# Table of Contents

NOTICE AND CONTACT INFORMATION .............................................................................. 6  
FORWARD ................................................................................................................................ 7  
ORGANIZATIONAL OVERVIEW ............................................................................................. 9  
  1.1 BACKGROUND AND HISTORY ............................................................................... 9  
  1.2 WHAT EFCOG IS......................................................................................................10  
  1.3 WHAT EFCOG IS NOT .............................................................................................10  
  1.4 DOE SUPPORT ........................................................................................................11  
  1.5 MISSION ....................................................................................................................11  
  1.6 OBJECTIVES ............................................................................................................11  
  1.7 SCOPE ......................................................................................................................12  
  1.8 VALUE PROPOSITION FOR EFCOG CUSTOMERS .............................................12  
  1.9 VALUE PROPOSITION FOR EFCOG MEMBER COMPANIES ............................12  
ORGANIZATIONAL STRUCTURE ........................................................................................14  
  2.1 EFCOG ROLES AND RESPONSIBILITIES ............................................................14  
      2.1.1 Member Company .............................................................................................14  
      2.1.2 Contractor Representative ...............................................................................15  
      2.1.3 Executive Council ............................................................................................15  
      2.1.4 Board of Directors ..........................................................................................16  
      2.1.5 EFCOG Chair .................................................................................................17  
      2.1.6 EFCOG Vice Chair ..........................................................................................18  
      2.1.7 EFCOG Vice Chair Elect ................................................................................18  
      2.1.8 Sponsoring Director ........................................................................................18  
  2.2 EFCOG POLICIES AND PROCEDURES ................................................................19  
      2.2.1 Membership Process .......................................................................................19  
      Contractor Representative Resignation .................................................................19  
      Member Pro Rata Shares ..........................................................................................19  
      Member Pro Rata Shares Administration .................................................................20  
      Funds Receipts .........................................................................................................20  
      Receipts Acknowledgement ......................................................................................20  
      Membership Benefits ..............................................................................................20  

© EFCOG: Executive Council and Working Group Manual 1
3.2.2 Working Group Vice Chair .................................................................35
3.2.3 Working Group Secretary / Facilitator ..............................................35
3.2.4 Working Group Web Page Administrator .........................................36
3.2.5 DOE Liaison / Points of Contact .......................................................36
3.2.6 Working Group Sponsoring Director ................................................36
3.2.7 Working Group Management Steering Committee ..........................37
3.2.8 Working Group Coordinator .............................................................37
3.2.9 Working Group Chair Succession .....................................................37

Succession Planning ..................................................................................37
Terms of Officers .......................................................................................37
Officer Selection and Confirmation Process .............................................37
Review of Work Group Leadership .........................................................37

3.3 WORKING GROUP POLICIES AND PROCEDURES .....................38
3.3.1 Championing a Working Group .......................................................38
Determining Interest ................................................................................38

3.3.2 Organizing a Working Group ..........................................................38
Selecting a Chair ......................................................................................38
Selecting Members ..................................................................................38
Forming a Management Steering Committee .........................................39
Preparing an Annual Work Plan ..............................................................39
Subgroups and Task Teams .....................................................................39
Conducting Meetings ..............................................................................39
Support for the Working Group .............................................................39

3.3.3 Working Group Membership ...........................................................39
Membership Lists ....................................................................................40
Non-EFCOG Member Participation .......................................................40

3.3.4 Working Group Annual Work Plan ................................................40
Developing a Working Group Work Plan ................................................40
Work Plan Contents ..............................................................................41

3.3.5 Subgroups ........................................................................................41
Criteria for Subgroup ............................................................................41
Subgroup Formation ................................................................................41
Authorization to Proceed .......................................................................41
Subgroup Approval Criteria .................................................................42
Subgroup Responsibilities ......................................................................42
Subgroup Workshop Approval, Conduct, and Proceedings ...........................................42
Support from the Working Group ............................................................................42
3.3.6 Task Teams ......................................................................................................43

3.4 WORKING GROUP MEETINGS ........................................................................43
Meeting Minutes .......................................................................................................44
3.4.1 Working Group Organizational Meeting ..........................................................45
3.4.2 Working Group Teleconference .......................................................................45
3.4.3 Working Group and Subgroup Meeting ............................................................45
3.4.4 Working Group Chair Coordinating Meeting ...................................................46
3.4.5 Working Group Strategic Initiatives ..................................................................46
Action Tracking and Accomplishment Reporting .....................................................46
Mentoring Network of SMEs for Implementation of Significant EFCOG Projects .......46

3.5 WORKING GROUP DOCUMENTATION .........................................................47
3.5.1 Document Identification ..................................................................................47
3.5.2 Approvals .........................................................................................................47
3.5.3 Correspondence ...............................................................................................48
3.5.4 Workshop Proceedings .....................................................................................48
Proceedings Distribution ..........................................................................................48
Proprietary Information ............................................................................................49
3.5.5 Working Group Information .............................................................................49
EFCOG Database ......................................................................................................49
Working Group/Subgroup Membership Lists .........................................................49
Contacts ...................................................................................................................49
Status Changes .........................................................................................................49
3.5.6 Annual Report ..................................................................................................50
Report Contents ........................................................................................................50

EFCOG SUPPORT CONTRACTOR ........................................................................53

4.1 OVERVIEW ........................................................................................................52

4.2 EFCOG SUPPORT CONTRACTOR ROLES ................................................52
4.2.1 Managing Director .........................................................................................52
4.2.2 Administrator ................................................................................................63
4.2.3 Meeting Coordinator .....................................................................................52
4.2.4 Working Group Coordinator .........................................................................53
4.2.5 Webmaster .....................................................................................................53

4.3 EFCOG SUPPORT CONTRACTOR RESPONSIBILITIES .............................53
4.3.1 Managing Director ................................................................. 53
Meetings ......................................................................................... 53
Membership .................................................................................... 53
Finances .......................................................................................... 53
Official Documents ......................................................................... 53

4.3.2 Administrator ......................................................................... 55
EFCOG Database ........................................................................... 55
EFCOG Documentation ..................................................................... 54
Working Group Support ................................................................. 54
EFCOG Membership ........................................................................ 55
EFCOG Chair Support ...................................................................... 55

4.3.3 Meeting Coordinator ............................................................ 56

4.3.4 Working Group Coordinator .................................................. 56

4.3.5 Webmaster ............................................................................. 56

TABLE OF ATTACHMENTS .......................................................... 58
Notice and Contact Information

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Information about EFCOG and its Executive Council, Board of Directors, working groups, publications, member companies, and other useful information can be obtained on the EFCOG website: www.efcog.org.

The Support Contractor for EFCOG is Longenecker & Associates, and their contact information is presented below:

**Managing Director**

John R. Longenecker  
Longenecker & Associates, Inc.  
jlongenecker@la-inc.com

**EFCOG Administrator**

Christine Frei  
Longenecker & Associates, Inc.  
cfrei@la-inc.com

**Working Group Coordinator**

Jay Rhoderick  
Longenecker & Associates, Inc.  
jrhoderick@la-inc.com
Forward

This EFCOG Executive Council and Working Group Manual has been created to assist representatives from member Department of Energy (DOE) contractor companies in the execution of their duties and responsibilities as Energy Facility Contractors Group (EFCOG) Executive Council members. The manual is also designed to provide guidance to the EFCOG Working Group Chairs in the management of an EFCOG working group, subgroup or task team.

The manual contains a brief history of EFCOG, a description of the organization’s mission, objectives and scope, and outlines the structure and operational procedures for the organization. It also provides direction for an EFCOG working group’s operation and provides direction for the conduct of working group meetings and workshops.

One copy of this manual will be distributed to each member representative and each Working Group Chair. Revisions to the contents will be distributed in the same manner.
Section 1

Organizational Overview
Organizational Overview

1.1 Background and History

Historically, the DOE-contractor relationship has required a great deal of trust in the form of delegation of operational responsibility. It is important that this trust is maintained by DOE contractors through the demonstration of superior performance and continued improvement.

Even though there are unique strengths and different functional activities for their products, there are certain operational functions that are performed by operating contractors to the DOE. Common requirements have existed for some time, such as: security, emergency preparedness, capital assets management, budgeting, subcontracting and procurement, management information systems, and communications. Other current critical areas of focus include: increased Environment Safety & Health (ES&H) focus, Integrated Safety Management, Homeland Security, metrics, engineering, quality assurance, project management, and performance based contracting, management/independent assessments, increased efficiency of operations and increased product quality.

The DOE is facing challenges ranging from those associated with maintaining compliance with environmental, health, and safety laws and regulations, to sustaining the value of the Department's contributions to the nation. As a result, the Department seeks continuous improvement of its operating philosophy to achieve goals of enhancing accountability, achieving environmental compliance, and restoring and maintaining public credibility.

EFCOG was originally conceived by Department of Energy (DOE) contractors who thought if DOE facilities could share and evaluate their common experiences, that their operational excellence and cost effectiveness could be enhanced. To achieve this end, significant lessons-learned and proven operations techniques could be shared in information exchanges through working groups, workshops, seminars, or similar vehicles for specific topics.

In February 1991, a group of DOE Management and Operating (M&O) contractors held a conference, with DOE personnel in attendance, to address how they could increase the effectiveness and efficiency of their operations by openly sharing information of common interest without regard to competitive barriers. Those in attendance believed that the process of sharing information would prove cost effective.

After that initial meeting, the M&O contractors formed the Energy Facility Contractors Group (EFCOG). Each M&O member selected one executive who would represent their company on the EFCOG Executive Council.

From the Executive Council members, Board members (Directors) were chosen. From the Board of Directors, the EFCOG Chair and Vice Chair were elected. The Executive Council also approved a charter outlining the purpose, scope, and objectives of EFCOG.
In addition, the Directors identified several initial topical areas for proposed working groups. Individuals were chosen to champion each working group to determine if there was sufficient interest among EFCOG members. Once an interest in the topic was established, working groups were formed, workshops held, and information exchanged on issues such as Continuous Improvement, Diversity, Safety Analysis, and Technology Transfer. Since EFCOG’s inception, additional subjects have been proposed and working groups initiated to address some of the most significant DOE issues.

Since that time, EFCOG has opened its full membership to all DOE prime management contractors and their integrated subcontractors. Associate membership is offered to any organization that supports a DOE prime contractor as a subcontractor, vendor or consultant.

1.2 What EFCOG Is

EFCOG is a volunteer organization, directed by senior level executives and subject matter experts from its major contractor companies who manage the Department of Energy’s facilities and conduct its key programs, sustained by working level personnel from member contractors, and supported by DOE.

EFCOG is a sound example of how to improve the cost effectiveness of DOE programs and projects by sharing best practices and lessons learned across corporate and program lines without regard to competitive boundaries.

EFCOG provides opportunities for exchanging information on improving performance by sharing:

- Management and technical processes, procedures, and programs that have been implemented or evaluated,
- Best Practices and Operating Experiences, and
- Documenting proven approaches to achieve excellence in operations that can be utilized by member companies in accordance with their specific needs.

Using horizontal networking, EFCOG embodies the principles of Integrated Management endorsed by DOE.

1.3 What EFCOG Is Not

EFCOG is not an advocacy group designed to promote changes in DOE policy.

EFCOG will not:

- Engage in lobbying,
- Take public positions opposing DOE on issues, regulations, DOE Orders, etc., or
- Assume financial, legal, or compliance responsibilities for its members.

Unless specifically requested by DOE and approved by the Board of Directors, EFCOG does not create advisory committees under the Federal Advisory Committee Act. In connection with EFCOG working groups and other committees, EFCOG achieves compliance with the Act by not permitting DOE to:
• Appoint any members,
• Approve the charter or agenda,
• Provide or direct specific funding for an activity, or
• Control the scope, structure or content of any policy-related advice to the federal government.

1.4 DOE Support

Since its formation, DOE has supported EFCOG and the objectives established through its charter. The DOE encourages participation by contractors in this effort.

DOE’s Office of the Under Secretary for Management and Performance is the current official EFCOG point of contact within DOE. In addition, EFCOG routinely interacts and works closely with mission programs to assess their needs and deliver mission-impactful outcomes. EFCOG activities are directed to assisting the Department in achieving its defense, energy, science, and environmental strategic goals. Since its formative years, EFCOG has earned the support of DOE as stated early on by former Under Secretary, Charles Curtis, in a letter dated May 25, 1994, where he said that consistent with the Department's prior position, reasonable costs for group-sponsored activities are allowable. To assure continuation of the early support by DOE regarding participation in EFCOG sponsored activities, the organization must maintain DOE’s basis for that support.

1.5 Mission

EFCOG’s mission is to promote excellence in all aspects of the operation, management, and integration of DOE and NNSA facilities in a safe, environmentally sound, efficient and cost-effective manner.

1.6 Objectives

In accordance with the EFCOG Charter, "The objectives of EFCOG are to promote, coordinate, and facilitate the active exchange of successful programs, practices, procedures, lessons learned, and other pertinent information of common interest which have been effectively utilized by DOE contractors and can be adapted to enhance operational excellence and cost effectiveness for continual performance improvement by other contractors."

To do this, EFCOG sponsors working groups and interactive meetings to exchange proven techniques and other management and technical information among member contractors.

In addition, EFCOG has formed relationships with external organizations such as Nuclear Energy Institute (NEI), Electric Power Research Institute (EPRI), Institute for Nuclear Power Operations (INPO), National Security Information Exchange (NSIE), Laboratory Operations Board (LOB) and the National Laboratory Directors’ Council (NLD) for the purpose of promoting cooperation and
exchanging information, via organizational meetings and personal exchanges, to minimize duplication of effort.

The objective of EFCOG is to save taxpayers’ money by sharing information between EFCOG members across the DOE complex.

On an annual basis, EFCOG reviews its objectives to assure that they are aligned with the top priorities of DOE. EFCOG’s primary objectives are to:

- Identify and implement rational, cost-effective solutions to evolving issues important to DOE and EFCOG members, and
- Communicate with DOE to determine their specific needs and cooperate with DOE in acting on those needs.

1.7 Scope

EFCOG’s activities will focus on any aspect of DOE activities that are pertinent to the promotion of excellence and may include programmatic, management, operational, or technical areas of DOE/contractor operations. Examples are: Integrated Safety Management, Environment/Safety/Health, Quality, Safeguards, Security, Project Management, and Waste Management. It is not intended that EFCOG preclude or intervene in any way in the direct communication and interaction between any individual member company and DOE.

Even though EFCOG may develop consensus standards or preferred technical approaches, implementation is strictly voluntary among member companies.

The positive impact of EFCOG contributions can be magnified by sharing experiences and information through a broad membership of DOE contractors.

1.8 Value Proposition for EFCOG Customers

EFCOG is committed to the achievement of DOE’s goals through performance excellence by partnering with DOE and its stakeholders in a collaborative and trusting environment. EFCOG provides an integrated, forward-looking contractor view on topics of common interest. EFCOG facilitates multiple forums for open communication, provide constructive feedback, and propose solutions that result in continuous improvement.

1.9 Value Proposition for EFCOG Member Companies

EFCOG offers members a leveraged opportunity for involvement with DOE leadership through a relationship of mutual trust. EFCOG provides a forum for sharing lessons learned, solving crosscutting problems, and creating best practices. EFCOG’s goal is to enhance mission accomplishment through continuous improvement of performance and productivity.
Section 2

Organizational Structure
2.1 EFCOG Roles and Responsibilities

To be successful, EFCOG requires a commitment from all members to provide support from their company’s personnel for authorized EFCOG activities. During these activities, EFCOG member companies will facilitate the exchange of information through meetings, conference calls, workshops, working groups, written materials, etc.

Senior members from DOE may participate in Executive Council meetings with the exception of voting. DOE personnel are also encouraged to participate in working group activities.

2.1.1 Member Company

EFCOG membership is available to all DOE prime contractors or their integrated subcontractors. Associate membership is open to any organization that supports a DOE prime contractor as a subcontractor, vendor or consultant. Small Business Associate is open to any organization that meets the DOE standard requirements for small business designation. All small business companies must provide documentation of their small business status as part of their application to qualify for this level of membership.

Any other entity, if its participation in EFCOG, as determined by the Board of Directors, would benefit EFCOG shall be eligible for membership. The Board of Directors may approve Full, Associate or Small Business membership for any entity when the Board of Directors determines that such membership would further the objectives of EFCOG.

Employees of EFCOG member companies are eligible to participate in all EFCOG activities at the member rate (e.g., activity fees) without non-member surcharge. Only employees of EFCOG members may become Working Group Chairs.

The EFCOG member company is responsible to:

- Pay their pro rata share of EFCOG administrative costs annually,
- Select one (1) executive level representative (contractor representative) to serve on the EFCOG Executive Council,
- Provide support to its employees who participate in working group activities as necessary. This may consist of supplying personnel, materials, or other resources, and hosting meetings, workshops or other working group activities, and
- Inform the EFCOG Chair and EFCOG Support Contractor when the company’s contractor representative changes.
Annual membership for each EFCOG member company is maintained as long as:

- The company is a DOE prime contractor or one of the integrated subcontractors; or supports a prime contractor as a subcontractor, vendor or consultant, and
- The company is a member in good standing (e.g., annually, the company pays their pro rata share of administrative costs of EFCOG).

2.1.2 Contractor Representative

Each EFCOG member company identifies one senior executive to represent their company on the Executive Council. The representative is empowered with the authority to vote and make decisions for the company in matters related to EFCOG.

The contractor representative’s responsibilities are to:

- Attend the EFCOG Executive Council Annual Meeting and other Executive Council meetings,
- Receive and disseminate EFCOG information to employees,
- Identify personnel in their company who have an interest in specific working group topics,
- When requested, serve on the EFCOG Board of Directors (full member only), and
- Inform the EFCOG Chair and the EFCOG Support Contractor of personnel changes (e.g., additions, deletions, contact information, etc.) and changes in the status of their company during facility management restructuring. NOTE: Members should limit changing contractor representatives to no more than once every 12 months.

Each contractor representative may serve until:

- The member company replaces the representative,
- The representative resigns,
- The member company resigns, or
- The member company is terminated from EFCOG membership (e.g., redefinition of the facility to non-DOE, loss of DOE prime contract, non-payment of their share of EFCOG's pro rata share of administrative costs, etc.).

2.1.3 Executive Council

EFCOG shall be governed by an Executive Council (one contractor representative from each member company). Collectively, EFCOG contractor representatives form the EFCOG Executive Council.

The Executive Council's responsibilities are to:

- Meet at least annually to conduct business,
- Elect a Chair, Vice Chair and Vice Chair Elect,
- Elect members to serve on the Board of Directors,
• Approve the EFCOG Charter, Bylaws and amendments, and
• Approve an annual budget that has been recommended by the Board of Directors.

2.1.4 Board of Directors

A Board of Directors, elected by the Executive Council from their membership, shall serve as the governing entity for EFCOG’s day-to-day operations.

• Only full members of the Executive Council are eligible to serve on the Board of Directors.
• It is intended that the Board of Directors, to the extent possible, will have representation from a variety of DOE activities such as research, production, environmental, nuclear and non-nuclear, and services. The objective in the composition of the Board of Directors shall be an appropriate mix and rotation of membership, and the assurance that all DOE program activities are considered when EFCOG pursues best practices and excellence in operations.
• The Chair, Vice Chair and Vice Chair Elect of the Executive Council are also the Chair, Vice Chair and Vice Chair Elect of the Board of Directors.

The Board of Directors’ responsibilities are to:

• Manage the activities of EFCOG to ensure that they are supportive of EFCOG’s objectives and responsive to DOE’s needs,
• Ensure working groups’ activities focus on aspects of DOE facilities pertinent to the promotion of excellence in programmatic, management, operational, or technical areas,
• Ensure there are no overlaps between existing working groups or with other outside organizations supporting DOE operations,
• Approve the formation of working groups to address issues,
• Champion a working group topic, or provide a champion for a proposed working group topic,
• Provide Board of Director overview and support for working groups by designating a Sponsoring Director for each working group,
• Participate in teleconferences or meetings of the Board of Directors,
• Approve new member applications,
• Conduct annual meetings of the Executive Council,
• Annually nominate a Chair, Vice Chair and Vice Chair Elect for Executive Council approval,
• Recommend candidates to serve on the Board of Directors for Executive Council approval,
• Recommend changes to the EFCOG Charter for Executive Council approval and revise other EFCOG documents as applicable,
• Present progress and financial reports to the Executive Council at EFCOG annual meetings,
• Recommend an annual budget for Executive Council approval,
• Conduct EFCOG activities within the Executive Council approved budget,
• Provide an annual written report of completed and ongoing EFCOG activities to the Executive Council, and DOE as necessary,
• Provide, supported as necessary by working group members, all briefings, oral reports, or written reports to DOE or other outside organizations when requested, and
• Revise and approve the EFCOG Executive Council and Working Group Manual.

A Director's term:
• Shall be for a three year period, and
• Will expire on a staggered basis. (There will be an annual election of rotating sets of positions so that a limited number of directors’ terms will expire in any one year.)

If any Director resigns or is removed as a Council representative or if the member company that appointed that Director as a Council representative resigns or is terminated from membership in EFCOG, such resignation or removal shall create a vacancy on the Board of Directors.

When such a vacancy is created, other than from a membership termination, the remaining Directors shall review the proposed replacement representative from the member company. The replacement, after approval by the Directors, will serve in the previously vacated position until the next scheduled annual meeting of the Executive Council at which time the seat will be considered vacant and will be open for election of an individual by the Executive Council. The individual elected to the vacated seat shall serve for the remainder of the three year term.

In cases of a vacancy created as a result of a membership termination, the Board seat shall remain vacant until the next EFCOG annual meeting at which time the Board seat will be filled by election for the balance of the vacated seat term or for a new three year term of office.

2.1.5 EFCOG Chair

The EFCOG Chair is in charge of the day-to-day administration of EFCOG including planning, guiding, and focusing the EFCOG Executive Council and Board of Directors’ activities to ensure EFCOG objectives are met.

The EFCOG Chair shall ensure continuity in EFCOG business during EFCOG Chair transitions.

The EFCOG Chair shall have the authority to obtain the services of and supervise the activities of necessary support staff for EFCOG, as authorized in budgets approved by the Executive Council.

EFCOG Chair responsibilities are to:
• Determine support staff services,
• Prepare an annual budget,
• Approve receipts and disbursements of EFCOG funds,
• Conduct Board of Director meetings and Executive Council meetings,
• Serve as EFCOG’s principal point of contact with the EFCOG champion within DOE
• Review and approve all official transmittals of EFCOG information to external organizations, with the exception of workshop proceedings or similar documentation,
• Receive Working Group Annual Work Plans for approval by the Board of Directors,
• Keep adequate records for auditing,
• At least every three years, appoint a committee to assess the effectiveness, scope and direction of EFCOG; and, provide a written report of the assessment to members of the Executive Council,
• Select and manage the EFCOG Support Contractor, and ensure that the support provided is adequate,
• Administer the contract for the EFCOG Support Contractor,
• Provide information to the EFCOG Support Contractor for use in support services,
• Review and approve deliverables of the EFCOG Support Contractor,
• Appoint a nominating committee for recommending candidates to fill Board of Director vacancies, and
• Provide a report of receipts and disbursements of EFCOG funds.

The minimum term for the Chair shall be one year. The Chair may elect, with Board of Director approval, to seek reelection for additional terms.

2.1.6 EFCOG Vice Chair

Performs the duties of the EFCOG Chair at the request of the Chair and in the Chair’s absence. Should the Chair vacate his or her position for any reason, the Vice Chair will assume the duties of Chair for the remainder of the term.

2.1.7 EFCOG Vice Chair Elect

Performs the duties of the EFCOG Vice Chair at the request of the Vice Chair and in the Vice Chair’s absence. Should the Vice Chair vacate his or her position for any reason, the Vice Chair Elect will assume the duties of Vice Chair for the remainder of the term.

2.1.8 Sponsoring Director

The EFCOG Board of Directors designates one or more Sponsoring Directors (or Liaisons) for each working group. A Sponsoring Director is a director who oversees and supports the efforts of a specific working group and is the interface between the working group and the Board of Directors. A director may sponsor more than one working group.

For areas of interest to DOE and member companies, a director may be named to determine if there is enough interest among the member companies to warrant the formation of a working group. After the group’s formation, the assigned Sponsoring Director will periodically contact the Working Group Chair and the Working Group Coordinator to check on the group’s progress and report their status to the Board of Directors.
2.2 EFCOG Policies and Procedures

This section contains a description of the activities of the EFCOG organization and the processes associated with the responsibilities of the Executive Council and/or Board of Directors. Processes specific to working groups are found in the Working Group Operation section of this manual.

2.2.1 Membership Process

To apply for membership in EFCOG, a member company information form must be filled out and submitted to the EFCOG Support Contractor. Once the form is accepted and approved by the EFCOG Board, the applying company will receive an invoice for their pro rata share of EFCOG administrative costs, prorated according to the number of quarters remaining in the year. Upon receipt of payment, the contractor representative will be sent a new member packet of information and will be placed on the roster of active membership. A copy of the member’s application will be kept in the member’s official file.

A copy of the Membership Information Form can be found in Attachment K.

Contractor Representative Resignation

Should the contractor representative resign, the following procedure is outlined for a replacement:

- A resignation letter should be sent to the EFCOG Chair and EFCOG Support Contractor, indicating the effective date of resignation. The letter should also contain the name of the replacement and appropriate contact information.
- The EFCOG Support Contractor will send the new contractor representative an information data form to be filled out and returned.
- Once the data form is received, the new contractor representative will be placed in the database as the official contact for the member company and will participate in all EFCOG activities as outlined in this manual.
- A copy of the member’s resignation letter and new contractor representative information data form will be kept in the member company’s official file.

A sample member resignation letter is found in Attachment L.

Member Pro Rata Shares

Each full and associate member's pro rata share of administrative costs is billed on an annual basis, entitling the member company to unlimited benefits of EFCOG, including company employee participation in all working groups, serving as a voting member on the Executive Council, and serving, if elected, on the Board of Directors (full members only).

Renewal notices are issued by the EFCOG Chair 60 days prior to the start of the fiscal year (October 1) and payments are considered delinquent 30 days after the due date. A new member's initial pro rata share will be prorated according to the number of quarters remaining in the fiscal year.
Member Pro Rata Shares Administration

The EFCOG Chair is responsible for the oversight of EFCOG funds. The EFCOG Support Contractor will provide all accounting services and other administrative functions related to the collection and disbursement of funds for EFCOG.

Funds Receipts

The EFCOG Support Contractor is tasked with receiving EFCOG funds and maintaining a listing by company of new and renewing member receipts. The listing will be updated and distributed periodically or when new members are added. The member listing will be distributed, as a minimum, to the EFCOG Chair.

Receipts Acknowledgement

The EFCOG Chair will acknowledge receipt of funds from EFCOG members by a letter addressed to the EFCOG representative for that company. The letter will identify the amount of the check, the check number, and the date received. The Chair will also copy the EFCOG Support Contractor to ensure that up-to-date member information is available.

A copy of each member’s renewal notice, check, and receipt acknowledgement will be kept in the member’s official file.

Membership Benefits

There are many benefits to be realized when a company becomes a member of EFCOG. Some of those benefits are:

- Senior Executive Networking
  Through participation in EFCOG activities, member company executive management has the ability to interface with key DOE customers, regulators, congressional members, and peers in addressing areas of common interest. The EFCOG representative should have the authority to speak for his or her company in all actions related to EFCOG.

- Access to Related Industry Groups
  Members have access to other organizations that may shape and influence the initiatives and activities of DOE contractors (Nuclear Energy Institute, Institute of Nuclear Power Operations, etc.). In this manner, EFCOG members understand the intent as well as the specifics associated with rules, laws, best practices, etc.

- DOE Support and Interaction
  Members have the opportunity to interact with senior DOE management in a number of forums including working group meetings, Executive Council meetings, and focused policy and issue forums.

- Information Exchange
  Each member company may assign one or more individuals from their organization to participate on EFCOG working groups. Individuals who participate in working group activities provide and receive valuable information about techniques, methods, programs, and processes that did or did not work. They also receive technical and other information resulting from meetings. The EFCOG Support Contractor maintains an active archive of
documents resulting from EFCOG and DOE sponsored workshops and meetings.

- Electronic Website Access
  EFCOG members have the opportunity to be linked to technical documents, best practices, and meeting minutes via the EFCOG website, www.efcog.org.

- Non-EFCOG Workshops
  Every effort is made to allow EFCOG members to attend and participate in non-EFCOG sponsored workshops at a discounted rate.

### 2.2.2 Associate Membership

Associate membership is open to any organization that supports a DOE prime contractor as a subcontractor, vendor or consultant, providing they meet the following criteria:

- The company can provide an employee who will make a beneficial contribution to a specific working group, and
- The company has full approval for membership from its sponsoring DOE prime contractor organization.

Associate members are eligible for all benefits as described under the Membership Benefits section, but are not eligible to serve on the Board of Directors or Chair an EFCOG working group.

First-tier subcontractors may participate in any EFCOG function endorsed by a prime contractor who is an EFCOG member company, regardless of their individual EFCOG membership.

All EFCOG members, including associate members, share the responsibility for administrative costs through the payment of annual pro rata fees as established by the EFCOG Board of Directors.

### 2.2.3 Small Business Associate Membership

Small Business Associate is open to any organization that meets the DOE standard requirements for small business designation. Small Business Associate members are eligible for all benefits as described under the BENEFITS section, but are not eligible to serve on the Board of Directors. All small business companies must provide documentation of their small business status as part of their application to qualify for this level of membership.

Small business associate membership is open to any organization that supports a DOE prime contractor as a subcontractor, vendor or consultant, providing they meet the following criteria:

- Meets the description of a small business according to the Department of Energy.
- Possesses an NAICS code.
- Has a revenue ceiling not to exceed that established by the Small Business Department.
Small business associate members are eligible for all benefits as described under the Membership Benefits section, but are not eligible to serve on the Board of Directors or Chair an EFCOG working group.

All EFCOG members, including small business associate members, share the responsibility for administrative costs through the payment of annual pro rata fees as established by the EFCOG Board of Directors.

2.2.4 Meetings

The following describes the types of meetings in which an Executive Council member may participate.

**Executive Council Meetings**

Meetings of the Executive Council shall be held as often as needed, but not less than once a year. These meetings are held to conduct business requiring approval of the Executive Council members.

- Members shall be notified at least thirty (30) days in advance of all meetings of the Executive Council.
- Executive Council members may represent their company by: attending the meeting in person, appointing an alternate with full voting rights per proxy, or submitting a proxy statement for a designated individual prior to the meeting.
- Senior members of DOE are invited to participate in Executive Council meetings, with the exception of voting.
- Sufficient attendance will be required to conduct business matters requiring a vote of the members.

**Board of Director Responsibilities**

At the onset of the meeting planning phase, the Directors, with EFCOG Support Contractor assistance, will determine:

- When and where the meeting will be held.
- Agenda for the meeting.
- The list of invited speakers.
- The panel topics and composition.

**EFCOG Support Contractor Responsibilities**

The EFCOG Support Contractor assists the EFCOG Chair by arranging the details of Board of Director and Executive Committee meetings. Responsibilities associated with the annual meeting are contained in Attachment M.

**Executive Council Meeting Agenda Items**

The following are agenda items for presentation by the Board of Directors at the business session of the annual meeting:

- Working group progress reports and recommendation of the Board of Directors for continuance/termination of working groups,
- Welcome new member contractor representatives,
- Financial report for the past fiscal year,
- Projected budget for the next fiscal year,
• Annual report of EFCOG activities for the past year, and
• Slate of candidates for Directors, Chair, Vice Chair and Vice Chair Elect.

Executive Council Voting Requirements

Voting requirements for Executive Council meetings are as follows:
• Changes to the EFCOG Charter or Bylaws shall require approval from eighty percent (80%) of all Executive Council members,
• Actions or activities taken by the Executive Council (other than changes to the Charter) shall require a majority vote of the membership constituting a quorum, and
• Fifty percent (50%) of the Executive Council members or proxies are necessary to constitute a quorum.

Board of Directors Meetings

Meetings of the Board of Directors shall be held to conduct business as often as needed, but at least quarterly.
• Meetings are usually scheduled and arranged by the EFCOG Support Contractor at the EFCOG Chair’s request.
• Meetings may be teleconferences or meetings held in a location agreed upon by the Directors.
• The Chair should provide an agenda to the Directors prior to the meeting along with copies of any documents that will be discussed during the meeting.
• Issues undertaken by the Board of Directors for EFCOG shall be approved by a majority of the designated Directors. Two-thirds participation is necessary to constitute a quorum.
• A Director may appoint an alternate to attend a meeting by informing the Chair and executing a proxy statement (model after Attachment J, if the alternate comes with the authority to vote.
• Minutes of the meeting will be recorded and, as a minimum, distributed to the Directors. Minutes which record changes affecting the conduct of the working groups will also be distributed to Working Group Chairs.

Board of Directors Meeting Agenda Items

The following are typically included as agenda items:
• Reports on meetings with DOE,
• Discussions on planning and actions regarding current and future EFCOG activities,
• Discussions and approvals of EFCOG Charter and other EFCOG document changes,
• Proposed working group topics,
• Working Group Coordinator reports on the status of working group activities,
• Working Group Work Plan approvals,
• Reports on potential new members, and
• Any other items for discussion.

2.2.5 Working Groups

Working Group Formation and Authority

Working groups can be recommended by any contractor representative or the Board of Directors. The Board of Directors approves all working groups in coordination with DOE. The creation and operation of working groups is covered in Section 3, Working Group Operation.

Working Group Annual Review

The EFCOG Board of Directors will discuss the status of each working group at the annual Executive Council meeting. The review will be presented by the Sponsoring Director(s) for the group or Managing Director. In their annual review of working groups, the Board of Directors typically considers the following:

• Current membership mix,
• Objectives (focus remains the same or objectives have been revised based on new information approved by the Directors),
• Annual work plan
• Subgroup activities (support the group's objectives),
• Status (accomplishments/activities to date),
• Effectiveness,
• Lessons learned,
• Future plans, and
• Sponsoring Director and Working Group Chair recommendation on continuance of the working group for the next year.

Results of the Board of Directors’ reviews will be documented in the minutes of a Directors meeting or conference call.

Working Group Benchmarking Process

To ensure continued DOE support for EFCOG, a method of determining the effectiveness of working groups and their activities is required. EFCOG will use this information for summarizing and reporting annually to EFCOG members and DOE. There are various ways in which effectiveness can be demonstrated.

Types of Effectiveness Indicators

The types of effectiveness indicators the Working Group Chair should report to the EFCOG Chair are the following:

• Accomplishments
  Tangible work products which cannot necessarily be measured in money saved, but which assist the working group or EFCOG in efforts to achieve its goals. For example:
  • A working group listing of subject matter experts that can be used by all DOE sites,
  • A report on a study or review effort for a critical DOE issue of project,
• Reports or White Papers for specific program implementation guidance to member companies, or
• Publication of “Best Practices” on the EFCOG website.

• Measurable Cost Benefits
  Cost Benefits that can be measured in terms of cost savings and cost avoidance. For example:
  • Cost savings result when information (e.g., experiences, reports, procedures, etc.) is shared between sites to eliminate the cost of finding solutions internally or by hiring a consultant to fix a problem.
  • Cost avoidance is achieved when EFCOG members participate in the review of a new DOE Order for implementation impact prior to the order's issue.

2.2.6 EFCOG Finances

The EFCOG annual budget shall cover only salaries and expenses for the Chair’s support services costs. See Section 4 for a detailed description of EFCOG Support Contractor services.

EFCOG member companies shall forward membership submittals to the EFCOG Support Contractor who is designated to track receipts and disbursements of EFCOG funds. The EFCOG Support Contractor will maintain a listing of receipts and submit periodic reports to the EFCOG Chair, indicating the dates through which the information is applicable.

The EFCOG Support Contractor will prepare financial reports for the EFCOG Annual Report to members and DOE; for presentation at the Annual Executive Council Meeting; and other reports as requested by the EFCOG Chair.

The reports will include:
• New EFCOG Member receipts (prorated as appropriate),
• New Associate Member receipts (prorated as appropriate),
• Renewing EFCOG Member and Associate Member receipts,
• Disbursements for EFCOG Support Contractor services, and
• Other disbursements.

2.2.7 Website

As a sharing and learning organization, dissemination of information quickly and easily is essential to EFCOG’s effectiveness. The EFCOG website is a critical tool serving this purpose.

The EFCOG website is to include, but not be limited to, the following sections:
• Home Page
• Calendar of Events and Meeting Schedule
• Working Group Pages
• Publication Pages
• Best Practices
• Organizational Structure
• Membership Information
• To protect proprietary information disseminated through the EFCOG, all publications are to be password protected and available only to EFCOG member companies, DOE members and working group members.

The EFCOG Support Contractor is the designated Webmaster of the EFCOG website.

2.2.8 Awards

The EFCOG Board of Directors will at times wish to recognize individuals who have contributed to the mission and focus of the organization. The following categories of awards have been designated as a means of achieving this recognition:

• Award of Excellence: For a special accomplishment related to EFCOG by an individual that displays consistency of vision with EFCOG’s goals and values; evidence of commitment; impact and scope of the actions which result from leadership.

• Appreciation Award: For exceptional performance by an individual as demonstrated by specific recent accomplishments related to an EFCOG event or by increased organizational productivity in meeting customer requirements as they relate to EFCOG.

• Teamwork Award: For exceptional performance by a group of individuals who were instrumental in addressing a key EFCOG issue.

• Distinguished Service Award: Presented to an outgoing member of the Board of Directors for distinguished service during his/her tenure on the Board.

• Distinguished Leadership Award: Presented to an outgoing Working Group Chair for distinguished leadership during his/her tenure as chair of the working group.

By February of each year, a request will be sent to all EFCOG members and Working Group Chairs, soliciting their nomination for the first three categories of awards listed above. The final list of award nominees will be reviewed by the EFCOG Working Group Coordinator, followed by the Board of Directors. Distinguished Service and Distinguished Leadership awards will be presented to those board members and working group chairs selected for awards based on their contributions at the end of his or her term of office.

Annual awards will be prepared and presented at the next scheduled EFCOG Executive Council meeting.

2.2.9 Elections

EFCOG holds its annual elections at the Executive Council meeting business session. Elections are held for the following positions:

• EFCOG Chair,
• EFCOG Vice Chair,
• EFCOG Vice Chair Elect,
• Board of Directors.
The EFCOG Chair, Vice Chair and Vice Chair Elect each serve for a period of one year.

• Board Positions to be Filled
The Executive Council shall elect at least fifteen (15), but no more than eighteen (18), Council representatives to serve as the Board of Directors. The Directors should, to the extent possible, include representatives from each of the major DOE program areas. The objective in the composition of Directors should be an appropriate mix and rotation of membership.

Terms of Directors
Each Director shall be the representative of record for a company with full membership status and serve for a term of three (3) years, provided that the Director remains a Council representative for such term. The terms of the Directors shall be staggered, so that the terms of one third of the Directors expire each year.

Vacancies
A vacancy is defined to have occurred when a Director does not complete the three-year term of office. This shall be deemed to include a person certified as elected but who informs EFCOG that he/she cannot or will not complete their term of office.

The vacancy is determined to exist until the expiration of the three-year period associated with the original incumbent’s election. As stated in Article VII of the EFCOG By-Laws, “If any Director resigns or is removed as a Council representative or if the member company that appointed that Director as a Council representative resigns or is terminated from membership in EFCOG, such resignation or removal shall create a vacancy on the Board of Directors. When such a vacancy is created, other than from a membership termination, the remaining Directors shall review the proposed replacement representative from the member company. The replacement, after approval by the Directors, will serve in the previously vacated position until the next scheduled annual meeting of the Executive Council at which time the seat will be considered vacant and will be open for election of an individual by the Executive Council. The individual elected to the vacated seat shall serve for the remainder of the three year term. In cases of a vacancy created as a result of a membership termination, the Board seat shall remain vacant until the next EFCOG annual meeting at which time the Board seat will be filled by election for the balance of the vacated seat term or for a new three year term of office.”

To address vacancies, those who receive the highest number of votes will fill the three-year terms until all those positions are filled, at which point those candidates receiving the next highest number of votes will fill any remaining (less than three year) term positions in descending order of received votes.

Date of Election
An election date is defined as the date all ballots are to be received by the Election Committee or its designee.
The Board of Directors will annually adopt a timetable for Director elections. The election date shall be not less than fifteen (15) days prior to the next Annual Meeting of the EFCOG Executive Council.

Use of Electronic Mail

Communications concerning the nomination and election of Directors shall be in the form of electronic mail.

- **Election Committee**

The Board of Directors of EFCOG will annually appoint an Election Committee. The Election Committee will consist of no less than two (2) members of the serving Board of Directors (with or without voting authority) not standing for re-election and may be chaired by a Director or a Director Emeritus.

Nominations

The Election Committee will notify the official representatives of the Member companies of the procedures for nominating individuals for election to the Board of Directors a minimum of ninety (90) days prior to election day, and will provide a minimum period for receiving nominations of thirty (30) days. The number of individuals nominated may exceed the number of Directors to be elected. The EFCOG Charter (Attachment B) provides information on who can be nominated.

- **Elections Process**

Eligibility to Vote

Any official representative of an EFCOG member company, regardless of membership level, according to the EFCOG membership records, is eligible to vote for the Board of Directors. The membership roll of eligible voting companies shall be closed on the close of business of the same day that the call for nominations is issued.

Ballot

The Board of Directors election shall be conducted by ballot of the EFCOG member companies, one vote allotted to each company, which shall be sent electronically to each company representative listed in the EFCOG membership roll of eligible voters (i.e., official representative of an EFCOG member company, regardless of membership level, according to the EFCOG membership records). Ballots shall be distributed to Member representatives eligible to vote not less than thirty (30) days prior to the date of election. Ballot instructions may be sent out at an earlier date. For each candidate, the ballot will contain only the candidate’s name and affiliated member company, unless the committee believes that additional information is required to uniquely identify the candidate. The integrity of anonymous voting shall be maintained to the maximum extent.

Promotion of the Election to the Membership

In conjunction with the issuance of a ballot to each voting member company, a biographical summary, if provided by the candidate, will be included in the voting material.

Nominees on the ballot are permitted to communicate their candidacy and qualifications for a Board position to the member company representatives. (NOTE: Such individual communications shall not be assisted by the EFCOG organization
except as noted herein.) Candidate statements and qualification material shall not mention other candidates, by name or by implication. Violation of this policy may result in removal from the ballot by the EFCOG Board of Directors.

Final versions of candidates’ biographies and election statements shall be submitted to the Election Committee no later than the dates specified by the Committee. Biographical summaries will be excluded in election materials for any candidate who does not submit material within the deadline.

Voting

Each voting member will be entitled to as many votes as there are Director positions to be filled by vote of the members. A voting member may cast one vote for each position to be filled, but cannot cast more than one vote for any candidate. A member may use fewer than the total number of votes available if he/she so chooses. Each member must cast his/her vote individually; voting by proxy is not permitted.

Receipt of Ballots

Secure electronic return of election ballots are considered to be a valid return of the voting ballot. Electronic ballots for Director elections shall be received by the Chair of the Election committee, or its designee, by close of business on the day of the election. For each election, the Election Committee shall define what it deems to be a secure electronic return.

Counting of Ballots

The counting of ballots will take place prior to the EFCOG Annual Executive Council Meeting, at a time and place established by the Election Committee. The Committee will establish procedures to ensure the privacy, validity and accuracy of all ballots, and the election results.

Publication of the Result

The vote counts of the elected candidate Directors is not to be published. Results of the election shall be announced by the Election Committee Chair to the EFCOG membership at the conclusion of the counting of ballots.

Assumption of Office

The term of office of elected Directors shall commence at the adjournment of the Annual Executive Council Meeting. The term of office for departing Directors shall end at the adjournment of the same meeting. The Annual Executive Council Meeting is defined in Article VI of the EFCOG Bylaws as that held annually “for the purpose of election of Directors and acting on other business matters.”

2.2.10 Assessments and Strategic Planning

No more frequently than three-year intervals, the Board of Directors will conduct an assessment of the effectiveness, scope and direction of EFCOG, and a comprehensive strategic planning review, at the request of the EFCOG Chair, to consider EFCOG’s past accomplishments and establish future goals and direction.
2.3 EFCOG Documentation

All significant EFCOG documentation should be transmitted to the EFCOG Support Contractor for filing in the EFCOG library. Examples of significant documentation are reports, letters, meeting proceedings, etc. The EFCOG Support Contractor is responsible for maintenance and control of EFCOG documents and for the distribution of EFCOG information.

2.3.1 Charter

The EFCOG Charter contains sections on the purpose, objectives, scope, organization, and process of EFCOG (Attachment B).

2.3.2 Bylaws

The EFCOG Bylaws contain the rules under which the EFCOG Executive Council and Board of Directors will conduct the business of EFCOG (Attachment C). The EFCOG Bylaws should be reviewed as needed to ensure its compliance with changes in the EFCOG Charter.

2.3.3 Statement of Guiding Principles

The EFCOG Statement of Guiding Principles contains the general and operational reasons why EFCOG was formed (Attachment D).

2.3.4 Guidelines for Working Groups

Section 3 of this manual contains guidance for the operation of working groups and the conduct of associated activities.

2.3.5 Manual

The EFCOG Executive Council and Working Group Manual is intended to provide guidance to Executive Council members (e.g., representatives from EFCOG member companies) in the conduct of EFCOG business. It is recognized that the manual is not intended to cover every situation; therefore, unique situations are addressed on a case-by-case basis by the Managing Director and Board of Directors.

The manual also provides direction to Working Group Chairs in organizing working groups and in conducting their activities.

Recommended revisions to the manual may be submitted by any Executive Council member or Working Group Chair through a member of the Board of Directors for processing by the EFCOG Support Contractor.

The manual is electronically distributed to each Executive Council member and Working Group Chair.

The EFCOG Support Contractor is responsible for the maintenance and distribution of the EFCOG Executive Council and Working Group Manual.

Approval

Revisions to the EFCOG Executive Council and Working Group Manual will require approval by a majority of the Board of Directors.
2.3.6 Reports

**EFCOG Annual Report**

The objective of the EFCOG Annual Report is to document the progress, effectiveness, and cost benefits of EFCOG activities during a fiscal year. With the exception of finances, most of the data and information will be collected and summarized from working groups’ annual reports. The report will contain the following:

- Executive Summary
- Membership, Board of Directors, and Working Group Rosters
- Working Group Reports
- Other Items of Note
- Financial Report

The EFCOG Annual Report will be sent to the DOE Under Secretary for Management and Performance (or the current DOE senior manager who is serving as the DOE champion and is the counterpart to the EFCOG Chair), and other appropriate Under Secretaries for information. In accordance with the requirements of the EFCOG Charter, each year the Annual Report will be distributed to all Executive Council members.

**Working Group Annual Report**

The Working Group Chair will submit a report of the group’s activities for each fiscal year. Reports are due by November 15th and will cover all activities through the end of the previous fiscal year, ending September 30th. Working Group Chairs will receive a request for annual reports and a copy of the annual report format from the EFCOG Support Contractor by October 1st of each year (Attachment H).

**Other Reports**

Other EFCOG reports are:

- Financial Report (includes receipts, disbursements, expected income, and budget for Executive Council approval),
- EFCOG Funds Receipts and Disbursements reports, and
- EFCOG Database reports which can be sorted by:
  - Member companies (including contactor representatives)
  - Working groups and subgroups (Chairs, Vice Chairs, DOE Liaison, EFCOG Sponsoring Director)
  - Working group data and accomplishment overview
  - Working group company matrix
  - Working groups membership (by company and working group)
  - Directors
  - Membership payment report
  - Newsletter recipients
- Annual meeting attendees

2.3.7 Correspondence

A copy of all EFCOG external correspondence, and any internal correspondence that represents final products or deliverables, meeting minutes or arrangements for official meetings, should be forwarded to the EFCOG Support Contractor for filing in the EFCOG library. A filing scheme for EFCOG documentation and an index of documentation filed in the EFCOG library will be developed and maintained by the EFCOG Support Contractor.

Approval

The EFCOG Chair shall approve all significant official documents transmitted to the DOE, EFCOG member companies, or non-EFCOG entities. Significant documents are cross-discipline reports, consensus positions on DOE orders or rule makings, and other documents which a Working Group Chair or Sponsoring Director identifies as needing additional review. Detailed guidance on approvals is contained in Section 3.5 of this manual.

External Requests

Working group members who receive requests from external sources for briefings and oral or written reports of EFCOG activities shall obtain approval from the EFCOG Chair or the working group's Sponsoring Director prior to filling the request.

2.3.8 Database

The EFCOG Support Contractor will maintain a database of information pertaining to individual members, addresses, associated working groups, and other information applicable to EFCOG membership.

This information will be used for reports to EFCOG members, working groups, and EFCOG customers.

All Working Group Chairs should report changes in membership, leadership, or activities of the working group/subgroup to the EFCOG Support Contractor as soon as possible. The information will be used for updating the EFCOG database and other documentation.

Reports of EFCOG information may be obtained by contacting the EFCOG Support Contractor.

2.3.9 EFCOG Newsletter

The EFCOG Support Contractor is responsible for preparing the EFCOG newsletter for the EFCOG Chair's approval and distributing the newsletter to recipients listed in the EFCOG database.
Section 3

Working Group Operation
Working Group Operation

3.1 Purpose and Scope

The purpose of an EFCOG working group is to offer participants the opportunity to share information related to their experiences and undertake assignments on identified focus topics in the subject area covered by the working group.

This section of the manual provides information on how the Directors can provide appropriate leadership and oversight of EFCOG approved working groups.

This section also provides detailed guidance to the Working Group Chairs for the startup and maintenance of an EFCOG sponsored working group, for creating subgroups and task teams as needed, and for conducting meetings or an EFCOG sponsored workshop.

The scope of this section includes activities associated with working groups, subgroups, task teams, meetings and workshops. It is designed to assist in assuring that:

- There is consistency between working groups for both startup and continuing operation;
- EFCOG information is available and current; and
- The Directors are able to assess integration of EFCOG working group efforts.

3.2 Working Group Roles and Responsibilities

3.2.1 Working Group Chair

Only employees of EFCOG full member companies are eligible to become a Working Group Chair. If the Chair resigns, the Working Group Chair should identify two to three candidates for consideration by the Board of Directors for replacements as Working Group Chair. The Chair should also discuss the two to three individuals with the Board sponsors for their group. The Board sponsors will then present the individuals to the Board of Directors for consideration. By majority vote, the Board of Directors will choose the Chair. If one of the individuals is the current Vice Chair, the outgoing Chair and the Board sponsors should also present potential replacements for the Vice Chair. In addition, the outgoing Chair should consult Attachment I, EFCOG Working Group Chair Turnover Checklist, for guidance to ensure a smooth and successful transition to the new Chair.

The responsibilities of the Chair include:

- Organizing the working group by contacting individuals who are interested in participating,
- Developing and maintaining annual work plans in coordination with DOE,
- Discussing the organization, plans, and accomplishments of the working group with the Sponsoring Director,
• Approving task team plans, and monitoring the activities of subgroups and task teams,

• Providing leadership, guidance and direction for the working group and to the Subgroup Chairs.

• Planning information exchange activities, such as meetings and workshops, in which representatives can participate and share information,

• Monitoring the quality of information exchanged and the effectiveness of meetings and workshops,

• When appropriate, coordinating the development of guidance documents,

• Assessing and analyzing effectiveness of working group activities,

• Preparing an annual report to the EFCOG Board of Directors on the status of the working group and its achievements to date in a format consistent with the example provided in Attachment H,

• Participating in quarterly Working Group Chairs meetings and/or teleconferences,

• Assuring effective coordination among other working groups for applicable activities, and

• Identifying succession plans for future working group leadership (see section 3.2.9).

• In transitioning to a new Chair, use Attachment I’s Checklist as a guide to assure a smooth and successful transition to the new Chair.

### 3.2.2 Working Group Vice Chair

This position is optional, depending on the size and activity scope of the working group. If one is selected, the Vice Chair should be able to assume the responsibilities of the Working Group Chair.

As with the Chair, only employees of EFCOG full member companies are eligible to become a Working Group Vice Chair.

### 3.2.3 Working Group Secretary / Facilitator

For a large working group, this position is essential. Even though for a small group the position is optional, one person in the working group should be assigned the responsibility for collecting, assembling, and distributing working group information.

The responsibilities of the Secretary/Facilitator include recording and distributing meeting minutes and controlling other working group information. Correspondence and other information pertaining to the working group and any subgroups should be forwarded to the Secretary to ensure that:

• Distribution of all documentation is correctly made, including one record copy to the EFCOG Support Contractor.

• Information for inclusion into the EFCOG newsletter is identified and transmitted to the EFCOG Support Contractor.

• Appointments, meetings, and other information such as changes to the status of a working group are available.
• A list of working group participants is maintained and updated.

3.2.4 Working Group Web Page Administrator

This position is optional and can be the responsibility of the Working Group Chair, Vice Chair, Secretary or other designated member. Even though an optional position, one person should be assigned the responsibility of collecting, assembling and providing the working group information to the EFCOG Support Contractor for inclusion in the EFCOG website.

3.2.5 DOE Liaison / Points of Contact

A DOE Liaison shall be established for each EFCOG working group. The DOE Liaison should be from a group that is closely aligned with the purpose of the working group. The Liaison’s purpose is to help assure that the goals and direction of the working group are in alignment with DOE needs and priorities. Additionally, Working Group Chairs are encouraged to work with their DOE Liaison to obtain DOE Points of Contact for subgroups and task teams, if appropriate.

3.2.6 Working Group Sponsoring Director

The EFCOG Board of Directors shall provide one or more Sponsoring Directors for each working group. A Sponsoring Director is a director who oversees and supports the efforts of a specific working group and is the interface between the working group and the Board of Directors. A director may sponsor more than one working group.

The Sponsoring Director’s responsibility to the working group is to:

• Maintain regular contact with the Working Group Chair and periodically attend working group meetings to assist and advise the Working Group Chair,
• Monitor the group's progress, direction, and external involvement,
• Review officer nominations with the Working Group Chair or Steering Committee,
• Approve officer nominations,
• Review the working group's annual report to assess the results and recommend actions to increase the effectiveness of the working group,
• Determine if benefits justify the costs of continuing the working group,
• Provide reports on the status of the working group to the EFCOG Chair, Working Group Coordinator and Board of Directors,
• Ensure the EFCOG Charter and other EFCOG guidance documents are followed,
• Coordinate working group annual work plans and activities with the DOE Liaison, and
• In cooperation with the Working Group Chair, EFCOG Working Group Coordinator, and the designated DOE Liaison, determine when the group should be disbanded.
3.2.7 Working Group Management Steering Committee

To provide strategic advice and guidance to the working group’s activities and plans, each working group should have a Management Steering Committee. The Management Steering Committee is normally comprised of the DOE Liaison, the Working Group Chair, Subgroup Chairs, and selected managers from member companies who are experts in the working group’s area of focus and who can assist the working group in assuring the effectiveness of its activities. A typical Management Steering Committee consists of 4-8 individuals.

The Management Steering Committee should meet at least annually. It is recommended that this occur concurrent with scheduled working group meetings.

3.2.8 Working Group Coordinator

The EFCOG Support Contractor provides support for the EFCOG Chair and for other EFCOG members. The EFCOG Support Contractor provides the services of EFCOG Managing Director, Working Group Coordinator, Administrator and other interface personnel as required. The Working Group Coordinator will assist the Working Group Chairs and coordinate and integrate the activities of the different working groups. Section 4 outlines the responsibilities of the EFCOG Support Contractor.

3.2.9 Working Group Chair Succession

In order to maintain effective leadership of EFCOG’s activities, the following procedures serve as a guide for the working groups to follow in the development and implementation of succession planning for their areas of responsibility.

Succession Planning

Each working group should maintain a succession planning list with at least one individual identified for each of the leadership positions. This list is to be used for the assignment of officer responsibilities should one of the current officers be unable to fulfill his/her responsibilities to the working group. In succession planning, the elected Vice Chair is designated the successor to the Chair should a change occur in the middle of a term.

Terms of Officers

Working group officers may serve multiple annual terms, up to three years, in accordance with the guidelines outlined below.

Officer Selection and Confirmation Process

Annually, the working group shall reaffirm incumbents or propose new individuals as their leadership for the next year. This is accomplished by soliciting candidates from the working group’s membership. A slate of officer nominations shall be prepared by the current Chair or by the working group’s Management Steering Committee.

Review of Work Group Leadership

After identification of proposed officer candidates, the Working Group Chair shall consult with the Working Group Sponsoring Director regarding the qualifications of the individuals proposed. The Sponsoring Director may also consult with other EFCOG Directors, DOE or the EFCOG Managing Director, if necessary,
regarding a candidate and his company’s support of the commitment. If suitable candidates are not identified, the Sponsoring Director shall consult with the Board of Directors to achieve resolution. After this consultation, the Working Group Chair will proceed with an election and subsequent leadership change. For individuals identified to serve beyond three years, the Sponsoring Director shall obtain the concurrence of the Board of Directors before notifying the Working Group Chair to proceed.

### 3.3 Working Group Policies and Procedures

#### 3.3.1 Championing a Working Group

Prior to forming a working group, a champion for a new working group shall determine if sufficient member company and DOE interest exists. A working group champion can be any person from an EFCOG member company, or a director, with an interest in a specific topic and the energy to determine whether there is sufficient justification and interest for forming a working group.

**Determining Interest**

The champion may look into the possibility of forming a new working group by:

- conducting a meeting with interested individuals;
- surveying member companies;
- and, most importantly, discussing the need with senior DOE management.

A new working group will only be established with the support and concurrence of the senior DOE manager who is serving as the EFCOG champion (and counterpart to the EFCOG Chair).

Once the champion has confirmed there is sufficient interest among EFCOG members for a working group, that there is proper DOE senior management agreement with the proposed new working group, and the Directors have given their approval, the champion may proceed with organizing the working group and working with DOE on the first annual work plan.

#### 3.3.2 Organizing a Working Group

**Selecting a Chair**

Working groups shall have a Working Group Chair who will communicate with the EFCOG Chair, the group’s Sponsoring Director, the DOE Liaison, the Working Group Coordinator, and the EFCOG Support Contractor for direction and information.

The initial Chair for the new working group may be chosen by:

- Selecting the Chair from the Steering Committee membership if the group has one,
- Selecting or electing the Chair from their membership,
- Interim appointment by the Sponsoring Director, with approval of the EFCOG Chair.

**Selecting Members**

Only employees from EFCOG full member companies are eligible to serve as the Working Group Chair or Vice Chair. Employees from all member companies may
serve as Steering Committee members. This is to ensure that members will be supported by their company while participating in working group activities.

Other members may include DOE personnel, subcontractor employees who are sponsored and compensated by EFCOG member companies, and member company employees.

**NOTE:** Working group members or EFCOG meeting participants are not entitled to compensation from EFCOG for services rendered or for expenses incurred.

**Forming a Management Steering Committee**

As discussed in Section 3.2.7, each working group should form a Management Steering Committee appropriate for the scope and organizational complexity of the working group.

**Preparing an Annual Work Plan**

A working group is required to prepare an annual work plan prior to the start of the fiscal year. The annual work plan should be developed with assistance from the group’s members and the Sponsoring Director, and coordinated with the DOE Liaison to secure his/her agreement. (See Attachment G)

**Subgroups and Task Teams**

A working group may form subgroups and task teams. See Section 3.3.5 for specific guidance on forming a subgroup or task team.

**Conducting Meetings**

Working groups may meet as frequently as is required to accomplish their goals. Meeting schedules shall be developed by the Working Group Chair for each fiscal year. These schedules shall be reviewed by the Sponsoring Director and then posted on the EFCOG website. Meeting planning and conduct should be in accordance with guidance for the conduct of meetings and workshops in Attachment N.

**Support for the Working Group**

The EFCOG Board of Directors and EFCOG Support Contractor shall provide support to working groups by assisting in setting up working groups, providing EFCOG documentation, maintaining the EFCOG website, providing listings of contacts, and by providing administrative support when appropriate.

### 3.3.3 Working Group Membership

Working group membership is available to employees of any member company. There is no limit to the number of member company employees who wish to participate in EFCOG working groups.

Benefits of membership include working group and workshop participation where information is received about techniques, methods, programs, and lessons learned for processes that did or did not work.

Membership also provides opportunities for networking across the DOE community through Executive Council meetings, working group and workshop participation, the EFCOG website, and the EFCOG newsletter.
There is no limit to the number of associate member company employees who wish to participate in an EFCOG working group.

**Membership Lists**

The Working Group Chair should ensure that all participants of the group are from EFCOG member companies.

Participants should be a good mix from various EFCOG member companies and should have the resources and support of their management to assist in working group activities.

Maintaining an up-to-date membership and phone list is considered essential for having the ability to contact members for workshop participation, for collecting comments on the implementation impact of DOE Orders, and for other activities the working group may become involved in.

Each working group shall keep a current list of its participants, including subgroup participants, and forward this to the EFCOG Support Contractor. The EFCOG Support Contractor will assist working groups and subgroups (through the Working Group Chair) in identifying additional participants if needed.

**Non-EFCOG Member Participation**

A non-EFCOG member or subcontractor expert may participate in a working group under the following conditions:

- The working group can request that a non-EFCOG member participate in selected working group meetings if the Working Group Chair believes that the non-member expert will add value to the working group.
- The non-member expert is not considered a member of the working group and should not be expected to attend all working groups meetings.
- An employee of a non-member company may attend a limited number of working group meetings while considering membership. Approval of the Working Group Chair is required. Recurring requests for participation by a non-member company should be referred to the Managing Director for follow-up and recruitment into membership.

DOE employees are encouraged to become involved in EFCOG working group activities ranging from observer status, designated DOE Liaison or subgroup Point of Contact, to service as a liaison on the Management Steering Committee.

### 3.3.4 Working Group Annual Work Plan

The working group’s work plan shall contain a description of the technical and management areas to be covered during the upcoming fiscal year and the group’s scope and objectives. The work plan contents shall also address any requirements for working groups included in the EFCOG Charter and be prepared in accordance with format requirements for working group work plans (Attachment G).

**Developing a Working Group Work Plan**

The Working Group Chair is responsible for ensuring that the working group annual (fiscal year) work plan mirrors the guidance of the EFCOG Charter and this manual. To ensure consistency with the EFCOG Charter and to avoid overlaps with any other organization’s scope, each new or revised working group
work plan will be reviewed and approved by the Sponsoring Director, after coordination with the DOE Liaison and Board of Directors.

**Work Plan Contents**

All work plans should be prepared using the information contained in the following paragraphs. The working group may enhance the work plans with any additional information necessary to provide operating guidance that corresponds with the EFCOG Charter. (See Attachment G)

### 3.3.5 Subgroups

Subgroups may be created as needed and operate under the guidance of the working group. Subgroups are established to serve a specific purpose or address a significant area of the working group’s approved scope. A subgroup is appropriate when the working group has a broad based subject with smaller subsets of interest where concentrated study is needed. The subgroup is dependent on the working group for support and will not operate independently.

**Criteria for Subgroup**

A subgroup is formed to exchange more detailed information than can be obtained from a broad based working group topic. Subgroups are appropriate when:

- The subject covered is not a candidate for a working group,
- The subgroup reflects a specific element of the working group that requires closer examination to enable the working group to meet its objectives,
- The scope of the subgroup is dependent on the scope of the working group,
- The objectives of the subgroup directly support the objectives of the working group, and
- The expected duration of the subgroup does not exceed the duration of the working group.

**Subgroup Formation**

A champion for a proposed subgroup is selected by the Working Group Chair to determine whether there is need for an in-depth look at a specific aspect of the working group topic.

The champion shall discuss the possibility of forming a subgroup with the Working Group Chair. The Chair will ask the champion to provide in detail the scope of the proposed group’s activities. The champion will define the specifics of the topic to be covered by the subgroup and discuss it with the Working Group Chair. The Chair will discuss the proposed subgroup topic with the Sponsoring Director and Working Group Coordinator.

**Authorization to Proceed**

To maintain momentum, the Working Group Chair should encourage the Subgroup Champion to proceed with plans for organizing the subgroup, but inform the champion that the subgroup will need approval from the EFCOG Sponsoring Director prior to conducting EFCOG sponsored activities. The Working Group Chair will discuss the subgroup's proposed scope with the Sponsoring Director, Working Group Coordinator or EFCOG Chair.
After the Sponsoring Director has made a decision, the Working Group Chair should advise the champion and provide notice to the Working Group Coordinator and EFCOG Chair as information.

**Subgroup Approval Criteria**

The criteria used by the Sponsoring Director for approving subgroups are as follows:

- The subgroup clearly supports the objectives of the associated working group, and will have tangible accomplishments that benefit DOE,
- The subgroup area is not independent of the associated working group, and
- The subgroup's expected duration is defined as being less than that of the associated working group.

**Subgroup Responsibilities**

The Working Group Chair is responsible for the appointment and approval of all Subgroup Chairs and Vice Chairs.

The Subgroup Chair's responsibilities are similar to those of the Working Group Chair.

Responsibilities of a Subgroup Vice Chair, Secretary, etc. are similar to those of a working group.

To ensure that common goals are addressed and coordinated, the Subgroup Chair will serve on the working group Management Steering Committee or be included as part of the working group leadership, if there is no Management Steering Committee.

**Subgroup Workshop Approval, Conduct, and Proceedings**

Workshops planned and conducted by subgroups will be approved by the Working Group Chair and Sponsoring Director, who will assist the subgroup in planning and publicizing the workshop.

Announcements for a subgroup’s workshop should link the workshop to the subgroup and the associated working group. Workshop planning and conduct should be in accordance with guidance for the conduct of workshops in Attachment N. The Subgroup Chair should contact the Working Group Chair to discuss assistance in distributing workshop notices and proceedings. As a minimum, distribution shall include all members, the DOE Liaison, and the EFCOG Support Contractor for record filing.

**Support from the Working Group**

If requested by the subgroups, the working group shall:

- Identify individuals from various facilities who are considered subject matter experts in the technical area being covered and communicate their experiences and information to interested parties,
- Assist in the distribution of subgroup information to subgroup and workshop participants, and
- Assist in obtaining required approvals from the EFCOG Sponsoring Director and Board of Directors.
3.3.6 Task Teams

A task team is typically a temporary organization established by a working group or subgroup for the purpose of addressing a one-time issue or problem, such as the development of a white paper on a particular topic of current interest to the working group or subgroup.

The task team should have a Project Manager or Task Leader appointed by the Working Group or Subgroup Chair, and a clearly defined purpose, deliverables, and schedule.

The team will cease to exist when its purpose is satisfied by completion of the deliverable item.

Task teams are operated under the direction of the Project Manager or Task Leader, who will be responsible for providing a detailed report to the Working Group or Subgroup Chair on the task team’s findings at the time of closure. The Working Group Chair will provide a copy of the task team’s report to the Board of Directors, Sponsoring Director and EFCOG Support Contractor.

Task teams may also be formed at the direction of the EFCOG Board of Directors to address issues or problems of relevance to DOE and member companies.

3.4 Working Group Meetings

EFCOG provides a unique forum for member companies to effectively share information, in particular best practices and lessons learned related to facility operations, worker safety, implementation of DOE orders, etc., and to identify improvement opportunities. All of EFCOG’s activities are focused on assisting the customer in accomplishing its diverse missions in a cost-effective and efficient manner.

One key area of EFCOG activities is in the conduct and sponsoring of meetings by the organization’s working groups. The working group must assure that the principal purpose of the meeting is to disseminate technical information or develop products that support and meet the needs of the Department of Energy, in accordance with the existing federal government policies and procedures on meetings and conferences, in order to assure that the costs will be allowable.

The Working Group Chair and other members of the working group shall plan to hold meetings to facilitate information exchanges or for the purpose of providing advanced training to its members as needed to accomplish its mission and goals.

The requirements for planning and scheduling a working group meeting will depend on the type of meeting and the regularity of that meeting.

Meetings which may be held by a working group are:

- Working Group Organizational Meeting,
- Working Group Teleconference,
- Working Group Management Steering Committee Meeting,
- Working Group and Subgroup Meeting,
- Workshop,
• Joint working group meeting with another working group for the purpose of coordination, or

• Task Team meetings.

By December 1st of each year, Working Group Chairs shall submit their schedule of planned meetings for the upcoming calendar year to their Sponsoring Directors, with copies to the EFCOG Support Contractor. These schedules shall include planned dates, meeting locations (if known), and topic (or type) of meeting. The schedule of working group meetings shall be updated quarterly by the Working Group Chair and presented at the Working Group Chair teleconference scheduled by the Working Group Coordinator.

The EFCOG Support Contractor will post the meeting schedule on the EFCOG website and identify any conflicts that may require adjustment.

EFCOG desires and expects that through the use of resources offered by its member companies and DOE facilities, all working group meetings, can be facilitated with no cost to its participants. Gifts, mementos, or items with EFCOG logo are not to be provided at working group functions. Speakers will not be paid for time or travel expenses. In addition, it is expected that workshops will be conducted at no cost in accordance with Attachment N. If Working Group Chairs require assistance in coordinating a working group meeting, they are encouraged to contact the EFCOG Support Contractor.

The Working Group Chair shall select a date and location for the meeting according to the availability of the Management Steering Committee and other members. An effort should be made to solicit a DOE or contractor facility to act as host for the meeting, taking into consideration the availability of government hotel rates and proximity to a major airport. Typically, meals should be paid for individually by meeting attendees. Meeting supplies, i.e., overhead projectors, flipcharts, copy services, etc. should be solicited from the host company. The costs for hotel accommodations and travel are the responsibility of the meeting attendees.

Host companies may have their own internal guidelines for the conduct of meetings and/or workshops held at their facility, which may impact the cost and/or logistics of a meeting. Working groups must understand and respect the directives set forth by the host company, as they apply to the support being provided.

EFCOG acknowledges that multiple factors will have an impact on the working group’s ability to conduct and facilitate meetings. Information contained in this section is for reference and offered as a guideline in the conduct of EFCOG meetings. If a Working Group Chair has any question as to allowable costs for any portion of the meeting facilitation, he or she should contact the Sponsoring Director or the EFCOG Working Group Coordinator for guidance.

**Meeting Minutes**

To ensure that information derived from EFCOG working group meetings and workshops is available to the general EFCOG membership and that EFCOG remains in compliance with DOE requirements, accurate records of all meetings shall be taken and filed in a timely fashion (30 days) with the EFCOG Support Contractor.
Each Working Group Chair should assign a Secretary to record, transcribe, and distribute meeting minutes. The minutes transcribed will include a list of attendees and their company, what was covered and by whom, and a list of action items and responsibilities. Meeting minutes received from subgroups should be reviewed by the Working Group Chair for impact and then distributed. Subgroup minutes may be distributed as attachments to working group meeting minutes.

The working group shall record meeting minutes and distribute, as a minimum, to the working group membership, the EFCOG Support Contractor, the Sponsoring Director, the DOE Liaison, other Working Group Chairs, and the EFCOG Chair. Other distribution could include the EFCOG Board of Directors.

3.4.1 Working Group Organizational Meeting

Upon approval of a new working group by the EFCOG Board of Directors, an Interim Chair for the working group will be appointed and an organizational meeting will be scheduled. This meeting shall be attended by the Interim Chair, the DOE Liaison, and the Management Steering Committee, and may be conducted in a face-to-face or teleconference format.

The purpose of the organizational meeting is to discuss the initial focus areas to be detailed in the first annual work plan and to establish the initial working group leadership. This meeting should enlist the support of EFCOG member companies to select individuals from their company who will participate in the working group, develop a preliminary schedule of events for working group activities, and establish current year deliverables.

At the first regularly scheduled meeting of the working group, following the organizational meeting, the working group should develop a succession plan with at least one individual identified for each of the leadership positions. This list will be used for the assignment of officer responsibilities should one of the current officers be unable to fulfill his/her responsibilities to the working group. The Working Group Chair provides a copy of the succession plan to the Sponsoring Director and to the Working Group Coordinator.

3.4.2 Working Group Teleconference

To assist with operating within the budgetary guidelines of EFCOG member companies and to provide an opportunity for consistent communication between working group members, working groups may elect to hold some meetings by teleconference. These conferences may be scheduled as often as the Working Group Chair deems necessary to permit the working group to effectively pursue its mission and goals.

The Working Group Chair is responsible for setting the date and time of the teleconference, obtaining a call-in number for the teleconference, providing the members with the teleconference agenda, and facilitating the conference call.

3.4.3 Working Group and Subgroup Meeting

Throughout the year the working group may elect to hold face-to-face meetings of its general membership and subgroup members for the purpose of discussing the following:

- Reports from Steering Committee members,
• Progress reports from Subgroup Chairs,
• Working group achievements,
• Working group progress,
• New projects and annual planning,
• Identification of obstacles to progress,
• Problems needing the attention of the Sponsoring Director or Working Group Coordinator,
• Scheduling of upcoming meetings, teleconferences or workshops,
• Workshop planning meeting (see Attachment N for guidelines),
• Membership solicitation, or
• Information sharing/coordination among working groups.

The working group meetings shall be conducted under the leadership of the Working Group Chair or Vice Chair, who shall select a date and location for the meeting according to the availability of the working group members.

3.4.4 Working Group Chair Coordinating Meeting

Working Group Chairs will meet quarterly to review goals, objectives, and progress. At least two of the meetings will be held via teleconference or video conference. The remaining meetings will be face to face meetings involving Working Group Chairs, Sponsoring Directors, DOE Liaisons, and the EFCOG Working Group Coordinator.

3.4.5 Working Group Strategic Initiatives

Action Tracking and Accomplishment Reporting

Working Group Chairs are responsible for tracking the progress of working group activities and deliverables established through the annual planning process.

The EFCOG Working Group Coordinator and Administrator will develop and distribute to all Working Group Chairs, Sponsoring Directors and DOE Liaisons, a comprehensive listing of all planned working group activities. Each Working Group Chair will report progress monthly on his/her deliverables to the Sponsoring Director, EFCOG Working Group Coordinator and Administrator. The Working Group Coordinator and Administrator will update the comprehensive listing of all planned working group activities, and distribute the report, with any recommendations to the Working Group Chairs, Sponsoring Directors and DOE Liaisons, with recommendations as appropriate.

Mentoring Network of SMEs for Implementation of Significant EFCOG Projects

To facilitate the implementation of working group recommendations, best practices, or guides, Working Group Chairs will evaluate the projects/products from each working group. They will identify candidates that should have subject matter expert (SME) mentors identified to support implementation in a cost-effective manner. These mentors will be available to provide background information to other companies or otherwise assist other member companies who may wish to utilize the working group product.
The Working Group Chair will recommend a list of SMEs for each such project/product for review and approval by the EFCOG Board of Directors. As part of its approval process, the EFCOG Board of Directors will contact member companies to determine the availability of SMEs for such assignments.

As SMEs are approved, their availability and contact information will be listed on the EFCOG website by the working group along with its products.

3.5 Working Group Documentation

The filing scheme for EFCOG documentation and an index of documentation filed in the EFCOG library will be developed and maintained by the EFCOG Support Contractor. This shall ensure that EFCOG information is available to other EFCOG members.

To obtain a copy of any document filed in the EFCOG library, contact the EFCOG Support Contractor and the request will be filled as soon as possible. The method of transmittal will depend on the urgency.

In accordance with the EFCOG Charter, Bylaws, and this manual, formal transmittal of significant working group work products to those outside the EFCOG membership requires the EFCOG Chair’s or Sponsoring Director’s prior approval. The approval level for typical document types is indicated in parenthesis in the list below. The Working Group Chair shall include on distribution the EFCOG Chair and EFCOG Support Contractor for disposition and filing of the items listed:

- Working Group Annual Work Plan (Sponsoring Director Approval, with Board of Director and DOE Liaison coordination),
- Minutes of Meetings (Working Group Chair approval),
- Workshop Proceedings (Sponsoring Director approval),
- Notices of Workshops (Sponsoring Director approval),
- Annual Reports (Sponsoring Director approval),
- DOE Communication (EFCOG Chair or Sponsoring Director approval),
- Guidance Documents (EFCOG Chair or Sponsoring Director approval), and
- Technical Reports (EFCOG Chair or Sponsoring Director approval).

3.5.1 Document Identification

Unless otherwise approved by the EFCOG Directors, the name of the working group/subgroup should remain the same throughout the duration of the working group and be referenced on any documentation resulting from the working group/subgroup. Subgroups should be linked to the working group in an obvious way.

3.5.2 Approvals

Working Group documents needing approval shall be forwarded to the Sponsoring Director initially, and then the Sponsoring Director contacts the EFCOG Chair and the EFCOG Working Group Coordinator to determine if the EFCOG Chair’s approval is necessary; if Chair approval is warranted, then the
Working Group Coordinator can provide document review support as desired by the Chair. Documents generated by special ad hoc groups for submittal to DOE from the Chair require Chair approval. Approval levels for most document types are indicated in the beginning of this section. Prior approval shall be obtained from the EFCOG Chair for formal transmittal of any work products of a cross-cutting nature or in response to a specific request from the Defense Nuclear Facilities Safety Board, DOE Deputy Assistant Secretary, or levels above. With the Sponsoring Director's concurrence, the Working Group Chair may approve work products that are a single issue response to a working group initiative or a request from the DOE Liaison, provided that distribution is limited to the working group and/or EFCOG members.

3.5.3 Correspondence

All EFCOG correspondence prepared by working groups should use the EFCOG logo to the extent possible. The EFCOG logo is available from the EFCOG Support Contractor for use in producing stationary for the working group.

A copy of all significant EFCOG correspondence, internal and external, should be forwarded to the EFCOG Support Contractor for filing purposes in the EFCOG library and for collection of information for the EFCOG newsletter and other reports. Examples of significant correspondence are letters from DOE Working Group sponsors regarding the status of a Working Group/Subgroup/Task Group, correspondence from a Working Group to DOE transmitting comments, input, benchmarking examples, lessons learned as well as external correspondence of substance from sister organizations.

3.5.4 Workshop Proceedings

Detailed planning information regarding workshops is contained in Attachments N, O, P, and Q. The Workshop Planning Committee should be responsible for collecting presentation materials and forwarding a copy to the EFCOG Support Contractor.

Prior to the distribution of proceedings, session and workshop Chairs shall obtain public release approval for summaries, minutes, etc., which are included. Working groups shall obtain prior approval by the Sponsoring Director before distributing workshop proceedings.

Proceedings Distribution

- Proceedings should carry a printed notice that the working group and workshop is sponsored by EFCOG.
- Copies of distributed proceedings shall be forwarded to the EFCOG Board of Directors for information and to the EFCOG Support Contractor for historical record keeping.
- If logistically possible, presentation materials should be made available prior to the session, either electronically or in hard copy.
  - For this reason, the Workshop Planning Committee should request that final presentation materials are available prior to the workshop. Distribution at the workshop would also eliminate postage and subsequent reproduction costs.
  - The Workshop Planning Committee can also request that presenters submit their material in advance of the workshop and prepare the material on electronic media to be handed out to attendees at the workshop.
- An alternate solution is for each presenter to provide his or her own copies for distribution. The Workshop Planning Committee should determine how many copies would be needed and inform all presenters.

- During the workshop, workshop information may be distributed to participants without prior approvals.

- After the workshop, workshop proceedings or attendance lists should be sent to EFCOG members only. If a request is received from a non-EFCOG member after the workshop, contact the Sponsoring Director or Managing Director for approval. Attendance lists must not be used for marketing purposes.

**Proprietary Information**

If material being presented is proprietary, then the presenter/author shall appropriately mark the material and inform the Workshop Planning Committee that the information cannot be distributed during the workshop or in proceedings. The presenter/author may be requested to submit an abstract or summary that is authorized to be distributed.

### 3.5.5 Working Group Information

Information associated with working groups and all working group activities will be maintained by the working group and provided to the EFCOG Support Contractor for inclusion in the EFCOG archives.

**EFCOG Database**

The EFCOG Support Contractor will maintain a database with information pertaining to individual members, addresses, associated working groups, and other information applicable to EFCOG membership.

The Working Group Chairs are responsible for making sure that changes or corrections to information in the EFCOG database are forwarded to the EFCOG Support Contractor for updating the database.

This information will be used for preparing mailing lists, reports to the EFCOG Directors, EFCOG members, working group members and other contacts. Rosters should contain name, title and company affiliation, along with phone and email.

**Working Group/Subgroup Membership Lists**

Working groups should maintain a list of members of the working group, their roles and responsibilities, and contact information. The Working Group Chair will be responsible for forwarding initial lists and subsequent changes to the information to the EFCOG Support Contractor who will update the EFCOG database and EFCOG website.

**Contacts**

Working Group Chairs are also responsible for informing the EFCOG Support Contractor if the official contact for a working group has changed.

**Status Changes**

The Working Group Chair should report changes in membership, leadership, or activities of the working group/subgroup to the EFCOG Support Contractor as
soon as possible. The information will be used for updating the EFCOG database, website, and other documentation, as necessary.

3.5.6 Annual Report

Each working group shall provide an annual report to the Board of Directors on the status of the group's activities. Annual reports are due by November 15th of each year and cover the fiscal year ending the previous September 30th. The working group's annual report should be completed prior to the turnover of the Chair of the working group. The Working Group Chairs are responsible for preparing the report and submitting to the EFCOG Sponsoring Director for approval and then to the EFCOG Support Contractor by the due date. The EFCOG Working Group Coordinator, working with the Administrator, will compile the full EFCOG Annual Report and submit to the EFCOG Chair, Vice Chair and Vice Chair Elect for approval, prior to publishing the Annual Report.

Report Contents

The report should clearly document the group's value to the member companies and to DOE and an evaluation of whether to continue the working group and/or its subgroups. The Working Group Chair should discuss the state of the working group by providing the following information:

- Introduction
- Purpose
- Objectives
- Scope
- Membership and Organization
  - Total number
  - Companies represented
  - Leadership positions and who fills each
- Fiscal Year Achievements
  - Deliverables/accomplishments
  - Reports
  - Workshops held and information-shared meetings
  - Interaction with other working groups
- Fiscal Year Annual Work Plan
  - Activity
  - Benefit
  - Deliverable/Key Milestone(s)
- Lessons learned (working group and subgroup)
- Effectiveness evaluation
- Recommendations for continuing the working group

A sample copy of the Working Group Annual Report Outline can be found as Attachment H in this manual. If guidance is needed in preparing the report, contact the EFCOG Working Group Coordinator for assistance.
Section 4

EFCOG Support Contractor
4.1 Overview

Support for the EFCOG Chair and EFCOG membership is provided by the EFCOG Support Contractor. The EFCOG Support Contractor shall be an independent entity or organization, selected and approved by the EFCOG Board of Directors and tasked with providing the following support:

- Managing Director
- Administrator
- Meeting Coordinator
- Working Group Coordinator
- Webmaster

The EFCOG Support Contractor will provide other personnel as requested by the Board of Directors.

As the focal point for all EFCOG information, the EFCOG Support Contractor provides continuity between rotating EFCOG Chairs.

4.2 EFCOG Support Contractor Roles

4.2.1 Managing Director

The Managing Director oversees and coordinates all activities of the organization and is the direct liaison between the EFCOG membership, Board of Directors, Chair and administrative staff. The role of the Managing Director is to support the EFCOG Chair by contacting members, potential members, DOE and external organizations on the Chair’s behalf to solicit membership, provide updates on EFCOG, and enhance the efficiency of the EFCOG organization.

4.2.2 Administrator

The Administrator provides support to the Managing Director, Chair, Directors, Working Group Chairs, and others in the organization by the administration of day-to-day activities, including developing documents and reports, providing a central location for EFCOG correspondence, database management, documentation and other information, coordinating the flow of information between the EFCOG Chair, Board of Directors, working groups, members and potential members, and arranging for distribution of all EFCOG documents and membership information.

4.2.3 Meeting Coordinator

The Meeting Coordinator schedules, facilitates and executes the planning of annual meetings of the Board of Directors, the annual and semi-annual meetings of the Executive Council, and the Strategic Planning meeting.
4.2.4 Working Group Coordinator

The Working Group Coordinator monitors, coordinates and facilitates the activities of the EFCOG working groups and is the liaison between the EFCOG Board of Directors and the Working Group Chairs.

4.2.5 Webmaster

The Webmaster is responsible for the development and maintenance of the EFCOG website.

4.3 EFCOG Support Contractor Responsibilities

4.3.1 Managing Director

The Managing Director is responsible for providing the following services:

Meetings

- Meet with the Chair and/or Vice Chair at least semi-annually to discuss progress reports and strategic planning.
- Organize and attend all Directors meetings and annual meetings to provide meeting oversight and take minutes of proceedings.
- Schedule and attend meetings with external or DOE organizations for the Chair and Vice Chair.
- Oversee the preparation and presentation of the annual EFCOG Executive Council meeting.
- Oversee the preparation and presentation of EFCOG Strategic Planning meetings.

Membership

- Communicate progress and plans to EFCOG members.
- Solicit new membership for EFCOG.
- Monitor and follow-up on new membership inquiries.
- Track member annual fees and present annually to Executive Council for review and approval.

Finances

- Maintain the EFCOG bank account (signature authority is vested only with the EFCOG Chair and Vice Chair); provide monthly reports to the Chair on balances.
- Keep an accounting record of all financial transactions.
- Prepare checks for accounts payables and submit to Chair or Vice Chair for signature.
- Prepare EFCOG tax returns.
- Prepare and submit to Board of Directors an annual financial report.

Official Documents

- Monitor all organizational documentation to maintain regulatory compliance.
• Submit documents as required to Board of Directors for review and approval.
• Maintain Power of Attorney, at Board’s request, to allow continuity through Board transition.

4.3.2 Administrator

The Administrator is responsible for providing the following services:

EFCOG Database

• Develop database of members and non-members, with contact and other information.
• Maintain database of EFCOG documents including updates, changes, etc.
• Code database for use in multiple reporting formats.
• Provide reports as needed.

EFCOG Documentation

• Develop and maintain centralized filing system for EFCOG documentation.
• Implement appropriate document control and records management processes for EFCOG information.
• Maintain electronic and/or hardcopy documentation files.
• Obtain copies of all documentation from working groups, membership, Board of Directors, and external organizations.
• Distribute electronic or hardcopy documentation to members upon request.
• Archive documents annually.
• Maintain storage facility for archived documents.

Working Group Support

• Assist in the startup of working groups by providing information and materials.
• Provide information distribution in support of working groups to include: workshop and conference related notices, proceedings, and other correspondence; working group internal communication; technical papers; etc.
• Maintain database of members of working groups/subgroups and contact information.
• Provide copies of EFCOG information, such as newsletters and brochures, for use in working group meetings and workshops.
• Maintain hardcopy and electronic copy of all working group correspondence, i.e., reports, letters, workshop/meeting minutes, etc.
• Design, develop and maintain working group web pages.
• Schedule quarterly teleconferences for Working Group Chairs. Prepare minutes, distribute and post to website.
• Obtain working group annual reports for inclusion in EFCOG Annual Report to the Directors.
• Provide documentation to working groups to assist in working group activities.
**EFCOG Membership**

- Develop and maintain an EFCOG membership filing system to include:
  - EFCOG Overview
  - Application/Data Information Form
  - Introductory Letter
  - Acceptance/Welcome Letter
  - Database of Potential Members
  - Member Files
  - Pro Rata Share Invoice
  - Member Payment Thank You Letter
  - Member Payment Report
- Send potential members EFCOG information.
- Maintain database of potential members for follow-up by the Managing Director.
- Send new members EFCOG documentation and membership forms.
- Prepare and distribute annual member “pro-rata share” invoices and thank you letters.
- Prepare and deposit membership payments to EFCOG bank account.
- Develop and maintain membership payment report.
- Update member files to reflect current representative and payment status.
- Provide copy of EFCOG manual to new members.

**EFCOG Chair Support**

- Maintain schedule of and prepare for Board of Director meetings, including notifications, agendas, speakers, handouts and minutes.
- Support the preparation and conduct of annual EFCOG Executive Council meeting.
- Conduct regular communications as required with EFCOG members, external organizations, and DOE.
- Implement actions per Board of Directors and/or Chair approval (such as: set up meetings, draft letters for the Chair, develop and/or revise guidance documents, etc.)
- Provide continuity during changes in the EFCOG Chair, assist in transition activities, and maintain up-to-date EFCOG information.
- Design, develop, write, procure printing, and distribute EFCOG brochures.
- Maintain and prepare documents for Board of Director approval.
- Obtain data and prepare draft of the EFCOG Annual Report to the Directors.
- Develop and maintain a calendar of events and action item reports.
- Develop and maintain directories for EFCOG membership, Board of Directors, and Working Group Chairs.
• Order and store supplies on an as needed basis.

4.3.3 Meeting Coordinator

• The Meeting Coordinator is responsible for providing the following services:
  • With assistance of the Managing Director, create schedule of meeting for the Board of Directors.
  • Provide Board of Directors an annual meeting matrix for selection of venue for EFCOG annual meeting.
  • Schedule any meetings of the Executive Council.
  • Coordinate meetings with Department of Energy (Forrestal) and hotels as required.

4.3.4 Working Group Coordinator

The Working Group Coordinator is responsible for providing the following services:

• Provide assistance to Working Group Chairs to coordinate and integrate working group activities and assist in the measuring and analysis of working groups’ cost/benefits annual reports to the Directors.
• Facilitate discussions with external DOE Liaisons for workshop or conference support.
• Chair quarterly Working Group Chair teleconferences.
• Provide oversight of working group meetings and workshops.
• Assist in development of new working groups.
• Monitor working groups to ensure compliance of the EFCOG Charter policy.

4.3.5 Webmaster

The Webmaster is responsible for providing the following services:

• Design, develop and maintain the EFCOG website.
• Design and develop website pages and content as needed.
• Monitor the website daily to ensure data is current and correct.
• Prepare files for website format prior to posting.
• Assign and monitor website passwords.
• Secure and maintain service files for the website server.
• Secure and maintain service files for the website name registration.
# TABLE OF ATTACHMENTS

A. Glossary  
B. EFCOG Charter  
C. EFCOG Bylaws  
D. Statement of Guiding Principles  
E. DOE Support Letters  
F. Key Working Group Activities  
G. Working Group Annual Work Plan Outline  
H. Working Group Annual Report Outline  
I. Working Group Chair Turnover Checklist  
J. Executive Council Proxy Statement Form  
K. Membership Information Form  
L. Member Resignation Letter  
M. EFCOG Support Contractor Annual Meeting Responsibility  
N. Guidelines for Meetings and Workshops  
O. Workshop Organization Chart  
P. Workshop Survey Form  
Q. Criteria for Workshop Presentation Selections  
R. Election Timeline  
S. Sample Voting Ballot
Glossary
## Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Practice</td>
<td>Methods, processes, or procedures that are judged to be substantially better than the norm and which represent innovative thinking in developing advanced solutions to achieving effective outcomes.</td>
</tr>
<tr>
<td>Board of Directors</td>
<td>Group of elected members from the Executive Council who guide the operational activities of EFCOG. Sometimes referred to as “Executive Directors.”</td>
</tr>
<tr>
<td>DOE Liaison</td>
<td>DOE manager designated by DOE senior management who has responsibilities related to the scope and subject matter of a working group.</td>
</tr>
<tr>
<td>Executive Council</td>
<td>The body of designated representatives from each member company of EFCOG.</td>
</tr>
<tr>
<td>Guiding Principle</td>
<td>Character trait that is fundamental to how an individual or organization conducts its affairs and how it desires to be perceived by others.</td>
</tr>
<tr>
<td>Member</td>
<td>DOE contractor who has paid their pro rata share of EFCOG support. Sometimes referred to as “member company.”</td>
</tr>
<tr>
<td>Member Representative</td>
<td>Individual identified by the DOE contractor to represent the contractor on the Executive Council.</td>
</tr>
<tr>
<td>Membership Fee</td>
<td>A pro rata assessment of EFCOG annual operational costs paid by each member company.</td>
</tr>
<tr>
<td>POC</td>
<td>Point of Contact – A DOE representative who assists the DOE Liaison by working with a subgroup or task team, if required.</td>
</tr>
<tr>
<td>Sponsoring Director</td>
<td>A member of the Board of Directors who champions a working group and who is a liaison between the working group and the Board of Directors, and with DOE.</td>
</tr>
<tr>
<td>Steering Committee</td>
<td>An executive body within a working group that sets priorities and guides the direction of the working group.</td>
</tr>
<tr>
<td>Subgroup Chair</td>
<td>The leader of a subgroup of an affiliated working group. Reports to the affiliated Working Group Chair. Subgroups typically have a charter and a long-term topical mission.</td>
</tr>
<tr>
<td>Task Team</td>
<td>A project team with a specifically defined objective to be achieved over a relatively short period of time and then disbanded when the objective has been achieved.</td>
</tr>
<tr>
<td>Title</td>
<td>Description</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Member and Vice Chair of the Executive Council and the Board of Directors. Assumes the position of Chair in the event the Chair is unable to perform his/her duties. There may be an analogous position in a working group or subgroup.</td>
</tr>
<tr>
<td>Vice Chair Elect</td>
<td>Member and Vice Chair Elect of the Executive Council and the Board of Directors. Assumes the position of Vice Chair in the event the Vice Chair is unable to perform his/her duties.</td>
</tr>
<tr>
<td>Working Group</td>
<td>An assembly of individuals from EFCOG member companies (and other non-member subject matter experts) who operate under a specific work plan approved by the Board of Directors and who pursue tangible objectives within a broad subject area related to the management and operation of DOE facilities.</td>
</tr>
<tr>
<td>Working Group Work Plan</td>
<td>An annual plan that defines main focus areas of the working group for a particular fiscal year, and the planned activities, including activity description, benefit to DOE and the member companies, and the deliverables/key milestones resulting from the activities.</td>
</tr>
<tr>
<td>Working Group Member</td>
<td>An individual who participates in the working group.</td>
</tr>
<tr>
<td>Working Group Membership</td>
<td>Comprised of the Working Group Chair and one or more individuals from the Steering Committee, participants from member contractors, and observers. Membership is open to persons from any EFCOG member company in good standing.</td>
</tr>
<tr>
<td>Working Group Mission</td>
<td>Brief statement of why the working group exists and what it intends to accomplish.</td>
</tr>
<tr>
<td>Working Group Subgroup</td>
<td>Participants comprising a sub-element of a working group, who are associated with a particular aspect of the broader working group subject area.</td>
</tr>
</tbody>
</table>
EFCOG Charter
ENERGY FACILITY CONTRACTORS GROUP (EFCOG)

CHARTER

Original Charter Approved on December 3, 1991

REVISION 7

Revised and Approved by EFCOG Board of Directors on December 7, 2010

Approved by EFCOG Members on February 25, 2011

REVISION 8

Revised and Approved by EFCOG Board of Directors on March 27, 2014

I. PURPOSE

The Energy Facility Contractors Group (EFCOG) is a self-directed group of contractors of U.S. Department of Energy (DOE) facilities. The purpose of the EFCOG is to promote excellence in all aspects of operation and management of DOE facilities in a safe, environmentally sound, secure, efficient, and cost-effective manner through the ongoing exchange of information and corresponding improvement initiatives.

II. OBJECTIVES

EFCOG has four primary objectives:

A. Promote, coordinate, and facilitate the active exchange of successful programs, practices, procedures, lessons learned, and other pertinent information of common interest that have been effectively utilized by DOE contractors and can be adapted to enhance operational excellence and cost effectiveness for continual performance improvement by other DOE contractors.

B. Identify and address issues of common interest (redundant with scope). Focus on active personal exchanges of management and technical information among contractors (redundant with scope).

C. Utilize interfaces with organizations such as, but not limited to, the Nuclear Energy Institute (NEI), Electric Power Research Institute (EPRI), Institute of Nuclear Power Operations (INPO), Training Resources and Data Exchanges (TRADE), Association for Excellence in Reactor Operations (AERO), Nuclear Security Information Exchange (NSIE), to promote cooperation and interchange information, as appropriate, and minimize duplication of efforts.

D. Interact with DOE in ways that produce value-added change for both DOE and the contractor community.

III. SCOPE

A. Activities will focus on any aspect of DOE facilities that are pertinent to promoting excellence and cost efficiency and will include programmatic, management, operational, and technical areas such as Acquisition Management; Environment, Safety and Health; Quality Assurance; Issues Management; Risk Management; Operations; Maintenance; Security; Contract Reform; Performance-Based Contracts; and Contract Management. Other focus areas are as determined by the Board of Directors, most often in consultation with the DOE.
B. EFCOG will facilitate the exchange of information through such vehicles as meetings, workshops, conferences, working groups, and written materials. Meetings, workshops, conferences, and working group activities will be conducted periodically on pertinent issues and open to member companies and the DOE.

C. EFCOG will document the results of various member-sponsored efforts in reports and position papers.

D. EFCOG will assume no financial, legal, or compliance responsibility for its members. Furthermore, it is not intended that EFCOG preclude or intervene in any way in the direct communication and interaction between any individual member company and the DOE.

E. EFCOG will not engage in lobbying.

F. EFCOG is not a contractor advocacy organization, and therefore, will not take or promulgate independent positions on issues, regulations, DOE Orders or other areas of contractor concerns. EFCOG will facilitate dialogue between DOE and member organizations for the purpose of understanding issues and initiatives of mutual interest.

G. Participation in EFCOG-sponsored activities and support are allowable costs under the DOE operating contract of each member, as long as costs are maintained at a reasonable level, receive appropriate management review, and are compatible with contract requirements.

IV. ORGANIZATION

A. All DOE prime or subcontractors are eligible for membership. Any other entity, if its participation in EFCOG, in the opinion of the Board of Directors, would benefit EFCOG shall be eligible for membership. The Board of Directors may approve Full, Associate or Small Business Associate membership for any entity when the Board determines that such membership would further the objectives of EFCOG.

B. EFCOG shall be governed by an Executive Council made up of the representatives of the member companies and a Board of Directors elected by the Executive Council.

   The Executive Council shall approve and amend, when necessary, the EFCOG Charter and Bylaws, and annually approve the budget that has been recommended by the Board of Directors.

   Established budgets will cover only the costs of EFCOG’s support services.

C. The EFCOG Chair will appoint a nominating committee for recommending candidates to serve on the Board of Directors. The Executive Council will then elect members to serve as the Board of Directors.

D. The Board of Directors will annually nominate a Chair, Vice Chair, and Vice Chair Elect to the Executive Council for approval. Additional nominations will be sought from the Executive Council at the annual meeting prior to the election. These positions on the Executive Council shall also be the Chair, Vice Chair, and Vice Chair Elect of the Board of Directors.

E. Membership on the Executive Council shall be limited to one (1) representative per EFCOG member.
The representative shall be a senior executive empowered to make commitments for his/her organization. Commitments could include paying pro rata shares of EFCOG costs, authorizing travel, and/or sponsoring meetings.

Members should limit changing representatives to no more than once every twelve (12) months.

F. The Board of Directors shall consist of at least fifteen (15), but no more than eighteen (18), individuals elected by the Executive Council. Only full members of the Executive Council are eligible to be on the Board of Directors. It is the intent that the Board of Directors, to the extent possible, will have representation from each of the major DOE program areas. The objective for the Board of Directors’ composition shall be an appropriate mix and rotation of membership. Terms of office on the Board of Directors shall be for three (3) years, with members’ terms expiring on a staggered basis.

To promote broad contractor participation in EFCOG, no single corporation should have more than one (1) person serving on the Board of Directors.

G. If the need is determined by the Board of Directors, the Chair shall have the authority to obtain the services of, and supervise the activities of, necessary support staff for EFCOG, as authorized in budgets approved by the Executive Council.

H. The Board of Directors is responsible for approving, as appropriate, the formation of various Working Groups and Subgroups to address issues. Subgroup approval is delegated to the Sponsoring Director of the associated Working Group.

I. DOE may select senior members from the DOE to participate in meetings of the Executive Council and the Board of Director; however, they will have no voting rights. DOE personnel are welcome to participate in meetings, workshops, conferences, and working groups.

J. The annual year for the EFCOG budget shall be the Government's fiscal year.

V. PROCESS

A. Meetings of the Executive Council shall be held as needed, but at least annually. A fifty percent (50%) participation of the Executive Council members is necessary to constitute a quorum. Actions or activities (other than changes to the Charter or Bylaws) taken by the Executive Council shall require a majority vote of those present or represented by proxy. Executive Council members may appoint an alternate to attend meetings and represent their membership with full voting rights by executing and submitting a proxy statement to the Chair prior to the meeting. Changes to the EFCOG Charter or Bylaws shall require approval of eighty percent (80%) of the Executive Council membership.

B. At least thirty (30) days’ notice to the membership shall be provided for all meetings of the Executive Council.

C. Teleconferences or meetings of the Board of Directors shall be held as often as needed, but at least quarterly. A two-thirds participation of the Board of Directors is necessary to constitute a quorum. A member of the Board of Directors may appoint an alternate to attend these meetings by informing the
Chair. An alternate cannot vote without a proxy from the Director being represented. The Board of Directors will conduct EFCOG activities within the Executive Council approved budget and will prepare progress and budget reports to the Executive Council at their annual meetings. Issues undertaken by the Board of Directors on behalf of EFCOG shall be approved by a majority of the voting Directors.

D. Working Groups shall meet as frequently as required to carry out the tasks assigned by the Board of Directors. If appropriate, and as requested by the Board of Directors, Working Groups shall provide reports to the Board of Directors to document Working Group results and recommended actions.

E. With the exception of distributing workshop proceedings, meeting minutes, draft reports, or similar documentation, all official transmittals of EFCOG information to non-members or DOE will be approved by the Chair or his/her designee before release.

F. The Board of Directors, supported as necessary by Working Group members, shall provide all briefings, oral reports, or written reports to the DOE or other outside organizations.

G. The Board of Directors shall provide an annual written report of completed and ongoing EFCOG activities to the Executive Council.

H. At least every three (3) years, the Chair shall appoint a committee to assess the effectiveness, scope and direction of EFCOG, and will provide the Executive Council with a written assessment report.
C

EFCOG Bylaws
ENERGY FACILITY CONTRACTORS GROUP (EFCOG)

BYLAWS

These Bylaws are adopted, effective as of July 25, 2011, by the Executive Council and Board of Directors (“Directors”) of the Energy Facility Contractors Group (“EFCOG”) pursuant to paragraph IV (C) of the Charter (“Charter”) which formed said Group.

Article VII was revised and approved by EFCOG Board of Directors on March 27, 2014.

Article VII was again revised and approved by EFCOG Board of Directors on June 11, 2014.

ARTICLE I
MEMBERS

Any Company, including corporate subsidiaries, with a DOE prime management contract or integrated subcontractor to a prime shall be eligible for membership, and may become a member of EFCOG.

Associate membership or Small Business membership (as qualified by Small Business Association criteria) is open to any organization that supports a DOE prime contractor as a subcontractor, vendor or consultant.

Membership, Associate Membership or Small Business Membership in EFCOG shall commence upon payment of the established pro-rata share of appropriate EFCOG support service charges.

ARTICLE II
CHARGES

The method for establishing the pro-rata share of appropriate EFCOG support costs to members and associate members shall be established by the Directors. The Directors shall establish and recommend to the Executive Council for approval a schedule of charges payable by the members consistent with such method and in an amount sufficient to pay the expenses of EFCOG.

ARTICLE III
TERMINATION AND RESIGNATION OF MEMBERSHIP

Any member may resign at any time from EFCOG. The Directors may remove a member from EFCOG if said member fails to meet the criteria in Article I above; fails to pay in a timely manner all amounts due in charges under the Charter, these Bylaws, or other binding agreement related to EFCOG activities; or otherwise breaches the Charter or these Bylaws.

If the Directors desire to remove a member from EFCOG, the Directors’ Chair shall provide that member thirty (30) days prior written notice of the intent to do so and an opportunity for that member to present its position on such removal to the Directors. A decision to remove a member from EFCOG shall require a two-thirds (2/3) vote of all members of the Board of Directors.
Any member whose membership is terminated, or who resigns from membership, shall forfeit any interest in any and all funds, rights, and interest belonging to EFCOG.

ARTICLE IV

AUTHORITY TO ACT

Each member shall represent in writing to the Executive Council (“Council”) Chair (a) that the council representative appointed by such member is authorized by that member to cast votes, make commitments on behalf of the member, and represent that member on all matters properly coming before the Council, and (b) that any substitute Council representative duly representing the member will also be so authorized. Accordingly, if and when the Council representative of a member is for any reason unable to attend a meeting of the Executive Council to fulfill any other commitment to EFCOG, the member may designate a substitute Council representative by proxy, who shall assume the duties of the member’s regular Council representative in accordance with the procedures established therefore.

ARTICLE V

EXECUTIVE COUNCIL

The Council has the ultimate authority to conduct business for EFCOG to achieve its Purpose and Objectives within the Scope specified by Sections I, II, and III of the EFCOG Charter. Its power shall include, but not be limited to, calling and conducting meetings, approve and amend, when necessary, the EFCOG Charter and Bylaws, approve apportionment of pro-rata share of appropriate EFCOG support service charges, elect Directors, elect the Directors’ Chair, Vice Chair, and Vice Chair elect, and approve the annual budget that has been recommended by the Directors.

Each member of EFCOG shall have one representative on the Council. In all matters subject to a vote of the Council, each Council representative shall have one vote. Each Council representative shall be a senior executive of the member and shall be empowered by the member to make commitments for the member organization.

Each Council representative shall hold office until a successor is appointed by the member organization, or the resignation or termination of the member organization with which the Council representative is affiliated. A member may remove its appointed Council representative at any time by giving notice of such removal to the Council Chair. Council representatives may be removed by only the member appointing such representative.

Any vacancy on the Council of a member representative shall be filled by the appointment of a new representative by the member that the vacancy left unrepresented on the Council.

The Chair and Vice Chair of the Board of Directors, as elected by the Council, shall be the Chair and Vice Chair of the Executive Council. The Council Chair shall preside over duly called meetings assuring said meetings are conducted in an organized manner consistent with the stated agenda. The Council Vice Chair shall assist the Council Chair in fulfilling his/her responsibilities and fulfilling the responsibilities of the Council Chair in his/her absence. For purposes of succession, the Council will elect a Vice Chair elect who shall be designated as the successor to the Vice Chair.

ARTICLE VI

COUNCIL MEETINGS, NOTICE, AND QUORUM
Regular meetings of the Council for the purpose of election of Directors and acting on other business matters shall be held annually and more frequently as determined necessary by the Council Chair. Special meetings of the Council may be held at the written request of five or more Council representatives.

Notice of any Council meeting stating the agenda, time and place thereof, shall be given by the Council Chair through mailing the same to each Council representative at least thirty (30) days before the meeting.

A quorum shall be required for the transaction of any business at a meeting of the Council. Fifty percent (50%) of all Executive Council representatives shall constitute a quorum. Council decisions shall be by majority vote of those present or represented by proxy. If at any meeting of the Council there is less than a quorum present, the majority of those present may adjourn the meeting to a designated date, time, and place. At any such adjourned meeting, any business that properly could have been transacted at the meeting as originally called may be transacted without further notice.

A Council decision on approval or modification of the EFCOG Charter or Bylaws shall be by an eighty percent (80%) affirmative vote of all Council representatives.

Minutes of Council meetings shall be mailed by the Council Chair to all Council representatives within thirty (30) days of such meeting.

**ARTICLE VII**

**BOARD OF DIRECTORS**

The Executive Council shall elect at least fifteen (15), but no more than eighteen (18), Council representatives to serve as the Board of Directors. In all matters subject to a vote of the Board of Directors, each Director shall have one vote. The Directors should, to the extent possible, include representatives from each of the major DOE program areas. Each Director shall be a full member representative and serve for a term of three years, provided that the Director remains a Council representative for such term. The terms of the Directors shall be staggered, so that the terms of one third of the Directors expire each year. The objective in the composition of Directors should be an appropriate mix and rotation of membership.

If any Director resigns or is removed as a Council representative or if the member company that appointed that Director as a Council representative resigns or is terminated from membership in EFCOG, such resignation or removal shall create a vacancy on the Board of Directors. When such a vacancy is created, other than from a membership termination, the remaining Directors shall review the proposed replacement representative from the member company. The replacement, after approval by the Directors, will serve in the previously vacated position until the next scheduled annual meeting of the Executive Council at which time the seat will be considered vacant and will be open for election of an individual by the Executive Council. The individual elected to the vacated seat shall serve for the remainder of the three year term. In cases of a vacancy created as a result of a membership termination, the Board seat shall remain vacant until the next EFCOG annual meeting at which time the Board seat will be filled by election for the balance of the vacated seat term or for a new three year term of office.

The Chair and Vice Chair of the Board of Directors shall serve the same functions for the Board of Directors as provided in these Bylaws and Charter for the Council Chair and Vice Chair of the Executive Council. The Chair shall be vested with the care and custody
of the funds of EFCOG, shall keep accurate minutes of all meetings, and shall have and exercise under the supervision of the Directors all the powers and duties commonly incident to this responsibility. All expenditures shall be at the direction of the Chair as authorized by the Directors. The Chair shall present at least annually financial and proposed budget reports to the Directors in such manner as the Directors may from time to time determine. The Chair shall maintain records of all receipts and disbursements of EFCOG funds and on request shall make such records available to each Council representative for inspection and copying. The Directors are assigned the responsibility to approve, as appropriate, the formation of various Working Groups and Subgroups to address issues of interest to EFCOG, to propose an annual budget and associated apportionment of charges structure to the Council for approval, to annually establish a Nominating Committee for proposing Director nominees to the Council, to determine the need for services to EFCOG (including support staff), to authorize expenditures of EFCOG funds, and to carry out all other such actions as specified for the Directors in the EFCOG Charter.

**ARTICLE VIII**

**DIRECTORS MEETINGS, NOTICE, AND QUORUM**

Regular meetings of the Board of Directors shall be held quarterly, and more frequently as determined necessary by the Directors’ Chair. Special meetings of the Directors may be held at the request of at least half of the Directors.

Notice of any Directors’ meeting stating the agenda, time, and place thereof shall be given to the Directors by mail, telephone, or electronic transmission at least ten (10) days in advance of the meeting. Participation at a Directors’ meeting by a Director shall constitute evidence of compliance with this requirement for that Director. Directors may participate in any meeting of the Directors through any means of communication by which all Directors may simultaneously hear each other during the meeting. A Director participating in a meeting by this means shall be deemed to be present in person at the meeting. A quorum shall be required for the transaction of any business at a meeting of the Directors. Two-thirds (2/3) of the Directors shall constitute a quorum. Directors’ decisions on all matters shall be by a majority vote of those present, including those represented by proxy.

**ARTICLE IX**

**WORKING GROUPS**

The Board of Directors shall authorize the creation of specific Project Teams, Task Forces or Working Groups of EFCOG, and Subgroups to them. Project Teams, Task Forces or Working Groups and Subgroups shall have only the authority and scope specifically delegated to them by the Directors, and no authority denied to the Directors shall be delegated to any Working Group. Any Group so created shall report, as directed by the Directors Chair, to the Directors and/or the Council through an assigned Sponsoring Director. Subgroup approval is delegated to the Sponsoring Director of the associated Working Group. No Working Group activity shall be represented as an activity or product of EFCOG until specifically authorized by the Directors. Implementation of consensus standards or preferred technical approaches by EFCOG members is strictly voluntary. With the exception of distributing workshop proceedings, meeting minutes, draft reports, or similar documentation, all official transmittals of EFCOG information to non-members or DOE will be approved by the Chair or his designee before release.
ARTICLE X

AUDITING

Within ninety (90) days after the end of each fiscal year the Chair shall prepare and submit to all Council representatives a balance statement for EFCOG’s account(s) and a summary of the activity of such account(s) for said year. The Directors may hire certified public accountants to prepare and/or audit all or part of said statements and/or summaries if it deems such action to be advisable.

ARTICLE XI

COMPENSATION

Employees of EFCOG members who are Council representatives or Directors, and/or Working Group members are not entitled to compensation from EFCOG for their services rendered to EFCOG or for expenses.

ARTICLE XII

AMENDMENTS

These Bylaws are subject to amendments, which may be proposed by a majority vote of the Board of Directors and approved by an 80% vote of the Executive Council representatives.
Statement of Guiding Principles
STATEMENT OF GUIDING PRINCIPLES
June 2005

General Principles
In the 1990s the United States Department of Energy is facing a formidable set of challenges. These challenges range from the problems associated with operating the nuclear weapons complex in compliance with environmental, safety, and health laws and regulations to how to sustain the value of the Department's contributions to the nation during changing times. Prudently, the Secretary of Energy has sought to instill a new operating philosophy within the Department and among its contractors with the goals of improving accountability, achieving environmental compliance, and restoring public credibility. It is crucially important for the future of both the Department of Energy and its contractors that EFCOG succeed in realizing these goals.

The national interest will be well served if we, as DOE contractors, can strengthen and improve our operational performance. Historically, the DOE-contractor relationship has embodied a great deal of trust in the form of delegation of operational responsibility. It is important that we justify such trust through superior performance and continuous improvement in all aspects of facility operation and management. We shall seek to strengthen the attributes of trust and reliability in our interactions with DOE that make for a mutually supportive working relationship.

Operational Principles
We acknowledge that individual energy facility operators have been contracted by DOE for their unique strengths and for different work purposes. Nevertheless, there exist several operational functions that are performed by almost all contractors. Some of these functions are new, such as increased ES&H focus, new DOE orders, strategic planning, science and math education, technology transfer, and total quality management. We are all trying to determine the best approaches for these new activities. Many are functions that have existed for some time, for example, security, emergency preparedness, capital assets management, budgeting, subcontracting and procurement, management information systems, and communications. Even these long-established activities are evolving new requirements and require continuous improvement.

The purpose of the Energy Facility Contractors Group is to promote excellence in all aspects of facility management and operation. We believe that one of the best ways to promote excellence is simply to provide a forum for the exchange of information and lessons-learned. This exchange of information will give member organizations the opportunity to evaluate other approaches and practices and adapt them to their own operations. It is also possible that entirely new approaches may be conceived.

Information exchange may be accomplished through working groups, workshops, seminars, or similar vehicles. Such groups may be formed by the Executive Directors for issues of interest to the EFCOG membership. Workshops in defined topic areas are expected to involve contractor personnel at the operational level. These functional experts should contribute to the workshop effort their best practices and take from the workshop those ideas they feel can help improve their own operational performance. Interested DOE personnel are welcome to participate in EFCOG working activities to whatever extent they feel is appropriate, which may range from observer status to active participation.
The Executive Directors shall provide briefings, oral reports, or written reports of EFCOG working group or workshop results if requested by DOE. Inasmuch as EFCOG is not an advocacy group, the Executive Directors shall not promote changes in DOE policy as a result of working group recommendations. Any working group recommendations that impact DOE are matters for discussion between individual contractors and DOE. Similarly, EFCOG members are not to be bound by the outcomes of working groups. EFCOG subgroups may develop consensus standards or preferred technical approaches; however, implementation by EFCOG members is strictly voluntary. It shall be the responsibility of each EFCOG member organization to implement recommendations it judges to be applicable and appropriate under its contract and for its unique operating requirements.

Notwithstanding the nonbinding nature of EFCOG activities, we expect that good ideas for improved processes will win general acceptance in the DOE community principally on their merits. Our shared objective is to strengthen the Department of Energy by enhancing our own operational excellence and cost-effectiveness as M&O contractors.
DOE Support Letters
April 4, 2001

Mr. Steve Polston  
Chairman  
Energy Facility Contractors Group  
815 S. Rose Street  
Escondido, California 92027

Dear Mr. Polston:

The Defense Nuclear Facilities Safety Board (Board) has long been a strong advocate for the Department of Energy’s (DOE’s) contractors sharing lessons learned and best practices to improve the safety of activities in the DOE complex. The Energy Facility Contractors Group (EFCOG) actions in this area to provide a forum for contractors to work together to address significant issues facing the DOE complex has been commendable. The Board is especially pleased with the establishment of specific working groups, including the Integrated Safety Management Working Group and the Safety Analysis Working Group, to focus on issues the Board believes requires the combined talents of the DOE contractors to address.

The Board noted continued progress in 2000 by DOE, as its contractors have upgraded their safety programs using the concept of Integrated Safety Management as the basic framework. The work of EFCOG in contributing to the progress to date would not have been possible without the dedication of many of EFCOG employees who have responded to the responsibility assigned to them for “Doing Work Safely.” The EFCOG is commended for their contributions for this continued improvement and is urged to continue such efforts.

Sincerely,

John T. Conway  
Chairman

c: Mr. Mark B. Whitaker, Jr.
Karen K. Clegg  
Chair, EFCOG  
Allied-Signal Aerospace Company  
Kansas City Division  
P.O. Box 419159  
Kansas City, MO  64141-6159

Dear Ms. Clegg:

I am writing in response to your letter of October 15, 1992, in which you requested a clear, consistent position from the Department in relation to your group's efforts. The Department of Energy (DOE) supports the Energy Facility Contractors Group (EFCOG) and the objectives established through its charter. With the EFCOG focus on promoting sound and consistent approaches to our varied technical issues, the members can take advantage of each others experiences, benchmarking against all successes and learning from problem and concern areas. Accordingly, the DOE encourages the participation of all the DOE contractors, national laboratories and the DOE facilities in this effort. Importantly, we believe that the active participation of senior line management in the resolution of technical and scientific issues of interest to the DOE distinguishes EFCOG from other organizations. Such participation by senior line managers appears essential if meaningful results are to be achieved. I will personally relay these views to the incoming Under Secretary designate.

In order to promote active participation by EFCOG members and commercial industry counterparts, and to achieve meaningful solutions of value to the DOE, we encourage EFCOG sponsorship of technical symposia, workshops and meetings. Soliciting participation by subject matter experts from industry and national laboratories would provide a vehicle for maintaining an awareness of alternative approaches or options for addressing technical issues of mutual interest.
As John Tuck, my predecessor, stated in his letter of November 12, 1991, to you relative to EFCOG:

As long as the costs are maintained at a reasonable level, receive appropriate management review, and are compatible with contract requirements, we would consider them to be allowable.

I reiterate that the reasonable costs of participation in EFCOG-sponsored activities are allowable. In this regard membership fees are not an allowable cost. We recognize that a number of EFCOG activities have taken place with good success and would encourage and support such future efforts. We propose a 2-year trial period during which the reasonable costs of participation in EFCOG activities can be compared with the results and benefits realized.

In order to facilitate an awareness within the DOE of EFCOG activities, the Under Secretary’s office is designated the point of contact for EFCOG. I trust this provides additional clarification and support for your continuing efforts.

Sincerely,

Hugo Pomrehn
Mr. Dennis K. Fisher  
Chair, Energy Facility Contractors Group  
Associate Director for Plant Operations  
Lawrence Livermore National Laboratory  
Livermore, California 94551

Dear Mr. Fisher:

Thank you for your letter of February 10, 1994, to the Secretary of Energy regarding the first year's activities of the Energy Facility Contractors Group. The Department supports your Group and the objectives established through its charter.

I am writing to reaffirm the Department of Energy's support for your efforts to coordinate the Department's contractors and address common program implementation issues. I particularly support the group's focus on taking advantage of each others' experiences to benchmark successes and learn from common problem areas. The Department now encourages its contractors to eliminate duplication of effort and unnecessary expense. Your Group and its work with our contractors, the National Laboratories, and our field elements help to improve the Department's efficiency.

The establishment of working groups in such areas as continuous improvement and occupational safety and health is particularly useful to the Department. These are areas of critical importance to this agency and its workers -- both federal and contractor. It follows, therefore, that consistent with the Department's prior position, reasonable costs for group-sponsored activities are allowable (excluding membership fees).

The existing agreement with the Department involves a two-year trial period. Your first annual report has been reviewed and I commend the Energy Facility Contractors Group for its endeavors to coordinate contractor participation and communicate effectively on important technical issues with the Department. This is the type of effort I anticipate will save the Department precious resources in the months and years ahead.

Sincerely,

Charles B. Curtis
October 16, 2012

Ms. Susan G. Stiger
EFCOG Chair
Energy Facility Contractors Group
11831 W. Riverview Drive
Post Falls, Idaho 83854

Dear Ms. Stiger:

Thank you for your July 2, 2012, letter to Deputy Secretary of Energy Daniel B. Poneman, and for the opportunity to review the Energy Facility Contractors Group’s (EFCOG) 2011 Annual Report. We are pleased that the 2011 Annual Report covers a wide range of operational topics, including environment, safety, health, and security, and shows the depth and complexity of missions of the Department of Energy (DOE) contractor organizations.

We have enclosed for your consideration suggestions for preparation of future annual reports that we believe will add value and utility to the reports. I also ask that the EFCOG work with the Chief Operating Officers Board, which is chaired by the Associate Deputy Secretary, to assure close alignment of future initiatives with the program missions. I am pleased to see the efforts that EFCOG is pursuing to gain perspectives from external organizations, and I hope that the group will work in the future to bring best management practices from the contractor community corporate parents.

The Department values the strong partnership with EFCOG to address issues and challenges that we collectively face. EFCOG’s continued efforts to improve contractor functions are vital to achieving and sustaining high levels of safety, security, quality, and efficiency in the execution of DOE’s mission.

If you have any questions, please feel free to contact Dr. Patricia R. Worthington, of my staff, at (301) 903-5926, or via e-mail at pat.worthington@hq.doe.gov.

Sincerely,

Glenn S. Podonsky
Chief Health, Safety and Security Officer
Office of Health, Safety and Security

Enclosure
Key Working Group Activities
KEY WORKING GROUP ACTIVITIES

Each Working Group must have:

- Clear objectives,
- An active Chair and, as necessary, Vice Chair and Secretary/Facilitator,
- A DOE Liaison,
- A designated EFCOG Sponsoring Director,
- Defined process for obtaining objectives and target date,
- An annual work plan for each fiscal year
- Tangible results, and
- Written documents outlining results and lessons learned.

Each Working Group Chair is required to provide their Sponsoring Director and the Administrator with:

- A copy of the work plan,
- A copy of the current working group membership,
- A written schedule of meetings, workshops, teleconference calls,
- A copy of the written proceedings of meetings, workshops, and teleconference calls, and
- A copy of the working group’s annual report and any assessments or effectiveness reviews performed of working group activities.

Participation at face-to-face meetings scheduled with other Working Group Chairs to:

- Review progress,
- Assess DOE interface,
- Assess Sponsoring Director interface,
- Outline new objectives, and
- Present scheduled activities.

Participation on conference calls scheduled with other Working Group Chairs to:

- Review progress,
- Discuss annual report to the Directors,
- Discuss working group issues, and
- Discuss policies and directives from Board of Directors.

Additional Working Group Guidance:

- Regularly coordinate with the designated EFCOG Sponsoring Director for concurrence on activities and plans.
- Coordinate regularly with the designated DOE Liaison.
- Strive to document the value-added nature of the working group to DOE.
- Communicate with other working groups to see if synergy exists and lessons learned can be shared.
Working Group Annual Work Plan Outline
In general, in coordination with the DOE liaisons, an annual work plan for a working group will include some background information including the “charter” of the working group, such as its scope and objectives, any subgroups, and other pertinent information. This information will be followed by a detailed listing of the planned fiscal year activities, the benefit of each activity to the member companies and DOE, and the deliverable, if any, and associated schedule/milestone. A sample of such a detailed listing of this information is below.

### Sample: Safety Working Group Work Plan From 2015

<table>
<thead>
<tr>
<th>Activity</th>
<th>Benefit</th>
<th>Deliverable/Key Milestone(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.0 Regulatory &amp; Enforcement</strong></td>
<td></td>
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</tr>
<tr>
<td>1.1 Provide enforcement and regulatory training and learning through DOE-contractor workshops</td>
<td>Sharing of regulatory experience and enforcement actions</td>
<td>1.1.1 Formal training for Enforcement Coordinators by May 31, 2015</td>
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<td></td>
<td>Provide an avenue for communications to and from the DOE Office of Enforcement on matters of enforcement programs, expectations, clarifications, complex-wide issues, and guidance</td>
<td>1.1.2 Data analysis and identification of potential programmatic and repetitive trends across the DOE complex</td>
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<td>1.1.3 Annual workshop of Enforcement Coordinators and the independent Office of Enterprise Assessments by May 31, 2015</td>
</tr>
<tr>
<td>1.3 Conduct peer reviews of contractor enforcement programs</td>
<td>Independent validation of program compliance to regulations and associated guides/operating experience</td>
<td>1.3.1 Peer review of regulatory program at (TBD) location by September 30, 2015, if one requested</td>
</tr>
<tr>
<td><strong>2.0 Nuclear &amp; Facility Safety</strong></td>
<td></td>
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<tr>
<td>2.1 Enable communications between contractor subject matter experts and DOE/NNSA nuclear/ facility safety regulatory officials</td>
<td>Intent and application of DOE/NNSA rules, directives, and standards for nuclear and facility safety are consistently understood</td>
<td>2.1.1 Annual meeting to facilitate contractor and DOE communications on nuclear and facility safety by December 31, 2015</td>
</tr>
<tr>
<td></td>
<td>Established network of DOE/NNSA nuclear and facility safety professionals that facilitates timely communication on critical issues with significant regulatory and/or safety implications</td>
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<tr>
<td>Activity</td>
<td>Benefit</td>
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<tr>
<td>2.2 Coordinated support of, and response to proposed DOE/NNSA directives</td>
<td>Build consensus within the contractor community on proposed directives/rule making thereby reducing the number of open issues needing formal resolution</td>
<td>2.2.1 Contractor input to development, revision, and implementation of DOE Standards (e.g., DOE-STD-1189, DOE-STD-3011, DOE-STD-1120, and DOE-STD-1104-2009), and other DOE documents (e.g., Technical Safety Requirements Guide, USQ Guide, Accident Analysis Handbook) as well as other DOE activities (e.g., DOE Toolbox software) by December 31, 2015</td>
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<td>2.2.2 Timely and efficient response by nuclear safety professionals to DOE initiatives across the DOE complex. (e.g., Beyond Design Basis Accident initiative in response to Fukushima) by December 31, 2015</td>
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<tr>
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<td>2.2.3 List of nuclear safety subject matter experts to expedite performance of work and create efficiencies in sharing information by June 1, 2015</td>
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<td>2.3.1 Issue two best practice papers by March 31, 2015</td>
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<td>2.3.2 Issue one guidance paper (e.g., tritium release fraction) by June 30, 2015</td>
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<td>2.3.3 Feedback on adequacy of DOE nuclear and facility safety directives by December 31, 2015</td>
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<td>2.3.4 List of potential nuclear safety R&amp;D projects, and facilitate expert review of related proposals by December 31, 2015</td>
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<tr>
<td>2.3 Build consensus within contractor community on technical issues with impact to nuclear and/or facility safety</td>
<td>Standard approach to address key nuclear and facility safety issues complex-wide</td>
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<tr>
<td>Activity</td>
<td>Benefit</td>
<td>Deliverable/Key Milestone(s)</td>
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<tr>
<td>2.4 Conduct workshops, meetings, and conference calls to train and share lessons learned/best practices</td>
<td>Forum to present, discuss, and understand nuclear and facility safety issues unique to DOE/NNSA that are not appropriate for standard technical conferences with wide audiences</td>
<td>2.4.1 Annual workshop for nuclear and facility safety professionals to present, discuss, and understand nuclear and facility safety issues unique to DOE/NNSA by March 31, 2015. Note: This includes face-to-face interface to work all other deliverables. 2.4.2 Continuing professional development for safety analysts (e.g., face-to-face meetings, teleconferences) to facilitate maintenance of this unique technical capability for nuclear safety within the DOE complex by December 31, 2015.</td>
</tr>
</tbody>
</table>

### 3.0 Worker Safety & Health

<table>
<thead>
<tr>
<th>Activity</th>
<th>Benefit</th>
<th>Deliverable/Key Milestone(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Enable communications between contractor subject matter experts and DOE/NNSA worker safety and health regulatory officials</td>
<td>Intent and application of DOE/NNSA rules, directives, and standards for worker safety and health are consistently understood. Established network of DOE/NNSA safety professionals that facilitates timely communication on critical issues with significant regulatory and/or safety implications.</td>
<td>3.1.1 Support to DOE to align requirements in 10 CFR 835 App. D and DOE O 458.1 with those of ANSI N13.12. It is estimated this will complete one year after DOE elects to proceed with the update, plus the normal time usually required for rulemaking.</td>
</tr>
<tr>
<td>3.2 Coordinated support of, and response to, proposed DOE/NNSA directives</td>
<td>Build consensus within the contractor community on proposed directives/rule making thereby reducing the number of open issues needing formal resolution.</td>
<td>3.2.1 Gap analysis of latest version of NFPA 70E to current requirements by January 30, 2015. 3.2.2 Gap analysis of latest version of the National Electric Code to current requirements by January 30, 2015. 3.2.3 Recommendation on updates to NFPA 70E Article 330 electrical safety requirements for safe use of lasers by June 2015. 3.2.4 Achieve AHJ reciprocity for DOE equipment by 2016. 3.2.5 Assessment of concerns with 10 CFR 1046, 707, 712… by (TBD date).</td>
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<tr>
<td>Activity</td>
<td>Benefit</td>
<td>Deliverable/Key Milestone(s)</td>
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<tr>
<td>3.2.6 Updated DOE-HDBK-1139- Chemical Management Volume 3 of 3 by September 15, 2015</td>
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<tr>
<td>3.3 Build consensus within contractor community on technical issues with impact to worker safety and health</td>
<td>Standard approach to address key safety issues complex-wide</td>
<td>3.3.1 Occupational Medicine tactical plan by June 30, 2015</td>
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<td>3.3.2 Listing and description of data elements for exposure assessment that should be documented in formal records and communicated to workers and management by September 15, 2015</td>
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<td>3.3.3 Guidance on the application of physical agent TLVs (ergonomic, heat stress,...) by (TBD date)</td>
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<td>3.3.5 Best practice for RFID chemical inventory barcoding in DOE facilities by September 15, 2015</td>
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<td>3.3.8 Return to service sampling survey protocol by (TBD date)</td>
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<td>3.3.9 Methods to address Metals and Recycle Moratorium by (TBD date)</td>
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<td>3.3.10 Revised EFCOG Best Practice #120 Definitions/Guidance for DOE Order 232.2 by June 1, 2015</td>
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<tr>
<td>Activity</td>
<td>Benefit</td>
<td>Deliverable/Key Milestone(s)</td>
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<tr>
<td>3.4 Conduct workshops, meetings, and conference calls to train and share lessons learned/best practices</td>
<td>Forum to present, discuss, and understand worker safety and health issues unique to DOE/NNSA that are not appropriate for standard technical conferences with wide audiences</td>
<td>3.4.1 EFCOG/DOE 2015 Electrical Safety Workshop July 13-17, 2015</td>
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<td>3.4.2 Updated DOE-NTC SAF-115DE web-based laser safety course for all laser users by May 2015</td>
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<td>3.4.3 Worker Safety and Health operational and working meetings with DOE counterparts scheduled for March 2015</td>
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<tr>
<td>4.0 Sustainability &amp; Environmental Management</td>
<td></td>
<td>4.2.1 Evaluation of Environmental Management System (EMS) re-declaration and the new ISO 14001 standard by June 30, 2015</td>
</tr>
<tr>
<td>4.1 Enable communications between contractor subject matter experts and DOE/NNSA sustainability and environmental management officials</td>
<td>Intent and application of DOE/NNSA rules, directives, and standards for sustainability and environmental management are consistently understood</td>
<td>4.2.2 Position paper on recommended strategies for addressing climate change impact in the DOE community by September 30, 2015</td>
</tr>
<tr>
<td></td>
<td>Establish network of DOE/NNSA professionals that facilitates timely communication on critical issues with significant regulatory and/or environmental implications</td>
<td></td>
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<tr>
<td>4.2 Coordinated support of, and response to, proposed DOE/NNSA directives on sustainability and environmental management</td>
<td>Build consensus within the contractor community on proposed directives/rule making thereby reducing the number of open issues needing formal resolution</td>
<td>4.3.1 Identification of acceptable test for Site Environmental reports to meet DOE Order 458.1 reporting by (TBD date)</td>
</tr>
<tr>
<td>4.3 Build consensus within contractor community on technical issues with impact to sustainability and environmental management</td>
<td>Standard approach to address key sustainability and environmental issues complex-wide</td>
<td></td>
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<tr>
<td>4.4 Conduct workshops, meetings, and conference calls to train and share lessons learned/best practices</td>
<td>Forum to present, discuss, and understand worker safety and health issues unique to DOE/NNSA that are not appropriate for standard technical conferences with wide audiences</td>
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<tr>
<td>Activity</td>
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<tr>
<td>5.0 Integrated Safety Management &amp; Quality Assurance</td>
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<tr>
<td>5.1 Develop and share Best Practices to perform safety culture assessments</td>
<td>Ongoing support to DOE complex response to DNFSB Rec 2011-1, a top ISMS priority</td>
<td>5.1.1 Guidance document on safety culture assessments</td>
</tr>
<tr>
<td>5.2 Strategic approach to leadership engagement on effective leadership traits and behaviors with a focus on human performance improvement</td>
<td>Effective leaders are a key component to a strong safety culture and learning organization that performs at a high level. This activity will provide leaders at all organizational levels a concise guide for behaviors and actions that reinforce HPI and ISM</td>
<td>5.2.1 EFCOG guidance document</td>
</tr>
<tr>
<td>5.3 Develop guides for leadership and coaching for use in conducting effective management field observations</td>
<td>Management field presence and effectiveness will benefit from a high standard document that captures INPO standards and HPI principles</td>
<td>5.3.1 EFCOG guidance document</td>
</tr>
<tr>
<td>5.4 Work planning and control benchmarking with industry; providing metrics and performing assist visits</td>
<td>Proven way to continue momentum in implementing the new DOE Work Control Handbook</td>
<td>5.4.1 EFCOG guidance or best practice, and two assist visits conducted around the complex</td>
</tr>
<tr>
<td>5.5 Development of cause analysis &amp; corrective action resources and tools</td>
<td>Increased knowledge and best practices for cause analysis and corrective action development</td>
<td>5.5.1 Guidance documents and tools and techniques made available to contractor and DOE community</td>
</tr>
<tr>
<td>5.6 Integration and expansion of MASL / JSEP</td>
<td>Complex wide benefit as no other organization exists within DOE that works on qualified supplier list, or integration of different lists; economies of scale</td>
<td>5.6.1 Improved data base tools and expanded DOE and contractor commitment and use for common supplier audits</td>
</tr>
<tr>
<td>5.7 Increase access to NQA-1 suppliers</td>
<td>Increased availability of contractors capable of supporting DOE/NNSA projects</td>
<td>5.7.1 Database of NQA-1 suppliers</td>
</tr>
<tr>
<td>5.8 Conduct gap analysis between DOE/RW-0333P and ASME NQA-1-2008 for inclusion in NQA-1 code</td>
<td>Streamlined approach to QA requirements, this task is strongly supported by EM QA Corporate Board, NQA-1 code committee, and contractors</td>
<td>5.8.1 Completed gap analysis and strategy/actions for transition</td>
</tr>
<tr>
<td>5.9 Commercial grade dedication of software</td>
<td>Provide alternatives to address a complex wide challenge and priority as software issues continue to be a problem for most contractors</td>
<td>5.9.1 Guidance document or best practice document on how to perform dedication efforts on software</td>
</tr>
<tr>
<td>5.10 Technical support to the DOE EM Corporate QA Board</td>
<td>Increased effectiveness of EM QA Corporate Board</td>
<td>5.10.1 Presentations and best practices on emerging topics</td>
</tr>
</tbody>
</table>
Working Group Annual Report Outline
Introduction
Provide a summary of the following four components of the working group:

- Vision
- Purpose
- Objectives
- Scope

Membership and Organization
Provide a statement regarding the working group’s membership, including the group’s composition, i.e., subgroups and task groups, the total number of active members in the working group, and number of member companies participating in the working group. Include how the current members are obtained and the method of recruitment for new members. Discuss any liaison relationships developed over the year. Identify the following:

- Working Group Officers, i.e., Chair, Vice Chair, Secretary
- Subgroups, Task Groups/Teams, and their Chair(s)
- EFCOG Sponsoring Director(s)
- DOE and NNSA Liaisons/Sponsors

Identify the timeline and process for the working group’s succession planning.

Achievements
Using the annual work plan as a guide, provide a summary of the accomplishments realized by the working group during the reporting period – October 1, 20XX through September 30, 20XX. Focus on achievements that result in cost savings, improved quality, improved operational performance and other practices, disseminated lessons learned and best practices, etc. Address the following areas:

- The issues the working group focused on during the past year.
- The activities that were conducted. If workshops, meetings or teleconferences were held, provide the event name, date, purpose, location, number of attendees, and any results.
- If applicable, identify any cost savings or cost avoidance as a result of work performed by the working group.
- If no cost savings or cost avoidance was generated, describe any benefits resulting from work performed by the working group, i.e., exchange of information, advanced training, stronger support from DOE, benefits to the contractors, etc.
- If any publications were generated, identify the publication, author, date, and to whom the publication was submitted.
If the working group completed any assigned objectives, identify the result and the completion date.

Describe any DOE involvement in the working group's activities.

Identify any best practices generated as a result of working group activities.

Identify interaction with other working groups.

(Note: Cover all subgroup/task group achievements in the above section without separate subsections.)

(Note: Avoid month-by-month chronologies of activities of the working group; do not insert working group meeting minutes as achievements.)

Planning for the Year Ahead

Using the annual work plan, provide a summary of the activities and objectives the working group has identified for the next reporting period – October 1, 20XX through September 30, 20XX:

- Activity
- Benefit
- Deliverable/Key Milestone(s)
- What is the timeline assigned to the issue?
- Identify meetings, workshops or teleconferences scheduled for the next year.

(Note: Cover all subgroup/task group planning for the year ahead in the above section without separate subsections.)

Lessons Learned

Identify any problems faced by the working group which were resolved or are or were in need of resolution.

Effectiveness Evaluation

Provide a brief closing summary identifying any significant action or cost benefit realized by DOE or the contractors as a result of the activities and efforts of the working group during the past reporting period. Focus on the value added (tangible and intangible) by the working group’s deliverables and actions during the year.

Recommendations

Identify any issues that would require the attention of the EFCOG Board of Directors. Indicate recommendations for the working group, including:

- Should the working group continue in 20XX or be closed out?
- Is the formation of any subgroups or task groups recommended?
- Is the closure or transfer of any subgroups or task groups recommended?
- Are there unique or innovative ideas for substantial, tangible improvement in DOE operations?

[END OF REPORT]
Working Group Chair Turnover Checklist
EFCOG Working Group Chair
Turnover Checklist

Transition Period
The outgoing Chair contacts the Working Group Coordinator and EFCOG Administrator with notification of leadership change in the working group as soon as the new Working Group Chair is selected/appointed.

Welcome Letters/Calls To New Working Group Chair

Mandatory Contacts:
- Outgoing Chair
  - Provide turnover package (within 3 months of leadership change)
- Working Group Coordinator
- Sponsoring Director
- EFCOG Executive Council and Working Group Manual, Section 3.4.1 Mentor

Additional (suggested) Contacts:
- EFCOG Chair
- Managing Director
- Administrator
- Website Administrator

Announcements
- Post listing of new Working Group Chairs quarterly on the EFCOG home page as new/hot topic. (It might also be useful to have truncated listing of all working groups with name/contact information for each Chair/Vice Chair/Sponsor—template at end of document.)
- Email from Working Group Coordinator to all Sponsors and other Working Group Chairs within 30 days of selection/appointment.

Outgoing Chair Task - Prepare Turnover Package

Personnel
- Updated/current membership list
- Updated list of contact points/key interfaces
  - Sponsoring Director
  - DOE Liaison(s)
  - Other key Working Group Chairs
Subgroup/Task Team Chairs
Key working group members (i.e., active members who get work done)

Member roles and responsibilities

Operations
Meeting/Call Schedule and Logistics
Next working group meeting and teleconference call
Next subgroup meeting(s) and teleconference call(s)
List of upcoming/scheduled EFCOG meeting and teleconference call obligations
How To’s: arrange meeting space/logistics and teleconference calls

Meeting Minutes and Annual Reports
Location/copy of past 2 year annual reports and meeting minutes for working groups/subgroups/task teams
Location/copy of past 2 year annual reports and meeting minutes for EFCOG
Responsibilities for upcoming reports, meeting minutes, and other working group deliverables

Action Items
Working group/subgroup action item list
  Open items
  Recent relevant closed items
EFCOG level action items
  Open items
  Recent relevant closed items

Critical Working Group Files

Strategy
Outgoing Chair continues to serve as a member of the working group to help with transition until at least the next working group meeting

Interfaces
Other working groups
Other entities outside EFCOG – PMI, NAPA, ETEBA, INPO, etc.
DOE HQ organizations
  Where to place focus?
  Need/desire for additional DOE Liaison(s)?

Incoming Chair Tasks
1. Six month period prior to leadership change
   - Attend an EFCOG annual/semi-annual meeting
     o Begin transition process
       ▪ Meet Sponsoring Director*
       ▪ Meet DOE Liaison(s)*
       ▪ Meet other Working Group Chairs
     o Participate in the Working Group Chairs meeting
   - Become familiar with working groups/subgroup(s)/task team(s) work plans and activities
   - Become familiar with other EFCOG activities via the EFCOG website
   - Review EFCOG manual (available on EFCOG website or hard copy by request)
     o Emphasis on Sections 2.2.4, 2.3.6, Section 3, and Attachments F, G, and H

2. Three month period prior to leadership change
   - Obtain and read working group, subgroup, task team, and EFCOG annual reports for the past 2 years
   - Obtain and read working group, subgroup, and task team meeting minutes for the past 2 years
   - Obtain and read the turnover package provided by the outgoing Chair
   - Discuss any questions about EFCOG operations/expectations or working group activities with the outgoing Working Group Chair and/or with the Working Group Coordinator

3. Immediately after leadership change
   - Coordinate transition with the outgoing Chair
     o Assume responsibilities
   - Email to working group/subgroup/task team members to let them know of transition
   - Update working group web page to reflect changes

* Note: The outgoing Chair to make a best effort to personally introduce the incoming Chair to the Sponsoring Directors and DOE Liaisons.
Executive Council Proxy Statement Form
Voting Proxy for the Energy Facility Contractors Group
Annual Executive Council Meeting
[Date of Meeting]

Authorized Proxies must be present at the roll call
of the Executive Council Meeting to be held on [meeting date]

KNOW BY THESE PRESENT THAT

I, _____________________________________________________________

DO HEREBY CONSTITUTE AND APPOINT

______________________________________________________________

ATTORNEY AND AGENT FOR ME AND IN MY NAME, PLACE AND STEAD,

TO VOTE AS MY PROXY IN ACCORDANCE WITH THE CHOICES

INDICATED BY THE MOTIONS AT

THE ANNUAL EXECUTIVE COUNCIL MEETING OF THE

ENERGY FACILITY CONTRACTORS GROUP, TO BE HELD IN

[PLACE AND DATE]

-----------------------------------------------------------------------------------

In witness thereof, I have here unto set my hand this

_______ day of ________________, ______

-----------------------------------------------------------------------------------

Signature, Authorized Member Representative

-----------------------------------------------------------------------------------

Member Company
<table>
<thead>
<tr>
<th>Membership Information Form</th>
</tr>
</thead>
</table>
MEMBER INFORMATION DATA FORM

Please check one: ☐ Full Membership  ☐ Associate Membership  ☐ Small Business*

* For small business membership, please complete: Our company performs work for DOE as a small business operating under NAICS Code _______, with a revenue ceiling of $ _______.

Date: __________________________ DOE Site/Facility Name: __________________________

Company Name (as it should appear in the roster): ______________________________________

Mail Address

POB/Street: ________________________________________________________________

City: __________________________ State: _______ Zip: _______

Delivery Address (if other than Mail Address)

Street: ________________________________________________________________

City: __________________________ State: _______ Zip: _______

Main Phone No: __________________________

EFCOG Representative (voting member):

Full Name: __________________________ Mr. ☐ Ms. ☐ Dr. ☐

Title: __________________________

Phone: __________________________ Fax: __________________________ Cell: __________________________

E-Mail: __________________________ Mail Stop: _______

Address (if different from above) __________________________

Are you a registered lobbyist?  Yes ☐  No ☐

Representative’s Executive Assistant:

Full Name: __________________________ Mr. ☐ Ms. ☐ Dr. ☐

Phone: __________________________ Fax: __________________________ Cell: __________________________

E-Mail: __________________________

If you have questions, please contact: Christine Frei, EFCOG Administrator
staff@efcog.org

Please return completed data form by email to: staff@efcog.org
If you have personnel from your company wanting to participate in the EFCOG working groups, please designate them below. **If not, you may designate working group participants later.**

<table>
<thead>
<tr>
<th>WORKING GROUP</th>
<th>NAME</th>
<th>PHONE</th>
<th>E-MAIL</th>
<th>LOCATION (if different from mail address)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Delivery</td>
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<tr>
<td>Safeguards &amp; Security</td>
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<td>Safety</td>
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<td>Training</td>
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<tr>
<td>Waste Management</td>
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</tbody>
</table>
MEMBER PROFILE

In order to maintain an accurate profile on EFCOG member companies, please provide a brief summary of the following:

What the company does (e.g., Production, R&D/Technology Development, Waste Management/Storage, D&D/Restoration, etc.)

DOE Programs that the company supports (e.g., EM, SC, NNSA, etc.)

Is the company a small business? Yes ☐ No ☐

What qualifies the company as a small business?
Member Resignation Letter
SAMPLE MEMBER RESIGNATION LETTER
Please use company letterhead

{insert date}

Mr/Ms. Name
EFCOG Chair
Company
Address
City, State Zip

RE: {insert company}

Dear Mr/Ms. Name:

Please accept this as my formal resignation as {insert company}’s representative to EFCOG effective {insert date}. {Insert name and title} has been designated as my replacement and can be contacted at {insert phone number} and {insert email}.

I have enjoyed my association with EFCOG and wish you continued success.

Sincerely,

{insert name}
{insert title}

cc: John Longenecker, Managing Director, jrl@longenecker-associates.com
Christine Frei, EFCOG Administrator, staff@efcog.org
EFCOG Support Contractor
Annual Meeting Responsibility
EFCOG Support Contractor Responsibilities for the EFCOG Annual Meeting

The EFCOG Support Contractor will be responsible for arranging the annual meetings. The roles and responsibilities of the Directors, Working Group Chairs, and support personnel should be defined early in the planning phase. The EFCOG Support Contractor may delegate responsibility for on-site arrangements to persons in the vicinity of the meeting. All such meetings are to be planned in advance with DOE to ensure compliance with current federal government meeting and conference policy/procedures.

The following are items to be considered in the planning phase:

- **Location** – Typically, the EFCOG annual meeting is held in Washington, D.C. or its immediate environs to allow for senior-level DOE and Congress-level participation. The meeting location should be large enough to accommodate all aspects of the annual meeting, its attendees and meeting requirements. If possible, a minimum of three locations should be submitted for review prior to the final selection. Access to the meeting location by senior-level DOE and Congress must be considered, as well as ease of access from the airport.

- **Date** – The annual meeting should be scheduled to coincide with the working calendar of Congress. The meeting is not to be scheduled during a week that is preceded by or followed by a major holiday and should not conflict with meetings currently on the DOE meeting and conference calendar in which EFCOG would have a projected attendance.

- **Activity Fee** – The EFCOG annual meeting does not assess an activity fee and is open for attendance to all EFCOG members or their representatives, senior member company staff, potential members, Working Group Chairs and Congressional/government employees.

- **Meeting Notices** – Notices for the annual meeting are required by the Charter to be received by members no less than 30 days in advance of the meeting. To ensure adequate attendance and assist with calendar planning, a preliminary notice should be sent to all potential attendees four months prior to the meeting date, and meeting information should be distributed 60 days prior to the meeting.

- **Database** – A distribution list of potential attendees should be maintained in the EFCOG database, and all data should be verified and updated prior to meeting notice distribution. Potential attendees should include: member contractor representatives, Directors, Working Group Chairs, past year’s attendees, DOE personnel (field and headquarters), potential speakers, and prospective members.

- **Speakers** – At the third calendar quarter meeting of the Board of Directors, a list of potential speakers for the annual meeting will be submitted for their review and approval. Once approved, all potential speakers should receive a letter from the EFCOG Chair requesting their participation in the annual meeting. The EFCOG Support Contractor is responsible for following up with the potential speaker’s schedulers to confirm the date and time of the speaker’s attendance.

- **Panels** – At each annual meeting, panels will be held with a focus on the current EFCOG critical few issues. At the third calendar quarter meeting of the Board of Directors, directors will make assignments for panel moderators.
who will be responsible for facilitating the panel participants with the assistance of the EFCOG Support Contractor.

- **On-site Support** – EFCOG’s Support Contractor will enlist the assistance of a meeting coordinator from one of the member companies in the vicinity of the meeting and the coordinator for the current EFCOG Chair in providing on-site support to the annual meeting.

- **Attendance Monitoring and Quorum** – The EFCOG Support Contractor will monitor the list of meeting invitees to ensure that adequate attendance will be represented at each of the scheduled meetings, e.g., pre-directors meeting, Working Group Chairs meeting, general sessions, post-directors meeting. Particular attention must be placed on ensuring that there is an adequate attendance by the contractor representatives from EFCOG’s member companies to ensure a quorum (50% for general business, 80% for Charter approvals).

- **Equipment** – The EFCOG Support Contractor is to work in conjunction with the meeting facility’s AV department to ensure adequate equipment for conducting the meeting is available, in place and in good working order.

- **Meeting Materials and Supplies** – All documents for the annual meeting should be prepared in advance. Copies of speaker presentations should be solicited electronically and copies made for attendees. Copies of all documents should be available in hard copy and electronically in the event last-minute changes are required.

If traveling some distance to the annual meeting, the EFCOG Support Contractor should arrange to have EFCOG materials shipped to the meeting location or, if possible, transport the materials with them at the time of travel.

As an alternative to save costs of transportation, originals of documents can be transported and copies made after arrival at the meeting site. Check with the meeting location to see if duplication equipment can be rented for a token daily fee as an alternative to using the facility’s business service center.

- **Meeting Proceedings** – After the meeting, the EFCOG Support Contractor will create a record of proceedings that includes minutes of the meeting and documents approved or generated at the meeting. The Meeting Proceedings will be sent out within the 30-day timeframe required by the Charter and distributed to attendees, members who could not attend, and selected DOE and potential members.
Guidelines for Meetings and Workshops
GUIDELINES FOR MEETINGS AND WORKSHOPS

The Working Group Chair and other members of the working group may plan to hold formal workshops to facilitate information exchanges or for the purpose of providing advanced formal training to its members.

If possible, the first meeting for planning a workshop should be held by the working group several months to a year in advance of the workshop. During that meeting, discussions should lead to decisions on the following issues:

- Workshop date,
- Workshop location,
- Host company,
- Workshop topic or theme, and
- Determining if the workshop will be held in conjunction with a meeting already being held by an outside organization or other working group.

Meeting Host

Based on the proposed meeting location, the working group shall select an EFCOG member company to host the workshop. A rotating host schedule should be utilized to more evenly distribute the responsibility of setting up and conducting workshops. Usually, the host company will be from the general area of the selected workshop location. The host should ensure that arrangements are adequate and fit the needs of those attending. The Working Group Chair is responsible to pre-coordinate all proposed workshop logistics (scope, location, etc.) with the Sponsoring Director.

Workshop Facilitator

Once a host company has been selected, a workshop facilitator will be appointed by the working group or by the host company and will work under the direction of the Working Group Chair. The facilitator will have overall control of the workshop and make decisions affecting its outcome. The facilitator should be an employee of the host company and will lead the Workshop Planning Committee. The facilitator will additionally be the point of contact on the workshop for the EFCOG support staff.

The workshop facilitator’s responsibilities will include:

- Facilitate and control all associated activities of the workshop,
- Help determine the workshop schedule and maintaining schedule control,
- Select a Workshop Planning Committee to handle logistics of the workshop,
- Arrange for publicity and/or workshop announcements,
- Form sub-committees as needed to handle individual aspects of the workshop, i.e., committee to select workshop presentations,
- Ensure that workshop information is forwarded to the Working Group Chair and Sponsoring Director, and the EFCOG Support Contractor as soon as possible so that advanced coordination and agreement can be reached with the DOE Liaison,
- Coordinate with other working groups to assure their appropriate participation,
- Oversee financial aspects of the workshop,
- Prepare minutes and arrange for distribution, and
- Prepare and submit to the Working Group Chair, Sponsoring Director and EFCOG Support Contractor the final financial accounting for the workshop.

NOTE: A copy of these EFCOG workshop guidelines shall be provided to the workshop facilitator to assist in the planning and execution of an EFCOG sponsored workshop and to ensure that the workshop meets the acceptable guidelines.

Workshop Planning Committee

Following the selection of a workshop facilitator, the Working Group Chair will be responsible for assembling a Workshop Planning Committee to assist the workshop facilitator in the planning and execution of the workshop. Members of the planning committee shall be from the working group and/or the hosting company and will be responsible for coordinating logistical details of the workshop including:

- Site Selection,
- Meeting Rooms,
- Equipment,
- Materials,
- Presentations/Speakers,
- Handicap Accessibility, and
- Registration.

The Workshop Planning Committee shall plan to meet on a regular basis, either through face-to-face meetings or by teleconference, to ensure that the workshop is proceeding according to schedule and to address any new issues that might arise throughout the workshop planning process. Committee members must be careful to avoid any conflict of interest in securing services required for the workshop.

Workshop Planning

During the initial meeting by the Workshop Planning Committee, approximately six months prior to the workshop, the following topics should be discussed and determined prior to moving forward with the planning activities:

- Name of the organization holding the workshop-
  Identify whether the workshop is for an EFCOG working group or whether the workshop is being held in conjunction with another organization or working group meeting.

- Tentative date for the workshop-
  Alternate dates should be considered in the event that the first selection becomes unavailable.
  The committee shall also take into consideration the time of year in which the workshop will be held, i.e., peak season or off-season, to take advantage of reduced hotel rates wherever possible.

- Tentative location for the workshop-
  A location should be selected based on an airline hub to ensure adequate accessibility to the host company’s area. To make the most efficient use of funds, workshops should use DOE or contractor facilities whenever possible.
Workshops may be held in hotels or other commercial facilities, providing that justification for such selection is provided to and approved by the working group’s Sponsoring Director.

**NOTE:** Workshops are not to be held in areas designated as “resort locations,” unless it can be shown that the location is the most cost efficient site in which to hold the workshop.

- **Topic or theme for the workshop:**
  The committee should designate the overall purpose of the workshop, whether it is to be for information sharing or if training sessions will be offered.

- **An estimate of how many will attend:**
  Determine the target attendance for the workshop, i.e., EFCOG members only, non-members, etc. The estimated attendance will assist in projecting what type of facilities will be required and budget preparation.

- **Draft schedule of events:**
  The draft schedule of events will assist the committee in determining the number of days for the workshop, the number of speakers/presenters needed, number of rooms required, etc.

- **Preliminary budget:**
  The committee is to prepare a preliminary budget for the workshop, taking into consideration what facilities will be required, number of attendees, workshop participants (i.e., speakers and presenters), food requirements, exhibitors, vendors, supplies, equipment, workshop materials, etc.

  The committee may use financial summaries from previous workshops to assist them in the preliminary budget planning process.

Following the initial committee planning meeting, a *Workshop Planning Outline* shall be completed and submitted to the Working Group Chair for review. The Working Group Chair shall submit the *Workshop Planning Outline* to the Sponsoring Director for review and approval and to the DOE Liaison for coordination to ensure compliance with existing federal government conference and meeting policy and procedures.

Following approval of the *Workshop Planning Outline* by the Sponsoring Director and coordination with DOE, the workshop facilitator shall schedule a meeting with the planning committee of the previous year’s workshop (if applicable, and if not, the planning committee of a previous workshop of similar size and complexity) and the planning committee of the current workshop. This meeting can be held in a face-to-face or teleconference format, and should focus on advice sharing and lessons learned from the prior year’s workshop.

**Planning Committee Responsibilities**

Subsequent meetings by the planning committee will be held to track the progress of the workshop planning and to address and finalize ongoing planning issues, including:

- **Meeting site, date, time and support services.**

The host for the meeting should check the following before selecting a site:
• **Meeting Rooms** – Determine if a host company or DOE facility has adequate space for holding the meeting. If it is determined that the meeting should be held in a space other than the host company or DOE facility, ask the facility for suggestions on how to acquire meeting rooms at little or no cost.

• **Sleeping Rooms** – Each attendee will be responsible for their own accommodations. Every effort should be made for obtaining the government rate for sleeping accommodations. Note that if a hotel is selected as the meeting site, many will offer complimentary meeting rooms if a minimum number of sleeping rooms are booked in conjunction with the workshop.

• **Meals** – Whenever possible, attendees should be allotted sufficient time in the schedule to arrange for meals at the site cafeteria or outside source at the attendees’ expense. If the workshop is being held at a hotel, determine if a buffet is available and the location of other area restaurants. Whether individual meals or a working lunch for which the host company arranges catering, each person should account for his or her own meals and keep to the schedule allowed for meal breaks.

• **Reproduction Services** – If the workshop is held at a host company or DOE facility, make arrangements for these services at the facility. If the workshop is held at a hotel, check to see if the hotel offers copy service at no charge. If free copy service is not available at the hotel, see if arrangements can be made with the host company to obtain copy services at their facility at no cost.

• **Faxing** - If a fax is needed, ask the hotel about how to obtain access without charge. Some meeting rooms contain fax phones at no extra charge. An alternative method would be to obtain the loan of an all-in-one machine (copier, fax and printer) from the host company to use at the workshop. This would eliminate the need for payment of these services at the hotel business center.

The Workshop Planning Committee shall submit a proposed schedule to the workshop chair or facilitator prior to distribution. Final approval of the schedule for the workshop should be the responsibility of the workshop chair or facilitator. The schedule should be determined by the number of days involved, the number of participating speakers, and the sequence of events.

Responsibilities for the planning committee should be defined, leaders assigned, and tasks delegated to individuals and teams to prevent any undue burden on any one person.

**Typical responsibilities are:**

- Receive abstracts/presentation materials for review and approval,
- Arrange for speakers and coordinate their scheduling,
- Activity or registration fees are not to be charged for meetings or workshops. If a group indicates that charging a fee is imperative to the success of the event, that group can go through a case by case exemption process.
- Provide information to the workshop chair on number of attendees, handicap needs, etc.,
- Receive pre-registrations and verify EFCOG membership,
- Secure releases for proceedings distribution, if applicable,
- Reproduce and distribute workshop materials (either at workshop or afterward as proceedings),
- Maintain official attendance list and make available for pickup before conclusion of workshop,
- Provide certificates of attendance, if applicable,
- Pay bills associated with the workshop, and
- Distribute proceedings afterward.

Additional items to be considered by the workshop committee:

- Hospitality suites sponsored by participating companies are discouraged and no conference facilities (i.e., bulletin boards) may be used to publicize them.
- Sponsors should not be solicited to support any portion of the meeting, and they should not be solicited to host a reception or “post-meeting activities.”
- The purchase and distribution of items bearing the EFCOG logo (i.e., bags, pens, etc.) is strictly prohibited. Items with or without a logo that are donated for the workshop may be distributed providing donors receive no financial compensation from EFCOG for the items.
- The committee should verify that any items distributed meet allowable limits for attendees.
- Speakers from DOE and related industry groups should be solicited for all EFCOG workshops. Workshop speakers will not receive payment for their services or be reimbursed for time or travel without prior approval by the working group Sponsoring Director.
- Meeting exhibit and booth fees may be assessed to cover costs levied by the workshop facility.

Workshop Publicity and/or Announcements

To ensure good attendance, notification of an upcoming workshop should be published as soon as possible after the workshop committee receives final approval from the working group Sponsoring Director. Follow-up information can be sent and/or posted as workshop planning progresses and details become available.

Workshops may be publicized via the following methods:

- Notice to prior workshop attendees - The workshop facilitator can obtain a list of prior year’s attendees from the previous year’s planning committee or from the EFCOG Support Contractor.
- Notice in the EFCOG newsletter - The workshop facilitator or Working Group Chair should provide the EFCOG Support Contractor with a brief notice to be included in the next edition of the newsletter.
- Notice on the EFCOG website - Workshop information received by the EFCOG Support Contractor will be posted to the working group’s website “What’s New” section and upcoming workshops section of the EFCOG website.
• Notice to working group members and DOE members - The workshop facilitator or Working Group Chair should submit workshop notices to all members of the working group and members of DOE as appropriate.

Should the workshop facilitator and/or Working Group Chair require contact information on any of the above listed individuals, they are encouraged to contact the EFCOG Support Contractor for assistance.

The Workshop Planning Committee may elect to develop a website for the workshop. To assist in planning from workshop to workshop, it is recommended that the committee use a uniform workshop announcement format available from the EFCOG Support Contractor. The committee has the option of posting the website on the host company’s website or they can solicit the assistance of the EFCOG Support Contractor in posting the data to the EFCOG website.

The advantage to utilizing the EFCOG website would be the continuity of announcements from one workshop to the next and to decrease the need for redeveloping the website on an annual basis. In the event that the EFCOG website is utilized, the EFCOG Support Contractor will maintain the workshop web page and update the information annually as the workshop is transferred from one host company to another.

It is recommended that the Workshop Planning Committee discuss the options with the EFCOG Support Contractor at the earliest opportunity to determine the method most convenient for them.

**Paper Presentations**

Papers presented at workshops should promote and facilitate the exchange of successful programs, practices, procedures, lessons-learned, and other pertinent information of common interest associated with the working group’s objectives and goals.

Papers from non-members should be approved by the Workshop Planning Committee prior to being invited.

All paper presenters should meet with the appropriate session chair prior to their presentation.

The paper may be presented by anyone approved by the session chair.

Backup presenters should be considered when selecting papers for presentation. Extra presenters may be needed if a presenter has to cancel at the last moment.

**Call for Papers/Presentations**

Actions associated with a formal “call for papers” should not be a barrier to prevent participation. The process for presentations should be simple to encourage information sharing during workshops and conferences. Consider the process a “call for presentations” instead. The presentation may consist of overheads, outlines, slides, or any other form of information that can be presented.

If there was no abstract or outline, the review for acceptance would be on presentation materials.

If presenting technical papers is a requirement, then publicity for the workshop should indicate that only technical papers are being accepted. In that case a "call for papers" is
appropriate. A copy of “Criteria for Workshop Presentation Selections” (found in the Attachment section of this manual) should be included in the initial call for papers.

**NOTE:** Appreciation awards to presenters should be limited to Certificates of Appreciation or other items of nominal value.

**Paper/Presentation Material Submittals Schedule**

The Workshop Planning Committee shall be responsible for reviewing and selecting papers/presentations. A typical schedule for papers to be presented at an August workshop would be:

A. Session planning
B. First call for papers
C. Second call for papers
D. Paper abstract receipt
E. Notice of paper acceptance
F. Receipt of revised abstract in electronic form
G. Workshop

* Additional milestones will be necessary if full papers are to be published and distributed at the workshop.

All papers or presentation materials accepted should be authored, co-authored, or sponsored (submitted through) by an employee of an EFCOG member contractor.

Reviews for acceptance of papers or other presentation materials should ensure there is no redundancy in the information being presented.

**Sponsor for Non-member Presenter**

If the individual submitting a paper is not an employee of an EFCOG member, a representative from a member company must sponsor the individual. If a DOE contractor wishes to sponsor a subcontractor’s material, the sponsor may present the paper at the workshop and acknowledge the author of the paper. Papers presented by the non-member shall also be identified with the sponsor’s company name.

A subcontractor may attend the meeting if sponsored by and attending with the sponsoring EFCOG member.

**NOTE:** While information exchange is actively encouraged, care should be taken to assure that these forums do not become a mechanism for subcontractor companies to market their services to others.

Representatives from DOE are encouraged at all workshops and do not require sponsorship by an EFCOG member.

**Criteria for Approval of Papers/Presentation Materials**

Criteria for approval by the Workshop Planning Committee are based on:

- The quality of the information being presented,
- Whether redundant to other information being presented,
• If the material is instructive, how to, or "here's what we did." Material should be based on actual experience or on lessons learned with what did or did not work, and

[NOTE: Material that represents a consensus standard or preferred technical approach is acceptable, but should not be presented as advocating a change in DOE policy or requirements.]

• Whether the individual is from an EFCOG member facility or is being sponsored by an EFCOG member.

**Invited Speakers**

If suggestions are needed for workshop speakers, contact the EFCOG Managing Director or the Sponsoring Director.

The Working Group Chair shall approve keynote and other invited speakers from non-DOE contractors. Invited speakers shall not receive a fee for speaking at the workshop, but shall be granted free registration to any workshop meeting in which they are participating.

**Workshop Attendance**

Registration should be set up in a way that requires a workshop participant to register at a clearly identified table for that purpose before attendees are admitted. All attendees should be provided a badge, and preprinted badges may be used.

The list of attendees (pre-registration list plus any additions, changes) should be verified and changes made prior to an official attendance list being distributed.

The registration booth staff should be responsible for providing a list of workshop attendees at the close of the workshop and copies made available to attendees if requested. Equipment for word processing and printing the information may be needed.

A workshop attendee list will be included in the workshop proceedings and provided to the next year’s workshop facilitator as a base for invitations.

**Sponsor for Non-EFCOG Member Attending a Workshop**

With the approval of the Working Group Chair, a subcontractor or a non-EFCOG member expert may participate in a workshop on a per session basis if the non-member is sponsored by an employee of an EFCOG member. Sponsorship of the non-member should be by a member who is knowledgeable in the area of expertise of the non-member expert. The EFCOG member sponsor will be responsible for paying the expert's activity fee and surcharge, if applicable.

**Workshop Survey**

A workshop survey form shall be provided to the Workshop Planning Committee for distribution to workshop attendees. Attachment P to this manual provides a suggested two-part form that requests that the attendee fill in the information as stated. Part 1 would be filled in at the workshop and Part 2 would be completed by the attendee after returning to the company and implementing information received or plans to implement have been made.

The information obtained from the workshop will be used to measure the cost benefits realized by participants and will provide lessons learned in conducting subsequent workshops.
Interactive participation in workshops and identification of methods that worked or did not work should result in cost savings to the DOE community.

Survey Form - Part 1

Part 1 of the form should be filled out by each workshop participant during the workshop and will be used to gather information regarding the conduct of the workshop.

Survey Form - Part 2

Part 2 of the form should be filled out by the participant 6 weeks - 2 months after returning to the facility, and a copy returned to the workshop facilitator or Working Group Chair. By that time, the participant should have been able to use new information from the workshop, planned how the information will be used, or determined that the information was of no benefit to the organization.

Benefits from a workshop can be measured if the information is used right away, will be used to implement new or improved processes in the future, or if lessons learned are used to avoid problems associated with unknowns.

If a working group has subgroups, the cost/benefits of the working group are directly related to the cost/benefits of the subgroup(s).

A sample copy of the Workshop Survey can be found in Attachment P of this manual.

Workshop Proceedings Distribution

Following the completion of the workshop, the workshop facilitator shall prepare the proceedings from the workshop, to include:

- List of attendees (name and company)
- Workshop agenda
- Copy of the survey form
- Copy of the workshop financial report, and
- Copy of presentations.

If the workshop and accompanying document is large, the material shall be distributed electronically to workshop attendees.

One copy of the materials shall be provided to the EFCOG Support Contractor within 30 days following the workshop. The EFCOG Support Contractor shall post the workshop proceedings to the EFCOG website.

Determining Cost/Benefit

To ensure DOE support for EFCOG, a method of determining the cost/benefits of working groups and their activities is desired. EFCOG will need this information for summarizing and reporting annually to EFCOG members and DOE. The information derived from attendees will be used to determine the cost/benefits of the workshop.

The following information will assist in preparing the determination:

- How many attended the workshop?
- How many member/non-member companies were represented?
- Did DOE personnel attend? How many? What offices?
- How many papers were presented?
• What technical subjects were covered?
• Was material distributed?
• Has there been any feedback on how the information was used?
• From which company?
• Savings in time? and
• Savings in money?

A summary of the cost/benefits determination will be included with the workshop proceedings and submitted to the Sponsoring Director and EFCOG Support Contractor for inclusion in reports to the EFCOG Directors and DOE.
Workshop Organization Chart
WORKSHOP ORGANIZATION CHART

Working Group Chair

Workshop Planning Committee

Paper/Presentation Review/Selection Coordinator
Finance Coordinator
Pre-Registration Coordinator
Publicity Coordinator
Materials Distribution Coordinator

Workshop Chair

Workshop Arrangements Team Leader

Speaker/Presenter Coordinator
Equipment / Materials Coordinator
Registration / Attendance Coordinator
Hotel Liaison
Local Publicity Coordinator
Workshop Survey Form
<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Were you satisfied with the way the workshop was conducted?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Would you attend another workshop sponsored by EFCOG on the same subject?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Was the information presented in an easily understood manner?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Were you presented with an opportunity to exchange information with others?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Did you have any questions for which you did not receive answers and with no commitment for follow-up?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Was there enough time allowed for each subject presented?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Were there too many topics being presented at the same time which prevented you from being able to attend the ones you wanted to attend?</td>
<td></td>
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</tr>
<tr>
<td>8</td>
<td>Is the information you obtained from this workshop applicable to your facility?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Do you plan to return to your facility and use the information you obtained from this workshop? If not, why not?</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

If you have comments or questions and would like additional information concerning EFCOG, please contact the Working Group Chair (*enter Working Group Chair information*).

The attached sheet should be filled out after you return to your facility and decide how to use the information received during this workshop.

Thank you for your cooperation.
WORKSHOP SURVEY
(working group name / title of workshop)
(workshop date)

Part 2 of 2

Name ____________________________________________
Title ____________________________________________
Company __________________________________________
Address __________________________________________
City __________________________ State __________ Zip __________
Phone __________________________ Fax __________________________
E-Mail ____________________________________________

After attending the EFCOG sponsored workshop:

1. I have discussed the workshop at my facility with:

   Name: ____________________________________________
   Title: ____________________________________________
   Name: ____________________________________________
   Title: ____________________________________________

2. I plan to use the information I received to:

3. This is scheduled to be implemented by (date) __________________________

4. The estimated cost savings in time and money is valued at: __________________________

5. After reflecting on the workshop, I would like to make the following suggestions:

Add additional pages if necessary. When completed, please return this form to:

(enter Working Group Chair information)
WORKSHOP SURVEY

Part 1 - Completion of Workshop

At the end of the workshop, the first part should be filled out by participants. The form contains questions which ask:

A. Were you satisfied with the way the workshop was conducted, quality of material presented, number of sessions scheduled and time allowed, information which was covered (amount)?

B. Were you given the opportunity to participate?

C. Will you use the information? If not, why not?

D. Would you attend another workshop on this same subject sponsored by EFCOG?

E. What suggestions for improvement do you have?

Part 2 - 2 Month Follow-up

A follow-up questionnaire should be sent out to the participants later to ask how the participant actually used the information which was obtained at the workshop. Questions such as:

A. Who they shared the information with?

B. How they plan to use the information?

C. When they plan to implement any changes?

D. What are the estimated cost savings in time and money which will be realized once the information is put to use? and

E. After reflecting on the workshop, what suggestions they would have for future ones?

The form should be returned to the EFCOG Support Contractor for use in determining the cost/benefits of the workshop/working group and other information pertinent to EFCOG working groups. The EFCOG Support Contractor will forward a copy to the Working Group Chair.

If the participant does not return the completed form within the time period, the EFCOG Support Contractor will call the participant for feedback and/or send another one to be completed.
Criteria for Workshop Presentation Selections
CRITERIA FOR WORKSHOP PRESENTATION SELECTIONS

(FOR DISTRIBUTION TO WORKING GROUP CHAIRS TO BE SENT ALONG WITH WORKSHOP ANNOUNCEMENTS AND CALL FOR PAPERS.)

This information is provided to potential presenters at EFCOG workshops. Selections will be based on the presenter’s ability to meet the following criteria:

1. Eligibility will be verified by the workshop committee.
   - Only employees of EFCOG member companies will be considered eligible to present. Only direct employees of EFCOG member companies are members. Subcontractors for DOE contractors may or may not be members and are not eligible to present unless the following criteria has been met.
   - Members may request support from a subcontractor employee. The subcontractor may be asked to:
     - develop presentation materials (identified with the member’s name and company) for the member,
     - accompany the member to the meeting as a guest (all costs paid for by the member) to support the member during the presentation, making sure the information presented is identified as the member’s.

2. Submittals will be based on actual experiences, lessons learned, and what did or did not work.

3. A presenter can be selected after all of the following is approved:
   - The presentation materials format meets the requirements for the workshop/meeting.
   - The visual quality of the materials is acceptable.
   - The technical quality of the information is acceptable.
   - The information is not redundant to other information being presented.
   - The material is instructive, how to, and/or “here’s what we did.”
   - The material identifies whether the information is standalone or if it describes only one process required for a program’s successful implementation. The material presented:
     - describes the process,
     - identifies any supporting and associated processes,
     - identifies the proper sequencing of the processes, and
     - describes interfaces and relationships of the other processes with the one being presented.

FOR EXAMPLE: A presentation for a successful as-built program would also include information that a successful change control program had been implemented prior to initiating field verifications or walk-downs to identify the current status of equipment, components, and systems. The presenter would also warn that if the as-built program
is implemented prior to a successful change control program, it becomes just a “snapshot-in-time.”

- Without a successful change control program, subsequent changes to equipment, components, and systems will not be identified and will not be distributed to all who need to know.

- Without an effective change control program, drawings, technical documents, and vendor information cannot be kept up-to-date, and any activities which may have been conducted using the out-of-date information may cause a malfunction, shutdown, or event. Work may have to be redone or have expensive analyses performed to justify continued operation.

- Without approved changed and their control, field verifications or walk-downs will have to be redone; drawings and documents will have to be revised; and revisions will have to be reviewed and approved by all affected departments.
Election Timeline
SAMPLE TIMELINE – ANNUAL MEETING ELECTIONS

3 ½ months prior to annual meeting
   Open nominations to EFCOG members.
   Send list of eligible companies and their member representatives to all member representatives.

2 ½ months prior to annual meeting
   Close nomination to EFCOG members.
   Send request for bios to nominees.

2 months prior to annual meeting
   Deadline for bios to be submitted.
   Prepare ballot and bio summary.

1 ½ months prior to annual meeting
   Send voting packet (ballots) to EFCOG member representatives.

2 weeks prior to annual meeting
   Election Day – voting is closed. All ballots due by COB.

1 week prior to annual meeting
   Ballots counted by Election Committee.
   Elections results will be announced at the conclusion of the counting of ballots.
Sample Voting Ballot
To the membership:

The Energy Facility Contractors Group at present has XX members on its Board of Directors. There are three officers (Chair, Vice Chair, and Vice Chair Elect) and XX constituent representatives serving the Organization.

The election of members of the Board of Directors is held prior to the annual meeting of the members in conjunction with the Annual Executive Council meeting. This year’s election involves three office positions (Chair, Vice Chair, and Vice Chair Elect) and five Board of Director positions. The Election Committee presents the candidates listed below for your consideration.

IMPORTANT NOTE: Due to a change in voting procedures, there will be no voting on-site at the annual meeting. All ballots must be submitted electronically to the EFCOG office before the deadline of 5 p.m. Pacific time on Wednesday, June X, 20XX. Results of the election will be announced at the conclusion of the counting of ballots.

Only official representatives of the EFCOG member companies are eligible to vote in elections for the Board of Directors. The Election Committee will inspect and count all ballots prior to the annual meeting. The ballots will be viewed with confidentiality and tally sheets will be archived.

Instructions:

- Vote for each of the positions by placing an “X” in the box before the candidate’s name.
- In the spaces provided below, print your name and your company name, then date the ballot.
- Email the completed ballot to efcog1@gmail.com.
- All ballots must be received no later than 5 p.m. Pacific time on Wednesday, June X, 20XX.

20XX EFCOG Board of Directors Candidates

CHAIR (vote for ONE)
☐ Name – Member Company Name

VICE CHAIR (vote for ONE)
☐ Name – Member Company Name

VICE CHAIR ELECT (vote for ONE)
☐ Name – Member Company Name

WRITE-IN
☐ ________________________________

EXECUTIVE DIRECTORS (vote for FIVE)
☐ Name – Member Company Name
☐ Name – Member Company Name
☐ Name – Member Company Name
☐ Name – Member Company Name
☐ Name – Member Company Name

Print Name ________________________________

Member Company ________________________________

Date ________________________________