

Meeting Minutes Transmittal

325 HAZARDOUS WASTE TREATMENT UNITS
Project Managers Meeting
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
1:00 p.m. to 1:30 p.m.

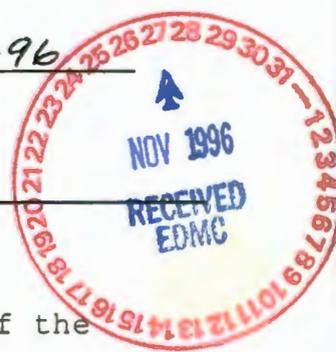
The undersigned indicate by their signatures that these meeting minutes reflect the actual occurrences of the above dated Unit Managers Meeting.

Mary F. Jarvis Date: 10-9-96
Mary F. Jarvis, Project Manager, RL

Greta P. Davis for Date: 10/9/96
Greta P. Davis, Project Manager, Washington State Department of Ecology

325 Hazardous Waste Treatment Units, PNNL Concurrence

Shelly L. Warren Date: 10-14-96
Shelly L. Warren, Contractor Representative, PNNL



Purpose: Discuss Permitting Process

Meeting Minutes are attached. The minutes are comprised of the following:

- Attachment 1 - Agenda
- Attachment 2 - Summary of Discussion and Commitments/Agreements
- Attachment 3 - Attendance List
- Attachment 4 - Action Items
- Attachment 5 - Efficiency Issue Resolution Process (EIRP)

Attachment 1

325 HAZARDOUS WASTE TREATMENT UNITS
 Project Managers Meeting
 337 Building, Mt. Rainier Room, 3rd Floor North
 Richland, Washington

September 5, 1996
 1:00 p.m. to 1:30 p.m.

Agenda

1. Approval of Past Project Managers Meeting Minutes (Ecology/DOE-RL/PNNL)
2. 325 HWTUs Part B Permit Application, WORKING DRAFT, Rev. 1 (Ecology/DOE-RL/PNNL)
 - Document Status (Ecology)
 - Part B Application Development (Ecology/DOE-RL/PNNL)
 - Discuss scheduling and progress of workshop sessions
 - Next workshop scheduled for September 16, 1996, 1:00 p.m. to 5:00 p.m.
 - Discuss development of responses to Ecology's comments
3. Status of 325 HWTUs Part A Submittal (DOE-RL/PNNL)
4. Status of Silver List Issues (Ecology/DOE-RL/PNNL)
5. Status of Action Items (Ecology/DOE-RL/PNNL)
 - 08-01-96:1 Ecology will provide final comments on the 325 HWTU Part B permit application by the next workshop on August 6, 1996.
ACTION: G. Davis (Ecology)
 - 08-01-96:2 Resolve actions from the past 325 Part B workshops by the next workshop on August 6, 1996.
ACTION: Ecology and PNNL
 - 08-01-96:3 Schedule a meeting with J. Wallace (Ecology) to discuss the budget review.
ACTION: D. Langstaff (DOE-RL)
6. General Discussion (Ecology/DOE-RL/PNNL)
7. New Action Items
8. Next Project Managers Meeting (Ecology/DOE-RL/PNNL)
 - Next Meeting
 October 9, 1996
 2:00 p.m. to 2:30 p.m.
 337 Building, Mt. Rainier Room, 3rd Floor North
 Richland, Washington
 - Proposed Topics

Attachment 2

325 HAZARDOUS WASTE TREATMENT UNITS
Project Managers' Meeting
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
1:00 p.m. to 1:30 p.m.

Summary of Discussion and Commitments/Agreements

1. Approval of Past Project Managers Meeting Minutes

The August 1, 1996 Project Managers Meeting (PMM) minutes were approved. M. Jarvis (DOE-RL) will replace M. Barnard (DOE-RL) as the DOE-RL project manager for the 325 Hazardous Waste Treatment Units and will be the signatory for the 325 HWTUs meeting minutes transmittal.

2. 325 HWTU's Part B Permit Application, WORKING DRAFT, Rev. 1

- Document Status

J. Wallace (Ecology) reported that the last workshop was delayed until September 16th, and that G. Davis (Ecology) is expecting to complete the comments at that time. D. Crossley (PNNL) stated that one additional workshop is expected to be scheduled in October to resolve any other comments. In any case, G. Davis (Ecology) will be reviewing the Part B Permit Application after the completion of the workshops to ensure her comments have been incorporated.

- Part B Application Development

-Discuss scheduling and progress of workshop sessions

The next workshop is scheduled for September 16, 1996 from 1:00 p.m. to 5:00 p.m.

B. Day (PNNL) reported that PNNL is behind the original schedule for submitting the Part B Permit Application to Ecology by November 1996. B. Day (PNNL) noted that at the last workshop, the parties did not discuss Appendix 3A Waste Analysis Plan (WAP), and that PNNL is still waiting for WAP comments from Ecology.

-Discuss development of responses to Ecology's comments

B. Day (PNNL) initiated a brief discussion regarding the editorial nature of some of Ecology's comments. B. Day (PNNL) indicated that the comments were not regulatorily-based and that they were editorial, non-technical in nature and were slowing down the workshop meetings and process. J. Wallace (Ecology) responded that Ecology would provide editorial comments related to text that is unclear. DOE-RL/PNNL did not disagree with this.

B. Day (PNNL) inquired about comments received from the Ecology chemist that do not pertain to the WAP but applied to chapters of the document that DOE-RL/PNNL considered closed as far as Ecology's commenting was concerned. Mr. Day was concerned that the workshops were entering a continuous Ecology comment process that would also slow down the workshops that were already behind schedule. J. Wallace (Ecology) stated that it was appropriate for those comments to be made outside of the WAP. The new comments on the previously reviewed chapters could be addressed in the current time frame. If not, they could be issued on the final Part B permit. J. Wallace (Ecology) added that parties need to be open and forthcoming with their comments and responses so that the process will be smoother.

3. Status of 325 HWTUs Part A Submittal

H. Tilden (PNNL) stated that the Part A, Revision 4, is in DOE-RL concurrence, and that a certified Part A will be transmitted to Ecology.

4. Status of Silver List Issues

H. Tilden (PNNL) transmitted a close-out form to J. Wallace (Ecology) for signature during the meeting. J. Wallace (Ecology) inquired about the number of resolved issues, and H. Tilden (PNNL) responded that DOE-RL has signed 18 close-out forms and Ecology has signed 8. H. Tilden (PNNL) noted that there will be several more close-out forms for Ecology to sign at the next PMM, and that the deadline will be met for close-out of the Silver list issues.

5. Status of Action Items

08-01-96:1 Ecology will provide final comments on the 325 HWTU Part B permit application by the next workshop on August 6, 1996.

ACTION: G. Davis (Ecology)

OPEN: Ecology comments on the WAP have not yet been

received.

- 08-01-96:2 Resolve actions from the past 325 Part B workshops by the next workshop on August 6, 1996.
 ACTION: Ecology and PNNL
 OPEN: Some outstanding actions from the past workshops still remain open. Attachment 5 contains a list of all outstanding actions from the comments that have been discussed to date.
- 08-01-96:3 Schedule a meeting with J. Wallace (Ecology) to discuss the budget review.
 ACTION: D. Langstaff (DOE-RL)
 CLOSED: A meeting was scheduled for today (9-5-96) immediately following the PMMs.

6. General Discussion

B. Day (PNNL) re-initiated a discussion regarding the transfer of dangerous waste in 325 permitted storage to the 340 Facility and then to tank farms. The subject was briefly discussed at the last project managers' meeting. B. Day wished to clarify the subject waste streams that PNNL wished to transferred to the 340 facility. At the last meeting Ms. Wallace (Ecology) might of not been familiar with the characteristics of the waste streams. B. Day (PNNL) explained that any liquid dangerous waste would be first accepted into the 325 Facility in accordance with that facility's WAP and waste acceptance criteria. In addition the waste shipped to the 340 Facility would meet 340 Facility waste acceptance criteria. Prior to shipment to the tank farms the liquid waste would, of course, meet the tank farm waste acceptance criteria. B. Day (PNNL) added that DOE-RL and PNNL view the shipment of this waste as an on-site transfer. J. Wallace (Ecology) approved the shipment of the waste, as long as the waste acceptance criteria is met for all three facilities (325 HWTUs, 340 Facility, Tank Farms).

J. Wallace (Ecology) provided a copy of an Efficiency Resolution Process policy (Attachment 6). The policy has been established by DOE-RL and Ecology to address efficiency-related issues during the PMMs. The efficiency issues, schedule variance and funding will be included on the next agenda.

7. New Action Items

09-05-96:1 Review the Part B permit application workshop schedule to determine the amount of work scope that can be completed in FY '96.

ACTION: B. Day (PNNL)

8. Next Project Managers' Meeting

- October 4, 1996
2:00 p.m. to 2:30 p.m.
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington
- Proposed Topics
Proposed topics may be submitted to D. Lutter (PNNL).

9713508.1091

Attachment 4

325 HAZARDOUS WASTE TREATMENT UNITS
Project Managers Meeting
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
1:00 p.m. to 1:30 p.m.

Action Items

ACTIONS THAT REMAIN OPEN:**Chapter 1.0, Part A Application**

Part A not available for review due to pending Notice of Intent. NOI submitted 11/28/95. NOI to be finalized by 4/16/96 with amendment. Incorporate the Part A when the NOI is final.

Chapter 2.0, Facility Description and General Provisions

4. Page 2-2, line 16 - 52. Portions of the SAL described in this section are not depicted in figure F2-2. The portions in question are the records management and retention area (room ?201A), two of the eight hot cells, and the special storage area in Room 202.

* Please provide another figure, to include all areas described in this section.

* In addition, a map of the building indicating piping systems and tanks (example e.g., fire suppression accumulation tanks, process sewer, and Radioactive Liquid Waste System) associated with the TSD portions of the building is needed.

PNNL Response: Accept first bullet, Figure F2-2 will be modified to show all hot cells, and the special storage area in Room 202. See response to comment 1. Second bullet, topographic map will be updated to show piping systems. Detailed information for rest of second bullet is provided in Chapter 4.0. FIRST BULLET CLOSED, SECOND BULLET OPEN.

18. Page 2 - 5, line 3. The text states that applicable federal, state, and local laws and requirements are discussed in the General Information Portion of the HFP.

* Please list laws and requirements specific to the 325 HWTU TSD unit. The General Information Portion (DOE/RL-91-28) is too vague and is not specific to any one unit. This will allow coordination, and avoid potential inefficiencies in management of the units by regulatory agencies.

PNNL Response: The reference to the General Information Portion (GIP) is intended to streamline and reduce the bulk of the Hanford Facility unit-specific permit application portions. In so doing, RL and the co-operators are seeking cost savings by naming and listing the other applicable laws, regulations and requirements only once. It is not intended, by referencing the GIP, to avoid acknowledging or addressing the requirements of the other laws and requirements given in the GIP. Unit-specific implementation of other applicable laws and requirements are addressed in the appropriate portion of the 325 HWTUs permit application portion (e.g. Chapters 3, 4, or 6), not in Chapters 2 or 13. COMMENT OPEN, ACTION BRIAN DAY.

20. Page 2 - 5, line 12. The map does not indicate the following which are requirements of WAC 173-303-806 (4)(xviii); 100 year flood plain (B), Injection and withdrawal wells (I), sewer

systems, loading/unloading areas, and fire control (J), (K), (L).

* Correct the map or explain why such requirements were not included in the map. If portions of the above requirements are covered elsewhere, explain where and why. In addition, there are heavy lines on the map which are not defined in the legend, ancillary equipment is not represented, and it is unclear why the 316-1 crib and the 618-2 crib were included in the legend. Explain if these two cribs were ever used as disposal for this TSD. If so, describe what went into the cribs.

PNNL Response: JOEL ACTION ITEM - LOOK AT UPDATING TOPO. COMMENT OPEN.

24. Page 2 - 6, line 24. Release From Solid Waste Management Units (SWMUs)

* F2-2. First, the figure should be re-titled to reflect that it presents the locations of both the SAL and HWTU within the 325 Building. Second, revise the figure to indicate the location of Rooms 201A and 527A and the "other" two SAL hot cells. The text of the plan states there are eight hot cells but only six can be located in the figure. Finally, load-in/load-out areas are not indicated in the figure. Revise figure accordingly.

* F2-3. Revise figure to address ancillary equipment (see WAC 173-303-040).

* F2-3. Revise figure to show accumulation tank for floor drains in Rooms 520 and 528 and revise title accordingly.

* F2-4. Revise figure to address ancillary equipment (see WAC 173-303-040).

* F2-5. This figure is difficult to read. The closet and main room discussed in the text of the Part B application can not be identified from the figure. Please revise accordingly.

* Briefly discuss proposed and speculative changes (e.g., closure of 340 RLWS) in the present liquid waste management systems and the impact on the TSD units.

* Any releases or spills are considered unit specific information and must be included here rather than in the General Information Portion of the Permit. If no releases or spills have occurred, the text needs to state that no known releases or spills to the environment have been reported.

PNNL Response: First bullet, refer to responses to comments 1, 4, and 7. Figure F2-2 will be revised to show all loading/unloading docks. Second bullet, topographic map will describe ancillary equipment. Third bullet, accumulation tank for floor drains not intended as part of the TSD, will not be added to figure. Fourth bullet, HOLD (GRETA ACTION TO SEE WHAT JEANNE WAS LOOKING FOR). Fifth bullet, refer to response to comment 9. Sixth bullet, outside TSD information. Seventh bullet, No revision is necessary. The Ecology permit checklist entry for this heading relates to historical spills

and releases (i.e., SWMUs) relevant to this unit. Hanford Site SWMUs are listed in the Environmental Sites Database and managed pursuant to Chapter 7 of the Tri-Party Agreement Action Plan. It is inappropriate to reiterate this process in the 325 HWTUs permit application. The reference to the General Information Portion is appropriate.

Notification and response to operational spills and releases which occur during daily operations are addressed in the Contingency Plan (Appendix 7A). **FIRST BULLET CLOSED, SECOND BULLET OPEN, THIRD BULLET CLOSED, FOURTH BULLET OPEN, FIFTH BULLET CLOSED, SIXTH BULLET CLOSED, SEVENTH BULLET OPEN PENDING DISCUSSION BETWEEN HAROLD/DELORES/WAYNE.**

Chapter 4.0, Process Information

37. Page 4 - 12, line 17. Although HEPA filters are used for protection in this area, it is not stated how often the filters are checked, changed and the disposal pathway.

- * Describe the inspection schedule and procedures.
- * Describe the frequency or circumstances of HEPA filters replacement.
- * Describe the HEPA filter disposal method.

PNNL Response: HOLD, GRETA WANTS DISCUSSION OF THE HEPA FILTERS AS RELATED TO THE SAL PORTION. COMMENT OPEN.

Chapter 6.0, Procedures To Prevent Hazards

1. Page 6 - 1, line 20. Revise this section to present information regarding access control and surveillance of the HWTU and SAL.

- * First address the general public and second, non-TSD personnel access to the TSD portions of the building in light that other non-TSD activities are conducted in the building.

Response: The language in (DOE/RL-91-28) address 24-hour surveillance system requirements. This topic (access control) is covered in Section 6.1.1.2. See response to Comment 2. COMMENT OPEN. GRETA WILL CHECK FROM ECOLOGY'S END.

6. Page 6 - 2, line 28. It is unclear why it is proposed to conduct daily inspections whenever waste packaging, transfer, shipping, or movement operations are conducted.

- * Storage and treatment require daily inspections, the SAL and HWTU treat and store waste. Basing the inspection schedule on that criteria, may significantly reduce the frequency to a level which could lead to deterioration of containers, etc. Provide an estimate of frequency if inspections were conducted based on criteria presented (i.e., average daily inspections per year (365 days)).

- * The regulations refer to "operating day". This also applies to waste treatment and

storage, and waste management activities. It is unclear why “shipping” type activities were chosen as a basis for conducting inspections. Explain the rationale.

Response: *The information is covered in Section 6.2.2.2. Daily Inspections are conducted on areas that are subject to spills which include waste handling operations per WAC 173-303-320(2)(c) “areas subject to spills are inspected daily when in use”. Examples of these activities include: packaging, transferring, movement. FIRST BULLET CLOSED, SECOND COMMENT OPEN.*

15. **Page 6 - 4, line 41.** The term “operating day” is vague.

* Explain what is meant by “operating day”.

Response: *The quotes will be removed from around the words operating day. Operating day is interpreted to mean when there are activities going on in the unit. Examples of these activities include: packaging, transferring, movement of materials. COMMENT OPEN ACTION GRETA.*

16. **Page 6 - 4, line 51.** Elaborate on what is meant by during use.

* Does during use mean only when the SAL is operating, as long as there are materials in the tank, or during transfer of materials.

Response: *During use is meant to indicate when the SAL is operating and during transfers of materials. COMMENT OPEN ACTION GRETA.*

19. **Page 6 - 8, line 47 - 51.** Text states emergency eye wash and emergency shower are accessible.

* Specify where emergency wash water flows too.

Response: *This information is not a regulatory requirement. Must only demonstrate that decontamination equipment, water etc is available, not how water is managed. COMMENT OPEN ACTION SHELLY.*

21. **Page 6 - 9, line 11.** Two emergency eye wash/showers are located in Rooms 200 and 201.

* Specify where used wash water flows too.

Response: *Water will be contained and cleaned up in accordance with the contingency plan. COMMENT OPEN ACTION SHELLY.*

9713508.1096

Attachment 5

325 HAZARDOUS WASTE TREATMENT UNITS
Project Managers Meeting
337 Building, Mt. Rainier Room, 3rd Floor North
Richland, Washington

September 5, 1996
1:00 p.m. to 1:30 p.m.

Efficiency Issue Resolution Process (EIRP)

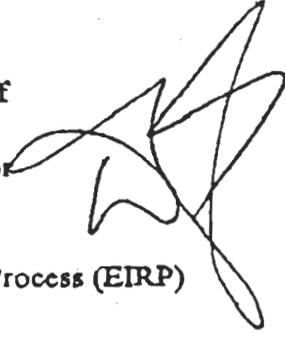
DEPARTMENT OF ECOLOGY

August 1, 1996

TO: Nuclear Waste Program Staff

FROM: Dan Silver, Assistant Director
Waste Management Division

SUBJECT: Efficiency Issue Resolution Process (EIRP)



I would like to add my words of support for Mike Wilson's message regarding implementation of the Efficiency Issue Resolution Process (EIRP) at Hanford.

The EIRP culminates a year and a half of discussions with the Richland Operations Office to ensure that our staff have the ability and the cost documentation to address cost and management efficiency issues at Hanford. I have stated on numerous occasions that a key to success at Hanford lies in our collaborative ability (with DOE-RL and EPA) to ensure effective, and cost efficient cleanup progress. Thanks to Phil Staats, Stan Leja and Wayne Soper, we now have "buy-in" by DOE-RL's top management to our role in addressing cost and management efficiency issues.

I believe that this is a significant step forward, I join with John Wagoner, Alice Murphy and Mike Wilson in soliciting your continued attention and support for this initiative.

DJ:dpj
Enclosures

DEPARTMENT OF ECOLOGY

July 29, 1996

TO: Nuclear Waste Program Staff

FROM: Mike Wilson, Manager
Nuclear Waste Program

SUBJECT: Efficiency Issue Resolution Process (EIRP)

Eighteen months ago, Dan Silver asked all of you to pay close attention to how well the U.S. Department of Energy (USDOE) and its contractors were maximizing cost efficiency in accomplishing its environmental management activities at Hanford. Dan emphasized this as part of a key concern that, in a time of severely constrained federal budgets, USDOE must do everything they can to maintain the integrity of its regulatory commitments. The underlying philosophy is simple, efficiency has a direct bearing on environmental cleanup performance and success at Hanford.

In response to Dan's requests for specific examples where Hanford cleanup could be more efficient, three of you responded. Phil Staats, Wayne Soper and Stan Leja provided Dan with specific examples where improved management planning and practices could lead to significant cost savings. These examples led Ecology into discussions with USDOE and EPA on ways to improve our communications and cooperation to resolve specific cost efficiency concerns.

The direct result of these discussions is the recent establishment of the *Efficiency Issue Resolution Process (EIRP)*, formerly known as the *Cost Pilot Project*. The EIRP is a collaborative agreement between USDOE, Ecology and EPA that allows regulator personnel a more effective forum to identify and resolve cost efficiency-related concerns and recommendations with their USDOE counterparts. It represents a constructive partnership-oriented approach that will streamline Ecology access to critical cost estimating and project planning data; an area that was, in some cases, previously closed to us.

We agree with John Wagoner and Alice Murphy's messages to their staff (copies attached) that the EIRP represents a "...positive step towards reducing costs and better managing for results and a continuation of the spirit developed in the St. Louis "Workout" of May 1995." We also agree with his observation that we all, particularly those at the project management level, must do all that we can to institutionalize this process, and to make it work.

Nuclear Waste Program Staff

July 29, 1996

Page 2

As Dan has stated in the past, managing projects in a cost efficient manner is an integral, inherent responsibility of Ecology's project managers and other staff. We are confident that you will continue your outstanding efforts to motivate and incorporate cost and management efficiency in our own activities and those at the Hanford site. For Hanford cleanup, the EIRP provides a framework to help accomplish this. The key for making this process work lies at the project level.

In helping to make the EIRP process work, I ask that you:

1. Read and understand Mr. Wagoner and Ms. Murphy's messages to the DOE-RL staff, and the attached EIRP process flow chart and format;
2. Always be open and observing of better, improved, and more efficient ways of planning, managing and accomplishing cleanup tasks;
3. Maintain the integrity of our regulatory roles and values;
4. Remember that we all have the responsibility to identify cost-efficiency related concerns to USDOE. However, we must ensure that your cost efficiency comments and suggestions are founded on good rationale and/or supporting data;
5. Project manager monthly reviews with USDOE must include a regularly scheduled agenda item to address efficiency-related concerns;
6. Maintain a positive, constructive and collaborative dialogue with your Tri-Party agency counterparts; and
7. Strive for final resolution of identified concerns. Participation in teaming and existing management improvement processes should be pursued whenever possible and appropriate.

I congratulate all of you, and particularly Phil, Wayne and Stan for your efforts to improve cost and management efficiency at Hanford.

MW:DPJ:db
Attachments (2)

RL-F-1025.04 DEFO12
(04/93)

United States Government

Department of Energy

memorandum

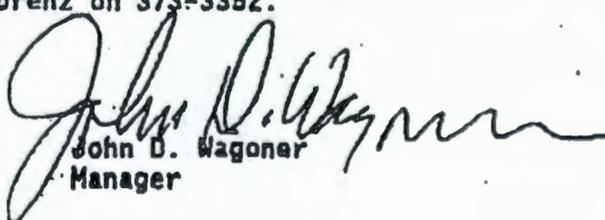
Richland Operations Office

DATE: JUL 22 1996
REPLY TO:
ATTN OF: CFR:AEL 96-CFR-012
SUBJECT: EFFICIENCY ISSUE RESOLUTION PROCESS

TO: Those on Attached List

On July 9, 1996, Alice Murphy issued the attached memorandum to you regarding the "Efficiency Issue Resolution Process." I want to voice my strong support for this process. With the emphasis on the new Environmental Management 10-Year Plan, it is critical that we work with the regulators to identify and resolve efficiency issues. Your monthly project review meetings should include an agenda item to address efficiency issues. I also want to reenforce my position of sharing cost and schedule data with the regulators. The institutionalization of this process is a key element in teaming with the regulators to clean up the Hanford Site.

If you should have any questions on the process, please contact me or your staff may contact Tony Lorenz on 373-3352.


John D. Wagoner
Manager

Attachment

RL-1327.67 DEPOS
(04/95)

Attachment

United States Government
memorandum

Department of Energy
Richland Operations Office

DATE: JUL 09 1996
REPLY TO:
ATTN OF: CFR:LBM 96-CFR-011
SUBJECT: EFFICIENCY ISSUE RESOLUTION PROCESS

TO: Those on Attached List

After many starts and stops in attempting to deal with the issues raised in the letter of June 9, 1995, from Dan Silver, State of Washington Department of Ecology (Ecology) to Ron Izatt, "Improvement of Cost and Efficiency at Hanford," the CFR division, in collaboration with the Ecology and the Environmental Protection Agency, has developed a process for handling efficiency concerns raised by any of the three parties. That process titled "Efficiency Issue Resolution Process" was presented to the Site Management Board on June 4, 1996, by Tony Lorenz. Minor adjustments were suggested and have been incorporated into the process flow chart (see attachment 1).

I believe that this process, in partnership with the contractors and regulators, is a positive step towards reducing costs and better managing for results, and a continuation of the spirit developed in the St. Louis "Workout" of May 1995. RL's stance has always been that it must be willing to share cost and schedule data with the regulators. Now, we must implement this process immediately and make sure that it is sustained. The institutionalization of the Efficiency Issue Resolution Process requires attention to three areas:

1. Efficiency concerns must be clearly documented. Attachment 2 is a worksheet that was developed to specifically identify the facts and data associated with the efficiency concern. Any of the Tri-Party members who have a cost or schedule concern can use this worksheet to initiate the process.
2. Each project must have a regular agenda item that addresses efficiency concerns as part of its regular monthly project review. This will allow for an interjection of those concerns if they are presented on a prepared worksheet. It is hoped that many of the efficiency issues could be resolved at this meeting.
3. If an efficiency concern does warrant further investigation, you are expected to support the resolution of the concern through participation in teams. We will use existing improvement processes wherever possible.

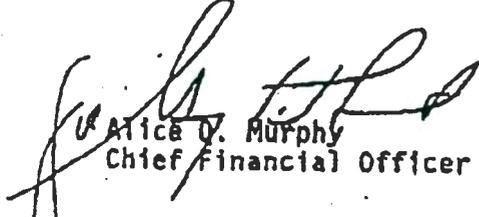
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Addressees
96-CFR-011

-2-

JUL 9 1998

The success of this process is dependant upon your attention to these three areas. If you have any questions, please contact Tony Lorenz at 373-3352.

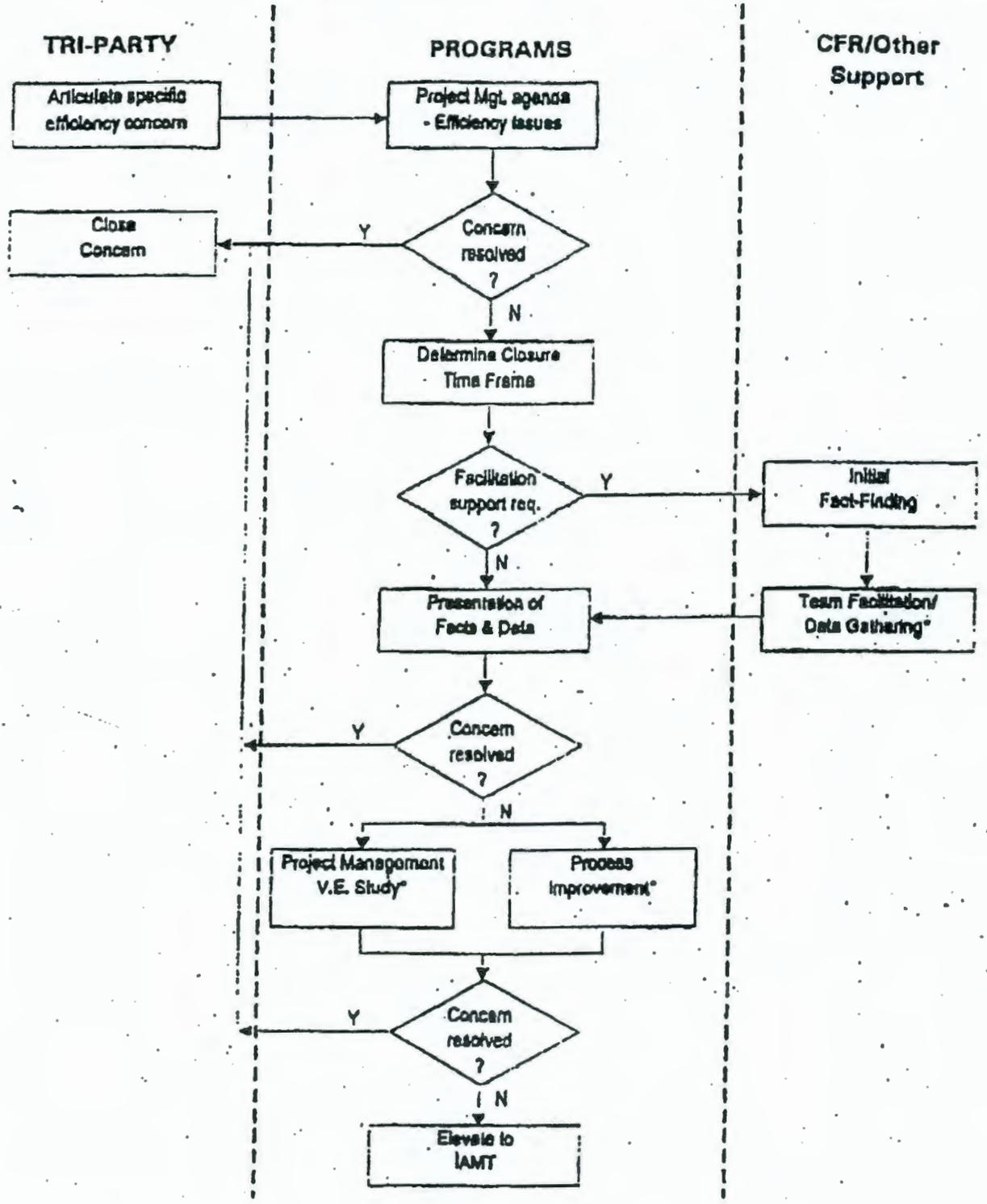


Patricia V. Murphy
Chief Financial Officer

Attachments

- 1. Efficiency Issue Resolution Process - Flowchart
- 2. Efficiency Issue Resolution Process - Checklist

Process Rev. 2 Efficiency Issue Resolution Process



* Include Program/Tri-Party team members as required

Efficiency Issue Resolution Process

General Comments

- ▶ Simple mechanism/process to identify & correct specific instances of possible inefficiency and excessive cost (a large gap exists between current Hanford processes and similar observed processes)
- ▶ Utilize existing processes to solve issues where possible
- ▶ Regulators will track progress of Efficiency Issues through this process
- ▶ Single Regulator concept utilized

Articulate Specific Efficiency Concern

- ▶ Complete checklist/guidelines on meeting minimum amount of information required to present efficiency concern
- ▶ Source for concern must be well documented
- ▶ Must have defined the criteria for closure

Project Management Agenda - Efficiency Issues

- ▶ Regular agenda item of a monthly program review - provides opportunity for DOE and Regulators to present efficiency concerns
- ▶ Efficiency issue may be a moot point in the meeting based upon knowledge that:
 1. Future activities in the "issue" area do not justify further exploration
 2. Return on investment does not justify further exploration

Concern Resolved ?

- ▶ Determined by the party that brought up the efficiency issue (meets criteria for closure)

Determine Closure Time Frame

- ▶ If the concern cannot be closed in the Project Mgt. meeting, a closure date is agreed to.

Facilitation Support Required?

- ▶ Determined by the parties as to whether facilitation is necessary to close concern

Initial Fact-Finding

- ▶ CFR provides a measure of independence from Programs & Regulators
- ▶ Preliminary data gathering/matching of processes using contractor data and Regulator data (may include some output benchmarking information)

Team Facilitation/Data Gathering

- ▶ Review of the available data
- ▶ May include rigorous process benchmarking (but does not extend into process improvement)

Presentation of Facts & Data

- ▶ To program and tri-party management for review
- ▶ Intended to close the concern

Project Management V.E. Study

- ▶ Selected if concern is for ongoing projects
- ▶ Use of available Value Engineering skills

Process Improvement

- ▶ Selected if concern is for repeatable processes
- ▶ Use of existing improvement tools (reengineering, WESTIP, etc.)

Elevate to IAMT

- ▶ The Inter-Agency Management Team is comprised of senior DOE and Regulator managers.

Close Concern

- ▶ Matches closure criteria defined in "articulate efficiency concern"

Efficiency Issue Resolution Process

This form describes the minimum requirements to initiate the process that resolves efficiency (cost/schedule) issues raised by WSDOE, EPA, and DOE

1	Identify the existing Hanford process/method of concern:		
2	Present evidence of alternative process/method		
2a	Source of Information:		
2b	Comparable measures:		
2c	Does the alternative process match the existing process in :	Yes	No
	Maturity?		
	Volume?		
	Regulatory requirements?		
3	State why the existing process/method is unacceptable:		
4	Is the existing process/method a major Program component?		
5	What are the expected benefits of changing the existing process?		
5a	Magnitude of savings:		
5b	Improvements to schedule:		
5c	Expected process/method changes:		
6	Has there been resolution efforts to-date?		
6a	Point of contact:		
6b	Work performed to-date:		
7	Criteria for closure		
7a	What evidence is required (cost, schedule changes?)		
7b	Due date:		

Distribution:

M. A. Barnard	RL	K8-50
R. C. Bowman	WHC	H6-24
G. D. Buckley	PNNL	P7-28
R. M. Carosino	RL	A4-52
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