in these team-building workshops also demonstrates each agency's commitment to collaborative decision-making.

As shown in Figure 1, workshops are often followed by monthly or bi-monthly

meetings attended by designated agency representatives. These meetings serve as opportunities for the exchange of appropriate information, the development of proactive and innovative approaches to streamline the work flow between the different organizations or agencies, and joint decision-making, effectively accelerating environmental cleanup.

DOE's Office of Environmental and Regulatory Analysis (EM-75) provides the following technical assistance:

- Qualified expertise to support the sites as they develop or enhance partnerships between Federal and State agencies;
- DOE guidance on successful, long-term interagency partnerships as a means to improve environmental regulatory compliance; and
- The collection and dissemination of lessons-learned on interagency collaborative decision-making.

FOR INFORMATION CONTACT:

Martha Crosland, Director
Office of Environmental and Regulatory
Analysis (EM-75); DOE Headquarters
Telephone: (202) 586-5793
martha.crosland@hq.doe.gov

OR SEE:

The collaborative decision-making
component of the EM-75 Home Page
<http://www.em.doe.gov/em75/index.html>

Figure 1 A DOE Interagency Collaborative Decision-Making Approach

