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TIER 2 MEETING MINUTES 27 FEBRUARY 1995 NAS JACKSONVILLE FL  
3/11/1995  
TIER 2 PARTNERING TEAM

DATE: March 11, 1995

TO: Distribution

## MEETING MINUTES TIER 2 MEETING

DATE OF MEETING: February 27 - March 1, 1995

LOCATION: North Carolina Department of Health, Environment and Natural Resources  
Raleigh, North Carolina

ATTENDEES:	<u>Tier 2</u>	<u>Facilitators</u>	<u>Guests</u>
	J. Johnston	D. Handrahan	R. Tyler
	J. Crane	G. Waldron	
	M. Hartnett	P. Franklin	
	J. McCauley (Sick)		
	E. Nuzie		
	T. Allen		
	P. Stoddard		
	J. Wallmeyer		
	P. Rakowski		
	L. Trautner		
	J. Butler		
	S. Allison		
	B. Brant		
	K. Dreyer		

AGENDA: Monday, February 27, 1995

- I. Opening Exercises
- II. Tier 1 Status Reports
- III. Tier 2 Team Summary

Tuesday, February 28, 1995

- IV. Facilitation Contract Status
- V. Business Plan

Wednesday, March 1, 1995

- VI. Structure of Tier 2 (New Tier 1 Teams)
- VII. Graduation of Tier 1
- VIII. Goals/Metrics/Reporting
- IX. Clean Up/Next Meetings

**I. OPENING EXERCISES**

1. The meeting began with introductions, groundrules, meeting assignments, an opening exercise and by reading the groundrules. Tony Allen passed out laminated copies of the Tier 2 Meeting Groundrules and Standard Agenda.
2. The Team Play Book was distributed and current action items section reviewed as a jump start on where the team left off in October (last meeting).
3. Meeting roles were assigned as follows:
  - a. Jon Johnston - Meeting leader
  - b. Larry Trautner - Timekeeper
  - c. Jerry Wallmeyer - Gatekeeper
  - d. Tony Allen - Meeting Minutes
4. The meeting agenda developed during the February Conference Call was discussed and finalized.

**II. TIER 1 STATUS REPORTS**

The discussion of each Tier 1 team's progress was provided by the Management Edge. The detailed summaries are presented as Attachment A. A summary of the significant conclusions and action items is presented below.

**A. NAS Cecil Field**

1. This team is wondering where the Tier 2 has gone and is concerned about Tier 2's view of the work that they have done. They would like some Tier 2 feedback. They have effectively used MBTI to build a team process. The suggestion was made to invite this team to present success stories at a Tier 2 meeting and recognize them for this action.

*Action Item: Develop a one page letter to NAS Cecil Field congratulating them on their successes. This should be completed prior to the end of this meeting.*

*Action Item: Sid Allison to provide some positive feedback to the NAS Cecil Field BEC.*

**B. Jacksonville**

1. This team is making real progress and is now functioning as a smooth and continuously improving Tier 1 team.
2. This team would benefit from an opportunity to present a post mortem on their evolution and subsequent success stories.

**C. Camp Lejeune**

1. This team has written an article on the integration of Partnering and it's effects on clean-up. They have requested to be on the existing teams panel during the kick-off session for new teams.

2. The meeting skills of this team are some of the best that the facilitators have ever seen. The pace of the meeting has been slowed just enough to get everyone on board. There has been no "false consensus" since last November.
3. The team has asked for Tier 2 to provide for the travel costs associated with another facility team member (geologist) joining the Tier 1 team and attending meetings. Kelly confirmed that there is no additional funding available. The Tier 2 Link and facilitator will bring the Z Model problem solving tool back to the team to solve this issue.
4. This team has completed its full packet of deliverables for Tier 2.

*Action Item: Byron will ask the team to write a short description of the most recent partnering success story.*

D. Cherry Point

1. This group has conflict problems and are still carrying some baggage. The Tier 2 group discussed one specific instance where the group had an unresolved item on some data the Navy should have supplied to North Carolina. The lesson learned from the situation was that the Navy and North Carolina agreed to talk to one another and improve communications when conflict is encountered.

*Action Item: LANTDIV (Paul) will make sure that North Carolina gets the information they require on the realignment issue.*

*Action Item: Facilitator and Tier 2 Link need to work with this team to resolve the conflict which exists so they can move on.*

2. After long discussion, the Tier 2 team agreed that this team is personalizing issues and that the issue never underwent the prescribed 28 step dispute process to get to Tier 2. Tier 2 must offer leadership in the form of impersonal problem solving and to be seen as a team in the next meeting.

E. Mayport

1. This team is progressing very well and have sidestepped the storming stage of teambuilding and moved to norming.
2. The NELP resistance has been overcome and the group is moving out on this initiative. The attitude now is "can do".
3. The Mayport team wants help in resolving the dredge spoil problem at the facility. There is probably only a case specific solution here because the issue is unclear from a regulatory standpoint and involves both the EPA and the Army Corps of Engineers. The long term answer here involves rules which are only in draft form and according to Mickey there is no plan to finalize them.

*Action Item: Jerry will ask the Mayport team for a point paper on what is the definition of the problem with their suggested solutions.*

F. Pensacola

1. The team has had some unresolved conflict lately stemming the basis of partnering dealing with the concept of partnering. They will beat an issue to death to avoid a different issue which the team is avoiding.
2. The team is not progressing, is stuck in the status quo and is meeting the definition of insanity. Most of the team is frustrated but will still not bring up the issues. Individuals will discuss items off line with the facilitator but will not bring them to up in public.
3. There is a significant trust issue on this team and it seems to stem from a lack of applying lessons learned on one site at other sites

*Action Item: Each agency should meet with their representative on this team and reinforce the need to make progress on the team.*

*Action Item: Tier 2 will attend the April meeting with this team and conduct this exercise.*

*Action Item: Appoint a Tier 2 link for this team.*

III. TIER 2 TEAM SUMMARY

No status report had been prepared for Tier 2.

*Action Item: The Management Edge will provide a summary of feedback on Tier 2 for the next meeting.*

End of Day 1 Meeting adjourned at 6:30pm.

IV. FACILITATION CONTRACT STATUS

- A. Prior to leaving the meeting Pat Franklin gave a status of the Facilitation Contract procurement. She said that the goal was to have a contract in place by the beginning of April. She did not know whether or not that would happen.

V. BUSINESS PLAN

The group agreed to use today (Tuesday) for working on the Business Plan. A discussion was held to develop a detailed agenda to follow for today and tomorrow with the following results.

Today:           Facilitation Contract Status  
                  Business Plan Agenda  
                          Purpose of Business Plan  
                          Scope of Tier 2  
                          Reward/Recognition Process  
                          Tier 2 Links

Tomorrow: Structure of Tier 2 (Number of New Tier 1 Teams)  
                  Graduation of Tier 1

Goals/Metrics/Reporting  
Cleanup/Next Meeting

**A. Business Plan**

The remainder of the day was spent on the Business Plan and strategic planning process with the following results:

**1. Purpose of the Business Plan**

The team agreed that the purpose presented in the Business Plan was to be used with minor changes.

*Action Item: Jon Johnston to rewrite History/Background/Introduction.*

**B. Scope of Tier 2**

The group was facilitated by Ray Tyler through an exercise to assess the scope of Tier 2.

SCOPE QUESTIONS	YES	NO	NOW	LATER
All Navy/Marine Corps facilities in FL and NC?	11	0	11	0
All Navy/Marine Corps facilities in Region IV?	8	1	2	7
All States in Region IV?	8	0	5	3
Other DOD Services in Region IV?	3	2	N/A	N/A
Other Federal Agencies in Region IV?	2	3	N/A	N/A

The questions of now versus later was not asked for the last two questions as there was obviously a statistically significant break in the scoring for these questions. This exercise answered the question of scope for Tier 2 and based on the above information the team discussed the concept of Tier 3. Tier 3 would be a more regional team which included the other branches of the DOD and other Federal Agencies. It was agreed that a separate subgroup would look at this concept and present ideas at the next meeting.

*Action Item: The Tier 3 Subgroup composed of Jon Johnston (lead), Jack Butler, Jim Crane, Sid Allison, Tony Allen and Jerry Wallmeyer will meet to develop a conceptual design for Tier 3.*

**C. Reward and Recognition Process**

The team broke up into three groups to answer the following questions.

**1. What are the objectives/goals for Tier 1?**

- a. This breakout group recommended the objectives presented in the Tier 2 Charter with some clarification and examples.

**2. What form should the rewards and recognition take?**

- a. Material  
(1)Cash

- (a) Cash awards to EPA Staff
- (b) On the Spot cash awards by the links
- (2) Certificates of commendation
- (3) Time off
  - (a) Time off awards for EPA Staff
  - (b) "Comp" time
- (4) Letters
  - (a) Letters from EPA dignitaries
  - (b) Letters of recognition
  - (c) Letters to members with copies to dignitaries
  - (d) Letters of appreciation with copies to supervisor
- (5) Gifts
  - (a) "stuff" - mugs, pens, paper weights, jackets, etc.
  - (b) plaques
  - (c) Trip to Bermuda
- (6) Best of "Type"
  - (a) Annual best team award
  - (b) Most improved
  - (c) Nomination for EPA Gold Medals
  - (d) Best at . . . Awards
  - (e) Invitations to Joint Tier 1/2 Meetings with recognition
- b. Non-Material
  - (1) Publicity
    - (a) Newspaper Articles on Accomplishments
    - (b) Newsletter Articles
    - (c) Picture in the Office showcase
  - (2) Internal/Personal
    - (a) Verbal Recognition
    - (b) Encourage recognition of others on team
    - (c) Quick response, handwritten, thank you notes
    - (d) Phone Calls/Memos
  - (3) Involvement
    - (a) All-Team celebration
    - (b) Help in new Tier 1 Team Training
    - (c) Facilitate Tier 2 Meetings
    - (d) Presentations at conferences
    - (e) Attend Tier 1 Meetings
    - (f) Training/Seminar Attendance
    - (g) "Graduation"
  - (4) Performance Awards as part of Performance Evaluations

**3. What Gets Rewarded?**

a. What to Reward

- (1) Improving the IR Process by
  - (a) Improving schedules (IV)(II)
  - (b) Reducing costs (IV)
  - (c) Use of innovative technology (IX,X)
  - (d) Obtaining community/stakeholders participation (XI)

- (e) Eliminating non value added activities (IV)
- (f) Incorporating lessons learned from another site (VI)

- (2) Achieving Goals/Milestones
  - (a) SMP (VII)
  - (b) Tier 1 goals within charter

- (3) Use of Partnering Tools (culture)
  - (a) Accepting more risks (I)
  - (b) Changing culture (V)
  - (c) Promoting success/cooperation (VIII)
  - (d) Maintaining professionalism/enthusiasm (XIII)
  - (e) Eliminating barrier (II)
  - (f) Reinforcing honest feedback (XIV)
  - (g) Clarifying roles/responsibilities (III)

*Action Item: Tier 1 Links agreed to get feedback on the above items from the Tier 1 teams.*

*Action Item: Eric Nuzie will talk to the NAS Cecil Team on what would they appreciate as a reward for their hard work over the last year.*

*Action Item: Byron Brant will write a letter from Tier 2 supporting Camp LeJuene's nomination for the DOD Environmental Cleanup Award.*

*Action Item: SOUTHDIV will send a letter of appreciation to the Pensacola Team for their efforts in the realignment construction project several months ago.*

**D. Tier 2 Links**

The team held discussions on how to either increase the number of links or reduce the scope of their duties. This was identified as the critical constraint in expanding the number of Tier 1 teams participating in facilitated partnering. After much discussion a Subgroup was identified to refine the roles and responsibilities of Tier 2 Links issue.

*Action Item: The Tier 2 Link Subgroup composed of Eric Nuzie (Lead), Mickey Hartnett, Byron Brant and Jim Crane will meet to refine the roles and responsibilities of Tier 2 Links by the next meeting.*

**Day two of the meeting adjourned at 6:00pm.**

**VI. STRUCTURE OF TIER 2 (Number of new Tier 1 Teams)**

Based on the discussions of Day two, the group developed a list of facilities to consider for inclusion in the next round of training. The team evaluated a list of facilities prepared in the September 1994 meeting. The team came to consensus that the following facilities needed to be trained in the partnering process in the next year.

- Parris Island\*
- Charleston\*

Whiting Field\*  
 Orlando\*  
 Albany\*  
 Pascagoula  
 Meridian  
 Louisville

These facilities were selected because they are on the National Priorities List, undergoing closure as a result of BRAC or both. After much discussion it was agreed to proceed with 5 of the eight facilities in a June 1995 training session. The five facilities are identified by asterisks on the above list. The three remaining bases will move forward if they are finalized for closure in this round of BRAC. Training will be held in the last quarter of 1995.

The next discussion was on the Tier 2 links for these facilities and a draft list of potential Tier 2 links was generated for the Tier 2 Link Subgroup to work with during their meeting as follows:

<u>FACILITY</u>	<u>PRESENT</u>	
	<u>TIER 2 LINK</u>	<u>CANDIDATES</u>
Parris Island	None	State Rep. from South Carolina
Charleston	None	Pat Franklin
Whiting Field	None	?
Orlando	None	?
Cecil Field	Eric	Graduate?
Albany	None	State Rep. from Georgia
Pascagoula	None	?
Meridian	None	?
Louisville	None	?
Jacksonville	James Malone	Jerry Wallmeyer (temporary)
Mayport	Jerry Wallmeyer	
Pensacola	James Malone	Eric Nuzie
Cherry Point	Byron Brant	Jack Butler
Camp LeJuene	Mickey Hartnett	Byron Brant

Available Tier 2 Links include Kelly Dreyer and Paul Rakowski. Also discussed was the use of Line Managers as Tier 2 Links.

*Action Item: EPA to open Partnering with South Carolina and Georgia*

#### VII. GRADUATION OF TIER 1 TEAMS

Much discussion occurred around the qualifications needed to graduate from the facilitated partnering process. The team came to a consensus that a couple of the teams were ready to graduate from the process of teambuilding. Also recognized was the need for some additional training on process improvement to give the teams the tools to really make process improvements in the cleanup process. A Subgroup was formed to assess the process improvement training needs for the Tier 1 teams.

*Action Item: Tier 2 Links will assess their Tier 1 team's readiness for graduation from the teambuilding stage of the partnering process and make recommendations at the next meeting. This should be done collaboratively with the Tier 1 facilitator.*

*Action Item: The Process Improvement Subgroup composed of Tony Allen (lead), Paul Stoddard, Larry Trautner, Jim Crane and Mickey Hartnett will meet to identify the Process Improvement training needs for Tier 2 and Tier 1.*

**VIII. GOALS/METRICS/REPORTING**

The team reviewed the metrics identified in the October 1994 meeting and agreed to the following actions to begin the Tier 1 teams thinking about process improvements.

*Action Item: Tier 2 Links will ask the Tier 1 teams for feedback on what should be measured in their work process.*

*Action Item: Tier 1 teams will be asked for examples of what process improvements they have made as a result of the partnering process. Tier 2 Links will ask for this information at the next Tier 1 meetings.*

*Action Item: The Process Subgroup will examine the metrics already collected by EPA and the DOD. Mickey Hartnett and Jerry Wallmeyer will provide this information to Tony Allen.*

**IX. CLEAN UP/NEXT MEETING**

The team discussed the need for a Tier 1/2 Meeting and the upcoming Partnering Training. It was agreed to do the training on June 12 - 15, 1995 and wait to conduct a joint Tier 1/2 Meeting until this fall. The group agreed on the need for better scheduling with respect to Tier 2 Meetings and the group agreed to develop a 6-month meeting schedule as follows:

<u>EVENT</u>	<u>DATE/TIME</u>	<u>LOCATION</u>	<u>SPONSOR</u>
Tier 2 Conference Call	3/27/95 @ 9:00am	Phone Call	ABB
Tier 2 Meeting	4/24-25/95 @10:00	Atlanta, GA	EPA
Tier 2 Conference Call	5/16/95 @ 9:00am	Phone Call	SDIV
Tier 2 Meeting	6/12/95 @ 12:00pm	Tallahassee, FL	ABB
Partnering Workshop #3	6/13-15/95 @ 8:00am	Tallahassee, FL	ABB
Tier 2 Conference Call	7/24/95 @ 9:00am	Phone Call	TBD
Tier 2 Meeting	8/21-22/95	Atlanta, GA	TBD

The agenda for the next conference call will include the logistics of the Partnering Workshop and progress reports from the subgroups.

*Action Item: All Tier 2 Links will get the schedule for the Tier 1 teams meetings for the next six months and send to Tony Allen by March 20, 1995.*

*Action Item: Tony will assemble a comprehensive Tier 1/2 schedule of meetings and events for the Tier 2 Conference Call on March 27, 1995.*

The meeting adjourned at 12:15pm. Any comments or inaccuracies in these minutes should be brought to the attention of Tony Allen at (904) 942-4703.

**FINAL**

Distribution: Tier 2                      The Management Edge  
                  P. Franklin                      Tier 1 Teams (w/o Attachments)

**ATTACHMENT A - Tier 1 Status Reports**

**ATTACHMENT B - Updated Current Action Plan (Section 4 from Play Book)**

### CURRENT ACTION PLAN

Action Items from September 6-7, 1994	Resp.	Due Date
Draft a letter from Tier 2 to the DOD with comments on this concept and implementation.	Jon	Next Mtg.
How do we communicate success story? Jon to send a letter to Secretary of the Navy and Jerry to include in the new Regional Newsletter. Ltr. not sent. Speaking at HMCRI - Need to have metrics.	Jon/Jerry	
How do we reward the Tier 1 Team? Joe to develop letter and plaque from Tier 2.	Joe	Next Mtg.
Recognize Tier 1 team (NAS JAX/NAS Cecil Field/NAS Pensacola) for IROD and partnering progress. New Link to draft letter and plaque.	New Link	
The Management Edge and Pat Franklin will develop a strawdog process for orienting new members and exiting members based on their experience with other teams.	Management Edge/ Pat Franklin	
Action Items from October 10-13, 1994	Resp.	Due Date
Tier 2 links will make sure that the Tier 1 teams copy them on their meeting minutes and will provide Tier 2 with an update of any significant items in each Tier 2 Meeting.	Tier 2 links Follow-up	
Recognize the Camp Lejeune team for the progress they have made with the environmental program at this facility.	Paul/Byron	
Tier 2 links will present the above list at the next Tier 1 meeting and get feedback on the appropriateness of these metrics and other suggested metrics.	Tier 2 links	

Action Items from February 27 - March 1, 1995	Resp.	Due Date
Develop a one page letter to NAS Cecil Field congratulating them on their successes.	Tier 2	3/1/95
Provide positive feedback to the NAS Cecil Field BEC	Sid	
Byron will ask the team to write a short description of the most recent partnering success story	Byron	
LANTDIV will make sure that North Carolina gets the information they require on the realignment issue	Paul	
Facilitator and Tier 2 Link need to work with Cherry Point to resolve the conflict which exists so they can move on	Facilitator/ Tier2 Link	
Jerry will ask the Mayport team for a point paper on what is the definition of the problem with their suggested solutions	Jerry	
Each agency should meet with their representative on the Pensacola team and reinforce the need to make progress on the team.	Tier 2	
Tier 2 will attend the April meeting with Pensacola and conduct this ?? exercise	Tier 2	
Appoint a Tier 2 link for Pensacola team.		
Management Edge will provide a summary of feedback on Tier 2 for the next meeting	Management Edge	Next Mtg.
Rewrite History/Background/Introduction	Jon	

The Tier 3 Subgroup will meet to develop a conceptual design for Tier 3	Jon/Jack/Jim Sid/Tony & Jerry	
Tier 1 Links to get feedback on the Rewards and Recognition Process from the Tier 1 teams	Tier 1 Links	
Eric Nuzie will talk to the NAS Cecil Team on what would they appreciate as a reward for their hard work over the last year.	Eric	
Byron Brant will write a letter from Tier 2 supporting Camp LeJuene's nomination for the DOD Environmental Cleanup Award.	Byron	
SOUTHDIV will send a letter of appreciation to the Pensacola Team for their efforts in the realignment construction project several months ago.	SOUTHDIV	
Tier 2 Subgroup will meet to refine the roles and responsibilities of Tier 2 Links by the next meeting.	Eric/Mickey/ Byron/Jim	Next Mtg.
EPA to open Partnering with South Carolina and Georgia	EPA	
Tier 2 Links will assess their Tier 1 teams's readiness for graduation from the teambuilding stage of the partnering process and make recommendations at the next meeting. This should be done collaboratively with the Tier 1 facilitator.	Tier 2 Links	
The Process Improvement Subgroup will meet to identify the Process Improvement training needs for Tier 2 and Tier 1.	Tony/Paul Larry/Jim Mickey	

Tier 2 Links will ask the Tier 1 teams for feedback on what should be measured in their work process	Tier 2 Links	
Tier 1 teams will be asked for examples of what process improvements they have made as a result of the partnering process. Tier 2 Links will ask for this information at the next Tier 1 meeting.	Tier 2 Links	Next Tier 1 Mtg.
The Process Subgroup will examine the metrics already collected by EPA and the DOD. Mickey and Jerry will provide this information to Tony.	Mickey/Jerry	