



## **Project Management Lessons Learned from Environmental Remediation and Radioactive Decontamination Projects**

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Presented by: **Robert Kury**

Vice President, CH2M HILL

Nuclear Liabilities D&D Program Management

# Fukushima Forum



Integrated Program Management for Major Nuclear  
Decommissioning and Environmental Remediation Projects

# **PROJECT MANAGEMENT LESSONS LEARNED FOR D&D PROJECTS**

# DOE-EM Project Management



# Lessons Learned in Project Management



## Safety... *Our #1 Priority*

- Portfolio-wide safety programs and standards
- Certified Integrated Safety and Environmental Management System
- Employee-based safety initiatives facilitate employee ownership, involvement, and continuous improvement
- Line management accountable for safety



# Lessons Learned in Project Management



## Stakeholder Engagement is key

- Engagement through stakeholder working groups
- Cleanup approach aligned to future land use, agreed upon by regulatory agencies and endorsed by stakeholders
- Partnering approach engage regulators early and often in the decision-making process
- Stakeholder collaboration is critical
- Supply chain integration meetings

# Lessons Learned in Project Management



## Project Management

- Create and implement strategy
- Develop and manage to an aggressive project baseline
- Institute a rigorous project controls and performance measurement system
- Identify and mitigate risk
- Use Integrated Safety Management as the basis of all planning and work execution

# Lessons Learned in Project Management

## Resource Management



- Training and qualification program tailored to unique scope and hazards with shared approaches and lessons learned
- Rewards and recognition program integrates and rewards productivity through safety
- Open and transparent communications with employees and stakeholders

# Lessons Learned in Project Management



## Innovations & Lessons Learned

- Shared portfolio-wide and to broader DOE-EM and UK arena
- Improving safety and efficiency while reducing costs and accelerating schedules
- Worker involvement brings out the best solutions
- Worker-driven efficiencies are delivering cost savings

# Lessons Learned in Project Management



## Customer Collaboration

- Frequent customer interface
- Partnering to establish alignment on vision, mission, and goals
- Portfolio-wide scorecard shared with customer on quarterly basis
- Involvement in DOE Complex-wide working groups
  - Contract management
  - Waste programs
  - Decommissioning

# Lessons Learned from First-of-a-Kind Construction Projects

- The Department of Energy is experiencing cost, schedule and performance issues across the Complex on first-of-a-kind capital construction projects
  - Directed scope and design changes after contract award to incorporate new safety basis drive cost growth
  - Full scale testing tends to be cost and schedule prohibitive
  - Lessons learned show that additional time must be planned in the scheduling of any first-of-a-kind facility



SRS Salt Waste Processing Facility



Hanford Waste Treatment Plant



ICP Integrated Waste Treatment Plant

# Lessons Learned in Management Oversight

- Management philosophy:  
create a “learning organization”
  - Continuously improve strategy in action
  - Learn quickly and move learning to the floor (i.e., front lines of cleanup work)
  - Take bounded risks
  - Engage workers as problem solvers
  - Recognize that acceleration results from completing work correctly the first time, not necessarily from speed



# Decontamination and Decommissioning Technology Applicability

- Proper application of a wide range of technologies will:
  - Allow personnel to work in an efficient manner
  - Minimize waste generation
  - Reduce cost and time
  - Safely achieve the project goals
  - Minimize personnel exposure
- To summarize, there is no single answer or technology to nuclear decommissioning and decontamination—it is the approach and correct application of multiple technologies
- Successfully decontaminating and decommissioning highly contaminated facilities and reactors is achieved by correctly applying multiple technologies

# Broader Lessons Learned

- Safety must be the foundation of all decommissioning work
  - Clearly identify scope boundaries
  - Exacting procedures and thorough training
- Must create a sense of urgency for activities
- Disciplined, relentless project management pays
- Invest in a robust project controls system





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