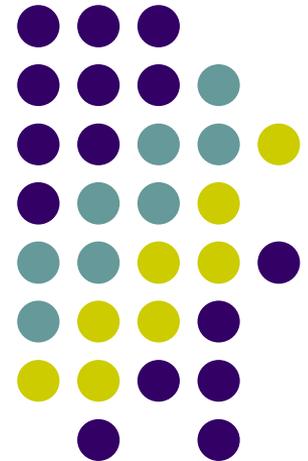


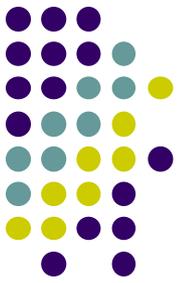


Working Group Chairs Meeting on COVID Lessons Learned

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Project Delivery Working Group

August 20, 2020





4 Lessons Learned

1. Consistent DOE Guidance and Contractor Partnership
2. Align DOE direction/guidance with Baseline Control and Forecasting
3. Implementing Efficiencies into project Forecast
4. Daily Communications to Management/Leadership Team

COVID-19 LL – Consistent DOE Guidance and Contractor Partnership

Lessons Learned Description:



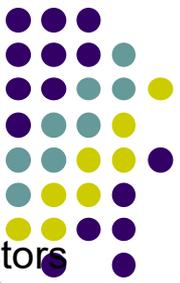
At the Hanford site, DOE and Contractor management personnel demonstrated a site-wide partnering approach to align DOE COVID guidance with prime contractors' implementation. Individual contractors evaluated optimal implementation strategies followed by constructive discussions between Hanford prime contractors prior to presentation to DOE Contracting Officers for consideration. Where necessary, forums were held with Contracting Officers and Prime Contractors to achieve alignment across the Hanford Site.

As most Hanford contractors operate under the same Collective Bargaining Agreement framework and site infrastructure, this partnering approach improved consistency in policy implementation, reduced burden on small businesses supporting multiple Hanford prime contractors, increased DOE visibility of business practices and associated costs and benefits. Consequently, operational disruptions are mitigated with continued safety first culture for the worker, public and the environment.

Continued use of partnering between on-site contractors, cognizant COs and senior Contractor/DOE management is crucial to confirm alignment and understanding especially under unprecedented workplace conditions. This approach enables multiple parties' to be on "the same page" to ensure contractual compliance and safety priority for the workforce.



COVID-19 LL - Consistent DOE Guidance and Contractor Partnership



Why it was used: Application of DOE’s partnering principles enabled multiple contractors at the same site to effectively communicate in real time and to integrate with cognizant COs regarding COVID-19. The lessons learned and best practices were shared and used to ensure: a) safe, secure, and compliant work environment, b) public policy objectives were effectively balanced against contractual requirements, and c) that site level operations and oversight were streamlined by promoting consistency in application.

Benefits of LL: Ensures effective, timely, and consistent DOE guidance be authoritatively provided to contractors to reduce misunderstandings and potential negative outcomes such as real or perceived inconsistencies in safe work practices, occurrence of employee initiated work stoppages, loss of critical suppliers or subcontractors, and excessive administrative burden of oversight.

Any Problems/Issues: Early legislative changes and agency guidance related to COVID-19 provided a critical but only general framework for implementation. This required significant effort to interpret and apply at the prime contract, subcontract, and lower tier subcontractor levels. The implications of “not getting it right” were great, as misinterpreted requirements could result in the loss of highly trained and qualified personnel at many levels within the workforce that would impact the DOE-EM cleanup mission at Hanford far into the future. Additionally, prime contractors bore a risk of significant costs being incurred in good faith that subsequently may be determined unallowable without appropriate contractual coverage.

COVID-19 LL – Align DOE Guidance with Baseline Control and Forecasting



Lessons Learned Description:

A key principle under DOE prime contracts is to maintain alignment in real time between the Contract requirements, actual conditions and contractor's baseline control and forecasting. Typically this is accomplished through base-line change control process.

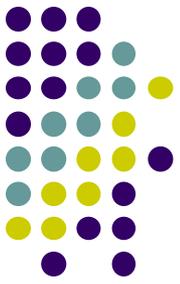
In March 2020 an unprecedented change condition occurred resulting in nation-wide impacts directly affecting workforce safety and health. During this period of uncertainty, DOE and contractors quickly shifted to new contract direction to perform work at all levels under new practices and accounting systems for cost and schedule reporting. Under these conditions, routine baseline control, reporting and forecasting were severely disrupted and resulted in contract/baseline mis-alignment. Consequently, FY20 (and beyond) baseline plans and forecasts are disrupted including previously established performance-based objectives and related earning opportunities.

COVID-19 pandemic affected the government/industry ability to plan, control and forecast future contract performance. A project risk register is not likely to include a potential pandemic event therefore a pre-planned mitigation strategy is nonexistent. Thus, the project teams are enduring project schedule derailment, fractured baseline control and contract mis-alignment. DOE/contractor teams are planning recovery actions and schedules to get back on-track while simultaneously adapting to on-going uncertainty.

It is important to maintain adherence to contract fundamentals based on authoritative DOE guidance and provide notice of changed conditions with alternatives and corrective actions beneficial to the government and fair to the contractor.



COVID-19 LL – Align DOE Guidance With Baseline Control and Forecasting



Lessons Learned Description:

Before implementing changes to the baseline plan and until work can proceed under routine circumstances, the following recommendations provided guidance during the pandemic:

- For work activities purposefully placed on hold, retain the *current baseline plan* to accurately record the impacts resulting from the pandemic event outside Contractor control;
- Meticulously update the *forecast plan* to accurately forecast the impacts outside Contractor control resulting from the pandemic event;
- Continuously communicate with *CO and COTR* regarding the current state of the project's status affected by the first and second bullets above; and
- Enforce the rigors of the certified earned value management system (EVMS), with the understanding that irrational and irreversible decisions may jeopardize the confidence internal and external stakeholders have in the ability of the implemented EVMS to provide timely, accurate, quality performance information from which they are to manage and make informed decisions.

COVID-19 LL – Align DOE Guidance With Baseline Control and Forecasting



Why it was used: Unfavorable performance metrics tied to the COVID-19 impacted activities are reasonable expectations. The absence of unfavorable performance metrics presents the question:

How is it possible to endure the impacts of the pandemic event without unfavorable performance metrics telling that story?

One answer is that change control action has already taken place. If so, which, if any, of the recommendations (above) were evaluated?

The second plausible answer is that the baseline was not reflective of how performance was planned to be executed.

The third answer is the project predicted the pandemic event and had planned accordingly.

None of these answers places the project in a good position for proceeding forward when work can proceed under normal circumstances.

COVID-19 LL – Align DOE Guidance With Baseline Control and Forecasting

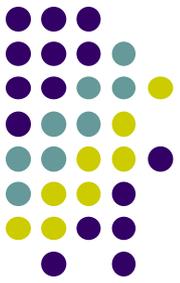


Benefits of LL: It will take some time to assimilate the magnitude of the COVID-19 impacts on projects. During this time of uncertainty, the project team should utilize the forecast plan to reflect the impacts. When all parties, both contractor and DOE, are adequately informed to the extent of the impacts, including the recommendations identified above, a well maintained forecast plan can be relied upon to provide a solid basis for making appropriate and coordinated changes to the baseline plan towards the successful completion of the project.

If recovery planning is not in-line with this measured approach, pre-mature adjustments to the baseline plan may actually inhibit the project team's ability to demonstrate and quantify the COVID-19 impacts using the EVMS. As such, when acquisition and contract direction is eventually issued, projects which have previously acted appropriately, following the principles outlined herein, will find themselves in the best position to describe compliant and necessary actions resulting from COVID-19 impacts

Any Problems/Issues: *The primary issue associated with implementing this lesson learned is understanding importance of inappropriate (pre-mature) preparation and processing of change requests before understanding the full impact of the pandemic impact to the project.*

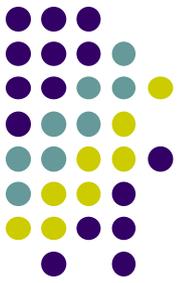
COVID-19 LL – Implementing efficiencies into the Project Forecast due to COVID-19



Lessons Learned Description: Implementing efficiencies into the Project Forecast to account for COVID-19 actions. Although Project Baselines have not been modified to account for the impacts of COVID-19 response actions, Project Forecast Schedules have been updated to reflect a reduction in efficiency for both the design and construction activities. A 10% reduction in engineering efficiency and a 20% reduction in construction efficiency has been applied to the Project Forecasts unless a project specific reduction is anticipated.

Why it was used: The use of reduced efficiencies to project forecast has been used while the true impact is being evaluated and projects continue to be impacted by changing controls. This reduces the future need for multiple “Baseline Changes” while still representing the accurate status of the project.

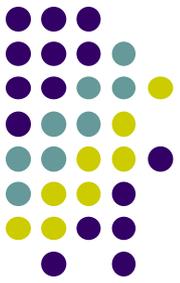
COVID-19 LL – Implementing efficiencies into the Project Forecast due to COVID-19



Benefits of LL: The application of general reduced efficiencies in projects allows a more accurate project forecast, recognizing that the risk and impact of COVID-19 is not fully realized at this time. *It is more accurate than attempting to implement Baseline Changes multiple times as the impacts continue to evolve.*

Any Problems/Issues: None specifically identified at this time

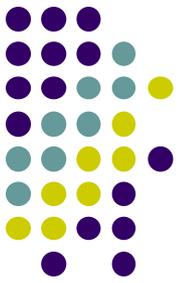
COVID-19 LL – Daily Communications with Management/Leadership Team



Lessons Learned Description: Communicating, early and often, with the broader leadership team daily during COVID-19 is important. At the inception of the COVID19 Pandemic, individual workers, supervisors, and managers were thrust into a telecommunication approach. For many it was the first experience they had in dealing with new technologies and more importantly how to communicate over telephones and computers versus face to face with their employees.

The volume of information (some factual and some not) was extreme and timely decision making on “site” status and posture were being performed top down. A Daily Leadership call was implemented by the President and COO to ensure that transparent discussions of site status and required management changes and direction is well communicated and understood by the management team in order to effectively flow down to their employees. This type of daily communication to over 200 leaders in the company allowed the back and forth flow of information so that even though many were teleworking they were part of the decision making process and had adequate information daily to address their specific work teams.

COVID-19 LL – Daily Communications with Management/Leadership Team



Why it was used: Keeping our management/leadership team apprised of the current status of the site, identify remobilization expectations, obtaining support in planning of COVID-19 controls as well as working with subordinates to identify ideas for remobilization actions is paramount to our recovery efforts.

Benefits of LL: As we head into our fifth month of COVID, the connectiveness with the management/leadership team allowed them to receive and provide feedback and be engaged in a leadership role for their respective staff personnel.

Any Problems/Issues: None specifically identified at this time.