



Update...

A Word from the Chair...

EFCOG Chair, Michael Lempke
Huntington Ingalls Industries

As we move into the second half of 2023, I'm pleased to report that the size and influence of EFCOG has never been greater. We now have more than 120 member companies --- the most in the history of the organization. This is a testament to the role, and value, of EFCOG in helping to bring together the broad array of industrial partners to aid the U.S. Department of Energy (DOE) in tackling some of its most challenging issues in national security, environmental remediation, and clean energy in an effective and collaborative manner.

The level of interest in EFCOG was also demonstrated last month by the record-setting attendance (285) at this year's Annual Meeting. The meeting brought together leaders from DOE, the National Nuclear Security Administration and other federal agencies to discuss the progress we've made in advancing DOE's missions and what we can do together to ensure continued success. I and the other members of the EFCOG Board also appreciated the opportunity to hear from our various Working Groups on what they're doing to help improve safe and secure operations at DOE sites. EFCOG's set of 10 Working Groups and task teams are where the bulk of our efforts are performed and provide an opportunity for colleagues across the DOE complex to share lessons learned. If your company is not involved in one of EFCOG's Working Groups, I encourage you to consider participating.

At this year's Annual Meeting, we also completed elections for the EFCOG Board. I am pleased and honored to be elected to serve another term as Chair, and I extend congratulations to Sandra Fairchild and Kelly Beierschmitt for being elected to serve another term as Vice Chair and Vice Chair-elect, respectively. I want to welcome Bechtel Executive Vice President Dena Volovar to her first elected term on the Board, and also congratulate those Board members re-elected to a new term: Greg Meyer, Bob Miklos and DJ Johnson.

Over the past quarter, EFCOG has worked to bring together industry expertise and knowledge to assist DOE in tackling long-term issues. In June, EFCOG convened its first Supply Chain workshop, bringing together representatives from NNSA and the DOE Office of Environmental Management, along with corporate and site contractor representatives and representatives from the Nuclear Energy Institute, to discuss needs across the DOE complex and initiatives underway to address critical supply challenges that can disrupt operations.

EFCOG also successfully worked with EM to compile five-year workforce projections from the Department's set of cleanup contractors. As EM Senior Advisor Ike White discussed at last month's Annual Meeting, ensuring a talented, available and well trained workforce is one of EM's main challenges. The information compiled will be utilized as EM, EFCOG and the Energy Communities Alliance look to hold a series of workshops across the DOE complex on how best to address projected workforce needs. The first of these workshops is set to be held in Los Alamos, N.M. More information on these five-year workforce projections can be found in this edition of the EFCOG newsletter.

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Looking forward, I want to highlight this year's National Cleanup Workshop, for which EFCOG is a cooperating organization along with EM. This event, scheduled for Sept. 11-13 has grown to become one of the largest EM-themed events in the country. I am especially excited for this year's focus on early career professionals, with a day of programming and a variety of panels throughout the conference. I hope you and your organizations are able to participate. More information on the National Cleanup Workshop can be found at www.cleanupworkshop.com.

Partnership Highlight

The following EM Update article describes a collaborative EM-EFCOG effort to compile five-year workforce projections for cleanup contractors across the EM program. The article includes a link to the full set of data.

EM Develops Five-Year Workforce Projections at Cleanup Sites

JUNE 20, 2023



An electrician installs fiber optic cables inside an electrical powerhouse for the Effluent Management Facility at the Hanford Site's Waste Treatment and Immobilization Plant.

WASHINGTON, D.C. – Electricians, radiological technicians and project control analysts are projected to be among the most in-demand professions across the **EM** complex in coming years, according to a recently completed analysis.

In conjunction with the Energy Facility Contractors Group (EFCOG), which represents contractors at DOE sites, EM recently completed a set of projections looking at **workforce needs** at cleanup sites over the next five years. With EM's cleanup mission set to last for decades, one of EM's pressing challenges is ensuring the next generation of workers is ready and available.

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“Developing, recruiting and retaining the next-generation workforce EM will need across the country will be critical to ensuring our continued progress,” EM Senior Advisor William “Ike” White said.

Over the next five years, according to the analysis, EM sites will need approximately:

- 11,000 operators
- 8,700 radiological technicians
- 6,500 electricians
- 5,500 project controls analysts
- 3,500 project managers
- 3,500 mechanics and
- 2,300 work planners.

Going forward, EM will use the analysis to help shape potential new workforce development efforts and refine existing programs. EM contractors have programs to help recruit and train workers in a variety of necessary fields. For example, **EM Los Alamos Field Office** cleanup contractor Newport News Nuclear BWXT-Los Alamos has established “**boot camp**” programs with the University of New Mexico-Los Alamos for radiological control technicians and waste processing operators.

“With greater knowledge of the jobs and skills EM will need over the next five years, we can ensure that workforce development programs across the DOE complex are having the most impact and generating the best returns,” said Kristen Ellis, acting EM associate principal deputy assistant secretary for regulatory and policy affairs.

The analysis can also assist EM in working with local communities near cleanup sites to meet workforce needs, ranging from development programs at local educational institutions to ensuring communities have the necessary infrastructure to support increased employment. In August, EM and EFCOG, working with the Energy Communities Alliance (ECA), will have meetings with local officials near Los Alamos, New Mexico, on workforce needs there. The meeting is intended to serve as a pilot that EM could replicate with local officials near other cleanup sites.

“This is great information as it provides the municipalities, economic development entities and local educational intuitions with information to shape new workforce development efforts and refine existing programs,” ECA Executive Director Seth Kirshenbergsaid.



[EFCOG Annual Awards Spotlight – click here to see the recipients](#)

Congratulations to the award recipients and thank you for your dedication!

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WORKING GROUP UPDATES

Operations Working Group (OWG)

Co-Chair – Jan Preston, Fluor

Co-Chair – Joel Duling, Pacific Northwest National Laboratory

Secretary – VACANT

DOE Liaison – Garrett Smith

EFCOG Board of Directors Sponsor – Mike Schlender, Pacific Northwest National Laboratory

Overview

The EFCOG Board of Directors invited a group from across the DOE/NNSA complex to participate in a Joint Workshop at the Oak Ridge National Laboratory (ORNL) on March 28-29, 2023. The objective of this Joint Workshop was to structure and focus a new Operations Working Group. The Workshop approach and invitation list was developed to ensure that the broad scope of DOE/NNSA Lab/Contractor “Operations” and associated challenges were represented.

Recent Working Group Activities

- The ORNL Joint Planning Workshop had 42 participants, from all over the DOE and NNSA complex, including 9 senior Federal staff, 14 national laboratory managers, and 19 DOE/NNSA contractor project and/or Corporate representatives. This was not only a “joint” federal and lab/contractor workshop, but was also jointly sponsored by EFCOG and the National Laboratory Directors Council Chief Operating Officers’ group.
- The Workshop participants all provided their “top 3” Operations issues where they felt that the EFCOG community, working collaboratively, could support resolution. These issues were captured, binned/categorized, and prioritized during the workshop. The top 5 themes that emerged were:
 - General Operations Management (strategic level management issues)
 - Operational Human Capital
 - Graded Approach to Requirements
 - Fit-for-Purpose Work Planning and Control
 - Knowledge/Culture Preservation and Transfer [may be rolled into Operational Human Capital]
- Other issue categories were identified that did not rise to the highest priority; however, all inputs were captured and will be considered for action:
 - Aging Infrastructure
 - Supply Chain [to be coordinated with ongoing Supply Chain Task Team efforts]
 - Learning Organization Improvements [to be coordinated with Safety Working Group/CAS Subgroup]
 - Disciplined Operations
 - Review Requirements and Guidance for Disciplined Operations/Conduct of Operations
 - Guiding Principles for all OWG Initiatives:
 - Benchmarking beyond DOE/NNSA (e.g., Naval Reactors, NASA, EPRI)
 - Remove Barriers to Collaboration and Cooperation
 - Enhance Partnering with DOE/NNSA

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- In addition, the Workshop participants were challenged to identify a set of immediate actions to be taken. This list developed included 5 concerns/opportunities [NNSA Enhanced Mission Delivery Initiative (EMDI) expansion; High Risk Work Scheduling; FLM Workload Evaluation, Barriers to Enhanced Training Programs; Inter-Organizational Peer Reviews] and 3 Best Practices. The participants took these actions back to their home organizations for prompt consideration.
- The Workshop participants generally agreed to continue as an informal Steering Group for the new OWG, so that accountability for the actions arising from this first Workshop could be established.
- Since the March Workshop, the following have been distributed: Themes, Immediate Actions, and a list of all of the Workshop participants' candidate issues binned by the themes/categories identified. In addition, best practices, sample programs, and other documents that were discussed by individual participants have been distributed [NNSA's EMDI report, Fluor-BWXT Portsmouth's Senior Supervisory Watch program, LANL's Rehearsal of Concept Drills program, and NREL's overview of Battelle's Continuous Commissioning Review (inter-organizational review example) process].
- Since the Workshop, additional individuals have been proposed by their parent project and/or organization for either the OWG as a whole or for a specific initiative. The next step is to begin forming the OWG Subgroups.
- The following OWG organizational meetings have been held to date:
 - Coordination call to benchmark Inter-Organizational Peer Reviews process [April 5]
 - Coordination call to understand National Laboratory Directors Council (NLDC) ESH&Q Community of Practice feedback [April 18]
 - Coordination call with Safety Working Group/ISMS Subgroup/Work Planning & Control Community of Practice Leadership on Fit-for-Purpose Work Planning and Control [May 24]
 - Kick-off meeting for Graded Approach to Requirements Task Team [May 31]
 - Kick-off meeting for Operational Human Capital Subgroup [June 1]
 - Coordination call to discuss NLDC Chief Human Resource Officers feedback/interest [June 16]
 - Coordination call with Training Working Group on Operational Human Capital and the TWG's Workforce Development Initiatives [May 31 and June 19]
 - Initial discussions with Co-Chairs of Disciplined Operations Subgroup [June 20]
 - Various one-on-one discussions with interested individuals, including potential contributors/ focus area leaders, DOE Office of Enforcement representatives [June 1], and DOE-EM Operations leadership [June 2].

Upcoming Sub-Group or Task Team Meetings

- Kick-off meeting for Fit-for-Purpose Work Planning and Control Task Team [July 13]
- Kick-off meeting for Disciplined Operations Subgroup [July 19]
- Next meeting of Graded Approach to Requirements Task Team [TBD]

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Training Working Group (TWG)

Chair – Amy Loevy, Brookhaven National Laboratory

Vice Chair – David Yakonich, Nevada National Security Site

DOE Liaison – Gabriel Pugh, National Training Center

EFCOG Board of Directors Sponsors – Kelly Beierschmitt, Los Alamos National Laboratory

Key Achievements in FY23:

This fiscal year has been a great year for the Training Working Group. We held a very successful Annual Meeting in March 2023, which had our largest attendance yet at 254 (75 in person, 28 hybrid, and 151 virtual). We are also continuing to host Monthly Learning Opportunities, which are receiving great participation. We typically have 75+ people regularly attending. Some topics that have been shared during these Learning Opportunities include microlearning, immersive onboarding, mentoring and “How to Handle Brain Drain.”

We continue to build a strong network of cross-discipline, training-related personnel. The Joint Lab Onboarding Network project has made headway with an agreement between NV, Sandia, LANL and LLNL, reducing duplication of common onboarding training and implementing a means to share training records to reduce manual input of training information. We have also increased awareness and use of NTC Reciprocity. New contractors (UCOR, WTP and LLNL) submitted their RadWorker 1 courses for reciprocity evaluations, increasing contractor participation in reciprocity from six to eight organizations. The TWG began exploring collaboration with Safety/Operations WG in Workforce Development. Finally, we implemented a new LinkedIn group for the TWG, to encourage collaboration across subgroups and task teams.

Our high-level goals for TWG in FY24 include:

- Assisting DOE sites in implementing revisions to DOE O 426.2A and DOE STD-1070-94, “Guidelines for Evaluation of Nuclear Facility Training Programs” (*when released)
- Hosting TWG Annual Meeting in March 2024 (Site tbd)
- Continuing to expand contractor use of CARDS to share common training assets.
- Developing workstreams and key deliverables for each of the task teams.

Finally, here are the list of our current TWG subgroups and task teams:

- Training Collaboration Subgroup
 - Best practice sharing, skill building, network development
 - Strategic communications venue key to building strong community – helps engage people in other TWG efforts
- Course Efficiency Subgroup
 - Common course and resource development and accessibility
 - Reciprocity, shared course delivery, standard core
- We also stood up four new Task Teams which are gaining momentum:
 - Training Regulation
 - Workforce Development
 - Diversity, Equity, Inclusion & Accessibility in Learning
 - Learning Technology

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If you have any questions or would like to join our Training Working Group, please contact Amy Loevy, Chair (aloevy@bnl.gov), David Yakonich, Vice-Chair (yakonida@nv.doe.gov) or Melissa Walker, Secretary (mwalker@lanl.gov).



DISTINGUISHED LEADERSHIP AWARD

CONGRATULATIONS TO SHAYNE EYRE!

In recognition of your outstanding leadership, devoted service, and sustained accomplishments as Chair of the Training Working Group.

Upcoming Events

<i>EFCOG Electrical Safety Workshop</i>	July 17-21, 2023
<i>DOE/EFCOG Fire Protection Workshop</i>	July 31-August 3, 2023
<i>National Cleanup Workshop (NCW)</i>	September 11-13, 2023
<i>Early Career Professional Development Session at NCW</i>	September 11, 2023
<i>House Nuclear Cleanup Caucus briefing</i>	September 13, 2023
<i>EFCOG Safeguards & Security WG Annual Meeting</i>	April 16-18, 2024
<i>EFCOG Annual Meeting</i>	June 18-19, 2024

*Pertinent info related to these meetings can be found on the
EFCOG home page: www.efcog.org*

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