N00109.AR.002775
NWS YORKTOWN
5090.3a

PARTNERING TEAM MEETING MINUTES NUMBER 24 31 AUGUST THROUGH 2 SEPTEMBER 1999 NWS YORKTOWN VA

8/31/1999

PARTNERING TEAM

1860

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

LOCATION: BERKLEY SPRINGS, WVA

MEETING MANAGER: Mr. Scott Park
RECORDER: Mr. Rich Hoff
TIME KEEPER: Mr. J. Harlow
MEETING HOST: Mr. Steve Mihalko
FAUX FACILITATOR: Mr. Carl Rodzewich

The twenty fourth formal WPNSTA partnering meeting was held on August 31, September 1, 2, 1999 in Berkley Springs, West Virginia. This meeting continued to focus on Team Building, site priorities, team partnering skills for self-facilitation, ecological approaches (developed by the Navy and USEPA Region III BTAG personnel) and the integration of NAS Oceana.

Steve Petron and Chris Wallace presented the new ecological approached developed for the Navy in conjunction with USEPA Region III BTAG representatives. The process is somewhat different than the WPNSTA approach but functionally the same. New aspects as described will be incorporated in future WPNSTA ecological risk assessment deliverables.

Metrics

Metrics did not change during this meeting. Changes in the schedule discussed in the previous partnering meeting were formalized. Work on sites 2, 8, 18 and SSA 14 will be shifted back in FY2000. The Team continues to focus on fulfilling requirements for graduation including the integration of NAS Oceana.

Meeting Accomplishments

The following items/issues were accomplished during this partnering meeting:

NAS Oceana integration continues;

Consensus was reached on joint Team member roles/responsibilities, mission statement and entering/exiting procedures;

The Navy/BTAG ecological approach was presented;

Self-facilitation using the Faux Facilitator continues as part of Team graduation requirements; and

All partnering topics presented in the July agenda were discussed.

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

MEETING SUMMARY (continued)

Remaining Issues

The following issues/items were not resolved during the June partnering meeting:

> Background data compilation by Baker is still incomplete and is likely to remain so until later in the year when all deliverable goals are met.

Other unresolved issues can be found in the parking lot list attached with these minutes.

As always, please review these meeting minutes carefully and provide comments at your earliest convenience.

See you at the November partnering meeting!

AUGUST/SEPTEMBER MEETING ATTENDANCE SHEET

NAME	ORGANIZATION
Bob Stroud	EPA Region III
Laurel Boucher	Management Edge
Carl Rodzewich	DYNAMAC
Scott Park	LANTDIV NTR
Jeff Harlow	WPNSTA Yorktown
Steve Mihalko	Commonwealth of Virginia DEQ
John McClosky	US FWS
Bruce	Tier II Rep.
Tim Reisch	LANTDIV NTR
Peter Knight	NOAA - CRC
Matt Louth	CH2M Hill
Rich Hoff	Baker Environmental
Jack Robinson	CH2M Hill

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

Meeting Consensus Summary

Consensus On:

Meeting R & R
Mission Statement
Entering/Exiting Procedures

Training Requirements

Agreement on Schedule for Sites 4, 21, & 22

Agreement on Additional Partnering Meeting Schedule/Locations

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown
Team Member Designations

Core	Adjunct
Jeff	John
Bob	Kari
Steve	
Scott	
Rich (Recorder only)	
Carl	
Peter	Sub-Group?

NAS – Oceana
Team Member Designations

Core	Adjunct
Jeff	Peter
Bob	John
Steve	
Tim	
Jack	
Matt (Recorder only)	

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown
NAS – Oceana

Meeting Roles and Responsibilities

Hosts

- OK As Is

Time Keeper

- Negotiates "Wrap Up" Time During Team Discussions

Meeting Manager

- Conducts Meeting and Acts As Meeting Chair Person
- Builds Draft Agenda.....
- Via Conference Call With Team Members

Recorder

- Prepares Compiles List of Agenda Item and Forwards to Meeting Manager One Week Following the Meeting:
- Recorder Can Function as "Host" But Does Not Share In Other Meeting Roles

Facilitator

- Develop Partnering Exercises/Tools and Obtain External Expertise and Resources
- Laugh With Us – 1, 2, 3, 5, 6 –Stay As Is
- Help Team Use Team Decision Making Tools
- Assure Ground Rules & Roles/Responsibilities Are Being Kept
- Look For And Call "Plops"
- Encourage Even Participation
- Ensure Summaries Are Recorded On Flip Charts
- Use Conflict Resolution Process To Resolve Conflicts

Expectations of the Coach

- 1, 2, 4 As Is - Scratch 3

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown/NAS Oceana
Modified Procedures for Entering/Exiting Members

Procedures for Entering Members:

- Welcome/Exchange Expectations of New Members. (i.e. 3 things you can count on me to.....)
- Exiting Member Brings New Member, If Possible.
- Team Provides Technical Overview/Corporate Knowledge and Provides a Site Visit For New Member.
- Tier I and II Deliverables Will Be Reviewed By The New Member.
- Recorder Provides Copy of Team Log Book. Exiting Member Should Review Log Book With New Member, If Possible.
- Provide Partnering Workshop Document For the New Member. Team Reviews With The Member That Explains Partnering Philosophy.
- New Member Attends Partnering Training As Soon As Possible.

Procedures for Exiting Members:

- Exiting Members Notifies Group As Soon As Possible of Departure.
- Exiting Member Should Mentor the Replacement, If Possible. Provide All Partnering Information To The New Member.
- Exiting Member Should Transfer All Responsibilities To Appropriate Team Mates or New Member.
- Departing Member Provides Team With A "De-Briefing". All Members Provide "What I Want You To Know Is....." On Flip Charts At the Last Meeting.
- Team Will Provide a Letter of Appreciation to Exiting Team Member.

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown
NAS – Oceana

Training Requirements

- Partnering Tool Box (Facilitation)
- Human Health Risk Assessment Process
- Anything In California
- GW Operable Unit/RODs/GW Policy Issues
- Methods of Program Development
  - Any Additional – Post To Web Site

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown
Site 12 – LTM

- Hybrid Type of Monitoring Statistical Baseline
- 12SD38 (Beaver Pond) – Lead @ 300 + $\frac{mg}{Kg}$
- Sample of the Man-Made Wetland?
- Contaminants:

  PAHs, Lead, Mercury (?), TAL Inorg.
- Locations – All D.G. Sediment Locations
- Confirm:

  -12SD38 (3 Locations)
  -Another Round of PAHs?
  -Sed Sample at Start of Pond
- Interpretation
- Agreement on Letter Work Plan to Determine Sampling at November Partnering
- Monitoring Frequency
  -Seds – Quarterly.....TBD
  -GW - ?.....TBD

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

ongoing

WPNSTA Yorktown/NAS OCEANA
Action Items/Consensus Work Sheet

Item	Responsibility	Outcome	A/C	Date
York River	R.Hoff/H.Govenor	Call USGS and compile all other sources of data on York River Water/Sediment	A	Nov 2, 1999
Data Base	J. Robinson	Send training form to D. Dronfield	A	Sept. 9
GW-OU Info.	B.Stroud/ C.Rodzenich	Check into GWOU RODs (if available) at EPA III or elsewhere	A	Nov 2, 1999
Site 22 Dioxins	R.Hoff	Check OHM Data for Dioxins Results, especially on AS4	A	Nov. Part.
Matt/John MBT I Results	M.Louth/ J.McCloskey	Fill out MBTI information and send to Laurel	A	Nov.
FY2000 Goals NAS Oceana	T.Reisch/ J.Robinson	Develop FY2000 Goals for NAS-Oceana	A	Nov 2, 1999 *Sept 1, 1999?*
Action/ Consensus Summary	R.Hoff	Add note to date column, I.D. if agenda item.	A	With next meeting minute segment
Markers	R.Hoff	Purchase and bring to meeting.	A	Nov 2, 1999 .
RCRA Monitoring Site 12	R.Hoff	Review State RCRA Regulations to develop LTM Scope of Work. Send interpretation and figures to parties 1 week prior to Nov. Partnering	A	Nov 2, 1999 .
Partnering Workshop Info.	B.Fr[redacted]/Tier II	Provide Team with info. On next partnering workshop (Partnering kickoff training)	A	Nov 2, 1999
C.Call Agenda	Team	Call to finalize agenda	A	October 25 @ 1:00
WPNSTA FY2000 Goals	S.Park/Team	Use existing budget info. To develop. Distribute before next meeting.	A	Conduct during Oct 25 call
4, 21, 22 PRAP	B.Stroud	Can we put sites in multiple RODs but keep 1 PRAP?	A	Nov 2, 1999

ONLY COMMING UP

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA/NAS Oceana Partnering Exercise
Problem Ownership Rectangle

Active Listening →	**Other owns problems**
Problem Solving →	**No problem**
Confrontive I – Message → (influence others to change)	**You own problem**

Three options:

- **Change yourself**
- **Change Environment**
- **Influence others to change**

Problem Ownership Rectangle (cont.)

Ineffective Confrontation
"You Messages"

- Aggressive, not assertive
- Attack others self esteem
- Cause defensiveness or resistance
- May lead to arguments that damage the relationship

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

Problem Ownership Rectangle (cont.)
Effective Confrontation
"I Messages"

- **"Owner" takes responsibility to resolve problem**
- **Doesn't blame or put down other**
- **Opens up honest communication and keeps relationship intact**
- **Can (but may not) influence other to eliminate the behavior**

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

Problem Ownership Rectangle (cont.)
"I –Message has 3 Parts"

Behavior

- **What you directly observe (see, hear, smell, taste, feel**
- **Does not include other's attitudes, feelings, needs thoughts**

Effects

- **Tangible consequences**

Feelings

- **Experience or sensation of pain or pleasure**
- **Center in the body, not head change**
- **Often confused with thoughts (facts, information, knowledge)**

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

Problem Ownership Rectangle (cont.)
Difference Between Judgements and Behaviors:

Judgements	Behaviors
My friend is inconsiderate.	My friend often calls me very late at night.
My boss is unfair.	My boss didn't give me a raise.
My daughter is irresponsible.	My daughter doesn't give me my phone messages.
My co-worker doesn't like me.	My co-worker doesn't smile or speak to me.

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

Problem Ownership Rectangle (cont.)
"Let's Define Effects"

Brainstorming possible effects of the following behaviors . . .

- **A co-worker not doing his/her share of the work.**
- **Team members returning late from a break.**
- **People at work making important decisions affecting you without your input.**

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

Problem Ownership Rectangle (cont.)
Anger and "Iceberg" Theory

- Anger is "tip of iceburg"
- Below the water (anger) may be hurt, fear, rejection, worry, jealousy, loneliness, etc.
- Response to anger – act tough, mad, belligerent, threatening, aloof.
- No one wants to appear "soft" or vulnerable.

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

Problem Ownership Rectangle (cont.)
Exercise – "Building our Muscles" in Effective Confrontation

Roles of:

- **Confronter (I – messages)**
- **Responder (active listening)**
- **Observer**

Behavior:

- **Your boss tells you he/she does not agree with a major decision made by you and your partnering team.**

Problem Ownership Rectangle (cont.)
Framework for a Confrontive I-Message

- **When (describe the behavior)**
- **Then (describe the effect),**
- **I (describe your feeling/emotion)**
- **Stop, breathe, pause ↑**

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown
NAS – Oceana
Meeting Wrap-Up

- **List for facilitation – should focus team use as tool.**
- **Issues/facilitation – Jack steps in to relieve Tim of facilitator role – keeps objectivity. A plus.**
- **Tim clarifies – gets people back on track. Good facilitation skills. Jack also. In team experts.**
- **Keep meeting R&R in front as a guide.**

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown NAS – Oceana
Tier II Update

- Frank Peters – Out after October
- Cheryl – Gone
- Ted Z. – Interim Member
- Will Bullard Replaces Cheryl
- Paul Leonard – Promoted but still in Tier II
- Need exact head-count to Doug Dronfield for joint meeting. Number is 12.
- Web Site. Jack will be point person

  - Use calendar to schedule meetings

- Check into web site at least 1 time every week.
- Finish up deliverable as soon as possible.
- Discuss Graduating Oceana with Yorktown. Bruce will find out.
- Paul Rakowski – Meeting frequency and money. Look at meeting schedule coverage with Tier II personnel.
- Training questionnaire from Doug Dronfield. Fill out and return to Tier II/1 copy/Carl.
- When are FY2000 due? Before next meeting.

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA/NAS – Oceana
August/September
Parking Lot

- Steve/Carl meeting conflicts. Discuss possible solutions to joint partnering meeting att.

- Meeting Management:
  - Core vs. adjunct members done
  - Meeting Managers – Who does it?
  - Develop as list during development of FY2000 meeting schedule.

- Site 6 Data Discussion and RA Execution Requirements

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown
NAS – Oceana
Day 1 ✚/▲

✚	▲
Few "bumps" in the road, meeting moved smoothly	Slow start, but quick recovery
We are flexible in changing meeting format to accommodate individuals	Peter not here – had to make some schedule changes
Great cabins	Better listeners
Stuck through hard stuff	No heat/blankets
Good Partnering Exercise	Deer Problem
Laurals Haircut	
Streamlined Action	

Faux Facilitator Observations:

- Even Participation
- Open to new ideas/format

Coach Observations:

- More rapport between joint team members
- Good structure – able to keep focused
- Need to work on team confirmation of decisions
- Bob's timekeeping

AUGUST 31/SEPTEMBER 1, 2, 1999
PARTNERING MEETING NUMBER 24
WPNSTA YORKTOWN/NAS OCEANA

WPNSTA Yorktown
NAS – Oceana
Day 2 ✚ ▲

✚	▲
Skipped Lunch	Steve's back out of wack
Go Eco Workshop	Meeting room dark (will change)
Innov. Scheduling	Peter still not coming to meeting
½ day meeting	Punctuality
Meeting location – double thumbs	Deer exposure (to Bob)
Golf outing	Side conversations with guests
Tier II participation	Do better on consensus
Meeting management	
Jack becomes Laurel's replacement	
Good _____ by recorders	
Finally listen to State	