

FT. McCLELLAN BCT MEETING MINUTES
 PARTNERING SESSION #2
 MONTGOMERY, AL
 OCTOBER 29 and 30, 1997

AGENDA ITEM	RESPONSIBILITY	NOTES
Check In Guest Introduction and Roles	Host: Chris Johnson Leader: Chris Johnson Recorder: Jeanne Yacoub	See Attendees List -- Attachment A. Chuck Twing and Robert Nore representing Huntsville Division, Ordnance Design group, and Thom Fultz, representing Mobile District as Ft. McClellan's Project Manager were invited guests to this meeting. Larry Bryant spoke briefly as a Tier II and ADEM representative.
BCT Review of Minutes	Jeanne Yacoub	Attachment E of September minutes (meeting agenda) accepted with minor changes to training module. Ron suggested incorporating meeting agenda into meeting format for future meetings. Minutes format changed to tabular presentation rather than narrative. Wording of minutes revised and accepted. Jeanne Yacoub will have copies of all minutes available at BCT meetings for reference. See Attachment B for revised agenda format.
BCP Review	Ellis Pope	Ellis summarized status of BCP and meeting of October 23 and 24. Next BCP meeting is scheduled for November 19 and 20 in Atlanta. David will attend this meeting as facilitator.
Goals/Metrics Update	BCT	Goals/Metrics are an agenda item for the next meeting. Ron has a January 22 requirement to brief Tier II on program status and goals/metrics. Each BCT participant is to provide information on goals and metrics for use as go bys to Jeanne Yacoub by November 14 for inclusion as an attachment to the draft minutes -- See Attachment C.

BCT Charter	David Smith	BCT agreed on Charter and signed camera-ready copy for David to reproduce for the next meeting.
Training Module -- Responsibility and Accountability	David Smith	See Attachment D -- Overhead slides
Tier 11 Update	Larry Bryant	Larry Bryant indicated his Tier II responsibility to develop a policy mechanism for reporting between Tiers I and II. His goal is to produce a draft by November 10 , and to make it available for Tier I review via Chris Johnson. Larry indicated that the January 22 meeting is an opportunity for Ron to provide a general picture of program status. Ron indicated his desire to have Chris and Bart participate in that meeting as presenters as well. Ron has 1-1/2 hours to provide the status. Tom Billings, South Atlantic Division, is the Corps' Tier II representative. Larry will address the Range Rule developments at a future date.
UXO Update	Huntsville Division	Huntsville wants to update existing Archive Search Report to include CWM repositories and to fill data gaps on FTMC (CBDCOM and Deseret repositories were mentioned). Chuck will also fax General Ballard's policy letter on UXO responsibilities to Lisa for BCT review. Jeanne Yacoub and Bob Culbertson to provide status on IT's UXO responsibilities and activities at Ft. Ord for BCT consideration. BCT is still considering options for accomplishing UXO work at Ft. Ord, and trying to clarify Huntsville Division's role versus contractor role.
Ground Rules (Meeting)	BCT	BCT established ground rules for future meetings -- See Attachment E. David will provide example roles and responsibilities for the gatekeeper and meeting leader for consideration at the next meeting.

ADEM Ltr re: AST removal	Chris Johnson, Ron Levy	Chris agreed not to write letters before speaking with Ron (and group, as appropriate), and to retract the letter in question. Ron agreed to try to disclose more information to Chris. Ellis will relay Chris' desire to improve ADEM's relationship with Ken Gray of MOCOM Corps. Bart suggested a parking lot item to update other program status as a standard agenda item and this suggestion was put in the parking lot.
IT Technical Meeting in Knoxville, TN	Jeanne Yacoub	Meeting scheduled for December 17 (10:00 am start) through 19 (Noon finish) in IT's Knoxville, TN offices. Jeanne will provide meeting agenda and hotel information for attendees with the November meeting minutes.
FY98 Program	Ellis Pope, Ron Levy, Lisa Kingsbury	Ellis and Lisa provided current FY98 program summary. Ellis indicated a need to be prepared to reprogram current FY98 program based on outcome of the BCP Master Schedule meeting in November. Bart and Chris are to review the Army's E-mails and handouts for the next BCP meeting to help reprogram FY98 dollars.
Meeting Summary With Action Items	Chris Johnson, BCT	See Attachment F.
Facilitator Evaluation	David Smith	See Attachment G.

ATTACHMENT A

LIST OF ATTENDEES
PARTNERING SESSION #2
FORT McCLELLAN
OCTOBER 29 and 30, 1997

Ron Levy, Ft. McClellan

Lisa Kingsbury, Ft. McClellan

Ellis Pope, Mobile District Corps of Engineers

Chris Johnson, Alabama Department of Environmental Management

Bart Reedy, EPA Region IV

Jeanne Yacoub, Project Manager, IT Corporation

David Smith, Team Facilitator, Smith and Associates

Guests:

Larry Bryant, Alabama Department of Environmental Management, Tier II

Thorn Fultz, Mobile District Corps of Engineers, Ft. McClellan Project Manager

Robert Nore, Huntsville Division Corps of Engineers, Manager of Ordnance Design

Chuck Twing, Huntsville Division Corps of Engineers, Ordnance Group

ATTACHMENT B
DRAFT AGENDA
BCT MEETING ON NOVEMBER 19 and 20, 1997

1. Check In
2. Guest Introduction/Role in Meeting
3. Review Ground Rules (Attachment E to these minutes)
4. Finalize Agenda with additions and/or subtractions (Item 9 of this Attachment)
5. Accept Previous Meeting Minutes
6. Review Action Items from Previous Minutes (Attachment F to these minutes)
7. Review Long-Term Planning (BCP)
8. Goals/Metrics Update (Attachment C to these minutes)
9. Accomplish Agenda Items
 - Review LRA parcels (land use and phasing)
 - Review EBS parcels contained within each LRA parcel
 - Review ESE recommended zones and OUs and finalize designations
 - Review ESE thumbnail restoration schedule
 - Commence revising thumbnail schedule with zones and OUs
 - Continue building schedules (restoration and compliance)
 - Contingencies
 - Project Scoping
 - &/OD Areas (Site Delineation Report/ongoing work)
 - Roles and Responsibilities (parked from last meeting)
10. Meeting Summary Review
 - Set next meeting date
 - Set next meeting agenda
 - Set time and date for conference call
 - Set meeting dates for next six months
 - Review action and consensus items
 - Review and evaluate Partnering Process

ATTACHMENT C
GOALS/METRICS
for
BCT MEMBERS

To Be Provided by BCT Members

ATTACHMENT D
TRAINING MODULE
OVERHEAD SLIDES

1. ORGANIZATIONAL DEVELOPMENTAL LEVELS

- Reactive
- Responsive
- Proactive
- High Performance

2. REACTIVE

- Crisis Mentality
- Minimal teamwork, small "cliques"
- Focus often on "survival"
- Paranoid and distrustful
- Pessimistic

3. RESPONSIVE

- Able to handle most situations effectively
- Staff cohesive
- Focus on achieving near term goals
- Feels "healthy"
- "Follows the rules"

4. PROACTIVE

- Able to anticipate and handle difficult situations
- Future seen as a choice to be made
- Strong shared vision and values
- Beginning to use innovative and creative approaches

5. HIGH PERFORMANCE TEAM

- High level of synergy among team members
- High energy and spirit
- Capable of going beyond expectations
- Highly creative and innovative

6. TIP 1: DON'T TRY TO PLAY A NEW GAME BY THE OLD RULES

- Don't try harder
- Lead from the middle
- Learn to play multiple positions
- Become a quick change artist
- Use uncommon sense

7. TIP 2: LEARN TO DANCE ON SLIPPERY FLOORS

- Learn to hear the rhythm of change
- Focus on your timing
- Be sensitive to your partner's style
- Always make your partner look good

8. TIP 3: TAKE YOUR ORGANIZATION'S VITAL SIGNS

- Temperature
- Pulse
- Respiration
- Blood Pressure

9. TIP 4: FALL IN LOVE

- Expect your employer to expect more
- Manage your own morale
- Buy in or buy out
- Commit fully to your job

10. TIP 5: IT'S MORE ABOUT THE CUSTOMER THAN ABOUT THE PROFESSION

- Eliminate turf wars
- Get less self-centered
- Quit wasting energy

11. TIP 6: BECOME A PEOPLE PYROMANIAC

- Invest in people
- Care harder
- Deliberately destabilize your group
- Commit to honesty
- Be able to be counted on

12. TIP 7: SEEK FAILURE

- Discover your error zones
- Fail fast
- Feel the fear and do it anyway

13. TIP 8: IF ON THE TITANIC, DON'T JUST REARRANGE

- Study the situation intently
- Determine how priorities have been reordered
- Alter techniques
- Leverage your effectiveness

14. TIP 9: BE SURE THE JUICE IS WORTH THE SQUEEZE

- Add value
- Contribute more than you cost
- Only do what brings your goals closer

- Make sure you make a difference

TIP 10: LEAVE SKID MARKS

- Go fast and pick up speed
- Develop an urgency addiction
- Make your move before you're ready

ATTACHMENT E

BCT GROUND RULES

1. Start and finish meetings and breaks on time.
2. One person talks at a time.
3. Stay focused on the agenda.
4. Distribute minutes and meeting agenda two weeks in advance of meeting.
5. Avoid interruptions and side conversations.
6. Keep agenda to manageable size.
7. Do homework/come prepared.
8. Consensus decisions.
9. Clarify differences.
10. Rotate meeting locations among BCT representatives.
11. Rotate meeting leader (alphabetically).
12. Be courteous/tactful/honest/respectful.
13. BCT pre-approves all guests.
14. Support BCT decisions.
15. Seek to understand others' positions and styles.
16. Identify and agree upon issues/interactions which are to be retained within the team.

ATTACHMENT F
MEETING SUMMARY
with
ACTION ITEMS

Next Meeting: November 19-20

8 am to 5 pm

EPA Region IV offices in Atlanta, GA

Primary Agenda: Master Schedule Development, Identification of Task Order Scopes for
FY98, Plan of Action for Executing Task Orders

Action Items: 1. BCT to provide Jeanne with goals and metrics information for distribution with minutes.

2. Lisa to provide copy of Corps' UXO policy letter from General Ballard to BCT for review and
information.

3. David to provide example roles/responsibilities for meeting leader and gatekeeper.

4. Bart/Chris to review Army's material on FY98 program.

5. Bob Culbertson/Jeanne Yacoub to provide IT's UXO status at Ft. Ord.

6. Ron to send Bart/Chris Ft. McClellan's top 10 projects via E-mail.

7. Ellis to provide hotel information for February 19-20 meeting in Mobile.

8. Jeanne to provide agenda items for December technical meeting in Knoxville.

ATTACHMENT G

FACILITATOR OBSERVATIONS AND RECOMMENDATIONS

Meeting Summary:

This meeting addressed both technical and partnering issues with moderate headway in each arena. Early application of a standardized approach to meeting format, minutes, and action items provided helpful structure and will be of considerable assistance over time. Accomplishment of some basic tasks (Partnering Agreement finalization, minutes procedure, Ground Rules, etc.) provided a limited sense of accomplishment.

Work on UXO issues and Fiscal Year 1998 program scoping illuminated differences in perception of role boundaries. This issue will be important in future meetings and will likely be a significant agenda item for December. Interpersonal clashes over meeting tardiness and between-meeting exchanges were necessary but certainly sapped group time and energy.

Team Development issues:

The team is moving out of a relatively unsatisfactory "forming" phase. Control issues are played out on several levels as a "norming" process is implemented. The team remains largely "reactive" and will need to resolve several issues as the developmental tasks are completed. Understanding joint accountability and replacing "positional bargaining" with "principled negotiation" will become increasingly important.

Degree to Which Partnering Objectives Were Met:

Much of this topic is addressed in previous paragraphs. This team faces several behavioral style challenges which have been amplified by a series of less than successful interchanges. It has remarkably little positive history to build upon and trust is extremely low. Structure, small successes, and consistency will help as the team redefines itself. Partnering objectives are slowly being met (with a long way to go).

Recommendations for Future Team Building/Maintenance:

In the best of all worlds, this team would profit from a well implemented team building intervention (Ropes Course, etc.) which moves them outside their present environment and encourages the building of a "new history". Given the practical and political difficulties of such a venture, the next best alternative includes the following multiple factors:

1. Continued small successes
2. Increased structure
3. Clear-cut accountability
4. Cognitive interventions which provide alternative perspectives and processes
5. Informal interactions between all members