

FT. McCLELLAN BCT MEETING MINUTES
 PARTNERING SESSION #3
 ATLANTA, GA
 NOVEMBER 19 and 20, 1997

AGENDA ITEM	RES PONSIBILITY	NOTES
Introduction and Roles	Host: Bart Reedy Leader: Bart Reedy Recorder: Jeanne Yacoub	See Attendees List -- Attachment A. John Whiting and Thomas Fultz representing the Mobile District Corps of Engineers, John Herbert and Bill Elliot from QST, Nick Alino from IT Corporation, and Dean Hutchins from Army Environmental Center were in attendance at this meeting.
Rules	BCT	BCT reviewed ground rules as established during October meeting. See Attachment B.
	BCT	November agenda was slightly modified to move roles and responsibilities (parked from the October meeting) to the end of the agenda, so that BCP scheduling items would be covered first. The group acknowledged that BCP scheduling would likely be the only agenda topic for the meeting and that all other agenda items would be parked for future meetings or conference calls. Attachment C (Item #9) is the draft December agenda.
Accept Previous Minutes	BCT	Draft October minutes were slightly modified (change Bill Gray to Ken Gray), and accepted. Table format was accepted for future minutes. Incorporation of agenda items into Item #9 of meeting format was accepted. Future agendas to provide attachment cross-references for easier use.

BCT

Goals/Metrics were an agenda item for this meeting. Ron has a January 22 requirement to brief Tier 11 on program status and goals/metrics. Each BCT participant was to provide information on goals and metrics for use as go-bys to Joanne Yacoub by November 14 for inclusion as all attachment to the draft minutes; only Chris Johnson and Lisa Kingsbury provided any information on this topic. Chris Johnson's information was not quantified, so it was not included in the minutes. Lisa Kingsbury provided DOD's Measures of Merit; this information was quantified, so it is included in Attachment E. The BCT did not cover goals and metrics during this meeting, so it was parked as an agenda item for a future (December?) meeting. Review of the FY98 program was dropped as an action item, since the program was being further defined and developed at the time. Also, Ellis is carrying an action to provide hotel information to the BCT for the February meeting in Mobile. All other action items were accomplished. Attachment D provides the meeting summary and new action items, along with items carried over from the previous minutes.

Term Planning (BCP)	BCT with Guests	Development of a FTMC master schedule for inclusion in the BCP consumed the majority of the two days set aside for this meeting. John Herbert and Bill Elliot of QST presented a schedule of work that the group subsequently discussed and revised. After much confusion on the first day where generic activities were identified for specific sites, the group made progress on the second day by addressing each EBS parcel within the LRA acquisition phases, and determining what activity needed to be accomplished at that site. Most of the sites will require SIs with some sites projected for full CERCLA process, or removal actions. John Herbert is to develop a new schedule with this information so that the group (Ellis, Dean, and Nick) can review it, and Ellis, Nick, and Jeanne can develop a program for work execution in FY98. Ellis, Lisa, and Ron acknowledged that some of the existing FY98 program will have to be reprogrammed to accomplish the work, but the extent of the reprogramming remains undefined at this time.
Metrics Update	BCT	See discussion under action items. Attachment E provides the BRAC Measures of Merit that Lisa Kingsbury provided as potential example goals and metrics for consideration in development of goals and metrics by the FTMC BCT.
or Evaluation	David Smith	See Attachment F.

ATTACHMENT A
LIST OF ATTENDEES
PARTNERING SESSION #3
ATLANTA, GA
NOVEMBER 19 and 20, 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:

Thom Fultz, Mobile District Corps of Engineers, Ft. McClellan Project Manager (former)

John Whiting, Mobile District Corps of Engineers, Ft. McClellan Project Manager (new)

Nick Alino, IT Corporation

John Herbert, QST

Bill Elliot, QST

Dean Hutchins, Anny Environmental Center

ATTACHMENT B

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. Sport 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 C
DRAFT AGENDA
BCT MEETING OF DECEMBER 17-19, 1997

1. Check In
2. Guest Introduction/Role in Meeting
3. Review Ground Rules (Attachment B 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 D to these minutes)
7. Review Long- Term Planning (BCP)
8. Goals/Metrics Update (Attachment E to these minutes)
9. Accomplish Agenda Items -- See next page
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

ITEM #9
DECEMBER AGENDA

Wednesday, December 17, 1997

Check-in:

Signature Inn
209 Marketplace Lane
Knoxville, TN
(423)531-7444

Thursday, December 18, 1997

0745 - 0800	Welcome to Knoxville!	Jeanne Yacoub
	Administrative Information	
0800 - 0930	Team Building Exercises	David Smith
0930 - 0945	Break	
0945 - 1100	Continue Team Building	David Smith
1100 - 1115	Break	
1115 - 1145	Review of November Minutes	Jeanne Yacoub
1145 - 1230	Lunch (Brought In)	
1230 - 1330	IT Work Planning	Nick Alino/Agnes Mayila
1330 - 1345	Break	
1345 - 1430	XRF Technology	Randy McBride
	Questions and Answers	
1430 - 1530	Ecological Risk Assessment	Adrian Gonzalez
	Questions and Answers	
1530 - 1545	Break	
1545 - 1700	Human Health Risk Assessment	Paul Goetchius
	Questions and Answers	

Dinner Plans

Friday, December 19, 1997

0745 - 0800	Call to Order	Jeanne Yacoub
0800 - 0900	Data Management	Alan Bradley
0900 - 1015	GIS Database	Jim Spurlock
	Questions and Answers	
1015 - 1030	Break	
1030 - 1145	FY98 Program	Ellis Pope
1145 - 1230	Lunch (Brought In)	
1230 - 1345	FY98 Program Continued	Ellis Pope
1345 - 1400	Break	
1400 - 1500	FY98 Program Continued	Ellis Pope
Adjourn		

ATTACHMENT D
MEETING SUMMARY
with
ACTION ITEMS

- Next Meeting: December 17-19
December 17, Check-in
December 18, 8 am to 5 pm
December 19, 8 am to 3 pm
IT offices in Knoxville, TN
- Primary Agenda: Team Building Exercises, Discussion of Technical Issues Associated with Accomplishment of Delivery Orders
- Action Items:
1. BCT to provide Jeanne with goals and metrics information for future distribution with minutes (carried from October meeting).
 2. David to provide example roles/responsibilities for meeting leader and gatekeeper (David accomplished this action, but the BCT did not cover this item in November, therefore it is carried from October meeting).
 3. Ellis to provide hotel information for February 19-20 meeting in Mobile (carried from October meeting).
 4. Jeanne to provide agenda items for December technical meeting in Knoxville (See Attachment C of these minutes).
 5. Ellis, Nick, Jeanne to meet at Ft. McClellan to develop delivery order packages to expedite work at Ft. McClellan (scheduled for December 1-5).
 6. John Herbert to provide strawman schedule to Ellis, Dean, and Nick for review by December 1. Ellis, Nick, and Dean to provide comments back to John by December 5.
 7. BCT members to provide David Smith with MBTI Analyses (letter codes minimum; scores if available) by December 5.
 8. Lisa/Ron to check on whether one FOST can be written now for all the EBS Category 1 parcels.

ATTACHMENT E
EXAMPLE GOALS AND METRICS

The following DOD Measures of Merit under the BRAC Program (provided by Lisa Kingsbury) may provide a starting point for consideration in the development of goals and metrics for the Ft. McClellan project. Lisa's Email of 12/10/97 listed numerous Measures of Merit for various programs; the BRAC Program Measures of Merit are listed below:

MoM1: Relative Risk Reduction

The number of sites that are classified as high, medium, and low relative risk, and as RC or NFA

MoM2: Restoration

The number of acres that are transferable from DOD's control according to the requirements of CERCLA

MoM3: Compliance

The number of acres for which closure-related compliance projects have been completed

MoM4: Planting

The number of acres that have completed the **environmental analysis and** decision documents for disposal and reuse of property that are required under the National Environmental Policy Act (NEPA)

ATTACHMENT F
FACILITATOR OBSERVATIONS AND RECOMMENDATIONS

Meeting Summary:

This meeting was primarily focused with the objective of establishing a project schedule. This objective was accomplished and a plan developed for initial task phasing and bundling (for task orders). Other agenda items were tabled as this complex task devoured the team's time.

Team Development Issues:

Previously noted differences in perception of role boundaries were played out and participation of new members, intermittent members, and interface contractors clouded progressive team development. Control issues and interpersonal frustration levels escalated as the team struggled with the task. Incomplete resolution of previous issues is apparent. Rumbles of discontent with the facilitator for not controlling team members behavior/conversation patterns surfaced.

Reactivity levels remain high as the team wrestles with how to deal (or not deal) with member failures to complete action items and follow through on commitments. In these analytically oriented teams trust is based on congruence between words and action. Members need to be able to consistently count on the accuracy of one another's word. This has been/continues to be a problem.

Degree to Which Partnering Objectives Were Met:

This scheduling effort provided a perfect arena for the playing out of unresolved team issues. It clarified the sources of conflict and illuminated the historically non-productive behavior patterns. On the "up-side", several team members ventured **into creative and productive** approaches and perspectives. Partnering objectives were not met but necessary pre-work is underway.

Recommendations for Future Team Building/Maintenance:

Trust/commitment issues must be explored within the task context. Behavior style understanding may assist in miscommunications. Recommend:

- Clarified Roles/Responsibilities
- Clear Cut Accountability
- "Performance Problems" Cognitive Intervention
- Review MBTI Types acid Team