

# PROJECT MANGEMENT PLAN EXAMPLES

## Prepare Project Support Plans and Documentation - Communication and Stakeholder Involvement Plan Examples

### Example 49

#### 10.0 COMMUNICATIONS AND PUBLIC INVOLVEMENT

The transition of B Plant is a critical element in Hanford's mission of environmental management. The B Plant Transition Project Management Team have made a commitment to open communications throughout transition because effective communications and public involvement are critical success factors for the project. Communications must be living and dynamic, responding to accomplishments and emerging issues or activities.

A communications plan will be developed to define specific actions for disseminating information regarding project objectives, strategies, problems/issues, and status, and for developing strategies for soliciting input/involvement throughout the deactivation project. These actions will be targeted at employees, customers, stakeholders, public, and tribal groups.

#### 10.1 COMMUNICATION OBJECTIVES

The key communications objectives of the B Plant transition project are:

- Initiate dialogue to achieve understanding of the project, obtain input from, involve and gain the acceptance of all interested parties (employees, customers, regulators, stakeholders, tribes, media, and public) in decisions concerning B Plant transition.
- Publicize successful activities and share project problems/concerns with all interested parties.

#### 10.2 COMMUNICATION AUDIENCES

The following parties will need consistent, integrated communications:

- Employees (including management and bargaining unit)
- Customers (including BWHC management, RL management, and DOE-HQ)
- Regulatory agencies
- Stakeholders (including Hanford Advisory Board and special interest groups)
- Affected Tribes
- Media
- Public.

The B Plant Transition Project Management Team and a Communications Project Team will work together to develop and implement all communications strategies.

#### 10.3 STRATEGY FOR INVOLVEMENT OF INTERESTED PARTIES

Early and consistent involvement of all interested parties helps decision-makers select solutions that can stand the test of time. Decisions, upcoming decisions, or former decisions being challenged will be a key focus of involvement. Typically, interested groups and individuals want to be involved in each step of the decision-making process, and they want to be involved early.

The B Plant transition project will apply the following strategies to involve customers, regulators, stakeholders, tribes, and public:

- Establish a common understanding of B Plant transition, the need for deactivation, and the challenges involved.

The emphasis in this step is providing the background information needed to understand the problems to be solved or decisions to be made to complete transition. At the same time, efforts will be taken to identify the audiences who want to be involved in the project. This step is critical to ensure that the affected audiences buy-in to the need for deactivation.

- Identify issues or decisions with B Plant transition that are of special interest.

All decisions are not equal. Involvement must revolve around specific activities that affect various groups.

- Establish an issue resolution process for issues or decisions of interest.

Actions or decisions that have a high level of interest or where there are potential tradeoffs between values will require additional interactions to resolve.

- Conduct issue resolution processes, as necessary, to select the best decisions and keep audiences informed of progress in implementing these decisions.

#### **10.4 EMPLOYEE STRATEGY**

An important communications objective is to raise the awareness level of employees and gain their buy-in to the need for deactivation. Supportive employees who are motivated to make the deactivation project succeed are the most important factor in accomplishing the deactivation project on schedule and within budget constraints. As ambassadors of B Plant and the Hanford Site, well informed and supportive employees can convey our cleanup progress, safety performance and transition activities to other interested parties. Because employees are primary communicators, their messages carry special significance to those receiving the messages. Employee communications will help establish an open, two-way communication system between the transition project and the interested parties. Feedback will show employees that their opinions count, that they have a say in how things work, and that they are valued members of the team.

#### **10.5 MEDIA STRATEGY**

The media strategy for the B Plant Transition Project is to initiate news activities and respond to media inquiries directed to, or received from, local, Northwest and selected national broadcast and print media, with emphasis on the Washington, D.C. trade press to:

- Emphasize the importance of accelerating deactivation of Hanford's former production and processing plants to reduce risk and reduce the mortgage on facilities that are no longer needed.
- Correct inaccurate information, defuse potentially negative issues and secure more balanced media coverage.
- Broaden public understanding and support for the B Plant transition activities specifically and for Hanford cleanup work generally.

Currently, any news about Hanford's challenges or progress must overcome a history of negatives and uncertainties about Hanford, DOE, and site contractors. Achieving more accurate, balanced media coverage can help build clearer understanding, support, and sustained funding for crucial Hanford cleanup work, such as the B Plant transition. Through media reporting, we can reach all interested audiences.

Media outreach will carefully coordinate the timing of messages so that customers, employees, stakeholders and anyone else who is impacted or involved in the work get the news ahead of the general public.

#### **10.6 COMMUNICATIONS METHODS, CHANNELS, FORMATS, AND DISTRIBUTION**

Our approach to communications will be broad and comprehensive, creative and innovative, and results oriented. Among approaches we will evaluate and use as appropriate are:

- Distribution of informational materials through well established (and underused) existing channels such as public, school, community college, and university libraries, Educational Service Districts, and public agency information repositories.
- Televised public meetings and workshops, using video teleconferencing technology where appropriate.
- Presentations (in person, or by video teleconferencing) to interested audiences.
- Integrated informational materials (print, presentations, video, etc) which present the whole picture, rather than incremental pieces, of the deactivation project.

## **Example 50**

### **12.0 COMMUNICATIONS AND STAKEHOLDER INVOLVEMENT**

#### **12.1 COMMUNICATION OBJECTIVES**

The 9206 EUO Facilities Management Team is committed to communications at all levels throughout each stage of the deactivation project. Effective communications are critical to the success of the project. The phase out of the 9206 Complex acquired visibility with both DOE-HQ and DNFSB during the deactivation planning stage. Therefore, communications must be active, dynamic, and ongoing in presenting accomplishments and responding to emerging issues and activities.

The key communications objectives are:

- Initiate dialogue during the deactivation planning stage to achieve understanding of the project goals, obtain input from, involve, and gain the acceptance of all interested stakeholders in decisions concerning the deactivation.
- Communicate accomplishments, issues to be resolved, and project problems and concerns with all interested stakeholders.

- Seek continuous feedback.

## **12.2 COMMUNICATION AUDIENCES AND STRATEGY**

The following parties comprise the key deactivation stakeholders who will need thorough and up-to-date communications. The strategies for disseminating information regarding project objectives, strategies, concerns, and status and for soliciting involvement throughout the deactivation project are described below.

- Employees - project status reports and lessons learned via daily crew briefs, daily involvement in activities, participation on OSB, required reading, and standing orders;
- Y-12 support organizations (outside EUO) - project status reports, daily involvement in activities, participation as requested on 9206 OSB;
- Upper management (EUO, Y-12) - Project status reports and briefings;
- Regulatory authorities - Project status reports and briefings;
- Customers (DOE-ORO, DOE-HQ) - Project status reports and briefings; and
- Public - As requested, through the YSO and LMES Y-12 Plant offices.

A DOE facility representative is assigned to the 9206 Complex and is an integral part of all work planning, approval and execution; and issue resolution and communications with other Y-12 and LMES organizations, and the YSO. Additionally, DOE has assigned YSO personnel to assist with and report progress on the deactivation of the 9206 Complex.

## **12.3 EMPLOYEE STRATEGY**

The facility life-cycle transition from warm-standby to deactivation and to post-deactivation shutdown, introduces a significant change for the 9206 Complex operations and its employees. An important communications objective is to raise the awareness level and involvement of employees, and gain their buy-in for the deactivation and transition process. Supportive personnel, who are motivated to make the deactivation project succeed, are one of the most important factors in accomplishing the overall project work safely, on schedule and within budget constraints.

### Deactivation Planning and Implementation

9206 personnel at all levels are directly involved with each aspect of the deactivation project, including deactivation goals and work planning, input for safety basis documentation, space and system walk downs, task and job hazard analysis, pre-ob briefings, OSB membership, and participation, deactivation implementation, and end points closure.

As participants in one of the first Y-12 Plant facilities containing significant quantities of HEU to undergo deactivation, well-informed and supportive 9206 personnel can convey deactivation progress, safety performance, and transition activities to interested parties. As the project proceeds and visibility outside Y-12 Plant increases, a system of open communication will become ever more important. Feedback will show personnel and stakeholders that their opinions count, that they have a say 'in how things work, and that they are valued members of the Y-12 Plant 9206 Deactivation Team.

### Post-Deactivation Strategy

Toward the conclusion of deactivation it is anticipated that 9206 staff will be available to transition to other Y-12 operations, including the EUO 9212 facility. The 9206 operations staff are General Area Operator trained and qualified for EUO work. They have been loaned on request to 9212 for restart activities and are experienced in the 9206 Chemical Recovery Operations that will transition to 9212. Additional training and qualification may be needed for specific 9212 operations. With experience in "nuclear facility deactivation," the 9206 staff can provide a valuable work force for other Y-12 Plant facilities planning or starting deactivation activities.