

WM2008 Conference Panel Reports

Session 84

Panel: US DOE – Energy Facility Contractors Group’s Knowledge Portal (EFCOG) Review

Panel Reporter: John Longenecker, Longenecker & Associates, Inc. USA

The following individuals participated in the panel;

- Pamela Horning, B&W Technologies, EFCOG Chair
- George Jackson, Fluor, Vice Chair
- Joe Yanek, Fluor, ISM WG Chair
- Tony Umek, Fluor, ESH WG Chair
- Al Wagner, BEA, Safety and Security Regulatory Interface WG
- Roland Knapp, LANL, Performance Assurance WG,
- Russ Mellor, WSRS, D&D WG
- Peter Offinga, LLNL
- Phil Ohl, Vista Engineering

The panel addressed the functions of EFCOG and how companies can access its best practices and lessons learned most effectively.

Pam Horning, the EFCOG chair began with an overview of EFCOG, and its mission to promote excellence in all aspects of the operation, management, and integration of DOE facilities in a safe, environmentally sound, efficient and cost-effective manner.

Horning then reviewed the EFCOG value proposition for DOE, noting that 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. EFCOG provides an integrated, proactive contractor view on topics of common interest. EFCOG facilitates multiple forums for open communication, provide constructive feedback, and proposes solutions to meet mutual challenges.

Next, Horning reviewed the value proposition for member companies, stating that EFCOG offers members a leveraged opportunity for involvement with DOE leadership through a relationship of mutual trust. EFCOG provides a forum for solving crosscutting problems and creating best practices. EFCOG’s goal is to enhance mission accomplishment through performance improvement.

Horning then reviewed the EFCOG cornerstones of knowledge transfer; issue resolution, performance analysis and customer member assistance.

Horning noted that EFCOG does:

- Reduce DOE program costs.
- Promote, coordinate, and facilitate information exchanges among DOE contractors on successful programs, practices, procedures, lessons learned.

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- Interface with DOE-HQ to ensure that EFCOG's mission remains in alignment with DOE objectives.
- Establish and maintain effective networks for addressing key DOE complex-wide issues.
- Sponsor working groups and workshops to exchange best practices and management and technical information.
- Establish liaisons with other organizations to minimize duplication of efforts.

Statement, its objectives, its members, and its working groups. Horning also provided a list of recent EFCOG accomplishments.

However, she stressed that EFCOG does not:

- Engage in lobbying.
- Take public positions opposing DOE on issues, regulations, DOE orders, etc.
- Require standardized approaches among member companies, but encourages members to customize solutions to fit their needs.

Next Horning discussed the Critical Few items on which the EFCOG board of directors focuses. These include:

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

Horning then introduced the EFCOG working groups, noting that they are the backbone of EFCOG. The working groups include:

- Acquisition Management
- Contractor Performance Assurance
- D&D
- Energy Efficiency
- Engineering Practices
- Environment, Safety and Health
- Human Capital
- Infrastructure Management
- Integrated Safety Management
- Safety and Security Regulatory
- Project Management
- Safety Analysis
- Security

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She noted that each working group must have:

- Clearly defined objectives
- DOE sponsorship
- Tangible accomplishments each year

The EFCOG board reviews each WG at least annually and makes a decision on whether the group is generating value and should be continued.

Horning then reviewed some of the more significant accomplishments of EFCOG over the past year. In closing, Horning stated that over the next year EFCOG would:

- Focus on items most critical to DOE mission success.
- Keep its commitments with high quality products on schedule.
- Keep improving safety, security, productivity even during the time of program, political and budget changes.

Joe Yanek of Fluor next described the activities of the Integrated Safety Management and QA working group. Yanek noted that the key subgroup activity includes:

- ISM Program Integration & Management
 - Safety Culture and Human Performance
- Feedback & Improvement
 - Occurrence Reporting
- Quality Assurance
 - Policy & Programs
 - Quality Engineering
 - Supply Chain (Procurement) Quality

The WG now has about 150 Participants from 40+ Companies. Yanek listed the DOE sponsors for the WG and noted that it interfaces closely with other organizations including DNFSB and INPO.

Showing the strength of the WG leadership team, Yanek noted that it includes:

- Joe Yanek, Fluor Corporation
- Norm Barker, Energy Solutions
- Susan Kimmerly, Bechtel Jacobs
- John McDonald & Gary Grant, CH2M Hill
- Rex Beach & Connie DeGrange, LLNL
- Mike Mason, Bechtel National
- Tricia Allen, Bill Rigot & Dave Tuttel, WSRC
- Steve Coleman, BNL
- Tom Bargeloh, Amy Ecclesine & Linda Collier, LANL
- Gary Grant, INL
- Dave Shugars, ICP & Connie Arnwine, ORNL

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Yanek then reviewed the accomplishments of the WG over the past year including assistance with implementation of 10CFR 851 and work on identifying key QA lessons learned.

Yanek noted that the WG focus in the year ahead will be on:

- Tailored Applications of QA Program Elements
- Leadership in Addressing Top 10 ISM Issues
- Safety Culture & Human Performance Improvement
- Participation on DOE HQ EM Corporate QA Board
- Completion of QA Guides for DOE Project Management Order
- Evaluating DOE Occurrence Reporting System (Post Redesign)
- Issue Paper on Construction QA/QC Best Practices
- Guidance on Annual ISM Declarations & Integration of QA and ISM Assessments

Tony Umek next described the activities of the ES&H working group. Umek noted that the key WG objective is to interact with DOE in ways that produce value-added benefits for both DOE and the contractor community, and to promote excellence in all aspects of Environmental Protection, Safety and Health, by;

- Focusing on cost effective, efficient execution of DOE's mission, while maintaining safe, environmentally sound operations
- Evaluating & selecting "best in class" ES&H practices, procedures, and tools for deployment
- The exchange of information and corresponding improvement initiatives
- Promoting & facilitating the active exchange of successful programs and other information of common interest
- Addressing issues of common interest, including initiatives to foster continuous ES&H improvement
- Promoting cooperation and information interchange within EFCOG and with other entities while minimizing duplication of efforts

Umek reviewed 2007 WG accomplishments that include:

- Co-sponsored Ninth Annual Joint EFCOG/DOE Chemical Management Workshop, with ~ 230 participants
- Completed a chemical inventory management benchmarking survey of twelve facilities/sites
 - Survey results used to encourage a graded approach to managing hazardous material inventories
- With the DOE Office of Enforcement, the Occupational Medicine SG addressed key medical issues in the DOE Complex including a DOE Chief Medical Officer position and key occupational medical processes
- Participated with DOE-HQ to address integrating Executive Order 13423 requirements with revised DOE Order 450, Environmental Management
- IH/IS SG worked with the Radiation Protection SG to discuss approaches for balancing worker protection from industrial and radiological hazards

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- Assisted DOE with a Radiation Protection Workshop to address implementation of recent 10CFR835 revision
- Chair of the Radiation Protection SG attended a Nuclear Energy Institute meeting to discuss the “Human Resource Shortages” for the nuclear industry

Umek noted that the WG 2008 Plans are to:

- Enhance ISO 14001 certification and VPP STAR recognition benefits to DOE contractors
 - Work with DOE-HQ to streamline DOE oversight and address 10CFR851 penalty mitigation for certification/recognition
- Continue integration efforts on DOE Order 450 and Executive Order 13423
- Complete development of an Environmental Management System Handbook
- Publish a Contractor Guide for a Standardized Process for Low Hazard Exposure Assessment

Umek stated that the challenges for the WG in the year ahead include:

- Improved Integration with Other Working Groups
 - Logistics of co-located meetings
 - Breadth of issues facing DOE EFCOG
 - Availability of DOE sponsors
- Looking to the Future
 - EFCOG’s role with DOE in the 2010 to 230 “closure” period
 - Potential role with GNEP
- Succession Planning
 - Demographics of WG leadership
 - Strategies for attracting “new” members for leadership roles

Roland Knapp next described the activities of the contractor performance assurance working group. Knapp noted that the objectives of the WG 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 Contractor Assurance case studies for future workshops and training courses to address improved interface with federal oversight.

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Knapp reviewed the characteristics of an effective performance assurance programs:

- Owned by Senior Management
- Integrated management system (built in, not bolted on)
- Customized to each site
- Transparent – internal & external (e.g., DOE)
- Focus is on performance excellence, not compliance
- Provides decision-quality data

Knapp noted that key contractor tools and processes for an effective contractor assurance include:

- Processes to set goals / objectives
- Measures / Assessments used to minimize performance risk
- Processes to manage commitments, issues, corrective actions
- Processes to share lessons learned
- Risk prioritization and management tools
- Project and process management / improvement tools (EVMS, Lean Six Sigma)

Knapp then reviewed the 2007 accomplishments that include:

- Established Contractor Assurance Working Group
 - Chair – Roland Knapp, Los Alamos National Laboratory
 - DOE Sponsor – Arnold Guevara (HS-40, DOE Office of Enforcement)
- Defined characteristics and elements of a fully-functional Contractor Assurance System
- Agreement that success depends on the integration of the various management tools (e.g., CAS, ISM, QA, EMS, etc.).
- Shared successes and challenges with the implementation of performance measures, assessment programs and issues management

Knapp noted that plans for 2008 include:

- Establishment of a web-based library and forums to share effective practices and best ideas
- Participation in the development and review of DOE Guide 226.1, DOE Oversight Guide
- Pursue process to use industry standards in lieu of DOE Orders, when appropriate
- Development of a crosswalk of the various DOE “assurance” programs (e.g., 226.1, ISM, QA, ISO 9001)

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- Define process to demonstrate “equivalency” based on 3rd party certification (e.g., Baldrige)
- Sharing of current CAS tools/programs, with the intent of developing a set of best management practices.

Knapp concluded by stating that an effective integrated performance-based management system should result in:

- Milestones being met
- Cost efficiencies
- Quality improvements
- Effective issue resolution
- Less injuries / exposures
- Systems-based oversight (vice transactional)

Russ Mellor next described the activities of the D&D working group. Mellor noted that the key WG objective is to partner with DOE Environmental Management’s Office of Deactivation & Decommissioning and Facility Engineering in 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.

Key activities over the last year include:

- December 7 – Working Group met in Dallas, TX
 - Reviewed current projects
 - Approved Charter revision – Task to Working Group
 - Assessed representation of current membership
 - Decided to pursue adding members from CWI in Idaho and from PNNL in Richland, WA
 - Identified two new initiatives to evaluate for action:
 - Promote safe open-air demolition of structures containing asbestos without prior abatement as the industry standard
 - Develop a product (e.g., brochure, video, or paper) that creates a compelling case for D&D; told within the context of DOE’s “D&D Story”

With respect to current activities, Working Group members are actively participating in DOE 413.3A EM Cleanup Projects Guide preparation (DOE is replacing DOE 413.3, “Project Management for the Acquisition of Capital Assets Manual” with a set of guides, one of which is “EM Cleanup Projects”). In addition, Working Group members coordinated comments in May 2007 on the proposed EM Headquarters Authorized Limit and Independent Verification Business Plan. In addition:

- DD/FE WG commented on release of real property (i.e., real estate)
- RP commented on release of personal property (i.e., material leaving a site)
- Presented papers on D&D Lessons Learned and Best Practices at conferences:

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- IAEA International Conference on Environmental Remediation and Radioactive Waste Management, Bruges, Belgium, September 2 – 6
- ANS Decommissioning, Decontamination & Reutilization Topical Meeting, Chattanooga, TN, September 16 – 19
- Continued creating Best Practices to add to the new DD/FE Topical Area on the EFCOG Best Practices Web Site
 - 6 completed and uploaded to the site
 - 11 in progress

The WG is establishing a D&D Knowledge resource center that will provide real-time solutions to D&D challenges across the DOE Complex.

- Effort includes two pieces
 - Hotline
 - Database/website
 - Combine to form the Knowledge Resource Center
- D&D Hotline task team established
- Database development team formed
 - Florida International University is developing the database/website

Mellor described the basics of the Hot Line as follows:

- D&D Hotline has been established and is operational at the Hanford ALARA Center
- Call-in number is 509-376-0818
- “Hotline” points of contact (federal and contractor) have been identified at most DOE sites
 - The POCs provide information to the hotline staff about D&D efforts at their sites
 - The POCs field questions from hotline staff

With respect to the database/website, Mellor described the status:

- Draft functional requirements document (FRD) has been developed
- Database has been developed and is being populated
- Website search capability of the database has been demonstrated

Mellor summarized by encouraging DOE contractors to join this WG activity.

Peter Offringa next described the activities of the Project Management working group. Offringa stated that the key WG objective is to Enhance Project Management Capability and Execution to meet Department of Energy critical mission requirements in a way that delivers:

- ✓ More reliable performance
- ✓ More cost effective delivery
- ✓ The capability to sustain performance in the future

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Offringa noted that the Strategic Objectives of the WG are to:

- Institutionalize the PMWG as a “go to” source of effective, proven project and construction management processes and tools, which can be used by PM and CM 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

These objectives are used to guide the WG Initiative Development for the future. Offringa then summarized the key activities over the past year including DOE Order 413.3A Guides Support, and the conduct of a Cost Estimating Workshop.

Offringa listed the WG objectives for the year ahead, including:

- Front End Planning/ Risk Management Process Implementation
- Human Capital Initiatives
- 413.3 Guide Support
- Applying the Project Management Process in the R&D Environment
- EVMS Surveillance Recommendation
- PM/PC Tool Inventory
- Cost Estimating

In conclusion, Offringa noted that the success of the WG is measured against:

- Relevance to DOE needs
- Sponsor involvement
- Must be value added to field execution teams
- Sharing knowledge effectively
- Continued participation of membership
- Willingness to commit time and resources

Al Wagner next described the activities of the Safety and Security Regulatory Interface working group. Wagner stated that the key WG objectives are:

- Planning and actions to achieve EFCOG objectives for nuclear safety, worker safety and health, and security regulatory activities
- Promote, coordinate, and facilitate 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 DOE Office of Enforcement on programs, expectations, clarifications, complex-wide issues, and guidance

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- Promote training and learning on safety and security regulatory activities by sharing management and technical information among DOE contractors through workshops, task teams and conferences

Wagner next described the accomplishments of the WG over the past year:

- Two workshops are held each year in the spring and fall
- Developed, tested and issued a peer review process for assessing contractor nuclear safety and worker safety and health program implementation
- Coordinated a review of the DOE Enforcement streamlined Investigation Summary Report providing comments to DOE on potential improvements
- Up-dated the working group charter and changed the group name in recognition of the enforcement aspects related to security regulations contained in 10 CFR 824

Wagner noted that planned 2008 activities include:

- Conduct Spring 08 workshop in Las Vegas in conjunction with DOE Enforcement Office
- Conduct Fall 08 workshop in Oak Ridge for contractors
- Providing comments and support for a white paper giving enforcement credit to DOE contractors for their Voluntary Protection Programs
- Providing comments and support for the development of criteria for issuing a civil penalty or contract fee reduction for violations of worker safety and health regulatory requirements
- Conducting peer reviews of nuclear safety and worker safety and health programs at DOE contractor sites requesting the reviews
- Establish working relationship with the EFCOG Security Working Group to work out appropriate details for coverage of classified security matters in the peer review process
- Developing guidance on what is considered a “self-disclosing event”, an event not afforded full credit for enforcement mitigation purposes associated with regulation violations

Opportunities for new member involvement over the next year include:

- SSRWG invites interface opportunities with other EFCOG and/or regulatory groups, involved in supporting the DOE, in a forum where regulatory issues can be discussed candidly with the purpose of finding solutions to potential regulatory enforcement problems and issues

Phil Ohl, the President of Vista Engineering next described the advantages that a small business obtains from membership in EFCOG.

- Ability to Leverage Leadership and Functional Experts across the DOE Complex
 - Major Contractor & Small Business
- Immediate Issue Response Capability to Address Key Issues
- Bottom Line
 - Add Value to Your Company's Operations

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- Add Value to Your DOE Customers

Ohl summarized by stating that membership in EFCOG from his perspective is:

- Good for Business
- Good for the Industry
- Information, Access and Influence

George Jackson, EFCOG vice chair concluded the panel by reviewing how EFCOG is organized and the benefits of becoming involved. He listed several Customer/Member Assistance examples including:

- Assist Visits (By Request)
- Technical Resource Referrals
- New Initiative Implementation
- Industry Referrals & Liaison
 - INPO, NEI, NLIC, ASME, ANS, etc.
- Senior Executive & Subject Matter Expert Resource Network
- Third Party Reviews (By Request)

Jackson listed the advantages of EFCOG membership, including:

- Ability to Leverage Leadership and Functional Experts across the DOE Complex
 - Major Contractor & Small Business
- Immediate Issue Response Capability to Address Key Issues
- Bottom Line
 - Add Value to Your Company's Operations
 - Add Value to Your DOE Customers

Jackson closed by reviewing how to become a member of EFCOG.

The attendance at the session was sparse, with no more than 50 attending at any time. However, the relatively small audience remained there for the duration of the session.

It is clear that the session provided useful information to those interested in accessing best practices and lessons learned from EFCOG.