



# *Update...*

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## *A Word from the Chair...*

EFCOG Chair, Michael Lempke  
Huntington Ingalls Industries

Over the last few years, EFCOG has worked hard to align our key priorities with the Department of Energy's highest risks. That partnership has paid significant dividends throughout the COVID pandemic as DOE and its industrial partners have worked cooperatively to meet mission objectives while keeping workers and host communities safe.

As we move into 2022, EFCOG will be refining its key priorities to continue our close alignment with DOE and NNSA leadership—I look forward to updating you early in the new year!

In early December, we gathered in Washington, D.C. for the National Cleanup Workshop, the first in-person gathering focused on the DOE cleanup program in nearly 20 months. The conference, organized by the Energy Communities Alliance in partnership with EFCOG and DOE, was a huge success, safely bringing together nearly 500 in-person participants and more than 300 virtual participants. Attendees were able to hear from the most senior leaders of the Department on priorities for the year ahead, including remarks by Secretary of Energy Jennifer Granholm, Deputy Secretary David Turk, Senior Advisor for Environmental Management Ike White, Acting Assistant Secretary for Nuclear Energy Kathryn Huff and numerous other headquarters and field office leaders. In addition, Congressman Chuck Fleischmann (R-Tenn.) provided perspectives on the latest from Capitol Hill.

EFCOG values its relationship with ECA and the communities that host DOE sites, and in the year ahead we will look for opportunities beyond the National Cleanup Workshop to partner with ECA on key initiatives. On the sidelines of the workshop, the EFCOG and ECA boards had the opportunity to share lunch together and discuss key issues including workforce development, infrastructure planning, acquisition and sustainability and clean energy initiatives. There is tremendous opportunity to work with ECA in the year ahead and we look forward to the possibilities!

In addition, EFCOG utilized the National Cleanup Workshop to hold a number of important discussions with DOE, including a board discussion with Deputy Secretary Turk and a corporate partnering session with Ike White and his senior leadership team. EFCOG's Waste Management Working Group also held an in-person meeting in conjunction with the conference.

As 2021 draws to a close, I want to thank you for your exceptional work, support and vigilance during a challenging year. More importantly, I want to remind you that the challenges of the COVID pandemic won't disappear with the turn of a calendar page and we must continue our efforts in close partnership with DOE/NNSA to successfully and safely meet our mission objectives.

Best wishes for a safe, healthy and prosperous 2022!

## ***FEATURED WORKING GROUP REPORTS***

### ***Cybersecurity Working Group (CWG)***

*Chair – Bridgitte Mase, Boston Government Services, LLC*

*DOE Liaison – Jeanne Beard, Director, EM 5.12-Office of Information Systems*

*EFCOG Board of Directors Sponsors –Bob Wilkinson, Hanford Mission Integration Solutions & Mark Peters, Brookhaven National Laboratory*

The EFCOG Cybersecurity Working Group (CSWG) held their Annual Cybersecurity Working Group Workshop in October with a record number of 198 attendees and 278 virtual collaborators on the secure collaboration portal. Keynote speakers included David Turk, Deputy Secretary of Energy; Ike White, Acting Security for the Office of Environmental Management; Ann Duncan, DOE Chief Information Officer; Jamie Wolff, DOE NNSA Chief Information Officer; Fred West, Deputy Director of the Office of Enterprise Assessments; Emery Csulak, Principal Deputy Chief Information Officer; Jeanne Beard, Director of the DOE EM Office of Information Systems; Brian Conrad, Director of FedRAMP; Dr. Ron Ross, Fellow at the National Institute for Standards and Technology (NIST); and numerous key Cybersecurity leaders and technical experts supporting DOE programs. The workshop included three days of technical collaboration sessions and training, including opportunities to test Cybersecurity skills in a Cybersecurity Escape Room sponsored by Living Security. Attendees were given an opportunity to submit questions to the DOE CIO and participate in a live Q&A session, and attendees are still collaborating in the secure online portal.

### ***Training Working Group (TWG)***

*Chair – Shayne Eyre, Idaho National Laboratory*

*Vice Chair – Amy Loevy, Brookhaven National Laboratory*

*Secretary – Melissa Walker, Los Alamos National Laboratory*

*DOE Liaison – Gabe Pugh, Director-DOE National Training Center*

*EFCOG Board of Directors Sponsors –Kelly Beierschmitt, Los Alamos National Laboratory & Jeff Stevens, BWXT Technical Services Group, Inc.*

## **Training Working Group More than Doubles Membership in 2021 – Appealing to a Broader Audience**

With the introduction of online monthly learning sessions in 2021, the Training Working Group (TWG) doubled the number of members by attracting those with interest in learning how to produce better online training using new collaboration tools and technology.

Kicking off last year's Annual Workshop for the first time using a new virtual format opened the door to some benefits previously unattainable. Primary among these benefits was the ability to include significantly more people across the contractor sites that hadn't been able to participate in sessions before: learning coordinators, instructional designers, training specialists and business analysts. Lack of travel costs and time freed up over 200 attendees. This enabled us to identify lessons learned and share them across a wider audience. In a time of so much change, trainers needed to work together to meet the ongoing needs of each of our facilities. Recognizing the need expanded beyond just the 3-day workshop, the TWG initiated a new program offering.

Launching frequent learning sessions allowed us to address topics in more depth and meet the needs of a wider diverse audience. These ongoing activities strengthened the membership, more than doubling from a little over 100 to 251 (as of

12/1/21). Finally, the team was able to leverage several different virtual meeting tools, and see firsthand how they perform, including MS Teams, Adobe Connect and WebEx.

We are in a unique position at this point to focus our efforts on our strategic goals for 2022: realizing course efficiency due to the greatly reduced communication challenges and sharing and learning from each other through ongoing, deep collaboration. As opportunities arise to enhance regulatory direction, the TWG stands ready to engage.

## **New Learning Opportunities**

During the COVID-19 shelter-in-place mandate, organizations across the DOE Complex had to convert their instructor-led training to Virtual Instructor-Led training using a variety of collaboration tools such as WebEx, Adobe Connect, and Microsoft Teams. Being new to the format and tools, much upskilling was needed to provide training effectively through these means.

The Training Working Group worked with our subject matter experts to deliver four learning sessions beyond the Annual Workshop to share and discuss skills and best practices in virtual training and qualification.

### **March 22, 2021: On-the-job Instructor Training in the Time of COVID-19**

- Facilitator/Presenter: Terry King, Lawrence Livermore. Training Specialist

In March, Terry shared his experience developing On The Job Training (OJT) Instructors from current staff, how to requalify existing instructors, keys in OJT instructor development and some challenges that might occur in standing up a new program. This class was taught at the height of COVID-19 when all classes had to be conducted virtually. A key insight from his experience was instructors and Instructional Designers should be flexible and equipped with the ability to teach virtually or through a blended solution.

### **April 20, 2021: Virtual Facilitator Panel**

- Carrie Brain, Training Specialist, Pantex Plant
- Heather Fleming, Leadership Trainer at CNS, Pantex Plant
- Michelle Wendt, Professional Development Group Leader, Lawrence Livermore
- Phillip Weiss, Workforce Services & Development Mgr, Lawrence Livermore
- Danielle Kokulis, Virtual Producer/Application Support | NTC
- David Yakonich, Sr Learning Transformation Consultant, Nevada National Security Site

In April, we had a panel focused on delivering virtual training as an Instructor. The panel discussed best practices around three areas: preparing your message and content, techniques for engaging your audience using web-conference interactive tools and preparing your teaching space and effectively using technology.

### **May 24, 2021: Virtual Producer Best Practices session with panel**

- Leslie Positeri, Sr. Training & Development Specialist, Lawrence Livermore National Laboratory
- Katrina Knight, Virtual Producer/Application Support | NTC
- Danielle Kokulis, Virtual Producer/Application Support | NTC
- David Yakonich, Sr Learning Transformation Consultant, Nevada National Security Site

In May, we switched focus to delivering virtual training as a Producer. The technical producer acts as a participant advocate (supporting the participant during the event so the facilitator can focus on the learning), facilitator assistant (working with the facilitator so the platform becomes transparent to the participants) and is the guardian of the technology (understands the technology and troubleshoots issues so that the technology doesn't get in the way of the learning). Leslie, with the producer support of Michelle Wendt, delivered a session on Technical Producer Best Practices. Together this team not only presented information but demonstrated how a facilitator and producer work together to provide an engaging virtual learning experience.

## July 19, 2021: Virtual Design Principles with Michelle Roach and panel

- Michelle Roach, Manager, Learning Consulting and Design, Idaho National Laboratory
- Michelle Wendt, Professional Development Group Leader, Lawrence Livermore
- Phillip Weiss, Workforce Services & Development Mgr, Lawrence Livermore

In July, we looked at principles in action for designing in the virtual environment. Michelle Roach delivered an engaging “back to the basics” discussion on how the brain processes information and how Instructional Designers can use a series of six instructional principles (attention, dual coding, dual channels, reinforcement and practice, chunking, and retrieval practice) to gain attention and control cognitive load, promote understanding and memory, and engage learners. Phillip Weiss and Michelle Wendt joined the session with their experiences.

## 2022 Annual Workshop

The opportunities to engage and learn continue into 2022. Due to scheduling challenges, the Annual Workshop is being moved to March 15-17, 2022. This will be a time for individuals from training departments across the complex to gather and discuss opportunities, challenges, lessons learned, industry trends, and other relevant topics.

This year’s theme is *Excellence in Uncertain Times*. Like many industries, training departments across the complex have experienced unprecedented challenges. This year, we are striving to use the Annual Workshop as a space for individuals to share stories of how they overcame those challenges to continue their path to excellence. Additionally, we will discuss current industry trends, challenges, and what 2022 may have in store for DOE complex training.



We are planning topics focused on multiple positions within training by having a number of concurrent sessions and panels around three primary training tracks:

- **Training Delivery:** This covers in-person and virtual instruction and facilitation, briefing, OJT, etc.
- **Design and Development:** This track includes all things development: traditional Instructor-Led Training (ILT), Web-Based Training (WBT), virtual ILT, program development, etc.
- **Administration and Compliance:** This comprises topics like Learning Management Systems (LMS), technical infrastructure, learning technologies, qualification, evaluation, and analytics.

We welcome your questions and feedback on the Training Working Group.

## UPCOMING EVENTS

<i>The Nuclear Deterrence Summit</i>	February 7-9, 2022
<i>Waste Management Symposia</i>	March 6-10, 2022
<i>EFCOG Annual Meeting</i>	June TBD