



BOARD ENGAGEMENT SURVEY

2024



What did we learn?

Clarity appeared to be the overarching theme in reviewing the survey. Board members desire visibility, transparency, and clear definitions to reduce various sources of conflict. From agenda setting to the personalities in the room, investing time and resources into building solid organizational clarity would empower all participants to participate to their fullest capacity. Removing the guesswork, putting the sources of conflict on the table to discuss constructively, and creating clear lanes address almost all of what was shared in the feedback. Included in this report are the raw data and four (4) noteworthy opportunities to highlight.

OPPORTUNITIES



Structure

The HAB benefits from a long and storied history, including the many contributions from members past and present. Given the deep institutional knowledge, there is an opportunity to evaluate the HAB structure and roles. Aligning processes and committees with regulatory compliance creates the space to begin discussions around meaningful contributions from members and the role each member plays, including agencies, and formalize processes in a fashion that invites collaboration.

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Critical within this opportunity is the need for effective change management. Dismissing and destroying past processes, while potentially necessary, invites conflict if members are not brought along in partnership. Practices may include creating a coalition of change advocates that can adequately represent stakeholder needs, communicating small wins, recognizing the need for additional and emergent change, and preserving the spirit or intent of influential culture, which will be vital to managing change.



The Rules of the Game

When the limit of what is or is not possible is unclear, the group cannot appropriately set the stakes of engagement. Groups tend to put the stakes where they are most comfortable and wait for members to press those boundaries further. In an unclear environment, members may set those stakes in territory explicitly out of bounds, be punished, and subsequently shut down members. That lack of safety diminishes creativity, innovation, and productivity. Investing time in creating unquestionable visibility into those boundaries benefits the HAB by removing environmental sources of conflict, enabling participants to push productive vs. unproductive boundaries.

OPPORTUNITIES



Recognition

Different than celebration, members are asking that contributions, progress, and change be recognizable. The survey suggests a lack of awareness in key areas. Can the HAB visualize progress? Experiential opportunities such as tours, meetings with teams or departments, and deepening connection to the work may raise that ability to recognize progress. Additionally, how does the HAB know their contributions are valued? Whether utilized or not, the advice that HAB members create ought to be acknowledged in a way that creates clarity. For example - If advice is not useful, but that fact is not shared, the HAB loses any opportunity to amend or craft advice with higher utility. Further, advice that leads to meaningful change but is never communicated back to the HAB is equally unhelpful. Acknowledging advice extends beyond legal requirements and directly contributes to the HAB's culture and value proposition.

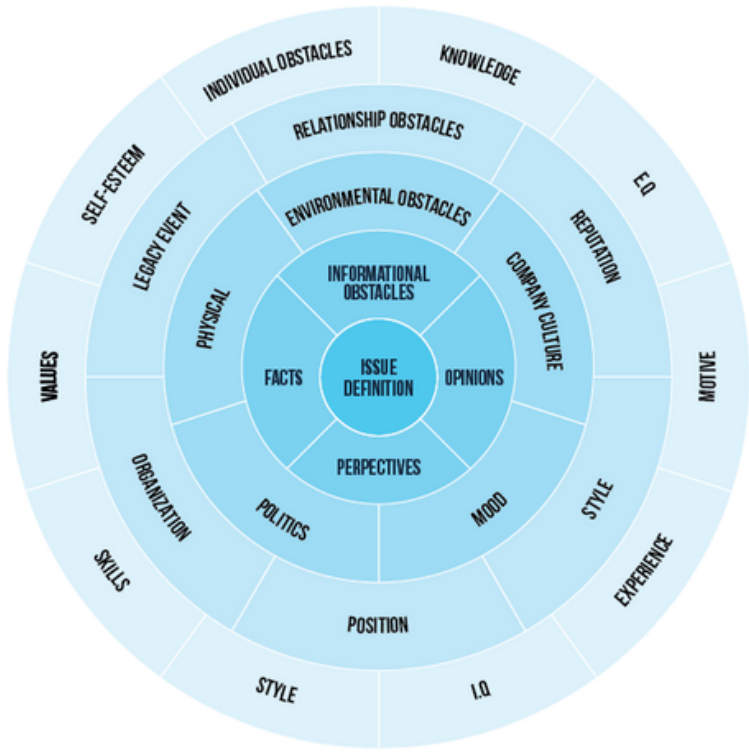


Identity

Knowing who the HAB is would be beneficial to all members. Critical to highly cohesive groups is the knowledge of one another. Deeper than a resume, individuals carry tens if not hundreds of hats, each with their distinct value and implications. When groups have low visibility into one another, they lack the foundational building blocks of a safe and trusting environment. This knowledge includes all members, from appointees to agencies and those supporting the work. If, for example, a member is not comfortable sharing a personal fact about themselves, how will they raise ideas or push back when conflict arises? Clarity into participant values, experiences, and goals would empower the group to identify points of collaboration, notice and name differences, and work toward a conflict-positive environment.

RESOURCES

SOURCES OF CONFLICT



— INFORMATION

From what foundation is the team operating? Does everyone have the same access to facts and perspectives?

— RELATIONSHIP

How is our dynamic and understanding of differences improving our work together?

— ENVIRONMENT

What is it in our environment that's contributing to the conflict?

— INDIVIDUAL

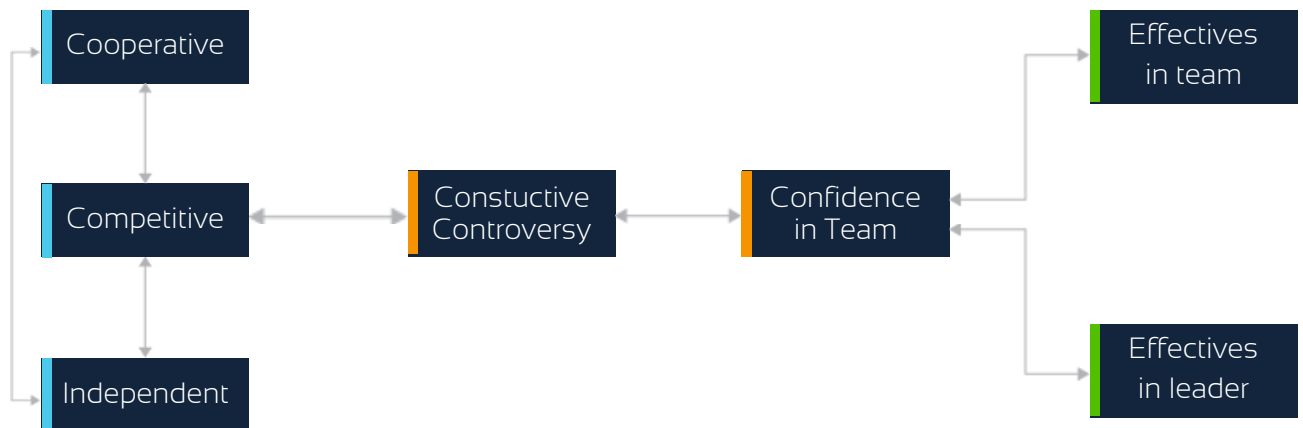
Do I understand myself and the other members of the team to achieve more productive conflict?

SOCIAL INTERDEPENDENCE

GOAL INTERDEPENDENCE

INTERACTIONS

OUTCOMES



Appendix

#1

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Page 1: HAB Membership Survey

Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

Shared lunches for board members to have less formal interactions.

Q2

Describe what a successful Board term looks like for you.

Clear vision and purpose, trust among members, regular review of the Board makeup

Q3

What would you like changed about current Board meetings to encourage more participation?

Clearer structure and committee assignments

Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

More discussion on workforce development

Q5

How can the HAB utilize you experiences more effectively?

Thinking about education and workforce development. Public outreach with information about HAB and Hanford

Q6

How can the Board improve? What ideas do you have to make it better?

The focus on highly technical information might need more explanation to those of us who aren't engineers

Q7

What would you say are the top capabilities of this Board?

Work more fully to explain the work of Hanford to the community at large

Q8

What aspects of the HAB need to survive long after Board members are gone?

Regular change in board make up. Term limits that are adhered to.

Q9

What would you say is the vision for the HAB?

We have a mission to advice the tri-party agencies on issues around Hanford

Q10

Respondent skipped this question

How could Committee meetings make a bigger impact?

Q11

Respondent skipped this question

What additional feedback would you like to include?

#2

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

more discussion, fewer PowerPoints. trinkets.

Q2

Describe what a successful Board term looks like for you.

TPA agencies provide SMEs or agenda space to discuss topics of interest to the board. the board has a lively discussion. advice may or may not result.

Q3

What would you like changed about current Board meetings to encourage more participation?

It would be great if DOE would stop pulling the football away at the last minute. Too much of the HAB's time has been spent reacting and contorting to make the board fit the shape that DOE has decided this week to expect it to be in. The HAB should be focusing on advising the agencies to a better cleanup and providing a venue for public education.

Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

Having a discussion about Hanford that the agencies were engaged in and responsive to. All interested voices are heard.

Q5

How can the HAB utilize you experiences more effectively?

n/a

Q6

How can the Board improve? What ideas do you have to make it better?

The Board can improve by getting back to work. DOE can help by getting out of the way.

Q7

What would you say are the top capabilities of this Board?

The HAB is a relatively safe space to allow discussion of multiple interests with sometimes conflicting viewpoints. When it is working, there is a strong sense of community and common purpose. when it isnt, there is resentment and frustration.

Q8

What aspects of the HAB need to survive long after Board members are gone?

Bridge building, open discussion, a desire for an effective, safe, and affordable cleanup.

Q9

What would you say is the vision for the HAB?

A community of varied experiences and interests meeting for a common goal.

Q10

How could Committee meetings make a bigger impact?

less reliance on agency powerpoints. more space in the agenda for discussion of topics of interest.

Q11

What additional feedback would you like to include?

How the HAB is treated is a direct result of DOE site management. I hope that this and future managers view the HAB as value added, and show a willingness to use the discretion granted in the EMSSAB documents to soften rules which restrict the boards effectiveness.

#3

COMPLETE

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

None

Q2

Describe what a successful Board term looks like for you.

One or more advice recommendations submitted to the TPA agencies with meaningful responses back to the HAB.

Q3

What would you like changed about current Board meetings to encourage more participation?

If HAB members can't attend meetings as they are now, then they should not be on the HAB board

Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

It all depends upon how meaningful, newsworthy, and technical the presentations to the HAB are. Also, the quality of responses to ques t ions .

Q5

How can the HAB utilize you experiences more effectively?

I don't know.

Q6

How can the Board improve? What ideas do you have to make it better?

The HAB should institute a mentoring program for new members with non-technical backgrounds or with no background/experience in environmental remediation to bring them up to speed more quickly in order to better understand why things are being done the way they are at Hanford.

Q7

What would you say are the top capabilities of this Board?

Capabilities for what?

Q8

What aspects of the HAB need to survive long after Board members are gone?

Per the EMSSAB charter, the mission of the HAB is to provide advice and recommendation on cleanup. If there is no more HAB, then presumably there is no more cleanup, and no need for any aspects of the HAB to remain. A better question might be should the HAB continue to exist during long-term stewardship?

Q9

What would you say is the vision for the HAB?

We are constrained in our mission by the EMSSAB charter as well as with the provisions of FACA

Q10

How could Committee meetings make a bigger impact?

Every committee should try to submit one advice recommendation each year.

Q11

What additional feedback would you like to include?

We need to have the TPA agencies define policy level advice. They are supposed to have done this, but somehow forgot about it.

#4

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

I feel that our meetings could be more focused on the agenda items at hand. Sometimes speakers are allowed to go off topic or several speakers from the same entity will dominate the conversation. I feel that some members do not get an opportunity to speak, or decline to speak because the conversation has shifted away from the topic

Q2

Describe what a successful Board term looks like for you.

A successful term includes lots of conversations with representatives of other entities whom may have different priorities than one's own. The networking, public discussion of issues, and exposure to information should positively reshape each member's perspective and result in greater awareness of the issues among each of the represented entities.

Q3

What would you like changed about current Board meetings to encourage more participation?

A roll call of sorts, asking all members to comment on what issues are of importance to them at the time would be good.

Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

I feel (more) fulfilled when I leave knowing something that I didn't know before, or having gained a greater understanding of a complex issue or conflict. I appreciate the presentations on Hanford Site planning efforts.

Q5

How can the HAB utilize you experiences more effectively?

We do need to identify any organizational strengths which are enhanced by the individual qualifications or experiences of individual members. I'm not sure how to do that but the answer may be in promoting exercises or practices which require members to actively part i c i pat e.

Q6

How can the Board improve? What ideas do you have to make it better?

Although it is difficult to achieve consensus with such a large and diverse group of affected parties, I think it would be good if we are able to reach conclusions for HAB endorsed recommendations regarding appropriate issues. We may not be able to come to a conclusion for some of the more controversial issues, however there are many matters that we can all (or mostly) agree on.

Q7

What would you say are the top capabilities of this Board?

I believe that the HAB creates an environment where issues can be discussed in a frank, respectful, and objective manner despite the diverse perspectives of the members. The ability to share perspectives and promote positive understanding among a very diverse and sometimes competitive group of entities is a top capability.

Q8

What aspects of the HAB need to survive long after Board members are gone?

The respect, patience, understanding, and camaraderie that are present now should be valued and preserved indefinitely. The HAB feels inclusive even when members disagree about an issue. Inclusiveness is a rare quality in a diverse organization and promotes understanding and collaboration.

Q9

What would you say is the vision for the HAB?

To facilitate the eventual closure of the Hanford Site while monitoring any issues related to public health and safety, as well as seeking to identify economic and community development opportunities.

Q10

How could Committee meetings make a bigger impact?

We could issue public statements outlining our positions on different issues or drawing attention to matters we believe our stakeholders should be aware of. In some cases it may be appropriate for the HAB to comment on, or take a position on issues where consensus exists.

Q11

What additional feedback would you like to include?

I really enjoy participating in the meetings and have become acquainted with some members and the TPA staff. I do think it would be beneficial to the group to have some social opportunities as a group.

#5

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

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Q2

Describe what a successful Board term looks like for you.

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Q3

What would you like changed about current Board meetings to encourage more participation?

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Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

Had a good discussion where everyone increased in understadning.

Q5

How can the HAB utilize you experiences more effectively?

Write more advice.

Q6

How can the Board improve? What ideas do you have to make it better?

Take on the actual policy they are discussing in holistic negotioations rather than ssume we cannot influence it.

Q7

What would you say are the top capabilities of this Board?

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Q8

What aspects of the HAB need to survive long after Board members are gone?

Cons ens us

Q9

What would you say is the vision for the HAB?

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Q10

How could Committee meetings make a bigger impact?

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Q11

What additional feedback would you like to include?

none

#6

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Q1 **Respondent skipped this question**

What process or norms have you experienced in other settings that you would to see added to our meetings?

Q2
Describe what a successful Board term looks like for you.

I am looking for two things: 1) That Hanford work areas are operating in a manner that is satisfactory to me and the board, and 2) That occasional advice from HAB be implemented into a work area.

Q3
What would you like changed about current Board meetings to encourage more participation?

The discussion time is implemented without DOE representatives present. Committee chairs manage discussions.

Q4
When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

Seeing Hanford goals reached or HAB advise accepted.

Q5
How can the HAB utilize you experiences more effectively?

Visits to the field (not just sitting in a room listening to managers speak). Example: Let's see first hand how DFLAW operates as it is tested. Maybe we have some useful suggestions.

Q6 **Respondent skipped this question**

How can the Board improve? What ideas do you have to make it better?

Q7

What would you say are the top capabilities of this Board?

Expertise from former and current workers. They make complicated work areas easier to understand. They bring fine details to our discussions .

Q8

What aspects of the HAB need to survive long after Board members are gone?

Community dialog about Hanford.

Q9

What would you say is the vision for the HAB?

Its whatever the DOE vision is. It's not possible to do otherwise under current rules.

Q10

How could Committee meetings make a bigger impact?

More face-to-face meetings. Faster responses from DOE re: questions.

Q11

Respondent skipped this question

What additional feedback would you like to include?

#7

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

The HAB is recovering from the COVID video meeting years, and from the loss of much of our tribal memory with the selective enforcement of term limits. I would urge us to find more ways to build relationships among members. One thing would be to actively get folks together for lunch on meeting days, which was done once a year or so ago and which I found valuable.

Q2

Respondent skipped this question

Describe what a successful Board term looks like for you.

Q3

Respondent skipped this question

What would you like changed about current Board meetings to encourage more participation?

Q4

Respondent skipped this question

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

Q5

Respondent skipped this question

How can the HAB utilize you experiences more effec tiv ely ?

Q6

Respondent skipped this question

How can the Board improve? What ideas do you have to make it better?

Q7

Respondent skipped this question

What would you say are the top capabilities of this Board?

Q8

What aspects of the HAB need to survive long after Board members are gone?

Active stakeholder involvement, including a new emphasis on challenging costs.

Q9

What would you say is the vision for the HAB?

The HAB helps expedite economically-responsible Hanford cleanup and restoration.

Q10

Respondent skipped this question

How could Committee meetings make a bigger impact?

Q11

What additional feedback would you like to include?

After 3 years, I have been disappointed that the scope of the HAB is narrower than I had hoped. 562 billion dollars for lifetime Hanford cleanup is absurd given the other problems the USA faces. Yet, we are stuck with archaic drinking water standards and unrealistic end-use scenarios. Working within the existing constraints, the HAB can make only tiny course-corrections for the DOE juggernaut. I am disillusioned.

#8

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

Can't think of anything at this time. Some meetings I've been to take five minutes of stretch time now and then.

Q2

Describe what a successful Board term looks like for you.

The board member can point to at least one contribution to the HAB, or to some aspect of the Hanford enterprise, that he or she can be proud of. Examples: coming up with a better interpretation of information presented, or better guidance, or alerting the HAB to an unrecognized problem, or discovering something new that needs to be addressed, or contributing to the long-term health and effectiveness of the HAB as an organization.

Q3

What would you like changed about current Board meetings to encourage more participation?

Current Board meetings are fine as is. Mainly try to avoid getting mired down in excessive administrative housekeeping, and more focused on problem-solving or educating the Board about something. Sometimes, as we know, procedural matters could be better addressed off-line)

Certainly getting this Alternate HAB members matter resolved will encourage more participation.

Finally, what can be done about getting HAB members who are not agency representatives(e.g., from state agencies) better integrated into the board, in terms of education or influence? Example: how can a lay person representing the LWV participate effectively on a team with fold from state agencies?

Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

That I have been listened to, or that I have participated in a great conversation, or that the presentations lead me to a better understanding of some problem, or that I've been able to share some useful knowledge. So far each HAB meeting has been a great experience.

Q5

How can the HAB utilize you experiences more effectively?

First, the HAB could make an effort to find out the HAB members' skills and interests, perhaps by survey, or by asking for detailed CVs. That would provide an information base for matching skills and interests to outstanding problems, or to the best project committee or team.

Q6

How can the Board improve? What ideas do you have to make it better?

Do all that can be done to make HAB meetings accessible via technology to members and observers who can be at HAB meetings personally. This goes beyond just Zooming in (tho' Zoom and its equivalents are already enormously helpful in that regard). Sometimes remote participants experience low bandwidth problems or connectivity problems. Maybe that could be improved. Maybe using larger screens (if at all possible) would help remote members appear to be more present at the meetings. We appreciate the A-V efforts that have already been done.

Also HAB should reconsider this 100-mile limit on residency for HAB membership that I keep hearing about. For example, folks living in Portland who are directly 200-miles downriver from Hanford would likely be adversely effected if (God forbid) some black swan type disaster dumped large quantities of radionuclides into the Columbia River, so why should they be excluded from being represented on the HAB solely by virtue of distance?

Q7

What would you say are the top capabilities of this Board?

By board members being outsiders from the community, they have not yet been co-opted by the Hanford system, and are therefore able to take a fresh look at what's going on, and can be alert to anything amiss, and can also call attention to things that are going well as the Hanford cleanup mission is conducted. It helps that many of the HAB members are accomplished professionals and experts themselves and can therefore handle the practical esoterica of Hanford operations. Sometimes it takes a naive outsider to recognize that the emperor has no clothes.

Q8

What aspects of the HAB need to survive long after Board members are gone?

Its history, its ethics, and its capabilities. Certainly maintaining an archive of all its meetings and written product. Will a historian be engaged to write a history of the HAB's efforts and contributions?

Q9

What would you say is the vision for the HAB?

To be the institution that effectively holds the Tri-Party institutions (USDOA, EPA, WaEcology) accountable for results of their Hanford clean-up efforts. To participate in restoring the Hanford area to its former glory (I'm searching for words here) and to its future potential.

Q10

How could Committee meetings make a bigger impact?

The answer depends on what kind of impact the HAB wants to make, and to whom. Does the media cover HAB meetings? Who should attend HAB meetings? I think this would be a good subject of discussion at a future HAB meeting.

Q11

What additional feedback would you like to include?

These are all excellent questions, and I hope they (including their responses) can be discussed in future HAB meetings.

#9

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

Foster engagement with all meeting participants, both in person and online through active facilitation. Solicit feedback at the end of each meeting (often called plus/delta). After the meeting, promptly distribute minutes that accurately capture the discussions, decisions made, and action items. Assign responsibilities for action items and set deadlines.

Q2

Describe what a successful Board term looks like for you.

A successful board term would be productive in terms of issuing meaningful advice – something the board has done little of in the past few years. Board meetings would engage the members and agencies in substantive discussions about the cleanup rather than rearranging the musical chairs. Individual board members and alternates would show up to at least 75% of the meetings or be dismissed. The Board would hold one or more regional meetings. And individual members and alternates would have the opportunity to contribute their unique perspectives and experience in developing advice.

Q3

What would you like changed about current Board meetings to encourage more participation?

Include alternates as full participants in presentations and discussions to include the perspectives of a broader public. (Of course each seat has only one vote.) Cover travel expenses of all participants. Find a single, suitable venue in the tri-cities to hold the meetings - there are too many IT disruptions and problems with HVAC, nearby access to lunch, lodging, etc.

Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

I've had that feeling after a number of presentations and discussions, but I've never had that feeling about a HAB meeting in its entirety. The word dysfunctional comes to mind.

Q5

How can the HAB utilize you experiences more effectively?

Focus on critical issues related to the project rather than squabbling over bureaucratic nonsense and letting DOE micromanage the board.

Q6

How can the Board improve? What ideas do you have to make it better?

See # 10 & #11

Q7

What would you say are the top capabilities of this Board?

The Board is currently underperforming in terms of addressing the critical cleanup issues at Hanford and issuing advice. It has the potential to offer more and better advice based on the perspectives of its broad-based membership if it is allowed to manage its own affairs. Presently the Board's primary function is that its existence allows DOE to check the box that indicates to HQ and Congress that it has the mandated public advisory board. Brian Vance indicated in the January meeting that the Board has already completed its primary reason for existence and is now what one would call window dressing.

Q8

What aspects of the HAB need to survive long after Board members are gone?

Not sure what this question is asking, perhaps when the board sunsets at the end of the century? In that case, an end state at Hanford that protects human health and the environment from the legacy of plutonium production.

Q9

What would you say is the vision for the HAB?

The HAB is the only public forum that fully explores the details of the Hanford cleanup and offers independent advice to the TPA agencies drawing on the wide-ranging viewpoints of the public. Ideally, the HAB would provide significant advice and insights on key Hanford decisions, but this function has increasingly been assumed by environmental activist organizations because of the HAB's low level of participation and productivity.

Q10

How could Committee meetings make a bigger impact?

HAB committees are meandering forums organized around a vague set of overlapping topics. The HAB should annually organize its committees around the goal of delivering advice on major and specific future cleanup decisions within a rolling 18-month window (because HAB terms are only 2 years). Examples would include the issue of grout vs. glass for supplemental LAW, TRU and orphan waste disposition, HLW treatment, etc. Getting redundant updates on LAW melters and tank integrity does not result in advice. Participation in discussions about operational issues like community relations and industrial safety does not result in advice. The HAB should only work on strategic issues due to its limited workforce.

Q11

What additional feedback would you like to include?

On February 6th 2024 the Hanford Advisory Board (HAB) unanimously approved advice to the Tri-Party Agencies (TPA) agencies that requested DOE to fund 4 full board meetings, one regional meeting and full participation of board members and alternates. The impetus for this advice was recent actions by Hanford DOE's management to limit the number and content of HAB meetings and constrain participation by members of the public and the organizations represented on the Board.

The HAB is the only public forum that fully explores the details of the Hanford cleanup. The differing perspectives of its membership represent DOE employees, local government, business, agriculture, environmental organizations, and regional interests, including three tribal nations and the State of Oregon. Individual members of the HAB devote considerable time to reviewing regulatory and cleanup activity and their interaction during meetings is critical to understanding the complex issues at Hanford and developing meaningful advice.

On occasion, DOE's goals and actions do not completely align with the public's interest. The HAB is the forum where these differences are highlighted with the intent of improving major decisions and assuring continued support for Congressional funding.

Many members of the HAB believe that the operation of the Board is being actively eroded, undermining the Board's effectiveness and autonomy. In the Board's February meeting, ten members objected to the changes being implemented by DOE, none voiced support.

EMSSAB Officer Snyder at the Executive Committee meeting acknowledged that the HAB is grandfathered in as a precursor to the current EMSSAB. The HAB is different from the other EM advisory boards in that it supports multiple federal agencies (DOE and EPA), the Washington Department of Ecology and uses alternates to provide a broader base of public participation. It is also the only consensus advisory board. Because the HAB is unique, it has a long-standing established set of practices and procedures that should only be changed with the consent of all parties. DOE is unilaterally imposing a flawed governance model inappropriate for public input to the largest nuclear waste site in the country and inconsistent with 30 years of past practice. The Board makes all important operational decisions by consensus and in consultation with the TriParty Agencies. The unilateral changes imposed by DOE violate this spirit of consensus and have no demonstrated support from members of the Board.

The HAB should be self-governing with support from the TPA agencies, not controlled by DOE, to ensure it meets its mission of delivering substantive advice from the public.

#10

COMPLETE

Collector: Web Li nk 1 (Web Li nk)
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Q1 **Respondent skipped this question**

What process or norms have you experienced in other settings that you would to see added to our meetings?

Q2
Describe what a successful Board term looks like for you.

Working through the advice and consensus process, building relationships with fellow Board members, having a positive working relationship with the TPA agencies and facilitation team, receiving robust, timely briefings about Hanford cleanup that allow the Board to produce independent, actionable, policy-level advice.

Q3
What would you like changed about current Board meetings to encourage more participation?

More transparent and forward-looking agency briefings that would allow Board members to produce independent, actionable, policy-level advice. If the Board primary and alternate members feel they are relevant and have an impact on Hanford cleanup decisions, then they are more likely to show up to the meetings.

Q4
When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

Robust, informative, transparent agency briefings and rich, productive discussion from Board primary and alternate members. Open sharing of different viewpoints and perspectives from all primary and alternate members in a respectful environment. Ability for all primary and alternate members to ask questions and receive transparent responses from the agencies in return. Openness to critical perspectives with more curiosity than defensiveness.

Q5 **Respondent skipped this question**

How can the HAB utilize you experiences more effec tiv ely ?

Q6

Respondent skipped this question

How can the Board improve? What ideas do you have to make it better?

Q7

What would you say are the top capabilities of this Board?

The Board's top capability is in its primary and alternate members. The Board represents a wide range of interests and therefore is capable of providing a variety of perspectives, knowledge, and expertise on Hanford cleanup. Each seat plays a role in making this Board more informed. Robust discussion, strong advice, technical expertise, critical thinking, connections with workers on the front lines of cleanup, ties to the local and regional communities, and perspectives and expertise of Tribal Nations are all top capabilities.

Q8

What aspects of the HAB need to survive long after Board members are gone?

It should remain a diverse Board of local and regional interests, including Tribal governments and the state of Oregon. It should remain a consensus Board that produces independent, actionable, policy-level advice to the TPA agencies. Institutional knowledge must be preserved.

Q9

What would you say is the vision for the HAB?

To produce independent, actionable, policy-level advice that has a real impact on TPA agency decisions about Hanford cleanup. The HAB's values drive its vision.

Q10

How could Committee meetings make a bigger impact?

More transparent and forward-looking agency briefings that would allow Board members to produce independent, actionable, policy-level advice. Scheduling enough time for conversation and building understanding for all Board members who attend.

Q11

Respondent skipped this question

What additional feedback would you like to include?

#11

COMPLETE

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Q1

What process or norms have you experienced in other settings that you would to see added to our meetings?

I would like to be able to connect with board members in between meetings. Have a roster. Make sure people have a chance to introduce themselves to each other. It feels like there is a long time in between meetings. It's hard to build a rapport.

Q2

Describe what a successful Board term looks like for you.

I would like to be able to contribute to meaningful advice. I would like to learn more about what's going on with the cleanup, and be able to be an advocate for good cleanup policies.

Q3

What would you like changed about current Board meetings to encourage more participation?

I would like more socializing after the meetings. I would like more check-in in between meetings. When you don't live in the Tri-Cities, it is difficult to travel. Perhaps virtual check-in that are not just committee meetings.

Q4

When you leave a Board meeting feeling fulfilled, what contributes to creating that feeling?

Being heard by my fellow board members and having my perspectives, recognizing and respected by the Tri party agencies.

Q5

How can the HAB utilize you experiences more effectively?

I would like to be a committee chair, but I sometimes don't feel like it's worth the effort. I'm not sure where this Hanford Vu board is going to be going if the part of vendors continues to narrow our scope, our ability to meet and take away independence.

Q6

How can the Board improve? What ideas do you have to make it better?

The hat needs to be able to make its own rules and not be controlled by the department of energy. We are an independent board, and we should be able to express our opinions and develop advice without being stifled by process and Narrow interpretation of our mission or rules.

Q7

What would you say are the top capabilities of this Board?

The board has many members with a lot of unique and interesting experiences. From those who work at the site, those who have worked at the site, those who are regional leaders or come from different communities. We are well positioned to provide a diverse group of perspectives. I still would like to have more Participation from low income and marginalized communities.

Q8

What aspects of the HAB need to survive long after Board members are gone?

Respect, good research and information, sharing, development of advice from a variety of perspectives around the region that can move our community and the cleanup forward.

Q9

What would you say is the vision for the HAB?

Revise board is here to provide guidance to the Tri parties, especially department of energy on cleanup priorities, provide vision for the long-term Outcomes of the cleanup, future use of the land and resources, and protection of the river for future generations.

Q10

How could Committee meetings make a bigger impact?

Meetings need to be run by and focused on priorities of the board. Agencies need to provide accurate information and be open to feedback and dialogue.

Q11

Respondent skipped this question

What additional feedback would you like to include?

THANK YOU