



Hanford Contract Transition

Splitting the Project Hanford Management Contract into Two Contracts: Plateau Remediation and Mission Support Contracts

Beth Bilson, Fluor Hanford

Patrice McEahern, CH2M HILL Plateau Remediation Company

Task: Transition the Single PHMC Contract into Two Contracts

- The Project Hanford Management Contract (mission and scope) is being divided into two separate contracts
 - Plateau Remediation Contract (PRC)
 - Mission Support Contract (MSC)
- The PRC has been awarded to CH2M HILL Plateau Remediation Company (CHPRC) with a 60-day transition period that began August 1, 2008.
- The MSC award is still pending. DOE indicates award will be made before October 1, 2008.



Transition Work

- Understanding contract mission and scope, schedule and budget restrictions, and customer performance expectations for both new contracts
- Performing due diligence and understanding the exchange of liabilities and legal commitments, and recognizing the required hand-offs between contractors
- Defining functional organizations and making necessary management and staffing decisions



Real Transition Challenges

- Do work safely
- Maintain performance at a high level

Personnel Issues Unique to Hanford

- One contract and one prime contractor split into two contracts with multiple contractors and multiple designated subcontractors
- CHPRC comprises several entities:
 - CH2M HILL
 - Several designated subcontractors
 - Areva
 - Fluor
 - M&CE
- MSC team is still undetermined



Worker Distractions During Transition

Major change >> high anxiety >> lapses in judgment
>> reduced safety awareness

- Fear of the unknown in general and perceived lack of information
- New company, new organization and possibility of a new boss
- Potential changes - responsibilities and performance expectations
- Status of employment and potential for lay-offs
- Loss of continuity of service, salary and benefits



Communication

Good transition planning, coordination and communication are needed to keep personnel focused on working safely and facilitate the transition process seamlessly and in a timely manner

Communicate!

Communicate!

Communicate!

How to Minimize the Impact

- Transition manager, transition team and transition plan
- Transition plans parallel contract requirements
- Transition team - use functional area managers
- Transition is a project – use your best project management techniques

Planning for the Transition of Personnel ... Communications Minimizes Distractions

- Have all personnel update their job descriptions, resumes and personnel profiles ASAP and get permission from employees to share this information with the incoming contractor
- Define the personnel transition process early on and provide employees information that affects them (e.g., the selection process, timing, personnel placement, the employment offer process, salary and benefits changes)

Each day this information is withheld raises the stress level of the staff and distracts them from their assignments, creating the potential for an unsafe work environment.

Planning and Communications (Continued)

- Incoming contractors should establish web pages where staff can access information about the transition process
 - Provide information regarding the new contractor's organization, leadership and corporate culture
 - Post available news releases, management announcements
 - Give employees informational updates and frequent status reports
 - Answer ALL employee questions as soon as practical
 - Establish an electronic mechanism for submitting new questions
- In addition, incoming contractors should hold frequent employee informational meetings early in the process to answer questions and establish a face-to-face rapport with the worker population

How Is It Going?

Fluor Hanford

- Open House went very well
- Openness about organizational changes reduced anxiety
- Workforce anxious to get personnel decisions
- Work is proceeding safely

CHPRC

- Transition Books from Fluor Hanford are an excellent source of information
- Due diligence is easier with a “friendly transition” staff has been helpful and forthcoming
- Most difficult issues arise from splitting functions