

Changing Project Managers On Cleanup Projects

Introduction

Changing a project manager mid-stream during investigation or cleanup of a contaminated site can be disruptive. In some cases, changing a project manager can inadvertently slow down the progress in completing tasks and, in rare cases, revisions in the overall direction of the project. This is true for changes made by consultants as well as by the Oregon Department of Environmental Quality.

DEQ makes every effort to minimize changes in assigned project managers for ongoing cleanup projects, but some projects will inevitably have project manager changes due to staff turnover, staff workload adjustments, or changes in the project phase.

As discussed below, when a DEQ project manager change is necessary, we will do what we can to minimize disruptions in the schedule and established direction of the project.

What to expect

When a project manager change is necessary, the departing project manager will prepare a transfer memo outlining what is known about the nature and extent of contamination, who is at risk (i.e., the human and ecological risk associated with the contamination), and the information still needed to complete and close the project. This will help to ensure a common and good understanding exists about the status of the project and remaining work, and facilitate a smooth transition between project managers.

Fiscal impact

During the transition phase, both the old and new DEQ project manager may be working on and charging to the project for technical reviews or meetings. However, it is DEQ practice that only one of these project managers will charge for basic project administration tasks.

The new project manager will spend and charge a reasonable amount of time for project transition file review. It has been DEQ's experience that a thorough understanding of the project helps

ensure that the new project manager understands the project's overall direction and needs and is comfortable making decisions needed to keep the project moving forward.

Project direction

Many projects in DEQ's Environmental Cleanup Program are complex and continue to evolve for several years as information is gathered. DEQ will not change a project's direction unless there is a conflict with statute or administrative rule.

On long-term projects, it is important to document decisions about project strategy and decisions as they are made. DEQ encourages its project managers and consultants to make sure that decisions about overall project direction and decisions about cleanup site investigation and cleanup actions are documented in the project file.



Good communication is vital to project success.

Project hand-off meeting

The departing project manager, new project manager and regional cleanup manager are available to meet with program participants and their consultants to ease project hand-off, discuss the project transfer memo and prevent unnecessary delays.

For more information

Contact the regional DEQ project manager and his or her manager.

Alternative formats

Alternative formats (Braille, large type) of this document can be made available. Contact DEQ's Office of Communications and Outreach, Portland, at (503) 229-5696, or toll-free in Oregon at 1-800-452-4011, ext. 5696.



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