**Purpose**

This document contains the Energy Facility Contractors Group (EFCOG) Communications Working Group (CWG) FY 2023 Annual Work Plan (AWP). Once approved by CWG sponsor, the Department of Energy (DOE) Office of Environmental Management (EM), the AWP provides authorization for EFCOG members within the CWG to work on activities identified in the AWP. It is intended that all deliverables identified in this AWP be completed during the fiscal year, however some activities may push into FY2024 due to changing priorities or other unforeseen circumstances. As a result, dates are projected or generally not provided for deliverables. EFCOG will be responsible for delivering deliverables to member companies, as well as EM and the National Nuclear Security Administration (NNSA)

**Working Group Mission and Scope**

The EFFCOG CWG is chartered to support member companies in promoting excellence in all aspects of communications and stakeholder interface in support of EM and NNSA missions through consistent exchange of information, best practices, and corresponding improvement activities. Key CWG objectives include:

1. Conduct peer reviews of project-level communications and stakeholder outreach efforts at DOE and NNSA sites based on EFCOG’s Best Practices in Risk Communications and Government/Stakeholder Relations (2019).
2. Provide ongoing training to communications staff at headquarters and in the field based on emerging trends, challenges and incidents.
3. Develop and update best practices on project-specific topics, such as risk communication for demolition projects.
4. Provide continued emphasis and awareness of communication activities within EFCOG.
5. Interface with Contractor Management and staff on varying concepts, practices, and concerns associated with communication issues, concerns, and response needs to better understand their perspectives and support their needs.
6. Interface with key DOE managers (both headquarters and field) on varying concepts, practices, and concerns associated with communication needs and processes to enable better understanding of customer needs and concerns.
7. Interface with other external organizations including the Energy Communities Alliance and Nuclear Energy Institute on varying concepts, practices, and concerns associated with communication

The EFCOG Board established the CWG in late FY2022 at the request of the DOE Office of Environmental Management and the increasing emphasis on tackling challenges related to communications and stakeholder/regulator engagement. The CWG has established two subgroups – one centered on DOE-EM and the other on NNSA – and may consider establishing other subgroups as needed. The CWG is also in the process of finalizing its executive leadership team. The group has named a Chair Keith Wood/Amentum), Vice-Chair (Dee Gray/Jacobs) and chairs for the two subgroups (EM Subgroup Chair Rob Roxburgh/Hanford Central Plateau Cleanup Company and NNSA Subgroup Chair Todd Jacobson (Consolidated Nuclear Security, LLC). The secretary position is currently vacant.

**Approved by:**

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| **Activities** | **Benefits** | **FY23 Deliverables** | **Key Milestones/Schedule Targets** | **Team Members** |
| **CWG 01**  Develop best practices guide for communications related to open-air demolition projects | Share lessons learned and ensure effective and consistent communications on work with potential for high risk and significant public/stakeholder interest. | * Best practices guide on open-air demolition communications * Proposed templates for communication plans on open-air demolition * Peer reviews of open-air demolition communications plans, starting with plan developed for West Valley Main Plant | Peer review of West Valley Main Plant demolition comms plan: November 2022  Draft Best Practices Guide: December 2022 | Lead: Rob Roxburgh (CPCCo)  Chris Caldwell (UCOR)  Destry Henderson (WRPS)  Joe Pellataire (CHBWV)  Jack Williams (FBP)  Jud Simmons (BWXT)  Larry Ling (SRMC) |
| **CWG 02**  Develop best practices guide for contract transition-related comms planning | Share lessons learned on effective transition-related communications with site workforce, local stakeholders and other interested parties. In addition, a more standardized and consistent process among contractors will ease EM/NNSA review and shorten review timelines.  There is anticipated an increased need in effective transition-related communications given upcoming EM and NNSA contract awards (e.g., Hanford ITDC contract; new Portsmouth D&D and Portsmouth/Paducah OSMS contracts; resolution of WIPP procurement; new Pantex and Y-12 contracts, etc.). | * Draft best practices guide for transition-related communications planning * Draft proposed transition-related communication plan templates | December 2022 | Lead: Todd Jacobson (CNS)  Donavan Mager (NWP)  Yvette Cantrell (PPPO)  Destry Henderson (WRPS)  Dana Kirkham (IEC) |
| **CWG 03**  Improve communications-related training across DOE complex | Improve risk communications, as well as Subject Matter Expert (SME) communication and plain language training. Ensure modern communications-related skills are made available and instituted across DOE complex given today’s media landscape and audiences. | * Develop draft in-house training curriculum for communications personnel use with site leadership and SMEs. * Conduct a review of outside communications training vendors and products and prepare recommendations * Develop a cadre of approved vendors for use throughout the complex | April 2023  September 2023 | Lead: Dee Gray (Jacobs)  Keith Wood (Amentum),  Annika Toenniessen (Fluor),  Barbara Smoak (SRNS) |
| **CWG 04**  Enhance communications staffing across DOE complex | Improve talent acquisition pipeline for communications personnel for federal and contractor organizations.  Improve role of communications in organizational structures thereby enhancing effectiveness and attractiveness of role to new hires. | * Collect data and lessons learned and provide briefing to EM and NNSA sponsors * Other actions? | Next CWG meeting (planned for early/mid-December) | Lead: Chris Caldwell (UCOR) |
| **CWG 05**  Aid federal and contractor next-generation workforce recruitment | EM leadership has identified workforce recruitment, retention and development as a key strategic issue.  Contractor communications personnel can assist by identifying best practices in branding and marketing to help increase attention of the EM mission and improve attractiveness. | * Compile best practices on branding/marketing * Develop draft branding strategy for EM, including potential communications products (e.g., marketing video) * Collaborate with HR working group to develop workforce recruitment strategy. | June 2023 |  |

**Appendix A: Working Group Membership List**

Executive Team

DOE Sponsor: Erik Olds (EM)

Chair: Keith Wood (Amentum)  
Vice Chair: Dee Gray (Jacobs)  
Secretary: vacant  
EM Sub-Group Chair: Rob Roxburgh (CPCCo)  
NNSA Sub-Group Chair: Todd Jacobson (CNS)

Members  
Yvette Cantrell(DOE-PPPO)  
Danielle Miller (DOE-Idaho)  
Ben Williams (DOE-Oak Ridge)  
Amy Boyette (DOE-SRS)

Annika Toenniessen (Fluor)  
Jud Simmons (BWXT)  
Fred DeSousa (Bechtel)  
Victoria Napier (Atkins)  
Anne Smith (North Wind)

Staci West (Bechtel National/WTP)  
Destry Henderson (WRPS)  
Dana Kirkham (IEC)  
Donavan Mager (NWP)  
Chris Caldwell (UCOR)  
Larry Ling (SRMC)  
Joe Pillittere (CHBWV)  
Barbara Smoak (SRNS)  
Kristin Henderson (N3B)  
Steven Horak (Triad)  
Joel Reuter (Honeywell FM&T/Kansas City)  
Jeff Williams (FBP)  
Jessica Vasseur (FRNP)