



BASELINE ACCELERATION AT ROCKY FLATS

Can lessons from Rocky Flats be
applied on your projects?



Rocky Flats in August 2006

Frazer R. Lockhart

Rocky Flats Manager

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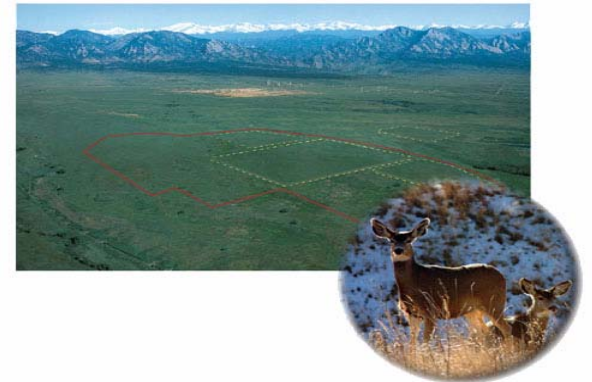
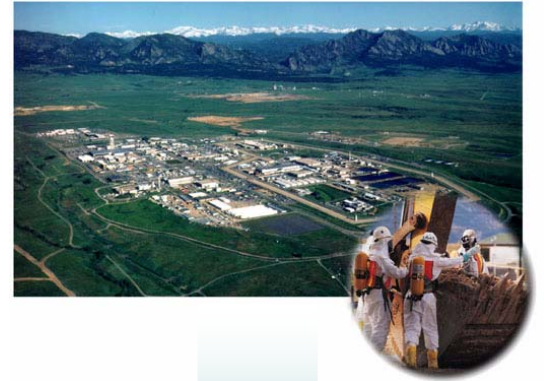
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Application of Complex-Wide Lessons Learned

Step One: Imagine a Great Contract...

- DOE Headquarters – the vision of a better contract
 - Cost-Plus Incentive Fee contract based on the FAR
 - Increased fee potential to attract “best in class”
- EM Headquarters – soliciting the terms of the contract
 - Aggressive cost and fee focus
 - Specific baseline acceleration provisions
 - Specific project control system requirements



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Application of Complex-Wide Lessons Learned

Manage the Baseline through the Contract

- Establish clear contract requirements
 - Correlate contract completion criteria with objective endpoints
 - Contractors respond to incentives – need good measures
- Maintain firm configuration control of Project Scope
 - Minimize unfunded mandates
 - No “unofficial” technical direction given or received
- Expect the performance you want to see
 - Demand excellent performance against performance measures
 - Demand DOE meet the GFS&I obligations
 - Demand safety as the top priority



Bulk waste disposal led to substantial acceleration.

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Application of Complex-Wide Lessons Learned

Accept and Allocate Risk and Uncertainty

- Identify clear endpoint deliverables
 - Regulatory, environmental, and political uncertainty is a given
 - Uncertainties reflected in the identification and allocation of risk
- Rocky Flats risk and uncertainty examples
 - Final cleanup levels and future land use were not established
 - Extent of contamination under buildings was not known
 - Receiver sites were not established for all materials and wastes
 - Approach to D&D of contaminated plutonium facilities was not established
- Communicate risks to build Congressional, Headquarters, regulator, and stakeholder trust and confidence



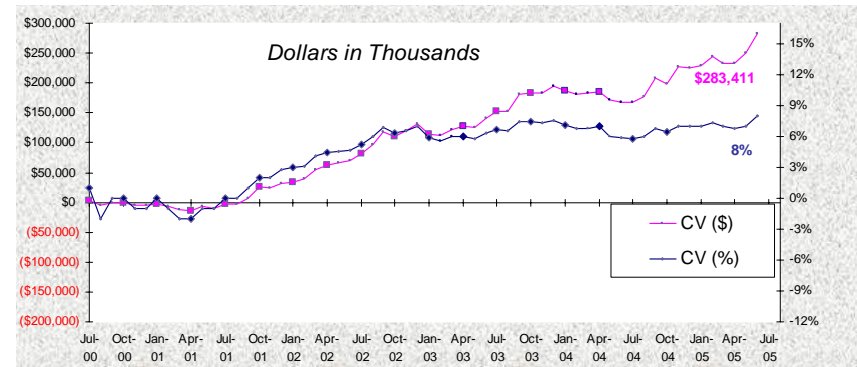
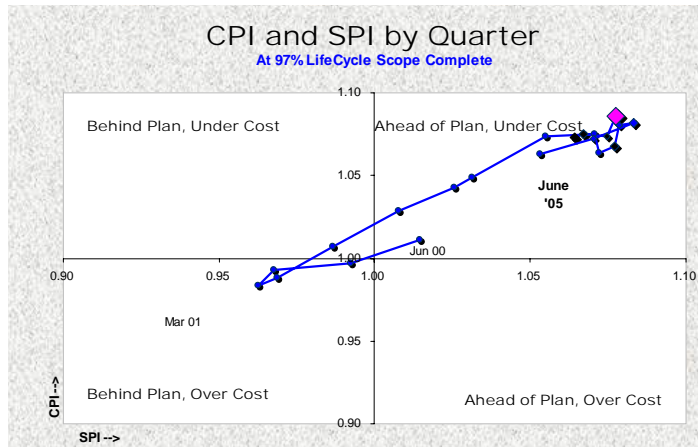
Hydroblasting in B-707



Application of Complex-Wide Lessons Learned

Make the Project Control System work

- Establish understandable and stable systems – industry standards
- Project management controls and systems tailored to the contract
 - Single data system for project information
 - New contracts provide opportunity to define the project control system
- Change control biased toward baseline acceleration
 - Very high thresholds for schedule or cost improvement
 - Allow (encourage) multiple working plans or “what ifs”



Example project control tracking charts.



Application of Complex-Wide Lessons Learned

Make baseline acceleration common

- Promote regulator understanding of Project Control System
- Focus on Critical Path
 - Secondary and near-critical paths are important
 - Nexus of risk and uncertainty with critical path analysis
- “Live and Die by the Baseline”
 - Believe and act on the metrics
 - Extensive analysis and discussion on variance



Baseline acceleration focused on the physical work of cleanup and closure.

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Application of Complex-Wide Lessons Learned

Establish and execute the DOE role

- DOE staff must learn to use the systems
 - Training and tutoring as necessary
 - Staff discussion at a detailed level
- DOE management must act on the information
 - Responsiveness to problems and issues
 - More discussion / less direction
- Clear and unbiased integration of GFS&I actions



Aftermath of April 2005 grassfire and recovery a year later.

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Application of Complex-Wide Lessons Learned

Proposed Application Complex-wide

- It all starts with the contract – regardless of contract type or terms
- Understand the project and allocate the risks
- Behavior and actions are as important as project control systems
 - Use the baseline to drive the critical path and cost performance
 - Establish responsibility and hold accountable
- DOE oversight must improve to improve Contract performance
 - DOE must be a smart customer
 - Safety emphasis and leadership
 - Project Management provides the tools for baseline acceleration



Wild iris in spring bloom at Rocky Flats.

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