

# RCT-PXP-003

Revision 0

Project Execution Plan  
for the  
Central Characterization Project  
(CCP) Lessons Learned

EFFECTIVE DATE: 07/31/2006

  
\_\_\_\_\_  
Approved for Use

RECORD OF REVISION

Revision Number	Date Approved	Description of Revision
0	07/31/2006	Initial issue.

TABLE OF CONTENTS

1.0	PROJECT OVERVIEW .....	4
1.1	Project Scope of Work .....	5
2.0	CONTRACT OVERVIEW .....	5
2.1	Project Goals and Objectives.....	5
2.2	Management Overview of the Project Execution .....	5
2.3	Project Management Authority.....	6
3.0	PROJECT ORGANIZATION.....	6
4.0	PROJECT ADMINISTRATION .....	6
5.0	PROJECT BUDGET AND SCHEDULE.....	7
5.1	Project Cost Estimate .....	7
5.2	Project Schedule.....	7
6.0	PROJECT RESOURCES .....	7
6.1	Human Resources .....	7
6.2	Computer Requirements.....	7
7.0	UNIQUE PROJECT CONSIDERATIONS.....	8
7.1	Personnel Relations at Satellite Sites .....	8
7.2	Strategic Challenges.....	8
8.0	ENGINEERING AND DESIGN .....	8
9.0	PROCUREMENT AND MATERIALS MANAGEMENT .....	8
10.0	PROJECT CONTROLS.....	9
11.0	PROJECT QUALITY PLAN .....	9
12.0	CONSTRUCTION.....	10
13.0	COMMISSIONING AND START-UP .....	10
14.0	ENVIRONMENT, SAFETY, AND HEALTH.....	10
15.0	RISK MANAGEMENT PLAN .....	10
16.0	PROJECT CLOSEOUT .....	10
17.0	PROJECT PROCEDURES.....	10

## 1.0 PROJECT OVERVIEW

The Project Execution Plan (PXP) for the Central Characterization Project (CCP) Lessons Learned Project has been prepared under the guidelines of Washington Group International's (WGI) Project Execution Management Program, in accordance with MP1.42 WTS Project Execution Management Program and WP15-GM.01 WTS Project Execution Plans. This plan utilizes a graded approach to address key issues associated with the project.

This PXP describes the scope, schedule, and budget in Fiscal Year (FY) 2006, 3<sup>rd</sup> and 4<sup>th</sup> Quarters for the development of the CCP Lessons Learned Program. The project will be conducted by Washington TRU Solutions (WTS). The purpose of the PXP is to document the baseline work scope for the fiscal year quarters and delineate the processes to be used to provide sound project management for the CCP Lessons Learned Program.

The WTS provides waste characterization, packaging, operations, and transportation services to Department of Energy (DOE) generator sites that require waste characterization and disposal of Contact-Handled (CH) and Remote-Handled (RH) Transuranic (TRU) waste at the Waste Isolation Pilot Plant (WIPP). WTS has experience in permitting, characterization and certification, and transportation of CH and RH wastes.

WTS deployment provides the Host site with a characterization and shipping program that has been previously certified at six DOE sites. The deployment provides for mobilization, set-up and certification of the program. The TRU characterization process is highly regulated and prescriptive with requirements derived from DOE, the Nuclear Regulatory Commission (NRC), U.S. Department of Transportation (DOT), U.S. Environmental Protection Agency (EPA) and the New Mexico Environment Department (NMED).

The Lessons Learned Program is being developed to ensure ongoing improvement of plant safety and reliability based upon operating experience information transmitted from the Federal Government and industry, and from CCP's operating experience. The Lessons Learned Briefings will be developed and distributed to CCP personnel, and applicable organizations, including other RCT sections.

## 1.1 Project Scope of Work

The following activities will be implemented for the Lessons Learned Project:

### 1.1.1 Establish Project Team to include:

- Project Management
- Database Support
- Training Support

### 1.1.2 Develop Program Documents and Procedures including but not limited to:

- Develop Lessons Learned procedure
- Lessons Learned database to log and retrieve Lessons Learned briefings

## 2.0 CONTRACT OVERVIEW

### 2.1 Project Goals and Objectives

The Project objective is to develop the Lessons Learned Program to ensure ongoing improvement of plant safety and reliability based upon operating experience information transmitted from the Federal Government and industry, and from CCP's operating experience.

The schedule is to issue the procedure, develop the database, and begin issuing briefings by the end of FY 2006.

### 2.2 Management Overview of the Project Execution

The Assistant General Manager, RCT, is the Project Sponsor and is responsible for the execution of the project in accordance with the contract, WIPP procedures, and Company Policy. The direction and management of project activities are conducted in accordance with WGI/WTS Project Management Policies and approved WIPP procedures. The Project Manager will maintain an active communications program to assure WTS management and personnel are appraised of performance and other issues affecting as-planned project execution.

### 2.3 Project Management Authority

The Project Manager is responsible for safe and compliant execution and completing authorized scope within approved budget and schedule. Management and Operating Contractor project management authority is established to prioritize, direct, and status activities related to the project. WTS first line managers are responsible for allocation of personnel, funds and other resources described therein.

## 3.0 PROJECT ORGANIZATION

The Lessons Learned Project will be managed by an assigned Project Manager and functions as the primary interface and point-of-contact for WTS.

Key project personnel required for the project include:

- Project Manager, [REDACTED]
- Training Coordinator, [REDACTED]

## 4.0 PROJECT ADMINISTRATION

WTS has a responsibility to ensure that this project is completed in a timely manner while remaining in compliance with the wide array of requirements. WTS integrates these activities through the following key activities:

- Preparation of plans, which examine various project cost and schedule improvements as well as impact due to changing technical requirements.
- Preparation of project baselines and direction of the work planning needed to implement such plans.
- Regularly scheduled discussions, integration and operations meetings that track project progress and identify and resolve issues.

## 5.0 PROJECT BUDGET AND SCHEDULE

### 5.1 Project Cost Estimate

The life cycle costs associated with this Project is not expected to exceed [REDACTED]. The estimated cost for development of the Lessons Learned Project includes the following activities billed evenly across each CCP budget account number:

Development of the Procedure	1 EXTEC 80 hrs, 1 EXADM 10 hrs
Development of the Database	1 EXADM 8 hrs
Initial Training (potential travel costs estimated at [REDACTED]/trip)	1 EXTEC 20 hrs
Review and Approval of the Procedure	4 EXTEC 2 hrs ea., 1 EXADM 2 hrs
Issuance of the Procedure	

### 5.2 Project Schedule

The following are the milestones identified:

- Development and Issuance of new Lessons Learned Procedure
- Development of the Database to track Lessons Learned
- Complete Initial Training for the new database and on procedures for Lessons Learned
- Approval of Procedure
- Issuance of Procedure

## 6.0 PROJECT RESOURCES

### 6.1 Human Resources

CCP is comprised of approximately 75 employees, including matrixed personnel. Another 150 subcontract personnel provide technical support services and characterization operations at various DOE sites. CCP will provide personnel to support the Lessons Learned Project.

### 6.2 Computer Requirements

Computers, software, and communication lines for e-mail and internet access will be funded and provided by CCP.

## 7.0 UNIQUE PROJECT CONSIDERATIONS

### 7.1 Personnel Relations at Satellite Sites

CCP will implement and utilize specific communication processes and methods to maintain effective and productive relations with personnel located satellite sites. The methods include: (1) integrated planning with personnel at these host/satellite sites; (2) regular communications to ensure full understanding of expectations and Lessons Learned information; and (3) a team approach to work accomplishment and problem solving.

CCP will accomplish its mission following accepted project management policies and procedures, including the development and execution of this PXP.

### 7.2 Strategic Challenges

There are numerous strategic challenges that need to be overcome to meet or exceed the CCP objectives. Key strategies to improve CCP implementation include:

- 1) Implementing sound project management techniques for CCP
- 2) Incorporating Lessons-Learned from past CCP implementation.

## 8.0 ENGINEERING AND DESIGN

This project does not involve engineering or design activities.

## 9.0 PROCUREMENT AND MATERIALS MANAGEMENT

This project will not involve procurement or management of materials.

## 10.0 PROJECT CONTROLS

The project control system seeks to be responsive to internal management requirements and provide WIPP participants with increased cost and schedule performance visibility of the accomplishment of project objectives. In addition to providing a formal integrated schedule and resource plan, the management control system provides analysis of planned versus actual performance and early detection or prediction of problems that require management attention. In summary, the WIPP Project Control System provides for:

- Organization: Contractual efforts are established and responsibilities assigned for the work.
- Planning and Budgeting: Work is formally planned, scheduled, budgeted and authorized.
- Accounting: Cost of work and material is accumulated.
- Analysis: Planned and actual performance is compared and variances analyzed.
- Revisions and Access to Data: Estimates of final costs are developed along with methods to incorporate baseline changes in these estimates.
- Risk Management: Describes the WIPP risk identification, assessment, mitigation, and monitoring process.

The Lessons Learned Project is encompassed in the scope, schedule and baseline for CCP.

## 11.0 PROJECT QUALITY PLAN

The Quality Assurance Program is a performance based program designed to ensure that the 10 criteria of the Nuclear Safety Management 10 CFR 830.120, *Quality Assurance Requirements* (Rule); and the DOE Order 414.1, *Quality Assurance*, are met. The Rule applies to activities with the potential to cause radiological harm, while the Order applies to all other site activities. To meet these requirements, there is a Quality Assurance Program for the site.

Quality Assurance is a shared interdisciplinary function and responsibility. It involves management and individual contributions from all organizations responsible to produce items, perform activities, and independently verify that items and activities comply with specific requirements. Managers are responsible for knowing what requirements and standards to follow, and for determining what criteria apply to the specific activities. Others demonstrate their responsibility by following procedures and notifying the appropriate supervision with actual or potential problems and helping to resolve these problems with approved corrective actions. All employees are responsible for complying with

quality requirements. In a projectized organization, it is imperative that QA personnel support the goals of the project and still maintain an independence that will help ensure appropriately implemented QA program requirements. The Lessons Learned Project will comply with CCP's QA program defined in CCP-PO-001, *CCP Transuranic Waste Characterization Quality Assurance Project Plan*. Within the CCP projects, QA personnel are specifically trained to assess work quality on a particular project.

#### 12.0 CONSTRUCTION

This project does not involve construction activities.

#### 13.0 COMMISSIONING AND START-UP

This project does not involve Commissioning and Start-up.

#### 14.0 ENVIRONMENT, SAFETY, AND HEALTH

This project does not involve specific Environment Safety and Health (ES&H) activities.

#### 15.0 RISK MANAGEMENT PLAN

Specific risks associated with the Lessons Learned project include:

- Lack of human and monetary resources. Mitigation includes senior management endorsement of this program and ensuring this project has the appropriate level of funding and manpower.
- Lack of management support of the program. Mitigation includes senior management ensuring that management on all levels understands and supports this project.
- Lack of effective implementation of the program. Mitigation includes management ensuring that their personnel understand these program requirements and effectively implementing them.

#### 16.0 PROJECT CLOSEOUT

The Lessons Learned Program will be considered closed upon completion of milestones in Section 5.2.

#### 17.0 PROJECT PROCEDURES

There are no project-specific procedures identified at this time.