



UPDATE...

A Word from the Chair...

EFCOG Chair, Michael Lempke
Huntington Ingalls Industries

I hope you, your loved ones and your colleagues are staying safe during this challenging time. As we continue to adapt to the changing operating posture amidst the COVID pandemic, EFCOG is working hard to be a trusted resource for member companies to help safely and effectively meet mission objectives. Several of our ongoing initiatives—addressing long-term telework, regular sharing of lessons learned from operating in a COVID environment and resolving contractual challenges of COVID—are precisely aimed at issues raised by our member companies and worked in partnership with the Department of Energy and the National Nuclear Security Administration.

We will continue to make this a significant focus of EFCOG and encourage every member company to take part in sharing lessons learned and raising issues in need of attention. More broadly, we've worked hard to focus EFCOG's priorities on addressing the biggest risks to delivering on DOE/NNSA's vital missions. As we look toward the coming year, we have structured our major board activities and Working Group support around four strategic priorities:

1. Safe, Secure and Effective Operations
2. Ensuring the Long-term Availability of Critical Equipment, Supplies and Infrastructure
3. Assuring that Projects are Completed on Cost and Schedule
4. Recruit, Develop and Retain the Right People to Ensure Future Mission Needs are Met

On the next page, you will see a new one-pager outlining these priorities that includes recent tasks we have completed, important ongoing tasks and how the EFCOG Working Groups align with each of the strategic priorities. This will be a key tool in communicating EFCOG's work and I hope you will find it useful as you talk about what we do.

Earlier this month, EFCOG was pleased join the Energy Communities Alliance and the Department of Energy's Office of Environmental Management in hosting the annual National Cleanup Workshop, held virtually for the first time. The event was a resounding success, attracting more than 750 attendees to participate in the important dialogue between DOE, its host

communities and its industrial partners. We were able to hear first-hand from Under Secretary for Science Paul Dabbar, DOE cleanup chief Ike White and House Cleanup Caucus Co-Chairman Chuck Fleischmann (R-Tenn.) as well a number of key site managers, DOE program executives and community leaders. We look forward to supporting next year's event—hopefully in-person—in Alexandria, VA. Sept. 8-10, 2021.

In August, two of the foremost leaders of our industry, Morgan Smith and Liz Porter, stepped down from the EFCOG board. Morgan, who was serving as one of EFCOG's officers in his role as Vice Chair-Elect, stepped down following his retirement from Consolidated Nuclear Security. A true gentleman and forward-thinking executive, Morgan worked tirelessly on behalf of EFCOG members on a host of important initiatives, most notably the COVID Return to Work Protocol and NNSA workforce planning. Morgan will be sorely missed on the EFCOG board and we wish him all the best in retirement. Replacing Morgan on the board is Michelle Reichert, who took over for Morgan as CEO of Consolidated Nuclear Security. We are excited to begin working with Michelle and look forward to the insight and experience she will bring to EFCOG.

Liz, who was Senior Vice President and Operation Manager for Leidos' Federal Energy & Environment business, stepped down following her promotion to President of Leidos' Health Group. Liz was instrumental in the stand-up of EFCOG's new Cybersecurity Working Group and was a key contributor to a host of other key EFCOG initiatives. We will miss her on the Board and offer sincere congratulations on the promotion and the opportunities ahead. Replacing Liz on the board will be Eric Freeman, who will be taking over for Liz heading of Leidos' Federal Energy & Environment business. Welcome, Eric!



Maximizing Department of Energy (DOE) and National Nuclear Security Administration (NNSA) mission success by sharing best practice and information to support management and operational excellence.

STRATEGIC PRIORITIES

1. SAFE, SECURE AND EFFECTIVE OPERATIONS

2020 COMPLETE

- ✓ Provided recommendations on improving data quality, performance assurance and risk communications.
- ✓ Provided recommendations on COVID Return to Work/Return to Full Operations Protocols

2021 ONGOING

- Lessons learned and best practices from operations during COVID
- Optimize telework during COVID and beyond
- Address COVID-related contractual issues

WORKING GROUP SUPPORT

- Safety
- Safeguards & Security
- Cybersecurity
- Waste Management

2. ENSURING LONG-TERM AVAILABILITY OF CRITICAL EQUIPMENT, SUPPLIES AND INFRASTRUCTURE

2020 COMPLETE

- ✓ Provided input on commodities/equipment in DOE supply chain from China

2021 ONGOING

- Newly formed task group to address supply chain issues across the complex, including vendor quality and supply chain assurance.

WORKING GROUP SUPPORT

- Project Delivery

3. ASSURING THAT PROJECTS ARE COMPLETED ON COST AND SCHEDULE

2020 COMPLETE

- ✓ Provided feedback on new EM acquisition cost model.
- ✓ Provided recommendations on improving risk communication and regulatory/stakeholder relations

2021 ONGOING

- Examining and encouraging firm fixed price contracting where appropriate.

WORKING GROUP SUPPORT

- Project Delivery
- Waste Management

4. RECRUIT, DEVELOP AND RETAIN THE RIGHT PEOPLE TO ENSURE FUTURE MISSION NEEDS ARE MET

2020 COMPLETE

- ✓ Input on recruiting, training and developing construction and craft workforce in NNSA complex

2021 ONGOING

- Ensure site leave policies incentivize the desired behaviors
- Optimize telework during COVID and beyond
- Examination of critical skills analysis for recruiting and retention
- Continue to support enterprise recruiting & retention efforts

WORKING GROUP SUPPORT

- Training

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WORKING GROUP REPORTS

Safety Working Group (SWG)

Chair – Jan Preston, Fluor

Vice Chair – Patricia Allen, Savannah River Remediation

Secretary – Jonathan Fortkamp, Veolia

DOE Liaison – Dr. Pat Worthington, Director, Office of Health and Safety (AU-10)

EFCOG Board of Directors Sponsors – Jack Craig, Atkins/Bob Wilkinson, Mission Support Alliance

Overview

The participants of the Safety Working Group, its Sub-Groups, and Task Teams have been on the front lines of the EFCOG member companies' efforts to respond to the COVID-19 pandemic. Their efforts have included determination of "essential" work to support continuing compliance, deployment of "virtual facility assessments and walk-throughs," extension of ISM-guided work planning and control to address COVID risks upon return to work, and strategies for workforce cultural reinforcement. While challenged, like the rest of the DOE/NNSA community, with restrictions on face-to-face collaborations, the SWG Sub-Groups continued to execute their annual plan commitments to the greatest extent possible. In addition, they contributed to addressing many special requests for subject matter expertise inputs from DOE/NNSA, EFCOG, and their parent companies.

Recent Working Group Activities

Best Practices/White Papers/Other Publications:

- The Engineering Processes (EP) Sub-Group is on track to complete the following in FY2020:
 - Develop Code of Record Best Practice
 - Publish Conduct of Engineering Training as a Best Practice, including cross-walk with DOE requirements
- The Fire Protection Task Team (under the EP Sub-Group):
 - Is on track to publish multiple NFPA Code Review White Papers
 - They have also made progress on developing a Combustible Loading White Paper, which will be completed in FY2021.
- The Nuclear & Facility Safety (N&FS) Sub-Group is on track to deliver the following Best Practices this Fiscal Year:
 - Unreviewed Safety Question (USQ) Awareness for Nuclear Facilities
 - Process Safety as Instituted by the Pacific Northwest National Laboratory
- The Early Career Task Team (under the N&FS Sub-Group) has two Technical Fundamentals White Papers nearing completion that will first be published on DOE's Early Career Powerpedia page, then be submitted as White Papers for EFCOG publishing:
 - Fundamentals of Hazard and Accident Analysis
 - Fundamentals of Consequence Analysis

- The Human Performance Improvement (HPI) Task Team (under the Integrated Safety Management – ISM – Sub-Group) issued a comprehensive COVID-19 Best Practices/Lessons Learned document. Employees from across the complex participated in development of the Lessons Learned, which was presented at the EFCOG COVID Lessons Learned WebEx with DOE/NNSA on August 20th.
- The Contractor Assurance System (CAS) Task Team (under the ISM Sub-Group) completed development of a model that integrates the CAS tools (Maturity Model, Assessment Tools, Robust CAs Characteristics, and Parent Company/Corporate Peer Reviews) developed by EFCOG to produce a robust CAS.
- Other Best Practices under development within the ISM Sub-Group include:
 - The Safety Culture Task Team is documenting approaches and developing an FY21 pilot to improve safety culture.
 - The HPI Task Team is developing Best practices for using virtual capabilities and exploring options for application of Performance Gap Indicators.
 - The HPI and CAS Task Teams are collaborating on identifying Issue Investigation Best Practices.
- The Software Quality Assurance (SQA) Task Team (under the Quality Assurance – QA – Sub-Group) issued two White Papers:
 - “Recommendations for Streamlining the Toolbox Qualification Process” (WP-2020-SAF-QA-SQA-002). The SQA Task Team reviewed the DOE Central Registry Toolbox code qualification process. The goal of the White Paper was to recommend changes to improve and shorten the time and effort involved in approving new applications and updates to applications already in the Toolbox. Some qualification assessments of software updates to new and improved versions of Toolbox codes have taken up to a decade to be conducted. The SQA focus was on reduction and improvement in effort, focus, and participation in the code qualification process. This will result in allowing DOE sites across the complex to access more up-to-date options of the applications and versions listed in the Toolbox.
 - “Software Quality Assurance (SQA) Checklists for Audits.” This White Paper provided guidance to standardize checklists used to perform audits of suppliers where software is used or developed. The standardized software checklists help ensure supplier audits are documented consistently prior to placement on the Master Supplier List or used at participating DOE sites.
- The Regulatory & Enforcement Technical (R&ET) Sub-Group published the Regulatory Summary for 10 CFR 835, Occupational Radiation Protection. Regulatory Summaries are offered as a guide to new enforcement coordinators for use in identifying requirement citations for examples of assessment issues and events. Use of the series of Regulatory Summaries is intended to promote consistency between contractor enforcement coordination programs.
- The Electrical Safety Task Team (working under the Worker Safety & Health – WS&H – Sub-Group) developed electrical safety presentation materials for DOE Sites to use for Electrical Safety Month (May). The theme of this year’s materials was “Electrical Safety’s Most Wanted Violations.” General employee electrical safety training was developed along with posters for DOE sites to download, as well as Qualified Electrical Worker Case Studies to share with electrical workers to enhance worker knowledge and awareness of hazards associated with stray voltage, shock, and stray shock.
- The Laser Safety (LS) Task Team (under the WS&H Sub-Group) benchmarked what is considered a Class 1 laser enclosure. Though Class 1 laser products are defined in the Federal Product Performance Standards, and the ANSI Z136.1, there is significant room for interpretation. A survey was conducted across the complex and compiled into a report. This Best Practice is meant to ensure uniform interpretation by the DOE sites. The findings of this evaluation were to be presented at the 2020 DOE Laser Safety Officer Workshop but, due to COVID-19, the Workshop was cancelled. The complete findings are to be documented in a report that will be published on the EFCOG LS Task Team webpage.

- The Radiological Protection (RP) Task Team (under the WS&H Sub-Group) has established a methodology to formally provide the Health Physics Instrumentation Committee (HPIC) with direction and support to benefit DOE sites across the complex. The HPIC is instrumental in aiding DOE sites in their selection of Health Physics instrumentation. By solidifying the partnership between the RP Task Team and the HPIC, instrumentation guidance is improved as instrumentation experiences are shared.
- The COVID-19 pandemic created new hazards within the DOE Complex Radiological Community that had not been addressed before. The RP Task Team met early and often via video conference to identify needs, actions, and solutions found to maintain radiological safety in light of these new hazards. The RP Task Team also offered continuing training and professional development (on-line) opportunities to its members for use during COVID-19 stand downs since access to normal opportunities were curtailed as a result of the pandemic.
- There is recognition that the storage of chemicals and training of chemical workers is essential to affording workers a safe work environment. Toward that end, the Industrial Hygiene & Chemical Management Task Team (under the WS&H Sub-Group) has a goal of developing guidance for these activities for the DOE sites to use, consistent with recent changes to NFPA 400 and OSHA Hazard Communication requirements. The Task Team developed a 100-question survey that was distributed across the DOE complex in order to define Best Practices. There were 57 respondents to the survey. The Task Team is currently evaluating the responses with the intent of developing Best Practice guidance on chemical storage and chemical worker training.

DOE Standards/Handbooks Revision Reviews:

- N&FS Sub-Group members supported the following DOE development/revision efforts:
 - DOE-STD-1228, “Preparation of Documented Safety Analysis for Hazard Category 3 DOE Nuclear Facilities”
 - DOE-STD-1269, “Air Cleaning Systems in DOE Nuclear Facilities”
 - DOE-STD-3014, “Accident Analysis for Aircraft Crash into Hazardous Facilities”
 - DOE-STD-3020, “Specification for HEPA Filters Used by DOE Contractors”
 - DOE-STD-3025, “Quality Assurance Inspection and Testing of HEPA Filters”
 - DOE-STD-5506, “Preparation of Safety Basis Documents for Transuranic (TRU) Waste Facilities”
 - DOE-HDBK-1163, “Integration of Hazard Analysis”
 - DOE-HDBK-1169, “Handbook for Use with DOE-STD-1269”
 - DOE-HDBK-1224, “Hazard and Accident Analysis Handbook”
 - DOE-HDBK-3010, “Airborne Release Fractions/Rates and Respirable Fractions for Nonreactor Nuclear Facilities”
- The WS&H Sub-Group worked closely with DOE on the revision of the DOE-HDBK-1163, “Integration of Multiple Hazard Analysis Requirements and Activities.” This Handbook was issued in 2003 and there was overall recognition that an update was needed to ensure consistency on hazard integration evaluations, interpretations and implementation. The document has been revised and is in draft undergoing final review and approval by DOE, with a goal of issuing the revised Handbook by the end of CY2020.
- The Electrical Safety Task Team (working under the WS&H Sub-Group) supported the revision of DOE-HDBK-1092-98, “Electrical Safety,” with a focus of improving readability, streamlining the material contained within, and bringing the Handbook up to date with current standards. The Handbook has been going through the final DOE review and approval process with a goal of issuing by the end of CY2020.

Recent Sub-Group or Task Team Meetings

- The Sustainability & Environment (S&E) Sub-Group hosted the “Smart Labs for National Laboratories Workshop” on November 13-14, 2019 at Argonne National Laboratory with the goal of promoting Best Practices and peer sharing among DOE National Laboratories to advance Smart Lab. The two-day Workshop featured collaborative discussion on Best Practices to enhance safety, increase efficiency and optimize performance of laboratories. The Workshop was organized in partnership by Argonne National Laboratory, Los Alamos National Laboratory, and the National Renewable Energy laboratory. In total, 49 participants attended the workshop from 10 DOE national laboratories.
- Throughout the year, the S&E Sub-Group regularly hosted virtual engagements to share Best Practices on sustainability and environmental management. These presentations were held in December, February, April, and June.
- The S&E Sub-Group hosted their Annual Meeting on August 20, 2020. The agenda included presentation of awards from DOE Sustainability Performance Division and the Office of Sustainable Environmental Stewardship, panel discussion on lessons learned for sustainability during the pandemic and presentations by each of our annual work plan teams.
- The R&ET Sub-Group conducted a working meeting October 8-9, 2019 to share lessons learned and interface with Office of Enforcement staff regarding enforcement expectations. The planned May meeting was cancelled.
- The N&FS Sub-Group held an in-person Workshop at Sandia National Laboratory, February 23-28, 2020
- The N&FS Sub-Group instituted a standing Task Team call schedule, which continued through the Fiscal Year, uninterrupted by COVID remote working limitations: 1st week: Criticality, Hazard Analysis; 2nd Week: Reactor Safety (*as needed*), Safety Basis; 3rd Week: USQ; 4th Week: Steering Committee, Early Career

Upcoming Sub-Group or Task Team Meetings

- The ISM Sub-Group intends to hold a Virtual Fall Meeting on either November 9 or 10, 2020. The agenda, logistics, and details are under development.
- The R&ET Sub-Group has scheduled a virtual meeting to work on FY2020 deliverables for October 29, 2020.
- The WS&H Sub-Group and associated Task Teams intend to hold a Virtual Fall Meeting in late October 2020. The agenda, logistics, and details are under development.

UPCOMING EVENTS

<p>EFCOG COVID Lessons Learned Workshop For more info: staff@efcog.org <i>Other EFCOG event info is found at www.efcog.org</i></p>	<p>September 30th 9am-12:30pm ET</p>
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