

Enhancing Communication Amongst
All Team Members to Benefit
Systematic Project Planning

Enhancing Triad Communication

Seeing things from each other's point
of view

When you were hired, you
expected the job to be about
remediation

You soon find out that a large
portion of the job is about dealing
with a regulatory framework

Triad Approach

The advantages of the Triad approach are lost if communication breaks down amongst the site, the contractors and the regulators

Communication

Good communication requires active effort by all three parties

Purposes

- See the process as the other two sides see it
- Understand the presumptions that you don't know you have
- Provide specific actions you can take to facilitate positive relations and positive outcomes

Regulated Entity

Do it Right

But

Hurry Up and Quit Spending So Much
Money

Regulator

Do it Right

But

Document, Document, Document

Consultant

Do it Right

But

Never Bite the Hand That Feeds You

View From Within The Three Groups

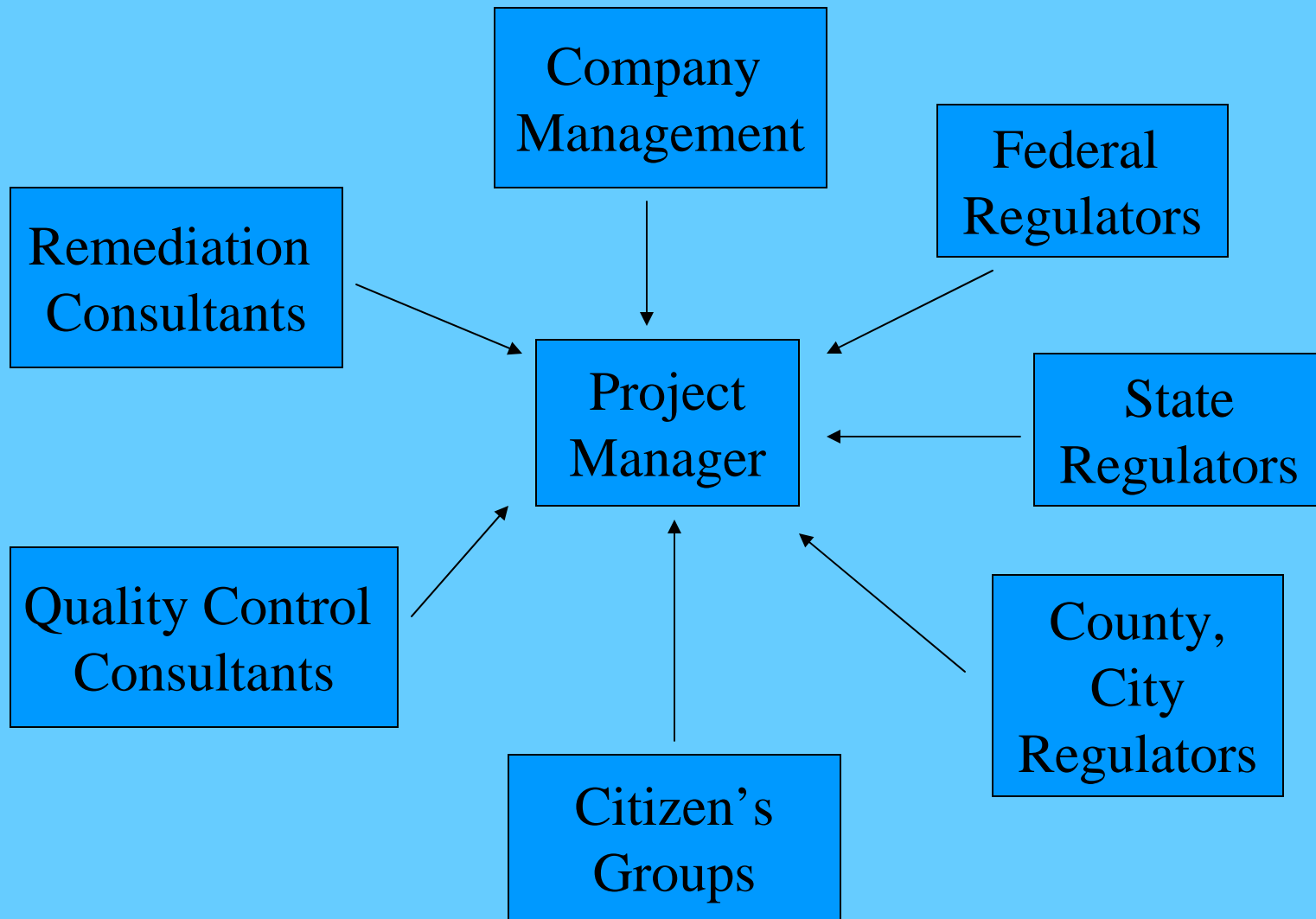
Regulated Entity

Positives:

- Dedicated
- Experienced
- Technical knowledge
- Project management knowledge
- Wants to see successful cleanup

Regulated Entity Constraints

- Pressure from superiors
- Other duties
- Expertise
- Not the organization's product



Document Passer

- Too Busy
- Not Enough Expertise

Regulator Positives

- Dedicated
- Experienced
- Technical knowledge
- Project management knowledge
- Wants to see successful cleanup
- Protecting the public
- Outcome oriented

Regulator

Should be
OUTCOME ORIENTED

Regulator Constraints

- The need to document
- Pay
- Turnover
- Attitude
- Resources
- Disliked by all parties

Consultants

Positives

- Specialized Expertise
- Want to bring expertise to the cleanup

Consultants Constraints

- Never bite the hand that feeds you
- Bid low
- Multiple contracts to juggle

Presumptions

All three groups bring presumptions
that they don't know they have

Understanding some of these
presumptions can help all three
groups function better together

Regulated Entity

- Presume that a document with the correct title has appropriate content
- Presume that the regulator assigned to the project will stay awhile

Regulators

- Presume that they will get a real introduction to a project when it is assigned to them
- Presume that verbal agreements will be understood, remembered and honored
- Presume that their management will back them up on disputes
- Presume that the over-riding issue on the project will not be money

Contractors

- Presume that field work will go as scheduled
- Presume that comment responses will be a simple one-step process

What the Three Groups Can Do to Function Together

Predict Problems

- Analyze Presumptions
 - Recurring problems?

Proactive Communication

- Keep all sides informed on big and small issues
 - Emails valuable for short updates
- Suspicion – resolve small issues before they morph into big issues

Document Agreements

- Make agreements face to face
- Follow-up with documentation of agreements in writing
 - Agendas and minutes

Comments on Documents

- Take responsibility for document quality
- Submit complete comments on documents
- Submit complete response to comments on documents
- Budget time and money for complete resolution

Expertise

- Continuing education for yourself
- Maximize resources available to you

Mistakes

- Admit them
- Covering up mistakes always leads to suspicion

Establish Integrity

- Be consistent
- Honor agreements
- Admit when you don't know something
- Admit mistakes

Project Documents

- Schedules, WPs, SAPs, SOPs
- Make use of the structure quality documents provide
- Discuss at the planning stage instead of fighting after the fact

Resolve Issues at Meetings

- Have issue on agenda
- Have necessary people in attendance
- Resolve issue
- Document resolution

If Issue Can't be Immediately Resolved

- Make schedule for resolution of the issue
- Document schedule

Document Reviews

Comments Should Include:

1. The problem
2. The relevance of the problem.
3. The response expected

Conclusions

Understand

- the other points of view
- the power of \$
- what you are presuming
- the power of documentation
- the need to communicate well

“Without ‘rules’, we might as well all be up in the trees flingin
crap at each other”

(Red from That 70s Show)