



**Energy Facility Contractors Group**

*Achieving Excellence in Management and  
Operations*

**Working Together:** More Than 20  
*Years of Sharing Best-in-DOE Solutions  
and Lessons Learned to Meet Mission  
Needs Across the Complex*

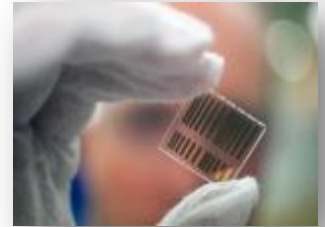
Susan Stiger  
Chair, EFCOG  
March 4, 2014

# 22 Years Ago, EFCOG was Formed as an Organization of Contractors Dedicated to Improving Management and Operations of DOE Facilities

- Then Secretary Watkins (Admiral, USN) supported the formation of a contractor group to improve operations
- Although ES&H was the initial area of emphasis, group was chartered to address all aspects of operations
- Group membership was opened to all M&O contractors -- today it includes all contractors, large and small



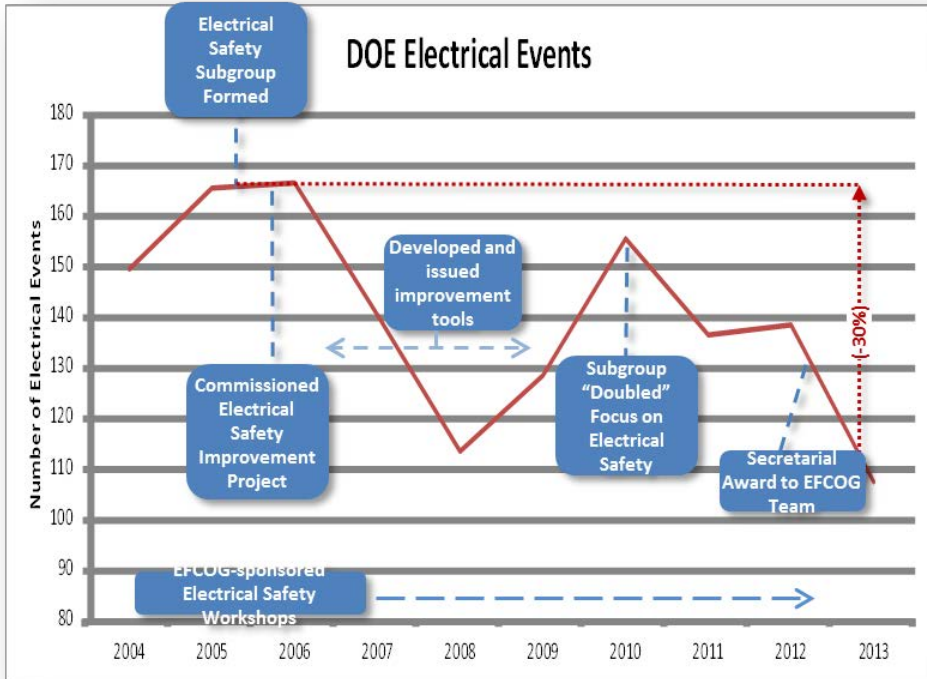
MANAGEMENT AND OPERATIONS EXCELLENCE



# Today, EFCOG Delivers Value in Many Forms

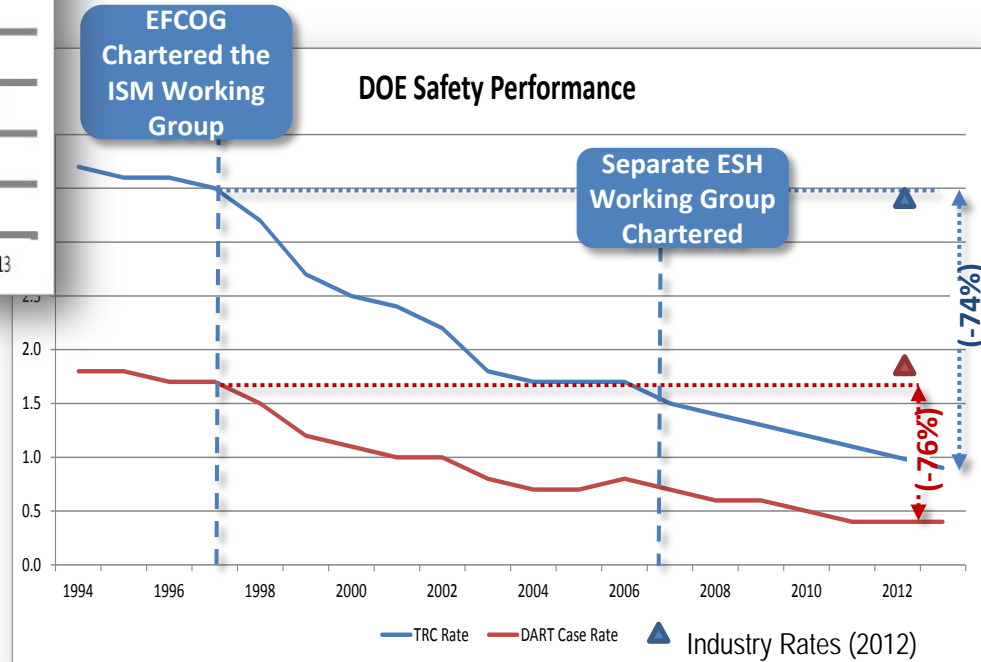
To DOE/NNSA:	To Our Members:
<p><b>Trusted agent and partner</b> in mission success</p>	<p><b>Advocate</b> for contractors (collective voice)</p>
<p><b>Problem solver</b> – address cross-cutting issues and provide workable solutions</p>	<p>Effective <b>networks of leaders and professionals</b> to address common issues, share, communicate, and improve</p>
<p><b>Change agent</b> – drive performance improvement, leverage inter-contractor solutions, hold ourselves to high level of performance</p>	<p><b>Best practices and lessons learned</b> – broad-based, openly shared and evaluated, readily available to DOE and contractors</p>
<p><b>“Go to” organization</b> – provide voice of the contractor, serve as a enterprise-wide sounding board</p>	<p><b>Team to achieve enterprise-wide improvements</b> and resolve issues; leverage experience and perspectives for effective solutions</p>
<p><b>Timely Communication</b> -- flow down and out</p>	<p><b>Timely information dissemination</b> – HQ to the field, inter-site, across the complex</p>
<p><b>Reach-back support</b> – bring commercial and global experience</p>	<p><b>Open communications</b> with DOE/NNSA leadership and between contractors.</p>
<p><b>Innovation</b> to strengthen performance, safety, efficiency, and effectiveness</p>	<p>Leadership and human capital <b>development</b>, training</p>
<p><b>Outcome-oriented</b> – agile, responsive, relevant</p>	<p>Source of <b>peer reviews</b>, assist visits, mentoring</p>

# Throughout the Years We Have Felt EFCOG's Impact



EFCOG Working Groups bring together the best of the enterprise to create impactful solutions to our many challenges...

Whether it is radiological, electrical safety, project management, ISM, when EFCOG targets an area for improvement, we see results...



# EFCOG Working Groups – A DOE Resource for Improving Standards and Requirements

- Working-level feedback on implementability and effectiveness
- A sustained focus on streamlining, risk-based graded approaches, and cost-effectiveness
- Technical support and analyses
- Consensus recommendations and solutions

## **Waste Management Working Group and DOE Order 435.1**

- Developed waste consolidation policy that reduces cost and improves worker safety
- Developed recommendations to resolve contamination risks and enable continued use of more cost-effective soft-sided containers for waste transport
- Provisions for consistent application of DOE/DOT release criteria to reduce costs and avoid significant delays
- Waste Classification Library provides enterprise-wide assistance and results in cost avoidance and improved consistency
- Facilitated the transfer of WIR citation program from Hanford to SRS to West Valley, enabling disposal with substantial savings

# EFCOG Working Groups – A Broad Network of SME Resources

Acquisition & Contracting  
 Training  
 Finance & Business  
 Contractor Assurance  
 D&D  
 Facility Engineering  
 Remediation  
 Enforcement  
 Engineering  
 Configuration Mgt  
 System Engineering  
 Fire Protection  
 Welding  
 Pressure Safety  
 Technical Software  
 Testing and Startup  
 Commercial Grade  
 Dedication  
 ESH  
 Electrical Safety  
 Laser Safety  
 Occupational Medicine  
 Radiation Protection  
 IH/IS  
 Environmental  
 Chemical Safety

ISM  
 Safety Culture  
 Work Management  
 Quality Assurance  
 Human Performance  
 Project Management  
 Cost Estimating  
 Construction Management  
 Earned Value Mgt  
 Safety Analysis  
 Criticality Safety  
 Safety Basis  
 USQ  
 Hydrogen safety  
 Safeguards  
 Security  
 Information Security  
 NMC&A  
 Physical Security  
 Protective Force  
 Energy & Sustainability  
 Facilities & Maintenance  
 Waste Management  
 Packaging & Transportation  
 HLW and Tanks  
 Newly-generated Waste

## Safety Analysis Working Group – *an example:*

- *Primary forum for safety analysis excellence*
- Annual workshops address broad range of technical topics and issues – Most recent Safety Analysis Workshop included discussions of Fukushima and beyond design basis events, atmospheric dispersion modeling, nuclear safety R&D, simplification of facility hazard categorization, graded hazards analysis for appropriate risks, nonreactor nuclear safety
- Bioassay workshops enabled contractors to bring programs into compliance cost-effectively
- Helped develop, pilot, and facilitate implementation of “expert-based” USQ process that yields significant savings without compromising effectiveness
- Coordinate training with annual workshops –2005 workshop for example, included 16 training courses and several hands-on computer code sessions, with IH certification credit
- Issued comprehensive accident analysis guidebook and in-depth training on source term analysis



# EFCOG Working Groups – A “Go To” Resource for Emerging Issues and Challenges

- Sponsored **Y2K** workshops across the complex to share practices and discuss issues
- Developed **toolkit** to prevent ergonomic injuries
- Issued **first contractor alert** addressing ongoing issues with welding programs
- Developed guide on how to prepare for **EVMS certification** at DOE request and established EVMS clearinghouse
- Assessed new Industrial Hygiene/Safety issues resulting from emerging science, e.g., **laser and nanotechnology safety**
- Addressed emerging construction management issues related to **fixed price contracting** and qualified vendors
- Submitted recommendations to DOE on how to effectively **align incentives**, contracts and DOE/contractor interests
- Supported DOE on the **H1N1 pandemic**, facilitating inter-site discussions and information sharing



# At Our Core – We Are an Organization that Values Sharing and Assisting Each Other

- Standards-based **maintenance program and integrated work control**
- Methods to integrate **pollution prevention** practices with day-to-day work
- Occupational Medicine **wellness and chronic disease management**
- Practices to **reduce glove-box-related worker injuries**
- **Peer reviews** -- PAAA, nuclear material control, project management, safeguards and security, worker safety and health, contractor assurance
- D&D **knowledge portal** as frontline effort to disseminate best practices, a D&D hotline, and link to SMEs across the complex
- Pressure vessel Sharepoint site to support **awareness of best practice pressure safety programs** and help sites with new programs accelerate implementation
- Enterprise **Joint Supplier Evaluation** Program
- More than **150 best practices in the past 10 years**
- **Inter-contractor reviews and discussions** of enforcement actions and lessons learned, assessment outcomes, performance indicators
- **Work Planning and Control** best practices





# We Have Clarified Our Mission Statement to Better Communicate What We Do and Our Value to DOE and Members

## *Our Mission*

Maximize DOE/NNSA mission success by achieving management and operational excellence



## *Our Value Proposition*

- A comprehensive network of leading companies partnering with DOE to
  - ✓ promote safe, secure, and effective operations,
  - ✓ develop, share, and advance innovative practices,
  - ✓ deliver cost-effective solutions to challenges and issues, and
  - ✓ strengthen performance measurement and accountability
- Access to un-matched leadership and experience across member sites and companies
- A collective voice for DOE/NNSA contractors across missions, functions, and sites

# And, Developed an Agenda to Focus Our Critical Few and Work Group Efforts

**2014-2015**

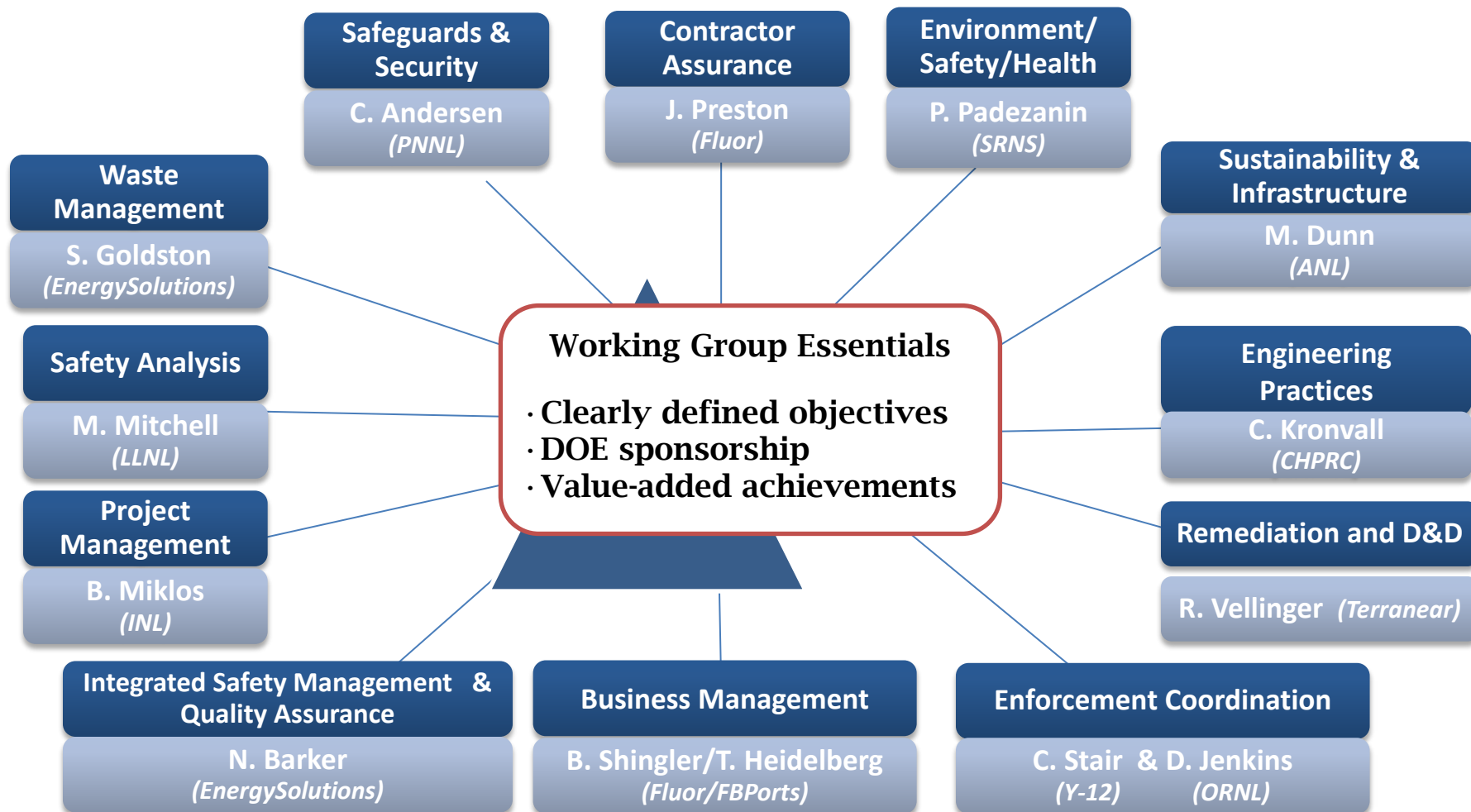
*Innovate to improve the performance of the DOE enterprise*



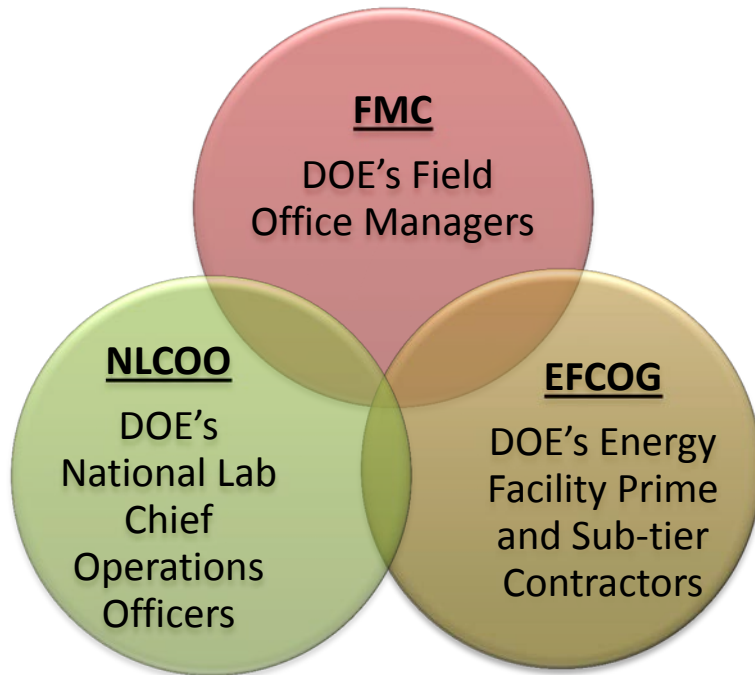
*Achieve the highest levels of safety, security, and reliability, promote excellence in the operations of DOE facilities*

*Deliver value to member companies in furthering DOE's mission*

# EFCOG Working Groups



# Teaming to Maximize Mission Performance



- Three working groups representing different aspects of the DOE field operations
- Teaming at the points of mission execution, with a collective goal of maximizing performance
- Current areas of focus
  - Enhancing project management performance
  - Streamlining and assessing effectiveness of DOE Orders and Directives
  - Promoting safety and security performance through sharing of best practices
  - Maturing Contractor Assurance Systems
  - Leveraging contracting approaches for mission impact and effectiveness

# 2014 Annual Meeting

- June 10-12, 2014 (Planned)
  - June 10<sup>th</sup> – General Session Day 1
  - June 11<sup>th</sup> – General Session Day 2
  - June 12<sup>th</sup> – Working Group Chairs Meeting
- Washington D.C.
- Information will be posted at [www.efcog.org](http://www.efcog.org)
- Working Group meeting schedule posted under “2014 EFCOG Meeting Calendar” on the home page