

33rd Waste Management Symposium 2007

Reducing Technical Risks in DOE Environmental Management Projects

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Outline

- Project environment
- Planning and preparation
- Lessons learned
- Conclusion



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Project Environment

- Typical Environmental Management projects are:
 - One-of-a-kind
 - Technically complex
 - Expensive
 - Highly visible
- Independent Technical Reviews (ITR) can be valuable tools for these projects



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Planning and Preparation

- Planning package development
 - Charter
 - Broad lines of inquiry
 - Team candidates
- Defined scope
- Methodology
- Proposed schedule
- Customer approval



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Lessons Learned

- Charter
 - Specific lines of inquiry (LOI's)
 - Team input to LOI's and schedule
 - Customer approval/concurrence
- Independent and strong team leader
 - Capable of guiding without biasing conclusions
- Diverse team
 - Skill set matched to LOI's
 - Redundancy in skill sets
 - No stake in the outcome of the review
 - Good teamwork skills



Lessons Learned (cont.)

- Configuration control
 - Changes to LOI's
 - Impact on cost and schedule
- Report production logistics
 - Adequate time for reviews
 - Availability of reference material
 - Report approval process
- Timing
 - ITR Incorporation into project schedule
- Recommendation management



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Conclusion

- ITR's are valuable tools for reducing project risk
- For maximum benefit, must be:
 - Carefully scoped and planned
 - Executed timely
 - Followed up on expeditiously



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