

SEP 20 1990

MEMORANDUM FOR: Ronald L. Ballard, Chief  
Geosciences and Systems Performance Branch  
Division of High-Level Waste Management

Joseph O. Bunting, Chief  
Engineering Branch  
Division of High-Level Waste Management

John J. Linehan, Director  
Repository Licensing and Quality  
Assurance Project Directorate  
Division of High-Level Waste Management

FROM: Robert E. Browning, Director  
Division of High-Level Waste Management

SUBJECT: PROACTIVE PROGRAM FOR FISCAL YEAR 1991

The purpose of this memorandum is to inform you that I have decided that there is a need to hold regularly scheduled proactive team meetings. These meetings will be similar to the reactive meetings held for the Yucca Mountain team in that they will serve as a means for staff members to discuss technical issues. In addition, I will also be using them as a mechanism for me to track and ensure that the Division's proactive program follows the structure presented in the budget and implements the approaches presented in high-level planning documents such as the Five-Year Plan and SECY 90-207, "First Update of the Regulatory Strategies and Schedules for the High-Level Waste Program."

A major goal of the proactive team meeting will be to identify and resolve problems as they arise and before they impact schedules. In addition, they will serve as a mechanism for coordination and project management of proactive work as well as a forum for the technical staff to present work being done on proactive products. This will result in proactive technical products getting more ventilation in the early stages of development.

The Repository Licensing and Quality Assurance Project Directorate (HLPD) shall be responsible for the overall project management of the proactive program. To this end, I am directly charging HLPD with the task of ensuring that the Division's proactive budget is implemented. I have already worked with HLPD to identify a Project Manager (PM) for each proactive activity identified in the budget (see Enclosure 1). In order to allow an opportunity to review the new budget and Division approach before the start of fiscal year 1991 (FY91), I have decided to schedule the first proactive program review meeting for Thursday, September 27, 1990, from 1:30 - 3:30 p.m. in Room 4-B-11.

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Enclosure 2 lists the proactive work items budgeted for FY91 along with my initial determination of the section that has the technical lead. By close of business on September 24, 1990, please confirm that the section listed is appropriate as the lead or identify what the appropriate section should be. In addition, each branch chief should identify the section member from the lead section who will be assigned to the project. Plus, for those activities where a section needs support, each branch chief should work with the identified PM to determine what other sections should provide the support. The PM will then work with the appropriate Section Leader to identify the responsible individuals from the supporting sections.

It should be noted that the PMs are being tasked by me to project manage the Division's overall proactive strategy. They are not acting autonomously but they are helping me fulfill the Division's commitments. Although they are responsible for ensuring a coordinated product within and outside of the Division, each technical team member and his management (including the branch chiefs) is responsible for their technical products and their contents. Experience has shown us that by working together the Division can produce high-quality, timely products. You can help me make the proactive program successful by supporting this approach.

Although the Division should strive to follow the budget as precisely as possible, there may be occasions where new, unbudgeted work is identified. If this happens, the technical section leader in whose section the work falls should inform you and with your approval should work with the HLPD Systems Engineering and Special Projects Section (SESPS) section leader to identify the scope of the new work and the budget impacts. In the rare instance where new, unbudgeted work arises, the SESPS section leader will be responsible for scheduling a management meeting with the branch chiefs, the deputy director, and me. At this meeting, the technical section leader will be responsible for defending this new work.

In addition, the technical section leader will be responsible for providing resource estimates for the new work (his estimate should include all technical disciplines that need to be involved in the new work), where resources from the present budget will be reallocated to cover this work (including other branches), and what schedules will change in the Office Operating Plan (OOP). I will then decide if the new work is justified. To ensure that appropriate procedures are followed, particularly in this time of increasing resource constraints, meetings to discuss new work should be scheduled by the SESPS section leader.

At the September 27, 1990 meeting, HLPD will provide an overview of the budget and the Division's proactive approach. You and your section leaders should attend this meeting, along with the PMs. Results from the first meeting should be directly reflected in the first update to to the FY91 OOP. Subsequent meetings

will be held every other Thursday at 1:30 PM. For the first several meetings, you should plan to attend to ensure that the importance of this work is emphasized.

151

Robert E. Browning, Director  
Division of High-Level Waste Management

cc: R. Bernero  
G. Arlotto  
HLWM Section Leaders  
R. Johnson  
P. Altomare  
K. Stablein  
SESPS PMs

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ENCLOSURE 1

I. <u>RULES AND AMENDMENT SUPPORT</u>	PROJECT MANAGER (PM)	BACKUP PM
A. Conform to EPA Standard	Kalman	Delligatti
B. Implement EPA Standard	Kalman	Delligatti
C. Repository Operations Criteria	Lee	Kalman
D. Regulatory Uncertainty Reduction		
1. Uncertainty Reduction	Altomare	Johnson
2. Groundwater Travel Time	Kalman	Lee
3. Substantially Complete Containment	Kalman	Lee
E. Format and Content Regulatory Guide	Delligatti	Lee
F. Technical Positions		
1. PSHA	Lee	Kalman
II. <u>TECHNICAL ASSESSMENT CAPABILITY FOR LICENSE REVIEW</u>		
A. LARP/LARS	Johnson	Altomare
B. Other Review Plans		
1. WAP	Lee	Delligatti
2. ESF	Lee	Delligatti
III. <u>SRA</u>		
A. Regulatory Uncertainties	Altomare	Johnson
B. Review Strategy, Technical Uncertainties		
1. Unsaturated Zone Testing	Kalman	Delligatti
2. ESF Repository Integration	Lee	Delligatti

ENCLOSURE 2

I. RULES AND AMENDMENT SUPPORT

BRANCH/LEAD SECTION

- |  |   |
|--|---|
| A. Conform to EPA Standard             | HLGP/Repository Performance Assessment (RPAS)         |
| B. Implement EPA Standard              | HLGP/RPAS   |
| C. Repository Operations Criteria      | HLEN/Engineering Section (ES)                         |
| D. Regulatory Uncertainty Reduction    |   |
| 1. Uncertainty Reduction               | HLPD/Senior Project Manager (SPM)                     |
| 2. Groundwater Travel Time             | HLGP/Hydrologic Transport Section (HTS)               |
| 3. Substantially Complete Containment  | HLEN/Materials Section (MS)                           |
| E. Format and Content Regulatory Guide | HLPD/Systems Engineering and Special Projects Section |
| F. Technical Positions                 |   |
| 1. PSHA                                | HLGP/Geology-Geophysics Section (GGS)                 |

II. TECHNICAL ASSESSMENT CAPABILITY FOR LICENSE REVIEW

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|-----------------------|----------|
| A. LARP/LARS          | HLPD/SPM |
| B. Other Review Plans |          |
| 1. WAP                | HLEN/MS  |
| 2. ESF                | HLEN/ES  |

III. SRA

- |   |          |
|---|----------|
| A. Regulatory Uncertainties                 | HLPD/SPM |
| B. Review Strategy, Technical Uncertainties |          |
| 1. Unsaturated Zone Testing                 | HLGP/HTS |
| 2. ESF Repository Integration               | HLEN/ES  |