

December 20, 2001

MEMORANDUM TO: Michael F. Weber, Director, Division of Fuel Cycle Safety and Safeguards

FROM: Melvyn N. Leach, Chief, Fuel Cycle Licensing Branch

SUBJECT: LESSONS LEARNED FROM REVIEW OF WORK ACTIVITY INVOLVING OVER-EXPENDITURE OF STAFF RESOURCES (FCSS RETREAT ACTION ITEM)

In mid-2001, staff received a ticketed request from the Office of International Programs (OIP) for review of an IAEA radiological safety paper. Management's intent was for staff to spend a few hours on this project. The ticket was distributed to a number of divisions with FCLB having the lead. The FCLB staff reviewer did not receive the direction on the level of effort expected.

In parallel to the above described ticketed action, an office manager involved with the IAEA activities had distributed a copy to staff for review. Although this activity was coordinated with OIP, the OIP staff member contacted was not aware of the first ticketed action. This second action was also ticketed in NMSS but a backup person was issuing NMSS tickets and was not aware of the first action.

Once staff became aware of the parallel actions, all comments were provided to the FCLB staff reviewer. The total staff effort expended exceeded 60 hours. This was caused both by the numbers of reviewers involved and the effort to resolve the volume of comments received from these multiple individuals.

Recommendations:

1. Always include with the work activity (ticket) the expected level of effort and show the effort for each party involved.
2. Avoid entering "unofficial" activities into the system.
3. Always gain agreement with staff on the level of effort to be expended on a work item. Recognize that the time expended for coordination of comments rises exponentially with the number of commenters.
4. Although not a problem in the above example, always include a code for charging the hours to the appropriate activity.

cc  
R. Pierson  
C. Haney  
E. Leeds

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<b>OFC</b>	FCLB			
<b>NAME</b>	MLeach			
<b>DATE</b>	12/20/01			