

# Energy Facility Contractors Group

*Dedicated to Promoting Excellence in DOE Operations*

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## **About EFCOG**

The Energy Facility Contractors Group (EFCOG) is a volunteer organization, directed by senior level executives from DOE contractors, sustained by working level personnel from member contractors, and supported and funded by DOE.

EFCOG was formed in 1991 by a group of DOE contractors who decided to work together to improve the cost effectiveness of DOE operations by promoting, coordinating, and facilitating the active exchange of successful programs, practices, procedures, lessons learned, and other pertinent information of common interest which have been effectively utilized by M&O contractors, M&I contractors, and laboratories. EFCOG provides for the exchange of information useful to the membership in enhancing excellence in operations. This includes, but is not limited to, lessons learned, best management practices, industry benchmarks/standards, appraisal findings/resolutions, advances in technical and managerial areas, and new ideas/practices.

EFCOG promotes a professional and cooperative relationship with the Department of Energy and other organizations that may be involved or can assist in the quest for operational excellence.

EFCOG maintains an auditable business and financial management system to assure the effective and efficient use of resources in meeting the needs of its members

EFCOG sustains a membership base sufficient to assure:

- the exchange of information over a broad spectrum of Department of Energy activities, and
- a reasonable cost for participation

## **EFCOG Mission**

Promote excellence in all aspects of the operation, management, and integration of DOE facilities in a safe, environmentally sound, efficient and cost-effective manner.

## **Objectives**

On at least an annual basis, EFCOG reviews its objectives to assure that they are aligned with the top priorities of the Department of Energy.

The critical few items on which EFCOG is now focusing are:

- Integrated Safety Management
- Security
- Project Management
- Infrastructure Management
- Contractor Performance Assurance
- Human Capital

### **A. Integrated Safety Management**

Integrated Safety Management (ISM) has been, and continues to be, one of the key safety management processes that encompass all aspects of Department of Energy activities and operations. As such, it has been maintained as one of EFCOG's Critical Few for 2008. To sharpen our focus in this critical area and to implement specific Department of Energy and contractor initiatives, EFCOG has established the Integrated Safety Management Working Group. During 2007, the ESH functions of the Working Group were spun off into a separate stand-alone Working Group. After the reorganization, the Working Group is comprised of Subgroups in the areas of ISM Program Management and Integration, Feedback and Improvement and Quality Assurance. Within these SGs, the following functional programs are being addressed: Human Performance Improvement, Safety Culture, Occurrence Reporting Systems, Quality Engineering, QA Policies and Programs and Supply Chain Quality. Additionally, the ISM WG is responsible for management of the EFCOG Best Practices Program. Significant accomplishments during the past year included: supporting the contractor community and DOE in the implementation of DOE Order 226.1 on Oversight, issuing Contractor Guides on *Performance Analysis* and *Attributes of Effective Quality Improvement System*, sponsoring a contractor HPI and Causal Analysis Workshop, providing qualified NQA 1 personnel to augment DOE HQ's EM organization in performing Quality Assurance assist visits at six of their projects, and, issuing a special Contractor Alert on *Counterfeit and Suspect Items*. Current activities include: supporting DOE in the resolution of complex-wide quality assurance issues; developing recommendations for implementation of HPI and Safety Culture Principles, augmenting DOE's EM organization by supporting their NQA 1 based audit program of EM organizations, and, providing guidance to the contractor community on Commercial Grade Dedication and other aspects of applying a graded approach to QA program implementation.

### **B. Security**

Assuring adequate security at Department of Energy (DOE) and National Nuclear Security Administration (NNSA) facilities is essential to mission success. Recognizing the importance of this area, EFCOG has created a new focus area directed toward meeting today's security

challenges in a cost effective, safe, and secure manner. The objectives of this focus area are to enhance collaboration among DOE contractors, encourage interaction between DOE security management and contractors on complex-wide issues, and to provide value-added feedback and recommendations to DOE.

EFCOG has formed a Security Working Group with subgroups chartered in the areas of Cyber Security, Safeguards and Security (S&S), and Material Control & Accountability (MC&A).

Key issues in the area of Cyber Security include:

- Assisting DOE and its Contracts to meet the Federal Information Security Management Act (FISMA) and DOE's Program Cyber Security Plans (PCSP)
- Help sites receive "Authority To Operate" via Certification & Accreditation Processes that implements FISMA and the DOE's PCSP requirements
- Implementation of HSPD-12, Policy for a Common Identification Standard for Federal Employees and Contractors
- Long range strategic planning
- Provide contacts to enable self-checking of Cyber Security between Government Owned/Contractor Operated facilities
- Self defending networks and applications
- Sharing of technology and common software tools
- Broader issues in Information technology such as Black Hat reviews, Lessons Learned from Penetration Testing, etc.

In developing this area, it will be important to maintain communications and coordinate activities with DOE management and existing groups such as the System of Laboratories Computing Coordinating Committee (SLCCC) and the NNSA coordinating subgroup of Chief Information Officers (CIOs).

S&S key issues include:

- Defining the interface between safety and security
- Robust implementation of Integrated Safeguards & Security Management
- Cost effective implementation strategies for the DOE Design Basis Threat
- Identifying state of the art technological solutions to security issues
- Security policy relating to Foreign Nationals
- Identifying key policy issues for discussion with DOE
- Personnel development/Training/Retention/Recruiting efforts
- S&S related "lapses" – Incidents of Security Concern Lessons Learned and Reductions
- Complex Wide Security Metrics
- Pro force injury rates
- Evaluation of complex wide Security Culture
- Implementation of 10 CFR 824, "Rules for the Assessment of Civil Penalties for Classified Information Security Violations "

As in Cyber Security, effective communication and coordination with existing S&S groups such as the Nuclear Security Information Exchange (NSIE) and private industry is important. The potential benefits to DOE of the Security focus area include more effective security, reduced

cost of meeting emerging security challenges, and an efficient process for vetting security policy and aligning resources with DOE objectives and external threats.

**MC&A key issues include:**

- Evaluation of best practices
- Identification of MC&A Technology Needs
- Evaluation of Waste Measurements as compared to safeguards Measurements.
- Nuclear materials Management and Safeguards System improvement needs.

**C. Project Management**

As a result of several high-profile construction project performance issues, the Department of Energy revitalized project management, including establishing the Office of Engineering and Construction Management (OECM), issuing DOE Order 413.3, and publishing a DOE Project Management Manual.

Although these actions have been beneficial for the DOE and its contractors, there are many issues related to project management that must be addressed by the entire DOE complex. To meet this need, EFCOG created the Project Management Working Group (PMWG).

The PMWG, working in cooperation with the DOE, has addressed numerous key issues since its inception. In its first full year of operation in 2004, the WG addressed 2 important areas:

- Impact of Change over Time. Provided best practices for accommodating change in the project management world.
- Tailored Approach to Project Controls. Presented a graded approach and methodology for applying project controls to a wide spectrum of projects.

In 2005, at the request of DOE, the PMWG focused primarily on Earned Value Management (EVM). The WG executed this mission through 3 Focus Groups:

- Clearing House for EVM. The Focus Group developed an EVMS Web Site for the contractor community to obtain the latest information on EVM. The web site is operational and is linked to the EFCOG website.
- How to Prepare for EVMS Certification. The Focus Group developed a detailed listing of preparatory actions gathered from those sites/companies that have already undergone certification. The listing is on the EVM Website.
- Expanding EVMS Beyond Construction Projects. This Focus Group concentrated on IT, EM and R&D Projects in that priority. Case Studies in each area were completed.

In 2006, DOE requested that the group address ways to improve the quality of documentation for Critical Decisions. Because DOE Order 413.3 was also being revised, the Working Group was heavily involved in providing input into the revision. Numerous Focus Groups were formed to address these needs. Some of the Focus Groups were joint efforts with other WG.

- DOE O 413.3. The revision to the Order has been completed and staffed. Publication is expected shortly.
- Project Requirement Documents. A guide and a template for obtaining agreement on project requirements and scope is under development.
- Safety in Design. A working group, led by the SAWG, is developing DOE-STD-1189, the guide for addressing safety early in the design process.

- Risk Management. The Focus Group recommended that DOE encourage the use of a standard Risk Level Matrix, adopt standard methods for risk reporting, use the Risk Performance Index (RPI) and provide guidance to consider project opportunities in a complementary way to project risks.
- Project Execution Plans. The Focus Group provided a recommended format, sample PEP and a number of best practices to be included in a PEP Guide. Suggested Program Requirement Documents (PRD) were provided to the Technical Alternatives Analysis Focus Group.
- Project Performance. In analyzing past project performance, weaknesses were identified in the current reporting process and corrective actions recommended for reporting at level 1.
- Project Cost and Schedule. The Focus Group investigated root cause(s) for overruns with the goal of improving processes to minimize such overruns on future projects.
- Surveillance. The NDIA Guide for Surveillance was supplemented to incorporate innovations, lessons learned and best practices. The approach incorporates a flow chart, questionnaire and sample surveillance review. It also includes an “expert” approach used at LANL that starts at a high level to identify areas of greatest weakness. The process “drills down” to identify the 3-5 most significant issues and focuses the surveillance on those.
- Fee and EVMS. The Focus Group documented use of elements of EVM in contract fee structures and surveyed the effectiveness of using them in this way. The group found that many contracts include some type of earned value element in the fee provisions, ranging from linking fee to specific elements of physical progress (the basis for earning value) to penalties if earned value satisfactory performance is not maintained.

The PMWG is working closely with OECM, Office of Science and NNSA to address other critical areas of Project Management. From these efforts, the following Focus Areas will be addressed in 2007:

- Conversion of DOE Manual 413.3-1 to Guides. The PMWG will provide representatives to the OECM working groups for key subjects.
- Construction Management. Executing PM-related tasking from the CEO Forum on Construction Management.

#### **D. Infrastructure Management (**

Maintaining the infrastructure to support DOE missions is essential to success. The Department of Energy (DOE) complex is faced with numerous challenges related to maintaining and modernizing facilities that have, in some cases, surpassed 60 years in age. Management and modernization strategies will continue to be challenged to meet the objectives of new and evolving mission directives with dated and aging facilities. Innovative and cost-effective solutions for maintaining, revitalizing and modernizing these aging facilities are imperative to the advancing DOE missions.

Congress has recognized the deterioration of DOE facilities, and has been critical of the ability of DOE and its contractors to address the readiness and status of mission critical facilities. The General Accountability Office has ranked the management of DOE’s real property an area of high risk. Congress also has recognized that the status of DOE facilities and deferral of maintenance activities is due to insufficient funds being allocated to infrastructure maintenance activities and has directed that this problem be addressed.

To improve infrastructure management, DOE has directed preparation of 10-year plans for each of its sites, and has committed to improve the utilization and management of its real property assets. DOE is required by Congress to submit annual reports on the status of infrastructure improvements.

Key actions under the infrastructure management initiative of EFCOG include:

- Assist DOE in implementing effective corporate level metrics for assessing the status of infrastructure.
- Work with DOE to implement and sustain the requirements of the Real Property Asset Management (RPAM) order.
- Cross cut key DOE infrastructure management initiatives; identify and promulgate best practices.
- Maintain a dialogue with DOE to track evolving issues and policies.
- Promote effective actions across the complex to optimize condition and utilization of assets and facilities.

#### **E. Contractor Performance Assurance**

With the strong focus on the priorities of the Department of Energy and the need to manage risks, conserve resources, and improve performance, there is an increasing emphasis on the federal/contractor relationship in the execution of DOE's missions. The move to performance based contracts with clearly defined scopes of work, changes in how DOE manages its contracts (by specifying the "what" but not the "how") is resulting in changes both in the way that DOE manages its contractors, and in the nature of contractor performance assurance activities.

As the regulator of contractor activities, DOE has stated that it seeks a performance-driven complex in which contractors find and fix problems before they impact safety and other mission objectives. Further, DOE has committed to improve its oversight activities in responding to DNFSB recommendation 2004-1. Meeting DOE's goals will require contractors to implement effective assessment programs, corporate parents to exert effective governance, and DOE to focus its oversight on the issues most important to safety and mission accomplishment. Efforts are already underway in various DOE programs including Science, EM and NNSA to implement effective governance and oversight systems.

To meet these objectives, there is a need for both DOE and its contractors to continually refine the principles for effective contractor assurance and governance, evaluate alternative approaches and compare lessons learned.

EFCOG will work with DOE in:

- Defining a desired end state for and a plan to transition to that end state.
- Evaluating models for corporate involvement in evaluating and resolving key issues of concern to mission success.
- Developing guides for effective contractor assurance, including use of independent third party reviews of contractor performance, and use of industrial standards where appropriate, finding problems early and implementing prompt, effective corrective action.
- Assuring that personnel in key positions (both the contractor and DOE) have clearly defined responsibilities, and are selected and trained to get the desired results from the governance/assurance processes.

Our activities/deliverables for 2008 include:

- Participation in the development and review of DOE Guide 226.01, DOE Oversight Guide.
- Development of a crosswalk of the various DOE “assurance” programs (e.g., 226.1, ISM, QA, ISO 9001).
- Sharing of current CAS tools/programs, with the intent of developing a set of BMPs.

The potential benefits for the DOE and contractors include:

- Reduced risks, improved safety, and reduced cost of mission accomplishment.
- More appropriate alignment of resources and risk.
- Improved productivity for the workforce.
- Better alignment with the President’s Management Agenda.
- Demonstration of enhanced performance for Congress and other key stakeholders.

## **F. Human Capital**

Throughout the nuclear industry, there is great concern that the Human Resources needed to support the anticipated demand and especially the level needed to support the heralded nuclear renaissance will not be available either in the near term (next three to five years) nor in the longer term (the next ten to twenty years). The major driving forces for this are that the work force is aging and much of the expertise is either already eligible to retire or will be within the next five to ten years. Further, the generation of nuclear expertise that might have entered the industry in the 80’s and 90’s did not do so since the nuclear industry did not appear to be one of promise for a long and successful career. Fast forward to the events of 9-11, the sustainability of broader energy security for the United States is now a major topic of economic, political and societal debate among our national and industry leaders that have profound implications for the rest of the world community and its economy. The vital assets crucial to undertaking these future challenges relies on a healthy conduit of young students nurtured in Science, Technology, Engineering and Math from elementary through technical and/or college undergraduate and graduate programs to maintain a viable, strong national energy security posture well into the 21<sup>st</sup> century.

Several projections serve as warning signs of potential national consequences:

- Demand for scientists and engineers will be three times higher than the supply in all industries over the next 15 years
- A 40% attrition rate over the next five years is projected in the nuclear industry —67% of those will be retirements
- A 50% decline in graduating engineers has occurred over the past 15 years
- Gap of 500 BS/MS graduates per year is estimated between supply and demand for nuclear personnel alone

The Department of Energy and its contractors are and will be experiencing these same forces. These concerns demand attention in the form of examining the current situation, evaluating and forecasting the elements of the problem and then selecting mitigating measures that allow us to continue to accomplish the important missions of the DOE over the next decades. Other competing business sectors will face the same challenge.

To this end, EFCOG is anticipating a two-pronged strategy. One is to work with the Chief Human Capital Officer within DOE and other DOE and NNSA Program Offices to help define and execute the initiatives they judge to be important in addressing this issue. The second

prong is an internal review within the contractor community to establish the necessary strategies, plans and actions to allow us to manage this issue. Sharing and applying best practices and lessons learned as contractors can serve as a leading indicator for measuring strategic change regarding human capital management within DOE, provided we can manage any proprietary concerns of our members.

EFCOG launched a Human Capital Working Group in January 2008 to pursue both prongs of our strategy, supporting DOE and NNSA efforts as well as formulating and executing actions directly in support of the contractors.

# **ENERGY FACILITY CONTRACTORS GROUP (EFCOG) CHARTER**

Original Charter Approved on December 3, 1991  
REVISION 5

Revised and Approved by EFCOG Board of Directors on June 18, 2008  
Approved by EFCOG Members on September 18, 2008

## **I. PURPOSE**

The Energy Facility Contractors Group (EFCOG) is a self-directed group of contractors of U.S. Department of Energy (DOE) facilities. The purpose of the EFCOG is to promote excellence in all aspects of operation and management of DOE facilities in a safe, environmentally sound, secure, efficient, and cost-effective manner through the ongoing exchange of information and corresponding improvement initiatives.

## **II. OBJECTIVES**

EFCOG has four primary objectives:

- A. Promote, coordinate, and facilitate the active exchange of successful programs, practices, procedures, lessons learned, and other pertinent information of common interest that have been effectively utilized by DOE contractors and can be adapted to enhance operational excellence and cost effectiveness for continual performance improvement by other DOE contractors.
- B. Identify and address issues of common interest (redundant with scope). Focus on active personal exchanges of management and technical information among contractors (redundant with scope).
- C. Utilize interfaces with organizations such as, but not limited to, the Nuclear Energy Institute (NEI), Electric Power Research Institute (EPRI), Institute of Nuclear Power Operations (INPO), Training Resources and Data Exchanges (TRADE), Association for Excellence in Reactor Operations (AERO), Nuclear Security Information Exchange (NSIE), to promote cooperation and interchange information, as appropriate, and minimize duplication of efforts.
- D. Interact with DOE in ways that produce value-added change for both DOE and the contractor community.

## **III. SCOPE**

- A. Activities will focus on any aspect of DOE facilities that are pertinent to promoting excellence and cost efficiency and will include programmatic, management, operational, and technical areas such as Acquisition Management; Environment, Safety and Health; Quality Assurance; Issues Management; Risk Management; Operations; Maintenance; Security; Contract Reform; Performance-Based Contracts; and Contract Management. Other focus areas are as determined by the Board of Directors, most often in consultation with the DOE.

- B. EFCOG will facilitate the exchange of information through such vehicles as meetings, workshops, conferences, working groups, and written materials. Meetings, workshops, conferences, and working group activities will be conducted periodically on pertinent issues and open to member companies and the DOE.
- C. EFCOG will document the results of various member-sponsored efforts in reports and position papers.
- D. EFCOG will assume no financial, legal, or compliance responsibility for its members. Furthermore, it is not intended that EFCOG preclude or intervene in any way in the direct communication and interaction between any individual member company and the DOE.
- E. EFCOG will not engage in lobbying.
- F. EFCOG is not a contractor advocacy organization, and therefore, will not take or promulgate independent positions on issues, regulations, DOE Orders or other areas of contractor concerns. EFCOG will facilitate dialogue between DOE and member organizations for the purpose of understanding issues and initiatives of mutual interest.
- G. Participation in EFCOG-sponsored activities and support are allowable costs under the DOE operating contract of each member, as long as costs are maintained at a reasonable level, receive appropriate management review, and are compatible with contract requirements.

#### **IV. ORGANIZATION**

- A. All DOE prime or subcontractors are eligible for membership.
- B. EFCOG shall be governed by an Executive Council made up of the representatives of the member companies and a Board of Directors elected by the Executive Council.

The Executive Council shall approve and amend, when necessary, the EFCOG Charter and Bylaws, and annually approve the budget that has been recommended by the Board of Directors.

Established budgets will cover only the costs of EFCOG's support services.
- C. The EFCOG Chair will appoint a nominating committee for recommending candidates to serve on the Board of Directors. The Executive Council will then elect members to serve as the Board of Directors.
- D. The Board of Directors will annually nominate a Chair, Vice Chair, and Vice Chair elect to the Executive Council for approval. Additional nominations will be sought from the Executive Council at the annual meeting prior to the election. These positions on the Executive Council shall also be the Chair, Vice Chair, and Vice Chair elect of the Board of Directors.
- E. Membership on the Executive Council shall be limited to one (1) representative per EFCOG member.

The representative shall be a senior executive empowered to make commitments for his/her organization. Commitments could include paying *pro*

*rata* shares of EFCOG costs, authorizing travel, and/or sponsoring meetings.

Members should limit changing representatives to no more than once every twelve (12) months.

- F. The Board of Directors shall consist of fifteen (15) individuals elected by the Executive Council. Only full members of the Executive Council are eligible to be on the Board of Directors. It is the intent that the Board of Directors, to the extent possible, will have representation from each of the major DOE program areas. The objective for the Board of Directors' composition shall be an appropriate mix and rotation of membership. Terms of office on the Board of Directors shall be for three (3) years, with members' terms expiring on a staggered basis.

To promote broad contractor participation in EFCOG, no single corporation should have more than one (1) person serving on the Board of Directors.

- G. If the need is determined by the Board of Directors, the Chair shall have the authority to obtain the services of, and supervise the activities of, necessary support staff for EFCOG, as authorized in budgets approved by the Executive Council.
- H. The Board of Directors is responsible for approving, as appropriate, the formation of various Working Groups and Subgroups to address issues. Subgroup approval is delegated to the Sponsoring Director of the associated Working Group.
- I. DOE may select senior members from the DOE to participate in meetings of the Executive Council and the Board of Director; however, they will have no voting rights. DOE personnel are welcome to participate in meetings, workshops, conferences, and working groups.
- J The annual year for the EFCOG budget shall be the Government's fiscal year.

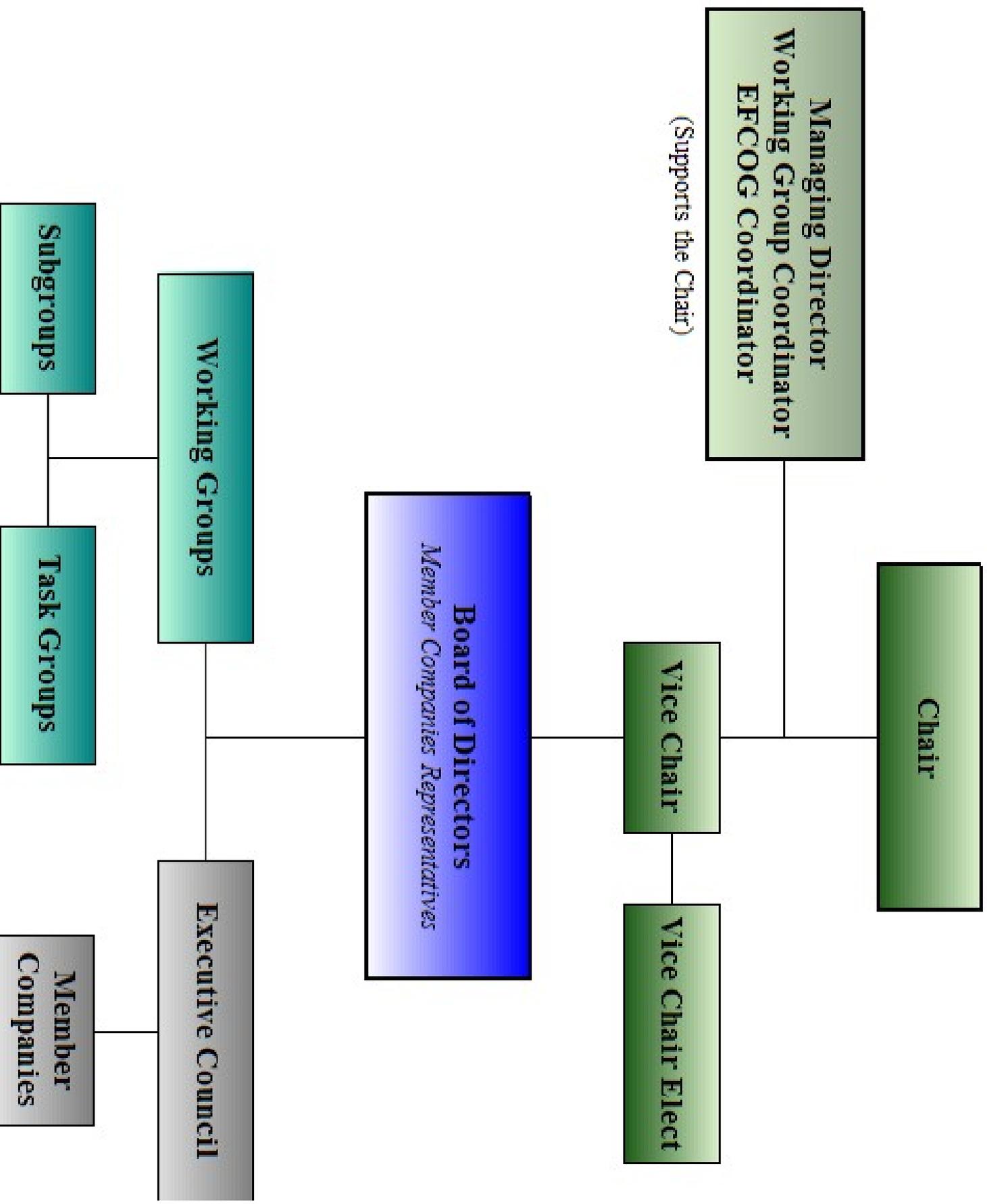
## **V. PROCESS**

- A. Meetings of the Executive Council shall be held as needed, but at least annually. A fifty percent (50%) participation of the Executive Council members is necessary to constitute a quorum. Actions or activities (other than changes to the Charter or Bylaws) taken by the Executive Council shall require a majority vote of those present or represented by proxy. Executive Council members may appoint an alternate to attend meetings and represent their membership with full voting rights by executing and submitting a proxy statement to the Chair prior to the meeting. Changes to the EFCOG Charter or Bylaws shall require approval of eighty percent (80%) of the Executive Council membership.
- B. At least thirty (30) days' notice to the membership shall be provided for all meetings of the Executive Council.
- C. Teleconferences or meetings of the Board of Directors shall be held as often as needed, but at least quarterly. A two-thirds participation of the Board of Directors is necessary to constitute a quorum. A member of the Board of Directors may appoint an alternate to attend these meetings by informing the Chair. An alternate cannot vote without a proxy from the Director being

represented. The Board of Directors will conduct EFCOG activities within the Executive Council approved budget and will prepare progress and budget reports to the Executive Council at their annual meetings. Issues undertaken by the Board of Directors on behalf of EFCOG shall be approved by a majority of the voting Directors.

- D. Working Groups shall meet as frequently as required to carry out the tasks assigned by the Board of Directors. If appropriate, and as requested by the Board of Directors, Working Groups shall provide reports to the Board of Directors to document Working Group results and recommended actions.
- E. With the exception of distributing workshop proceedings, meeting minutes, draft reports, or similar documentation, all official transmittals of EFCOG information to non-members or DOE will be approved by the Chair or his/ her designee before release.
- F. The Board of Directors, supported as necessary by Working Group members, shall provide all briefings, oral reports, or written reports to the DOE or other outside organizations.
- G. The Board of Directors shall provide an annual written report of completed and ongoing EFCOG activities to the Executive Council.
- H. At least every three (3) years, the Chair shall appoint a committee to assess the effectiveness, scope and direction of EFCOG, and will provide the Executive Council with a written assessment report.

# EFCOG



**PAMELA A. HORNING  
DEPUTY PRINCIPAL ASSOCIATE DIRECTOR  
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**LAWRENCE LIVERMORE NATIONAL SECURITY**

Ms. Horning has 24 years of experience in the nuclear industry associated with commercial nuclear operations, naval nuclear core manufacturing and DOE nuclear weapons production and operations, including BWXT's commercial nuclear manufacturing facility in Lynchburg, Virginia, Rocky Flats, the Y-12 Nuclear Weapons Complex (NWC), and Lawrence Livermore National Security (LLNS). Ms. Horning is experienced in the operational and safety performance at commercial and DOE facilities that comprise complex, high consequence nuclear and national security operations.

She currently holds the position of Deputy Principal Associate Director of Operations and Business for LLNS. In this position, she directs activities and implements Lab-wide policies in the areas of operations, business and human capital.

During her career, Ms. Horning has held a variety of positions in Quality Assurance, Engineering, Operations, Emergency Management, and Project and Program Management. Ms. Horning holds a Bachelor of Science degree in Chemical Engineering from Purdue University and Masters of Engineering Administration from George Washington University. Ms. Horning has been a member of EFCOG since 2002 and actively champions the objectives of EFCOG. She currently holds the position of Chair of EFCOG and is the executive sponsor of the Infrastructure Management Working Group and Safety Analysis Working Group.

# Energy Facility Contractors Group

*Dedicated to Promoting Excellence in DOE Operations*

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*Dedicated to Promoting Excellence in DOE Operations*

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**2008**

# Annual Report



**Energy Facility Contractors Group**  
*Excellence Through Cooperation*

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# ANNUAL REPORT TO THE MEMBERS FY2008

## EFCOG'S MISSION

Promote excellence in all aspects of the operation, management, and integration of DOE facilities in a safe, environmentally sound, efficient and cost-effective manner.

### VALUE PROPOSITION FOR EFCOG

#### CUSTOMERS

EFCOG is committed to the achievement of DOE's goals through performance excellence by partnering with DOE and its stakeholders in a collaborative and trusting environment. We provide an integrated, forward-looking contractor view on topics of common interest. We facilitate multiple forums for open communication, provide constructive feedback, and propose solutions that result in continuous improvement.

### VALUE PROPOSITION FOR EFCOG

#### MEMBERS

EFCOG offers members a leveraged opportunity for involvement with DOE leadership through a relationship of mutual trust. We provide a forum for sharing lessons learned, solving cross-cutting problems, and creating best practices. Our goal is to enhance mission accomplishment through continuous improvement of performance and productivity.

Cover photo: NNSA's Highly-Enriched Uranium Materials Facility at the Oak Ridge Reservation's Y-12 complex

Copies of this annual report will be posted on the EFCOG website. For additional hard copies of the report, please contact the EFCOG website administrator at 760-745-1733.

**EFCOG.ORG**

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# TABLE OF CONTENTS

TABLE OF CONTENTS .....	1
NOTE FROM THE CHAIR .....	1
2008 Accomplishments .....	1
Future Vision .....	4
Concluding Remarks.....	4
INTRODUCTION AND OPERATIONS .....	5
EFCOG MEMBERSHIP.....	9
BOARD OF DIRECTORS.....	10
WORKING GROUPS.....	11
WORKING GROUP REPORTS .....	12
Acquisition Management Working Group.....	12
Contractor Assurance Working Group .....	16
Deactivation & Decommissioning and Facility Engineering Working Group .....	18
Energy Efficiency Working Group .....	23
Engineering Practices Working Group .....	28
Environmental Safety and Health Working Group .....	36
Human Capital Working Group .....	42
Infrastructure Management Working Group .....	50
Integrated Safety Management and Quality Assurance Working Group .....	53
Project Management Working Group .....	60
Safety Analysis Working Group .....	64
Safety and Security Regulatory Working Group .....	70
Safeguards and Security Working Group .....	75
EFCOG WEB PAGE .....	79
EFCOG FINANCES .....	80
<u>Tables</u>	
Table 1. 2009 Current Working Groups .....	2
Table 2. 2008 Member Companies .....	9
Table 3. 2008 Board of Directors.....	10
Table 4. 2008 Working Groups .....	11
Table 5. 2008 monthly website history.....	79
Table 6. 2008 EFCOG Fund Account Recap .....	81
Table 7. 2008 EFCOG Membership Renewals .....	82

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# NOTE FROM THE CHAIR



The year ending September 2008 was one of outstanding accomplishment for the Energy Facility Contractors Group (EFCOG), thanks to strong support from the Department of Energy (DOE) and our member companies. EFCOG continued to focus on both broad-based support to key DOE policy initiatives and on providing support to individual programs in key areas.

In 2008, EFCOG addressed mission critical issues in the DOE complex in areas related to safety, security, project management, infrastructure management, contractor performance assurance, energy usage, quality assurance, engineering, and human capital. Our membership increased from 63 active companies during FY 2008 to 67 companies by early FY 2009, providing an extensive resource base to address issues and share lessons learned across the DOE complex. We welcome the four new member companies to EFCOG – Advanced Technologies and Laboratories, EnergX LLC, Navarro Research and Engineering Inc., and Savannah River Nuclear Solutions – and look forward to those new member companies’ contributions and participation in the years ahead.

As clearly stated in its charter, EFCOG’s objectives are to promote, coordinate, and facilitate the active exchange of successful programs, practices, procedures, lessons learned, and other pertinent information of common interest which have been effectively utilized by DOE contractors; the objective is to enhance operational excellence and cost effectiveness for continual performance improvement by other contractors. EFCOG’s primary goal continues to be to work safely and cost effectively throughout the DOE complex, sharing best practices and lessons learned. EFCOG continually benchmarks operating performance in related industries (e.g., the commercial nuclear and chemical industries), and maintains a close working relationship with other groups such as the Institute of Nuclear Power Operations and the Nuclear Energy Institute. The positive impact of EFCOG contributions can be magnified by sharing experiences and information through a broad membership of DOE contractors.

## 2008 ACCOMPLISHMENTS

The majority of EFCOG’s activity is conducted by its Working Groups. The 14 Working Groups chartered during calendar year 2008 have representatives from EFCOG member companies, working in cooperation with DOE counterparts, to address critical issues throughout the complex. Background information, activities, accomplishments, and plans for 13 of these Working Groups are described in this report. The 14th Working Group –Waste Management – was established at the end of calendar year 2008, and is not described in this report. All 14 current Working Groups are shown in Table 1.

Demonstrating the level of EFCOG activity, more than 1,200 subject matter experts participated in a range of activities (i.e., Working Groups, Subgroups, Task Teams, Steering Committees, Board of Directors, etc.) throughout 2008.

**TABLE 1. 2009 CURRENT WORKING GROUPS**

Acquisition Management	Contractor Assurance	D&D and Facility Engineering	Energy Efficiency
Engineering Practices	Environmental Safety & Health	Human Capital	Infrastructure Management
Integrated Safety Management and Quality Assurance	Project Management	Safety Analysis	Safety and Security Regulatory
	Safeguards and Security	Waste Management	

During 2008, EFCOG held more than 60 Working Group meetings, major teleconferences, and other activities focused on the above areas. A comprehensive listing of activities and accomplishments for each Working Group is contained in the “Working Group Reports” section of this report. Some of the major accomplishments of the Working Groups included:

- augmenting the EFCOG "Best Practices" website – which provides a single reference point for all contractors and the DOE – with several new best practices, such as in the area of decontamination and decommissioning (D&D) of excess facilities
- providing feedback to DOE on its Corrective Action Plan to address the findings of the April 2008 Root Cause Analysis Report on Contract and Project Management issues – a critical effort to have DOE removed from the General Accounting Office “high risk” list
- using the newly formed Cost Estimating Subgroup in the Project Management Working Group, supported DOE in the development of new Orders on cost estimating and analyses, and conducted the 2<sup>nd</sup> annual cost estimating workshop
- supporting DOE’s initiative to implement the new DOE Standard 1189, “Integration of Safety into the Design Process”, and developing several Implementation Guides for Manual 413.3, “Program and Project Management for the Acquisition of Capital Assets”
- maintaining a Center of Excellence for electrical safety and developing tools that will assist in electrical safety performance tracking and hazard analysis; initiated revision of the electrical safety handbook for use across the complex
- establishing a fully-functional D&D Knowledge Resource Center as a front-line effort to disseminate best practices; the Center includes a D&D hotline and an associated website
- continuing to provide strong focus on meeting the DOE safeguards and security management challenges by enhancing the protection of special nuclear material, classified matter, property, and cyber systems – through efforts such as completing a security metrics study to

- identify a methodology to aid in the overall assessment of the security performance of the DOE complex, and initiated work with the U.S. Nuclear Regulatory Commission (NRC) on the joint Nuclear Materials Management and Safeguards System process
- placing a strong focus on addressing key infrastructure issues including improved asset utilization, deferred maintenance, alternate financing, effective performance metrics, and work management
  - continuing efforts to improve assessment programs focused on moving from an “event driven” to an “assessment discovered” approach throughout the DOE complex – such as the preliminary development of leading indicators for contractor performance, and conduct of multiple integrated program/peer reviews
  - providing safety education and training through vehicles such as the 18<sup>th</sup> annual safety analysis workshop, the safety basis workshop, and the 19<sup>th</sup> annual chemical management workshop
  - holding multiple management forums with DOE’s Office of Environmental Management to address operational issues during site cleanup
  - continuing efforts to support DOE in addressing 10CFR851, “Worker Safety and Health Program” implementation issues
  - initiating several significant efforts to address current and future contractor human capital issues, such as baselining the health and productivity of the current workforce, and identifying management and operating contractor policy issues
  - supporting DOE’s Federal Management Program through efforts such as providing feedback on the revised Order 430.2B, “Departmental Energy, Renewable Energy, and Transportation”, and sharing lessons learned on energy saving performance contracts and water usage guidance
  - holding management forums and workshops with DOE to discuss how to improve construction project management and performance
  - conducting a survey of DOE contractors concerning the cost of responding to solicitations, and providing preliminary feedback to DOE
  - supporting DOE’s Office of Health, Safety, and Security (HSS) in efforts to improve the existing set of safety directives
  - continuing to provide input on radiological protection, such as a new initiative focused on a more standardized approach to approving authorized limits related to environmental cleanup of contaminated DOE sites
  - initiating the Occurrence Reporting and Processing System Task Group, who developed a generic training module, and conducted training sessions
  - supporting a rewrite of the quality assurance guidance document for more effective project execution
  - conducting peer reviews of Price-Anderson and worker safety and health programs at numerous sites
  - establishing a Safety Culture Task Team to evaluate integrated safety management coverage of safety culture criteria, with a clear focus to take Integrated Safety Management to the next level of performance
  - and, initiating an effort with the Project Management Institute to understand the value of project management in research and development programs

## FUTURE VISION

In 2009, EFCOG will continue to work in partnership with DOE focusing on mission critical items in all program areas and attempting to improve our performance in the areas of safety, project management, security, engineering, human capital, performance assurance and infrastructure management. EFCOG's partnership with DOE helps to assure that issues are identified and prioritized for action. EFCOG encourages recommendations from DOE, and our members, on areas where EFCOG might add value. EFCOG also envisions a close collaboration with DOE's Office of Engineering and Construction Management in the coming year as that office continues to take the lead in addressing DOE-wide contract and project management weaknesses, and upgrading its program assessment and reporting system.

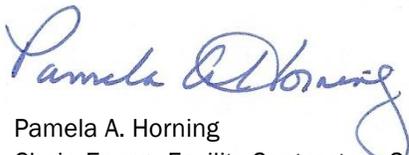
Close dialogue with oversight/regulatory organizations, including the Defense Nuclear Facilities Safety Board, DOE's HSS, and the NRC, will be maintained to assure that our members are aware of emerging safety and regulatory issues. In addition, EFCOG will continue to expand our cooperation with other industry groups, such as with the Project Management Institute and the Association for Advancement of Cost Engineering, for additional opportunities for information exchange, lessons learned, and training. Finally, we will also continue to focus on how EFCOG might be made more valuable to DOE and our member companies.

## CONCLUDING REMARKS

As we have already witnessed in 2009, the year ahead is certain to bring changes and new challenges throughout the new Administration, Congress, and the DOE complex. EFCOG remains strongly committed to working with DOE to meet these new challenges, as well as working safely and efficiently, and continuously improving performance.

I encourage all EFCOG members and DOE counterparts to actively participate in EFCOG initiatives. EFCOG's ability to improve performance within the DOE complex is directly related to the active and positive participation of our members and DOE counterparts.

EFCOG's Board of Directors and membership look forward to working with you throughout the coming year.



Pamela A. Horning  
Chair, Energy Facility Contractors Group

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# INTRODUCTION AND OPERATIONS

Over the past 18 years, DOE contractors have worked together through EFCOG to disseminate common solutions to problems (along with lessons learned and best practices), improving operations throughout the Department of Energy (DOE) complex. The benefits derived from this approach include improvements in safety and security; lower costs by sharing data and other resources; direct cost savings, or cost avoidance, by sharing successful processes, procedures and technical information; and effective execution of programs and projects results when common problems are addressed jointly. As its operations have matured, EFCOG continued to seek opportunities to work with DOE to address critical issues as they evolve.

Executive direction for EFCOG comes from a 15 person Board of Directors elected from the Executive Council. The Executive Council is comprised of an appointed representative from each of the member companies. The work of EFCOG is most frequently carried out by subject matter experts in Working Groups formed and chartered by the Board with specific objectives and deliverables. Each Working Group has an EFCOG Board Sponsoring Director, as well as one or more DOE (including the National Nuclear Security Administration, or NNSA) counterpart Sponsors.

Working Groups may create Subgroups or Task Groups to concentrate on a specific aspect of the Working Group's overall purpose. Subgroups have a charter and operate for an indefinite period of time to cover a major subject area within the purview of the sponsoring Working Group. Task Teams are usually formed within a Working Group to address a single issue in a defined timeframe with clearly prescribed deliverables. Working Groups provide an annual report to the Board of Directors. These are incorporated as part of this report. Working Groups will not engage in lobbying, or take public positions opposing DOE on issues, regulations, DOE Orders, etc..

In 2008, EFCOG achieved tangible results in the areas of acquisition management, contractor assurance, decontamination and decommissioning (D&D)/facility engineering, energy efficiency, engineering practices, environment/safety/health, human capital, infrastructure management, integrated safety management/quality assurance, project management, safety analysis, security, and safety/security regulatory. EFCOG key activities, or work products, and achievements for 2008 included, by Working Group, the following:

## ACQUISITION MANAGEMENT

- Benchmarked prime contract revision processes and practices, and work-for-others subcontract processes and practices, and identified possible streamlining to DOE
- Conducted a survey of DOE prime contractors concerning the cost of responding to solicitations, and provided preliminary results to DOE
- Reviewed implementation of small business procurement rules for possible improvements

## CONTRACTOR ASSURANCE

- Initiated development of an approach to formulate leading indicators in contractor performance, and shared insights with the Defense Nuclear Facilities Safety Board (DNFSB)
- Shared information on correction action effectiveness, contract requirements flowdown, and effective use of lessons learned and operating experience programs
- Studied the use of industry standards in lieu of DOE directives, and supported the DOE Office of Health, Safety and Security (HSS) to improve the existing safety directives

## D&D AND FACILITY ENGINEERING

- Issued and posted seven new D&D best practices and published on the EFCOG Best Practices website
- Provided review and input to DOE in its development of implementation guides for DOE Order 413.3, “Program and Project Management for the Acquisition of Capital Assets”, with special focus on the guide for the Office of Environmental Management’s cleanup projects (DOE G 413.3-8)
- Continued to provide review and input to DOE on a radiological protection initiative focused on a more standardized approach to approving authorized limits and the associated plan for conducting independent verification of cleanup sites; performed independent verification of one DOE cleanup site (Oak Ridge Reservation, Tennessee)
- Established a fully-functional D&D Knowledge Resource Center as a front-line effort to disseminate best practices; the Center includes a D&D hotline and an associated website – an extension of the existing successful as low as reasonably achievable (ALARA) hotline set up and maintained by the ALARA Center at the Hanford Site, Washington

## ENERGY EFFICIENCY

- Facilitated significant information exchange with DOE’s Federal Energy Management Program through a joint GovEnergy Conference
- Coordinated responses to DOE regarding revised Order 430.2B, “Departmental Energy, Renewable Energy, and Transportation Management”
- Shared lessons learned and provided feedback to DOE on Energy Saving Performance Contracts, water guidance, and renewable energy projects

## ENGINEERING PRACTICES

- Supported DOE in the issuance and implementation of DOE Standard 1189, “Integration of Safety into the Design Process”, including conduct of an implementation workshop (a joint effort with the Safety Analysis Working Group)
- Helped DOE’s HSS in the development of a new standard to provide guidance on design of safety instrumented systems
- Supported DOE in its response to the DNFSB Recommendation 2008-1 on fire protection systems

## ENVIRONMENTAL SAFETY AND HEALTH

- Initiated revision of the Electrical Safety Handbook, through the newly established Electrical Safety Subgroup , and maintained the associated Electrical Safety Center of Excellence
- Co-sponsored the Tenth Annual Joint EFCOG/DOE Chemical Management Workshop, focused on chemical management at DOE sites, 10 CFR 851, “Worker Safety and Health Program,” chemical emergency response, nanotechnology, and beryllium safety
- Supported DOE in its establishment of a Chief Medical Officer function and established a medical peer review process
- Completed the chemical inventory management benchmarking survey of 12 facilities/sites and disseminated the results
- Collected and shared lessons learned in the implementation of the recently revised 10CFR835, “Occupational Radiation Protection“
- Established a new subgroup focused on testing and commissioning

## HUMAN CAPITAL

- Successfully transitioned from a task group to a full Working Group
- Established collaborative effort with DOE's HSS to baseline health and productivity of current management and operating (M&O) contractors' workforces
- Developed an approach for a complex-wide survey for addressing DOE Order 350.1, "Contractor Human Resource Management Program", M&O contractor policy issues
- Identified a grant proposal option to address contractor labor demands over the next 5 to 10 years, through use of Department of Labor survey tool

## INFRASTRUCTURE MANAGEMENT

- Partnered with DOE on support of implementation of DOE Order 433.1, "Maintenance Management Program for DOE Nuclear Facilities"
- Developed white papers on sustainment models
- Initiated a three-phase effort to improve asset utilization across the DOE complex, with initial focus on application of the asset utilization index calculation
- Prepared a white paper on incorporating human performance indicators into infrastructure-related work control corrective actions

## INTEGRATED SAFETY MANAGEMENT AND QUALITY ASSURANCE

- Developed a suite of human performance indicator implementation tools, including safety culture, work control process/work planning, root cause and event investigation (causal analysis), self-assessment, and training development and implementation
- Supported DOE's Office of Environmental Management Corporate Quality Assurance (QA) Board on top issues, with focus on flow-down of QA requirements (e.g., graded approaches to requirements application, supplier availability and evaluations, commercial grade dedication process, and line management understanding of QA and oversight responsibilities)
- Prepared a safety culture criteria white paper, and established a Safety Culture Task Team to assist DOE in improving integrated safety management implementation
- Initiated the Occurrence Reporting and Processing System Task Group, who developed a generic training module, and conducted training sessions
- Developed best practices on QA and quality control during construction
- Supported DOE's HSS on rewrite of the QA Guidance document supporting DOE Order 413.3 for more effective project management, and on review of Order 414.1C, "Software QA"
- Drafted an improvement plan for NNSA's QA program

## PROJECT MANAGEMENT

- Continued to support DOE Office of Engineering and Construction Management's effort to develop a series of implementation guides to replace the Manual supporting Order 413.3. EFCOG representatives provided subject matter expert input and technical support on each of the 17 guides being developed
- Supported DOE in development of new DOE Orders on cost estimating and analysis, and held the second annual cost estimating workshop
- Initiated effort with the Project Management Institute to understand better the value of project management in research and development programs, and to capture that understanding in a white paper focused on DOE research and development programs
- Provided feedback to DOE on its new effort to update the Project Assessment and Reporting System (PARS)
- Continued to provide feedback to DOE on DOE's Corrective Action Plan to address the findings of the April 2008 Root Cause Analysis Report on Contract and Project Management

## SAFETY ANALYSIS

- Held two key workshops: 1) the 18<sup>th</sup> annual Safety Analysis Workshop, and 2) Safety Basis workshop
- Initiated preparation of a white paper on integration of fire hazard analysis and documented safety analysis to address potential issues
- Published a paper on safety basis supplements as potential input to existing DOE directives
- Continued to analyze and support implementation complex-wide of DOE Standard 1189, with a focus on needed training, and a DNFSB concern regarding analysis of chemical hazards

## SAFETY AND SECURITY REGULATORY

- Provided feedback to DOE's Office of Enforcement on: 1) issuance of civil penalties under 10CFR851 versus contract remedies, 2) credit for Voluntary Protection Program STAR status to offset 10CFR851 enforcement penalties, and 3) the proposed streamlined Investigation Summary Report template
- Conducted three peer reviews at DOE and NNSA sites
- Shared lessons learned from recent enforcement actions, integrated program reviews/peer reviews, Price-Anderson issues, and other interactions with the Office of Enforcement

## SAFEGUARDS AND SECURITY

- Developed a proposed checklist for validation of provisions in the implementation of 10CFR824, "Procedural Rules for the Assessment of Civil Penalties for Classified Information Security Violation"
- Completed a security metrics study and shared results with recommendations with NNSA
- Completed a draft report on proforce injury rates for DOE consideration
- Provided feedback on the policy revisions to the Impact Measurement Index
- Initiated work on revisions to the joint DOE-U.S. Nuclear Regulatory Commission Nuclear Materials Management and Safeguards System process
- Established a new Material Control and Accountability Subgroup

The report that follows for 2008 is organized and presented as follows:

- information on EFCOG membership, on the Board of Directors, and on the Working Groups
- individual reports on each Working Group's objectives/purpose/scope, membership, 2008 achievements, 2009 plans, effectiveness evaluations, lessons learned and recommendations
- information on the EFCOG web site and EFCOG finances

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# EFCOG MEMBERSHIP

Membership in EFCOG has continued to grow. By the end of FY 2008 EFCOG included 63 DOE contractors. These companies – CH2M HILL Plateau Remediation Company, Epsilon Systems Solutions, Inc., Northrop Grumman Shipbuilding, and Nuclear Fuel Services, Inc. – became new members during 2008. EFCOG’s member companies for FY 2008 are shown in Table 2.

**TABLE 2. 2008 MEMBER COMPANIES**

ABS Consulting, Inc.	L&L Associates, Inc.
Aecom Government Services	Lawrence Berkeley National Laboratory
AREVA Federal Services	Lawrence Livermore National Laboratory
Argonne National Laboratory	Lockheed Martin Information Technology
B&W Pantex	Los Alamos National Laboratory
B&W Y-12	Merrick & Company
Babcock & Wilcox Technical Services	Midwest Research Institute (NREL)
Bartlett Services, Inc.	National Security Technologies
Bechtel National, Inc.	Northrop Grumman Shipbuilding
Bechtel SAIC	Nuclear Fuel Services, Inc.
Booz Allen Hamilton	Pacific Northwest National Laboratory
Brookhaven National Laboratory	Parsons
Bullard Company	Pro2Serve
Burns and Roe Enterprises, Inc.	Project Enhancement Corporation
CDM Federal Programs Corporation	QinetiQ North America
CH2M HILL Plateau Remediation Co.	S.M. Stoller Corporation
CH2M Hill, Inc.	Sandia National Laboratories
CH2M Hill-SRS	Schneider Electric
CH2M-WG Idaho	Shaw Group
CSC Applied Technology Division	TerranearPMC, LLC
Dade Moeller & Associates	Tetra Tech FW, Inc.
EG&G Technical Services, Inc.	Theta Pro2Serve Management Company
EnergySolutions, LLC	TLI Solutions, Inc.
Epsilon Systems Solutions, Inc.	URS Washington Division
ESI International	UT-Battelle, LLC
Fluor Government Group	Vista Engineering Technologies, LLC
Fluor Hanford	Wackenhut Services, Inc.
Honeywell FM&T, LLC	Washington Closure Hanford
Idaho National Laboratory	Washington Savannah River Company
Jacobs Engineering Group	Washington TRU Solutions (WIPP)
Jefferson Science Associates, LLC	West Valley Nuclear Services Company
Kiewit Federal Group, Inc.	

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# BOARD OF DIRECTORS

As stated earlier, the Board of Directors is elected by the Executive Council from their membership, and serves as the governing entity for EFCOG's day-to-day operations. The Board added two new Directors during 2008, and met four times during the year to ensure that the activities of EFCOG are supportive of the overall objectives and are responsive to DOE's needs. Under the leadership of the Board of Directors, EFCOG's focus in the coming year is to continue to encourage other DOE contractors from all programs and all sectors to contribute to performance improvement and lessons learned activities. EFCOG's Board of Directors for 2008 is shown in Table 3.

**TABLE 3. 2008 BOARD OF DIRECTORS**

CHAIR	Pamela A. Horning	Lawrence Livermore National Security, LLC
VICE CHAIR	George W. Jackson	Fluor Government Group
VICE CHAIR ELECT	Mike H. Schlender	Pacific Northwest National Laboratory
DIRECTORS	Juan Alvarez	Idaho National Laboratory
	David B. Amerine	Parsons
	Michael J. Bebon	Brookhaven National Laboratory
	Mark Fallon	CH2M HILL, Inc.
	William Gallo	AREVA Federal Services, LLC
	Thomas F. Gioconda	Bechtel Group, Inc.
	Robert J. Giroir	EnergySolutions, LLC
	Albert Konetzni	West Valley Environmental Services
	Robin M. Madison	Los Alamos National Laboratory
	John G. Meyer	B&W Pantex
	Patricia N. Smith	Sandia National Laboratories
	Joseph R. Yanek	Fluor Corporation
	DIRECTOR EMERITUS	Dr. Dennis K. Fisher
Lincoln E. Hall		L&A Associates, Inc.
Donald W. Pearman		Bechtel National, Inc.

# WORKING GROUPS



EFCOG had 12 active Working Groups at the beginning of fiscal year 2008, adding the Human Capital Working Group early in FY 2008, and adding the Waste Management Working Group at the end of calendar year 2008. During the year, the Working Groups focused on a number of critical initiatives. The Working Groups utilized teleconferences and meetings to exchange information and lessons learned, including infrastructure management, enhanced industrial/chemical and nuclear safety, improved project management, coordinated efforts on engineering

standards and practices, increased energy efficiency, improved acquisition practices, improved maintenance and infrastructure management, sharing of D&D best practices, and compliance with Price-Anderson Amendments Act requirements.

Each Working Group Chair has a charter approved by the Board of Directors. A Chairperson oversees the direction of each Working Group (with assistance from a Steering Committee). Working Group membership is comprised of individual subject matter experts interested in working on that particular focus area. A Sponsoring Director [shown as “Director” in Table 4 below] is the point of contact in EFCOG for advice and decision-making, while DOE and NNSA sponsors provide guidance, up-to-date information, advice, and support as required. The FY 2008 Working Groups are shown in Table 4.

**TABLE 4. 2008 WORKING GROUPS**

WORKING GROUP	EFCOG CHAIR [DIRECTOR]	DOE & NNSA SPONSOR(s)
Acquisition Management	Ami Peterson [Michael Bebon]	Ed Simpson, David Boyd
Contractor Assurance	Roland Knapp [Michael Schlender/ Pat Smith]	Arnold Guevara
Deactivation & Decommissioning	Russell Mellor [George Jackson]	Yvette Collazo
Energy Efficiency	Lynnwood Dukes [Juan Alvarez]	Albert Ream
Engineering Practices	Kenneth Keith [Tom Stevens]	Jim McConnell, Sandra Waisley, Jim O'Brien, Suneel Kapur
Environmental Safety & Health	Anthony M. Umek [Joseph Yanek]	Pat Worthington, Frank Russo
Human Capital	Jeffery Jay [Tom Stevens]	Beverly Berger, Bill Valdez, Diane Cochran, Mari-Jo Campagnone
Infrastructure Management	Denise Robinson [Pamela Horning]	Bob Herrera, Peter O’Konski, John Yates
Integrated Safety Management/QA	Norm Barker [David Amerine]	Pat Worthington, Frank Russo
Project Management	Clay Jones [Tom Gioconda]	Bob Raines, Dan Lehman, Paul Bosco, Jay Rhoderick, Thad Konopnicki, Jack Surash
Safety Analysis	Andrew Vincent [Robin Madison]	Dick Englehart
Safety & Security Regulatory	Bill Luce, Conard Stair [Greg Meyer]	Tony Weadock, Arnold Guevara
Safeguard and Security	Jimmie Mulkey [Michael Bebon]	Linda Wilbanks, Jim McConnell, Bill Desmond

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# WORKING GROUP REPORTS

## ACQUISITION MANAGEMENT WORKING GROUP

CHAIR: AMI PETERSON, SANDIA NATIONAL LABORATORY

### INTRODUCTION

The Acquisition Management Working Group (AMWG) is a proactive group of acquisition professionals representing a broad spectrum of Department of Energy (DOE) (including the National Nuclear Security Administration (NNSA)) facilities and prime contractors and subcontractors. Through collaboration and partnership, the AMWG endeavors to provide value-added support to DOE improvement initiatives related to prime contract and acquisition planning, placement, and/or administration and as required to facilitate attainment of DOE strategic goals.

The AMWG exists to facilitate the objectives of the EFCOG by enhancing the relationships between DOE and their prime contractors.

The objectives of the working group include:

- Create a forum in which the EFCOG membership and DOE acquisition management professionals can partner to achieve continuous improvement of the acquisition processes and build mutual trust and understanding among the DOE contractor community and the DOE staff.
- Support DOE's strategic goals and initiatives as they relate to the planning, placement and administration of prime contracts and acquisitions through a common understanding of DOE issues and organizational priorities, utilization of effective communications, and a willingness to provide value added input to requests for industry comments on proposed policies, directives, and regulations related to contracts and procurements.
- Promote a win-win relationship with shared priorities and a common understanding of acquisition and contracting issues through effective communications.
- Provide a venue to promote the sharing of contractor best acquisition and contracting practices.
- Effectively coordinate related efforts of the AMWG with other DOE contractor entities and other EFCOG Working Groups.
- Provide an industry perspective on proposed DOE changes in contract requirements.

The scope of the working group includes:

- Continuous improvement in the DOE acquisition systems as they relate to the planning, soliciting, awarding, and administration of prime contracts and procurements within the DOE complex.
- Communication with the DOE staffs, and participation in DOE initiatives relating to the contracts and procurement processes.
- Represent the EFCOG membership by assisting DOE staff in the identification of areas for improvement, the assessment of proposed policy and/or regulatory changes, the introduction of new or changed processes, and the gathering of information in support of any proposals or

initiatives. Additionally, the AMWG will, on an as needed basis, develop independent recommendations that serve to promote continuous improvement.

- Operate, as appropriate, in concert with other industry groups where there may be overlapping interests, ensuring a cooperative effort.

## MEMBERSHIP

The AMWG membership is comprised of approximately 55 professionals representing 40 EFCOG member companies. These members are involved directly or indirectly with responding to and implementing DOE acquisition policy at Contractor locations.

## ACHIEVEMENTS

The following is a summary of the accomplishments realized by the AMWG during 2008.

- Conducted two face-to-face Working Group and one teleconference meetings attended by an average of thirteen AMWG members that provided pertinent and timely information to all attendees on a variety of diverse acquisition management issues. Each meeting allocated specific time for discussion and presentations on topics of interest identified by the Working Group membership and DOE sponsors. These meetings also provided ample opportunity for candid and open dialog on non-agenda topics of interest to the DOE acquisition community. Minutes from the meetings were distributed to all AMWG members and DOE representatives for their information and comment. The date and location of each respective meeting was as follows:
  - June 6, 2008 Upton, New York
  - August 21, 2008 Teleconference
  - October 29, 2008 Washington, D.C.
- Continued to provide its members with numerous opportunities to benchmark and exchange information with other DOE contractors on common issues and topics to share lessons learned and obtain insight into best practices.
- Evaluated issues affecting contract transition, focusing specifically this year on severance packages and retention.
- Commented on the EFCOG white paper concerning imposition of fines and penalties under 10 CFR 851, versus the use of contractual remedies.
- Reviewed and discussed the potential impacts of several DOE orders that were being drafted; reviewed and discussed methods of implementation that will be used by prime contractors as a result of new or revised DOE orders that were issued.
- Continued to emphasize the importance and encourage participation of our membership on the DOE required contractor purchasing system peer reviews. Exchanged the schedule and status of the annual reviews and shared review results.
- Benchmarked prime contract revision processes and practices across the complex.
- Benchmarked work-for-others subcontract practices and made proposals to DOE concerning streamlining these processes.
- Reviewed the implementation of small business procurement rules exercised by prime contractors, the application of DEAR 936, and the practices of prime contractors in allowing their affiliates to participate in competitions.
- Discussed the impact of the FY 2009 Continuing Resolution on site budgets and operating flexibility.

- Conducted a survey of EFCOG DOE prime contractors concerning the significant costs in responding to DOE Requests for Proposals, with observations and proposed changes to the current acquisition process and practices. The survey results were briefed to the DOE AMWG sponsors, and will be provided to the EFCOG Sponsoring Director before the end of CY 2008, for approval and distribution to the EFCOG Board. Once the Board approves the survey, it will be provided to DOE.
- Reviewed and revised the AMWG charter and considered possible task groups under the new charter.

## PLANNING FOR THE NEXT YEAR

The following is a summary of the activities and objectives established for the AMWG in CY2009:

- General Assistance: Provide, on an as needed basis, assistance in the form of reviews, comments, white papers, and any other general support related to acquisitions and contracts to the DOE Office of Procurement and Assistance Management, to the NNSA Office of Acquisition/Supply Management, to the DOE Environmental Management's Deputy Assistant Secretary for Acquisition and Project Management, and to the EFCOG Board of Directors.
- Small Business Initiatives: AMWG will continue to review, analyze, and report on new and evolving Small Business Administration and DOE initiatives involving procurements from and the use of small businesses, and the relationship of prime contractor practices to the procurement of sub-contracts.
- Safety: AMWG will continue to review, analyze, and report on issues involving prime contracts and subcontractor safety while working for prime contractors on the DOE sites.
- Analysis and Response to Proposed Rules, Regulations, and Directives Subgroup: The AMWG will continue to assess proposed DOE policies and regulations. When deemed appropriate, the AMWG will provide objective and constructive input to DOE and the EFCOG member companies on the potential impacts of these proposed actions.

## EFFECTIVENESS EVALUATION

Benefits provided by the AMWG this past year included sharing of information and education of its members on common issues impacting prime contracts and procurements and the conduct of best practices survey of member companies concerning bid and proposal costs and best practices.

## LESSONS LEARNED

The AMWG members have established valuable contacts and professional relationships with DOE and NNSA staff at many levels including senior management. These relationships are critical to enhancing the value of the AMWG. Particular emphasis has been and must continue to be placed on ensuring that the efforts and initiatives undertaken by the AMWG are aligned with the needs and expectations of the DOE procurement executives to maximize the effectiveness of the AMWG and the value provided to the Government. The AMWG can and must continue to build relationships with its Sponsors. The AMWG will continue to have opportunities to show them what can be done to assist them.

The AMWG must be responsive to the needs of the EFCOG member organizations. Many complex issues arise during the year involving contracts and procurement. The members of the AMWG have significant experience and expertise in problem recognition, avoidance, and resolution in these subject areas. The AMWG can be and is of significant value to help educate, answer questions, and inform the member companies of evolving issues and their potential impacts. As the AMWG members get to

know and trust each other with each meeting, there is a growing willingness to share information. The AMWG members are getting better at helping each other, which in turn helps improve responsiveness to the needs of its Sponsors.

There is a need to contact all Working Group member companies to optimize participation in the group. Meetings typically consist of approximately 15 attendees. Though the mix of prime contractor types is good, the participation should be larger including management and operating contractors and management and integration contractors from across the DOE complex. During 2009, the Chair will be contacting non-participants to update the membership list and encourage increased participation.

## RECOMMENDATIONS

This Working Group should be maintained and should continue to pursue its objectives. The AMWG continues to have a positive impact on acquisition and prime contract management relationships with DOE, and has provided demonstrable benefits to the EFCOG membership in general. No Subgroups are needed for AMWG at this time.

# CONTRACTOR ASSURANCE WORKING GROUP

CHAIR: ROLAND KNAPP, LOS ALAMOS NATIONAL LABORATORY

VICE-CHAIR: JANE FITZPATRICK, KANSAS CITY PLANT

## INTRODUCTION

The objectives of the Contractor Assurance Working Group (CAWG) are to:

- Promote, coordinate, and facilitate the active exchange of successful approaches to performance-based integrated management systems as well as lessons learned.
- Identify, analyze and produce for distribution through DOE and NNSA Headquarters important lessons learned that could accelerate the implementation of effective federal line oversight and contractor assurance systems.
- Develop Line Oversight/Contractor Assurance System (LOCAS) case studies for future workshops / training courses.

## MEMBERSHIP

Approximately 50 contractor representatives and DOE personnel are actively involved in this new Working Group.

During the year, several ad hoc teams have been formed to work on deliverables; however, no formal Subgroups or task groups have been formed.

## ACHIEVEMENTS

The CAWG met twice during 2008 (April and October in Washington, D.C.).

Representatives from the Working Group have participated in other EFCOG Working Group meetings, the Annual Waste Management Symposium, and the DOE ISMS Workshop.

During 2008, the CAWG addressed the following topics:

- Use of industry standards in lieu of DOE Directives
- Highlights and challenges from DOE Office of Health, Safety and Security (HSS) inspections
- Corrective action effectiveness
- Effective use of lessons learned / operating experience programs
- Use of 3<sup>rd</sup> party certifications
- Requirements flowdown
- Use of human performance principles to produce tangible results
- Development of an approach to develop Leading Indicators

Working Group members have also actively participated on the HSS Safety Directive Project and the NNSA LOCAS effort.

## PLANNING FOR THE NEXT YEAR

During 2009, the CAWG intends to focus on the following:

- Continue the development of Leading Indicators
- Continue to work with HSS to improve HSS Safety Directives
- Continue to work with NNSA on LOCAS
- Improve the use of lessons learned data and information to improve performance
- Use of project management and performance assurance tools with mission-oriented programs and large-scale non-construction projects
- Development of corrective action plans and effectiveness evaluation strategies
- Multi-dimensional risk acceptance protocol and communication

Many of these focus areas will involve participation from other EFCOG Working Groups, such as the ISM/QAWG on integration assessments and Leading Indicators.

## EFFECTIVENESS EVALUATION

In its second year of existence, the CAWG has focused much of its energy on information-sharing among contractors. The support received from the DOE Office of Health and Safety, and NNSA has been excellent. The vision expressed by these management teams has been consistent with the vision of the participating contractors on the CAWG.

## LESSONS LEARNED

Active participation of DOE counterparts (both Headquarters and site offices) in CAWG meetings has proven to be very effective. This has promoted better communication and has not stifled discussions.

## RECOMMENDATIONS

The CAWG should continue to function in 2009, pursuing the plans above. The EFCOG Directors need to continue to identify opportunities for Working Groups to collaborate, avoiding the stovepipes that do not promote the effective use of resources.

# DEACTIVATION & DECOMMISSIONING AND FACILITY ENGINEERING WORKING GROUP

INTRODUCTION CHAIR: RUSSELL MELLOR, URS/WASHINGTON

VICE-CHAIR: BOB RICHARDELLA, S.M. STOLLER CORPORATION

The Deactivation and Decommissioning (D&D) and Facility Engineering Working Group (DD/FEWG) provides leadership to focus on improving safety and reducing D&D life cycle costs across the DOE complex.

The DD/FEWG is a working committee whose intent is to facilitate the objectives of the EFCOG to partner with the Office of Deactivation & Decommissioning and Facility Engineering in DOE's Office of Environmental Management (EM) identifying and addressing key opportunities for improved performance in D&D safety and project execution across the DOE complex through application of experience, including lessons learned, and technology transfer. The area to be addressed by the DD/FE Working Group is facility D&D, including soil and groundwater remediation topics where they integrally relate to facility D&D. Facilities will be covered from the point of ceasing their operating mission through their final declaration of cleanup status. However, activities during the operating mission that prepare for efficient and safe D&D when the mission ceases will also be within the scope.

The DD/FE WG is committed to the following objectives.

- Promote, coordinate, and facilitate the active exchange of successful D&D programs, practices, procedures, technology, and other pertinent information of common interest which have been effectively utilized by contractors and subcontractors for DOE facilities as well as in nuclear power plant decommissioning and other environmental cleanup scenarios.
- Identify, analyze, and produce for distribution through EM important lessons learned that could in a safe manner reduce life cycle costs of EM's D&D program.
- Develop D&D case studies for future workshops/training courses.

## MEMBERSHIP

Membership of the DD/FEWG stands at approximately 40 participants, with 18 "active participants" (i.e., voting members), as well as twenty-two "interested parties" to receive communications about the Group's activities and occasionally contribute to those activities where their expertise is applicable. The Working Group conducts its business partly through its three Task Groups. The contractor members represent both DOE national laboratories and major DOE projects in the complex.

## ACHIEVEMENTS

The DD/FEWG formed in early 2007 at the request of DOE's EM Office of Engineering and Technology to focus on D&D activities with the following goals:

- Improve identification, dissemination and implementation of D&D Best Practices across the Complex.
- Identify transformational changes that can be made to positively affect safety and the D&D baseline over the long term.

Members made significant progress in realizing these goals during the past year adding new D&D best practices to the existing EFCOG Best Practices database, participating in lessons learned forums, and contributing to a DOE initiative on identifying technology needs. Additionally, as discussed below, three Task Groups were formed to focus attention on the following initiatives:

- participating in a DOE project management initiative to develop implementation guidelines for DOE Order 413.3A.
- participating in a DOE radiological protection initiative to institute a more predictable and standardized approach to approving authorized limits and independently verifying cleanup completion at EM sites.
- and, launching a D&D Knowledge Resource Center to provide real-time solutions to D&D challenges.

The progress made during FY 2008 in accomplishing the DD/FEWG's objectives was guided by interactions of the full Working Group as follows:

- December 7, 2007 – fall/winter Working Group meeting (Dallas, Texas)
- May 28, 2008 – spring Working Group meeting (Oak Ridge, Tennessee)
- Numerous Task Group meetings and telephone conferences were also conducted.

Active members are committed to adding at least one new D&D best practice to the existing EFCOG Best Practices database. A review team coordinates comments and works with authors to ensure that the best practices added to the database truly add value and are of consistently high quality. The following seven D&D best practices have been fully through the process and appear in a new D&D category on the EFCOG Best Practices website:

- "Evaluation and Control of Airborne Fungal Populations for Worker Protection during the Deactivation of an Abandoned Process Facility,"
- "Post-Deactivation Surveillance and Maintenance of Excess Facilities,"
- "Use of Commercial Rigid Polyurethane Foam for Decontamination and Decommissioning,"
- "Implementation of National Fire Protection Association Arc Flash Requirements in D&D,"
- "Assets for Value Contracts,"
- "Open Air Demolition of Radiological Contaminated Structures," and
- "Achieving the First Record of Decision on a Canyon in the Complex."

Besides publishing work on the EFCOG Best Practices website, members of the DD/FEWG actively participated in forums to share best practices and lessons learned and stay abreast of developments internationally. Additional D&D best practices are in various stages of review and approval for posting on the EFCOG Best Practices website.

Members of the DD/FEWG are guiding future EM work products by contributing their own experience and knowledge from lessons learned and best practices to DOE initiatives. For instance, members provided input to DOE on D&D technology needs for incorporation into the 10-Year Engineering and Technology Roadmap directed by Congress. The roadmap's purpose is to identify gaps in technology that exist in the current EM program to achieve the safe and compliant disposition of legacy wastes and facilities from defense nuclear applications and to provide a strategy to address those identified gaps. Work on other DOE initiatives is covered below under the applicable Task Groups. Work on all these initiatives has included direct interface with DOE EM personnel and the active participation of the DD/FEWG DOE Sponsor and her staff.

During 2008, members supported technology development activities by demonstrating the effectiveness of three materials for the stabilization of exterior painted surfaces on aging facilities at ORNL and supported an assessment of open air demolition experience in Oak Ridge and Richland.

#### TASK GROUP ACHIEVEMENTS

**DOE 413.3A EM Clean-up Projects Guide Review** - This Task Group has provided input and review during development of implementation guidelines for DOE Order 413.3A, "Program and Project Management for the Acquisition of Capital Assets." DOE is replacing the DOE M413.3, "Project Management for the Acquisition of Capital Assets Manual" with a set of guides, one of which is "EM Cleanup Projects." The Task Group's involvement with DOE G 413.3-8, "EM Cleanup Projects," helped establish clear and executable means of implementing project management requirements from the Order in the unique context of environmental cleanup projects, including D&D projects.

**Independent Verification of Cleanup Review** - This Task Group has provided input and review to DOE on a radiological protection initiative to institute a more predictable and standardized approach to approving authorized limits and independently verifying the completion of cleanup at EM sites. DOE has several radiological protection requirements relating to the release of radiologically contaminated property, both real and personal. These requirements include 10 CFR 835, "Occupational Radiation Protection," and DOE Order 5400.5, "Radiation Protection of the Public and the Environment." The initiative seeks to establish a systematic DOE EM program to implement these requirements and evaluate field and contractor adherence to these requirements. Task Group members coordinated with the EFCOG Environmental Safety and Health Working Group's Radiological Protection Subgroup to provide comments beginning in 2007 on the proposed EM Headquarters Authorized Limit and Independent Verification Business Plan. This Task Group's members commented on release of real property (i.e., real estate) and the Radiological Protection Subgroup commented on release of personal property (i.e., material leaving a site). During 2008, independent verification was performed on sites on the Oak Ridge Reservation in support of the EM closure project.

**D&D Knowledge Resource Center Implementation** - This Task Group continued to develop and maintain a D&D Knowledge Resource Center as a front-line effort to disseminate and implement lessons learned and information on best practices to provide real-time solutions to D&D challenges across DOE. The D&D hotline and an associated website – both functional in 2008 – are an extension of the existing successful and frequently used As Low As Reasonably Achievable (ALARA) hotline set up and maintained by the ALARA Center at the Hanford site. To ensure a successful outcome, the task team for the effort developed an implementation plan that defined the purpose of the D&D Knowledge Resource Center; defined the topics to be covered; specified staffing that includes using DOE interns in ready contact with D&D Subject Matter Specialist points of contact across the Complex; and discussed advertising the availability of the website. Implementation planning also considered the necessary approvals and arrangements for contingency staffing to ensure sufficient resources are committed for a successful outcome.

DOE supported the effort by funding a summer intern from Florida International University to work on the project at Hanford. By October 2007, draft implementation products, including web-site plans, were circulated for review and comment by the full DD/FEWG. A member of the DD/FEWG is integral to the operation of the now fully-functional hotline as part of his regular job responsibilities.

Florida Institute University development of the D&D Knowledge Management web site is continuing. EM is providing management direction, and the Working Group and others are providing technical input. In addition, DD/FEWG members act as subject matter experts to answer hotline and website inquiries. The Working Group has also established a network of points of contact at the major DOE

sites. These individuals are a resource for requests for site-specific information and are accessible to the Hotline and website staffs. A brochure (attached) was developed by the DD/FEWG to advertise the hotline and Knowledge Management website. At this point, the Working Group's involvement in further development is primarily in a consulting role.

## PLANNING FOR THE NEXT YEAR

The next meeting of the DD/FEWG is being planned for March 5, 2009 to be held in conjunction with the Waste Management 2009 conference in Phoenix, Arizona. At the meeting, current membership will be re-assessed and targets set as necessary to cultivate adequate representation and participation from sites across the complex and major contracting companies.

In the coming year the DD/FEWG will continue to support the initiatives described above. Those initiatives involving input and review of DOE products will be supported as the DOE's schedule for accomplishment dictates. Metrics will be developed by which to evaluate effectiveness of the D&D Knowledge Resource Center, once the website is fully operational.

Besides continuing work on the initiatives, the remaining D&D best practices are targeted for posting to the EFCOG Best Practices website by the end of September 2009. The new DD/FE best practices are being placed into a specific D&D category that anyone interested in D&D can readily access. During the coming year these D&D best practices will also be reviewed for applicability to, and inclusion in, other categories on the website. Furthermore, existing best practices in the database will be reviewed for applicability and addition to the D&D category. These parallel reviews will create a cross-fertilization that amplifies the effect of the best practices effort.

Three major areas of emphasis during 2009 will be:

- Development of a presentation package that makes a compelling case for demolition of facilities,
- Continued integration and coordination with the DOE EM D&D Tool Box Project to demonstrate and deploy emerging technologies, and
- Greater involvement of the Working Group in industry/commercial forums.

Opportunities to present more papers born from activities of the DD/FEWG will be identified and committed to for 2009. The DD/FEWG objective to develop D&D case studies for future workshops / training courses will also be revisited as an area for potential growth.

## EFFECTIVENESS EVALUATION

While an objective evaluation of effectiveness is difficult to make for work that involves reviewing and providing input to DOE EM products, the fact that the DD/FEWG was requested to participate in four different initiatives (one completed, two on-going, and one new opportunity) during its full first year indicates that value is seen in the input and feedback provided by the members. More objectively, the addition of seven D&D best practices to the EFCOG Best Practices web site and the presentation of papers on D&D lessons learned and best practices in major industry forums marked the beginning of improved dissemination of lessons learned and best practices among D&D leaders in the industry. Lastly, the DD/FEWG's launching of the D&D Knowledge Resource Center will begin to produce measurable results in the coming year by which to provide a particularly objective evaluation of effectiveness of that effort.

## LESSONS LEARNED

The DD/FEWG members are engaged and committed to ensuring value is added by the actions that are taken. Active membership was refined through this first year as those who demonstrated a willingness to engage and produce concrete products and results emerged. Members' time demands were particularly acute due to many of the members being directly involved in the abnormally high number of EM contracting activities this year, making the members' efforts on the DD/FEWG all the more noteworthy. Requiring active members to contribute to the best practices effort was helpful in establishing individuals' personal commitment to accomplishing the Working Group's objectives. The use of Task Groups to focus on specific initiatives allowed members to take leadership of projects that are of particular interest to them and successfully multiplied the effectiveness of the Working Group.

## RECOMMENDATIONS

The DD/FEWG should continue functioning in 2009, pursuing the plans described above as structured with Task Groups ensuring an on-going focus on specific initiatives.

The D&D Knowledge Resource Center has particular potential to add enduring value to the DOE EM mission. Continuing support by EFCOG is recommended to ensure continued successful implementation in 2009.

# ENERGY EFFICIENCY WORKING GROUP

CHAIR: LYNNWOOD DUKES, SANDIA NATIONAL LABORATORY

VICE-CHAIR: ERNIE FOSSUM, IDAHO NATIONAL LABORATORY

## INTRODUCTION

The Energy Efficiency Working Group (EEWG) is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) as related to the particular areas of energy costs, usage, and conservation awareness.

The purpose of the EEWG is for members to promote excellence in Department of Energy programs by sharing information and lessons learned, energy efficiency, and by facilitating the application of information and techniques to the degree appropriate for their contract/facility. The areas of contractor interest covered by energy efficiency include, but are not limited to: energy generation, energy usage, utility systems, conservation techniques, and communication of energy efficiency information.

The objectives of the EEWG are to:

- Promote energy efficiency by sharing management, technical, and financial information among contractors through vehicles such as workshops, subgroups, and seminars.
- Promote, coordinate, and facilitate the active exchange of successful energy efficiency programs, practices, procedures, lessons learned, and other pertinent information of common interest to energy usage which have been effectively utilized by contractors for DOE facilities.
- Strive to meet DOE energy efficiency goals.
- Promote and demonstrate renewable energy technologies.
- Provide planning and actions necessary to ensure that the overall objectives of EFCOG are met.

## MEMBERSHIP

The EEWG membership is comprised of approximately 45 members representing national laboratories, M&O contractors, energy management firms, field operations, and support.

## ACHIEVEMENTS

- Held the annual Working Group meeting in conjunction with DOE's Federal Energy Management Program (FEMP) GovEnergy Conference. Over 40 EEWG members attended with 11 FEMP staff present.
- Hosted four teleconferences on energy savings performance contracts (ESPCs), Metering, Water Guidance, and Renewable Energy Projects (sharing lessons learned, providing feedback on guidance).
- The EEWG website has been updated with an Information Tab where all new publications, guidance documents, energy plans, water plans, lessons learned, innovative ideas and latest information is posted to allow easy access and limit email traffic.
- Coordinated responses to revised DOE Order 430.2B, "Departmental Energy, Renewable Energy, and Transportation Management".
- Facilitated information between FEMP and Working Group members, including surveys, data gathering, draft guidance review, and execution plans.

- Interfaced with Infrastructure Management and Environmental Safety and Health Working Groups.
- Continuing to promote and support the Transformational Energy Action Management (TEAM) Initiative led by Bob Westby of NREL.
- Conducted surveys, data gathering, draft guidance review, and execution planning for implementing DOE Order 430.2B.

The annual meeting of the EEWG was held on August 6<sup>th</sup> and 7<sup>th</sup> following the EGov Conference in Phoenix, Arizona. Numerous sites and HQ departments were represented by the attendees. The meeting was formatted around open discussion of various agreed-to issues and topics, as highlighted below:

#### FEMP HQ UPDATE

- Review and comments on the new DOE Order 430.2B.
- Executable plans on how the sites will incorporate the 5 or 6 main areas of 430.2B are due by the end of CY 2008. There is currently no guidance on length or breadth of the Executable Plans. Several sites indicated that they were simply updating their existing Energy Management Plan.
- Designs that are 30% more efficient than American Society of Refrigerating, Air-conditioning, and Engineers Standard 90.1.
- Sustainable design and water conservation should be pursued for the purposes of energy efficiency.
- New forthcoming rules from FEMP will only cover new buildings,, but that the EEWG will have an opportunity to review the proposed new rules.
- The DOE Facilities Information Management System (FIMS) will now have a field for Excluded Buildings. Rather than submitting a manually prepared list of Excluded Buildings as in years past, sites will now input these buildings into FIMS along with a justification and description of exclusion part being claimed. This information will remain in FIMS until something changes.

#### TEAM INITIATIVE UPDATE

- Highlighted the four ESPC projects that have been signed, and that there are an additional 16 projects currently being developed.
- The Executable Plans are being developed to present to the incoming administration so that the projects can continue to move forward. This is consistent with the TEAM Initiative, the intent of which is to transition to the new Administration with a working solution and plans for accomplishment of the DOE Order goals.
- Looking forward – Both presidential candidates are planning ambitious energy policies and energy will likely be on the issues addressed in the new administrations first 100 days. May be a new Executive Order and reenergized program funding.
- ESPCs need to address water management and Renewables, which have been neglected in the past.
- ESPCs should get larger with consideration for the “whole site”.
- ESPC audits can count for the Energy Independence and Security Act audits.
- Congress wants to see maximizing of ESPC projects including 3rd party-funded projects.
- Asked for interest in establishing a subgroup to the EEWG that would concentrate on renewables, with and emphasis on including with ESPC projects.
- DOE Pilot Utility Data Management System.
- Contracting to develop the data management system. A narrative was provided on how FEMP is planning to accomplish.

- Survey conducted last fall, responses were varied and DOE is currently evaluating where to go next.
- Phase One: Prototype demonstration at four sites or areas such as Headquarters, Brookhaven National Laboratory, Oak Ridge National Laboratory, and National Renewable Energy Laboratory.
- Phase Two: 80/20 Rule and address utilities and program issues.
- Phase Three: 20/80 Rule – cleanup.
- This activity will be Department-wide.

## DOE ORDER 430.2B DISCUSSION

### WATER REDUCTION GOALS

- LBNL is using ESCo to evaluate water saving opportunities. As far as water goes, it appears that labs are moving from waterless urinals to pint flush units. Appears that waterless urinals have had common maintenance and use issues. DOE suggested a lessons learned document.
- FEMP website includes water best management practices and case studies and is being updated. It was suggested that there are other numerous sources of information and tools such as water audits, Water Management Plans, and water balance activities.
- It was suggested a subgroup be formed to develop a white paper on lessons learned to post on the EFCOG website and DOE suggested developing and distributing a spreadsheet to send out to distribution. Final path forward appears to be a topic of continued discussion during a later teleconference.

### 15% SUSTAINABILITY REQUIREMENT

- There appears to be considerable debate on the 15% requirement, as is 15% of total building numbers or 15% of total square footage. There is indirect guidance defining as 15% of total buildings. This is a subject where the EEWG should weigh in and send real-world recommendations to DOE Headquarters. It was generally understood that the 15% applied to total square footage at a site.

### LEED GOLD AND LEED EB

- All projects are at DOE Order 413.3 Critical Decision (CD)-1, but if not to CD-2 on October 1, 2008 are subject to Leadership in Energy and Environmental Design (LEED) Gold.
- It is currently assumed that if a building achieves LEED Gold, then it achieves the Guiding Principles. There may be exceptions. If a LEED Existing Building rating is obtained, then a building may or may not meet the Guiding Principles. DOE suggested that a building at LEED Gold will satisfy High Performance Sustainable Building criteria.
- There is uncertainty about whether leased buildings are included in the 15% requirement, as the Pacific Northwest National Laboratory Chief Financial Officer says that leased facilities cannot be upgraded with Federal funding. DOE stated that it is not in favor of including leased buildings as part of Goal Subject Buildings.

### ENERGY SECURITY AT DOE FACILITIES

- Recommended partnering with local utilities for energy security and peak power management.
- Renewable Energy has its own stability issues such as base loading, biomass storage, utility interfaces, long-term generation, and long-term outages.

## ESPC DISCUSSION FORUM

- The most significant topic of discussion was the Internal Support Costs. A question was posed as to whether one can use Work for Others funding to cover the Internal Support Costs.
- Oak Ridge National Laboratory stated that they are using the ESPC process to accomplish their Comprehensive Audits. DOE suggested that once a facility achieves the goals, then it can be considered “done”.
- It was suggested that an ESPC project would be developed much smoother if the internal funding issues are worked out before the project is fully developed.
- Lessons learned with an emphasis on performance period administration were discussed. Continuity needs to be addressed through documents containing the who, what, where, and when to reduce issues with personnel changes that will certainly happen on the extended contract terms.

## PLANNING FOR THE NEXT YEAR

The following is the path forward for 2009 for the EEWG:

- Water Issues: Compilation and distribution of Lessons Learned.
- ESPC: Compilation and distribution of Lessons Learned. Internal support cost issues.
- Comprehensive Energy Audits: Major issue, 25% and 15% requirements.
- Excluded/Covered/Leased Buildings: Need to discuss and draft a request to FEMP for clarification.
- Executable Plans: How and format. DOE’s guidance needs to be distributed.
- Renewables: Discuss how to implement with ESPCs or alternative funding mechanisms. Taking an integrated approach across the agencies.
- EEWG will continue to have involvement in the TEAM Initiative Working Group to ensure coordinated approaches to energy conservation.
- EEWG will also continue to take a comprehensive customer focused approach responsive to FEMP’s vision to assist DOE and other Federal agency sites increase energy efficiency, conserve water, promote renewable energy technology use and manage energy costs.
- EEWG will continue to assist DOE’s Federal Energy Management Program with timely and effective communication between sites, field and operations offices and Headquarters.
- EEWG will also continue to increase communication and participation of energy management professionals from DOE, other federal agencies and other appropriate EFCOG Working Groups at workshops to extend the pool of knowledge available to support DOE’s energy management initiatives.

## EFFECTIVENESS EVALUATION

The EEWG has increased its value to the DOE through the type of communications demonstrated in 2008, especially in the issues of energy costs, usage, and conservation awareness. It continues to be the appropriate forum in which to provide a sounding board on these issues.

## LESSONS LEARNED

In the current environment and focus on energy reduction it is imperative that these efforts are coordinated across all sites and that the TEAM Initiative efforts are integrated with the EEWG efforts. If a reasonable approach is not taken, valuable funds will be ineffectively utilized to achieve questionable results.

## RECOMMENDATIONS

It is recommended that the EEWG be continued, but consideration should be given to combining this Working Group with the Infrastructure Management Working Group given the extent of overlapping areas of interest. Also, administrative assistance and minimal funding to acquire dedicated resources would be of significant value to the group in order to make progress on key issues.

# ENGINEERING PRACTICES WORKING GROUP

CHAIR: KEN KEITH, OAK RIDGE Y-12

VICE-CHAIR: CHARLES KRONVALL, CH2M HILL PLATEAU REMEDIATION COMPANY

## INTRODUCTION

Formed in mid-2003, the Engineering Practices Working Group (EPWG) completed its fifth full year of enhancing engineering effectiveness in the DOE complex. During this time, the Working Group has grown and matured in both primary and subgroup membership, achieved recognition in efforts from both the Department and the Defense Nuclear Facilities Safety Board (DNFSB). Notable successes have been the EFCOG paper “Design Adequacy of Safety Systems”, development of DNFSB 2004-2, Confinement Ventilation Evaluation Guidelines and implementation strategies, approaches to integration of safety into the design process for DOE-STD-1189, “Integration of Safety into the Design Process” , and implementation activities associated with 10CFR851, “Worker Safety and Health Program”.

The purpose of the EPWG is to promote engineering excellence in the execution of DOE missions by sharing best industrial practices, applying lessons learned and providing integrated recommendations to DOE officials.

The EPWG’s scope includes the areas of engineering practice that are associated with DOE facilities, programs, and capital acquisitions. This includes the application of engineering practices throughout the lifecycle of DOE facilities, including initial design and construction, commissioning, operation and maintenance, decommissioning, and closure. Engineering practice is the application of engineering disciplines and processes as governed by national codes and standards, recognized quality standards, and DOE orders and regulations.

## MEMBERSHIP

There are total of approximately 160 members in EPWG, including the members of the Working Group, and additional members in the 4 Subgroups (as of the end of 2008: Configuration Management, Fire Protection, Testing and Commissioning, and Value Management) and one Task Team (Pressure Safety).

## ACHIEVEMENTS

In 2008, EPWG continued to build on its successes and recognition as a group of substance with further requests from DOE & NNSA and EFCOG for support on several important initiatives. These included:

- Continued support in the development of DOE-STD-1189, “Integration of Safety into the Design Process”.
- Review of Implementation Guides to support DOE Manual 413.3, “Program and Project Management for the Acquisition of Capital Assets”.
- Review of Fire Hazards Analysis and Documented Safety Analysis integration guide.
- Support in development of a new safety instrumented system standard.

These initiatives were performed in close cooperation with other EFCOG groups, especially the Safety Analysis, Project Management, and Integrated Safety Management and Quality Assurance Working

Groups. A new subgroup was formed and chartered to share lessons and experiences in the area of Testing and Commissioning.

The breadth and significance of the topics being addressed by Engineering Practices demonstrates that the group is making positive contributions through helping the DOE to establish complex-wide programs and practices, enhancing engineering effectiveness via subcommittee and task activities, and sharing of lessons learned and best practices between EFCOG member companies.

EPWG meets four times per year, twice via nationwide teleconference, and twice face-to-face. At the meetings, task teams report on progress, new focus areas are discussed, new task teams are formed and pertinent lessons are shared.

Four EPWG meetings were held in 2008:

- January 23: nationwide teleconference
- May 6-7: general meeting at Richland, Washington
- August 6: nationwide teleconference
- October 28-29: general meeting at Aiken, South Carolina

Accomplishments in the EPWG focus areas were:

- **DOE-STD-1189, "Integration of Safety Into the Design Process"**– EPWG continued to play a significant role in support of the Department's important efforts to address Congressional and DNFSB concerns with major projects. The Standard's intent is to provide guidance and clarify expectations on the integration of safety with the design process while describing the roles associated with this evolution. Most importantly, the Standard sets the expectations to establish key safety decisions early in the project evaluation process to avoid some of the well publicized DOE project failures of the past few years. In addition, guidance on documenting these decisions and obtaining concurrence with key stakeholders is provided through the Safety Design Strategy. With EPWG directly supporting the writing team, the Standard was issued in March 2008. Following the release of the Standard, EPWG, in conjunction with the Safety Analysis Working Group's May meeting hosted a one-day DOE Standard 1189 Workshop. Approximately 200 were in attendance to hear implementation lessons from several sites targeting different aspects of the Standard including Safety Design Integration Teams and the new seismic requirements, among other topics.
- **Pressure Safety Task Team** – Following successful 10 CFR 851 implementation, members requested additional experience sharing in the area of pressure safety. Specifically, the team aims to develop a standard understanding of the requirements of an effective pressure safety program as required by the Worker Safety and Health Program, 10 CFR 851 Appendix A Section 4.0. Working with the ISM and QA Working Group, two meetings and several organizing phone calls were held during the initial year of team existence. 32 members have been identified, and a pressure vessel SharePoint Site has been established. This team is working to raise awareness of pressure safety program aspects and quickly accelerate sites with relatively new programs to experienced, well based programs.
- **Safety Class and Safety Significant Instrumented Systems Standard** – EPWG has supported DOE's Office of Health, Safety, and Security (HSS) in the development of a new standard to provide guidance on design of safety instrumented systems. The Standard is drawing from American National Standards Institute/International Society of Automation 84.00.01-2004, Functional Safety: Safety Instrumented Systems for the Process Industry Sector. A draft of the

standard has been developed and discussion continues with the Safety Analysis Working Group to achieve consensus on a graded application of requirements.

- **Evaluate alternatives to IEEE for Safety Class/Safety Significant Power Design** – The EPWG previously agreed to evaluate development of a DOE-specific standard for safety electrical power in lieu of commercial nuclear power IEEE standards. Early efforts resulted in the development of a preliminary scope plan for the effort. The task group subsequently developed a draft formal task plan for the effort. Loss of all key lead personnel on this effort to new company assignments and retirement has stalled the effort. With new, large nuclear facility design efforts underway, the manager of NNSA's Office of Safety reissued the challenge to address this topic. As a result, this activity will be one of the focus areas for 2009. This effort is judged to provide significant benefit in a more tailored and consistent set of requirements for safety systems power for the DOE complex.
- **HSS Assessment Findings Evaluation for EPWG Actions** – In 2007, EPWG identified areas generic to the complex appropriate for action from a review of DOE HSS's recommendations and opportunities for improvement from:
  - Essential System Functionality, January 2006
  - Safety System Engineer and Oversight Programs, March 2006

Actions under taken by the group to develop/compile best practice improvement recommendations and their status include:

- Engineering calculations (e.g. depth and rigor of documentation, input and assumption identification, input and assumption management) – a Best Practice has been developed and accepted by the group. The Best Practice is currently in the process of being posted on the EFCOG website.
- System performance monitoring and trending programs (e.g. expectations for system engineers to monitor assigned systems, attributes to be monitored, methods to document, confirmation that system performance meets safety basis expectations) – a draft Best Practice has been developed based on input from several of the sites with existing programs. The draft identifies expectations for cognizant system engineers in monitoring the health and aging of their system. The Best Practice is under review and expected to be posted in the coming calendar year.
- Safety equipment list – the Configuration Management Subgroup has taken on the task of developing guidance on expectations for a safety equipment list. A Best Practice paper has been developed and is under review.

In 2008, the EPWG revisited more recent DOE HSS assessments. Additional common issues were noted across the complex in the areas of engineering design and authorization basis, and safety system oversight (relates directly to system engineering program). The group is currently organizing a concerted effort to share site lessons in response to the system engineering program issues. EPWG is also coordinating with DOE's Safety System Oversight (SSO) representatives to share plans and identify common areas of focus. EPWG has been invited to follow-up a presentation by the EPWOG chair at last year's SSO meeting with full representation at their planned spring meeting. This topic is relevant also to DNFSB staff visits to several sites over the past year.

- **Non-nuclear Focus Group** – As many sites have limited nuclear related activities, there is a need to focus a portion of the EPWG activities on non-nuclear items. In 2006, the Group agreed to establish a lead for this focus area initially with the possible growth to have the EPWG leadership structure modified to include an overall chair, and separate vice chairs for Nuclear and Non-Nuclear Activities. As all sites involve non-nuclear related engineering

activities, sharing of lessons and experience to drive cost efficiencies approaching commercial practice is a continual theme. EPWG includes discussion of this area in meetings to foster sharing. Many sites have graded approach practices that may be beneficial for other sites to implement to improve their overall effectiveness in this topical area. In addition, spin-off activities have been initiated within the Configuration Management Subgroup to explore, develop, and publish best practices for configuration management of non-nuclear systems/structures/components in nuclear facilities.

#### SUBGROUP ACTIVITIES

**Fire Protection Subgroup (Chair: Perry D'Antonio, Sandia National Laboratory):** The Fire Protection Subgroup continues to provide a forum for members to ask questions and to disseminate information. In the last year, the Subgroup has shifted focus from 10CFR851 implementation to supporting the DOE's response to DNFSB Recommendation 2008-1, "Safety Classification of Fire Protection Systems". Several members are directly supporting activities to develop positions responsive to the recommendation. Activities include design expectations (e.g., single failure, National Fire Protection Association (NFPA) requirements), quality requirements, and classification of system components or supporting systems. These activities are teamed with the Safety Analysis Working Group.

Another focus of the Subgroup has been the development of leading indicators. Leading indicators can become an important component of the DOE's Contractor Assurance System and a focus of the EFCOG Contractor Assurance Working Group. A broad set of indicators, led by Sandia National Laboratory, is being reviewed by the Subgroup for broader application.

To support the efforts of the Subgroup, monthly conference calls and one meeting were held. The meeting was held in conjunction with the DOE Fire Protection Workshop (May 2008) to best use limited resources.

**Configuration Management Subgroup (Chair: Cherri DeFigh-Price, SRS Parsons):** The EPWG Configuration Management (CM) Subgroup continued revitalization efforts to address mainstream CM issues. The group held a meeting May 7, 2008 in conjunction with the EPWG meeting in Richland, Washington. In addition, phone conferences were held during in January and October..

Current activities in the CM Subgroup include the following three areas:

- Safety Equipment List development, maintenance and control. The Subgroup has submitted a Best Practice to the EPWG for approval.
- A need was identified for development of a recommended minimum set of documents needed for a Category II nuclear facility. Data collected from the sites was generally consistent. Agreement was reached that this was ready to develop into a draft white paper. It was agreed that the Subgroup should collect as much data from the architect-engineer for new facilities as possible, but that much of that was for the record and did not require a formal update schedule.
- Software Configuration Management. This best practice provides a simplified method for qualifying and managing commercial off-the-shelf engineering design and analysis software applications to comply with DOE Software QA requirements. The Best Practice is currently under review by EPWG for approval.
- The Subgroup completed a survey of software systems used at nine different DOE sites for configuration management. As part of this survey, the Subgroup included points of contact for each area and software to facilitate sharing successes and information. Several members are upgrading or replacing their electronic systems and have found the information useful.

- Rosters for the Subgroup as well as subject matter expert rosters for CM (total of 3 separate listings) were updated.

Other best practices are under consideration including definition of “as-built” drawings, change control during major project design, and configuration management during Deactivation and Decommissioning, among others.

**Engineering Standards Subgroup (Chair: Stan Palmer, Idaho Cleanup Project):** Engineering Standards was largely inactive in the past year. Based on the decreased focus and attention in this area, the Working Group agreed to eliminate this Subgroup. If items arise in the future of a similar nature, focused groups will be organized to address specific items.

**Value Management Subgroup (Chair: Richard Harrington, Washington Closure Hanford):** The Value Management (VM) Subgroup 2008 annual meeting was conducted on June 11, 2008, during the Society of American Value Engineers (SAVE) International Conference in Reno, Nevada. The meeting was well attended with representatives from Hanford, Yucca Mountain, Idaho National Laboratory, the U.S. Department of State, and Army Corps of Engineers. Updates were given from each site on 2007 VM studies completed and current 2008 VM plans.

The DOE Annual 2007 Value Management/Value Engineering (VM/VE) Report has been formatted and is awaiting authorization from DOE-HQ Office of Engineering and Construction Management (OECM). Excluding any objections from OECM, this report will be posted on the EPWG VM Subgroup web page. The 2007 report identified 15 VM studies completed with a potential of nearly \$128M in cost savings/avoidance. OECM may use this report to fulfill the annual VE progress report as required by DOE Policy 413.2, OMB Circular A-131, and Public Law 104-106.

**Pressure Safety Task Team (Chair: Tom Etheridge, Oak Ridge National Laboratory):** The Pressure Safety Task Team initiated in 2007 has quickly grown and attracted a diverse group of DOE sites, contractors, and others including the Thomas Jefferson National Accelerator Facility and the Stanford Linear Accelerator Center. Two meetings were held during the year – one in Las Vegas, Nevada in March, and a second in conjunction with the EPWG fall meeting in Aiken, South Carolina. Both meetings were well attended (approximately 25 people attended each meeting). The group has fostered significant sharing of programs, procedures, and practices. Several of the members are also members of American Society of Mechanical Engineers Boiler and Pressure Vessel (ASME B&PV) code committees. These affiliations and stature of the group members provides real time resources for questions associated with ASME B&PV code interpretation.

The Chairman of the DOE Headquarters Pressure Safety Committee has requested the Pressure Safety Task Team to become actively involved in recommending pressure safety policy and practices within DOE and to work closely with the DOE Pressure Safety Committee. Most DOE site representatives on the DOE Pressure Safety Committee are actively participating in the Pressure Safety Task Team including the DOE Headquarters Chairman.

Based on the group activities to date and membership, discussions are underway with the ASME High Pressure Systems Code Committee for the group to support maintaining criteria for barrier design of pressure systems.

**Testing and Commissioning Subgroup (Chair: Doug Messerli, Oak Ridge Y-12):** A new subgroup was proposed and organized in the last year. The Testing and Commissioning Subgroup was established to promote excellence in DOE testing and commissioning programs through sharing information, resources, knowledge, talents, applying lessons learned, and providing integrated recommendations

for improving performance to DOE. A charter for the new group has been developed and approved by the EPWG. The Subgroup presently has about 14 members.

## PLANNING FOR THE NEXT YEAR

EPWG has the following initiatives planned for 2009:

- Follow-up activities related the health and safety assessments discussed previously will be a key focus area for the group. Best practices in the areas noted will be compiled and disseminated to the member companies to enhance performance in the areas noted. The actions and practices will be developed in concert with the DOE HSS and Safety System Oversight to achieve common expectations for system engineering programs. This will continue the theme of teaming with DOE to improve engineering effectiveness in the complex. In addition, interaction with the Safety Analysis Working Group is expected where best practices may relate to safety basis management.
- Continue support to HSS for development of safety instrumented system standard. It is anticipated that the draft standard will be released for DOE-wide review and comment in the coming year.
- Continue support to DOE on the response and implementation to DNFSB 2008-1 actions.
- Re-organize effort to develop DOE standards in lieu of IEEE standards for electrical power safety systems.
- Support DOE in the implementation of DOE Standard 1189 in conjunction with the Safety Analysis and Project Management Working Groups. This will include developing best practices on application and supporting a revision of the System Design Description Standard to address use in the integration of safety and design during project implementation.
- Based on a request from NNSA's Office of Safety, support NNSA and DOE on the development of a technical position to address actions appropriate for potential significant HEPA filter loadings under fire scenarios.
- The Fire Protection Subgroup plans for the upcoming year include:
  - Developing a consensus position proposal for applicability of DOE O420.1B to leased facilities;
  - benchmarking site Authority Having Jurisdiction programs, particularly looking at roles, responsibilities, authorities and accountabilities;
  - Benchmarking fire barrier penetration seal configuration management practices;
  - Benchmarking of site fire protection design criteria (international codes vs. NFPA);
  - Develop and post Fire Hazards Analysis Tool Box; and,
  - Develop updated fire protection system and equipment inspection, testing and maintenance recommended frequencies.
- Configuration Management Subgroup intends to accomplish the following: Meetings and/or phone conferences are planned for early 2009. Focus will be to update/adjust goals from 2008. Goals previously established and plans for the upcoming year include:
  - Develop and issue Best Practices. Minimum of 2, aiming for 3-5. Specific assignments have been made for nine specific subjects, with drafts due by mid-January 2009 to support the next scheduled teleconference. These include:
    - "Maintaining CM in Work packages during D&D"
    - Version and formal change control during design
    - Design Deliverables at 30-60-90-100%
    - Facility Design Descriptions and System Design Descriptions as design tools first, then deliverables

- "As Built": definition (versus "as found") – who is responsible, graded approach, confidence level
- Title III services by original architect-engineer
- Software configuration management
- Vendor information (formats, control, cataloging)
- Major modifications to operating facilities – special considerations
- The Value Management Subgroup will continue to be promoted or demonstrated across the complex. During the coming year, it is planned to collect and summarize VM/VE efforts from 2008.
- Pressure Safety Task Team plans for 2009 are:
  - to continue interaction and information sharing;
  - organize support for criteria for barrier design of pressure systems;
  - Seek DOE-HSS resolution of ASME Boiler and Pressure Vessel Code dates associated with 10 CFR 851

Planned EPWG events during CY 2009 include:

- January 28, 2009 nationwide teleconference
- Week of April 21, 2009 general meeting in Washington, D.C. hosted by Los Alamos National Laboratory and Argonne National Laboratory
- May 12-14, 2009, EPWG will provide representation at the SSO National Meeting in Las Vegas, Nevada.
- July 29, 2009 nationwide teleconference
- Week of October 21, 2009 general meeting at a location to be determined

## EFFECTIVENESS EVALUATION

The EPWG has been effective during the past year, most notably in supporting DOE in several major initiatives for the complex. The EPWG has been positively recognized by the DOE customers in these activities, demonstrating the benefit of the EFCOG and EPWG's close interaction with the DOE. DOE recognition is reflected in the request for group support on new initiatives. This interaction is increasing performance and effectiveness across the complex. The tasks being worked on by the group are issues that are significant and the output of the EPWG is being used by member companies to enhance engineering effectiveness. Strong cross-Working Group interaction was evidenced throughout the year on numerous initiatives. The adjustment of the face to face meetings to include more interactive sessions versus presentations and the focus lead on nonnuclear activities are key examples of this. The year saw continued improvement in all Subgroup interactions and activities. In summary, the EPWG activities and contributions in 2008 covered a broad spectrum of activities and the results were positively recognized by the DOE. Members are enthusiastic with respect to the 2009 planned activities and significant contributions will be expected of EPWG.

## LESSONS LEARNED

A positive aspect of the EPWG and its Subgroups this year has been the continuation of increased communication among members, as noted last year. Members of EPWG are now routinely communicating, using the Working Group as a sounding forum, on issues that arise in their locations. In the Fire Protection Subgroup, communication within the DOE fire protection community has substantially increased, resulting in very positive response to the Subgroup and its activities. A challenging aspect of the Working Group and its Subgroups is the great diversity among the various members in how engineering, configuration management, and fire protection activities are organized and executed at their sites. Working Groups need to keep this in mind, to ensure value is maintained

for all its members. The EPWG website and in particular the very complete meeting minutes developed and distributed are a very positive communication tool used to distribute lessons learned and best practices at member facilities.

In addition, communication and teamwork with other Working Groups is improving. Several cross Working Group items of importance to the Department and contractors are currently working. These afford opportunities to coordinate positions and develop strong teams within EFCOG.

As in most volunteer groups, it is difficult at times to get full participation. All members are engaged in significant roles in their companies and additional time to support Working Group activities can represent personal time commitment.

## RECOMMENDATIONS

It is recommended that the Engineering Practices Working Group and its four Subgroups continue their activities in support of DOE and the common interest of the contractor community in accordance with the 2009 plans. The EPWG is available to help support other critical initiatives of the EFCOG Directors and DOE that may be identified during the upcoming year. To accomplish all tasks noted, robust member company interaction and involvement on major activities and effective integration among various Working Groups will be required.

# ENVIRONMENTAL SAFETY AND HEALTH WORKING GROUP

CHAIR: ANTHONY UMEK, SAVANNAH RIVER NUCLEAR SOLUTIONS

FIRST VICE-CHAIR: MIKE MADISON, ENERGY SOLUTIONS;

SECOND VICE-CHAIR: PAT PADEZANIN, SAVANNAH RIVER NUCLEAR SOLUTIONS

## INTRODUCTION

In 2007 the EFCOG Board split the Integrated Safety Management and Quality Assurance (ISM and QA) Working Group to form a new Environmental Safety and Health Working Group (ESHWG). This is the second annual report for this recently formed working group.

The purpose of the ESHWG is to promote excellence in all aspects of environmental protection and safety and health for the member organizations. The scope of this working group includes Industrial Hygiene, Industrial Safety, Environmental Management, Occupational Medicine, Chemical Safety, Electrical Safety, and Radiological Safety. The ESHWG, through its officers, Subgroups, and Task Groups, identifies, evaluates, and selects "best in class" ESH practices, procedures, and tools for deployment and application throughout the DOE Complex. The ESHWG is focused on supporting cost effective, efficient operation of DOE facilities while maintaining - as the highest priority - safe, environmentally sound, and secure operations through the ongoing exchange of information and corresponding improvement initiatives. The ESHWG coordinates with other EFCOG Working Groups and maintains a direct liaison with the ISM and QA Working Group.

The ESHWG has five primary objectives:

- Promote, coordinate, and facilitate the active exchange of successful programs, practices, procedures, tools, lessons learned, and other pertinent information of common interest that can be adapted to enhance ESH performance of all contractors in the DOE complex.
- Working with the EFCOG Board of Directors, identify and address issues of common interest, including initiatives to foster continuous ESH improvement.
- Through focused sub groups, promote cooperation and interchange information, as appropriate, within EFCOG and with other entities involved in similar activities (e.g., Occupational Safety & Health Administration, Institute of Nuclear Power Operations, National Enforcement Investigation/Investigations Center, etc.), while minimizing duplication of efforts.
- Focus on active personal exchanges of management and technical information among contractors.
- Interact with DOE in ways that produce value-added benefits for both DOE and the contractor community. This includes DOE sponsorship and participation in ESHWG activities, as well as participating in technical exchanges with DOE as appropriate.

## MEMBERSHIP

Approximately 120 representatives participate on the ESHWG, and its six Subgroups: Chemical Safety and Lifecycle Management, Environmental, Electrical Safety, Industrial Hygiene/Industrial Safety, Occupational Medicine, and Radiation Protection.

## ACHIEVEMENTS

The ESHWG held its spring meeting in Washington, D.C., from March 4-6, 2008, in conjunction with the Chemical Safety and Lifecycle Management Conference. This conference was well supported by key external customers and well attended by EFCOG members located in Washinton D.C. and through the use of video conferencing. The fall meeting occurred October 7-9, 2008, in Las Vegas, Nevada with over 200 attendees. In addition, periodic conference calls were held to discuss priority ESH issues and share lessons learned. The ESHWG continued to provide valuable information exchange and development of common solutions to ESH problems of members as is evident by an increase in conference participation from 110 members and guests who attended to first Working Group Meeting in 2007 to over 200 at the 2008 meeting. Other notable achievements in 2008 include:

- Established the Electrical Safety Subgroup which is working on publishing a revised version of the Electrical Safety Handbook
- In conjunction with the DOE Chemical Safety Topical Committee (CSTC), co-sponsored the successful 10th Annual Joint EFCOG/DOE Chemical Management Workshop, March 4-6, 2008 with 230 participants.

Subgroup achievements in 2008 include:

### ENVIRONMENTAL SUBGROUP (CHAIR: ROSS FANNING, SAVANNAH RIVER NUCLEAR SOLUTIONS)

The Environmental Subgroup met on June 19-20, 2008, in Big Sky, Montana and again on Oct 7-9, 2008 as part of the semiannual ESHWG meeting. In addition, the Subgroup held monthly conference calls to serve as a vital link between the meetings. Activities and accomplishments by the Subgroup include:

- A survey was conducted to gather information on how sites were implementing or planning to implement necessary changes to execute requirements of Executive Order 13423, "Strengthening Federal Environmental, Energy, and Transportation Management". The information obtained from each of these surveys was presented and discussed at the semi-annual meetings as a shared learning activity.
- The sub-group arranged the spring semi-annual meeting to be integrated with the Federal Environmental Symposium - West. This afforded the sub-group attendees the opportunity to also participate in this very informative and applicable annual event.
- The subgroup presented a workshop in conjunction with the Federal Environmental Symposium focused on the implementation of Executive Order 13423 requirements. There were 66 registrants, representing a wide variety of facilities, contractors, and federal agencies.
- Several Subgroup members participated in a special session to provide input to DOE as an aid in drafting DOE Order implementing guides.
- The Subgroup presented a recommendation to the ESHWG to include recognition of the International Standards Organization (ISO) 14001 registration auditing and surveillance process as suitable for formal DOE audits of site Environmental Management Systems (EMS).
- The Subgroup reviewed and approved three Best Practices for publication. Two more Best Practices were presented at the fall meeting and were approved for submittal.
- Several Subgroup members continued to support activities in the DOE's Office of Health, Safety, and Security (HSS) Clean Air Working Group and Environmental Management Systems Assistance Network.

### CHEMICAL SAFETY AND LIFECYCLE MANAGEMENT SUBGROUP (CHAIR: JAMES MORGAN, SAVANNAH RIVER NUCLEAR SOLUTIONS)

The Chemical Safety and Lifecycle Management (CSLM) Subgroup mission is to promote excellence and efficiency in all aspects of CSLM by gathering, evaluating, and sharing performance measures, best management practices, and lessons learned. Specific achievements by this group include:

- The CSLM Subgroup, in conjunction with the CSTC, co-sponsored the successful Tenth Annual Joint EFCOG/DOE Chemical Management Workshop, March 4-6, 2008. This year's theme, "Chemical Safety and Life Cycle Management – 10 Years and Still Learning" focused on chemical management services, integration of chemical and emergency response, chemical storage, cylinder life cycle management, and beryllium safety at the Department of Energy sites. The Workshop attracted approximately 240 participants, either in person or by telecast from fourteen sites throughout the DOE complex, and included 30 speakers representing various federal and private sectors.
- Completed the chemical inventory management benchmarking survey of twelve facilities/sites, and compiled results for presentation at the March, 2008 EFCOG/CSTC Chemical Management Workshop in Washington, D.C. Survey results will be used to develop recommendations for applying a graded approach to managing hazardous material inventories and to develop DOE-wide chemical inventory accuracy measurement processes and expectations.
- Submitted a technical paper, "Variations in Reproductive Toxicant Identification", to the Journal of Occupational Hygiene.
- Conducted preliminary discussions and data gathering to compare benefits and drawbacks of commercial off-the-shelf software and custom-developed chemical inventory management software.

### INDUSTRIAL HYGIENE AND SAFETY SUBGROUP (CHAIR: ROBERT KEEN, STRATEGIC PETROLEUM RESERVE)

The Industrial Hygiene and Safety Subgroup met at both semi-annual ESHWG meetings and discussed issues of concern to member participants. Presentations were made by Subgroup members as well as non-EFCOG personnel.

American Board of Industrial Hygiene Certification Maintenance (CM) Points were requested and approved for the fall 2007 and spring 2008 meetings. CM Points are also expected for the fall 2009 meeting. CM Points allow safety and health professionals participating in the EFCOG meetings to support their certification as industrial hygienists and safety professionals, reducing the impact on the travel and training budgets to their company and the DOE. Results and products from the meetings included discussions on:

- reasonable accommodations for individual workers under the Americans with Disabilities Act, led by Dr. Mike Ardaiz, DOE's Chief Medical Officer
- nanotechnology within the DOE complex
- medical surveillance for nanotechnology workers
- how to improve the performance of construction subcontractors through effective oversight/communications
- DOE Headquarters' interpretation of DOE Safety and Health Note DOE/EH-0414 to clarify DOE expectation that when breathing air to a supplied air system is lost, a worker does not have to immediately removed the suit. The interpretation, D08-06-001, acknowledges the availability of residual air which allows a supplied air suit user to move to an uncontaminated location

before removing the suit top provided the distance and time are not exceeded and/or excessive.

#### OCCUPATIONAL MEDICINE SUBGROUP (CHAIR: JAMIE STALKER, LOS ALAMOS NATIONAL LABORATORY)

The Occupational Medicine (OM) Subgroup met in Las Vegas in October at the fall ESHWG meeting. For each meeting, members who attended were earned continuing medical education credit through the Radiation Emergency Assistance Center/Training Site (REAC/TS). The OM Subgroup has completed work on a number of issues this year. At the request of DOE-HHS, the medical directors put together recommendations to the DOE concerning the medical issues within the complex. These are the main recommendations:

- Establish an Office of Chief Medical Officer, to be the champion of leading the initiative for the electronic medical record
- Demonstrate the benefit of quality occupational health services on an organization's productivity and establish a complex-wide initiative to identify the medical issues of the aging workforce
- Establish a medical peer review process with the DOE complex
- DOE should undertake a complex-wide initiative to advocate the use of employee assistance program services with fear the information will be accessed and unfairly used in clearance re-investigations.
- Establish a complex-wide initiative to identify and promote effective ergonomic programs.

The medical directors made a recommendation for the continuing support of REAC/TS at least at its current level of funding by DOE. The medical directors have continued to educate their workforce about the potential pandemic influenza. The medical directors are planning to develop a collaborative working relationship with the Office of Enforcement to facilitate DOE's understanding of the medical issues associated with 10 CFR 851.

#### ELECTRICAL SAFETY SUBGROUP (CHAIR: LLOYD GORDON, LOS ALAMOS NATIONAL LABORATORY)

Several valuable products were again provided to the complex, designed to protect workers and property from hazards arising from the use of electrical energy. The teaming effort between DOE sponsors and contractor representatives, combined with the support of DOE HQ, contractor corporate management, and EFCOG leadership continues to be a winning combination for the many workers that went home injury free. The Electrical Safety (ES) Subgroup conducted an electrical safety meeting (Golden, Colorado, July 28 - August 1, 2008), and networked regularly to share critical information across the complex.

The ES Subgroup also met on October 29 - November 1, in Las Vegas, Nevada, along with teleconferences every month during the year.

It also updated the DOE Electrical Safety Handbook, and maintained the Center of Excellence for electrical safety.

#### RADIATION PROTECTION SUBGROUP (CHAIR: JIM STAFFORD, SAVANNAH RIVER NUCLEAR SOLUTIONS)

The Radiation Protection (RP) Subgroup assembled on two occasions during FY 2008, to discuss common issues. One meeting was held in Las Vegas, Nevada, and the second was in Washington, D.C. Both were held in conjunction with other Subgroups under the ESHWG. A significant topic for discussion and benchmarking at each meeting was the recently revised 10CRF835 and lessons

learned in the implementation of the revisions at each of the member sites. Full implementation is not required until 2010; however, numerous strategies are being employed and discussion topics have included neutron factors, employee notifications, DOE Laboratory Accreditation Program accreditation impacts, DOE Headquarters' interpretation, etc. Additional topics discussed have included the various DOE standards being revised as a result of the revision to 10CRF835. The Subgroup has also discussed related regulations.

Presentations were made by RP Subgroup members at both meetings and included updates for standing Subgroup issues as well as new ones. Standing issues include: 1. "Hard to Detect Radionuclides", that focused not only on the specific nuclides but also covered DOE actions related to Requests for Authorized Releases, and 2. "Staffing Shortages," where the membership discussed the difficulties they are having in recruiting and retaining radiation protection professionals as well as radiation protection technician staff members. Lessons learned related to emergency response, events involving uptakes, potential uptakes and contract transitions were also shared.

## PLANNING FOR THE NEXT YEAR

ESHWG work plans for 2009 include:

- Conduct two semi-annual working meetings in the spring and fall to coordinate and facilitate Subgroup interaction and involvement; the spring working group meeting will be in Washington D.C. to facilitate participation by DOE Headquarters personnel.
- Sponsor the development of a laser safety task group to identify and resolve critical DOE-wide laser safety issues.
- Sponsor the development of a nanotechnology task group to support ESH issues.
- Support initiatives through subgroups in the following areas:
  - Through the Electrical Safety Subgroup - Continue to revise the DOE Electrical Safety Handbook with the goal of supporting DOE-HQ publication of the revised handbook by the beginning of FY 2009.
  - Through the Industrial Hygiene and Safety Subgroup - Publish a Contractor Guide for a Standardized Process for Low Hazard Exposure Assessment.
  - Through the Chemical Safety and Lifecycle Management Subgroup - In partnership with the DOE Chemical Safety Topical Committee, sponsor the 2009 Chemical Management Workshop in Washington DC in March 2009.
  - Through the Radiation Protection Subgroup - Assist DOE/HQ in 10 CFR 835 revisions and other relevant matters.
  - Through the Environmental Subgroup - Conduct a site survey to capture lessons learned on EMS/ISO certification process and follow-on surveillance audits; establish a list of internal EMS assessment resources for use within the EFCOG community; coordinate an effort in conjunction with the Radiation Protection Subgroup to begin planning and preparation for implementing requirements of revised DOE Order 5400.5 relative to the free release of material.
  - Through the Occupational Medicine Subgroup - Continue support to DOE's HHS and follow up on the medical directors' recommendations
- Support ISM related tasks with the EFCOG ISM and QA Working Group
- Work with DOE and member companies in the implementation of Line Oversight and Contractor Assurance Systems
- Host workshops in support of key DOE and contractor areas of concern.

## EFFECTIVE EVALUATION

During this year, the positive impact of the ESHWG to the customer was continued through the various participating contractor operations. Sharing of ESH processes and practices, which were made available for implementation at the various DOE locations resulted in cost savings to all member companies. Activities are focused around two central meetings where all members of the Subgroups can assemble at one place at one time. Use of DOE facilities has minimized meeting costs. Focused workshops will also continue to be held at locations and in facilities convenient to the business and in a cost-effective manner to the customer in accordance with EFCOG operational requirements. Individual subgroup activities and sharing of Operating Experiences and Best Practices which filter back to each member company continues to be seen as a “cost savings.”

## LESSONS LEARNED

The best location for working group and subgroup meetings will continue to require management attention. The working group will benefit from maintaining high DOE involvement. To facilitate DOE participation, at least one working group meeting should and will be held in the Washington, D.C. area. Subgroups will be encouraged to meet at the semi-annual Working Group meetings, but some Subgroups will benefit from joint meetings with industry groups. For 2009, the Electrical Safety Subgroup may conduct a meeting in conjunction with the IEEE Electrical Safety Meeting and the Chemical Safety and Lifecycle Management Subgroup will continue to sponsor the annual Chemical Management Workshop.

## RECOMMENDATIONS

The ESHWG and its Subgroups as currently organized should continue during 2009.

# HUMAN CAPITAL WORKING GROUP

CHAIR: JEFF JAY, SAVANNAH RIVER NUCLEAR SOLUTIONS

VICE-CHAIR: DIONE HEUSEL, STRATEGIC PETROLEUM RESERVE

## INTRODUCTION

The EFCOG Human Capital Working Group (HCWG) formed initially as a task group in January 2008 to frame the issues and objectives for an EFCOG-sanctioned Working Group. In March 2008, the EFCOG Board of Directors approved and chartered the new HCWG.

The vision of the HCWG is to support creation of a human capital management system for the management & operating (M&O) contractor environment, which will provide DOE a macro-view of human resource capacity and capability to sustain DOE mission readiness through the next decade.

The purpose of the HCWG is to:

- Promote strategically and systematically effective human capital management approaches to prepare EFCOG for successfully competing in global knowledge economy of 21st century
- Within the government energy sector, advance strategic alliances between program and mission leaders and human resource professionals to preserve and sustain “People Readiness” initiatives crucial to energy workforce capability and capacity vital to U.S. national energy security

HCWG’s objectives are to:

- Measure effectiveness of human capital management performance (people readiness) with demonstrated leading, real-time and lagging performance indicators.
- Assess and evaluate qualitative and quantitative data regarding critical skill sets and institutionalize the approach within the EFCOG community in a manner that is predictive and timely in mitigating risks to the government sector.
- Examine DOE program sectors and present annual results of predictive trends and recommendations of at-risk mission critical skills based on projected demand and supply factors to the EFCOG and DOE community.
- Align strategic human resource and mission management partnerships with industry best practices in human capital.
- Communicate advanced transformational strategies and concepts applicable across EFCOG working groups and DOE programs that support innovative business approaches for sustaining a strong, well-educated and trained 21st century workforce.

## MEMBERSHIP

The HCWG membership, with approximately 25 representatives from about 20 member companies, has been established in its first year of operation across a broad spectrum of human capital representation within the M&O community, as well as external non-government organizations to foster strategic dialogue on human capital issues and affects on public policy. Since January 2008, over 60 individuals have participated in some form of HCWG activities. Focus for the first year of the WG membership has been in establishing the infrastructure and leadership to move the WG processes forward. Five Subgroups have been established (although one of the five (Post-Doctorals, or Post-

Docs) is functioning under the auspices of the Critical Skills Subgroup until early 2009) : Strategic Planning, Human Capital Policy, Critical Skills, Post-Docs, and Best Practices.

## ACHIEVEMENTS

DOE and the United Kingdom's Nuclear Decommissioning Authority have opened communications regarding an HCWG benchmarking opportunity to address common human capital interests between the two nations that will take on substantive communications in 2009 and beyond. In addition, a special interest topic to DOE and the HCWG is the DOE Health, Safety & Security (HSS)-sponsored research with the University of Maryland regarding the health maintenance and productivity baseline for the current M&O workforce. This task, chaired by Dr. Jodi Jacobson, Assistant Professor, University of Maryland, performs under the auspices of the Human Capital Policy Subgroup and currently has garnered some voluntary support from medical directors within the M&O community.

Other specific accomplishments during 2008 include:

- The HCWG Chair met with key DOE Sponsors.
- The first formal HCWG meeting was held at the Strategic Petroleum Reserve site in June to discuss leadership and topics for the Working Group.
- Conducted HSS-sponsored collaboration with University of Maryland regarding Baseline Health & Productivity of Current EFCOG Workforce.
- Established liaison with the National Academy of Public Administration and Partnership for Public Service.
- Held the second HCWG meeting at Sandia National Laboratory, Albuquerque, NM in November, focused on Critical Skills Benchmark and HC Contractor Policy; discussed Educational Processes and Critical Skills Interfaces with Technology-based Businesses - Advanced Technology Academy, Critical Skills Institutes, Advanced Manufacturing Trades Training Program, Post-Doc Professional Development Program; identified option to address DOE M&O labor demands over next 5 to 10 years through use of periodic, independent Department of Labor survey grant proposal; and identified a refined approach to better understand DOE O 350.1, "Contractor Human Resource Management Programs" policy issues with a comprehensive complex-wide survey.
- Conducted a critical meeting with Sandia National Laboratory and Lawrence Livermore National Laboratory Post-Docs to frame initial issues regarding effective recruitment and retention of M&O Post-Docs and prepare baseline benchmark for complex-wide review and application. Established initial framework of Subgroup with priority on:
  - Determining Consistent Pathway for Post-Docs to Full Employment
  - Centralizing Oversight of Post-Doc Program Implementation
  - Defining Post-Doc Position Performance Review Criteria
  - Improving Mentor/Principal Investigator Interpersonal Skills
  - Improving Attraction Attributes and Professional Development for Post-Docs in National Laboratory Settings

The HCWG also established communications to negotiate use of LLNL-developed decision-based analytical software tool across the complex to identify and analyze over 200 critical skills using different business scenarios to project human capital needs over a 5-year period.

At the Subgroup level, substantial progress was made on the following actions in 2008:

**STRATEGIC PLANNING SUBGROUP (CHAIR: DIONE HEUSEL, STRATEGIC PETROLEUM RESERVE) - GOAL: WORK ON CULTURE, IMAGE AND TECHNOLOGY THAT ESTABLISHES DOE/M&O COMPLEX AS ATTRACTIVE AND RESPECTED PLACE TO PURSUE CAREER**

<b>Task</b>	<b>Actions</b>
SP-1	Determine potential to benchmark with Futurists (Dean Camen)
SP-2	Develop draft branding campaign with regards to M&O HC Sustainability and attractiveness of mentorship by current workforce with future scientists, engineers and technicians from Gen X/Y/Millennials
SP-3	Establish a comprehensive and modern branding message, given generational differences & motivations, and prepare strategy for developing FY 2010 DOE Program/M&O funding
SP-4	Develop proposal to EFCOG Board of Directors to modernize EFCOG website with interactive software capabilities that are user friendly and reflect updated knowledge management applications for future EFCOG members
SP-5	Prepare recommendation on M&O strategy for development and implementation of institutional knowledge management system for transfer of knowledge between workforce generations

**HUMAN CAPITAL POLICY SUBGROUP(CHAIR: KATHRYN CRAFT ROGERS, LAWRENCE LIVERMORE NATIONAL LABORATORY) – GOAL 1: BREAK GROUND ON BARRIERS IN DOE O 350.1 HC POLICIES THAT HINDER EFFECTIVE UTILIZATION OF M&O RESOURCES, TO INCLUDE INFRASTRUCTURE AND RELATED PROGRAMS TO DEVELOP, TRAIN AND TRANSFER KNOWLEDGE TO NEXT GENERATION WORKERS.**

<b>Task</b>	<b>Actions</b>
PO-1	Acquire Contracts/Procurement Expertise from Acquisition WG to support HCWG Policy Subgroup
PO-2	Develop HC Policy project plan/timeline
PO-3	Establish regular HC Policy conference calls
PO-4	Draft letter from EFCOG Chair to EFCOG leadership requesting functional Subject Matter Expert (SME) input re: barriers and/or recommended improvements to DOE O 350.1 (or other applicable policies)
PO-5	Gain stakeholder buy-in prior to issuing letter & survey
PO-6	Develop survey to accompany letter for SME input
PO-7	EFCOG Chair approve HC Policy Letter and release of survey tool to EFCOG member representatives
PO-8	Send letter and survey to HCWG participants; post letter on EFCOG HCWG web-site
PO-9	Receive responses to survey
PO-10	Compile & forward survey results to HC Policy Subgroup members

<b>Task</b>	<b>Actions</b>
PO-11	Expand HC Policy Subgroup to add needed SMEs based on survey results
PO-12	Draft recommendations for policy change based on survey results
PO-013	Formalize interface and support from Federal staff to augment review and revisions of policy
PO-14	Brief EFCOG Board of Directors regarding HC Policy Subgroup path forward

**HUMAN CAPITAL POLICY SUBGROUP – GOAL 2: SUPPORT DOE HSS, OAK RIDGE INSTITUTE FOR SCIENCE & EDUCATION (ORISE) AND THE UNIVERSITY OF MARYLAND IN CONDUCTING M&O SURVEY TO BASELINE HEALTH & PRODUCTIVITY OF CURRENT WORKFORCE.**

<b>Task</b>	<b>Actions</b>
PS-1	Send letter of introduction of Dr. Jacobson and Overview of Health Survey Project to EFCOG member representatives
PS-2	Brief EFCOG WGs regarding Board on Health & Productivity Management Concept & Path Forward
PS-3	Recruit Volunteer M&O Organizations willing to participate in survey (Argonne National Laboratory, Lawrence Livermore National Laboratory, Sandia National Laboratory)
PS-4	Prepare Point Paper to Garner EFCOG Board of Directors and DOE Programs Support for FY 2010 Funding Requirements
PS-5	Report results from volunteer M&O organizations
PS-6	Prepare and present formal report on initial volunteer results to promote EFCOG & DOE program support for FY 2010 funding

**CRITICAL SKILLS SUBGROUP (CHAIR: TOM RICHEY, OAK RIDGE Y-12) – GOAL 1: ESTABLISH A NETWORK ACROSS THE DOE COMPLEX TO INVENTORY CRITICAL SKILLS OF EACH NATIONAL LABORATORY AND SITE.**

- Develop short-term mechanism to identify and inventory critical skills across the DOE complex
- Assess and evaluate aggregate data on critical skills with independent verification
- Recommend approaches to DOE in the establishment of a workforce development plan

<b>Task</b>	<b>Actions</b>
CI-1	Negotiate application of Lawrence Livermore National Laboratory-developed decision-based analytical software tool for use across complex to identify, inventory and analyze 200+ critical skills for project shortfalls
CI-2	Define common set of Critical Skills terms to standardize communications across the DOE complex
CI-3	Prepare proposal for DOE Workforce Study performed by a qualified public/private sector labor economics group for independent verification of labor demand

<b>Task</b>	<b>Actions</b>
CI-4	Create technical incentives for other EFCOG expertise to participate in HCWG activities with initial focus on Engineering Practices Working Group
CI-5	Obtain list of Labs/Sites contracts projected for re-bids within next 5 years
CI-6	Invite Labor Economist to next WG meeting
CI-7	Present Workforce Study to EFCOG Board of Directors for FY 2010 funding action
CI-8	Develop presentation for EFCOG Board of Directors, NNSA and DOE addressing Critical Skills Inventory results and recommended approaches for workforce development plan
CI-9	Report results to EFCOG Board of Directors, NNSA and DOE for DOE Line and Program Support for FY 2010 Funding

**CRITICAL SKILLS SUBGROUP – GOAL 2: BETTER UTILIZE POST-DOCTORAL EMPLOYEE PIPELINE DOE-WIDE TO FILL CRITICAL SKILLS NEEDS; CONVERT PROVEN POST-DOC COMMODITIES TO PRODUCTIVE CONTRIBUTORS AND UNDERSTAND ATTRACTION AND RETENTION BEST PRACTICES FOR THIS GENERATION OF WORKERS.**

- Established initial framework with national priority on:
  - Determining Consistent Pathway for Post-Docs to Full Employment
  - Centralizing Oversight of Post-Doc Program Implementation
  - Defining Post-Doc Position Performance Review Criteria
  - Improving Mentor/Principal Investigator Interpersonal Skills
  - Improving Attraction Attributes and Professional Development for Post-Docs in National Laboratory Settings
- Establish Post-Doc Subgroup to address improved processes and serve as pipeline for future EFCOG technical and professional leadership development.

<b>Task</b>	<b>Actions</b>
CP-1	Convene informal focus group of Post-Docs to frame and prioritize issues
CP-2	Publish draft of initial results as basis to expand substance to issues as Subgroup grows in membership
CP-3	Establish interim Post-Doc leadership to stand-up subgroup across M&O complex
CP-3	Expand Post-Doc membership for Subgroup with other professional Post-Doc associations
CP-4	Convene formal subgroup meeting as part of HCWG venue, develop strategy and action plan for moving improvements agenda and select formal subgroup chair
CP-5	Brief EFCOG Board of Directors on Subgroup initiative and path forward for FY 2010; introduce new Chair

**BEST PRACTICES SUBGROUP (CHAIR: KEN ANDRIESON, NEVADA TEST SITE) – GOAL: DEVELOP BEST PRACTICES TO REINFORCE SUSTAINABILITY OF HUMAN CAPITAL – EDUCATION & TRAINING MODEL FOR OPTIMIZING EFFORTS**

<b>Task</b>	<b>Actions</b>
BP-1/SP-4	Modernize EFCOG website to accommodate interactive Best Practices fed into <i>Sustainability of Human Capital Model</i>
BP-2	Focus initial efforts on outreach and other community initiatives designed to attract, recruit and retain individuals
BP-3	Publish at least one Best Practice under each set of initiatives
BP-4	Codify process for maintenance and sustainability of initiative

## PLANNING FOR THE NEXT YEAR

For 2009, the HCWG will focus on two major fronts:

- Increase active growth in volunteer and leadership base by 50 people and increase company representation from 30% to at least 50% of EFCOG companies actively involved in technical support to human capital initiatives across the M&O community. Currently, only 30% of the M&O companies are engaged in the work of the group on such an important issue, which could transcend all EFCOG activities with impacts coming sooner rather than later. Several of the DOE offices are working related human capital issues in their respective programs. The EFCOG HCWG provides lateral integration support capabilities among all DOE program offices to ensure the M&O community can efficiently and effectively address these issues.
- Advance all of the strategic action items within the subgroups of Strategic Planning, Human Capital Policy, Critical Skills, Post-Docs and Best Practices and bring at least 75% of current action items to successful closure in 2009.
  - Establish and deploy effective branding message for future generation DOE M&O workers.
  - Collaborate with and provide recommendations to the DOE Office of Human Resources regarding future policy changes involving pension, benefits, compensation and risk management in a manner that facilitates workforce excellence and improved mission performance prior to the formal DOE Order revision process.
  - Collaborate with DOE HSS, Oak Ridge Institute for Science & Education and the University of Maryland in conducting the M&O survey to baseline health & productivity of current workforce and assist in completing report and submission to DOE HSS.
  - Develop and deploy capability to collect accurate critical skills data across the M&O community that protects individual M&O proprietary information while providing a macro-picture of an inventory of human capital capabilities and critical skills shortfalls vital to sustaining the DOE mission.
  - Prepare recommendation for DOE to sanction and work with the Department of Labor and M&O contractors in preparing a workforce study on the M&O demand over the next 5 – 10 years for critical skill sets important in sustaining the DOE mission.
  - Establish leadership and subgroup forum for Post-Docs to address related human capital issues specific to post-doc employment and technical activities within the national

laboratory system to ensure post-docs are leveraged in the market place effectively in meeting a cross-section of national needs.

- Develop and publish Best Practices reflective of initiatives noted in the model for Sustainability of Human Capital – Education & Training Model for Optimizing Efforts

Planned HCWG events in CY 2009 include:

- March 4 and 5, 2009: HCWG Meeting, Waste Management 2009 Conference, Phoenix .Arizona
- May 2009: HCWG Meeting, Oak Ridge, Tennessee
- October 2009: HCWG Meeting, Nevada Test Site, Las Vegas, Nevada

## EFFECTIVENESS EVALUATION

By start-up measures, the HCWG has been a tremendous success as noted by the initiatives outlined in this report. More importantly, the DOE senior sponsors have been involved along the way, particularly in addressing critical skills issues. Furthermore, the head of DOE's HSS agreed to actively participate and help drive the important work done by the HCWG. Significant to this DOE senior sponsor relationship is his direct report relationship to the Secretary and Deputy Secretary of Energy. This Working Group has all the "right stuff" to be effective in meeting its chartered obligations; however, additional technical resources dedicated to collaboration and transparency must step up to the challenge and look at the overall human performance of the M&O community through the eyes of the corporate-level executive responsible for the broader DOE mission.

The working group by its charter and challenges has a 10-year mission to institutionalize the types of human capital initiatives strategically important to sustain the DOE mission over the long haul. Given its first year anniversary, the team has been effective but is just getting started.

## LESSONS LEARNED

The HCWG's initial success is attributed to a dedicated group of professionals, representing diverse disciplines and institutions that willingly have left their competitive institutional interests at the door in order to collaborate on human capital issues of strategic, common concern with severe implications in the sustainability of the Department of Energy mission and M&O contractor performance, if left unchecked. Likewise, strong senior DOE sponsorship has been vital with its sound advice and counsel to the group. The group quickly organized with leadership, organizational structure and a set of substantive issues to address, stretching the paradigm of the group in the daunting tasks ahead. Moving institutional M&O cultures so used to competition, where information is protected and shared sparingly, now into a new world of collaboration and transparency is the major challenge ahead for the team.

There are ~140,000 M&O contractor employees under the oversight of ~14,000 DOE Federal civil servants. The HCWG is not aware of any strategic human capital performance metric at the Secretary's level that depicts critical skill projected losses and gains relative to schedule and degree of impact to DOE missions. The necessary human capital information from among the EFCOG member companies is not currently shared and analyzed as an aggregate for supporting strategic policy and Congressional funding. The DOE HSS Sponsor has challenged the HCWG to facilitate the collaboration of this effort.

Currently, the HCWG sustains its work with about 20 active participants with a similar number of EFCOG companies represented, although the initiative has had about 60 people involved along the way. This level of reinforcement from the EFCOG community is not enough in order for the group to be

effective in meeting its chartered commitment. While the group values the contributions from the human resource professionals involved, the HCWG needs an equal, if not increasing, number of other technical and managerial disciplines involved to make the kind of strategic difference necessary for the human capital pipeline necessary to sustain the future of the DOE mission.

## RECOMMENDATIONS

Given the excellent start of this group, the HCWG should be continued in 2009. The HCWG also recommends that the EFCOG Board of Directors actively recruit for the HCWG technical and managerial resources dedicated to: collaboration and transparency in a team setting; who have talent to look at corporate perspectives; and who understand the design of tactical processes that can result in strategic mission performance and measurement.

# INFRASTRUCTURE MANAGEMENT WORKING GROUP

CHAIR: DENISE ROBINSON, LAWRENCE LIVERMORE NATIONAL LABORATORY

VICE-CHAIR: JOHN CLYMO, NEVADA TEST SITE

## INTRODUCTION

The vision of the Infrastructure Management Working Group (IMWG) is to share its expertise in infrastructure management and provide strategic advice that will enable DOE and its contractors to have a responsive infrastructure that is essential to support the DOE's missions. In addition, IMWG will focus on key DOE issues with the goal of meeting mission needs cost effectively.

The purpose of IMWG is to promote excellence across the DOE complex, and as a team, foster growth and opportunities to continue to incorporate the best practices at all DOE sites using shared information and resources to accomplish this vision.

IMWG's approach is to partner with DOE and its contractors, to communicate effectively across the complex and to develop core guidelines and shared leadership styles to support facility management as the foundation of a responsive infrastructure in support of DOE missions.

The scope of IMWG includes improving asset management and maintenance; work management productivity; recommending and/or developing effective infrastructure metrics; improving construction management; and disseminating best practices and lessons learned.

## MEMBERSHIP

IMWG currently has 80 members representing 21 member companies. By the end of 2008, the IMWG was comprised of four Subgroups focused on specific facility and infrastructure areas: Asset Management and Performance Measures, Construction Management, Maintenance Management, and Work Management.

## ACHIEVEMENTS

During 2008, IMWG continued to focus on key initiatives established with DOE and NNSA sponsors to include maintenance and operations, deferred maintenance, performance metrics, and work management. The major accomplishments include development of white papers on sustainment models and partnership with DOE to support DOE Order 433.1, "Maintenance Management Program for DOE Nuclear Facilities".

Scheduled activities for the year included Steering Committee conference calls, which improved communication between DOE sponsors and Subgroup chairs and progress on the initiatives. The annual IMWG Steering Committee meeting was held in July in the DOE Las Vegas, Nevada office.

Specific Subgroup accomplishments during the year are summarized below.

### ASSET ACQUISITION SUBGROUP (CHAIR: JIM MEDFORD, AREVA)

The Asset Acquisition Subgroup was focused primarily on alternative finance. Although there was activity in this area, the group did not identify an ongoing need for this Subgroup and membership was limited and variable. The decision was made to combine this Subgroup with the Asset Management

and Performance Measures Subgroup, while maintaining existing resources and contacts as practical in the event that a future role in alternative finance becomes apparent.

**ASSET MANAGEMENT AND PERFORMANCE MEASURES SUBGROUP (CHAIRS: RABINDER MALHOTRA, ARGONNE NATIONAL LABORATORY, AND PAUL REYNOLDS, LAWRENCE LIVERMORE NATIONAL LABORATORY)**

The Subgroup worked on the initiatives summarized below:

- Surveyed replacement values (RPV) calculation methods: The RPV initiative goal is to achieve possible future savings and standardizes method for calculating RPV. Phase I was a survey of EFCOG sites that compared methods used to calculate RPV. Phase II and III are planned for the year ahead.
- Metrics and Methodologies for Calculating Asset Utilization: The purpose of this initiative was twofold. First was to determine the consistency in the application of the asset utilization index calculation across the DOE community. The information gathered through this survey assists in identifying areas that need further clarification to achieve standardization. Second, this survey obtains matrices and other best practices that the various organizations have found beneficial in improving the asset utilization at their sites. Phase I was to create an asset utilization survey, which was completed and reviewed in 2008. Phase II and III are planned for the year ahead.

**CONSTRUCTION MANAGEMENT SUBGROUP (CHAIR: VACANT)**

- No action was taken on this group pending identification of a chair.
- Discussions are underway to move this Subgroup to the Project Management Working Group.

**MAINTENANCE MANAGEMENT SUBGROUP (CHAIR: ED WILLIAMS, SANDIA NATIONAL LABORATORY)**

- Continued supporting the DOE Order 433.1 Working Group
- Continued support of Office of Engineering and Construction Management and NNSA on sustainability (greening of real property) as required by Executive Order 13423 and establishment of a consistent approach to sustainment
- Deployed the results of the sustainment model white paper
- Developed definitions for skill of the craft
- Worked with DOE Office of Science on their stewardship initiative
- Conducted a survey of the maintenance management systems that different sites are using
- Worked with DOE to develop a refined model to address 2-4% maintenance related to enduring and non-enduring facilities

**WORK MANAGEMENT SUBGROUP (CHAIR: STEVE LITTLE, OAK RIDGE Y-12)**

- Performed an assist visit at Lawrence Livermore National Laboratory in the late spring
- Developed white paper on incorporating Human Performance Improvement (HPI) into work control corrective actions
- Surveyed sites to develop benchmarks on ratios of support personnel to crafts

## PLANNING FOR THE NEXT YEAR

Work plans for the IMWG at the Subgroup level in 2009 include:

The Asset Management and Performance Measures Subgroup has two planned initiatives:

- Develop a white paper on asset utilization goals and metrics. Phase II will send the survey out to EFCOG sites for completion during the first part of 2009. Phase III will evaluate and analyze

- the information; this should be completed by September 2009. The findings, as appropriate, will be part of a white paper to be shared among the EFCOG community
- Partner with the Maintenance Subgroup to develop a white paper on calculating RPV and guidance related to RPV of enduring vs. non-enduring facilities. Phase III will rollout the results and will be completed in December 2008

No action is planned for the Construction Management Subgroup, pending identification of a chair or possible movement to the Project Management Working Group

The Maintenance Management Subgroup has two planned initiatives:

- Develop an initiative to review and conduct a comparison evaluation of the primary sustainment models in use across DOE
- Rewrite of the DOE Order 433.1 initiative to reflect current circumstances and path forward

The Work Management Subgroup will build on the successful peer (or assist) visits, which provide extremely good exchange of information between sites, with an initiative to communicate the most common deficiencies found during the visits into an improvement initiative.

## EFFECTIVENESS EVALUATION

The IMWG continues to have excellent support and involvement from its DOE and NNSA sponsors. Those partnerships are evidenced in the numerous DOE and NNSA requests for input from the Working Group.

## LESSONS LEARNED

Coordination among working groups is critical to avoid potential overlapping topics. Contractor changes are increasing turnover in the leadership of subgroups, which in turn slows progress on initiatives. Vice Chairs for each of the subgroups should be established to facilitate continuity during personnel changes.

## RECOMMENDATIONS

The IMWG should be continued in 2009, and continue to partner with the NNSA, OECM, and Office of Science on key initiatives. Because Subgroup sponsors are interested in both topics and the interface between them, it is recommended that the Board of Directors consider combining the Infrastructure Management and Energy Efficiency Working Groups. The DOE and NNSA sponsors and the sites would perhaps be better served by combining the Working Groups into one Infrastructure and Energy Working Group. It is also recommended that the Construction Management Subgroup be moved to within the Project Management Working Group.

# INTEGRATED SAFETY MANAGEMENT AND QUALITY ASSURANCE WORKING GROUP

CHAIR: NORM BARKER, ENERGY SOLUTIONS

FIRST VICE-CHAIR: JOHN McDONALD, WASHINGTON RIVER PROTECTION SOLUTIONS;

SECOND VICE-CHAIR: SUSAN KIMMERLY, OAK RIDGE BECHTEL-JACOBS

## INTRODUCTION

The vision of the Integrated Safety Management (ISM) and Quality Assurance (QA) Working Group is to be recognized by DOE, NNSA, and EFCOG as a driving force for complex-wide performance improvement throughout the full spectrum of Integrated Safety Management and Quality Assurance activities.

The purpose of the ISM and QA Working Group remains to promote excellence in the development, implementation and validation of ISM and QA programs and processes by sharing information and lessons learned, and by facilitating the application of ISM information, techniques, and best practices at DOE sites.

The primary objectives of the Working Group are to:

- Promote, coordinate and facilitate the active exchange of successful programs, practices, procedures, lessons learned and other pertinent information of common interest to ISM and QA.
- Promote ISM and QA awareness and understanding by sharing management and technical information.
- Facilitate integration of existing ISM and quality-related processes and work practices.
- Identify streamlined techniques and best practices that enable cost-effective and accelerated implementation of validated ISM and QA processes and programs.
- Facilitate coordinated contractor input to DOE on ISM and QA-related issues.
- Provide an efficient mechanism for interfacing between DOE and senior contractor executives and subject matter experts responsible for development, implementation and continuous improvement of ISM.

## MEMBERSHIP

Membership on the Working Group and Subgroups is approximately 150 representatives, including members from the majority of the sites and approximately 40 EFCOG member companies.

The Working Group has three Subgroups: Quality Assurance, Feedback and Improvement, and ISM Program Management, along with their associated task groups.

To ensure the Working Group continued to include a focus on industry best practices and lessons learned, liaison membership has been established with the Institute of Nuclear Power Operations (INPO), the Defense Nuclear Safety Board (DNFSB), and the National Laboratories Improvement Council (NLIC). The Working Group has also established effective communications with the other key EFCOG Working Groups.

## ACHIEVEMENTS

Working Group achievements in 2008 included:

- Semi-annual Working Group meetings were held at the Oak Ridge National Laboratory Conference Center in Oak Ridge, TN from March 25-27, 2008 and at the DOE NNSA Nevada Site Office facilities in Las Vegas, NV from November 18-20, 2008. Key external customer and subject matter expert participation ensured the meetings were addressing current DOE and industry issues. Attendance at the semi-annual meetings averaged approximately 150 people.
- Periodic conference calls were held to discuss priority ISM issues and share lessons learned.
- Maintenance of an EFCOG-wide “Best Practices” website which provides a single reference point for all Contractors and the DOE.
- Continuing liaisons with INPO, the DNFSB, and NLIC.
- Initiated a Safety Culture Task Team to evaluate ISM coverage of Safety Culture criteria.
- Initiated a separate QA Task Force to assist DOE Office of Environmental Management (EM) on a Quality Assurance Improvement Project.
- Provided a lead auditor qualified to NQA-1 for each EM “Assist Visit & Audit.
- Provided NQA-1 Training to EFCOG & DOE.
- Supported the development of EM QA Plan.
- Supported DOE’s Health, Safety, and Security on review of DOE Orders 414.1, 226.1, and 450.4-1.
- Developed a plan for NNSA on Quality Assurance improvement.

Subgroup accomplishments in 2008 were as follows:

### FEEDBACK AND IMPROVEMENT SUBGROUP (CHAIR: PATRICIA ALLEN, WASHINGTON SAVANNAH RIVER COMPANY)

- Initiated the Occurrence Reporting and Processing System (ORPS) Task Group, developed a generic training module, and conducted ORPS training.
- Worked with the QA Subgroup to jointly develop guidance on a integrated QA and ISM assessments. A white paper was drafted and routed for review and presentation.
- Worked closely with the Contractor Assurance Working Group to evaluate areas of potential overlap with the Feedback and Improvement Subgroup. Decided to work closely together on developing and utilizing “Leading Indicators” to better manage the overall performance of a project.
- Conducted two annual meetings and continued to share good practices among the participating organizations and with DOE Headquarters.
- Supported, as requested, the DOE Headquarters Occurrence Reporting Program Manager through the ORPS Task Group activities.
- Shared lessons learned on effective transition activities and ISM verification actions.
- Supported the ISM Program Safety Culture initiatives.
- The ORPS Task Group also reviewed study results of DOE Recurring-type ORPS reports from 2003-2007 to address several areas including: are there any positive or negative trends, what causal analysis methods are used within the complex, what is the frequency of Human Performance cause coding & couplets, are any novel corrective actions being implemented across the complex, and to determining if “R” reports minimize the risk of recurrence within the project as well as across the complex.

## ISM PROGRAM MANAGEMENT SUBGROUP (CHAIR: ROY SCHEPENS, PARSONS)

The Subgroup focused on two high visible, high impact tasks over the past year:

- the DOE/EFCOG Safety Culture Task
- the HPI Implementation Tools Project

On November 1, 2006, the DOE issued DOE M 450.4-1, "Integrated Safety Management System (ISMS) Manual". Among the changes was a new section on supplemental safety culture elements which included human performance indicator (HPI) attributes. These elements are based on experience and learning over the past ten years since ISM was first introduced. In 2008, HPI and Safety Culture were identified as top 5 ISMS priorities by the DOE.

The EFCOG ISM Program Management Subgroup is responsible for safety culture. In a joint effort to take ISMS to the next level of performance, a joint EFCOG-DOE sponsored project was initiated to identify a consensus set of safety culture principles to be used by DOE and its contractors, as well as tools to assess and improve safety culture. A diverse Safety Culture Task Team of senior industry leaders representing major contractors, DOE, DNFSB, and INPO was established. Five Task Team meetings were held in 2008. The Task Team is on schedule and prepared to begin introduction and implementation of this initiative by the end of CY 2008. The EFCOG website contains the status of ongoing deliberations and related information for this task.

The Safety Culture Task Team identified three ISMS Safety Culture Focus Areas and associated attributes. The following process is suggested by the Task Team for each organization to assess their safety culture:

- Review the Safety Culture focus areas and attributes.
- Review the ISM Guiding Principles and Supplemental Safety Culture Elements identified in the ISM Manual for additional clarification (DOE M 450.4-1).
- Assess these Safety Culture focus areas and attributes. An assessment of safety culture would likely involve a combination of methods such as direct observations, review/assessment of key safety culture related processes, performance indicator monitoring and trending, surveys and/or interviews, and facilitated safety culture workshops.

ISMS Safety Culture focus areas and associated attributes:

- Leadership
  - Clear expectations and accountability
  - Management engagement and time in field
  - Conservative decision making
  - Open communication/raising issues in an environment free from retribution
  - Demonstrated safety leadership
  - Staff recruitment, selection, retention, & development
- Employee/Worker Engagement
  - Personal commitment to everyone's safety
  - Teamwork and mutual respect
  - Participation in work planning and improvement
  - Mindful of hazards and controls
- Organizational Learning
  - Performance monitoring through multiple means
  - Use of operational experience

- Trust
- Questioning attitude
- Reporting errors and problems
- Effective resolution of reported problems

The ISM Program Management Subgroup is also responsible for HPI. The HPI Implementation Tools Project was developed as a mutually beneficial initiative between DOE and EFCOG to assist DOE contractors in making available a suite of tools recommended for the implementation of HPI and improvement of ISMS. Project implementation is overseen by the Subgroup. It reflects a significant commitment by DOE contractors through the EFCOG to take an active role in providing these tools. Guidance documents represent the best available information to implement HPI based on experienced contractor and DOE inputs. The project aligns with stated EFCOG functions to exchange successful programs, practices, procedures, and lessons learned among DOE contractors; and allow for effective interface with external organizations such as INPO and the DNFSB. The project will also benefit limited DOE HPI resources by providing one source of guidance documents to implement HPI supported by EFCOG members with DOE input and oversight. In 2008 the HPI project's focus was to complete six deliverables for the HPI Project Plan.

The project is on schedule. Completed activities which have been posted on the EFCOG website include:

- HPI Steering Committee Approach
- HPI Training Development and Implementation
- HPI Self Assessment (Gap Analysis)
- HPI and Causal Analysis
- HPI and Work Planning
- HPI and Safety Culture

No direct cost savings or cost avoidance were identified. Communication of good practices by contractors experienced in selected areas has provided benefits to other contractors in the form of exchange of information. DOE communications has provided current status and future plans on important initiatives which provide value to members as well. The DOE, DNFSB, and INPO have consistently provided good support to this effort since its inception.

#### QUALITY ASSURANCE SUBGROUP (CHAIR: MIKE MASON, BECHTEL )

The QA Subgroup is comprised of three task groups. These task groups are the QA Policy and Requirements Task Group; the Supply Chain Quality Task Group; and the Quality Engineering Task Group. Collectively, the QA Subgroup was able to initiate, develop, and complete a variety of activities itemized below. The Subgroup met two times during the course of the year, in conjunction with the full Working Group meetings, and conducted monthly teleconferences to discuss issues and status the commitments made to DOE and NNSA. Some of the items listed below will continue to be worked on during 2009; in addition to these items, the Subgroup will consider chartering two new Task Teams to address implementation of issues associated with management of software and quality control/inspection.

The QA Policy and Requirements Task Group has performed the following tasks throughout 2008:

- Supported DOE's HSS with the re-write of the QA Guidance document supporting 413.3
- Supported HSS on the review of Order 414.1
- Completed a white paper discussing implementation issues associated with NQA-1, Part II

- Developed a “strawman” used to support the EM task team formed to address the implementation of graded approach practices
- Supported DOE Headquarters in the developed of a complex-wide lessons learned program
- Gathered requirement matrices comparing various editions of national consensus standards

The Supply Chain Quality Task Group has supported the following tasks throughout 2008:

- Identified the lead auditor and audit team members to participate in conducting a joint audit of Air Techniques International (ATI) per DOE Headquarter’s request. ATI is the DOE subcontractor who manages the Filter Test Facility in Maryland. The joint audit is scheduled to be completed by January 2009.
- Completed the development of an EFCOG procedure for conducting joint audits of common suppliers is currently under development.
- Updated the commodities listing of safety-class, safety-significant commodities that are commonly purchased by contractors and potential suppliers of the commodities.
- A standard checklist for each of the commodities that can be used for evaluating the suppliers is under development; this will ensure evaluation criteria is adequate for most Contractors to be able to use the audit results.
- Continuing to pilot the use of the Integrated Supplier Information System (ISIS) for sharing supplier evaluation information on a limited basis for common suppliers. To date, 20 contractors have been given access to the ISIS supplier evaluation information.
- Presented the status of the Integrated Contractor’s Purchasing Team Basic Ordering Agreements (BOA) for waste containers and the Packaging Management Council’s (PMC) role in evaluating suppliers that have submitted proposals for the BOA was presented. The PMC’s supplier evaluation information of container and waste boxes supplier is being shared among the Supply Chain Quality Task Group members and entered into ISIS.

The Quality Engineering Task Group has performed the following tasks throughout 2008:

- Developed and submitted the "Suspect/Counterfeit Item Guidance Document"
- Developed a paper discussing guidance for Hold/Witness Point Usage; and initiated
- Developed a description document on “QA Engineer Roles and Responsibilities”
- Reviewed the Commercial Grade Dedication Process for best practice
- Developed a Construction Quality Assurance best practices for nuclear work
- Drafted an application guide to address the management of non-safety software.

## PLANNING FOR THE NEXT YEAR

Activities for the ISM and QA Working Group include:

- Conduct two semi-annual Working Group meetings in the spring and fall to coordinate and facilitate Subgroup interaction and involvement.
- Continue to support and advance initiatives in the following areas:
  - EFCOG Best Practices
  - ISM, Human Performance, Occurrence Reporting and QA-related training and communication
  - ISM Program / Safety Culture Initiatives
  - EM QA Improvement Project
  - Support to EM on NQA-1 Audits
  - Support NNSA Defense Programs on QA Improvement Project

- Enhancing Best Practices Process effectiveness
- Support to the DOE 2009 Integrated Management Summit, especially in the area of Quality Assurance
- Support ISM and QA related tasks and the EFCOG Critical Few in areas such as:
  - Working with DOE and member companies in the implementation of Line Oversight and Contractor Assurance Systems
  - Development of a recommended set of criteria to assess supplier evaluation and qualification processes
  - Supporting EFCOG productivity initiatives
  - Supporting the final development and implementation of the DOE ISM Manual
  - Supporting the DOE Human Performance Initiatives and,
  - Hosting Workshops in support of key DOE and Contractor areas of concern.
- Conduct additional training sessions on ORPS
- The Feedback and Improvement Subgroup and the QA Subgroup will continue working jointly on guidance to better integrate QA and ISM assessments. The team will focus on one or two sessions to expand the concept for the consolidation.
- Prepare draft guidance on how to develop leading indicators and what actions (or, examples of actions) can be taken to make mid-course corrections.
- Support, as requested, the DOE HQ Occurrence Reporting Program Manager through the ORPS Task Group activities.
- Continue support of DOE in the implementation of DOE Order 210.2.
- Support the ISM Program Safety Culture Initiatives
- Complete the HPI Implementation Tools Project
- Complete the Safety Culture Task Team trial by December 2009
- Consider chartering two new Task Teams to address implementation of issues associated with management of software and quality control/inspection

## EFFECTIVE EVALUATION

The role of the ISM and QA Working Group is projected to continue expanding in both scope and membership during 2009 and beyond. The Working Group serves as the institutional group that promotes and sponsors ISM and QA across the DOE complex and among EFCOG member companies.

During this year, the positive impact of the Working Group to the customer was continued through the various participating contractor operations. Sharing of ISM and QA processes and practices, which were made available for implementation at the various DOE locations resulted in cost savings to all Member Companies. Activities are focused around two central meetings where all members of the Subgroups can assemble at one place at one time. Focused workshops will also continue to be held at locations and in facilities convenient to the business and in a cost-effective manner to the customer in accordance with EFCOG operational requirements. Individual Subgroup activities and sharing of operating experiences and best practices which filter back to each member company continues to be seen as a “cost savings.”

## LESSONS LEARNED

Continued coordination of Subgroup meetings at the same location and concurrent with the Working Group meetings is better for member company representatives who participate on more than one task team or Subgroup. In the future, more attention will be placed on scheduling workgroup and Subgroup meetings that better accommodate fewer member company representatives needing to attend meetings at multiple locations if possible. The only on-going limitation is related to available

meeting space at central DOE facilities. Use of DOE facilities has minimized meeting costs. Additional locations are currently being evaluated by the Working Group's leadership.

## RECOMMENDATIONS

The ISM and QA Working Group, Subgroups and Task Groups as currently organized should continue during 2009.

# PROJECT MANAGEMENT WORKING GROUP

CHAIR: CLAY JONES, WASHINGTON SAFETY MANAGEMENT SOLUTIONS

VICE CHAIRS: PETER OFFRINGA, LAWRENCE LIVERMORE NATIONAL LABORATORY, AND  
MARK SUEKSDORF, LAWRENCE LIVERMORE NATIONAL LABORATORY

## INTRODUCTION

The Project Management (PM) Working Group has been a very active group focused on addressing current project management issues and process developments across the DOE complex. The objectives are aimed at providing a multi-year perspective on efforts to continually improve project execution. The vision is to:

- Enhance project management capability and execution to meet DOE critical mission requirements in a way that delivers:
  - More reliable performance
  - More cost effective delivery
  - The capability to sustain performance in the future

The strategies to achieve this vision are as follows:

- Institutionalize the PMWG as a “go to” source of effective, proven project and construction management processes and tools, which can be used by project management and contract management organizations responsible for executing DOE work.
- The PMWG will promote the on-going assessment of organizational and project performance, focused on driving timely corrective action to prevent failures.
- The PMWG will support EFCOG and member company initiatives in the human capital arena, focusing on program and project management functions.

## MEMBERSHIP

The membership of the PMWG has grown steadily over the past two years, primarily due to an effort to engage field practicing project managers in the group’s activities. Using lessons learned from work with National Aeronautics and Space Administration counterparts, the PMWG has established a practice of case study presentations at the semi-annual meetings to encourage establishment of working networks for knowledge sharing. This approach has been well received by both the PMWG members and the DOE field project managers. Overall membership is about 80 participants, with 25-30 active members at any given point in time.

## ACHIEVEMENTS

Consistent with the strategic objectives of the Working Group, focus in 2008 was on supporting DOE initiatives to enhance project management capability and increase sharing of project management knowledge across our membership. Key highlights of work accomplished in 2008 include:

- DOE has implemented a significant effort to develop 17 Implementation Guides to provide guidance for DOE Order 413.3A, “Program and Project Management for the Acquisition of Capital Assets”. EFCOG provided substantial subject matter expert support to this initiative, primarily from the PMWG, but with other Working Groups as well, notably the Engineering Practices Working Group, providing interface for Standard 1189, “Integration of Safety into

the Design Process". The PMWG also provided support to OECM to help address cross-cutting issues, review all guides for consistency, etc. Overall, the DOE Sponsors and Steering Committee have been very complimentary of the support provided by EFCOG.

- As an outgrowth of the Cost Estimating Workshop held in July 2007, a Cost Estimating Subgroup of the PMWG was formed under the leadership of Benny Reyes (Bechtel Manager of Estimating). The Cost Estimating Subgroup held its annual meeting in Charlotte, North Carolina on August 26-27. The meeting allowed the Subgroup to be introduced to and work with the newly formed DOE Office of Cost Analysis. The meeting focused on many issues important to the successful development of cost estimates in the DOE complex. Subgroup discussions included escalation, contingency, a DOE estimating database, the DOE cost estimating order, and estimating issues and concerns at CD-0. The Cost Estimating Subgroup provided review and comment support to the DOE Office of Cost Analysis on escalation and the new DOE cost estimating order.
- DOE set an objective to get the Department off of the General Accounting Office's "High Risk" agency list. The focus is the April 2008 Root Cause Analysis on contract and project management that addresses past project and contract performance issues, and the resulting July 2008 Corrective Action Plan (CAP) to address the root causes. The Office of Engineering and Construction Management (OECM) reviewed this initiative at the July PMWG meeting. There were 8 Corrective Measures in the CAP that were discussed at a high level:
  - Improve Project Front-end Planning
  - Enhance Federal Project and Contract Management Workforce
  - Improve Project Risk Assessment, Communication and Management
  - Align and Integrate Budget Profiles and Project Cost Baselines
  - Improve Independent Government Cost Estimates
  - Improve Acquisition Strategies and Plans
  - Improve Project Oversight and Management
  - Improve Adherence to Project Management Requirements

Through facilitated breakout sessions, the PMWG provided additional input from a contractor perspective. It was agreed that the PMWG should provide support to the Corrective Action Teams in 2009, using the approach employed for the 413.3 Guides.

- A new sub-team under the leadership of Mark Sueksdorf focused on "Project Management in the R&D Environment". The group met with the Project Management Institute and NASA to conduct some benchmarking and identification of similar efforts in the federal government. NASA's Principal Investigator training and curriculum were identified as noteworthy practices. The application needs and best practices will be assembled into a white paper and sent out for PMWG review.
- Work was initiated on development of a Project Management/Project Controls Tool Inventory. A model of the key components of Project Controls Systems was developed for consistency of terminology and discussed at the July PMWG meeting. It was agreed that having an inventory list as well as point contacts for the system experts would be very helpful as problems are encountered at the various sites. The next steps involve soliciting inventory information from the Working Group members during the fall. The inventory and contact list should be finalized in early 2009.
- The PMWG is collaborating with the Human Capital Working Group on human capital initiatives. The energy industry workforce is 5-10 years older than general industry. Retention rates are less than 50% in the first 3 years at the DOE sites. Needs include marketing and recruiting to highlight the good qualities of the energy industry and project management

profession. Order 412 is being rewritten and the portability and consistency needs will be addressed. Best Practices will be posted on the website. The PMWG will evaluate ways to support this effort in 2009.

- The PMWG continues to provide implementation support for Earned Value Management Systems (EVMS) via the EFCOG EVMS website and by providing cross site support for certification review preparation and follow-up for corrective actions. The PMWG is leading an effort to define a workable surveillance and recertification process, including contract transition. It is expected a formal recommendation will be developed to submit to DOE.
- At the request of NNSA, the PMWG coordinated contractor input to NNSA on the fixed price contract bid and cost estimating processes and current trends.

## PLANNING FOR THE NEXT YEAR

A key focus of the PMWG in 2009 will be collaboration with DOE on the implementation of the Root Cause Analysis CAP. Due to resource limitations, DOE plans a phased approach to implementing the corrective measures with 3 targeted for the first year, 3 the second year and the remaining 2 the third year. The measures will be implemented with cross program teams and OECM, NNSA, Environmental Management, Chief Financial Office, and Procurement will take the lead on various measures. The PMWG believes there is value in providing contractor input to facilitate support and maintain achievability of corrective actions. OECM agreed with this assessment and will recommend PMWG to the CAP Sponsorship and Executive Steering Committee. Assuming agreement is reached, the January 2009 meeting of the PMWG, to be held in Herndon, Virginia (hosted by Northrup Grumman) will include planning and personnel assignments to support the three DOE Corrective Action Teams working in 2009.

In 2009, the Cost Estimating Subgroup will support and partner with the DOE's Office of Cost Analysis as it develops and matures. There will be many opportunities and challenges for us as we work together in these times of financial uncertainty, including the development of the DOE Cost Estimating manual, the DOE project cost database, and to address any other complex emerging cost estimating issues.

## EFFECTIVENESS EVALUATION

As can be seen from the accomplishments noted above, it is believed the PMWG continues to add value for both the membership, and more importantly, the customer.

## LESSONS LEARNED

The PMWG had three key lessons learned in 2008:

- It can be most productive and make meaningful contributions through close partnering with our customer, as evidenced by the 413.3 Guide development initiative. Having supportive sponsors in DOE is crucial to meet this objective.
- The Working Group needs to institutionalize the process to bring practicing field project managers together to network and share knowledge as the most effective means of disseminating lessons learned in project execution.
- Participating in EFCOG related activities continues to be a challenge for many contractor employees, especially as budget and work pressures increase. The Working Group will need involvement of the EFCOG Directors to ensure ongoing participation of key members.

## RECOMMENDATIONS

The PMWG should continue to function. The development of a Construction Subgroup of the PMWG, with incorporation of the Infrastructure Management Working Group Construction Management Subgroup, should be pursued in 2009 to provide additional focus on this critical phase of project execution and the unique challenges facing the industry.

# SAFETY ANALYSIS WORKING GROUP

CHAIR: ANDREW VINCENT, SAVANNAH RIVER NUCLEAR SOLUTIONS

VICE-CHAIR: BRAD EVANS, PACIFIC NORTHWEST NATIONAL LABORATORY

## INTRODUCTION

The purpose of the Safety Analysis (SA) Working Group is to promote excellence in safety analysis applications and programs throughout the DOE and NNSA community. The SAWG is actively involved and integrated with facility and DOE customers to accomplish the following:

- Establish initiatives and priorities.
- Facilitate initiatives through Subgroups and task teams.
- Investigate safety analysis strategies, leverage experiences, and share lessons learned.
- Maintain safety analysis networking and interfaces using current technology.
- Provide a forum to effectively accomplish activities and conduct business.
- Train safety analysts, engineers, and managers.

## MEMBERSHIP

The membership of the SAWG, and its three current Subgroups – Accident Analysis, Safety Basis, and Unreviewed Safety Questions – and its Training liaison function, has approximately 50 participants, and includes representatives from EFCOG member companies representing over 15 DOE and NNSA sites, national laboratories, and contractors that support their work. Relationships have also been developed with Environmental Protection Agency and Nuclear Regulatory Commission staff, and with the American Nuclear Society. During the year, over 250 people participated in SAWG activities. All safety basis professionals are welcome to attend SAWG workshops and training and participate in Subgroup initiatives.

## ACHIEVEMENTS

SAWG accomplishments during 2008 included the following activities:

### Annual Workshop

- One of the most significant SAWG activities each year is hosting the annual Safety Analysis Workshop. The workshop provides training, technical presentations, and panel discussions as it encourages interaction among the entire DOE community. The workshop is unique in that it is the only national forum of its type, bringing together many significant policy makers, line managers, analysts, trainers, reviewers and approvers of DOE safety basis-related activities, applications, and documentation. The 18<sup>th</sup> Annual Safety Analysis Workshop was held in Richland, Washington, May 2 - 8, 2008, sponsored by Fluor Hanford and Pacific Northwest National Laboratory. There were approximately 250 participants from the DOE, NNSA, contractors, and the Defense Nuclear Facilities Safety Board (DNFSB) who attended this workshop. This year's theme "The Nuclear Renaissance," focusing on the resurgent nuclear industry, continued the long-standing success the workshop has maintained by providing high quality training, outstanding exchange of information, and a venue for DOE and contractors to discuss safety basis compliance issues.
- Eleven different training courses were provided and over 150 DOE and DOE contractors attended one or more of these courses. The courses consisted of:

- Areal Locations of Hazardous Atmospheres (ALOHA)
- Safety Basis Document Preparation- Advanced (3009)
- Lab Specific Lessons Learned
- Introduction to Plutonium Metallurgy
- Human Performance Improvement
- Risk Analysis Fundamentals
- GENII
- 1189 Safety Design Integration
- Control Selection and Development of Technical Safety Requirements
- Unreviewed Safety Questions (USQ) Refresher
- Water Hammer in Industrial Piping Systems

Two hands-on computer code courses were also offered in ALOHA and GENII. These courses were offered to participants at no additional cost.

David Mathews, Director of the Division of New Reactor Licensing, U. S. Nuclear Regulatory Commission gave the keynote address and provided the attendees with a view of how the Nuclear Regulatory Commission is dealing with the re-emerging nuclear power industry.

SAWG Priorities Discussion Session, September 2008, Washington, DC

The SAWG and its Steering Committee met with nuclear safety leadership within DOE in Washington DC to discuss topics of current interest. The purpose was to help guide the SAWG in its focused efforts in support of DOE, and in support of the contractor community in accomplishing the objectives of the DOE. The resultant topics in order of the final priorities are listed below. The steering committee and the SAWG Subgroups will develop and / or continue implementation of actions to address the topics in the coming year.

- Implementation of 1189
- Criticality Analysis and Control Selection
- Revision of STD-3024
- Safety Digital Instrumentation and Control
- Addressing Chemical Hazards in Documented Safety Analyses
- Technical Safety Requirements (Specific Administrative Controls) Threshold
- USQ Guide Revision & Evaluation of the Safety of the Situation
- DNFSB Recommendation 2008-1
- Regulatory Stability
- Unmitigated Scenarios Guidance
- Lessons Learned from System Engineering Program (Engineering Practices Working Group)
- Independent Validation Review
- Safety Basis Supplement
- Safety Analyst Training

With the rise of criticality safety as a topic of interest, a decision was made that a Criticality Safety Subgroup needs to be established. The Criticality Safety Subgroup would work closely with the criticality safety community as a whole, and specifically concentrate on communications and integration with the American Nuclear Society Nuclear Criticality Safety (NCS) Division, as well as the DOE/NNSA NCS Criticality Safety Support Group. Membership in the Subgroup will be both safety basis and criticality safety practitioners. The Subgroup would also ensure close ties and

communication with the DOE NCS Program Manager in addition to the DOE Office of Health, Safety and Security sponsors for nuclear safety.

#### DOE-STD-1189-2008, "Integration of Safety into the Design Process"

Beginning in 2006, the SAWG - working with the Engineering Practices Working Group - led the effort with DOE to plan, develop, review, approve, and implement the new DOE Technical Standard DOE-STD-1189-2008, "Integration of Safety into the Design Process".

The Standard was approved and issued in March 2008, and the implementation phase has followed with the identification of other related DOE documents requiring revision, and to address a DNFSB concern with the way chemical hazards are analyzed.

Training on DOE-STD-1189 was developed, presented at recent Safety Analysis Workshops and posted to the EFCOG website. The SAWG is continuing work with DOE to support revision of the additional DOE documents, to establish a "Frequently Asked Questions" website, and to support specific training activities.

#### Safety Basis Supplement Paper

The SAWG published a paper on Safety Basis Supplements as potential input to DOE directives. The purpose of the paper is to define an acceptable means of preparing safety documentation for relatively short term planned activities that satisfies 10CFR830 safe harbors, but that minimizes impact to the full Documented Safety Analyses (DSAs) and Technical Safety Requirements.

#### Fire Analysis Paper

A paper on fire analysis development for Fire Hazard Analyses (FHAs) and DSAs was drafted, as a joint effort of the SAWG, the Engineering Practices Working Group, and DOE. The genesis of the paper was concerns over potential issues in the integration of FHAs and DSAs, and also with base fire analysis assumptions leading to DSA decisions. The paper is undergoing a final revision, and the SAWG will work with DOE toward integration of the paper into the directive system.

Specific achievements of each Subgroup in 2008 were as follows:

#### **ACCIDENT ANALYSIS SUBGROUP (CHAIR: MUKESH GUPTA, WASHINGTON SAFETY MANAGEMENT SOLUTIONS)**

The overall objective of the Accident Analysis (AA) Subgroup (SG) is to improve nuclear safety, manage operational risk, and achieve a better and more consistent understanding of the residual risk of nuclear operations through consistent implementation of accident analysis. These objectives are pursued in a prioritized, cost/effective manner.

- Members of the AA SG provided support in completing the HOTSPOT Gap Analysis and Code Guidance Report.
- AA SG members are coordinating with DOE-HQ on updating and adding new codes to the DOE Toolbox Codes.
- AA SG members supported the development of guidance on Integration of FHA and DSA.
- AA SG members provided technical topics for the DOE-HQ meeting that prioritized topics to be considered by SAWG in coming years

#### SAFETY BASIS SUBGROUP (CHAIR: ROD MCKEENHAN, OAK RIDGE NATIONAL LABORATORY)

The Safety Basis (SB) SG held a meeting on May 7, 2008 at Richland, Washington in conjunction with the SAWG Safety Analysis Workshop. At the SBSG meeting, there was discussion on identifying the highest priority issues for discussion with DOE in the planned Washington D.C. meeting, providing examples of site controls for validation of safety basis implementation, the need for DOE to clarify its position on application of the STD-1027 Guidance document; the need for a better understanding of assumptions for an unmitigated accident scenario analysis; status of response to DNFSB Recommendation 2008-1; completion actions for the Safety Basis Supplement whitepaper, and potential need to revise STD-3009 in consideration of STD-3007.

The SBSG hosted the 2008 Safety Basis Workshop at the Kirkland Air Force Base in Albuquerque, NM on October 23 and 24, 2008. Over 100 participants from DOE and contracting organizations were in attendance. The session topics were: (1) summary of issues from the September SAWG meeting with DOE in Washington D.C. ; (2) STD- 1189 implementation experiences; (3) chemical screening and modeling under STD-1189; (4) Independent Validation Review process examples and practices; (5) System Design Description (SDD) integration with the application of STD-1189 and need for updating the SDD standard; (6) status of Implementation Plan actions in response to DNFSB Recommendation 2008-1 for fire protection design requirements; (7) feedback to the pending revision of the Unreviewed Safety Question Guide to clarify response actions to potential inadequacies in the safety analysis; (8) development of a new standard for safety digital instrumentation based on application of standard ISA-84; (9) potential use of Appendix B of STD-1189 for incorporation into STD-3009 to address chemical hazards; (10) criticality and safety integration issues under Standards 3007 and 3009; (11) practices and weaknesses in application of specific administrative controls; and (12) safety basis training status and plans. The Workshop served to further the attendees' knowledge on these topics and to stimulate further progress in several of these areas.

The SBSG members participated in regular monthly telephone conferences to discuss new and pending developments of significance to the SB process and to offer lessons learned. The DOE sponsor was a regular participant and was helpful in offering insights for application to SB issues. The telephone conferences were also used to follow-up on issues and actions identified at the SAWG and SB Workshops.

#### UNREVIEWED SAFETY QUESTIONS SUBGROUP (CHAIR: MARK MITCHELL, LAWRENCE LIVERMORE NATIONAL LABORATORY)

The USQ Subgroup is a working group whose intent is to facilitate the objectives of the EFCOG as related to the particular area of the USQ process, including Justification for Continued Operations, Potentially Inadequate DSAs, Evaluation of the Safety of the Situation, and safety basis amendments. The purpose of the USQ Subgroup is for members to promote excellence in DOE USQ programs by sharing information and lessons learned, and by facilitating the application of information and techniques to the degree appropriate for their contract/facility.

The USQ Subgroup conducted monthly teleconferences as well as a working session at the Safety Analysis Workshop and panel discussions at the Safety Analysis Workshop and the Safety Basis Workshop. The USQ Subgroup also worked with the Safety Basis Subgroup on the Vital Safety Systems panel discussion.

The USQ Subgroup promoted, coordinated, and facilitated the active exchange of successful USQ best practices, procedures, lessons learned, and other pertinent information of common interest through the monthly USQ teleconferences, which included:

- Applicability of the USQ Process
- USQ Process Entry Conditions,
- Categorical Exclusions,
- USQ Screens,
- USQ Determinations,
- USQ Review/Assessment processes utilized by DOE contractors,
- Interface between the USQ process and institutional procedures,
- Interface between the USQ process and site-wide DSAs (aka Generic DSAs),
- Interface between the USQ process and DOE contract transition
- Interface between the USQ process and Occurrence Reporting,
- PISA, Evaluation of the Safety of the Situation, and Justification for Continued Operation,
- Initiation of Safety Basis Amendments,
- Training
- USQ reviews for quality assurance,
- Lessons learned from site-specific USQ procedure development and implementation, and
- Other USQ related lessons learned.

A paper was drafted on the "Evaluation of the Safety of the Situation". While that draft was prepared, much discussion evolved in the specific expectations of 10CFR830 and the USQ implementation guide on the subject. It became evident that some detailed work was necessary in better defining the expectations and terms, and thus a flowchart effort was commenced. A revision to the paper is in progress, and it is expected that the results will be used in 2009 for a revision to the implementation guide.

#### TRAINING LIAISON (CHAIR: JULIE JOHNSTON, LOS ALAMOS NATIONAL LABORATORY)

The SAWG is maintaining a liaison relationship to the Safety Basis Academy (SBA), due to its direct relevance to the interests and purposes of the SAWG. The SBA consists of 8 basic-level courses and 15 specialty-level courses. Nineteen of these were piloted during 2007-2008 with 4 courses to be piloted during 2009. The SBA is a collaborative effort with NNSA Chief of Defense Nuclear Safety – Authorization Basis Senior Advisor. Los Alamos National Laboratory supports this work as the technical lead for the SBA. Logistics, roles, and responsibilities need to be established for the DOE National Training Center as the distribution point-of-contact for the SBA courses for both federal and contractor sites. EFCOG SAWG representatives are involved in technical review of applicable courses when these are presented through the DOE National Training Center. Several of the courses are being considered for offering at the May 2009 SAWG annual meeting in Las Vegas, Nevada.

#### PLANNING FOR THE NEXT YEAR

The 2009 Annual Safety Analysis Workshop will be held in Las Vegas, Nevada, in May 2009, hosted by Nevada Test Site. Training, Subgroup meetings, technical paper presentations, panel discussions, and invited speakers will be featured. At the Subgroup level, these activities are planned in 2009:

#### ACCIDENT ANALYSIS SUBGROUP

- The AA Subgroup will continue to coordinate with DOE Headquarters on updating and adding the new codes to the DOE Toolbox Codes.
- The AA Subgroup will work with the Office of Emergency Management's Subcommittee on Consequence Assessment and Protective Actions in developing chemical consequence methodology.

- The AA Subgroup will work on a paper to address derivation of unmitigated accident analysis scenarios.

#### SAFETY BASIS SUBGROUP

- The SB Subgroup will conduct the 2009 Safety Basis Workshop in Albuquerque, New Mexico, on October 20 and 21.
- The Safety Basis SG will address actions in its scope by providing deliverables and assistance to improve safety basis practices. This potentially includes guidance on chemical hazards evaluation, Specific Administrative Controls, and Independent Validation Review.
- The Safety Basis SG will continue to hold monthly teleconferences to track progress, maintain awareness of DOE initiatives, and identify emerging issues.

#### UNREVIEWED SAFETY QUESTIONS SUBGROUP

- The USQ SG will complete the development of a USQ functional process map, and incorporate that into the white paper on ESS.
- The USQ SG will continue to conduct monthly USQ teleconferences on the aforementioned areas of interest to the DOE complex.
- The USQ SG will continue to work closely with other EFCOG organizations, such as the Safety Basis Subgroup.
- The USQ SG will hold appropriate discussion sessions at the 2009 Safety Analysis Workshop and Safety Basis Subgroup meeting.

#### TRAINING LIAISON

The SAWG will continue the liaison relationship with the SBA, and possible incorporation of selected courses in the May 2009 annual workshop in Las Vegas, Nevada.

#### EFFECTIVENESS EVALUATION

The SAWG continues to be a very effective Working Group as evidenced throughout 2008 by its widespread base of participation and its direct contributions in support of new DOE standards and guides on integration of safety into the design process and the USQ process,

#### LESSONS LEARNED

The SAWG and its supporting member companies should continue to consider increasing the priority of safety basis training. Also, the SAWG needs to deliberately enlist, train, and mentor younger participants in Working Group activities. Finally, the SAWG has benefited by working with other EFCOG Working Groups on several efforts this year. The integration of input from several technical disciplines from the various Working Groups has improved the quality and usefulness of the final products. In addition, the sharing of information among the Working Groups has promoted a better understanding for all members of the magnitude of issues confronting DOE contractors and has established new working relationships among EFCOG members.

#### RECOMMENDATIONS

The Safety Analysis Working Group should continue, including the Accident Analysis, Safety Basis, Training, and USQ Subgroups. Additionally, a Criticality Safety Subgroup should be established.

# SAFETY AND SECURITY REGULATORY WORKING GROUP

CO-CHAIRS: WILLIAM LUCE, SAVANNAH RIVER NUCLEAR SOLUTIONS, AND  
CONARD STAIR, OAK RIDGE Y-12

## INTRODUCTION

The primary focus of the Safety and Security Regulatory (SSR) Working Group is on nuclear/radiological safety, worker safety and health, and information security in the context of DOE enforceable regulations throughout the entire life cycles of facilities and activities. The SSR Working Group was previously called the Price-Anderson Amendments Act Working Group but was renamed in 2007 in recognition of the DOE issuance and integrated enforcement focus on the requirements from 10 CFR 824 and 10 CFR 851. Relationships to other laws and regulations (e.g., DOT 49 CFR provisions) are included in the scope of the Working Group to the extent necessary to assist in the understanding of the relationships and interfaces. Coordination with other EFCOG Working Groups is appropriate and encouraged, especially where the technical aspects of the other Working Groups relate to DOE enforceable regulations.

The purpose of the Working Group is to enhance communications and cooperation with the DOE Office of Enforcement and to promote excellence at DOE facilities through the understanding and implementation of nuclear safety, worker safety and health, and classified information laws and regulations; information sharing; and application of lessons learned.

The objectives of the SSR Working Group are to:

- Provide planning and actions necessary to achieve the overall objectives of the EFCOG in the area of nuclear/radiological safety, worker safety and health, and classified information security regulatory activities.
- Promote, coordinate, and facilitate the active exchange of programs, practices, procedures, lessons learned, and other pertinent information on safety and security regulatory activities.
- Provide an avenue for communications to and from the DOE Office of Enforcement on matters of enforcement programs, expectations, clarifications, complex-wide issues, and guidance.
- Promote training and learning on safety and security regulatory activities by sharing of management and technical information among DOE contractors through mechanisms such as workshops, task teams, and conferences.

The SSR Working Group operates within the following scope:

- Safety and security compliance assurance, including noncompliance reporting.
- Conduct of enforcement investigations, conferences, and program reviews.
- Graded or tailored approaches to safety and security regulation implementation, including appropriate benchmarking activities.
- Working relationships with regulatory counterparts (e.g., DOE Coordinators and DOE-HQ Office of Enforcement personnel).
- Addressing other issues as identified by the DOE Office of Enforcement, EFCOG Executive Directors, EFCOG Sponsoring Director, and/or the Working Group Steering Committee.

## MEMBERSHIP

Membership in the SSR Working Group has continued to be strong, with about 90 representatives of EFCOG member companies (more than 40), with subject matter expertise in enforcement, quality assurance, radiation control, safety analysis, root cause analysis, worker safety and health, regulatory compliance, legal matters, project management, and program management. The member companies not represented are generally those with little or no direct Price-Anderson Amendments Act (PAAA)/worker safety and health reporting or liability issues.

For the most part, the PAAA/worker safety and health Coordinators, Coordinator alternates, and staff from each of the company sites within the DOE complex are a part of the SSR Working Group membership. Some of the members are also members of other EFCOG Working Groups (most notably the Integrated Safety Management and QA Working Group and the Environment Safety and Health Working Group). The Working Group includes one Subgroup – the Peer Review Program Subgroup.

The SSR Working Group restructured its organization in late 2004 to better focus on the key issues important to our DOE Sponsoring Director and to be responsive to the needs and expectations of the EFCOG Directors. Leadership was shifted from a single Working Group Chair to two Co-Chairs. After four years of experience with this structure, the Co-Chair arrangement continues to be much more successful than originally anticipated. The Co-Chair structure allows more flexibility and spreads the workload such that the periodic crisis, and times of escalated workload, does not typically occur to both Co-Chairs simultaneously. However, the success of the Co-Chair arrangement is truly personality dependent in that the Co-Chairs must be able to work together and share a common vision. In addition, it continues to be appropriate that the Co-Chairs come from site contractors that are not funded through the same DOE Program Secretarial Officer.

## ACHIEVEMENTS

The SSR Working Group held two working sessions during 2008; one was in the spring at the Nevada Site Office and the other was in the fall at Oak Ridge (Y-12). Both meetings were very productive. The spring meeting was attended by approximately 100 representatives from companies throughout the DOE Complex and by representatives from the DOE Office of Enforcement. Attendance at the fall meeting was understandably influenced (about 85 attendees) by contractor travel budget constraints and FY 2009 budget uncertainties. At both meetings, extensive presentations and discussions were held on Price-Anderson, worker safety and health, and classified information security issues, including lessons learned from recent enforcement actions, enforcement conferences, integrated program reviews and other interactions with the DOE Office of Enforcement. Attendees continually comment that this portion of the SSR Working Group meetings is extremely valuable, offering candid feedback on preparing for matters of escalated enforcement interest.

The spring meeting was fully coordinated with the DOE Office of Enforcement Annual New Coordinator Training. This proved to be very effective in permitting experienced contractor coordinators to participate in the training sessions with new contractor and DOE coordinators and to readily offer insights, respond to a variety of questions, and support breakout sessions associated with the training. The balance of the spring session included discussions of deliverables requested by the DOE Office of Enforcement, discussion of field and enforcement perspectives on 10 CFR 851 and 10 CFR 824, and a status update from the Peer Review Subgroup.

During the fall SSR Working Group meeting, considerable discussions were held in relation to the new Integrated Program Reviews initiated by the DOE Office of Enforcement in 2008 (two such reviews were completed at the time of the meeting). In addition, topics involving continuing training, trending

metrics/indicators, and self-disclosing events were discussed in the context of potential future initiatives. The balance of the fall session included discussions of field and enforcement perspectives on Price-Anderson, 10 CFR 851, and 10 CFR 824; and a status update from the Peer Review Program Subgroup.

The SSR Working Group also accomplished the following in 2008:

- In response to a request from the DOE Office of Enforcement, the Working Group provided contractor input with respect to issuance of civil penalties under 10CFR851 versus contract remedies. The EFCOG contractor community was not able to reach consensus on the exact conditions that would dictate the use of one of these enforcement options over the other, due to (for example) complexities in prime contracts, varying fee structures, work scope differences, and corporate factors. However, the SSR Working Group was able to provide a list of "possible influential factors" that could be encountered and could potentially impact the enforcement decision when selecting such options. The information was provided to the DOE Office of Enforcement in briefing slides and was discussed with the Office of Enforcement Director and staff at the spring Working Group meeting.
- In response to a request from the DOE Office of Enforcement, the Working Group provided contractor input with respect to credit that Voluntary Protection Program STAR status should have in relation to enforcement under 10CFR851. A briefing sheet was developed with joint participation from the ISM and QA Working Group and the ES&H Working Group. The briefing sheet covered possible enforcement considerations for DOE contractors who earn VPP certifications. These considerations were broadly focused on achieving excellence in occupational safety and health programs beyond "compliance". The information was provided to the DOE Office of Enforcement in March 2008 and was further briefed and discussed at the spring Working Group meeting.
- In response to a request from the DOE Office of Enforcement, the Working Group provided consolidated SSR Working Group comments on the proposed streamlined DOE Office of Enforcement Investigation Summary Report Template. The DOE Office of Enforcement developed a streamlined template for an Investigation Summary Report as an element to aid in expediently moving enforcement matters forward. SSR Working Group comments were provided through email communication on November 16, 2007 and further reviewed and broadly discussed at the spring SSR Working Group meeting.
- The SSR Working Group conducted peer reviews of member company Price-Anderson and Worker Safety and Health Programs, through the new Peer Review Program Subgroup, as of December 2007. The Peer Review Subgroup of the SSR Working Group has been scheduling and coordinating reviews with interested contractors. Three reviews were completed in 2008 and schedules are being developed for requested reviews in 2009. It was anticipated that one of the 2008 reviews would involve a joint effort with the DOE Office of Enforcement in an Integrated Program Review. Timing for such a joint effort in 2008 did not prove to be appropriate and this will again be considered in 2009.

## PLANNING FOR THE NEXT YEAR

During 2009, the following SSR Working Group activities are planned:

- Conduct a spring Working Group meeting (tentatively scheduled for April 2009 at the Nevada Site Office) in conjunction with the DOE Office of Enforcement Annual PAAA/Worker Safety and Health/Security Coordinators Training. This joint session will permit the Working Group to

continue its special emphasis on an already effective working relationship with the DOE Sponsor.

- Conduct a fall Working Group meeting (tentatively scheduled for October 2009 at a site to be determined). Other than the standard emphasis on sharing lessons learned, the detailed plans for this session will be established by the Working Group Steering Committee following the spring meeting.
- Depending on the specific requests from contractors to conduct peer reviews at their sites, the Peer Review Subgroup will support those requests in 2009. It is expected that three to five reviews will be conducted with perhaps one review being a joint effort with the DOE Office of Enforcement as part of their planned Integrated Program Reviews in 2009. The Peer Review Subgroup will also undertake an activity to update the programs checklists to eliminate some duplication and to incorporate relevant aspects from the results of the DOE Office of Enforcement Integrated Program Reviews conducted in 2008.
- Working Group members have asked for a white paper that would provide further definition guidance on what is (or should be) considered a "self-disclosing event" -- an event not afforded full credit for enforcement mitigation purposes. (Some initial efforts on this activity were conducted in 2008, but further work is planned for 2009.)
- Two additional areas are in their initial phases of research and will receive some level of effort by the Working Group continuing from efforts in late 2008. These areas are in relation to:
  - Techniques for trending areas of Price-Anderson and worker safety and health non-compliances with an interest in the methods that can be used to make decisions on the need for further actions.
  - Areas that might benefit from some form of periodic or ongoing training either in conjunction with the annual training already conducted by the Office of Enforcement or as a more focused element of each Working Group meeting.

In 2009, the SSR Working Group plans to continue its strong interaction and coordination with other EFCOG Working Groups. Many of the 2007 and 2008 activities and products were the result of supporting efforts with the Integrated Safety Management and Quality Assurance, Environment Safety and Health, and Safeguards & Security Working Groups, and these interactions have proven successful. The Working Group also plans to continue its interaction with other groups within DOE and the contractor community, to deal with issues and topics of special interest.

## EFFECTIVENESS EVALUATION

Efforts of the SSR Working Group are all geared toward overall support of the DOE desire to move the enforcement program from an "event-driven" to an "assessment driven" process. The SSR Working Group continued its excellent interaction with the DOE Office of Enforcement during 2008. Over the last three years, the SSR Working Group enhanced its partnership with DOE by restructuring meetings to effectively deal with key issues and hot topics important to both DOE and the contractor community. During this same time, the Working Group increased its relationship and partnership with other EFCOG Working Groups (most recently with the Environment Safety and Health Working Group and the Safeguards and Security Working Group) with focused involvement in implementation of 10 CFR 851 and enforcement of 10 CFR 824.

## LESSONS LEARNED

The SSR Working Group has traditionally held a "contractor only" session on the first day of its spring and fall Working Group meetings. Subsequent sessions are then joint sessions with DOE participants. This long-standing arrangement continues to be viewed by attending members as very effective in

ensuring candid communications of some enforcement matters that can be sensitive to those presenting.

The Working Group continues to benefit from a strong DOE Sponsor and the commitment from the entire DOE Office of Enforcement to its success and effectiveness. Participation by the EFCOG Sponsoring Director over the last three years continues to demonstrate, to both the customer and to Working Group members, a positive and proactive commitment from the EFCOG Directors to the continued viability of the SSR Working Group. Elements of the spring 2008 SSR Working Group meeting were jointly attended by members from the Safeguards & Security Working Group. This arrangement worked well and consideration will be given to holding joint meetings with other Working Groups in the future.

The SSR Working Group will continue to monitor and report on its effectiveness and will adjust its approach, when necessary, to satisfy its DOE Sponsor and to meet the changing needs and expectations of the EFCOG member companies.

## RECOMMENDATIONS

Based on the continued effectiveness of the SSR Working Group, it is believed that its scope and mission should be continued into the foreseeable future. It is also recommended that the two Co-Chairs structure of this Working Group be continued.

# SAFEGUARDS AND SECURITY WORKING GROUP

CHAIR: JIM MULKEY, OAK RIDGE Y-12

## INTRODUCTION

The vision of the Safeguards and Security Working Group (SSWG) is to promote excellence in safeguards and security across the complex with the purpose of providing a strong focus for meeting the DOE's safeguards and security challenges by enhancing the protection of special nuclear materials, classified matter, property, and cyber systems. Through the sharing of information and lessons learned, and by facilitating the application of information and techniques in an efficient and cost effective manner, the measured performance of security across the complex will consistently and continuously improve. The SSWG is focused on the physical protection of DOE assets, and its scope includes effective implementation strategies in response to complex-wide identified issues.

## MEMBERSHIP

The SSWG membership continues to grow with the involvement of new members in newly identified tasks, with approximately 50 representatives participating throughout the year. sponsoring Executive Director. The SSWG is now composed of three Subgroups: Security, Cyber Security, and Material Control and Accountability (MC&A).

## ACHIEVEMENTS

In 2008, the Working Group pursued and addresses critical Issues such as the implementation of the Topical Report on the Interface between Safety and Security, review of the DOE 413.3 guide on the implementation of security into project controls, and security metrics. Much of the focus at the Working Group level was on reestablishment of the Steering Committee with the first meeting held in October 2008. Additional work was focused on the charter development, revisions and establishing administrative controls for activities consistent with the EFCOG manual for the Working Group and the three Subgroups. Charter revisions and or new charters will be presented to the EFCOG board during the first quarter of 2009. Action tracking, formality of work scope definition documents and meeting templates were also put in place at the Working Group level for all Subgroups. A new Subgroup to cover the area of MC&A was initiated in the spring with a meeting of the NNSA sponsor and participants from across the complex. A charter, election of the Chair, Vice Chair, and Secretary and initial work scope was subsequently defined in the summer and fall, with the charter to be presented for approval in January 2009.

The SSWG's interests intersect with a number of other EFCOG working groups. For example, the implementation of 10 CFR 824 and 851, and the Price Anderson Amendment Act form an interaction with the Safety and Security Regulatory Working Group. A joint meeting was held in the spring of 2008. The meeting was beneficial to all participants in ensuring that work was not duplicated and simultaneously ensuring that critical elements were covered. In addition, through cross memberships, the SSWG maintains liaisons with other organizations such as the National Security Information Exchange, the Institute of Nuclear Material Management, the World Institute of Nuclear Security and the Nuclear Energy Institute. It is expected that implementation of 10 CFR 824 will continue to require interactions with the Safety and Security Regulatory Working Group during the coming year.

### SECURITY SUBGROUP (CHAIR: JUDITH JOHNS, OAK RIDGE Y-12)

The Security Subgroup continues to be the most active of the Subgroups. The major issues initially identified as candidates for task activities included a review of pro-force injury rates, security metrics, security culture, security peer reviews, implementation of 10CFR 824, security policy, materials, control and accountability, and other issues of interest to the security community. Noting the extensive list of potential activities, the tasks were prioritized and focus was concentrated on the safety/security interface implementation, pro-force injury rates and security metrics.

Work on the safety and security interface implementation was considered to be outside the scope of the EFCOG charter and the implementation was deferred to the DOE program offices and line organizations. Work in the development and implementation of a methodology for a high level indicator of the security status of the complex was the focus of the “security metrics” task. The initial phase of the task was completed with a report which was provided to the DOE sponsors in the spring of 2008. The results of the work were also presented in various small forums to DOE personnel and with the EFCOG community at the 2008 annual meeting. Work was completed on the pro force injury rate with the report to be completed in the first quarter of 2009. The primary focus of the task was to provide an understanding and recommendations in reference to an apparent increase of pro force injury rates which exceeded that of the working population among DOE contractors. An increased interest in the revisions to the Impact Measurement Index emerged during the year. Therefore, a workshop for the review and training of the most recent revisions to the “Impact Measurement Index” for the evaluation of security items of concern was scheduled for December 2008. However, due to evolving revisions and changes to the new policy, the activity has been postponed until 2009.

### CYBER SECURITY SUBGROUP (CHAIR: JOE RIDDLE, SAVANNAH RIVER NUCLEAR SOLUTIONS)

This Subgroup is focused on the growing threat to computer and information systems, and the need to track and demonstrate compliance with regulations. The Subgroup has been reconstituted during the past year with an emphasis on interaction between the DOE contractors and establishing the interface with the appropriate DOE sponsors. The coordination of major revisions to the charter and implementation of the revised charter have been the focus of the Subgroup this year. Much of the specific work activities have in large measure been performed by other forums which bring Chief Information Officer’s (CIO’s) and cyber security specialists together. These have included, for example, the Systems of Laboratories Computing Coordinating Committee (being replaced by the National Laboratory CIO Council), which represents the many the national laboratories but excluded the facilities. In addition, the split CIO functions between the DOE and NNSA have complicated cyber security policy and approach. With the organizational changes within the DOE, it is expected that the newly-reconstituted Cyber Security Subgroup will be significantly more engaged with the DOE and NNSA during the coming year.

### MATERIAL CONTROL AND ACCOUNTABILITY SUBGROUP (CHAIR: GENEVA JOHNSON, NEVADA TEST SITE)

The MC&A Subgroup was established during 2008, following extensive discussions with the NNSA sponsor and MC&A specialists from across the complex. One of the initial contributions of the group was the open communications which were established between contractor sites on MC&A related issues and best practices. The issues formed a basis of prioritized work which the group would focus on with the NNSA sponsor concurrence. The most significant item to be addressed with the sponsor’s concurrence was a review and subsequent recommendations on the reporting associated with the Nuclear Material Management and Safeguards System. The prioritized list will be maintained and updated as appropriated to support the program initiatives across the complex.

## PLANNING FOR THE NEXT YEAR

The SSWG will complete the membership of the Steering Committee and convene its Steering Committee meetings to coincide with the Working Group and Subgroup meetings. Also, the revised SSWG charter will be forwarded to the EFCOG Board of Directors thru the Sponsoring Director for Approval. The Subgroup's revised charters as approved by the Sponsoring Director will be attached for information.

Other initiatives in 2009 planned for the Working Group are:

- Continued interaction with the Safety and Security Regulatory Working Group and other Working Groups
- Develop a more comprehensive membership for the Working Group and the Subgroups to be inclusive of appropriate EFCOG members.
- Develop an EFCOG SSWG presentation for use in interactions between the SSWG and interface organizations.
- Develop a relationship with the World Institute for Nuclear Security thru the exchange of information and expertise.

For the Security Subgroup in 2009, the following plans have been identified:

- Initiate task group and work to develop a methodology for identification and characterization of the security culture for organizations individually or complex wide.
- Continue work to support the implementation recommendations of the complex wide security metrics task.
- Continue work to issue a finalized report with recommendations for the Protective Force injury rate task activity.
- Develop a review and training workshop for support of the new Impact Measurement Index (IMI) policy implementation.
- Develop and implement a peer review process to support the implementation of the 10CFR 824, "Procedural Rules for the Assessment of Civil Penalties for Classified Information Security Violations"

For the Cyber Security Subgroup in 2009:

- Establish a prioritized list of issues to be considered for task activities with concurrence of the DOE/NNSA sponsors.
- Establish well-defined DOE/NNSA sponsors to support the Cyber Security Subgroup activities.

For the Material Control and Accountability Subgroup in 2009:

- Finalize the report to include a review of the NMMSS reporting system. The review will include recommendations for the DOE/NNSA sponsors.

## EFFECTIVENESS EVALUATION

The SSWG has a significant role to play within the EFCOG community; the full benefits and contribution that can be made to improving the overall effectiveness and efficiency of the complex security has not yet been achieved. However, there has been significant improvement in the communication across the complex in many areas most specifically that of interactions between contractors and the newly

established Office of Enforcement within DOE's Office of Health, Safety, and Security. Their engagement in the quarterly Working Group and Subgroup meetings has been shown to be valuable to the individual sites in the open communication and dialogue. The value of the SSWG to NNSA continues to improve as more and more comprehensive complex-wide tasks are supported.

## LESSONS LEARNED

The SSWG competes with other security initiatives across the DOE and NNSA enterprise. A concerted effort is required to ensure that there is not a duplication of task and that the groups work together in a supportive fashion in lieu of a stovepipe contentious relationship.

## RECOMMENDATIONS

The Safeguards and Security Working Group should continue in 2009. here are a number of challenges for this Working Group that should be considered by the EFCOG Board of Directors. In particular, the Cyber Security Subgroup charter has been amended to be chaired within the SSWG and not chaired as part of the System of Labs Coordinating Committee. The changes will be noted in the revised Subgroup charter submitted as approved by the Sponsoring Director. The SLCCC is no longer existent,, being replaced by the National Laboratory CIO Council. It is recommended that a working relationship be established with the National Laboratory CIO Council and other cyber professionals within the complex.

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# EFCOG WEB PAGE

As a lessons learned organization, dissemination of information promptly and easily is essential to EFCOG's effectiveness. The EFCOG website is a critical tool serving this purpose. During the past year, Barbara Pierre, EFCOG Coordinator, and Ed Yatsko, Website Coordinator, continued to serve as website administrators, performing daily maintenance of the website to assure that data from contractors, Working Groups and DOE is up-to-date and consistent with the EFCOG database.

In 2008, the EFCOG website saw an increase in the number of Working Groups, Subgroups and Task Groups which required webpage development and support. EFCOG website administration now includes support for 14 Working Groups with over 30 Subgroup/Taskgroups, and maintenance of over 14,300 individual web pages.

In 2008, the EFCOG website saw an increase in average use, with over 75,000 visitors viewing over 373,000 pages throughout the year. Table 5 provides an overview of monthly usage for 2008.

**TABLE 5. 2008 MONTHLY WEBSITE HISTORY**

Month	Unique visitors	Number of visits	Pages	Hits
Jan 2008	6147	9112	29110	152810
Feb 2008	5943	8778	29410	148065
Mar 2008	6351	9629	40904	178817
Apr 2008	6747	9776	32167	141336
May 2008	6331	9091	26181	112160
Jun 2008	7689	10602	31947	113822
Jul 2008	6807	9531	25344	104331
Aug 2008	5736	8549	25236	112308
Sep 2008	5690	8860	29638	141882
Oct 2008	5986	9391	37617	165280
Nov 2008	6322	9962	31136	122824
Dec 2008	5894	9404	34681	114467
Total	75643	112685	373371	1608102

Based on the usage history, modifications to the website are ongoing and are a result of recommendations and suggestions received from the members and the DOE community. 2008 also saw a substantial increase in the use of the discussion forums by EFCOG members and DOE. The number of discussion forums increased to 46 and now has 296 registered members. In addition to website maintenance, the EFCOG web administrators also provided support for 34 Working Group meetings and workshops.

It is EFCOG's continued goal to make the website as useful as possible, and EFCOG encourages all parties using the website to provide comments to the web administrators on how the EFCOG website can be made more useful and user-friendly. One can do so by logging onto the Feedback Section of [www.efcog.org](http://www.efcog.org), or by contacting the website administrators at [bpierre@cox.net](mailto:bpierre@cox.net) and [eyatsko@efcog.org](mailto:eyatsko@efcog.org).

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## EFCOG FINANCES

Longenecker and Associates, Inc. (L&A) provides Executive Council and Board of Director support and coordination, Working Group integration and coordination, strategic planning, and day-to-day administrative support, including web page maintenance to the EFCOG members and Working Groups. John Longenecker of L&A serves as the Managing Director for EFCOG, overseeing and coordinating all activities of the organization, and is the direct liaison between the EFCOG membership, Board of Directors, Chair, and administrative staff. Mark Frei of L&A became the Working Group Coordinator late in calendar year 2008. The support staff provides a focal point for coordination of EFCOG activities, tracking of action items, regular communication with DOE and members, and for maintaining and disseminating a central base of EFCOG data. The support contractor is also responsible for coordinating activities with DOE and member companies, developing and distributing the EFCOG Overview, Annual Report, trifold brochures, and other documents, contacting prospective new members, maintaining the EFCOG Executive Council and Working Group Operating Manual, developing and maintaining the EFCOG library of records and information, supporting the Directors, Working Groups and Subgroups, and other duties as assigned by the EFCOG Chair.

Funding for administrative support is provided by EFCOG members who annually pay a pro rata share of the support costs for EFCOG. The funds are collected, administered and disbursed by the EFCOG Chair. Receipts for members' FY2008 pro rata shares and disbursements for services are shown in Tables 6 and 7.

OCTOBER 1, 2007 – SEPTEMBER 30, 2008

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Beginning Balance as of 10-01-07		\$ 248,702.94
Receipts		
FY-2008 Membership Renewals	\$117,000.00	
FY-2009 Membership Renewals	\$39,000.00	
Interest	\$2,051.87	
Total Receipts		\$ 158,051.87
Disbursements		
Support Service Contractor		
Longenecker & Associates, Inc. <sup>1</sup>	\$246,991.86	
IM Working Group Meeting Expense <sup>2</sup>	\$6,716.85	
Total Disbursements		\$ 253,708.71
Ending Balance as of 09-30-08		\$ 153,046.10

TABLE 6. 2008 EFCOG FUND ACCOUNT RECAP

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<sup>1</sup> Support Service costs include:

- a. Strategic Planning, Managing Director, Working Group Coordinator Support
- b. Administrative Support
  - Working Group, Member Company Coordination
  - Database Development and Maintenance
  - Internet Service (IPowerWeb)
  - Website Development and Maintenance
  - Meeting Logistics and Support
- c. Printing and Distribution of Newsletter, Trifolds, Periodicals
- d. Executive Council Meetings, Annual Meeting
- e. Quarterly Board of Directors' Meetings
- f. Strategic Planning Meetings
- g. Working Group Chair Meetings
- h. Travel

<sup>2</sup> Infrastructure Management Working Group meeting expenses withdrawn from fund deposited with EFCOG in 2007.

TABLE 7. 2008 EFCOG MEMBERSHIP RENEWALS

COMPANY	TYPE	FEE
ABS Consulting, Inc.	A	\$3,000
AECOM Government Services	F	\$6,000
AREVA Federal Services	F	\$6,000
Argonne National Laboratory	F	\$6,000
B&W Pantex	F	\$6,000
B&W Y-12	F	\$6,000
Babcock & Wilcox	F	\$6,000
Bartlett Services, Inc.	A	\$3,000
Bechtel National, Inc.	F	\$6,000
Bechtel SAIC	F	\$6,000
Booz Allen Hamilton	F	\$6,000
Brookhaven National Laboratory	F	\$6,000
Bullard Company	A	\$3,000
Burns and Roe	F	\$6,000
CDM Federal Programs Corporation	A	\$3,000
CH2M HILL Hanford Group, Inc.	F	\$6,000
Ch2M Hill, Inc.	F	\$6,000
CH2M Hill-SRS	F	\$6,000
CH2M-WG Idaho	F	\$6,000
CSC Applied Technology Division	F	\$6,000
Dade Moeller & Associates	F	\$6,000
EG&G Technical Services Inc.	A	\$3,000
EnergySolutions, LLC	F	\$6,000
Epsilon Systems Solutions **	A	\$1,500
ESI International	A	\$3,000
Fluor Government Group	F	\$6,000
Fluor Hanford	F	\$6,000
Honeywell FM&T	F	\$6,000
Idaho National Laboratory	F	\$6,000
Jacobs Engineering Group, Inc.	F	\$6,000
Jefferson Science Associates, LLC	A	\$3,000
Kiewit Federal Group, Inc.	A	\$3,000
L&L Associates	A	\$3,000
Lawrence Berkeley National Laboratory	F	\$6,000
Lawrence Livermore National Laboratory	F	\$6,000
Lockheed Martin Information Technology	F	\$6,000
Los Alamos National Laboratory	F	\$6,000
Merrick & Company	A	\$3,000
Midwest Research Institute	F	\$6,000
National Security Technologies	F	\$6,000
Northrop Grumman Shipbuilding	F	\$6,000
Nuclear Fuel Services **	A	\$1,500
Pacific Northwest National Laboratory	F	\$6,000
Parsons	F	\$6,000
Pro2Serve	A	\$3,000
Project Enhancement Corporation	A	\$3,000
QinetiQ North America	F	\$6,000
S.M. Stoller Corporation	F	\$6,000
Sandia National Laboratories	F	\$6,000
Schneider Electric	A	\$3,000
Shaw Group	F	\$6,000
TerranearPMC, LLC	A	\$3,000

<b>COMPANY</b>	<b>TYPE</b>	<b>FEE</b>
Tetra Tech FW, Inc.	F	\$6,000
Theta Pro2Service Management Company	F	\$6,000
TLI Solutions	F	\$6,000
URS Washington Division	F	\$6,000
UT-Battelle (ORNL)	F	\$6,000
Vista Engineering Technologies, LLC	A	\$3,000
Wackenhut Services Inc.	F	\$6,000
Washington Closure Hanford	F	\$6,000
Washington Savannah River Company	F	\$6,000
Washington TRU Solutions (WIPP)	F	\$6,000
West Valley Nuclear Services Company	F	\$6,000
<b>TOTAL MEMBERSHIP FOR 2008</b>		<b>\$324,000</b>

\*\* Pro-rated F = Full Member A = Associate Member

**EFCOG**  
**Working Groups/Charters**

# Acquisition Management



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)



**Welcome to the Acquisition Management Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Acquisition Management community to keep abreast of the latest Acquisition Management news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Acquisition Management processes and practices.

## Current News

- [April 15, 2009 Meeting Minutes](#) - 05/14/09
- [October 29, 2008 Meeting Minutes](#) - 12/17/08

## Upcoming Events & Conferences

[EFCOG Calendar](#)

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## Hot Documents & Issues

- [Strategic Integration Procurement Enterprise System](#) (STRIPES) -- Doug Baptist (presented at 10-23-07 workshop)
- [2007 Semi-Annual Meeting Presentation](#)

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### **Ami Peterson, Chair**

Contract Specialist  
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## Charter

### **PURPOSE**

The Acquisition Management Working Group (AMWG) is established to facilitate the objectives of the Energy Facility Contractors Group by enhancing the relationship between the Department of Energy and its prime contractor industrial base.

### **OBJECTIVES**

The objectives of the Acquisition Management Working Group (AMWG) are to:

- Create a forum in which the EFCOG membership and the DOE can mutually explore continuous improvement of the acquisition process at the prime contract level and build mutual trust between the contractor community and the DOE staff.
- Promote a win-win relationship with shared priorities and a common understanding of acquisition and contracting issues through effective communications.
- Promote DOE's strategic goals and initiatives as they relate to the planning, placement and administration of prime contracts within the DOE complex.
- Operate within the EFCOG Charter and Guidelines for Working Groups of EFCOG

### **SCOPE**

- The "mission space" of the AMWG includes the pursuit of continuous improvement of the DOE acquisition system as it relates to the planning, placement and administration of prime contracts within the DOE complex.
- The AMWG, through the interaction of representatives of EFCOG members, will establish communications with the DOE staff, and participate, as appropriate, in DOE initiatives that affect the acquisition system.
- The AMWG will represent the EFCOG membership by assisting the DOE and its staff in the identification of areas of improvement, the assessment of proposed policy / regulatory changes, the introduction of new or changed processes, and the gathering of information in support of any proposals or initiatives. Additionally, the AMWG will, from time to time, develop independent proposals that serve the continuous improvement objective.
- The AMWG will, as appropriate, operate in concert with other industry groups where there may be overlapping interests, ensuring a cooperative effort.
- The AMWG will operate within the scope of EFCOG
- The AMWG will not lobby or advocate independent positions

### **ORGANIZATION**

- The AMWG will have between 15 and 20 permanent members assigned by their respective EFCOG Director. Membership in the Group will be for at least one year. A Chairperson, elected by the Working Group, will serve as the spokesperson for the Group and will be

responsible for leading Group activities, assigning sub-group leaders as appropriate and organizing Working Group activities.

- The AMWG will be accountable to a Steering Committee made up of the DOE and NNSA Procurement Executives, the DOE Director of Contract Reform and Privatization, and two members of the EFCOG Executive Council.

## **PROCESS**

- AMWG Meetings will be held two to three times per year for Group members to address progress of sub-groups, emerging issues and attendant action plans. These meetings may include the sponsorship of a workshop or conference and the inclusion of DOE representation, as appropriate.
- Periodic teleconferences may be used to supplement meetings.
- Generally, the cost of the meetings will be limited to working meals and office supplies. Meals will normally be furnished by EFCOG and office supplies will be furnished by the hosting location.
- The goals, objectives and cost/benefits of the AMWG shall be reviewed annually by the AMWG Chair and documented in the AMWG Annual Report to the EFCOG Directors
- A change to this charter requires approval from two-thirds of the permanent Working Group members and endorsement by the EFCOG Board.

# Contractor Assurance



[Work Group's: Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)



**Welcome to the Contractor Assurance Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Contractor Assurance community to keep abreast of the latest news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Contractor Assurance processes and practices.

[Contractor Assurance Working Group Roster](#) - 02/05/09

[Contractor Assurance Working Group Charter](#) - 08/28/07

## Current News

## Upcoming Events & Conferences

[Meeting Minutes](#)

## Hot Documents & Issues

[Recent Additions](#)

- [October 28 - 29, 2008](#) - Contractor Assurance Working Group Fall 2008 Meeting Documents & Presentations

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**Roland Knapp, Chair**

Contractor Assurance Officer

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**Dr. Camilla Lopez, Secretary**  
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## Charter

(Revision 1, August 14, 2007)

[PDF Version](#)

### **PURPOSE**

The Contractor Assurance System (CAS) Working Group is a working committee whose intent is to facilitate the collaboration between the Energy Facility Contractors Group (EFCOG) and the U.S. Department of Energy (DOE) and the National Nuclear Security Administration (NNSA) to deploy performance-based contracting tools and systems that make the interface of federal oversight and contract administration with contractor management and performance more effective and efficient. The CAS Working Group will coordinate with other federal and contractor groups that are working on CAS, e.g., NNSA's Line Oversight and Contractor Assurance System (LOCAS) Integration Council and the National Laboratory Improvement Council (NLIC).

### **OBJECTIVES**

- Promote, coordinate, and facilitate the active exchange of successful approaches to performance-based integrated management systems as well as lessons learned.
- Identify, analyze and produce for distribution through DOE and NNSA Headquarters important lessons learned that could accelerate the implementation of effective federal line oversight and contractor assurance systems.
- Develop LOCAS case studies for future workshops / training courses.

### **SCOPE**

- The CAS Working Group will operate within the scope of EFCOG.
- The area to be addressed by the CAS Working Group is the use of performance-based contracting tools and systems to promote more effective and efficient interfaces of federal oversight and contract administration with contractor management and performance.
- The CAS Working Group will facilitate interaction with other governmental and non-governmental organizations regarding application of performance-based contracting and performance-based integrated management systems in the DOE complex.
- The CAS Working Group will communicate with other EFCOG and DOE/NNSA groups to avoid duplication of effort..
- The CAS Working Group will not lobby, advocate independent positions, or try to change DOE policy. However, performance-based contracting practices as applied to DOE missions may be discussed and suggestions for

improvement made to the DOE.

## **ORGANIZATION**

- A Management Steering Committee, chaired by the CAS Working Group Chair and consisting further of the Sponsoring Director, the DOE Sponsor, and at least one other person with substantial EFCOG leadership experience, will provide feedback and guidance on CAS Working Group direction and deliverables.
- The Chair of the CAS Working Group will initially be designated by the Sponsoring Director for a term of approximately one to two years.
- The Vice-chair and a Secretary will be elected by majority vote of the Working Group's membership, with the term of office normally being one year. The Vice-chair will normally succeed the Chair. The Secretary may be re-elected to the position from year to year. If for any reason the Chair position is vacated, and the Vice-Chair is unable to assume the duties as Chair, the Working Group's membership may elect an interim Chair by majority vote.
- The Chair and Vice-Chair will direct the overall activities of the CAS Working Group.
- Membership in the CAS Working Group is open to current EFCOG members and associate members, and one or more DOE sponsor representatives. Non-EFCOG member companies, providing services to the DOE, may designate participants (non-voting) who serve on the Working Group with the Chair's approval.
- The CAS Working Group will maintain a balance in membership, to the degree possible, with individuals representing the full spectrum of DOE management & operating contractor activities. Annually, membership of the Working Group will be reviewed by the Steering Committee to ensure appropriate representation is being maintained.
- A roster shall be prepared and maintained to include each member and participant's name, organization, contact information, and member/participant status.
- The CAS Working Group Chair, in conjunction with the Group's DOE Sponsor, may identify DOE headquarters and field office points of contact.
- The CAS Working Group Chair may identify and establish liaison points of contact with external organizations (e.g., NIST, the Conference Board, ASQ, NCMA) to further the objectives of the Working Group.

## **PROCESS (including Deliverables, Duration, and Effectiveness)**

- Original approval of the CAS Working Group Charter and changes to the charter require majority concurrence of the membership. The Steering Committee shall review the charter, and the Sponsoring Director is the final approval authority for the charter.
- The CAS Working Group will follow the EFCOG Charter, abide by the EFCOG Executive Council and Working Group Manual, and operate under the

guidance of its Steering Committee.

- The CAS Working Group shall create and operate per an annual plan that focuses on producing tangible products or results and is pursued with project management-type discipline.
- CAS Working Group meetings will be held as determined necessary by the CAS Working Group Chair.
- The CAS Working Group may hold workshops, seminars or other meetings to execute their stated objectives. Reimbursement for costs associated with the above shall be in accordance with approved EFCOG guidelines.
- The CAS Working Group Chair will annually report to the EFCOG Board of Directors on the group's achievements and cost savings or other benefits for members resulting from sharing information or participating in DOE's order implementation or performance-based contracting studies. The Board of Directors will determine whether the group should continue, disband, or be reconstituted.
- The CAS Working Group Chair is designated as the single point of contact for official EFCOG CAS Working Group communications.

# Deactivation & Decommissioning and Facility Engineering (DD/FE)



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Archives](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)

Welcome to the **Deactivation & Decommissioning and Facility Engineering (DD/FE) Working Group** section of the Energy Facility Contractors Group's Knowledge Portal.

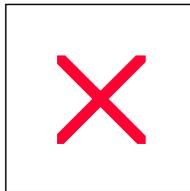
The purpose of this Knowledge Portal is to provide a vehicle to allow members of the DD/FE community to keep abreast of the latest Training news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new DD/FE processes and practices.

[DD/FE Working Group Charter](#) - Rev 1, 12/07/07

[DD/FE Membership Roster](#) - Updated 03/18/08 **New!**

## Current News

## Project Schedule



- [Rocky Flats PMI Award Announcement October 2006](#) - 12/16/07
  - [DOE Closure Legacy Document August 2006](#) - 12/16/07
  - [GAO Report on Lessons Learned July 2006](#) - 12/16/07
- [Fernald PMI Award Announcement October 2007](#) - 12/16/07
  - [Fernald Closure Project Reports](#) - 03/17/08

## Upcoming Events & Conferences

## Meeting Minutes

- 

## Hot Documents & Issues

## Recent Additions

- [DD/FE Working Group December 07 Meeting Minutes](#) - 12/20/07 **New!**
- [DD/FE Working Group 2007 Annual Report](#) - 11/21/07
- The following Best Practices have been submitted for DD/FE Working Group:
  - [Best Practice #49](#) - Evaluation and Control of Airborne Fungal Populations for Worker Protection during the Deactivation of an Abandoned Process Facility (U)

- (09/01/07)
- [Best Practice #50](#) - Post-Deactivation Surveillance and Maintenance of Excess Facilities (09/01/07)
- [Best Practice #51](#) - Use of Commercial Rigid Polyurethane Foam for Decontamination and Decommissioning (09/01/07)
- [Best Practice #52](#) - Implementation of NFPA Arc Flash Requirements in D&D (12/18/07)
- [Best Practice #53](#) - Assets for Value Contracts (12/18/07)
- [Best Practice #54](#) - Open Air Demolition of Radiological Contaminated Structures (02/19/08) **NEW!**
- [Best Practice #55](#) - Achieving the First Record of Decision on a Canyon in the Complex (03/21/08) **NEW!**
- Pertinent Decommissioning Documents - Updated 02/18/07
  - [DOE G 430.1-4, Decommissioning Implementation Guide, September 1999](#)
  - [DOE/EM-0383, Decommissioning Handbook, January 2000](#)

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**Russell A. Mellor, Chair**

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**Lance Mezga, Secretary**

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# Deactivation & Decommissioning and Facility Engineering (DD/FE) Working Group Charter

(Revision 1, December 7, 2007)

## PURPOSE

The Deactivation & Decommissioning (D&D) and Facility Engineering (DD/FE) Working Group is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) to partner with the Office of Deactivation & Decommissioning and Facility Engineering in the U.S. Department of Energy (DOE) Office of Environmental Management (EM) in identifying and addressing key opportunities for improved performance in D&D safety and project execution across the DOE complex through application of experience and technology transfer.

## OBJECTIVES

- Promote, coordinate, and facilitate the active exchange of successful D&D programs, practices, procedures, technology and other pertinent information of common interest which have been effectively utilized by contractors and subcontractors for DOE facilities as well as in nuclear power plant decommissioning and other environmental cleanup scenarios.
- Identify, analyze and produce for distribution through EM Headquarters important lessons learned that could in a safe manner reduce life cycle costs of EM's D&D Program.
- Develop D&D case studies for future workshops / training courses.
- Explore the desire and need for expansion of the Working Group's focus to soil and groundwater remediation.

## SCOPE

- The DD/FE Working Group will operate within the scope of EFCOG.
- The area to be addressed by the DD/FE Working Group is facility D&D, with exploration of expanding to the closely related area of soil and groundwater remediation.
- The DD/FE Working Group will facilitate interaction with outside agencies and organizations regarding application of D&D principles and methods in the DOE complex.
- The DD/FE Working Group will communicate with other EFCOG groups to avoid duplication of effort.
- Facilities will be covered from the point of ceasing their operating mission through their final declaration of cleanup status. However, activities during the operating mission that prepare for efficient and safe D&D when the mission ceases will be also be within the scope.
- The DD/FE Working Group will not lobby, advocate independent positions, or try to change DOE policy. However, D&D practices as applied to DOE missions may be discussed and suggestions for improvement made to the DOE.

## ORGANIZATION

- A Management Steering Committee, chaired by the DD/FE Working Group Chair and consisting further of the Sponsoring Director, the DOE Sponsor, and at least one other person with substantial EFCOG leadership experience, will provide feedback and guidance on DD/FE Working Group direction and deliverables.
- The Chair of the DD/FE Working Group will initially be designated by the Sponsoring Director for a term of approximately one to two years.
- The Vice-chair and a Secretary will be elected by majority vote of the Working Group's membership, with the term of office normally being one year. The Vice-chair will normally

# Deactivation & Decommissioning and Facility Engineering (DD/FE) Working Group Charter

(Revision 1, December 7, 2007)

succeed the Chair. The Secretary may be re-elected to the position from year to year. If for any reason the Chair position is vacated, and the Vice-Chair is unable to assume the duties as Chair, the Working Group's membership may elect an interim Chair by majority vote.

- The Chair and Vice-Chair will direct the overall activities of the DD/FE Working Group.
- Membership in the DD/FE Working Group is open to current EFCOG members and associate members, and one or more DOE sponsor representatives. Non-EFCOG member companies, providing services to the DOE, may designate participants (non-voting) who serve on the Working Group with the Chair's approval.
- The DD/FE Working Group will maintain a balance in membership, to the degree possible, with individuals representing the full spectrum of DOE Facility D&D activities. Annually, membership of the Working Group will be reviewed by the Steering Committee to ensure appropriate representation is being maintained.
- A roster shall be prepared and maintained to include each member and participant's name, organization, contact information, and member/participant status.
- The DD/FE Working Group Chair, in conjunction with the Group's DOE Sponsor, may identify DOE headquarters and field office points of contact.
- The DD/FE Working Group Chair may identify and establish liaison points of contact with external organizations (e.g., INPO, ASME, ANS, EPRI) to further the objectives of the Working Group.

## **PROCESS (including Deliverables, Duration, and Effectiveness)**

- Original approval of the DD/FE Working Group Charter and changes to the charter require majority concurrence of the membership. The Steering Committee shall review the charter, and the Board is the final approval authority for the charter.
- The DD/FE Working Group will follow the DD/FE Working Group and EFCOG Charters, abide by the EFCOG Executive Council and Working Group Manual, and operate under the guidance of its Steering Committee.
- The DD/FE Working Group shall create and operate per an annual plan that focuses on producing tangible products or results and is pursued with project management-type discipline.
- DD/FE Working Group meetings will be held as determined necessary by the DD/FE Working Group Chair.
- The DD/FE Working Group may hold workshops, seminars or other meetings to execute their stated objectives. Reimbursement for costs associated with the above shall be in accordance with approved EFCOG guidelines.
- The DD/FE Working Group Chair will annually report to the EFCOG Board of Directors on the group's achievements and cost savings or other benefits for members resulting from sharing information or participating in DOE's order implementation studies. The Board of Directors will determine whether the group should continue, disband, or be reconstituted.
- The DD/FE Working Group Chair is designated as the single point of contact for official EFCOG DD/FE Working Group communications.

# Energy Efficiency



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#) | [Links](#)



**Welcome to the Energy Efficiency Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Energy community to keep abreast of the latest Energy Efficiency related news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Energy Efficiency processes and practices.

[Energy Information Webpage - Updated 09/03/08](#)

## Current News

## Meeting Minutes

- [2007 Annual Report](#): October 2007

## Upcoming Events & Conferences

## EFCOG Calendar

- [August 9, 2009](#) - Save Energy Now in Federal Data Centers Workshop, Held in Conjunction with GovEnergy2009, Providence, Rhode Island from 8:30 – 5:00. More information can also be found at [http://www.govenergy.com/events\\_related.php](http://www.govenergy.com/events_related.php). To register, please provide the following information to Allison Young at [AYoung@energetics.com](mailto:AYoung@energetics.com):

Name:

Position:

Organization:

E-mail:

Does your facility have a data center?

How do you hope to benefit from attending this workshop?

## Hot Documents & Issues

- [Facility Energy Management Guidelines and Criteria for Energy and Water Evaluations in Covered Facilities \(42 U.S.C. 8253 Subsection \(f\), Use of Energy and Water Efficiency](#)

[Measures in Federal Buildings\) 25 November 2008](#) - 04/07/09

[EEWG Teleconference Meeting Notes for March 19, 2009](#) - 03/20/09

- [Energy Independence and Security Act of 2007: A Summary of Major Provisions](#), December 21, 2007 - Fred Sissine, Coordinator Specialist in Energy Policy Resources, Science, and Industry Division
- [Order 430.2B Renewable Energy Provisions and How to Implement](#) - 01/15/09
- [Path\(s\) Forward to Meet Federal Renewable Energy Goals](#) - Anne Sprunt Crawley, Presented to the Energy Efficiency Working Group, October 15, 2008 - 10/16/08
  - [Excluded Buildings Guidance for FY08 Reporting](#) - 09/22/08
- [High Performance Sustainable Design Implementation Plan](#) - 09/04/08
- [EEWG August 6-7, 2008 Meeting Summary/Minutes](#) - 09/04/08
- [Executable Plan Guidance to Office of Science Sites](#) - 09/03/08
- [EEWG Measurement & Validation of ESPCs and Metering Teleconference Minutes, April 21, 2008](#) - 06/24/08 **NEW!**
- [DOE Federal Leadership in High Performance and Sustainable Buildings, February 29, 2008](#) - 03/31/08
- [Metering Best Practices, A guide to Achieving Utility Resource Efficiency - DOE/EE-0323, October 2007](#) - 03/12/08
- [Consolidated EPACK 2005 Federal Renewable Energy Guidance](#) - 01/15/08
- [EEWG Teleconference Meeting Notes on Draft Water Guidance Supplement to EO 13423](#) -12/20/07
- [EEWG Teleconference Meeting Notes - Discussion on DOE Order 430.2a Revision](#) - 12/20/07
- [EO13432 Water Guidance Document](#) - 12/10/07
- [Retro-Commissioning Lessons Learned](#)
- [TEAM Initiative - Executive Order Compliance Initiative](#) - 09/15/07
- [EEWG Meeting Minutes](#) - 08-09-07
- [Best Practice #45](#) - Energy Management Program (01/19/07)

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## Charter

### Purpose

The Energy Efficiency Working Group is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) as related to the particular areas of energy costs, usage, and conservation awareness.

The purpose of the Energy Efficiency Working Group is for members to promote excellence in Department of Energy programs by sharing information and lessons learned, energy efficiency, and by facilitating the application of information and techniques to the degree appropriate for their contract/facility.

### Objectives

The objectives of the Energy Efficiency Working Group are to:

- Promote energy efficiency by sharing management, technical, and financial information among contractors through vehicles such as workshops, subgroups, and seminars.
- Promote, coordinate, and facilitate the active exchange of successful energy efficiency programs, practices, procedures, lessons learned, and other pertinent information of common interest to energy usage which have been effectively utilized by Management and Operations/Environmental Restoration Management Contractors (M&O/ERMC) for DOE facilities.
- Strive to meet DOE energy efficiency goals.
- Promote and demonstrate renewable energy technologies.
- Provide planning and actions necessary to ensure that the overall objectives of EFCOG are met.
- Operate within the EFCOG Charter and the Guidelines for Working Groups in EFCOG.

### Scope

- The areas of contractor interest covered by energy efficiency include, but is not limited to: energy generation, energy usage, utility systems, conservation techniques, and communication of energy efficiency information.
- The Energy Efficiency Working Group will operate within the scope of EFCOG.
- The Energy Efficiency Working Group will not lobby, advocate independent positions, or try to change DOE policy.
- The working group will foster and promote the interchange of information among the M&O/ERMC staff and the DOE (field and headquarters) offices to serve as a forum for DOE complex-wide energy efficiency issues, to strive for consistency in the implementation of customer requirements and initiatives, and to improve the quality and responsiveness to requests for information and data.

## Organization

- A single energy conservation contact will be identified for each participating M&O/ERMC contractor to facilitate communication.
- The Energy Efficiency Working Group Chair will act as facilitator for the Energy Efficiency Working Group.
- Membership in the working group is limited to M&O/ERMC contractors who are current EFCOG members.
- The Energy Efficiency Working Group will maintain a balance in membership, to the degree possible, of M&O/ERMC representatives. A review of representation will be conducted by the Chair at least annually.
- The Energy Efficiency Chair is designated as the single point of contact for official EFCOG communication. This is not intended to restrict other informal communications.
- If topic/task subgroups are created, they shall be approved by the EFCOG Executive Directors and operate under the guidance of the Energy Efficiency Working Group Chair, EFCOG Charter, and Guidelines for Working Groups of EFCOG.

## Process

- Energy Efficiency Working Group meetings will be held when needed, as determined by the working group.
- Generally, the cost of workshop activities will be covered by a registration fee assessed by a workshop committee. A daily surcharge will be levied to each non-EFCOG member participant.

[⦿ BACK TO PREVIOUS PAGE >](#)

- The goals, objectives, and the cost/benefits of the Energy Efficiency Working Group shall be reviewed annually by the Chair and documented in the Energy Efficiency Working Group Annual Report to the EFCOG Directors.
- A change to this charter requires approval from two-thirds of the membership of the working group.

# Engineering Practices



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#) | [SME](#)



Welcome to the Engineering Practices Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Engineering community to keep abreast of the latest Engineering Practices related news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Engineering processes and practices.

The Engineering Practices Working Group sponsors the following Subgroups:

- [Configuration Management](#)
- [Fire Protection](#)
- [Test & Commissioning](#) - 01/21/09 **NEW!**
- [Value Management](#)

## Current News

[Links](#)

- [1189 Workshop Documents and Presentations](#) - Updated 05/22/08

## Upcoming Events & Conferences

[EFCOG Calendar](#)

- **May 12-14, 2009** - EPWOG System Engineering Task Team meeting  
Jointly with DOE SSOs, Las Vegas, NV - For information, please contact Tobin Oruch at [oruch@lanl.gov](mailto:oruch@lanl.gov)
- **April 21-22, 2009** - Engineering Practices Working Group Spring Meeting, LANL/LLNL Offices, L'Enfant Plaza, Washington DC. Meeting details will be posted as they become available. For information, please contact Tobin Oruch at [oruch@lanl.gov](mailto:oruch@lanl.gov).
- **October 20-21, 2009** - Engineering Practices Working Group Fall Meeting, Location to be determined. Meeting details will be posted as they become available. For information, please contact Tobin Oruch at [oruch@lanl.gov](mailto:oruch@lanl.gov).

## Hot Documents & Issues

- [March 17/18, 2009 - EPWOG System Engineering Task Team Meeting](#) - Contractor Wide SE Program Representatives met at the CH2MHill Corporate offices in Denver March 17/18, 2009. The meeting was the first of its kind for the DOE SE program. Presentation materials are available on the EPWOG ftp site (operated by LANL for the EPWOG). EFCOG members can gain access to the ftp site from either Tobin Oruch ([oruch@lanl.gov](mailto:oruch@lanl.gov)) or Charlie Kronvall ([Charles\\_M\\_Kronvall@rl.gov](mailto:Charles_M_Kronvall@rl.gov)). **NEW!**
- [2008 Annual Report](#): December 2008
- [February 4, 2009](#) - EPWOG Telecon Minutes - 02-09-09
- [Best Practice #65](#) - Engineering Calculations - 01/10/09

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## Charter

### **PURPOSE**

The purpose of the Engineering Practices Working Group (EPWOG) is to promote engineering excellence in the execution of Department of Energy (DOE) missions by sharing best industrial practices, applying lessons learned and providing integrated recommendations to Department of Energy officials.

EPWOG is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) as it relates to Engineering Practices. EPWOG will serve as an umbrella organization and sponsor for various sub-groups and task groups that may be formed from time to time for the purpose of addressing specialized subjects.

The Group's scope will include the areas of engineering practice that are associated with DOE facilities, programs, and capital acquisitions. This includes the application of engineering practices throughout the lifecycle of DOE facilities, including initial design and construction, commissioning, operation and maintenance, decommissioning, and closure. Engineering practice is the application of engineering disciplines and processes as governed by national codes and standards, recognized quality standards, and DOE orders and regulations.

### **OBJECTIVES**

The objectives of EPWOG are to:

- Enable the success of DOE missions in terms of high quality engineering that supports program and project objectives in a cost effective and safe manner.
- Provide a forum for exchange of ideas, needs, and wants among the DOE complex-wide engineers that:
  - Increases awareness and involvement of senior contractor management
  - Increases awareness and involvement of senior DOE management
  - Increases awareness and involvement of middle and line management
  - Provides information bridges within the DOE
  - Provides proactive, value-added recommendations to the DOE
- Promote, coordinate, and facilitate the active exchange of successful engineering programs, practices, procedures, lessons learned, and other pertinent information of common interest to contractors and subcontractors.
- Enhance collaboration among DOE contractors and encourage early involvement of complex-wide experts, in order to maximize the probability of success for unique engineering projects.
- Promote employee development of participating companies' engineering talent, particularly young engineers, by sharing management and technical information among working group participants through mechanisms such as workshops, task groups, and seminars.
- Operate within the EFCOG Charter and the EFCOG Working Group Operating Manual.
- Provide planning and actions necessary to ensure that the overall objectives of EFCOG and the

specific goals of the Engineering Practices Working Group are met.

## **SCOPE**

- EPWOG will facilitate interaction with outside agencies and organizations regarding application of engineering principles and methods in the DOE complex.
- EPWOG will communicate with other EFCOG groups to ensure that no duplicative work occurs. There will be close communication with other working groups, particularly the Project Management Working Group because of the inter-relationship between the two.
- EPWOG will facilitate the exchange of information through workshops, working groups, written materials, etc.
- EPWOG will not lobby, advocate independent positions, or try to change DOE policy. However, engineering practices as applied to DOE missions may be discussed and suggestions for improvement made to the DOE.

## **ORGANIZATION**

- Membership in the EPWOG is open to DOE contractors who are current EFCOG members or associate members and one or more DOE sponsor representatives.
- Each participating contractor in EPWOG will identify a single representative to facilitate communication.
- EPWOG will strive to maintain a balanced membership of DOE contractor representatives for all key missions from across the DOE complex.
- Initially, the EFCOG Executive Directors may assign the Chairperson. If elected from the group membership, the Chairperson position will require a majority vote by the active members. The Chairperson's term of office will be one year. If for any reason the Chairperson is required to terminate prior to the designated time, the EPWOG shall elect a new Chairperson.
- The duties of the EPWOG Chairperson include, but are not limited to, the items identified below:
  - Direct the overall actions of the working group.
  - Call meetings and establish subcommittees to carry out the objectives of the working group.
  - Serve as the single point of contact for official EFCOG communication. This is not intended to restrict other informal communications.
  - Serve as the chairperson of the Steering Committee .
  - Select Steering Committee members with input from the sponsoring director.
  - Assume other roles as decided by a majority vote, when the need for such arises.
  - A Steering Committee comprised of at least three contractors and one DOE executive will provide feedback and guidance on EPWOG tasks and deliverables. The sponsoring director is an ex-officio member of the Steering Committee, but is not counted as one of the contractor representatives.
- Sub-groups will be endorsed as needed and will operate within the EFCOG Charter and EFCOG Working Group Operating Manual. Authority to establish sub-groups must be granted on a case by case basis by the EFCOG Executive Council Directors.

## **PROCESS**

- EPWOG meetings will be held when needed, as determined by the EPWOG Chairperson, or when requested by three EPWOG members.
- If needed, a workshop committee is authorized to assess an activity fee to cover the cost of workshop activities. A daily surcharge will be levied on non-EFCOG member participants.
- The goals, objectives, and the cost/benefits of the EPWOG shall be reviewed annually by the

chairperson and sponsoring director. These items will be documented in the annual report to the EFCOG Directors.

- A change to this charter requires approval from two-thirds of the active membership.

### **DELIVERABLES**

The minimum set of EPWOG annual deliverables will be as follows:

- At least one engineering practices workshop to share engineering experiences, accomplishments, lessons learned, best practices, emerging issues, quality and regulatory concerns from across the DOE complex.
- A report of key accomplishments and critical issues affecting engineering practices from across the DOE complex. The report will be completed by the first week of February and include:
  - Results of prior year activities
  - Potential cost savings, if quantifiable
  - Other benefits derived from EPWOG activities
  - Current year goals and objectives of EPWOG

### **DURATION AND COST/BENEFITS**

It is anticipated that EPWOG will continue as long as the cost/benefit and sufficient interest are shown to exist.

At time of formation, it is anticipated that the cost of supporting this EPWOG will be minimal.

# Environmental Safety & Health



[Work Group's: Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Archives](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)

**Welcome to the Environmental Safety and Health Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.**



The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Environmental Safety and Health Planning community to keep abreast of the latest Training news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Environmental Safety and Health processes and practices.

[ESH Working Group Org Chart](#) - Rev 5, Effective 01/22/09

[ESH Working Group Contact Roster](#) - Updated 01/22/09

[ESH Working Group Charter](#) - 09/05/07

The ESH Working Group sponsors the following Subgroups:

[Chemical Safety & Lifecycle Management](#)

[Industrial Hygiene/Industrial Safety](#)

[Electrical Safety](#)

[Occupational Medicine](#)

[Environmental](#)

[Radiological Protection](#)

[Worker Health Safety Rule Project Team](#)

[Nano Materials Initiative Project Team](#) **NEW!**

## Current News

## Project Schedule

- [March 12, 2009 - Chemical Safety & Lifecycle Management Subgroup Spring 2009 Meeting Minutes](#) - 04/03/09 **NEW!**
- [October 7-9, 2008 - EFCOG Environmental Safety & Health Working Group Fall 2008 Meeting Information/Presentations](#) - Updated 11/19/08
- [July 28 - August 1, 2008 - 2008 DOE/EFCOG Electrical Safety Meeting & Workshop Documents and Presentations](#) - Updated 09/02/08
- [June 18 & 20, 2008 - Environmental Subgroup 2008 Semi Annual Meeting & DOE/EFCOG Training Workshop Documents & Presentations](#) - Updated 08/25/08

## Upcoming Events & Conferences

## Meeting Minutes

- [April 20 -22, 2009 - ESHWG Occupational Medicine Subgroup Spring 2009 Meeting](#). The Occupational Medicine Subgroup will hold its Spring 2009 meeting on April 20-22, 2009 the meeting will be hosted by the Argonne National Laboratories and held at the APS Conference Center.
  - [Registration Form](#)
  - Information on this meeting can be located at

- <http://www.aps.anl.gov/About/Visiting/>.
  - For additional information contact [Jamie Stalker](#) at 630-252-2811.
- **June 2-4, 2009** - FEMP Federal Environmental Symposium West, Grand Mound, Washington. A call for papers is currently open at [http://www.fedcenter.gov/Announcements/index.cfm?id=11239&pge\\_prg\\_id=23905](http://www.fedcenter.gov/Announcements/index.cfm?id=11239&pge_prg_id=23905).
- **The EFCOG Environmental Subgroup of the ES&H WG** will hold their meeting in conjunction with the FEMP symposium. Specific dates and times will be posted as they become available. 02/03/09

Hot Documents & Issues	Recent Additions	Archives
<ul style="list-style-type: none"> <li>• <a href="#">2008 Annual Report</a>: December 2008 - 01/21/09</li> <li>• <a href="#">Open Memo to EFCOG ES&amp;H Working Group Members and Friends</a>, Tony Umek, ES&amp;H WG Chair - 10/22/08 <b>New!</b></li> <li>• <a href="#">April 1, 2008 ESH Working Group Leadership Teleconference Minutes</a> - 05/02/08</li> <li>• <a href="#">March 3, 2008 - ESH Working Group Steering Committee Spring 08 Meeting Minutes</a> - 04/06/08</li> <li>• <a href="#">March 4-5, 2008 - Radiological Protection Spring 2008 Meeting Minutes</a> - 03/26/08</li> <li>• <a href="#">2007 Annual Report</a></li> <li>• <a href="#">DOE Chemical Safety Program</a></li> </ul>		

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# EFCOG ENVIRONMENTAL SAFETY AND HEALTH WORKING GROUP CHARTER

## I. PURPOSE

The Energy Facility Contractors Group (EFCOG) Environmental Safety and Health (ES&H) Working Group is one of several EFCOG Working Groups leveraging the expertise and experience of contractors to the U.S. Department of Energy (DOE), including the National Nuclear Security Administration (NNSA). The purpose of the ES&H Working Group (ES&H WG) is to promote excellence in all aspects of Environmental Protection and Safety and Health. This includes Industrial Hygiene, Industrial Safety, Occupational Medicine, Chemical Safety, Electrical Safety, and Radiological Safety. The ES&H WG, through its officers, Sub Groups, and Task Groups, identifies, evaluates, and selects "best in class" ES&H practices, procedures, and tools for deployment and application throughout the DOE Complex. The WG is focused on supporting cost effective, efficient operation of DOE facilities while maintaining - as the highest priority - safe, environmentally sound, and secure operations through the ongoing exchange of information and corresponding improvement initiatives. The ES&H WG coordinates with other EFCOG Working Groups and maintains a direct liaison with the Integrated Safety Management Working Group.

## II. OBJECTIVES

The ES&H Working Group has five primary objectives:

1. Promote, coordinate, and facilitate the active exchange of successful programs, practices, procedures, tools, lessons learned, and other pertinent information of common interest that can be adapted to enhance ES&H performance of all contractors in the DOE Complex.
2. Working with the EFCOG Board of Directors, identify and address issues of common interest, including initiatives to foster continuous ES&H improvement.
3. Through focused sub groups, promote cooperation and interchange information, as appropriate, within EFCOG and with other entities involved in similar activities (e.g., OSHA, INPO, NEI, etc.), while minimizing duplication of efforts.
4. Focus on active personal exchanges of management and technical information among contractors.
5. Interact with DOE in ways that produce value-added benefits for both DOE and the contractor community. This includes DOE sponsorship and participation in ES&H Working Group activities, as well as participating in technical exchanges with DOE as appropriate.

## III. EFCOG ES&H WORKING GROUP SCOPE

1. The ES&H Working Group will operate within the charter and limitations of the overall EFCOG organization as defined in the EFCOG Executive Council and Working Group Manual (maintained by the Office of the EFCOG Managing Director).
2. Activities will focus on work efforts, programs, and processes that are pertinent to promoting excellence involving Environment, Safety, and Health throughout the DOE

## EFCOG ENVIRONMENTAL SAFETY AND HEALTH WORKING GROUP CHARTER

Complex. Other focus areas will be determined by the Board of Directors, in consultation with the DOE, when required.

3. ES&H WG will facilitate the exchange of information through such vehicles as meetings, workshops, conferences, working groups, and written materials. Meetings, workshops, conferences, and working group activities will be conducted periodically on pertinent issues and open to member companies, DOE, and other agencies as agreed upon by the EFCOG Board and DOE.
4. The ES&H WG will document the results of various member-sponsored efforts in reports and position papers, including the EFCOG web site.
5. The ES&H WG will assume no financial, legal, or compliance responsibility for its members. Furthermore, it is not intended that EFCOG preclude or intervene in any way in the direct communication and interaction between any member company and the DOE. Participation in EFCOG-sponsored activities and support are allowable costs under the DOE operating contract of each member, so long as costs are maintained at a reasonable level, receive appropriate management review and approval (consistent with DOE Allowable Contract Expenditures), and are compatible with contract requirements.
6. EFCOG will facilitate dialogue between DOE and member organizations for the purpose of understanding issues and initiatives of mutual interest. However, EFCOG is not a contractor advocacy organization, and, therefore, will not take or promulgate positions on issues, regulations, DOE Orders, or other areas of contractor concerns. The ES&H WG will not engage in lobbying.

#### IV. EFCOG ES&H WORKING GROUP ORGANIZATION

1. All DOE prime or subcontractors (EFCOG Member Companies) are eligible for membership. In addition, active DOE/NNSA staff participation is encouraged, and DOE personnel are welcome to participate in meetings, workshops, conferences, etc.
2. EFCOG ES&H WG reports to the EFCOG Executive Council. An EFCOG Director will be the "Point of Contact" and EFCOG sponsor for the ES&H WG.
3. The ES&H Working Group Organization will consist of the Working Group officers (Chair, 1st and 2nd Vice Chairs, and Secretary), also referred to as the WG Leadership. Initially, the WG Chair will be recommended by the EFCOG Board Sponsor and approved/appointed by the EFCOG Board of Directors. The Sponsor and Chair will initially appoint the 1st and 2nd Vice Chairs and the Secretary. Normally, the 1st Vice Chair will replace the Chair, and likewise the 2nd Vice Chair will replace the 1<sup>st</sup> Vice Chair, and the Secretary will replace the 2nd Vice Chair. The Secretary may be selected by a majority vote of the Working Group Chair, 1st and 2nd Vice Chairs, and Subgroup Chairs.
4. The WG Chair and 1st Vice Chair will direct the overall activities of the WG. In the event that neither is available, the 2nd Vice Chair shall act in their place.
5. A Strategic Planning Group comprised of the WG Officers, Subgroup Chairs, EFCOG Sponsor, DOE Sponsors, and Liaison Members will provide strategic guidance and feedback to foster continuous improvement.

## EFCOG ENVIRONMENTAL SAFETY AND HEALTH WORKING GROUP CHARTER

6. Subgroup Chairs will manage their respective activities independently; however, they are expected to regularly integrate with other ES&H Subgroups and shall keep the WG Chair and 1st Vice Chair apprised of activities and progress. Each Subgroup shall maintain a current membership roster posted on the EFCOG web site.
7. The ES&H WG coordinates with other EFCOG Working Groups and maintains a direct liaison with the Integrated Safety Management Working Group.

### V. EFCOG ES&H WORKING GROUP PROCESS

1. The EFCOG budget and activities will be conducted based on the US Government's fiscal year. The ES&H WG will submit a formal "Annual Report" to the EFCOG Board of Directors.
2. Changes to this Charter shall require approval of the WG Officers.
3. Meetings of the full ES&H WG and/or meetings of the WG Strategic Planning Group or other selected Working Group meetings shall be held as determined by the WG Chair or 1st Vice Chair. Locations will be selected to attempt to accommodate the majority of travelers. Advance notice to the extent practical will be provided.
4. With the exception of distributing workshop proceedings, teleconference and meeting minutes, draft reports, or similar informational documentation, all official transmittals of EFCOG information to nonmembers or DOE will be approved by the ES&H WG Chair or his/her designee before release.
5. Working Group and Subgroup members should provide the WG with copies of all briefings, oral reports, or written reports submitted to the DOE or other outside organizations for posting on the EFCOG web site.
6. ALL ES&H Subgroups will provide an annual written report of completed and ongoing EFCOG activities to the WG officers for inclusion in the Working Group Annual Report to the EFCOG Board.



## Welcome to the Human Capital Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Human Capital community to keep abreast of the latest news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Human Capital processes and practices.

[HCWG Charter](#) - 05/13/08

[HCWG Roster Effective 02/06/09](#)

### Current News

### Meeting Minutes

### Upcoming Events & Conferences

- [March 3-5, 2009 - EFCOG Human Capital Working Group March 2009 Meeting](#). The HCWG March 2009 Meeting will be held at the Phoenix Convention Center (PCC) in Phoenix, AZ in conjunction with the Waste Management Symposia, Inc., 2009 - Updated 02/25/09

### Hot Documents & Issues

- [HCWG Annual Report for 2008](#) - 02/06/09



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**Human Capital Working Group Key Senior Sponsors**

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# **EFCOG Human Capital Charter**

**March 2008, Rev. 0**

## **I. PURPOSE**

The Human Capital Working Group (HCWG) facilitates the collaboration between Energy Facility Contractors Group (EFCOG) and the U. S. Department of Energy (DOE) and the National Nuclear Security Administration (NNSA) to promote strategically and systematically effective human capital management approaches to prepare the EFCOG community for successfully competing in the global knowledge economy of the 21<sup>st</sup> century. Within the government energy sector, the group advances the strategic alliances between the program and mission leaders and the human resource professionals necessary to preserve and sustain “People Readiness” initiatives crucial to energy workforce capability and capacity vital within the next decade to the DOE and the national energy security of the United States.

## **II. OBJECTIVES**

The working group has determined that the traditional management practices used in the past for managing and leading human capital within the core DOE businesses are outdated and can no longer meet the future workforce needs of the industry. Effective recruitment and retention of human capital is the most crucial issue facing the DOE and its EFCOG community within the next 10 years. Subsequently, the HCWG identified the following five human capital management objectives:

- A. Define systematic approach for measuring effectiveness of human capital management performance (people readiness) with demonstrated leading, real-time and lagging performance indicators.
- B. Assess and evaluate qualitative and quantitative data from national security critical skill sets and institutionalize the approach within the EFCOG community in a manner that is predictive and timely in mitigating risks to the government sector.
- C. Examine DOE program sectors and present annual results of predictive trends and recommendations of at-risk, mission critical skills based on projected demand and supply factors to the EFCOG and DOE community.
- D. Align strategic human resource and mission management partnerships with industry best practices in human capital.
- E. Communicate advanced transformational strategies and concepts applicable across EFCOG working groups and DOE programs that support innovative business approaches for sustaining a strong, well-educated and trained 21<sup>st</sup> century workforce.

## **III. SCOPE**

- A. The HCWG will operate within the EFCOG Charter and the Guidelines for Working Groups of EFCOG.
- B. The HCWG will facilitate exchange of information for purposes of understanding issues and initiatives of mutual interest with other EFCOG Working Groups and

# **EFCOG Human Capital Charter**

**March 2008, Rev. 0**

- other governmental/non-governmental organizations regarding application of innovative approaches to human capital management. Communication venues for such exchanges may be in related conferences, meetings, EFCOG working group sessions, teleconferences and other venues for verbal and/or written communications.
- C. The HCWG will communicate with other EFCOG and DOE/NNSA groups to avoid duplication of effort, recognizing that other EFCOG Working Groups have related human capital initiatives underway.
  - D. The HCWG will document its results in reports and position papers and provide them to other EFCOG Working Groups, the EFCOG Sponsoring Director and the EFCOG Executive Directors and Executive Council.

## **IV. ORGANIZATION**

- A. The EFCOG Executive Directors will appoint a Chair and Vice-Chair of the Working Group as its Working Group Officers. The term of office for the Chair and Vice-Chair will normally be for one year and the Vice-Chair will normally succeed the Chair. If for any reason the Chair vacates his/her position, the Vice-Chair will assume the duties as Chair and may remain throughout the remaining term, to include his/her normal rotation to the Chair role. If at the same time, the Vice-Chair is unable to assume the duties as Chair, the Working Group's authorized voting membership may elect an interim Chair by simple majority vote, pending approval by the EFCOG Directors. To provide continuity for the group's leadership, the outgoing Chair shall serve as Past Chair and support the HCWG as directed by the succeeding Chair. The Past Chair also serves as part of the Working Group Officers.
- B. The Chair will direct the overall activities of the HCWG and report to the EFCOG Sponsoring Director.
- C. The Chair and Vice-Chair may appoint respective Sub-Group Chairs for renewable terms of two years to implement the objectives and other major initiatives of the Working Group with concurrence from the EFCOG Sponsoring Director.
- D. The Chair and Vice-Chair may appoint Task Chairs as needed, to support short-term activities of the Working Group.
- E. Individual HCWG members shall participate as a member on one of the Working Group Subgroups and/or Task teams. Represented companies may designate additional subject matter experts to participate on the Working Group Subgroups.
- F. Voting membership of the Working Group includes the Officers of the Working Group, the Working Group Subgroup Chairs and the EFCOG company designated representatives.
- G. The HCWG membership shall consist of representatives designated by EFCOG member companies. Non-EFCOG member companies, providing services to DOE, may designate participants to serve on the Working Group with the Chair's approval. The HCWG will maintain a balance in membership, to the degree possible, with individuals representing the full spectrum of DOE activities.

# EFCOG Human Capital Charter

March 2008, Rev. 0

- H. The HCWG Chair, in conjunction with the Group's DOE Sponsors, may identify designated DOE Points of Contact for each of the Working Group's Subgroups. The Chair may also identify for the HC Subgroups other Points of Contact where EFCOG Working Groups are working discipline-specific human capital management challenges that will require integration with related efforts.
- I. The HCWG Chair may establish and identify liaison Points of Contact with external organizations to promote cooperation and exchange information, as appropriate, to minimize duplication of efforts.
- J. The organization of the HCWG and its charter, any subsequent changes, shall be approved by the EFCOG Executive Directors and operate under the guidance of the EFCOG Charter and the Guidelines for Working Groups of EFCOG.

## V. **PROCESS (DELIVERABLES, DURATION AND COST/BENEFITS AND EFFECTIVENESS)**

- A. The HCWG Chair determines the meeting schedule. The working group may use available information technology, e.g., electronic mail, video conferencing, teleconferencing, etc., to minimize the necessity for formal meetings of the entire Working Group.
- B. The HCWG Chair shall maintain a current organization chart for the Working Group and shall provide written notice of all meetings to its membership at least 30 calendar days in advance.
- C. Strategic planning for the HCWG shall be the responsibility of the Strategic Planning Committee (SPC) consisting of the Working Group Officers, Subgroup Chairs and the DOE Working Group Sponsors. This group, with concurrence from a majority of the EFCOG HCWG members, submits proposed changes to the HC Charter to the EFCOG Sponsoring Director. The changes become effective upon approval from the EFCOG Sponsoring Director.
- D. The HCWG Chair and its membership reviews the goals, objectives and cost/benefits of the HCWG and reports the results and recommendations of the assessment to the EFCOG Directors in its *Annual Effectiveness Review of EFCOG Human Capital Management*. The effectiveness review shall address the value of the Working Group to the member companies and its DOE sponsors and its recommendation for continuation as a group. The HCWG Chair shall provide to the EFCOG Directors an annual update of the group's succession planning as a separate executive appendix to the *Annual Effectiveness Review*.
- E. The HCWG may sponsor workshops, seminars or other meetings to execute their stated objectives. Reimbursement for costs associated with such sponsored events shall be in accordance with approved EFCOG guidelines. Guests, subject matter experts and other non-members from DOE contractor organizations are welcome and encouraged to participate in Working Group workshops, conferences, and/or task team initiatives when appropriate to ensure utilization of adequate technical expertise.

# EFCOG Human Capital Charter

March 2008, Rev. 0

- F. Since Human Capital Management is a global issue, collaboration extends beyond DOE-sponsored organizations and the field of Human Resources. Such organizations may include, but are not limited to:
- Aerospace Industry Association (AIA)
  - American Nuclear Society (ANS)
  - American Society of Mechanical Engineers (ASME)
  - Association for Excellence in Reactor Operations (AERO)
  - Center for Energy Workforce Development (CEWD)
  - Institute of Nuclear Materials Management (INMM)
  - Institute of Nuclear Power Operations (INPO)
  - Instrument Society of America (ISA)
  - National Defense Industrial Association (NDIA)
  - Nuclear Energy Institute (NEI)
  - Nuclear Security Information Exchange (NSIE)
  - Training Resources and Data Exchanges (TRADE)
- G. The HCWG Chair serves as the single point of contact for official EFCOG communications from the group. Additionally, the Working Group Officers and Subgroup Chairs may formally communicate within their designated areas of responsibilities with DOE Points of Contact and other external organizations.

# Infrastructure Management



Subgroup's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Best Practice](#) | [FTP](#) | [Discussion Forum](#)



**Welcome to the Infrastructure Management Working Group's (IMWOG) section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Infrastructure Management community to keep abreast of the latest Infrastructure Management related news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Infrastructure Management practices and processes.

The Infrastructure Management Working Group sponsors the following subgroups:

- [Asset Acquisition & Disposition](#)
- [Asset Management & Performance Measures](#)
- [Construction Management](#)
- [Maintenance Management](#)
- [Work Management](#)

Learn more about the Infrastructure Management Working Group:

- [IMWOG Brochure](#)
- [IMWOG Organizational Chart](#) - Updated 12/10/08
- [IMWOG Charter](#)
- [IMWOG Calendar](#) - Updated 08/19/08

## Current News

[EFCOG Calendar](#)

- [March 3-5, 2009 - Infrastructure Management Working Group Workshop Information, Documents and Presentations.](#) - 03/13/09

## Upcoming Events & Conferences

[IMWOG Calendar](#)

## Hot Documents & Issues

[Recent Additions](#)

- Initiatives
  - Asset Acquisition & Disposition
    - [AA-07-001 Alternate Finance Project Assistance](#)

- Asset Management & Performance Measures
  - [AM-06-001 Survey of RPV Calculation Methods and Recommend Improvements](#)
  - [AM-07-001 Development and Rollout of Facilities Data Warehouse](#)
  - [AM-07-002 Metrics and Methodology for Calculating Asset Utilization](#)
- Construction Management
  - [CM-07-001 Form Subgroup](#)
- Maintenance Management
  - [MM-AM-08-001 Sustainment of DOE Facilities](#) - 12/10/08
  - [MM-07-001 433.1 Maintenance of Nuclear Facilities Working Group](#)
- Work Management
  - [WM-07-001 Performance of Assist Visit Type of Work Management Subgroup Meeting](#)
  - [WM-07-002 Update of Work Management Overview and JHA Excellence Documents](#)
- [Initiative Template](#)
- Annual Reports
  - [2007](#)
  - [2006](#)
  - [2005](#)
  - [2004](#)
- Annual Meeting Information and Presentations
  - [October 2007](#)
  - [October 2006](#)

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## Charter

### **PURPOSE**

The purpose of the Infrastructure Management Working Group (IMWOG) is to promote excellence in the execution of Department of Energy (DOE) missions by sharing best industrial practices, applying lessons learned and providing integrated recommendations to Department of Energy officials in the areas of infrastructure management and modernization.

IMWOG is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) as it relates to Infrastructure Management Practices. IMWOG will serve as an umbrella organization and sponsor for various subgroups and task groups that may be formed from time to time for the purpose of addressing specialized subjects.

The Group's scope will include the areas of infrastructure management that are associated with DOE facilities and real property. This includes implementation of the Real Property Asset Management (RPAM) Order and assisting DOE in developing effective metrics for assessing the status of infrastructure management.

### **OBJECTIVES**

The objectives of IMWOG are to:

- Operate within the EFCOG Charter and the Guidelines for Working Groups of EFCOG.
- Enable the success of DOE missions in terms of high quality infrastructure management that supports program and project objectives in a cost effective and safe manner.
- Provide a forum for exchange of ideas, needs, and wants among the DOE complex-wide engineers that:
  - Increases awareness and involvement of senior contractor management
  - Increases awareness and involvement of senior DOE management
  - Increases awareness and involvement of middle and line management
  - Provides information bridges within the DOE
  - Provides proactive, value-added recommendations to the DOE
- Promote, coordinate, and facilitate the active exchange of successful infrastructure management programs, practices, procedures, lessons learned, and other pertinent information of common interest to contractors and subcontractors for DOE facilities.
- Enhance collaboration among DOE contractors and encourage early involvement of complex-wide experts, in order to maximize the probability of success of emergent or unique infrastructure management initiatives.
- Serve as a consensus board for emerging standards proposed by DOE and for the interpretation and consistent application of existing DOE standards.
- Promote employee development of participating companies' Infrastructure Management talent, by sharing management and technical information among working group participants through mechanisms such as workshops, task groups, and seminars.

- Provide planning and actions necessary to ensure that the overall objectives of EFCOG and the specific goals of the Infrastructure Management Working Group are met.

## **SCOPE**

- The IMWOG will operate within the scope of the EFCOG.
- IMWOG will facilitate interaction with outside agencies and organizations regarding application of infrastructure management principles and methods in the DOE complex.
- IMWOG will communicate with other EFCOG groups to ensure that no duplicative work occurs. There will be close communication with other working groups.
- IMWOG will facilitate the exchange of information through workshops, working groups, written materials, etc.
- IMWOG will not lobby, advocate independent positions, or try to change DOE policy. However, infrastructure management practices as applied to DOE missions may be discussed and suggestions for improvement made to the DOE.

## **ORGANIZATION**

- Members in the IMWOG is open to current EFCOG members or associate members, and one or more DOE sponsor representatives.
- Each participating contractor in IMWOG will identify a single representative to facilitate communication.
- IMWOG will strive to maintain a balanced Members of DOE contractor representatives for all key missions from across the DOE complex. A review of representation will be conducted by the steering committee at least annually.
- Initially, the EFCOG Board of Directors may assign the Chairperson. If elected from the group Members, the Chairperson position will require a majority vote by the active members. The Chairperson's term of office will be one year. If for any reason the Chairperson is required to terminate prior to the designated time, the IMWOG shall elect a new Chairperson.
- The duties of the IMWOG Chairperson include, but are not limited to, the items identified below:
  - Direct the overall actions of the working group.
  - Call meetings and establish subcommittees to carry out the objectives of the working group.
  - Serve as the single point of contact for official EFCOG communication. This is not intended to restrict other informal communications.
  - Serve as the chairperson of the Steering Committee
- Select Steering Committee members with input from the sponsoring director.
- Assume other roles as decided by a majority vote, when the need for such arises.
- A Steering Committee comprised of at least three contractors and one DOE executive will provide feedback and guidance on IMWOG tasks and deliverables. The sponsoring director is an ex-officio member of the Steering Committee, but is not counted as one of the contractor representatives.
- Topic/Task subgroups will be approved by the EFCOG Board of Directors and operate under the guidance of the Chairman, the EFCOG Charter, and the EFCOG Executive Council and Working Group Manual.

## **PROCESS**

- IMWOG meetings will be held when needed, as determined by the IMWOG Chairperson, or when requested by three IMWOG members.
- If needed, a workshop committee is authorized to assess an activity fee to cover the cost of

workshop activities. A daily surcharge will be levied on non-EFCOG member participants.

- The goals, objectives, and the cost/benefits of the IMWOG shall be reviewed annually by the chairperson and sponsoring director. These items will be documented in the Annual Report to the EFCOG Board of Directors.
- A change to this charter requires approval from the EFCOG Board of Directors.

## **DELIVERABLES**

The minimum set of IMWOG annual deliverables will be as follows:

- At least one workshop to share infrastructure management experiences, accomplishments, lessons learned, best practices, emerging issues, quality and regulatory concerns from across the DOE complex.
- A report of key accomplishments and critical issues affecting Infrastructure Management practices from across the DOE complex. The report will be completed by February 1 of each calendar year and include:
  - Results of prior year activities
  - Potential cost savings, if quantifiable
  - Other benefits derived from IMWOG activities
  - Current year goals and objectives of IMWOG

## **DURATION AND COST/BENEFITS**

It is anticipated that IMWOG will continue as long as the cost/benefit and sufficient interest are shown to exist.

At time of formation, it is anticipated that the cost of supporting this IMWOG will be minimal.

# Integrated Safety Management & QA



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Archives](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)



[Official DOE ISM Website](#)

**Welcome to the Integrated Safety Management and Quality Assurance Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Integrated Safety Management and QA Planning community to keep abreast of the latest Training news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Integrated Safety Management and QA processes and practices.

- [ISM&QA Working Group Contact Roster](#) - Effective 03/11/2009
- [ISM&QA Working Group Org Chart - Rev 37](#) - Effective 02/24/09
- [ISM&QA Working Group Brochure](#) - 03/18/08
- [EFCOG/DOE Safety Culture Task Team Pilot](#) - Updated 04/20/09

The ISM & QA Working Group sponsors the following Subgroups/Task Groups:

[Feedback & Improvement Subgroup](#)

[Quality Assurance Subgroup](#)

[ISM Program Management & Integration Subgroup](#)

[Human Performance Improvement \(HPI\) Task Group](#) - 01/05/08

## Current News

## Project Schedule

- [May 5-7, 2009 - EFCOG Integrated Safety Management & Quality Assurance Working Group Spring 2009 Meeting Documents/ Presentations](#) - 05/14/09  
**NEW!**
- [November 18-20, 2008 - EFCOG Integrated Safety Management & Quality Assurance Working Group Fall 2008 Meeting Documents/ Presentations](#) - Updated - 12/19/08

## Upcoming Events & Conferences

## Meeting Minutes

- [August 24–27, 2009 - 2009 DOE Integrated Safety Management \(ISM\) Conference at the Knoxville Convention Center in Knoxville, Tennessee .](#)

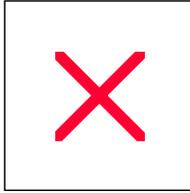
Registration will open April 1, 2009 - 03/09/09 **NEW!**

- [ISM&QA WG 2009 Meeting Schedule](#) - 02/10/09

#### Hot Documents & Issues

#### Recent Additions

- [EFCOG SCOTT Supplier Evaluation Program - August 2008](#) - 08/29/08
- [EFCOG White Paper on NQA-1 Part II Application](#) - 08/06/08
- [DOE-EM & EFCOG Quality Assurance Improvement Project Plan](#) - 06/25/08
- [EFCOG Contractor Guide 2008-1, Rev-0, Performance Analysis](#) - 04/08/08



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# EFCOG Integrated Safety Management Working Group Charter

## PURPOSE

The Integrated Safety Management (ISM) Working Group is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) in the implementation of ISM throughout the Department of Energy complex.

The ISM Working Group provides leadership for the long-term implementation of the ISM program as requested by the Department of Energy (DOE) and EFCOG member companies. The purpose of the Working Group is to promote excellence in development, implementation, and continuous improvement of ISM programs and processes at the Department of Energy sites by sharing information and by facilitating the application of ISM "Best Practices".

## OBJECTIVES

The objectives of the ISM Working Group are to:

- Promote, coordinate, and facilitate the active exchange of successful programs, practices, procedures, lessons learned and other pertinent information of common interest to ISM.
- Promote ISM awareness and understanding by sharing management and technical information among DOE contractors.
- Facilitate integration of existing Environment, Safety, and Health (ES&H) processes and work practice systems within the framework of ISM.
- Identify streamlined techniques and benchmarked practices that enable cost-effective and accelerated implementation of validated ISM processes and programs.
- Facilitate coordinated contractor input to DOE on ISM related issues.
- Provide an efficient mechanism for DOE interfaces with senior contractor executives and subject matter experts responsible for the development, implementation and continuous improvement of ISM.

## SCOPE

- The ISM Working Group will operate within the EFCOG Charter and Guidelines for Working Groups.
- Areas to be addressed by the ISM Working Group include the site, facility and activity level processes that implement the five core functions of ISM throughout the entire life cycle of a facility (i.e., R&D, Design, Construction, Operation, Stabilization and D&D).
- The ISM Working Group will coordinate with other EFCOG Working Groups, in their assigned topical areas, to avoid duplication of efforts.
- The ISM Working Group will not lobby, advocate independent positions, or try to change DOE policy.

## ORGANIZATION

- The EFCOG Executive Directors will appoint the Chair and Vice-chair of the Working Group. The Chair and Vice-chair's term of office will normally be for one year. The Vice-chair will normally succeed the Chair. If for any reason the Chair position is vacated, and the Vice Chair is unable to assume the duties as Chair, the Working Group's authorized voting membership may elect an interim Chair pending approval by the EFCOG Directors.
- The Chair and Vice-chair will direct the overall activities of the ISM Working Group.
- Working Group membership shall consist of representatives designated by EFCOG member companies. Non-EFCOG member companies, providing services to the DOE, may designate participants who serve on the Working Group with the Chair's approval.

# EFCOG Integrated Safety Management Working Group Charter

- The ISM Working Group will maintain a balance in membership, to the degree possible, with individuals representing the full spectrum of DOE activities. Annually, membership on the Working Group will be reviewed to ensure appropriate representation is being maintained.
- Subgroups to the Working Group may be formed to effectively implement the objectives of the Working Group. In addition, Task Groups may be established and utilized to support short-term activities of the Working Group.
- Individual Working Group members shall participate as a member on one of the Working Group Subgroups. Represented companies may designate additional subject matter experts to participate on the Working Group Subgroups.
- Voting membership of the Working Group includes the EFCOG company designated representatives, Working Group Subgroup Chairs and the Officers of the Working Group.
- The Working Group Chair, in conjunction with the Group's DOE Sponsor, may identify designated DOE Points of Contact for each of the Working Group's Subgroups.
- The Working Group Chair may establish and identify liaison Points of Contact with external organizations (i.e., INPO, ASME, ANS, etc.) to further the objectives of the Working Group.
- The organization of the Working Group shall be approved by the EFCOG Executive Directors and operate under the guidance of the EFCOG Charter and Guidelines for Working Groups of EFCOG. The Working Group Chair shall maintain a current organization chart for the Working Group.

## PROCESS

- ISM Working Group meetings will be held as determined by the ISM Working Group Chair. Available information technology (i.e., electronic mail, video conferencing, teleconferencing, etc.) will be fully utilized to minimize the necessity for formal meetings of the entire Working Group.
- The ISM Working Group may sponsor workshops, seminars or other meetings to execute their stated objectives. Reimbursement for costs associated with the above shall be in accordance with approved EFCOG guidelines.
- The Working Group Chair will ensure that the goals, objectives and cost/benefits of the ISM Working Group are reviewed annually by the entire Working Group membership and documented in the Group's annual report to the EFCOG Directors. The Working Group shall determine during this review if continuation of the Working Group is recommended. The recommendation shall be based solely on the added value the Working Group provides to the DOE and member companies in the area of Integrated Safety Management.
- Strategic planning for the Working Group shall be the responsibility of the Officers, Subgroup Chairs, DOE Working Group Sponsor and other individuals identified by the Chair. Annually, this group shall review and may provide recommended changes to the Working Group charter for approval by the EFCOG Directors.
- The ISM Working Group Chair is designated as the single point of contact for official EFCOG ISM Working Group communications. Additionally, the Working Group Officers and Subgroup Chairs are authorized, within their designated areas of responsibility, to represent the Working Group in communications with DOE designated Points of Contact and external organizations.

# Project Management



[Work Group's: Home](#) | [Charter](#) | [Members](#) | [Archives](#) | [Documents](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)



**Welcome to the Project Management Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Project Management community to keep abreast of the latest Project Management news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Project Management processes and practices.

[Cost Estimating Subgroup](#)

[EVMS Clearinghouse](#)

## Current News

## Meeting Minutes

- [Jan 27-28, 2009 - EFCOG Project Management Working Group 2009 Winter Meeting Information & Presentations](#) - 03/15/09
- [July 22-23, 2008 - EFCOG Project Management Working Group 2008 Summer Meeting Information & Presentations](#) - 10/09/08

## Upcoming Events & Conferences

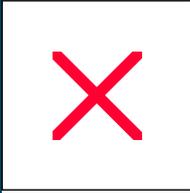
## EFCOG Calendar

- [March 31-April 1, 2009](#) - 2009 DOE Project Management Workshop, Hilton Alexandria Mark Center, Alexandria, VA. More information about the workshop, including agenda and registration information, is available at the workshop [website](#).

## Hot Documents & Issues

## Recent Additions

- [Department of Energy: Contract & Project Management Concerns at the National Nuclear Security Administration and Office of Environmental Management](#) - 03/15/09
- [Risk Project Review](#) - November 2006
- [Project Management Working Group Overview](#)



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# Project Management



[Work Group's: Home](#) | [Charter](#) | [Members](#) | [Archives](#) | [Documents](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)

## Charter

### PURPOSE

The purpose of the Project Management Working Group (PMWG) is to promote project management excellence in the execution of Department of Energy (DOE) programs by sharing best industrial practices, applying lessons learned and providing integrated recommendations to Department of Energy officials.

The PMWG is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) as it relates to Project Management.

The Group's scope will include the areas of Project Management as defined in the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK), 2000 Edition. This includes Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resource Management, Communications Management, Risk Management, and Procurement Management, as well as industry standards and DOE regulations. Communication with other EFCOG groups will ensure that no parallel work occurs.

### OBJECTIVES

The objectives of the PMWG are to:

- Enable the success of DOE projects in terms of scope, cost and schedule. To provide a forum for exchange of ideas, needs, and wants among the DOE complex-wide employees.
- Enhance collaboration among DOE contractors and to encourage early involvement of complex-wide experts, in order to maximize the probability of success of DOE projects.
- Promote, coordinate, and facilitate the active exchange of successful Project Management programs, practices, procedures, lessons learned, and other pertinent information of common interest to contractors and subcontractors.
- Promote training on Project Management by sharing of management and technical information among contractors through mechanisms such as workshops, task groups, and seminars.
- Develop strategic alliances that:
  - Increase awareness and involvement of senior contractor management.
  - Increase awareness and involvement of middle and line management.
  - Provide information bridges within the DOE.
  - Provide proactive, value-added recommendations to the DOE.
- Provide planning and actions necessary to ensure that the overall objectives of EFCOG are met.

### SCOPE

- The PMWG will operate within the scope of EFCOG.
- The PMWG will facilitate interaction with outside agencies and organizations regarding

application of Project Management principles and methods in the DOE complex.

- The PMWG will facilitate the exchange of information through workshops, working groups, written materials, etc.
- The PMWG will not lobby, advocate independent positions, or try to change DOE policy. However, project management activity may be discussed and suggestions for improvement made to the DOE.

## **ORGANIZATION**

- Members in the PMWG is limited to DOE contractors who are current EFCOG members or associate members.
- A single representative for the PMWG will be identified for each participating contractor to facilitate communication.
- The PMWG will maintain a balance in Members, to the degree possible, of DOE contractor representatives that are executing key missions across the DOE complex.
- Initially, the EFCOG Executive Directors may assign the Chairperson. If elected from the group Members, the Chairperson position will require a majority vote by the active members. The Chairperson's term of office will be one year. If for any reason the Chairperson is required to terminate prior to the designated time, the PMWG shall elect a new Chairperson.
- The PMWG Chairperson will direct the overall actions of the Group. Other roles will be elected by a majority vote as the need for them arises.
- The PMWG Chairperson is designated as the single point of contact for official EFCOG communication. This is not intended to restrict other informal communications.
- Topic / Task subgroups will be endorsed as needed and will operate within the EFCOG Charter and EFCOG Working Group Operating Manual. Establishment of topic / task subgroups must be approved by the EFCOG Executive Council Directors.
- A Steering Committee comprised of key contractor and DOE executives will provide feedback and guidance on PMWG tasks and deliverables.
- The Chairperson will select the Steering Committee members with input from the sponsoring director.

## **PROCESS**

- PMWG meetings will be held when needed, as determined by the PMWG Chairperson, or when requested by three PMWG members.
- Generally, an activity fee assessed by a workshop committee will cover the cost of workshop activities. A daily surcharge will be levied to non-EFCOG member participants; however, full EFCOG and/or associate Members is encouraged for all firms regularly participating in the Group activities.
- The goals, objectives, and the cost/benefits of the PMWG shall be reviewed annually by the Chairperson and documented in the Annual Report to the EFCOG Directors.
- A change to this charter requires approval from two-thirds of the active Members.

## **Deliverables**

The minimum set of PMWG deliverables will be as follows:

- At least two Project Management workshops to share project management experiences, accomplishments, lessons learned, best practices, emerging issues and regulatory concerns across the DOE complex.
- An annual report of key accomplishments and critical issues affecting project management across the DOE complex.

- An annual summary of productivity savings as a result of the PMWG activities.

[BACK TO PREVIOUS PAGE >](#)

### **Duration and Cost/Benefits**

- It is anticipated that the PMWG will continue as long as the cost/benefit and sufficient interest is shown to exist.
- At time of formation, it is anticipated that the cost of supporting this PMWG will be minimal. It is expected that the benefits associated with the above deliverables will be quantified and compared with the cost of PMWG operations, at least annually. The PMWG will continue so long as the benefits exceed the costs.
- Another measurement tool for benefit is participation - the average number and diversity of participants in PMWG activities. The more participants in the PMWG, the greater opportunity for sharing lessons learned and the greater potential for cost savings.

# Readiness Review Task Group



[Home Page](#) | [Charter](#) | [Members](#) | [Documents](#) | [Effective Practices](#) | [FTP](#) | [Discussion Forums](#)



**Welcome to the Readiness Review Task Group's section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of the Readiness Review Task Group's Knowledge Portal is to provide a vehicle to allow members of the Readiness and Readiness Review community to keep abreast of the latest Readiness and Readiness Review related news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Readiness and Readiness Review practices, processes, and documents.

[DOE Order 425.1c](#) | [Standard 3006-2000](#) | [Team Leader's Handbook](#)

## Quick Links

[ORR Training Curriculums](#)

- [Path Forward and Deliverables for ORR Working Group Task Teams](#)
- [List of Task Team's and their members](#)
- [DOE Line & Field Procedures](#) | [Contractor Readiness Procedures](#)
- Task Team Work Spaces:
  - [Achieving Readiness Task Team](#)
  - [Definitions Task Team Work Space](#)
  - [Training Task Team](#)
  - [Startup Notification Report Task Team](#)
  - [Readiness Review Level Process Task Team](#)

## Events/Conference Calls - Minutes

[DOE & DNFSB Correspondence](#)

- [4/26 Continuous Improvement Task Team conference call minutes](#)
- [4/30 Readiness Review Level Team's conference call minutes](#)

- [1995 version of DOE Standard 3006](#) **NEW!**
- [Proposed Startup Notification Report Content & Review Responsibilities](#)
- [Proposed ORR Training Workshop](#)
- [Recommended Training Classes in Support of Readiness Review Processes](#)
- [BWXT's Y-12 Readiness Review Grading Process](#)
  - [Chapter 6: Drafting the Plan of Action for a ORR or Level 2 RA](#)
  - [Chapter 9: Drafting the Plan of Action for Level 1 RA](#)
  - [Readiness Applicability and Review Level Determination Checklist](#)
- [ORR/RA Team Member Training Outline](#)
- [Y-12's Criteria for qualification of Independent Personnel](#)

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# Readiness Review Task Group



[Home Page](#) | [Charter](#) | [Members](#) | [Documents](#) | [Effective Practices](#) | [FTP](#) | [Discussion Forums](#)

## Charter

### 1.0 Introduction

The Readiness Review process for the startup and restart of nuclear facilities as described in DOE Order 425.1C and DOE-STD-3006-2000 has been the subject of significant discussion since its inception in the early 1990s. Clearly the importance of safely and reliably performing hazardous work in nuclear facilities can't be overstated. A significant amount of evolution has occurred since these documents were last updated and implementation at the DOE and Contractor level has been the subject of both external and internal scrutiny.

This working group is established to collaboratively suggest updates to these documents to provide the appropriate set of requirements relative to performing hazardous work in nuclear facilities and to establish an environment of continuous improvement in the DOE readiness review community

This document describes the purpose, organization, and responsibilities of the Readiness Review Working Group and defines its functions.

### 2.0 Purpose

The purpose of the Readiness Review Working Group is to share and evaluate effective practices and lessons learned as a means to improve readiness review programs and if necessary suggest changes to:

- DOE O 425.1C: Startup and Restart of Nuclear Facilities
- DOE-STD-3006-2000: Planning & Conduct of Operational Readiness Reviews
- DOE Handbook 3012-2003: Guide to Good Practices for Operational Readiness Reviews
- ORR Training Curriculum
- The DOE ORR Web Site

### 3.0 Organization

The Readiness Review Working Group consists of DOE and DOE Site Contractor representatives from DOE facilities participating in recognized Readiness Review programs and who are authorized to represent those programs in the complex.

#### 3.1 Leadership

The working group shall be co-chaired by a DOE and Contractor representative. Co-chairs will be elected during the working group's annual meeting and for terms of two years. Individuals elected to chair the working group shall serve no more than two consecutive terms. The DOE Co-Chair shall be elected by majority vote of DOE representatives present at the annual meeting. The contractor Co-Chair will be elected by majority vote of DOE site contractors present at the annual meeting.

### 3.2 Membership

The Readiness Review Working Group will maintain a balance in membership, to the degree possible, with individuals representing the full spectrum of DOE activities requiring readiness reviews. Annually, membership on the Working Group will be reviewed to ensure appropriate representation is being maintained

DOE membership shall include representatives for DOE Program Offices, Central Technical Authorities, and Site/Field Offices. Contractor representation is open to all DOE Operating Contractors whose operations fall under the purview of DOE Order 425.1C. Membership is voluntary.

Sub groups to the Working Group may be formed to effectively implement the objectives of the Working Group. In addition, Task Groups may be established and used to support short term activities of the Working Group. Members of Sub Groups and Task Groups may include Working Group members as well as DOE and contractor individuals from DOE HQ, DOE Program and Site personnel, and Contractor personnel assigned by the appropriate working group co-chair. Each sub group or task group will be chaired by a voting member of the Working Group.

Approval of membership is subject to oversight of the Co-Chairs to ensure broad and balanced representation from across the DOE complex.

### 3.3. Consensus Recommendations

The objective of the working group is to develop consensus on readiness review related issues across a broad representation of DOE organizations and sites without one site or organization dominating.

### 3.4 Organization Funding

Since participation in the Readiness Review Working Group is voluntary, each organization will provide funding for the participation of its members.

## 4.0 Responsibilities

### 4.1 Readiness Review Working Group Co-Chairs

The elected DOE and contractor representative shall serve as Co-Chairs of the Readiness Review Working Group. Duties include:

- Provide leadership for and direct the overall activities of the Readiness Review Working Group
- Institute and establish a schedule for Working Group conference calls and meetings, as appropriate.
- Work with DOE-HQ (HS, EM, NNSA, NE, Science) management to garner support and promote effective use of readiness reviews complex wide
- Establish methods for communication concerning readiness reviews in the DOE complex and establish DOE and Contractor points of contact (e.g., DOE workshops, biweekly conference calls, web page).
- Establish format and content needs for required reports.
- Produce and distribute periodic working group reports.
- Schedule and coordinate the agenda of annual Readiness Review Working Group Conferences

## 4.2 Readiness Review Working Group

Members are appointed from sites with established readiness review programs. Member duties include:

- Participating in and contribute to the lesson learned process and the exchange of information, tools, and implementation strategies.
- Networking with sites in the initial stages of readiness review implementation
- Networking with sites and program offices interested in learning more about readiness reviews
- Supporting sub groups and task groups formed to address specific readiness review improvement initiatives
- Evaluating best practices as a means to identify effective private-sector processes against which the DOE readiness review program can be benchmarked in order to improve readiness review programs.
- Recommending necessary changes to DOE O 425.1C
- Recommending necessary changes to DOE-STD-3006-2000
- Evaluating ORR Team Leader Training for improvements
- Participating in periodic conference calls.
- Providing support to the Working Group Co-Chairs, as required and agreed to, in order to promote the readiness review program complex wide.
- Bi-annually electing Working Group Chairs

# Safeguards & Security



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Archives](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)

Welcome to the Safeguards & Security Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.



The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Safeguards & Security community to keep abreast of the latest safeguards and security related news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new safeguards and security practices and processes.

## Subgroups

- [Cyber Security Subgroup](#)
- [Security Subgroup](#)
- [MC&A Subgroup](#)

## Current News

## SSWG 2007 - 2010 Meeting Schedules

- [March 12-13, 2009 - Safeguards & Security Working Group Sponsors Meeting Minutes](#) - 04/03/09
- [Jan 28-29, 2009 - Safeguards & Security Working Group Meeting Minutes & Information](#) - 04/01/09
- [Oct 22-23, 2008 - Safeguards & Security Working Group Meeting Information and Presentations](#) - 12/08/08
- August 26 - 28, 2008 - DOE Integrated Safety Management 2008 Workshop - [DOE ISM Champions Website](#) - [DOE ISM Workshop Registration & Agenda Website](#) 07/17/08

## Upcoming Events & Conferences

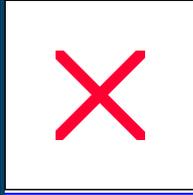
## EFCOG Calendar

- [April 21 - 23, 2009 - EFCOG Safeguards & Security Working Group Spring 2009 Meeting, DOE/NNSA Nevada Support Facility, Las Vegas, Nevada](#) - Updated 04/13/09
- [Security Working Group 2007 - 2010 Master Meeting Schedule](#) - Updated 01/16/09

## Hot Documents & Issues

## Recent Additions

- [Typical Teleconference Agenda](#) - 10/17/07
- [Typical SWG Meeting/Workshop Agenda](#) - 10/17/07
- [Security Working Group Action Items](#) - 08/21/07



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## Charter

### **PURPOSE**

The purpose of the Security Working Group (SWG) is to provide a strong focus for meeting the Department of Energy (DOE) Security Management challenge by enhancing the protection of Special Nuclear Material (SNM), classified matter, property, and cyber systems.

The SWG is a working committee whose intent is to further the objectives of the Energy Facility Contractors Group (EFCOG) as related to the area of Security. The group will promote excellence by sharing information and lessons learned, and by facilitating the application of information and techniques to the degree appropriate for their contract/facility.

The scope of the SWG includes both Safeguards and Security (S&S) and Cyber Security.

### **OBJECTIVES**

The objectives of the SWG are to:

- A. Enable the successful execution of DOE missions and programs by helping ensure appropriate security in a cost effective and safe manner.
- B. Provide a forum for the active exchange of ideas, approaches and lessons learned among DOE contractors and with DOE that:
  - i. Enhances collaboration among DOE contractors so that the latest technology and methods are brought to bear
  - ii. Encourages interaction between DOE management and contractors on complex wide objectives, issues and projects
  - iii. Provides value-added feedback and recommendations to DOE
- C. Serve as a consensus board for emerging security directives proposed by DOE and for the interpretation and consistent application of existing DOE directives.
- D. Encourage planning and actions necessary to ensure that the overall objectives of EFCOG are met in the area of security.
- E. Promote training and continuous improvement by sharing management and technical information and lessons learned among contractors through vehicles such as websites, workshops, subgroups, and seminars.
- F. Operate within the EFCOG Charter and the Guidelines for Working Groups of EFCOG.

### **SCOPE**

- A. The SWG will operate within the scope of EFCOG.
- B. The areas of interest covered by the SWG include both safeguards and security and cyber security. Safeguards and security includes the protection of SNM, classified matter, personnel security, and both equipment and real property. Cyber security includes both classified and unclassified computer, communication and information systems. The cyber security area will also address selected Information Technology

- topics of interest to the DOE community.
- C. The SWG will identify those topics or issues important to DOE meeting the security challenge and present them to DOE management.
  - D. The SWG will facilitate interaction with outside organizations and experts regarding the application of security principles and methods in the DOE complex.
  - E. The SWG will communicate with other EFCOG and contractor groups to ensure activities are fully coordinated.
  - F. The SWG will not lobby, advocate independent positions, or try to change DOE policy. However, SWG practices as applied to DOE missions may be discussed and suggestions for improvement made to the DOE.

#### **ORGANIZATION**

- A. The SWG will initially be comprised of the Safeguards and Security Subgroup and the Cyber Security Subgroup. Other subgroups may be added as appropriate. Membership in the SWG and its subgroups is open to current EFCOG members or associate members, and one or more DOE sponsor representatives.
- B. Each contractor participating in the SWG will identify a representative to support working group/subgroup activities as appropriate.
- C. The SWG will strive to maintain a balanced membership of DOE contractor representatives for all key missions from across the DOE complex. A review of representation will be conducted by the Steering Committee at least annually.
- D. Initially, the EFCOG Board of Directors will assign the Chairperson and Vice-Chairperson. To ensure balance in SWG interests, the Chairperson and Vice-Chairperson (chairperson elect) will alternate between a representative from one of the NNSA Laboratories and a representative from one of the NNSA production sites. The Chairperson's term of office will be one year. In subsequent years, the Chairperson position will require a majority vote by the Steering Committee. If for any reason the Chairperson is required to terminate prior to the designated time, the SWG Steering committee shall elect a new Chairperson. If no vice-chairperson (chairperson elect) has been designated, the Board of Directors may appoint a replacement.
- E. The duties of the SWG Chairperson include, but are not limited to, the items identified below:
  - i. Direct the overall actions of the working group.
  - ii. Call meetings and establish subcommittees to carry out the objectives of the working group.
  - iii. Serve as the single point of contact for official EFCOG communication. This is not intended to restrict other informal communications.
  - iv. Prepare and maintain an up-to-date roster and have it posted on the EFCOG website.
  - v. Provide guidance to the leader or chairperson of subgroups under the cognizance of the working group.
  - vi. Serve as the chairperson of the Steering Committee.
  - vii. Select Steering Committee members with input from the Sponsoring Director.
  - viii. Assume other roles as decided by a majority vote, when the need for such arises.
- F. A vice-chairperson and secretary will be elected by the Steering committee.
- G. A Working Group Steering Committee, comprised of the Chairperson and Vice-Chairperson, the Subgroup Chairpersons, a representative of the Nuclear Security Information Exchange (NSIE), at least three other contractors and one or more DOE executives, will provide feedback and guidance on SWG tasks and deliverables. The sponsoring Director is an ex-officio member of the Steering Committee. The Steering Committee shall review the charter of any Topic/Task subgroups formed under the direction of a Working Group.
- H. The SWG will operate under the guidance of its established leadership, receive oversight and support from the Working Group Chairperson, prepare subgroup

charters as needed, follow the EFCOG Charter, and abide by the EFCOG Executive Council and Working Group Manual. The Sponsoring Director is the final approval authority for any subgroup charter. The EFCOG Board of Directors will be advised of the creation of any topic/task subgroup and provided a copy of the charter, if required, as information.

**PROCESS**

- A. SWG meetings will be held when needed as determined by the SWG Chair or at the request of a minimum of three other members.
- B. Generally, the cost of workshop activities will be covered by a registration fee assessed by a workshop committee. A daily surcharge will be levied to each non-EFCOG member participant. The goals, objectives, and effectiveness of the SWG shall be reviewed annually by the SWG Chair and documented in the SWG Annual Report to the EFCOG Directors.
- C. A change to this charter requires concurrence from two-thirds of the membership and approval by the Executive Directors.

**DELIVERABLES (GENERAL DESCRIPTION)**

- A. At least one workshop for each subgroup per year to share security accomplishments, lessons learned, best practices, emerging issues and technological approaches.
- B. An annual report of key accomplishments and critical issues affecting project management across the DOE complex.
- C. Other deliverables as enumerated in the subgroup charters (see attachments).

**DURATION**

The estimated duration of the SWG is intended to be long term. An annual effectiveness review shall be conducted by the Management Committee with a recommendation to the EFCOG Board of Directors for continuation, disbanding, or reconstitution of the Working Group or its subgroups.

**COST BENEFITS (EFFECTIVENESS)**

The EFCOG Board of Directors tracks the effectiveness of working group activities to determine whether there have been reasonable benefits. The SWG will continue so long as it is demonstrated to be cost effective to DOE. The SWG Annual Report will document the achievements and any cost savings or other benefits for members resulting from sharing information or participating in DOE directive implementation impact studies. Effectiveness is most readily demonstrated by tangible deliverables that are planned on an annual basis and pursued with project management type discipline, as well as participation by the membership. It is understood that effectiveness may also be demonstrated by tangible or intangible cost savings to the DOE.

# Safety Analysis



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)



## Welcome to the Safety Analysis Working Group's (SAWG) section of the Energy Facility Contractors Group's Knowledge Portal.

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Safety Analysis community to keep abreast of the latest Safety Analysis news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Safety Analysis processes and practices.

The Safety Analysis Working Group sponsors the following Subgroups:

- [Accident Analysis](#)
- [Safety Basis](#)
- [Unreviewed Safety Question \(USQ\)](#)

Additionally, the SAWG works closely with the Safety Basis Academy for training on Safety Analysis topics. Contact Julie Johnson ([juliej@lanl.gov](mailto:juliej@lanl.gov))

### Current News

- [SAWG Safety Basis Workshop Meeting Minutes](#) - October 27-28, 2008, Albuquerque, NM

### Upcoming Events, Conferences & Training

### Meeting Minutes

- [May 8-14, 2009 - EFCOG SAWG 2009 Safety Analysis Workshop, Sam's Town Hotel and Gambling Hall, Las Vegas, Nevada](#) 12/31/08
- Oct 20-21, 2009 - Safety Basis Workshop, Albuquerque, NM - 04/06/09
- [2009 Safety Basis Academy Courses](#) - 04/06/09

### Hot Documents & Issues

- [DOE-STD-1189, Integration of Safety into the Design Process R4](#)  
An overview of the March 2008 Issued Standard - Brad Evans, Pacific Northwest National Laboratory, Jerry Bueck, OMICRON/NSTec Nevada Test Site - 11/29/08

- [SAWG Safety Basis Supplement - July 2008](#)

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## Charter

### **PURPOSE**

The Safety Analysis Working Group (SAWG) is a working committee whose intent is to facilitate the objectives of the Energy Facility Contractors Group (EFCOG) as related to the particular area of Safety Analyses. The purpose of the working group is to promote excellence in the Department of Energy safety analyses programs through information sharing and application of lessons learned to other facilities.

### **OBJECTIVES**

The objectives of the SAWG are to:

- Operate within the framework of EFCOG.
- Provide planning and actions necessary to see that the overall objectives of the EFCOG come to fruition in the area of safety analyses.
- Promote, coordinate, and facilitate the active exchange of successful safety analyses programs, practices, procedures, lessons learned, and other pertinent information of common interest on safety analyses, which have been effectively utilized by M&O contractors.
- Promote training on safety analyses by sharing of management and technical information among contractors through mechanisms such as workshops, sub-working groups, and seminars.

### **SCOPE**

- The SAWG will operate within the scope of EFCOG.
- The areas of contractor interest covered by SAWG include: safety analysis documentation (e.g., Safety Analysis Reports [SARs], Technical Safety Requirements [TSRs]), risk management and the incorporation of safety analysis requirements in related systems such as configuration management.
- Both nuclear and non-nuclear activities and facilities are included. Activities and facilities will be covered throughout their entire life cycles.
- The management and technical safety areas will be covered as they pertain to safety analyses. The environmental tie to the safety analysis process is within the scope of the working group.

# Safety & Security Regulatory



[Working Group's: Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Archives](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)



**Welcome to the Safety and Security Regulatory Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.**

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Safety and Security Regulatory community to keep abreast of the latest Safety and Security Regulatory news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new Safety and Security Regulatory processes and practices.

[SSRWG Peer Review Subgroup Charter](#) - 03/05/08

[SSRWG Peer Review Procedures](#) - 12/28/07

[SSRWG Peer Review Reports](#) - Updated 12/10/08

[SSRWG Charter](#) - 11/19/07

## Current News

- [April 15 -16, 2009 - EFCOG Safety & Security Regulatory Working Group Spring 2009 Meeting Documents/Presentations](#) - 05/14/09
- [October 20 - 22, 2008 - EFCOG Safety & Security Regulatory Working Group Fall 2008 Meeting Documents/Presentations](#) - 10/28/08
- [April 21 – 24 2008 - EFCOG Safety & Security Regulatory Working Group Spring 2008 Meeting Documents/Presentations](#) - 05/14/08

## Upcoming Events & Conferences

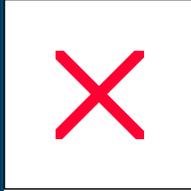
## EFCOG Calendar

- **October 13-15, 2009** - Safety and Security Regulatory Working Group Fall Meeting, hosted by PNNL, Richland, WA

## Hot Documents & Issues

## Recent Additions

- Peer Review Reports
  - [June 2008 - B&W Y-12 Technical Services](#) - 12/10/08
- [2008 Annual Report](#)- 11/26/08



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## **SAFETY & SECURITY REGULATORY WORKING GROUP CHARTER**

### **Purpose**

The Safety and Security Regulatory (SSR) Working Group is an Energy Facility Contractors Group (EFCOG) working group that focuses on nuclear/radiological safety, worker safety and health, and information security regulatory activities. The purpose of the working group is to enhance communications and cooperation with the DOE Office of Enforcement and to promote excellence at DOE (including NNSA) facilities through the understanding and implementation of nuclear safety, worker safety and health, and classified information laws and regulations, information sharing, and application of lessons learned.

### **Objectives**

The objectives of the SSR Working Group are to:

- Provide planning and actions necessary to achieve the overall objectives of the EFCOG in the area of nuclear/radiological safety, worker safety and health, and classified information security regulatory activities.
- Promote, coordinate, and facilitate the active exchange of programs, practices, procedures, lessons learned, and other pertinent information on safety and security regulatory activities.
- Provide an avenue for communications to and from the DOE Office of Enforcement on matters of enforcement programs, expectations, clarifications, complex-wide issues, and guidance.
- Promote training and learning on safety and security regulatory activities by sharing of management and technical information among DOE contractors through mechanisms such as workshops, task teams, and conferences.

### **Scope**

The SSR Working Group will operate within the scope of EFCOG. Areas that can benefit from focused and coordinated contractor attention are as follows:

- Safety and security compliance assurance, including noncompliance reporting.
- Conduct of Enforcement Investigations, Conferences, and Program Reviews.
- Graded or tailored approaches to safety and security regulation implementation, including appropriate benchmarking activities.
- Working relationships with regulatory counterparts (e.g., DOE Coordinators and DOE-HQ Office of Enforcement personnel).
- Addressing other issues as identified by the DOE Office of Enforcement, EFCOG Executive Directors, EFCOG Sponsor, and/or the Working Group Strategic Planning Committee.

The primary focus of the Working Group is on safety and security in the context of DOE enforceable regulations throughout the entire life cycles of facilities and activities. Relationships to other laws and regulations (e.g., DOT 49 CFR provisions) can be included in the scope of the Working Group to the extent necessary to assist in the



## **SAFETY & SECURITY REGULATORY WORKING GROUP CHARTER**

understanding of the relationships and interfaces. Coordination with other EFCOG Working Groups is appropriate and encouraged, especially where the technical aspects of the other Working Groups relate to DOE enforceable regulations.

The Working Group covers management and technical issues and initiatives. The exploration, analysis/evaluation, and recommendation for more efficient and cost-effective approaches and processes are included in this scope.

### **Organization**

Each participating DOE contractor organization may identify one or more representative as appropriate to facilitate communications within each organization. These representatives constitute the SSR Working Group Membership. Guests, subject matter experts, and other non-members from DOE contractor organizations are welcome and encouraged to participate in Working Group workshops, conferences, and/or task team initiatives when appropriate to ensure utilization of adequate technical expertise.

The SSR Working Group has Co-Chairs. The co-chairs and six (6) members of the Working Group make up the Strategic Planning Committee (SPC); one of the six additional members is appointed as a Leader of the SPC. These eight (8) positions all have renewable terms of 2 years. The EFCOG Sponsoring Director, based on input and recommendations received from the Working Group makes renewal, replacement, or selection of appointees to any SPC position. One of the Co-Chairs must be from a contractor principally supporting NNSA operations and the other Co-Chair must be from a contractor principally supporting ES&E operations.

Sub-Groups and Task Teams will be created as necessary by the SPC. Sponsoring members from the Committee may be assigned to support and mentor Task Teams to ensure appropriate focus on deliverables and effectiveness. All active Sub-Groups and Task Teams will report on completed and ongoing activities at least annually.

### **Process**

SSR Working Group meetings/workshops will be held typically twice a year. The Strategic Planning Committee will determine the specific schedule. The Strategic Planning Committee will meet in conjunction with workshops.

The cost of workshops will be covered by the workshop host to the extent appropriate per the host's contractual arrangements with DOE and any applicable DOE Directives. Contractors are expected to fund the costs of their respective attendees at workshops.

Minutes of Strategic Planning Committee meetings and Working Group workshops shall be prepared and distributed to member contractors. The Strategic Planning Committee minutes shall be prepared by the Committee Leader and provided to the Co-Chairs, the EFCOG Sponsoring Director and other EFCOG Directives as deemed appropriate. Minutes of a workshop will be prepared by the Co-Chairs and sent to workshop



## **SAFETY & SECURITY REGULATORY WORKING GROUP CHARTER**

attendees, member contractors, Strategic Planning Committee members, and the EFCOG Sponsoring Director. (Note that distributions of any of these minutes can be made through posting on the EFCOG web-site.)

Proposed changes to this Charter require agreement from the Strategic Planning Committee and approval by the EFCOG Sponsoring Director. The changes become effective upon approval from the EFCOG Sponsoring Director.

# Waste Management



Work Group's: [Home](#) | [Charter](#) | [Members](#) | [Documents](#) | [Archives](#) | [Best Practices](#) | [FTP](#) | [Discussion Forum](#)



## Welcome to the Waste Management Working Group's section of the Energy Facility Contractors Group's Knowledge Portal.

The purpose of this Knowledge Portal is to provide a vehicle to allow members of the Waste Management community to keep abreast of the latest news, issues, and events across the DOE complex; for the sharing of innovative ideas and practices; and to collaborate virtually on the development and implementation of new waste management processes and practices.

[Ask the Waste Management Working Group](#) - 03/10/09 **NEW!**

[Waste Management Working Group Membership Roster](#) - 04/16/09

### Current News

### EFCOG Calendar

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### Upcoming Events & Conferences

### Meeting Minutes

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### Hot Documents & Issues

### Recent Additions

- [March 5, 2009 - WMWG Phoenix Meeting Minutes](#) - 04/07/09
- [WMWG Meeting Minutes - January 13-14, 2009](#)

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**Secretary - TBD**

## Sponsors

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**DOE EM - Frank Marcinowski**

**EFCOG Executive Committee - Bob Giroir**

**DOE NNSA - John Lehr**

**DOE Science - David Michlewicz**

# **EFCOG Waste Management Charter**

## **Purpose**

The Energy Facility Contractors Group (EFCOG) Waste Management Working Group (WMWG) is chartered to leverage the expertise and experience of contractors to the U.S. Department of Energy (DOE). The purpose of the WMWG is to seek out and promote the best management and operating practices, cost effective technologies and disposal options for all waste streams generated at DOE facilities whether destined for DOE or commercial facilities. The WMWG will be focused on complex wide integration and technology transfer while supporting cost effective and efficient waste options. This will be achieved in a way that enhances complex wide communication and maintains a priority on safety, environmental stewardship and security.

## **Objectives**

- Work with the EFCOG Board of Directors and DOE sponsors to identify and address issues that have broad impact on waste generators, storage, treatment and disposal facilities throughout the DOE complex
- Promote, coordinate and facilitate the active transfer of best practices, procedures, lessons learned and other salient information that can benefit all contractors in the DOE complex
- Through focused subgroups provide for technology exchange and development which will be used to provide “technology based” solutions for cross-cutting waste issues (e.g. waste with no paths to disposal).
- Pursue optimized pricing for waste management supplies (e.g. containers) and services (treatment, transportation) commonly used by DOE waste generators

## **Scope**

- The WMWG will operate within the charter and limitations of the overall EFCOG organization as defined in the EFCOG Executive Council and Task Group Manual (maintained by the Office of the EFCOG Managing Director)
- The WMWG will communicate with other Working Groups (e.g. TRU, LLW, and HLW Corporate Boards) to avoid duplication of effort.
- Focus areas will be determined using a systematic approach to identify where gaps or optimization opportunities exist in the current DOE waste management strategies. In consultation with the EFCOG Board of Directors and DOE sponsors, these focus areas will be developed into WM Working actionable items.

# **EFCOG Waste Management Charter**

- The WMWG will document the results of various member-sponsored efforts in reports and position papers, including the EFCOG web site.
- The WMWG will assume no financial, legal, or compliance responsibility for its members. Furthermore, it is not intended that EFCOG preclude or intervene in any way in the direct communication and interaction between any member company and the DOE. Participation in EFCOG-sponsored activities and support are allowable costs under the DOE operating contract of each member, so long as costs are maintained at a reasonable level, receive appropriate management review and approval (consistent with DOE Allowable Contract Expenditures), and are compatible with contract requirements.
- The WMWG will facilitate dialogue between DOE and member organizations for the purpose of understanding issues and initiatives of mutual interest. However, the EFCOG is not a contractor advocacy organization and will not engage in lobbying efforts.

## **Organization**

- The WMWG chair will be designated by the Sponsoring Director for a term of approximately one to two years.
- The Vice-chair and a Secretary will be elected by majority vote of the Task Group's membership, with the term of office normally being one year. The Vice-chair will normally succeed the Chair. The Secretary may be re-elected to the position from year to year. If for any reason the Chair position is vacated and the Vice-chair is unable to assume the duties as Chair, the Task Group's membership may elect an interim Chair by majority vote or the Sponsoring Director can designate the Chair.
- The Chair and Vice-chair will direct the overall activities of the WMWG
- All DOE prime or subcontractors (EFCOG member companies) are eligible for membership. In addition, active DOE/NNSA staff participation is encouraged, and DOE personnel are welcome to participate in meetings, workshops, conferences etc.
- Non-EFCOG member companies, providing services to the DOE, may designate participants (non voting) who serve on the Task Group with the Chair's approval.
- The WMWG reports to the EFCOG Executive Council. An EFCOG Director will be the "Point of Contact" and EFCOG sponsor for the WMWG

## **Process**

- The original approval of the WMWG Charter and changes to the charter require majority concurrence of the membership.

## **EFCOG Waste Management Charter**

- The WMWG will follow the WMWG and the EFCOG charters, abide by the EFCOG Executive Council and Task Group Manual, and operate under the guidance of the WMWG Chair or Vice-chair.
- Meetings of the full WMWG or WM focused or subgroups shall be held as determined by the WM Chair or Vice-chair. Locations will be selected to attempt to accommodate the majority of travelers. Advance notice to the extent practical will be provided.
- With the exception of distributing workshop proceedings, teleconference and meeting minutes, draft reports, or similar informational documentation, all official transmittals of EFCOG information to nonmembers or DOE will be approved by the WMWG Chair or his/her designee before release.
- The WMWG Chair is designated as the single point of contact for official EFCOG WMWG communications
- All WM Subgroups or Focused groups will provide an annual written report of completed and ongoing EFCOG activities to the WMWG Chair for inclusion in the Task Group annual report to the EFCOG Board.
- The WMWG Chair will annually report to the EFCOG Board of Directors on the group's achievements resulting from the sharing information or other focused group initiatives. The Board of Directors will determine whether the group should continue, disband or be reconstituted.