

# Central Fluor talent pool benefits cleanup projects

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With the flip of a database switch, more than 400 Fluor employees, most from Fluor Hanford, became members of the Fluor Hanford Project Operations Center, or POC.

“We are convinced you will find this assignment to the Project Operations Center to be advantageous to your individual careers, as well as a benefit to Fluor Hanford and our RL client,” said Larry Olguin, head of the Project Operations Center, to the incoming personnel.

Personnel transfer is a key implementation activity for the POC, which came into being as a result of the contract between the Department of Energy Richland Operations Office and Fluor Hanford. The objective is to better employ Fluor’s commercially-based project management methods at Hanford.

Depending on their professions, the incoming personnel fill the ranks of three POC departments that will serve as “home base” and as resource pools: Project and Construction Management; Project Control and Estimating; and Central Engineering. Other POC functional organizations include Operations and Maintenance, a Management Systems group and the “Make or Buy Program.”

For the incoming employees, daily routines at Fluor Hanford projects remain unchanged. However, when current project assignments end, they will receive new ones through the POC. The Project Operations Center is already working with each Fluor Hanford project to forecast short-term and long-term workloads and personnel needs.

“It’s a pleasure to welcome more than 400 personnel to the Project Operations Center,” said Dick Snell, POC implementation manager.

“The response of these individuals has been outstanding, as they replied to our requests for résumé information and attended the initial training sessions. We see this continuing as we make adjustments to personnel assignments within the POC to match experience and skills, and use employee input to help us build career development programs.”

Snell issued a challenge with his words of welcome. “Let’s see if we can all raise the Fluor Hanford bar a notch from ‘good’ to ‘best in class’ for our DOE client.”

The personnel became acquainted with their new home base by attending orientation sessions at Stevens Center and in 200 East in May. Now they’re participating in training modules specific to their POC organizations.

The POC provides the capability to balance resource needs among all projects. It provides consistent training, standards, guidelines and other tools for personnel to use on projects, and will serve as the departmental home for transition to new assignments, career development, training and consistent administration of wages and salaries.

The POC will model Fluor’s worldwide project execution approach, providing standardized procedures and trained personnel to projects through departmental resource pools.

The center reports at the same level as Fluor Hanford projects. This will allow coordination across projects and management visibility on staffing issues. The personnel assigned to projects will continue to be managed by and accountable to the projects.

The reassignment of personnel and the training for new and modified procedures are activities vital to achieving full implementation by the June 30 target date. ♦