Project Management Lessons Learned from Environmental Remediation and Radioactive Decontamination Projects
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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
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