

QUEST FOR QUALITY  
INFORMAL PROCEEDINGS OF THE FIRST HANFORD SITE  
TECHNICAL COMMUNICATIONS SEMINAR

R. E. Allen

November 1993

Presented at the  
Quest for Quality  
November 17, 1993  
Richland, Washington

Prepared for  
the U.S. Department of Energy  
under Contract DE-AC06-76RLO 1830

Pacific Northwest Laboratory  
Richland, Washington 99352

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## Acknowledgments

A committee led by Kelly Parnell organized the seminar. Kelly was assisted by Bob Allen, Shannon Downs, Barb Eaton, Anita Lebold, Sharon Loverne, Kathy Lumetta, and Jodi Melland. Seminar notes taken by Melanie DeSmet, Barb Halka, Sharon Johnson, Wendy Keegan, Pam Novak, and Sallie Ortiz were invaluable in preparing these proceedings; Michaela Mann provided editorial support.

The enthusiastic participation of everyone attending the seminar made it a success and is greatly appreciated.



Battelle Technical Communications

*invites you to a Hanford Site*

Technical Communications Seminar

*November 17, 1993 - EESB Building, Snoqualmie-Stevens Room*

**Agenda**

9:30 a.m. Welcome, Lois Holmes  
10:00 a.m. Working Sessions  
10:45 a.m. Break  
11:00 a.m. Working Sessions  
11:45 a.m. Wrap-up, Bob Allen  
12:00 p.m. No-host lunch (optional)

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**Registration\***

Name \_\_\_\_\_

Title \_\_\_\_\_

Company \_\_\_\_\_ Phone \_\_\_\_\_ MSIN \_\_\_\_\_

*\*Send registration to Kelly Parnell at K6-18 by 11/10/93 (376-7645).  
Limited space available. To obtain a menu for a box lunch contact  
Barbara Eaton (376-6647).*

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## Introduction

Eighty-eight people from five Hanford contractors gathered November 17, 1993, at Pacific Northwest Laboratory (PNL) to embark on a quest for quality in Technical Communications.

PNL's Applied Technologies Communication (ATC) section of the Technical Information and Communications Department (TI&CD) hosted the half-day Quest for Quality seminar, which covered such topics as document design, site-wide production standards, and "reinventing government." The seminar was the first of its kind to include technical communications professionals from all Hanford Site contractors; attendees included technical editors and writers, publications assistants, text processors, and document production staff. A complete list of the attendees is included as Appendix A and the presenters are listed in Appendix B.

Five Hanford contractors have technical communications staffs, all trying to meet the needs of one primary customer: the U.S. Department of Energy (DOE). Historically, these contractors have maintained different processes and standards with regard to document production, and little interaction or information-sharing has occurred. To begin remedying that situation, PNL invited technical communicators across the Hanford Site to attend the first Quest for Quality Technical Communications Seminar.

The purpose of the seminar was to identify ways to improve the quality of Hanford's communication products and processes and to strengthen ties among technical communications staffs at the site. We hoped to open the lines of communication for future collaborative efforts.



# Seminar

The planning committee sent an interest and topic survey to technical communication professionals throughout the Hanford Site to determine what topics would interest the potential audience. From the results of the survey, six topics were chosen to be presented in two sessions. Two of the topics had such broad interest they were presented in both sessions. The sessions and topics are shown in the table at the bottom of the page.

After introductory remarks by Lois Holmes, Manager of PNL's Technical Information and Communications Department, the attendees participated in the individual sessions that are summarized in the following section.

## Agenda

### Session 1

*10:00 a.m. - 10:45 a.m.*

Document Design*	Document Production Standards*	SGML	Project Planning and Tracking
Snoqualmie Room	Stevens Room	Cayuse Room	Stampede Room

### Session 2

*11:00 a.m. - 11:45 a.m.*

Document Design	Document Production Standards	Project Collaboration	Reinventing Government
Snoqualmie Room	Stevens Room	Cayuse Room	Stampede Room

*\*This topic is repeated in Session 2.*



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# The Sessions

## The Dos and Don'ts of Document Design

*Nancy Johnson, a Technical Illustrator for BCSR, has a degree in commercial art. Rose Watt, a text processing Team Leader at PNL, has 14 years' experience in the graphics and communications fields.*

A document should have a balanced mix of headings, text, type fonts, graphics, and white spaces, which will be described here. When formulating the right mix, consider that the balance point is the optical center of the page, which is about one-third of the way down the page and 2 to 3 inches from the left margin.

### *Type Styles*

Type fonts come in two styles, "serif" and "sans serif," and each style is suited to different purposes or moods. A serif typestyle can be recognized by "feet" on the letters. Some type fonts that exemplify the serif style are Times Roman, Bookman, Palatino, and CG Times Scalable. A serif font is easier to read, and lower-case letters are unique and immediately recognized. Sans serif fonts do not have feet; examples include Helvetica, Swiss, and Universe.

The type font chosen should be aesthetically pleasing and appropriate for the audience and the product. Type fonts can project an image; for example, a document set in Times Roman projects a dignified image, while one set in Lydian sets a friendly tone.

The use of more than three different type fonts on a page presents a confusing look and should be avoided. Because they are harder to recognize, sans serif fonts should be used only for small blocks of type such as headings.

### *Headings*

Headings include the main headline and any subheadings that appear to break up the organization of the text. Because headlines are meant to be the first item a reader sees, they should arouse interest. They should not, however, be wordy; headlines

should be informative but brief, using short, simple words (no more than 10) to provide information about the subject matter to the reader.

The subheadings, too, should use words sparingly. The type size should be varied to indicate the level of headings if headings are not numbered.

As for the appearance of a headline or subheading, avoid using all upper case; lower-case letters are easier for the eye to recognize. Begin with a capital letter, but consider using lower case for the remainder.

#### *Text Justification*

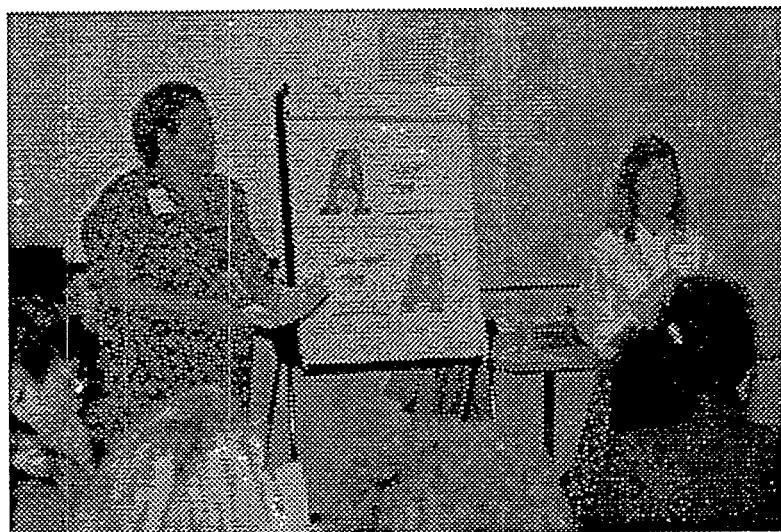
Text “justification” describes how the text aligns. The recommended style of alignment is left-justified text, which is flush to the left margin, with a ragged-right edge that is well hyphenated. Justification of both left and right margins tends to result in text with irregular spacing between words; such spacing thwarts reading and creates white “rivers” that flow down the page. These rivers are distracting and unattractive.

Avoid ragging both left and right margins (center and asymmetrical justification); such text is difficult to read.

#### *Graphics*

Graphics and illustrations should support the message of the product. Design the product so that the flow of elements guides

*Rose and Nancy illustrate serif and sans serif type.*



the reader's attention through the message. All graphics must provide relevant information to the reader; avoid illustrations that, although interesting, distract from the message.

Photographs should be neatly cropped to eliminate unnecessary details that would distract or confuse the reader. People in photos should always face into the binding. They will appear to be looking into the document rather than looking out uninterestedly.

### **White Space**

White space adds contrast and provides a resting place for the reader's eyes. Maximizing the use of white space will result in a more attractive and readable publication. As a rule, a page should contain at least 50% white space, which can be designed in many ways. For example, a wide margin on one side of the page provides white space and a creative way to place headings, intermittent pull quotes, or illustrations.

There should be no trapped white space on the page—all white space should be permeable. Consider this to illustrate the point: If you pour a glass of water onto the top of the page, it should be able to flow through the white spaces to the bottom without getting trapped in a pocket.

### **Document Production Standards**

*Jeff Highland is the Manager of Documentation Support Services within WHC/IRM. He is a member of the Nuclear Information & Records Management Association and is the chairman of the Hanford Technical Information Council. Stephanie Janicek has spent 9 years in editing and 4 1/2 years in management, first with Rockwell and now with BCSR. Gail McClure is a Technical Information Officer for DOE, Richland Operations Office. Pat Schuette manages the Records Management and Document Control Section at PNL. Darlene Varley is a Publication Specialist in the Records Management and Document Control Section of the Communications Directorate at PNL. Joe Flynn, a Technical Communications Specialist at PNL, moderated the panel.*

This session featured a roundtable discussion among representatives of the Hanford contractors and RL. The topic was chosen in response to interest shown in the different document standards

in effect at Hanford and the different ways the contractors are interpreting and implementing DOE requirements.

#### *Style and Format*

The DOE Orders governing document standards are being revised; the new Orders are expected to establish general, not specific, requirements. If standards are set for all Hanford contractors to follow, they will be set by RL.

The styles contractors use tend to be a combination of styles handed down from previous contractors and from their headquarters. Each contractor has a style guide. For example, PNL standards for internal documents are governed by the *Author's Guide to Publishing at Battelle*, a PNL document. The standards allow a degree of leeway in format and appearance, allowing documents to be tailored for the audience and purpose of the document. PNL wants its documents to have a certain "look" so they are instantly identifiable as PNL products. For documents being released outside PNL, the desires of the client take precedence over PNL guidance.

DOE doesn't have a preference for the style of documents, and other DOE sites lack common standards. The concern is for quality documents regardless of format. The variety of types of documents precludes a common Hanford standard. To a degree, document standards and formats are limited by the capabilities of the equipment that produces the document.

The use of color in documents brought up some questions that were not resolved. Some contractors are allowed to have equipment for color printing and duplicating, and some are not. The Government Printing Office has imposed rigid criteria for the use of color. The color illustration must provide information that a black-and-white illustration cannot portray. Color should not be used as a substitute for good graphic design.

#### *Document Clearance*

DOE has only one requirement for clearance—patent review. The rest of the requirements are specific to the individual subcontractor. Other steps are taken to protect contractors from liability and to ensure the quality of products.

Clearance procedures differ across the site and may differ among different types of documents. WHC verifies that the document has all the necessary components. If a document is very poor, it will be returned to the author by WHC or DOE. At PNL, pre-printing review does a quality check of the document, adds the appropriate disclaimer, verifies all components are present, and verifies clearance comments have been addressed. KEH does not require that documents be cleared. KEH authors are producing their own covers and title pages, then distributing the document. Most KEH documents are blueprints and other construction-related items.

The time needed for a document to complete the clearance process was not specific to the contractor but to the type of document being cleared. Documents that are jointly produced by two or more contractors are cleared internally by each contractor; the lead contractor is responsible for RL clearance. WHC and PNL now work more closely than ever to streamline joint-author documents. DOE-RL (Laboratory Management) has now delegated its review authority to PNL for certain classes of documents; DOE still wants to see items related to sensitive issues, e.g., applied technologies, export control, national security. Many author complaints about the slowness of the clearance process are a result of delay in peer and management review, which take place before the document is sent to the clearance office.

Another delay problem involves requests for documents from regulatory agencies. Regulators often visit the site and learn about documents that are in preparation. They formally request a copy of that document, even though it may not have been cleared, or even written. This can give the appearance of foot-dragging or an attempt to cover up information.

Electronic documents present a challenge to the document control system. The ability of anyone to create and electronically transmit documents results in a loss of control over content and quality. The same rules apply to electronic documents as hard copy documents, but we lack an effective enforcement procedure. Nothing is in place yet to remedy this, but we need a mechanism of quality assurance to look at these products. Two task forces are addressing this at the strategic level but not from an implementation plan level.

Clearance of draft documents is recommended by Darlene Varley. The word "draft" must appear somewhere on every page. She told a horror story about clearing a draft document for client review that had the word "draft" only on the cover. The client put a new cover on the document and published it as it was.

PNL offers tools to educate authors regarding producing and clearing documents (publication orientation, workshops, writer's resource and one-on-one education between communications staff and the author). This training is not required; however, individual managers may require their staff to attend.

#### *Conclusion*

The Hanford contractors' communications staff have a sense of responsibility to provide quality documents. It is very difficult to put out an effective procedure to ensure that every document will be well written. Authors are not necessarily good writers, and they may not consult an editor. Editors are not required for document production. Educating authors on both good writing techniques and the value added by professional communications staff presents on-going challenges for the future.

#### **Understanding the Up-and-Coming SGML**

*Pam Novak is a Section Manager in technical communications at PNL. Together with several of her staff, she is spearheading the SGML effort at PNL. She was a member of the OSTI team that developed the strategic plan for implementing SGML throughout*

*Roundtable discussion of document production standards. From the left, Stephanie Janicek, Jeff Highland, Darlene Varley, and Gail McClure.*



*the DOE community, and she participates on the OSTI SGML Technical Working Group.*

Standard Generalized Markup Language (SGML) is the International Organization for Standardization (ISO) standard for document description and electronic information exchange. SGML is a computer programming language that has the potential to meet the demands of publishing technology. DOE first started to use SGML in the 1970s at the Oak Ridge National Laboratory (ORNL), and they're trying to inspire other national laboratories to follow the ORNL example.

SGML is nonproprietary and will work on virtually all computer systems—Unix, PC, Macintosh, etc. The user will need a program that in the near future will be as transparent as DOS to implement this electronic language; WordPerfect is currently developing products for SGML.

An SGML document is independent of formatting; structure is the most important element in the document. This can be compared to an outline. In order for a document to be structured in a consistent manner, a Document Type Definition (DTD) needs to be developed. A DTD is a set of rules creating a program using one set of tags.

The SGML language uses these tags to move through the document, finding information and marking it. This eliminates the need to read through entire stretches of text to locate key information.

It is predicted that SGML will become thoroughly integrated into our publishing systems. Although DOE has not issued an order, there is a strategic plan and a timeline for converting to SGML. The projected date is 1995.

## **Realistic Project Planning and Tracking**

*Sandi Edler is a Project Management Documentation Specialist with the Project Management Support Department at PNL. Previously, she worked for 13 years in technical communications at PNL.*

Creating a strategy at the beginning of any project is the key to quality documents. This strategy has six sequential steps.

1. Define and plan the work. Definition includes identifying the audience, the client, the desired end product, and the deadline. Planning the work requires a determination of the requirements to complete the work. The project team is assembled, work activities are defined, a schedule is set to meet the deadline, time/cost estimates are prepared for the team and outside support staff, and milestones are set.
2. Reach agreement with the customer. Present the work plan to the customer, and discuss funding levels and constraints. Negotiate changes in scope, schedule, or budget if necessary. Decide how charges will be tracked with one or more work packages.
3. Begin the work. Communicate the agreement made with the customer to the project team, making sure everyone understands his or her role. Start!
4. Assess your progress. Compare completed work to planned schedule and budget. If there is a variance, identify the problem: changed work scope, incorrect estimate, work performance problem. Periodically report the progress to the customer.
5. Manage changes in the work. If a change occurs, determine the impact on the project. Discuss the impact with the customer along with options to deal with it. Agree on changes to scope, schedule, or budget.
6. Close out the work. Ensure that the work is complete and meets the customer's expectations. Tell the project team when the project is complete and that no more charges can be made to the work package. Prepare appropriate kudos for the team. Return all originals, art work, software, etc., to the customer. Don't forget to discuss future work.

The first two steps of project planning are usually ignored. Often, the editor will jump into the project on the third step, when, in fact, the first steps of the process are the most important ones.

Following this process has several benefits. It provides a clear picture of the status of the work, since you know what was planned, what was done, and what it cost. This will increase the

confidence in future estimates and create credibility with customers. And, it will give you more control over your schedule.

Assessing the needs and the resources needed for each of these steps will help determine how much time and money is needed for the project. Making sure customer expectations have been met can mean increased demand in the future.

For more detailed information on how this process works, PNL-MA-9, *Essentials of Project Management*, and PNL-MA-95, *Research Project Management*, are available through PNL's Document Control. In addition, PNL's Project Management Support Department offers training on the project management process (see the Training Course Catalog).

### **Making the Most of Project Collaboration**

*Judy Danko and Julie Gephart are Senior Technical Communication Specialists at PNL.*

This storyboarding session focused on defining ways to optimize teamwork among members of the publishing team. The publishing "team" was generally defined as those whose expertise is necessary to produce a quality communications product. The need to make the most of project collaborations is driven by the reality that we generally must work in teams in order to achieve quality, a continuing desire to improve publishing services, and tighter budgets that require us to work more efficiently.

The first part of the session was devoted to identifying the top three barriers to effective teamwork. Participants identified approximately 25 barriers, then, in a round of voting, selected the following as the top three barriers:

1. work not clearly defined
2. crisis-mode operation
3. team members working outside their areas of expertise.

Each barrier was addressed in a separate 5-minute brainstorming session. Again, participants voted, this time to select the top five solutions. The results are presented below.

1. Ways to define the work clearly

- Ask questions.
- Identify the schedule.
- Identify the level of quality required.
- Participate early in project planning.
- Specify the final product.

2. Ways to avoid, minimize, or eliminate crisis

- Keep all team members informed of changes.
- Anticipate problems.
- Schedule ahead.
- Don't promise what you can't deliver.
- Don't assume anything.

3. Ways to make sure we stay in our own area of expertise

- Understand other team members' areas of expertise.
- Promote (to the customer) the expertise of others on the team.
- Keep the common goal in mind.
- Plan to get the right help so you don't end up trying to do all the work.
- Keep current in your area(s) of expertise.

The 45-minute session was lively, but friendly! Participants moved easily to consensus—even though they represented three different contractors and four publishing positions (editor, text processor, publications assistant, and graphic artist).

## Reinventing Government: What Does It Mean for Us?

*Susan Ennor is a Technical Communication Specialist at PNL. Nancy Stratton is a Technical Communication Specialist in the Technology Management Communications Section at PNL. Jim Thielman, of PNL, serves as an Information Management Specialist to the DOE Security Transition Program Office.*

In March 1993 our federal government initiated a 6-month National Performance Review under Vice President Al Gore's leadership to review government policies and practices. The goal was to identify ways to make government work better and cost less. In the process the following four practices were found to be common to successful organizations: cut red tape, put customers first, cut back to basics, and empower employees to get results. Each of these practices can be proactively applied within our own spheres of influence starting today! The successful practices and a hands-on application of the practices at Hanford are described in the following sections.

### *Successful "Reinvention" Practices*

Cutting red tape involves developing and pursuing bottom-up initiatives rather than responding to top-down requirements. It means giving authority to those who are in the trenches managing the processes and doing the work. By reorienting our ways of thinking and doing business we can focus on helping ourselves and our organizations perform better so that we prevent waste, fraud, and abuse. Each of us can help cut red tape by re-evaluating and continuously improving our systems and processes to remove unnecessary restrictions and inefficiencies that cost time and money, and by identifying ways to eliminate regulatory overkill.

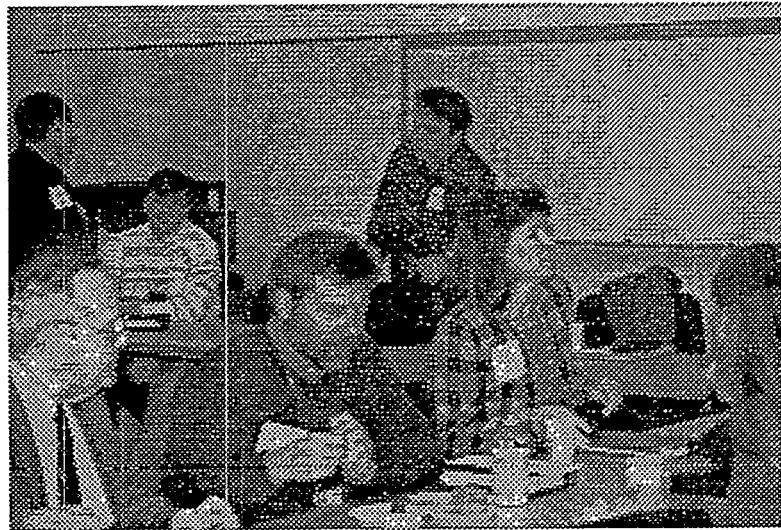
Putting customers first means giving customers a voice and a choice. It means putting ourselves in the customers' shoes and asking what we as customers would want (then questioning and changing bureaucratic elements and old ways of thinking that keep us from achieving the desired results for our customers). We need to organize work according to customer needs and outcomes, not according to the organizational chart and operational turf. As service organizations we should be required to compete,

because competition is the surest way to cut costs and improve services to our customers. We should eliminate monopolies, instead creating market dynamics based on healthy competition and customer choice, both of which create incentives that drive us to put customers first and free us to improvise, innovate, and make decisions when serving our customers. We should also set value-based performance standards that reflect customer expectations and strive to meet and continuously improve them to create and maintain positive market dynamics.

Cutting back to basics requires that we each review our internal processes to identify and eliminate the obsolete, wasteful, duplicative, and special interest privileges and to better resolve disputes. For instance, we can reduce costs by employing state-of-the-art telecommunications and computer technology. We can collect more for our services to rebuild investment capital. We need to invest in greater productivity—by creating innovation funds to provide the capital needed to invest in training, technology, new work processes, or program innovations that help us cut back.

As with all of these successful practices, top management must break new ground to enhance the quality of work life, to systematically involve employees in the decision-making process, and to change the organizational culture to one in which employees are empowered to reap the benefits of empowerment. As empowered employees we can help develop efficient management systems that cut red tape, measure results, empower customers, and create competitive incentives to create an environment that rewards success. By decentralizing

*Seminar attendees enjoy networking—and eating!*



decision-making power we can give decision-making power to those best suited to it—those who do the work. Empowerment also involves giving us the tools to do our jobs, holding us accountable for our results, and rewarding our successes.

#### *The Hanford Security Transition*

Security and economic transition efforts of RL were recognized by Vice President Al Gore's National Performance Review as examples of reinventing government. As a result, he named Hanford a "reinvention laboratory." The Security Transition Program Office is leading an effort to realign a formerly paramilitary style of security with the industrial-style cleanup mission. An Economic Transition Office is looking at opportunities for economic diversification and re-engineering of site processes and services. The new Hanford Transition Program Office will manage these and other reinvention efforts at Hanford.

A massive transition away from an institutionalized high-security posture cannot occur without planning. This effort started in FY 1990, with a reduction in the number of security clearances. It progressed through a three-person review team in FY 1991, and will be managed by the Security Transition Program Office in FY 1992-94. To align security with the cleanup mission, the site will consolidate remaining defense materials and classified information to a few locations with enhanced security. This would give uncleared cleanup workers easier access to the remaining areas of the site.

The process has three inputs: the current safeguards and security status, the defense mission, and the environmental mission. These inputs go through a series of steps to fully understand the inputs, redesign them, and implement the changes. Hanford contractors are involved in all steps. The process focuses on the drivers—Orders, policies—and the products and services that are needed. One example of this process is the return of law enforcement responsibility for much of the site to the Benton County Sheriff in April 1993. With this change, Hanford Patrol staffing was cut by 38%. Another example is the reduction in security clearances: Q clearances have been reduced 80% and total clearances have been reduced 57% for a savings of \$6.1 million by October 1993.

The security transition effort is transferable to other transition efforts. An experienced staff is in place, along with the

administrative infrastructure. The process has been tested and proven effective. This process could be expanded to cover all of Hanford, particularly the economic transition efforts. Economic transition has the dual goals of building a broad and diverse regional economic base and reinventing the Hanford site for cost-effective cleanup.

### *Lessons Learned*

Several important lessons came out of the security transition effort:

- Empowerment must flow from the top.
- A shared vision must be developed and accepted at all levels.
- For a major cultural shift, it is better to start over rather than attempt to improve the existing culture.
- Progress is measured against an established baseline.
- Results are benchmarked against other successful efforts; funded visits are a good investment.
- Constant communication with all stakeholders is vital.
- There must be a champion, someone high in the organizational hierarchy who actively supports transition efforts.
- Changes have to be implemented; planning is not enough.
- The new culture must include incentives and rewards that match the vision.

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## Appendix A - Attendee Roster

Name	Company	Phone	Mailstop
Bob Allen	PNL	5-2767	K1-22
Marilyn Allen	PNL	5-4577	K1-25
April Andersen	WHC	6-1299	H4-14
Cathy Anderson	PNL	5-4441	K5-20
Erik Anderson	PNL	5-2478	K1-11
Lisa Ballou	PNL	6-8748	P7-18
Mark Bayless	PNL	5-5928	K7-54
Sheila Bennett	PNL	5-6679	K7-90
Vicky Birkland	BCSR	6-6357	H4-17
Jeff Boston	BCSR	6-4657	A3-90
Michele Boston	BCSR	6-6300	L8-07
Erica Brown	PNL	2-4262	K8-14
Gayle Bryan	KEH	6-1588	E6-50
Nora Buel	PNL	2-4288	K8-14
Sandra Cannon	PNL	5-4365	K1-25
Jean Cheyney	PNL	6-0359	P7-18
Ann Coffman	BCSR	2-3924	A2-24
Wayne Cosby	PNL	6-8064	P8-08
Dixie Crockford	WHC	2-2787	H4-14
Sharon Daly	PNL	2-3821	K6-90
Judy Danko	PNL	5-5960	K1-04
Ron Del Mar	KEH	6-1967	E6-50
Melanie DeSmet	PNL	6-5476	K6-62
Shannon Downs	PNL	5-3853	K2-05
Danielle DuBois	WHC	2-3850	G6-59
Barbara Eaton	PNL	6-6647	P7-18
Sandi Edler	PNL	5-3633	K7-73
Susan Ennor	PNL	5-6588	K7-54
Char Entrop	BCSR	6-1996	H6-31
Joe Flynn	PNL	6-5626	B1-40
Kathy Freeman	WHC	6-7614	A2-24
Julie Gephart	PNL	5-2853	K2-50
Wayne Gorst	PNL	5-2773	K7-73
Marlene Hale	PNL	2-4260	K8-14
Barb Halka	PNL	5-2826	K1-04
Don Hanley	PNL	5-2448	K3-53
Kathi Hanson	PNL	5-2199	K1-04
Pat Hays	PNL	6-5506	K6-86
Marye Hefty	PNL	2-4258	K8-14
Jeff Highland	BCSR	6-9535	A3-80
Lois Holmes	PNL	5-2479	K1-29
Margie Hutchings	PNL	2-4191	K8-14

Name	Company	Phone	Mailstop
Jimmie Hylton	WHC	6-0687	G6-57
Stephanie Janicek	BCSR	3-0828	A2-24
Toni Jewell	PNL	2-3790	K8-38
Nancy Johnson	BCSR	6-7138	A2-30
Raquel Johnson	WHC	2-3031	G6-64
Sharon Johnson	PNL	5-2863	K7-70
Wendy Keegan	PNL	2-2257	P7-18
Bette Lauzon	BCSR	3-4242	R1-08
Vicki Lee	PNL	2-4312	K8-14
Sharon Loverne	PNL	6-8717	P8-34
Kathy Lumetta	PNL	6-0944	P7-58
Kristin Manke	PNL	6-9555	K6-86
Steve Matsusmoto	PNL	5-3705	K7-10
Gail McClure	DOE	2-4016	K8-50
DJ McInturff	PNL	6-7585	A6-54
Andrea McMakin	PNL	2-1131	K6-62
Jodi Melland	PNL	6-8541	P7-18
Viva Metz	PNL	6-6647	P7-18
Joanne Moore	PNL	5-2240	K1-06
Hyo Morgan	PNL	6-3379	P7-18
Pat Nousen	PNL	6-7607	A6-54
Pam Novak	PNL	6-1243	P7-18
Georganne O'Connor	PNL	6-5023	K6-63
Sallie Ortiz	PNL	3-4545	P8-38
Kelly Parnell	PNL	6-7645	K6-18
Nancy Peacock	PNL	6-0987	K6-04
Michelle Peterson	PNL	2-4341	K8-14
Bart Preecs	BCSR	6-4298	A2-78
Frank Ryan	PNL	5-6316	K7-70
Carrie Savard	PNL	6-5619	K6-86
Pat Schuette	PNL	5-2815	K1-09
Joan Slavens	PNL	2-4405	K8-14
Judy Smart	BCSR	3-1944	R1-08
Elenor Snow	WHC	6-8965	A2-78
Niki Solis	BCSR	6-2474	H4-17
Cynthia Sundberg	KEH	6-6875	E6-41
Jan Tarantino	PNL	5-2954	K1-04
Annette Taylor	PNL	6-8541	P7-18
Betty Tegner	PNL	2-1625	K6-86
Jim Thielman	PNL	6-7613	A6-54
Darlene Varley	PNL	5-2583	K1-06
Rose Watt	PNL	6-8428	K6-90
Rosemary Watts	HEHF	6-4705	H1-53
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