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Transforming the SRS Environmental Business: Communication and Applied Project Management Principles

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ABSTRACT

A process for communicating information relating to core business functions that also encourages improving internal communications has been established at SRS. This process continues to grow and strengthen as the multiple Contractors, Regulators and DOE-SR relationships mature. A number of management communication tools have been initiated, retooled, rebooted or continued with enhancements to ensure appropriate information is communicated to all levels with environmental responsibility at SRS. The types of information that are the focus of this improved process are feedback from the customer and from informational exchange forums (i.e., Challenge Opportunity and Resolution (COR), SRS Regulatory Integration Team (SRIT), Environmental Quality Management Division (EQMD), Senior Environmental Managers Council (SEMC), etc.). These forums, SRS environmental functions centralization, and the creation of a Regulatory Integration process allows for cross-functional decision making, problem solving and information sharing that involves the field organizations, Environmental Compliance Authorities (ECA), Subject Matter Experts (SME), DOE and the Regulators. Numerous examples of effective decision-making and problem solving will be shared. Lessons Learned involving inadequate communications and the resulting impacts on the environment, customer satisfaction, and relationships will also be discussed. Additionally, the focus on improved communications also includes maintaining awareness of business activities. The tools being utilized to facilitate the continuing improvement of internal communications include weekly staff meetings for all individuals within the organization, quarterly ECA and SME meeting, quarterly Regulatory Integration & Environmental Services (RI&ES) All-Hands meetings hosted by the Director, bi-weekly EQMD and EQMD Lite meetings with the customer, bi-annual SRIT meetings, and COR meetings on an as need basis. In addition, an existing Required Reading Program is being formally utilized in RI&ES to ensure all individuals get formal notification of new/revised business documents. In all cases, the development of environmental communication topics that occur at SRS have a cost-scope-schedule basis that can be linked to delivery of environmental services.

INTRODUCTION

Upon assumption of operations at the Savannah River Site, the Savannah River Nuclear Solutions management team knew that there was a strong foundation to build on and that the customer was eager for revitalization of key business principles. The site had recently been selected as a site to serve as a base for future missions, which was a dramatic turnaround from being managed as a closure site. An obvious choice for a changed business approach was to embrace the fundamentals of project management to jumpstart the preparation for future missions. It was also clear that a process for communicating information relating to core business functions was essential since the mission objective had changed from closure to one of diversification to support the long term DOE mission. This transformation process continues to grow and strengthen as the multiple Contractors, Regulators and DOE-SR relationships mature.

This is the story of a process that can be compared to a Project that is in trouble. The project (transformation of the delivery of environmental services) will be referred to in this paper as the "Environmental Integration Project". This paper will discuss how the tools and techniques of project management were implemented within the project and the important role that communication plays in changing the workforce culture and meeting the expectations of the organization's customers. The paper will evaluate the situations that required transformation to ensure that delivery of environmental services was efficient, effective and established SRS as the DOE complex of choice for ongoing development of future missions for the benefit of the country. The application of PM principles: project initiation, planning, execution, monitoring and control and closure were all critical steps to success in this process improvement initiative.

SETTING THE STAGE FOR CHANGE: A DIVERSE AND MULTI-ORGANIZATIONAL WORKPLACE

The Savannah River Site (SRS) is a very environmentally diverse 310 square mile DOE site located in Aiken, South Carolina boarded by the Savannah River. The second (Augusta) and third (Savannah) largest cities in Georgia are just a few miles upstream and downstream (respectively) of the SRS. In turn, two large metropolitan cities (Columbia and Charleston) are also located in close proximity to SRS in South Carolina. The diversity of the Site includes the project management structure as well. Multiple contracts with significant differences in corporate philosophy, visions, goals and objectives are in place, with more on the way. The organizations include Engineering and Construction Companies, National Research Laboratories, Ecology Laboratories, Forestry Management, and Security Firms.

- SRNS - 6,340 personnel
- SRR - 1,800 personnel
- Shaw Areva - 1,200 personnel
- WSI – 800 personnel
- Parsons – 300 personnel
- Forestry – 70 personnel

Each of these organizations has their own operating strategies and implementing processes. As a result of having different approaches to performing work, there is a challenge when an activity requires an interface with two or more organizations.

The opportunity to evaluate SRS Environmental Operations as a Project presented itself when the site M&O contractor changed, the emphasis on implementation of project management principles increased, and the value added from the application of PM theory was apparent. These principles include the initiation of a project, planning of project activities, execution of project scope, monitoring and control of the scope and closure of project activities. These principles are used in communicating Project activities as they relate to all SRS stakeholders.

OUT OF BALANCE PRIORITIES

SRS has been driven to stovepiped management practices as a result of funding issues, projectization of activities, and missing integration tools. SRS addressed this stovepiped, limited integration condition and transformed itself using an environmental integration approach (see Figure 1.). The acceptance by the regulators and DOE Programs of this condition are legitimized but there historically has not been a strong commitment to develop sitewide approaches to environmental issues or opportunities. Crosscutting practices have been minimalized to streamline decision-making. The activities are executed with expert based staffs and as a result they required focused and specific communications. When individual projects are combined with lack of crosscutting practices and buy in and conducted using expert based staff, there are challenges with balancing priorities unless an integrated approach to the overall objective is embraced.

Regulators (Federal and State) also face internal issues with balancing needs of competing projects and limited resources. In the absence of an SRS integrator to assist the regulators through balanced approach to prioritization, the likelihood of achieving success in completing the work of highest mutual value first is left to the informal network and is based on personal relationships and behind-the-scenes communication. With a SRS site integrated approach to addressing environmental issues and opportunities focused on risk management, all involved parties will have a clear understanding of how decisions are being made and the basis for resource and funding allocation.

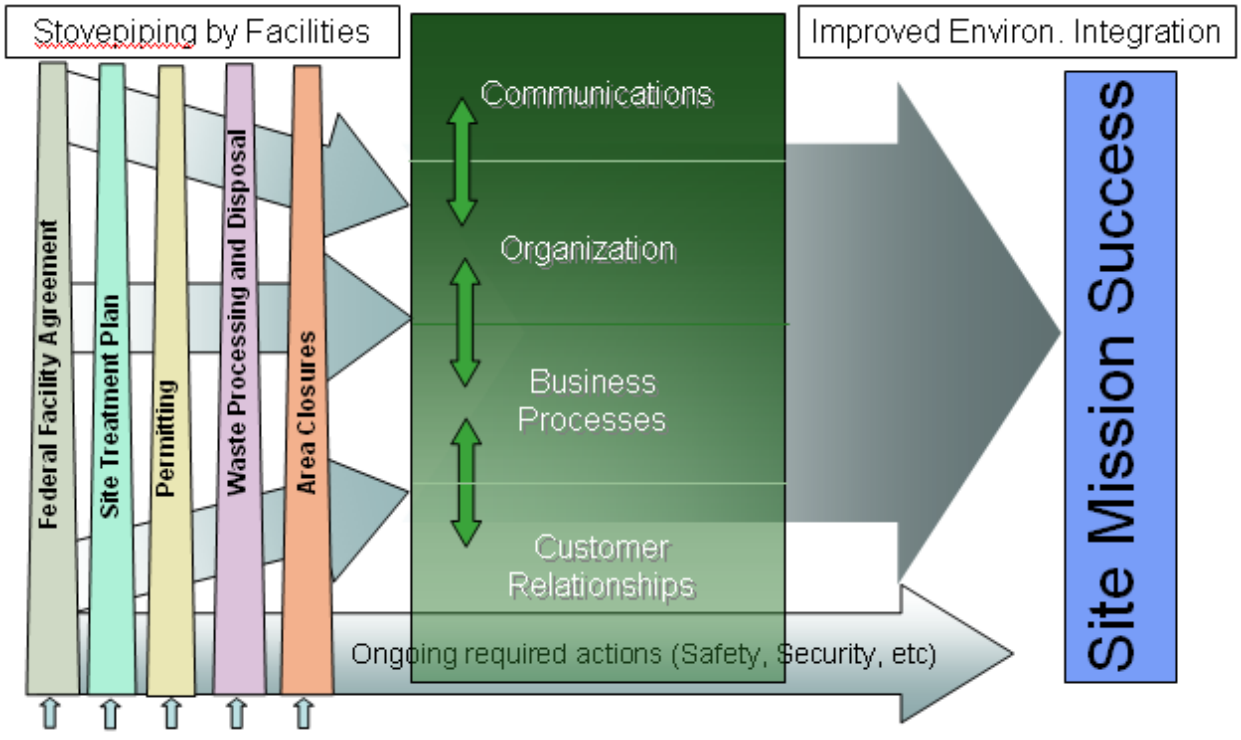

Fig. 1. SRS Environmental Stovepiping Practices Plan to meet Site Missions

WHERE TO START?

Transformation of delivery of environmental services required an accurate understanding of the "as-is" condition such that the project variables could be identified to ensure accomplishment of project objectives. The recognition of needed change resulted from a change in contract including contract objectives and the desire to build a platform for future department of energy work.

The engrained culture has been re-enforced over a number of years of decreasing budgets, decreasing management support and emphasis placed on production goals. When the mission is focused on closure objectives, the importance of process and sustainable methods of operation is marginalized.

The application of project management principles to the revitalization of the delivery of environmental serves as a proven technique for accomplishing defined objectives. The discipline afforded through the application of project management principles ensures appropriate feedback in a timely manner to correct identified risks to the accomplishment of the project objectives.

The ability to create a lasting and desired program is dependant upon a well articulated vision, shared values and common objectives coupled with meaningful work to accomplish. The creation of a sustainable program is the result of multiple projects working toward common goals and being cognizant and respectful of the impact they have on each other. The balancing of priorities and allocation of resources requires effective application of project management tools and techniques. In the transformation of environmental services, the determination of process efficiency and efficacy needed to be conducted. By identifying the strengths of the current methods of delivery, the program improvements would be built upon recognizable successes and ensured an ongoing sense of ownership.

THE FIVE PHASES OF PROJECT MANAGEMENT

Once the scope of the transformation was understood it was evident revitalization of the methods of operation were necessary and movement toward the new business model needed to occur quickly and with tangible progress. The application of project management tools and techniques to the delivery of environmental services were the end objective, thus it was fitting to test their validity to the model by using it as well to guide the transformation. The relationship to the transformation, highlighting the communications aspects in each of the five phases (initiating, planning, executing, monitoring & controlling, and closing) is offered as evidence of the adaptability of project management tools and techniques which are various situations to get a project back on track. As depicted in Figure 2, the core principles of Project Management were used to transform the delivery of environmental services at SRS. The objective was to increase effectiveness of communication, ensure balanced priorities and achieve an integrated site wide process for prioritization.

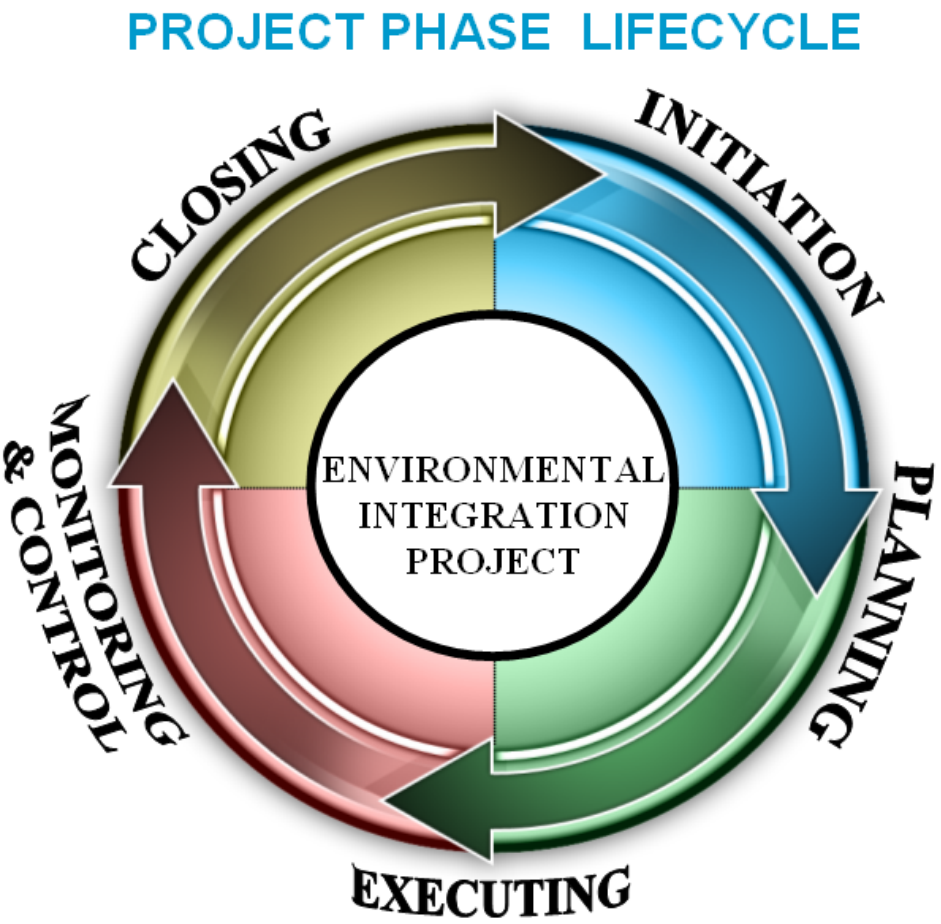

Fig. 2. Environmental Integration Project Lifecycle

PHASE ONE: INITIATING

To ensure complete communication, the Project Manager must develop a project plan well in advance of initiating the Project. The project plan was based on the as-found condition and used the overall need for the site business system to change as its driving force. All critical elements of the project must be advised on impending initiation. DOE knew change was coming but the workforces and all stakeholders needed to be engaged in the shifting paradigm. Although rapid change was desired, the limitations of the project must be clearly understood to avoid financial and human resources related disasters. A balance between routine business and incremental project scope due to the transformation had to be found and communicated. To accomplish this, the decision was made to integrate various program elements while strengthening the interface with key customers – with a high degree of emphasis on the internal customers. In this phase the key item to communicate was the development and importance of well defined Roles, Responsibilities, Accountabilities, and Authorities (R2A2's).

INITIATING: STAKEHOLDERS ARE CRITICAL TO ENVIRONMENTAL COMMUNICATIONS

Each of the stakeholders associated with the SRS has a specific interest in the environmental operations of the site. Therefore messages and the processes used to communicate must be tailored to speak the unique needs and technical language of the various stakeholders. The stakeholders have varied levels of knowledge and awareness of all requirements. Their knowledge is limited due to the large number of permits and the constant changes to the permits. SRS currently manages 400 permits for DOE-SR in the areas of Air, Water and Waste. Communications must be packaged so that the stakeholder can understand the "big picture" associated with a permit issue or opportunity, yet linked to the specific concern at hand. The vast and complex nature of the environmental requirements coupled with the diverse business functions and objectives poses a daunting challenge for even the most seasoned site professional to understand and comprehend. When information is organized by a central integrated organization the data can be more readily transformed into information in a useful and relevant context for the target audience.

Without a clear understanding of the stakeholders' expectations, the communications will be incomplete or indirect resulting in inconsistent and potentially counterproductive stakeholder behavior. Stakeholders are oftentimes anxious to experience progress towards their goals and objectives. It is the responsibility of the M&O (the Site Integrator) to establish and implement a prioritization process and ensure task completion to demonstrate and document progress on behalf of the Stakeholders. Understanding the R2A2's of the stakeholders is vital to steering the transformation in a beneficial direction.

PHASE TWO: PLANNING

The PM must know the limitations of existing resources. Additionally the key functions and strengths must be identified along with the role played in the transformation initiative. Development of the change process and determining which tools would be most appropriate was completed in accordance with the existing administrative framework. This enabled some familiarity with the process and allowed for greater attention to be placed on the technical aspects of the project. To ensure all vital components of the project were aware of the objectives and the path forward, the entire project organization was trained on the project plan and the execution expectations. When driving a culture-oriented revitalization, the importance of communications cannot be over emphasized. It is essential to communicate before, during, and after initiation specifically focusing on target audiences, understanding and using the appropriate channels for maximum effect, while maintaining flexibility.

PLANNING: EVALUATION OF EXISTING COMMUNICATIONS INCLUDING A GAP ANALYSIS

The forums for communicating environmental information, resolving issues and developing opportunities can be extensive and ineffective if not managed properly. The review of existing communications was performed using a project management approach in which a clear

understanding of all the stakeholders was established initially so that the needs of each stakeholder were defined. Some examples are as follows:

STAKEHOLDERS:

- DOE – Contract milestones, Issues management, Process improvements, Corporate support
- Environmental Protection Agency (EPA) – Document review response, Resource needs, New requirements development, Inspection schedule, Regional or National environmental current events, Priorities
- South Carolina Department of Health & Environmental Control (SCDHEC) - Document review response, Resource needs, New requirements development Inspection schedule, Regional or National environmental current events, Priorities
- Other SRS Contractors – Cross-cutting environmental activities, Environmental Policy initiatives, New requirements assessment impacts,
- RIES Staff – Expectations, Schedule commitments, Priorities,
- Citizen's Advisory Board (CAB) – Current events, Schedule, Progress towards commitments

MEETINGS:

In conjunction with the stakeholder needs, a separate review was performed of the current meeting forums being conducted. The meetings consisted of the following:

- EQMD – Status meeting with DOE's Environmental Quality Management Division in which all SRS environmental contractors meet to discuss their individual activities.
- ERIC – Senior Environmental Staff integration meeting that did not routinely meet.
- ESS Staff – Environmental staff meetings that discussed routine activities.
- EPA – Independent discussions on a project by project basis
- SCDHEC – Independent discussions on a project by project basis
- CAB - Current events, Schedule, Progress towards commitments

WRITTEN COMMUNICATIONS:

In conjunction with the stakeholder needs and meeting forums, the written communications were also evaluated.

Weekly Environmental Report – Status of environmental activities
Monthly Environmental Report - Status of environmental activities
Environmental Memorandums- Media specific memos with limited distribution

GAPS:

The gaps in the stakeholders, meeting forums and written communication that were identified included the following:

1. No clear understanding of the impact of the lack of integration between projects (stovepiping was accepted).

2. No opportunity to integrate between Contractors in the EQMD
3. No Integration Meeting between DOE, EPA and SCDHEC
4. No mechanism for site contractors to feed DOE in an integrated fashion their needs and issues
5. No joint teaming amongst the contractors to ensure integrated solutions to issues or opportunities

Each stakeholder need, meeting forum and written communication were somewhat fragmented and non-integrated. Upon review of the needs of the various stakeholders, the numerous meeting and forums and the established written communications, it was clear that the fragmented and isolated approach was making matters more difficult than necessary and for little added value. The best approach to getting back on track was to define a project that would streamline and increase efficiency in executing the environmental processes and programs. The solutions to the fragmentation included the following refocusing and clear articulation of the objective of the activity.

Status Meetings - Management Discussions - Technical Forums - Reporting

1. EQMD – A Project Manager approach was added to this meeting to streamline the presentation of the information and to allow for a focus on near term events that may impact all stakeholders. Archiving of data was encouraged with the customer's strong endorsement. The number of meetings held were cut in half and the information was freshened up. **Status meeting**.
2. EQMD Lite – To ensure accurate project communications was accomplished, it was determined that the SRS Environmental Integrator (SRNS) needed to meet with the EQMD Senior Staff to walk through the details of some of the issues and opportunities. This action provided for a common understanding of objectives and indirect impacts. **Management discussion**.
3. SRNS/SRR Meeting – Strategic project planning was accomplished by the Senior Environmental Managers from the two largest Contractors on site meet weekly to discuss the details of some of the issues and opportunities affecting their programs and projects to ensure success. **Management discussion**.
4. SRNS/RAP – An example of Program Management was accomplished by the Environmental Integrator (SRNS) and the Recovery Act Project (RAP) Management Team meeting monthly to discuss and strategize on details of some of the issues and opportunities affecting their programs and projects to ensure success. **Management discussion**.
5. Monthly Report – Accurate Program Management communications was accomplished by transforming the Environmental Weekly Report into a Monthly Report to minimize time associated with generating the Weekly Reports. **Report**.
6. SEMC Meeting – Project Management integration at a multiple contractor level was accomplished by a joint meeting between senior managers from all prime contractors on site. The SEMC was created to allow the team to become aware of each others contractual responsibilities and to resolve any issues or concerns between themselves without challenging DOE to solve their issues for them. This forum exercises the use of

Integrated Project Teams (IPTs) to resolve issues and opportunities inside and outside of SRNS. **Management discussion**.

7. SRIT Meeting – This meeting was created to address the external project team made up of SCDHEC and EPA Managers in addition to senior DOE management. The team meets in a collaborate fashion and shares their concerns and interests. The three could also assign members to Integrated Project Teams to jointly resolve issues and develop opportunities. **Management discussion**.
8. Integrated Project Team – These teams are made up of technical, subject matter experts that solve issues and opportunities as directed by the SRIT Team. The teams work to build alternatives that meet or exceed environmental requirements. **Technical forum**.
9. Environmental Business Improvement Strategy Meeting (EBISM) – This meeting was established to provide a vehicle for integrating the internal project team, RIES. The organization's needs are reviewed under the direction of the Project Manager so that in turn sidewide needs can be met. The EBISM follows the RIES Staff Meeting and is used as a strategy discussion for implementation of the Department's visions for improvement. **Management discussion**.
10. Challenge, Opportunity and Resolution (COR) Meetings – Environmental risk needed to be addressed from a project management perspective. The COR meetings were originally established to manage issues and opportunities on a case by case basis as the team requested. These meetings were transformed from a resolution meeting to a Risk Management Board that focuses on SRNS initiatives. **Technical forum**.
11. NPDES, AIR, NEPA, Environmental Compliance Authority (ECA) Communication Forums – To better align these forums; a project management Project Team Table approach was used. These meetings were stovepiped and the only communications were displayed at the EQMD (twice a month). The forums described above were restructured so that their activities were more openly shared with all affected parties on a routine basis which added them to the Project Team Table and in turn eliminated the stovepiping of information that was occurring. **Technical forum**.

PHASE THREE: EXECUTING

The most visible phase to the project team and the customer is execution. The role of the PM is to ensure effective and efficient completion of the assigned tasks. The PM must communicate direction while keeping in tune with the day to day activities of the team. The most easily overlooked yet critical aspect of project execution is the human resources element specifically matching needs of the project with skills and expertise of the available resources. The coming together of the team players focused on a common objective is what helps strengthen the team thus developing and integrated approach that will result in efficient execution and sustained performance. When joined together around core and common values the project experiences exceptional performance statistics in earned value, safety, and productivity while ensuring a quality and compliant approach to the objective. All activities are then Mission Centric.

EXECUTING: THE PROJECT TEAM TABLE

The SRS Environmental Integration Project was modeled after a typical Construction Project. See Figure 3 for who the typical members are on a Project Team Table.

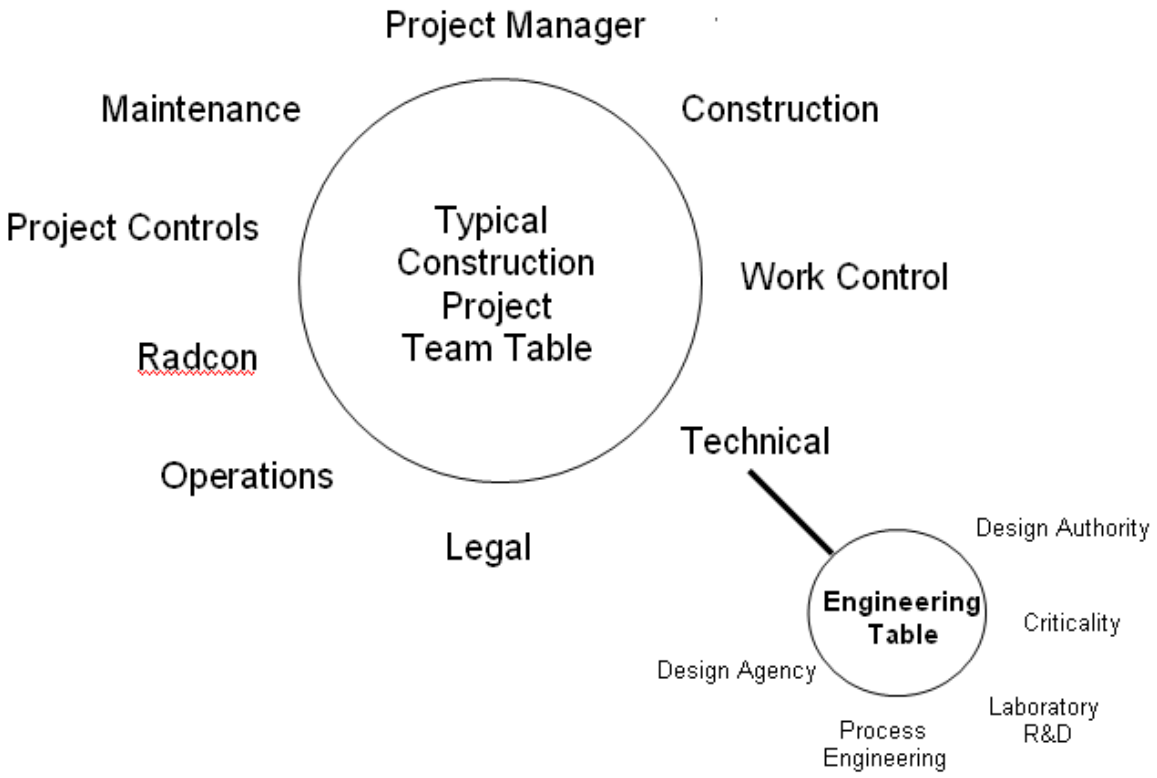

Fig. 3 Typical Construction Project Team Table

The significant difference in a typical Construction Project and the Environmental Integration Project discussed in this paper is that there is no single Environmental Project Manager. This key element was evaluated against the existence of four fundamental Collaborative Environmental Integration Project Teams at SRS (Senior Environmental Leadership Team, External Environmental Team, Internal Environmental Team, and the Facility/Project Environmental Team)

The overall Program Manager is responsible for integration of environmental resolution of challenges and opportunities. The four Project Teams and their support members are comprised of various elements of site services (environmental, engineering, construction, project controls, facilities, support organizations, etc). The clear definition of roles and responsibilities helps cement the effective working relationships between all parties. This is especially important when creating a collaborative environment between entities that could be in competition for limited resources. The alignment of priorities with resources is best understood when evaluated in context of the overall project objectives. This position is held by the DOE-SR Deputy Manager for Area Completion. The four subproject teams listed below (Environmental Leadership Team, External Environmental Team, Internal Environmental Team, and Facility/Project Environmental Team) are led by the Program Manager.

The SRNS Regulatory Integration and Environmental Services Director acts as the SRS Environmental Integration Project Manager, reporting into the SRS Environmental Program Manager. The RIES Director Manager's Internal Environmental Team made up of Subject

Matter Experts, Environmental Compliance Authorities, Environmental Monitoring and Business Management Services uses the specific contract requirements, customer expectations as defined in Performance Based Incentives, and changing regulatory frameworks to define environmental situational awareness for the Internal Environmental Team. The SRS Environmental Management System, the SRS Strategic Plan, and the SRNS Strategic Plans are used as tools for communicating goals and objectives for the four teams that make up the SRS Environmental Project.

The *Environmental Leadership Team* made up of Design and Construction, Forestry Management, Security and Laboratories Companies are meeting on a routine basis to share their concerns, offer suggestions, and strategize – without a concern about the need to guard against retribution for being honest. The discussions provide for honest, open and focused discussions on activities that jeopardize the Project's performance. Most Projects, if not integrated properly, tend to be reserved and don't want to talk about problems they are cognizant of. Through these discussions, all of the Environmental Leadership Team members were able to be honest and listen to one another.

The *External Environmental Team* receives input from the three site teams (senior environmental, internal, and facility/project) and charts a path to success for any challenges and opportunities presented to them. Because the team is external to the site, communication is critical.

The *Internal Environmental Team* is the core team for developing and maintaining environmental requirements associated with state and federal laws and regulations. These agencies place high value on open and frequent communications as they see the pathway to real progress at SRS is only possible thorough collaborative working relationships.

The *Facility/Project Environmental Team* is an ad hoc team, only coming together when new challenges present themselves, usually in the form of some process upset. Within the framework of the Environmental Integration Project the recognition of broad applicability of positive outcomes is acknowledged and communicated through the EQMD Meeting. For the most part issues and opportunities are monitored by the Environmental Leadership Team.

Figure 4 defines the hierarchy of the Environmental Integration Project Teams listed above. It displays a process in which the Project Teams and their members work together in an integrated fashion to address issues and opportunities that lead to solutions and results using communications as the primary vehicle for integration.

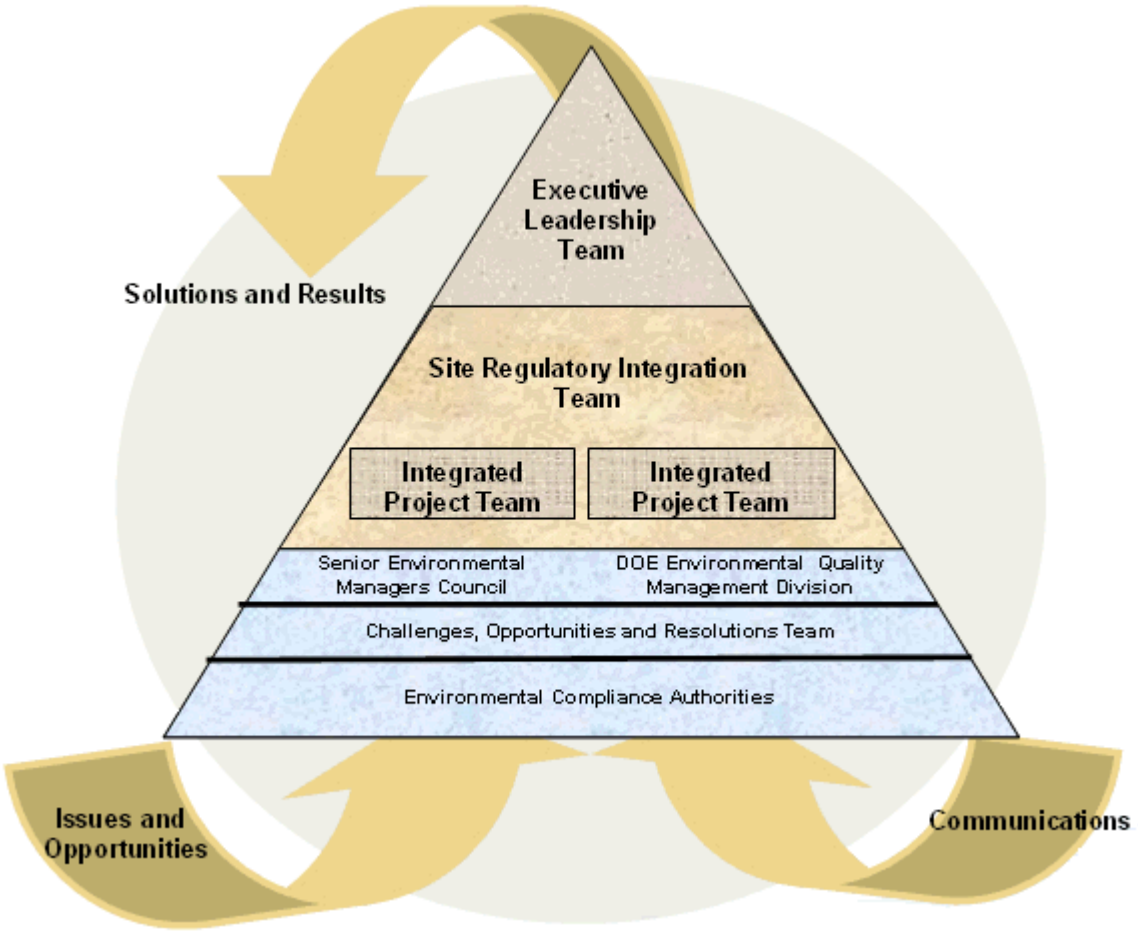

Fig. 4. SRS Project Teams working together to provide solutions and results.

PHASE FOUR: MONITORING & CONTROL

In the application of PM tools & techniques the best way to ensure project success is the solicitation and use of feedback from customers and project team members. The real time awareness of effective interactions and priorities that warrant re-evaluation helps ensure engaged team members and effective team communications. In order to ensure the benefits of feedback and to determine if the mechanisms in place are working and accomplishing the course adjustment as necessary the PM needs to spend time listening to the feedback and ensuring the project controls are responding appropriately. The hardest management challenge is to observe and ensure the project is operating within its specified limitations. When project scope approaches predetermined control points it's equally important to ensure that change control mechanisms are in place and their use is enforced.

DEFINED REGULATORY INTEGRATION TO IMPROVE DECISION MAKING/COMMUNICATIONS

The existence of the four very diverse project sub-teams make decision making at SRS a significant challenge without the existence of a Mission Centric goal. At SRS this is accomplished with a crosscutting-functional decision making approach referred to as Regulatory

Integration. The process started with a review of the SRS Strategic Plan in which the lifecycle project activities, infrastructure upgrades, and decommissionings are reviewed to ensure alignment with environmental requirements and objectives. Information about project activities and operations involves sharing executing strategies and field conditions. The development and management of a SRS Environmental Risk Analysis was considered an essential component to achieving Regulatory Integration. The Challenge, Opportunity and Resolution Team accomplishes this project team element. Problem solving became a team effort and solutions were sustaining and aligned with current objectives and future site goals and that focus on alignment with SRS end states.

COMMUNICATIONS PLAN DEVELOPED

Critical to the effective project team execution was the awareness of the knowledge of the team members and all audiences about environmental initiatives and regulatory integration. The knowledge was baselined by conducting a survey of all stakeholders and team members. The next step was to identify all stakeholders and their needs. This identification included the status of the plant and its operations and the understanding of what the stakeholder plans were. Hot points or items of specific interested to the stakeholders were used as a starting point for the Environmental Integrated Project and documented in an Environmental Communication Plan. The objectives of the communications were identified in detail and were specific to each of the team members. The plan was written to enable the audience to connect to the objective of the project and a clear message was issued with the perspective that where there is clear understanding, there can be no misunderstanding. Some of the objectives documented were 1) alignment of all environmental site activities, 2) education of employees so they understand their roles and responsibilities, 3) monitoring of communications through performance indicators, 4) ensuring agendas are used, 5) issuing meeting minutes for all project team meetings, and 6) follow up on all action items. Barriers to receiving the messages in the Communication Plan were evaluated and addressed to meet the needs of the audience. The core message of regulatory integration considerations and lifecycle planning recognition in all environmental decision making planning was highlighted in the Communication Plan. The final and most significant step in successful communication is the manner in which the messages are delivered. Delivery channels for communications were developed through each of the project teams to ensure a consistent and effective execution of the Environmental Integration Project.

COMMUNICATIONS BARRIERS

One of the most significant communication barriers that exist among the teams is the errant actions that cause disconnects in communications. These disconnects create poisons to the process. The poisons equate to distrust, credibility issues, inconsistencies, expectations not being met, cost overruns, and the creation of arbitrary and capricious situations that do not instill confidence amongst team members.

Poisons are managed through constant vigilance, monitoring all forms of communications and creating and managing common mission and purpose. Any team that does not support the mission will most assuredly jeopardize the Project’s mission goals and objectives. Each project

impact of this type begins to erode the credibility and likelihood of sustainable success of the overall Program.

PHASE FIVE: CLOSING

When a project comes to the end of the project life cycle the energy begins to subside, staff is redeployed and the momentum begins to ebb. At this point in the project the recognition of the need to close the auxiliary systems used during the project is important. The way the project is closed determines the impact the lessons learned by the project team have on the program or associated projects in a portfolio. With a strong communications plan in place for the duration of the project, the progress and reporting are easily retrieved and well indexed. The discipline during the project to create the records and store them in the project repository is the fundamental requirement that enables closure in a manner that affords learning for follow on projects. A critical review of the project in the areas of planning, implementation, documentation, communication and the mitigation of risks sets the stage for how successful the project was and how efficiently other projects can learn from the closed project.

The critical review also needs to include interviews of stakeholders, project benefactors and the project team to enable a thorough understanding of the less tangible elements of the successful project. The importance of the teaming elements of the project execution must be included in the final report. A meaningful final report acknowledge the hiccups, openly address shortcomings, and builds on the strengths of the project team.

The criteria to evaluate the project against how effectively and efficiently DOE's expectations met the degree of regulator engagement in development of a platform for future missions, the processes and benefits of integrated Contractors workforces. The ultimate goal ..... Workers to Executives…all are aligned and in tune with the overarching missions of the Savannah River Site.

CONCLUSION

Through the application of project management tools and techniques, the SRS has transformed the way in which it defined its stakeholders, defined an Environmental Project Manager, initiated the Environmental Project, executed the defined Environmental goals and objectives embedded in the project and managed the individual project teams. The transformation is considered a success and will be enhanced in future years for the purpose of creating strong working relationships with all stakeholders while at the same time accomplishing all environmental initiatives. Communications is a critical aspect of any project. When approached in a disciplined manner and clearly stated, all communications can be affective and in turn beneficial to any project. If improperly used, communications can destroy the effectiveness of the project and create poisons that will cause the project to fail. These communications are broad in that they affect workers all the way to executives.

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