



Energy Facility Contractors Group

FISCAL YEAR 2019 ANNUAL REPORT TO THE MEMBERS

EFCOG'S MISSION

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

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
 - strengthen performance measurement and accountability
- Access to unmatched leadership and experience across member sites and companies
- A collective voice for DOE/NNSA contractors across missions, functions, and sites

NOTE FROM THE CHAIR

For over 27 years, the Energy Facility Contractors Group (EFCOG) has worked to improve operations across the Department of Energy (DOE) complex. Formed by contractor executives with the goal of working together to address common issues and problems within DOE/National Nuclear Security Administration (NNSA), EFCOG strives to improve operations as well as reduce overall costs and protect worker safety and the public. From unique nuclear operations to safeguarding our nation's strategic nuclear materials for weapons, EFCOG strives to improve the efficiencies and safety of the DOE/NNSA operations.

EFCOG has had an extraordinary year this past year. We continue to provide constructive and cost-efficient results to DOE/NNSA as well as providing a forum for a strong network of subject matter experts on various technical areas.

EFCOG continues to operate utilizing five specific working groups:

**Project Delivery
Training**

**Safeguards and Security
Waste Management**

Safety

The working groups represent the best and the brightest of the subject matter experts throughout the DOE programs, laboratories and sites. Our groups this year have worked on several technical focus areas and have provided numerous best practices. This includes areas such as Earned Value Management, Compliant approaches to Title III engineering during construction, use of contractor management reserve, identification and tracking of challenging waste streams, flow-down of welding requirements to subcontractors, approaches to expediting the USQ process, and QA for supply chain management to name a few.

We continue to work with sister organizations such as the National Laboratories Directors Council, the Energy Communities Alliance (ECA), and the Institute of Nuclear Power Operations. We sponsor, co-sponsor and/or organize opportunities such as the National Cleanup Workshop for technical exchanges between the contractor community and the Federal government. Our EFCOG Annual Meeting allowed a continuing dialogue with contractor executives with DOE senior officials on a variety of issues.

As we move into a new decade of DOE operations, significant challenges face the DOE complex in performing the mission of the DOE/NNSA scope. With this in mind, the EFCOG Board of Directors is taking a strategic approach examining the "top ten risks" over the next decade in DOE/NNSA that will challenge DOE/NNSA in its ability to execute its mission. We continue to have discussions between the EFCOG executives and top DOE officials on this approach and have already begun to identify specific areas that we plan to pursue including the following:

- Human Capital**
- Supply Chain**
- Performance Assurance and Data Quality**
- Risk Communication**

These are in addition to our ongoing priorities of Safety, Security, Quality and Project Delivery. With the growing focus on the Cybersecurity area, EFCOG will be working with DOE/NNSA to stand up a new Cybersecurity Working Group to address this area. The EFCOG Board of Directors will be meeting in April 2020 for a strategic planning session to continue to build out our “top 10 risks” and will examine how EFCOG can work with DOE/NNSA management to mitigate these risks.

This report summarizes the accomplishments of the working groups over the past Fiscal Year 2019 and lays out initiatives and deliverables for the upcoming Fiscal Year 2020. The full accomplishments as well as the full work plans are available on the EFCOG website.

I would like to thank the hard work of our working groups as well as the Board of Directors and look forward to the 2020 tasks that they will achieve to continue to improve the operations of the DOE/NNSA facilities as well as the new strategic initiatives that we are pursuing. Thank you all and we look forward to another productive year together.

Sincerely,

Michael Lempke
Chair, Energy Facility Contractors Group

Twenty-seven years ago, EFCOG was formed. The organization arose from an initiative by contractor executives to work together to improve operations across the DOE complex and a challenge from the then Secretary of Energy to tackle common problems facing DOE sites and laboratories. That remains the core of our mission today – to maximize DOE/NNSA mission success by achieving management and operational excellence.

Over those 27 years, we have continued to demonstrate the value of contractors across the DOE complex working together and in coordination with DOE/NNSA at the HQ and the field level. Fiscal year 2019 was no exception. We focused on ensuring that we provide constructive and objective results for DOE across the DOE complex, sustain a strong network of subject matter experts (SMEs), and promote open and effective inter-site sharing of lessons learned and best practices.

BOARD OF DIRECTORS



The Board of Directors is elected by the Executive Council from the membership and serves as the governing entity for EFCOG's day-to-day operations. We continued to work with DOE on several major efforts. First, we continued a multi-pronged effort to reconnect EFCOG with the DOE-EM Field Office Managers, including participation by field managers in EFCOG Board meetings, and discussion of key issues such as contractor assurance, revision of the DOE Project Management Order, and acquisition planning.

We worked to establish a new Corporate Partnering group, modeled after the successful EM Corporate Partnering group, that is focused on NNSA and made up of corporate executives from all NNSA prime contractors. We utilized the Corporate Partnering groups to move forward several important issues, including reducing operational costs at DOE sites and streamlining cost proposals for future procurements. We continued our cooperation with sister organizations, including DOE's Field Management Council, the National Laboratory Directors Council COO group, the Institute of Nuclear Power Operators, ECA, and the Nuclear Energy Institute.

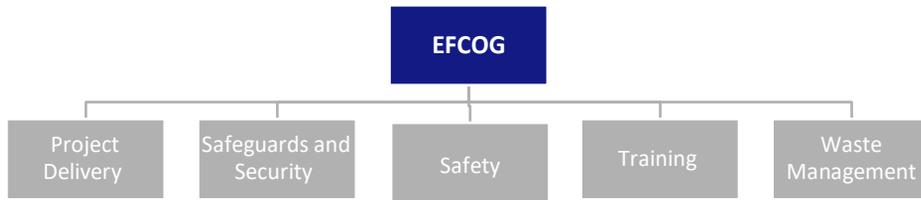
In September, we again co-sponsored, with ECA and DOE-EM, the National Cleanup Workshop. The workshop focused on upcoming challenges and provided the opportunity for deeper interactions and dialogue with leaders from the communities that host DOE sites. We improved the partnership between the EFCOG Board of Directors and DOE-EM leadership to enable more constructive dialogue on how best to address topics such as practical ways to reduce costs at DOE sites, how to realistically achieve DOE's acquisition objectives, and resolving a range of issues affecting productivity and cost effectiveness.

BOARD OF DIRECTORS

Chair	Michael Lempke	Huntington Ingalls Industries
Vice-Chair	Sandra Fairchild	Savannah River Remediation LLC
Vice-Chair Elect	Morgan Smith	Consolidated Nuclear Security, LLC
Directors	Kelly Beierschmitt	Los Alamos National Laboratory
	Karen Wiemelt	Jacobs Engineering Group
	John Clymo	Sandia National Laboratories
	Robert Miklos	Idaho National Laboratory
	Moses N. Jaraysi	CH2M HILL Plateau Remediation Company
	Linda E. Kobel	Los Alamos Technical Associates, Inc.
	Mark Whitney	Washington River Protection Solutions
	Greg Meyer	Fluor Federal Services
	Liz Porter	Leidos
	Frank R. Sheppard, Jr.	Parsons Government Services
	Jeffrey L. Stevens	BWXT Technical Services Group, Inc.
	Jack Craig	SNC Lavalin-Atkins
	Billy Morrison	Veolia
Robert Wilkinson	Mission Support Alliance	
Directors Emeritus	Lincoln E. Hall	L&L Associates, Inc.
	Donald W. Pearman	Bechtel National, Inc.

Fiscal Year 2019 Board of Directors

EFCOG continues to function under a streamlined organization of five working groups:



These Working Groups include subject matter experts, leaders, and managers from across DOE's programs, laboratories, and sites. This year the Working Groups produced focused best practices developed from across the enterprise, issued numerous white papers and recommendations, and supported DOE in the review, updating, and improvement of a broad range of DOE Orders, standards, and guides. In all these efforts, we maintained a focus on achieving excellence in a manner that is practical, implementable, cost-effective, and sustainable. The key FY2019 accomplishments of these groups as well as a summary of the planned FY2020 activities are summarized below. More detailed description of both FY2019 and FY2020 activities, as well as membership of the groups, can be found on the EFCOG website.

WORKING GROUPS

During the past year, the EFCOG Working Groups focused on numerous critical initiatives. The Working Groups utilized teleconferences and meetings to exchange information and lessons learned. Each Working Group performs its activities consistent with a charter approved by the Board of Directors.



A Chairperson oversees the direction of each Working Group. Working Group membership includes individual subject matter experts supporting particular focus areas. The FY 2019 Working Group Chairs (and their member company affiliations) are shown on page 7 as of November 2019. DOE and NNSA Headquarters and Field Sponsors provide advice, information, and support.

WORKING GROUP	EFCOG CHAIR	DOE LIAISON and DOE & NNSA POCS
Project Delivery	Amy Basche, Chair (MSA)	Paul Bosco, OAPM ; Mark Arenaz, ID; Bob Raines, NNSA
Safeguards and Security	Wade Nelson, Chair (Los Alamos)	Marc Brooks, AU
Safety	John McDonald, Chair (Washington River Protection Solutions)	Pat Worthington, AU ; Amanda Anderson, EM; Mark Blackburn, AU; Jim Dillard, AU; Brian DiNunno, EA; Jim Goss, (NA-NPO)NNSA; Pranab Guha, AU; Mike Hicks, ID; Greg Jones, RL; John Marra, EM; Jose Munoz, NNSA; Bob Nelson, EM; Jim O'Brien, AU; Jim O'Neal, NNSA; Ashley Ruocco, AU; Rizwan Shah, AU; Josh Silverman, AU; Steve Singal, AU; Garrett Smith, AU
Training	Shayne Eyre, Chair (Battelle Energy Alliance)	Karen Boardman, EA
Waste Management	Renee Echols, Chair (Firewater)	Mark Senderling, EM ; Vince Adams, EM-PPPO; Ahmad Al-Daouk, NNSA; Rob Boehlecke, NNSA; Ray Corey, RL; Kurt Gerdes, EM; Ben Harp, ORP; Ashok Kapoor, EM; Chris Kemp, ORP; Joanne Lorence, EM; Tom Longo, NNSA; Dave Michlewicz, SC; Geary Pyles, NNSA; Rob Seifert, EM; Dan Sullivan, WV; Linda Suttora, EM; Doug Tonkay, EM

2019 Working Group Leadership

FY19 ACCOMPLISHMENTS AND FY20 PLANNED ACTIVITIES

Project Delivery Working Group

The Energy Facility Contractors Group (EFCOG) Project Delivery Working Group (PDWG) charter is to leverage the expertise and experience of U.S. Department of Energy contractors to address challenges and achieve improvements in project delivery across the DOE complex. The PDWG's purpose is to seek out, promote and share the best practices and processes for successful project delivery at DOE facilities. This is achieved through contractor subject matter experts and professionals from across the DOE complex working together, and in partnership with DOE, to implement DOE initiatives which strengthen and advance the development, management and delivery of projects (and project-like activities) in support of DOE missions. The PDWG portfolio includes broad-based, interrelated elements across the project lifecycle critical to successful project delivery. Areas of focus and collaboration include:

- Data Quality
- Project Management
- Cost Estimating
- Scheduling
- Risk Management
- Acquisition Management
- Contract Management
- Project Peer Review Support
- Start-up, Testing and Commissioning
- Guide revisions

The Working Group focus is on practical and effective solutions to complex-wide challenges; promoting open communication and sharing of lessons learned and best practices, and leverage of inter-site and inter-contractor solutions to achieve enterprise-wide improvement while supporting cost-effective and efficient solutions. This is achieved in a manner that maintains a priority on safety, compliance and cost-effectiveness.

The Project Management focus areas are, construction management, risk management, cost estimating, scheduling and project peer review support. The Project Controls Subgroup focus is primarily on earned value compliance in support of PM-30 and EM-5.22. These efforts will be integrated and supported by task teams and other working groups as necessary to provide solutions to improving project delivery across the complex. The work plan activities will be accomplished through the collaboration of complex-wide SME's. All PDWG activities will emphasize data quality in all aspects, outcomes, and products.

FY2019 Accomplishments

- Provided collaborative earned value compliance support to the Office of Project Management Oversight and Assessments (PM)/ (PM-30) and EM-5.22, as requested.
- Published EFCOG Best Practice on Earned Value Management
- Developed and published an EFCOG/DOE best practice on a compliant approach to Title III / Engineering during Construction
- Developed an EFCOG/DOE best practice for the appropriate usage of Contractor Management Reserve
- Developed and published best practice on the EFCOG Project Delivery Working Group
- In addition, developed a Best Practice on “Use of Premortem Techniques in Risk Identification”.
- Provided support to DOE (PM-30) on Planning and Scheduling Amplification Guide
- Provided support in the development of a whitepaper for the appropriate usage of Schedule Visibility Tasks (SVT’s)
- Provided ongoing support to PM-30 in development of an EVMS Maturity scorecard through the Arizona State University Study
- Finalized the 12 Step Estimating Tool and Uploaded a revised 12-Step tool (Version 1.2) to EFCOG webpage and distributed to EFCOG contractors for testing.
- Reviewed DOE Risk Management requirements/guidance and identified gaps where supplemental guidance would be of benefit.
- Completed assessment of potential best practices with identification and dissemination of site level Directives Review Board process
- Evaluated and provided feedback on End State Contracting Model (ESCM) - Step 1
- Publication of a Monthly Newsletter

FY2020 Goals

- Resource Loaded Integrated Master Schedules – Expectations/Best Practices/Lessons Learned:
 - *“...ensure contractors’ schedules meet the over-arching tenets of generally accepted scheduling principles and DOE O 413.3B best practice expectations such that DOE/NNSA stakeholders are able to make informed decisions, track and assess past performance, and conduct analyses to forecast future performance and costs.” – Mike Peek*
- Data Quality – Improve Data Creditability:
 - *“...it is essential that the information provided be credible (i.e., current, accurate, complete, repeatable, auditable and compliant). Collectively, we’re not there. I note that new/proposed activity 1.6 is related to this concern and suggest that this truly be an FY20 priority.” – Mike Peek*
- Continue to provide qualified resources to support PM-30 and EM-5.22 requests, as needed (Peer Reviews, EVMS Surveillance, Document Reviews)
- Continue to support the PM-30 ASU EVMS Maturity Study
- Define 413 Tailoring Strategy for NNSA
- Support PM-30 with development of best practices for implementing EVM tools to feed DOE/NNSA reports
- Support DOE efforts in the development of DOE guides and revisions. Provide review comments, support comment disposition/resolution, and implementation.
- Issue a Bias Awareness Training Package which can be used throughout the complex as a “primer” to the types of bias that make our judgement less effective
- Issue a guide to specific bias reduction techniques that can be applied to improve judgement effectiveness through Program of process enhancements
- Pilot bias reduction techniques at selected sites.
- Continue to work with the ACMMSG and DOE prior to and after the initial ESCM awards to develop and deploy methodologies for MR and risk transparency on FAR-based contracts that can be utilized by both contractor and DOE during IDIQ task negotiation, authorization and definitization.
- Review and document the different methodologies used to utilize risk triggers in schedules and the pros and cons associated with each method.
- Develop best practice guidance on evaluating the projected effectiveness of a risk/opportunity handling strategy and the methodology to guide project team through the decision process to implement or not to implement.
- Identify best practices in partnering processes that support efficient contract administration.
- Conduct an industry information share on subcontract oversight and compliance and areas of high perceived risk; share strategies for mitigating or eliminating risk.
- To the extent practicable and supported by contract awards, gather contractor industry input on the rollout of the ESCM Step 2.
- 4 X Identify practices in contract closeouts that may reduce the time, complexity, and cost of prime contract closeout.

EFCOG SAFEGUARDS AND SECURITY WORKING GROUP

The Safeguards and Security Working Group (SSWG) is chartered to continuously improve Safeguards and Security (SAS) performance across DOE by focusing on the protection of Nuclear Material and Special Nuclear Material (SNM), sensitive information, classified matter, assets, and personnel. The SSWG adds value by bringing together the best and brightest DOE and industry SAS professionals to analyze issues and develop cost-effective solutions that bring clarity and continuous improvement to the DOE missions.

The primary objectives are to 1) enable the successful execution of DOE missions and programs by promoting security practices that deliver cost effective, safe and secure outcomes; and 2) provide a forum for the active exchange of ideas, approaches and lessons learned among contractors and industry that enhances collaboration through the sharing of innovative technologies and methods and encourages interaction between DOE management and contractors on complex wide objectives, issues and projects.

The Working Group serves as a consensus board for emerging security directives proposed by DOE and for the interpretation and consistent application of existing DOE directives. The Working Group assures the goals of EFCOG and DOE are met through effective planning and execution and promotes continuous improvement and professional development by sharing information among contractors through vehicles such as websites, workshops, and subgroups.

Accomplishments in FY2019

In FY2019, the Working Group focused on key areas to address current or emerging challenges and to deliver efficiency and effectiveness in the development of SAS Programs. It was identified that there is a need to break out Program Planning and Management (PPM) and in FY19 a subgroup was established. Additionally, new chairs and co-chairs were appointed for the subgroups. Each subgroup conducted multiple conference call meetings to move forward with identified initiatives.

- Coordinated Incidents of Security Concern (IOSC) Subject Matter Experts (SMEs) from across the Enterprise to review current IOSC Programs
- Focused on developing potential consistent IOSC Program Plans from across the DOE Complex which included 1) positive examples of work processes, procedures, good ideas or effective solutions; and 2) consistent IOSC Plans, categorization, terminology, interviewing, reporting and training
- IOSC Best Practice Document was refined in FY19 to incorporate additional focus on categorization processes and practices.
- MC&A subgroup continued cross-site collaboration in the areas of physical inventory, measurements, measurement control & statistics and accounting.
- Sandia National Laboratory hosted a SharePoint site that has become an invaluable collaboration hub that has benefitted all members in policy review and implementation of programs related to budgets and staffing of MC&A programs

FY2020 Goals

- Develop a Destruction of Media Best Practice
- Assist DOE in revision of Policy and Standard as well as assisting on the OPSEC Hand Book
- Develop an Export Control Best Practice Guide to assist the sties in implementing current and new regulatory requirements
- Develop a Best Practices for Cyber/Physical Security Integration document
- MC&A subgroup will update termination of safeguards best practice document, update TID seals guide and develop an inventory best practice document
- Draft and Develop Active Shooter Best Practice Guide

WASTE MANAGEMENT WORKING GROUP

The Waste Management Working Group (WMWG) is chartered to leverage the expertise and experience of contractors to the 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. The scope of the working group includes cradle to grave waste management considerations including waste generation, especially from all DOE activities including facility deactivation & decommissioning (D&D) programs.

A new Challenging Waste Subgroup was established with the purpose to identify and share potential disposition pathways for challenging wastes from around the complex. This broader mission is similar to that of the former High-Level Tank Waste and National Laboratory Subgroups and thus consolidation of these Subgroups will ensure that work is consistent, all waste streams are considered, and information sharing can be improved.

Accomplishments in FY2019

- Continued support of EM's Top to Bottom Waste Management Program review on the identification, tracking, and information sharing for challenging waste streams
- Decontamination and Decommissioning (D&D) Subgroup's Best Practice entitled "Facility Cold & Dark/Deactivation Process Step Considerations". This best practice tool was developed to assist D&D teams with preparing a thorough Cold & Dark/Deactivation (C&D/D) plan to prepare a facility for demolition.
- In response to a request by EM and its Field Offices, a task team to analyze onsite versus offsite disposal costs for low-level radioactive waste streams. The purpose of the analysis is to ensure that on-DOE site disposal costs are appropriately and correctly compared to those of off-DOE site (commercial or other government disposal sites).
- The National Lab Subgroup, now incorporated into the Challenging Waste Subgroup, developed a process for sustainable structured decision analysis. This effort developed a set of guidelines and a tool kit for waste managers at National Laboratories to have a catalog of diverse solutions that could be used before generation of problematic waste streams using Decision Analysis.

- Continued to work on finalization of the Technical Basis for the Technical Standard for Characterization of Dry Active Waste.
- The Packaging & Transportation (P&T) Subgroup collected and compiled waste transportation incident data and issues that resulted in a summary of lessons learned

FY2020 Goals

- Provide technical support on Waste Classification issues
- Provide support to the EM radioactive waste program
- Provide technical support to the DOE Order 435.1 implementation and training
- Provide support to the DOE packaging and transportation system
- Provide technical support to facilitate early collaboration among the National Laboratories for challenging new waste streams.

TRAINING WORKING GROUP

The Training Working Group (TWG) was established to drive efficiency and effectiveness in training conducted for the DOE. The TWG takes a leadership role in leveraging collaborative initiatives that support training. It also assists in identifying areas of improvement around proposed policy or regulatory changes, new or changed processes, and subject matter expertise for training initiatives across the complex.

Training Working Group Reorganization

The Training Working Group recently underwent an organizational restructure to provide more focused energy and leadership on specific tasks and efforts and to align with EFCOG priorities. This structure was reviewed with our DOE sponsor, Karen Boardman, who supported the revised structure and focus. We also shared with the previous and new EFCOG Board sponsors, all of which agreed. This structure did away with several subunits that were no longer functional due to task evolution. The overall working group and all the subgroups and task teams' leadership has been established and structure communicated to the working group. It was launched at the annual TWG Workshop on 12-3-2019.

Accomplishments in FY2019

- CARDS database expansion – 6313 new catalog entries making these course resources available to all DOE sites.
- Reciprocity - Five DOE contractors and 3 labor providers have completed periodic reverification reviews. N3B completed their program review and course reviews are in progress. LIUNA completed evaluations of 8 courses with recommendations made for certification of additional courses.
- Cyber Security course success story
 - EFCOG Training Working Group identified an opportunity to define and streamline Cyber Security training content across the DOE complex. A team of cross-lab collaborators developed a Reciprocity Checklist based on DOE Order 205.1B. The checklist was approved by the DOE Contracting Officer in March 2019.
 - Afterwards, the team developed a training course that has been completed and vetted with the NNSA leadership. The course includes interactive learning scenarios, examples of Cyber threats and mitigation efforts, and links to site-specific information. We believe this approach – working across the lab network to develop an innovative training solution that addresses topics that apply to all sites – represents a best practice going forward.

Collaboration with other EFCOG working groups on Training

The Training Working Group remains committed to providing support to other EFCOG working groups for training-related tasks. The following courses have been identified and are being worked:

- Safety Culture training - TLP150 for Front-line Leaders course was finalized and delivery is occurring in the Enterprise. 5 sites have qualified instructors to deliver locally.
- Electrical Safety training for non-electrical workers - Holding 3 days training per month utilizing grantee funded IBEW instructors. By December 2019 over 700K in training costs have been avoided.
- Laser worker trainer web course - course is now being used for DOE, other Federal agency, educational organizations and international organizations.
- Conduct of Engineering course conversion - in progress
- Commercial Grade Dedication training - first draft of course was piloted. Task team is evaluating how they want to move forward with DOE sponsor.
- Rad Worker consistency complex-wide – placed on temporary hold due to stakeholder concerns. REVCOM approval to move forward was completed in November. Anticipate restarting revision in January 2020. Completion anticipated in 2021
- Human Performance Improvement core training - piloted one course in October for practitioners. New modules being developed during 2020.

FY2020 Goals

- Continue to provide technical expertise in promoting efforts to realize efficiencies in course creation and delivery. Specifically, we are looking at developing better processes to promote shared course delivery.
- Continue to provide leadership in regulatory reform initiatives, including aiding in the revision to DOE O 426.2 and revising training standards and guides.
- Build tools and processes to enable better collaboration in course development, conduct of assessments, and best practice sharing. We are also looking at further leveraging our annual workshop to reach more DOE training personnel.

SAFETY WORKING GROUP

The EFCOG Safety Working Group (SWG) assists member companies attain and maintain the highest levels of Integrated Safety Management (ISM) performance in the operation of DOE/NNSA facilities/projects. "Safety," as it relates to the scope of the working group, includes a number of related functions such as nuclear and facility safety, engineering processes, radiological protection, nuclear and facility safety, criticality safety, fire protection, worker safety and health, industrial hygiene, environmental protection, quality assurance, contractor assurance (CAS), and related regulatory programs.

The SWG achieves this purpose by 1. Advocating strong, effective implementation of ISM, 2. Seeking out, developing, and promoting best management and operating practices, 3. Facilitating the exchange of operating experiences and information on safety and regulatory programs and their effectiveness, and designing studies and developing position and technical papers to enhance DOE/NNSA regulations and directives processes where appropriate, 4. Providing DOE/NNSA and member companies access to a network of subject matter experts, 5. Identifying opportunities to save and/or avoid costs in the implementation of safety and regulatory programs while assisting member companies implement effective safety and regulatory programs through peer reviews and consultations, and 6. Arranging for training and awareness workshops to enhance the competency of safety professionals.

7 subgroups of SWG

- Worker Safety & Health
- Integrated Safety Management (ISM)
- Sustainability and Environment
- Nuclear & Facility Safety
- Quality Assurance
- Regulatory & Enforcement
- Engineering Practices

20+ associated task groups

Accomplishments for FY2019

- Issued CAS Effectiveness Assessment Template
- Co-sponsored the DOE/Fluor Idaho Safety Culture Workshop.
- Participated as SMEs with the DOE National Training Center (NTC) in the development and piloting of the Human Performance Improvement (HPI) for Practitioners course.
- Issued the HPI Site Assessment tool.
- Issued a catalog of HPI Dynamic Learning Activities (DLA).
- Participated in the development of revised treatment of chemical hazards in the DSA to allow better safety of the hazards through the safety management programs.

- Participated in the development of an implementation plan for the EM Implementation Guidance for Chemical Safety Management.
- Participated as SMEs in the development of and attending NTC pilot courses for SBA-220, Hazard Analysis Review; and SBA-230, Accident Analysis and Control Selection Review.
- Provided training on the Annual Site Environmental Report through a webinar focused on reporting requirements and a case study in collaboration with AU-21.
- Shared operating experiences and lessons learned from implementing a food scrap and composting program at Argonne National Laboratory.
- Shared operating experiences and lessons learned to reduce operational costs and meet DOE environmental requirements through Energy Service Performance Contracts.
- Published a white paper summarizing Engineering Qualification Benchmarking Analysis.
- Published a white paper on Engineering Metrics.
- Significant progress toward a Best Practice for Effectiveness Reviews and a Regulatory Guide for 10 CFR 835, publication (planned issue date January 2020)

Nine Best Practices were developed and issued because of SWG efforts during FY2019. These Best Practices are located on the EFCOG website.

FY2020 Goals

The SWG FY2020 Annual Work Plan located on the EFCOG website contains the current initiatives. There is strong alignment with EFCOG 2020 Priorities of Human Capital Supply Chain Delivery, and Data Quality/ Performance Assurance.

- Provide tools and training to improve sustainability goal achievement.
- Build consistent radiological worker training programs to be used complex-wide
- Training on changes from the 2017 to the 2020 National Electrical Code (NEC)
- Develop guidance and training for the storage of chemicals.
- Conduct of Engineering Training will include a cross-walk with DOE requirements
- Guidance on application and interpretation of weld symbols for technical staff
- Consistent set of welder prerequisites to qualify for automatic welding operations
- Develop HPI training across the DOE Complex.
- Training on consistent hazard and accident analysis methods.
- Develop and maintain a single list of approved/common NNSA suppliers
- Increase use and sharing of data from use of the Master Approved Supplier List (MASL).
- Perform a cross-walk in engineering and procurement acceptance requirements NAP 24-A.
- Identify a best practice, which has a high probability of identifying and correcting potentially consequential data quality issues from recent data quality and shipment issues.

Please see the links below for detailed FY2019 plans for each of the Working Groups

Safety WG:

http://efcog.org/safety/?drawer=Safety%20Working%20Group*Documents

Project Delivery WG: [http://efcog.org/project-delivery/?drawer=Project Delivery Working Group*Documents](http://efcog.org/project-delivery/?drawer=Project%20Delivery%20Working%20Group*Documents)

Training WG: [http://efcog.org/training/?drawer=Training Working Group*Documents](http://efcog.org/training/?drawer=Training%20Working%20Group*Documents)

Safeguards & Security WG: [http://efcog.org/safeguards-security/?drawer=Safeguards and Security Working Group*Documents](http://efcog.org/safeguards-security/?drawer=Safeguards%20and%20Security%20Working%20Group*Documents)

Waste Management WG: [http://efcog.org/waste-management/?drawer=Waste Management Working Group*Documents](http://efcog.org/waste-management/?drawer=Waste%20Management%20Working%20Group*Documents)

RENEWED MEMBERSHIP FOR FY2019

Company

AECOM
Alliance for Sustainable Energy, LLC (NREL)
Arcadis US, Inc.
Argonne National Lab
Atkins
Bechtel National, Inc.
Bechtel Waste Treatment Plant
Booz Allen Hamilton
Brookhaven National Laboratory
BWXT Technical Services Group, Inc.
Canberra Industries, Inc.
Centerra Group, LLC
CH2MHILL BWXT West Valley, LLC
CH2MHILL Plateau Remediation Company
Consolidated Nuclear Security, LLC
Fluor Federal Services
Fluor-BWXT Portsmouth LLC
Honeywell
Huntington Ingalls Industries
Idaho National Laboratory
Jacobs Engineering Group
Kiewit Power Constructors
Lawrence Berkeley National Laboratory
Lawrence Livermore National Laboratory
Leidos
Los Alamos National Laboratory
Los Alamos Technical Associates, Inc.
Mission Support Alliance, LLC
Navarro Research and Engineering
Nuclear Waste Partnership LLC
Oak Ridge Associated Universities
Orano Federal Services LLC
Pacific Northwest National Laboratory
Parsons Government Services
Sandia National Laboratories

Renewed Membership for FY2018

Company

Type

Savannah River Nuclear Solutions	
Savannah River Remediation LLC	
TerranearPMC, LLC	
UCOR	
University of California	
UT-Battelle	
Veolia Nuclear Solutions	
Washington River Protection Solutions	
Westinghouse Government Services	
Weston Solutions, Inc.	
Burns & McDonnell Engineering	
CSRA	
Fermi National Accelerator Laboratory	
L&L Associates, Inc.	
Merrick & Co.	
MPR Associates, Inc.	
PAE Inc.	
Project Time & Cost, LLC	
Schneider Electric	
Securiguard, Inc.	
Skookum Contract Services	
SLAC National Accelerator Laboratory	
TwentyEighty Strategy Execution	
Waste Control Specialists LLC	
Advanced Technologies and Laboratories Int'l	
American DND, Inc.	
ARES Corporation	
ARS Aleut Remediation, LLC	
Aspen Resources Limited, Inc.	
AVANTech Inc.	
AzTech International, Inc.	
Babcock Services, Inc	
Boston Government Services, LLC	
Chenega Corporation	
ClearPlan LLC	
Colleague Consulting LLC	
Container Products Corporation	
Federal Engineers & Constructors	

Renewed Membership for FY2018

Company

Type

Fire & Pump Service Group

Firewater Associates LLC

GEL Laboratories, Inc.

Government Scientific Source, Inc.

HBE Consulting Solutions, LLC

HPM Corporation

HukariAscendent

Humphreys & Associates, Inc.

I.C.E. Service Group, Inc.

Innovative Technology Partnerships, LLC

Neptune and Company, Inc.

Perma-Fix Environmental Services

Pro2Serve

Project Enhancement Corporation

Samos Advisors LLC

Spectra Tech, Inc.

Strategic Management Solutions, LLC

Swift & Staley

Visionary Solutions, LLC

EFCOG MEMBER COMPANIES

By the end of FY 2018, EFCOG membership included 94 DOE contractors. EFCOG welcomes the following new companies:

Advanced Technologies and Laboratories Int'l

AECOM

Alliance for Sustainable Energy, LLC

Arcadis US, Inc.

ARES Corporation

AREVA Federal Services LLC

Argonne National Laboratory

ARS

Aspen Resources Limited, Inc. Atkins

AVANTech Inc.

AzTech International, LLC Babcock Services, inc.

Bechtel National, Inc.

EFCOG MEMBER COMPANIES CONTINUED

PAE Inc., Fire & Pump Service Group

Arcadis US, Inc.

Project Enhancement

ClearPlan LLC and CSRA

CH2MHILL DWAT West Valley, LLC

CH2MHILL Plateau Remediation Company

Colleague Consulting LLC Consolidated Nuclear Security, LLC

Container Products Corporation CSRA

Dassault Systemes

Federal Engineers & Constructors Fermi National Accelerator

Laboratory Fire & Pump Service Group

Firewater Associates LLC

Fluor-BWXT Portsmouth LLC

Fluor Federal Petroleum Operations

HPM Corporation

I.C.E. Service Group, Inc. Idaho National Laboratory

Innovative Technology Partnerships, LLC Jacobs Engineering Group

L&L Associates, Inc.

Lawrence Berkeley National Laboratory Lawrence Livermore National Laboratory Leidos

Los Alamos National Laboratory

Los Alamos Technical Associates, Inc. Merrick & Company

Mission Support Alliance, Inc. MPR Associates, Inc.

Navarro Research and Engineering, Inc. Neptune and Company, Inc.

Nuclear Waste Partnership LLC Oak Ridge Associated Universities

Pacific Northwest National Laboratory PAE Inc.

Parsons Corporation

Perma-Fix Environmental Services Pro2Serve

Project Enhancement Corporation Project Time & Cost, LLC

Samos Advisors LLC

Sandia National Laboratories Savannah River Nuclear Solutions Savannah River Remediation LLC

Schneider Electric

Securiguard, Inc.

Skookum Contract Services

SLAC National Accelerator Laboratory Spectra Tech, Inc.

Strategic Management Solutions, LLC Swift & Staley Inc.

TerranearPMC, LLC

TwentyEighty Strategy Execution

UCOR

University of California UT-Battelle (ORNL)

Veolia Nuclear Solutions Visionary Solutions, LLC

Washington River Protection Solutions

Waste Control Specialists LLC

Westinghouse Government Services

Weston Solutions, Inc.