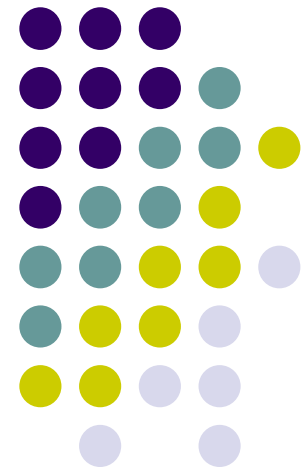


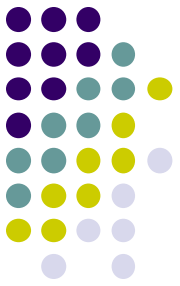
# Project Delivery Working Group FY2021 EFCOG Annual Meeting



Amy Basche  
Hanford Mission Integration Solutions  
Working Group Chair  
June 9, 2020



# Project Delivery Working Group



- Amy Basche - Chair/Ray Geimer – Vice Chair
  - Paul Bosco and Bob Raines - DOE Liaison(s)
  - Bob Miklos/Karen Wiemelt - EFCOG Sponsoring Director(s)
  - Subgroups and Subgroup Chairs:
    - Project Management (includes Risk Management and Project Controls) – Ryan Dodd Chair/Tim Heath – Vice Chair
    - Acquisitions and Contracting – Charles Simpson Chair

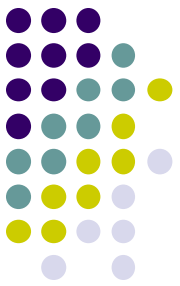
*PDWG participation is good, well staffed, with a good mix of resource skill-sets and core competencies*

# PDWG – Project Management Subgroup



| Workplan Activity  | Deliverable  | Status   |
|--|--|--|
| 1.0.1 Support DOE efforts in the development of DOE guides and revisions. Provide review comments, support comment disposition/resolution, and implementation. | 1.0.1.1 Provide comments to DOE HQ point of contact on proposed changes to applicable DOE guides   | Ongoing - Provided input to the Scheduling Guide pre rev-con and during rev-con process and the EVMS Guide (prior to rev-con process) – both support sound Project Management. |
| 1.0.2 Continue to provide Project Peer review candidates based on DOE requests   | 1.0.2.1 Provide qualified resources for agency reviews as requested  | Ongoing - Provided candidates as requested for at least 2 reviews.   |
| 1.0.3 Make final edits to 12 Step Estimating Tool.   | 1.0.3.1 Upload revised 12-Step tool (Version 1.2) to EFCOG webpage   | Complete - The excel tool (Version 1.1) has been loaded on the EFCOG webpage and is available for users under the Estimating Subgroup Document folder.                         |
| 1.0.4 Identify and incorporate commercial/corporate construction best practices that could benefit DOE programs and projects                                   | 1.0.4.1 Provide a recommended, prioritized list of commercial/corporate construction best practices that could benefit DOE in planning and executing programs and projects | This activity has not been started yet and will require some additional scoping to ensure alignment of expected outcomes.  |

# PDWG – Project Controls Subgroup



| Workplan Activity  | Deliverable  | Status  |
|--|--|---|
| 1.1.1 Provide collaborative earned value compliance support to the Office of Project Management Oversight and Assessments (PM)/ (PM-30) and EM-5.22, as requested. | 1.1.1.1 Provide qualified resources to support PM-30 and EM-5.22 requests, as needed | Ongoing - Support to 3 EVMS reviews - Washington River Protection Solutions, Strategic Petroleum Reserve, Pantex, NTS   |
| 1.1.2 Support PM-30 in development of an EVMS Scorecard  | 1.1.2.1 Support the PM-30 ASU study initiative and schedule                          | Ongoing - EFCOG provided 3-6 members regularly to the ASU Study and continue to support the maturity model and the automation tool. EFCOG companies were instrumental in providing Project Managers review and feedback on the tool as part of the development process. |
| 1.1.3 Support PM-30 with Document/Guide updates  | 1.1.3.1 Support as required  | Ongoing - Provided input to the Scheduling Guide pre rev-con and during rev-con process and the EVMS Guide (prior to rev-con process)   |

# PDWG – Project Controls Subgroup



| Workplan Activity  | Deliverable  | Status  |
|--|--|---|
| 1.1.4 Define 413 Tailoring Strategy  | 1.1.4.1 Document and gain a consensus problem statement<br>1.1.4.2 Evaluate the problem statement and determine if tailoring of 413 is practical and achievable<br>1.1.4.3 Identify practical and achievable strategies for tailoring options and to PM-30 for their evaluation  | This activity has not been started yet and will require some additional scoping to ensure alignment of expected outcomes.   |
| 1.1.5 Support PM-30 with development of best practices for implementing EVM tools to feed DOE/NNSA reports | 1.1.5. 1 Develop a guide that will support current and new DOE contractors and/or new sites with setting up new or existing tools that pull in legacy data. Best practices for setting up a new project/program, ensuring data quality and integration, streamlining reporting, establishing and maintaining good configuration control and a lessons learned program. | Ongoing - working directly with PM-30 to align data requirements and requests for PARS and updates/improvements with Encore Analytics to support EMPOWER integration. The DOE data metrics will also be revised based on ASU study results. Continuing efforts on reporting and direct COBRA to PARS flat file migration for ease of data transfer. |

# PDWG – Risk Management Subgroup



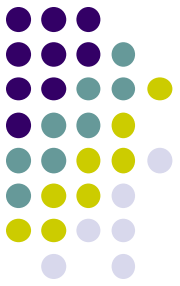
| Workplan Activity   | Deliverable   | Status  |
|---|---|---|
| <p>1.2.1 Continue to work with the ACMSG and DOE prior to and after the initial ESCM awards to develop and deploy methodologies for MR and risk transparency on FAR-based contracts that can be utilized by both contractor and DOE during IDIQ task negotiation, authorization and definitization.</p> | <p>1.2.1.1 Preliminary report issued in FY2019. Follow-on work to:</p> <p>Further advance this initiative within DOE-HQ by establishing relationships with DOE advocates /sponsors</p> <p>Maintain an awareness of this issue within DOE and EFCOG</p> <p>Develop methodologies of implementing MR and risk transparency for ESCM application</p> | <p>Working, no deliverable required this year. Lessons learned presentation to group in July working meeting on ESCRM application is planned.</p> |
| <p>1.2.2 Follow through in maturing the previous EFCOG Bias Management work by developing training material in a collaborative effort with the EFCOG training Group and piloting the training material and bias reduction techniques.</p>   | <p>1.2.2.1 Issue a guide to specific bias reduction techniques...</p> <p>1.2.2.2 Issue a pilot Bias Awareness Training Package...</p> <p>1.2.2.3 Pilot the Bias Awareness Training Package at selected sites... The goal is to deploy the training through the Complex. (FY2022)</p>  | <p>In progress and ~60% complete. Forecast complete by end of '21</p> <p>Will align with item above and support the pilot scheduled for FY22.</p> |

# PDWG – Risk Management Subgroup



| Workplan Activity   | Deliverable               |                                  |
|---|---------------------------|----------------------------------|
| NEW - Investigate how systemic and sometimes potentially catastrophic risk are being managed by Programs, Sites or DOE-HQ and provide recommendations to streamline the process via an EFCOG White Paper  | Submit formal White Paper | Working draft report/white paper |
| NEW - Investigate how weather data can be utilized within the various software analytical tools, how it is presently being used (or not used), and provide recommendations for when this feature could be used to assist projects in achieving a better assessment of potential weather impacts | Submit formal White Paper | Working draft report/white paper |

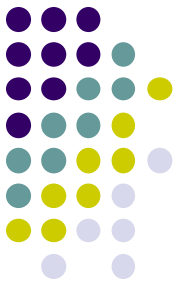
# PDWG – Acquisition & Contracts Subgroup



| Workplan Activity   | Deliverable   |   |
|---|---|---|
| <p>2.1 Identify best practices in partnering processes that support efficient contract administration.</p>  | <p>2.1.1 Best Practice to be published on the EFCOG Webpage and directly distributed to the PDWG members. This activity will include evaluation of partnering on multiple levels, including stakeholders, the Department of Energy, prime contractor, and subcontractors and lower tiers</p>              | <p>On track to complete by the end of the fiscal year. Information has been gathered supporting issuance of the deliverable, which will undergo peer review within the subgroup FY21 Q4 prior to issuance.</p>  |
| <p>2.2 Conduct an industry information share on subcontract oversight and compliance and areas of high perceived risk; share strategies for mitigating or eliminating risk.</p> | <p>2.2.1 In FY20, an industry survey was distributed to identify potential areas of value for focus group discussions or solicitation of best practices. In FY21, publish the subcontract compliance and risk mitigation strategies on the EFCOG Webpage and directly distribute to the PDWG members.</p> | <p>Following the broad impacts of the COVID-19 pandemic on supply chains and the issuance of major prime contracts within DOE-EM, the subcontracting risk profile has evolved. The ACMMSG is evaluating restructuring how we accomplish this objective to maximize benefit and effectiveness.</p> |



# PDWG – Acquisition & Contracts Subgroup



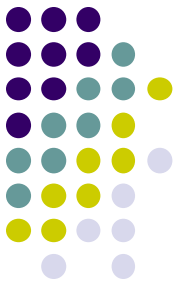
| Workplan Activity   | Deliverable  | Status   |
|---|--|--|
| 2.3 To the extent practicable and supported by contract awards, gather contractor industry input on the rollout of the ESCM Step 2. | 2.3.1 Publish the Lessons Learned through EFCOG and post on the EFCOG webpage.                         | This activity has been transferred to the EFCOG Board.   |
| 2.4 Identify practices in contract closeouts that may reduce the time, complexity, and cost of prime contract closeout.             | 2.4.1 Best Practice to be published on the EFCOG Webpage and directly distributed to the PDWG members. | Currently working. Produce and key observations are being compiled and will be presented to the subgroup in July and finalized by end of year. |

# PDWG – Administration



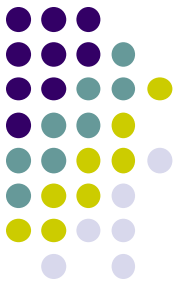
| Workplan Activity                 | Deliverable   | Status  |
|-----------------------------------|---|---|
| 3.1 PDWG internal communications  | 3.1.1 Hold meetings (typically monthly) via email, conference call or face-to-face meetings as necessary<br>3.1.2 Posting of meeting minutes, presented materials and notices to working (or task) group website and/or EFCOG website, as appropriate<br>3.1.2 Hold a leadership meeting for strategic planning prior to the EFCOG Annual meeting | Ongoing - Regular meetings at the subgroup level are taking place. Information being shared to website for ease of access.  |
| 3.2 PDWG client communications    | 3.2.1 Communications with PDWG DOE Liaison Mike Peek and DOE personnel and Task Sponsors as needed<br>3.2.2 Reporting to DOE on EFCOG deliverables and best practices   | Ongoing - Monthly telecons are scheduled and well attended to ensure alignment with DOE customer and status of key products.<br><br>Supported broader EFCOG lessons learned briefings on COVID impacts. |
| 3.3 Publish a Monthly News Letter | 3.3.1 Distribute Monthly News Letter to the PDWG and post to the EFCOG PDWG Webpage   | Ongoing - Monthly news letters have been published and are posted   |

# FY2022 Key Focus Areas



- Integrated Master Schedule (IMS) – Peer Reviews and Recommendations for IMS solutions
  - Rolling Wave Planning
  - IMS Reasonableness
  - IMS Quality
- EVMS Compliance Assessment Guide (CAG) – Incorporate ASU Study Results
  - CAG rewrite to align to the ASU Study Results
    - Maturity Attributes
    - Environmental Factors
- Pilot the Bias Awareness Training Package at selected sites. The goal is to deploy the training through the Complex.

# FY2022 Key Focus Areas



- Construction Industry Institute (CII) – Review and Recommend “Best Practice” Incorporation
  - Front-end planning process
    - "Pre-Conceptual Planning"
- Government Accountability Office (GAO) High-Risk Report ( Department of Energy) – Review and Recommend Solutions for areas of decline
  - DOE Contract and Project Management (March 2021 Biennial High-Risk Report)
- Continue lessons learned/goal alignment of ESCM as additional runtime and new contracts with model are utilized