

# FY2021 AWP

## MISSION AND SCOPE

The Energy Facility Contractors Group (EFCOG) Project Delivery Working Group (PDWG) is chartered to leverage the expertise and experience of U.S. Department of Energy contractors to address challenges and achieve improvements in project delivery across the DOE complex. The PDWG's purpose is to seek out, promote and share the best practices and processes for successful project delivery at DOE facilities. This will be achieved through contractor subject matter experts and professionals from across the DOE complex working together, and in partnership with DOE, to implement DOE initiatives that strengthen and advance the development, management and delivery of projects (and project-like activities) in support of DOE missions. The PDWG portfolio includes those broad-based, interrelated elements across the project lifecycle critical to successful project delivery. Areas of focus and collaboration include:

- Project Management
- Cost Estimating
- Scheduling
- Risk Management
- Acquisition Management
- Contract Management
- Project Peer Review Support
- Start-up, Testing and Commissioning
- Guide revisions

The Working Group will focus on practical and effective solutions to complex-wide challenges; promote open communication and sharing of lessons learned and best practices, and leverage inter-site and inter-contractor solutions to achieve enterprise-wide improvement while supporting cost-effective and efficient solutions. This will be achieved in a manner that maintains a priority on safety, compliance and cost-effectiveness. There are two primary components to the PDWG; the Project Management Subgroup (PMSG) and the Acquisitions and Contracts Subgroup (ACSG).

The PMSG focus areas will be project management, construction management, project controls, risk management, cost estimating, and project peer review support. Project Controls will focus primarily on earned value compliance in support of PM-30 and EM-5.22. These efforts will be integrated and supported by task teams and other working groups as necessary to provide solutions to improving project delivery across the complex.

***The ASCG objective is supporting DOE customers and contractors in key areas of acquisition management. The intent of the subgroup is to provide a focal point for acquisition related tasks identified in the PDWG fiscal year work plan as well as providing continued support for efforts undertaken recently in areas like regulatory reform***

The PDWG and its subgroups work plan activities will be accomplished through the collaboration of complex-wide SME's.

### **WHAT EFCOG DOES AND DOES NOT DO:**

***EFCOG Does:*** Promote safe work practices, coordinate, and facilitate performance improvement exchange among DOE contractors, establish and maintain effective networks for addressing key DOE complex-wide issues, sponsor working groups and workshops to ex-change management and technical information, seek to reduce costs and improve efficiencies, establish liaisons with other organizations to

# FY2021 AWP

*minimize duplication of efforts, interface with DOE to ensure that EFCOG's mission remains in alignment with DOE objectives, recommend productivity enhancements*

**EFCOG Does Not:** *Engage in lobbying, duplicate efforts of other groups, exchange contractual, financial, or legal information, take independent positions on DOE policy, or require standardization of member positions*

Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
<b>1.0 Project Management Subgroup</b>		
1.0.1 Support DOE efforts in the development of DOE guides and revisions. Provide review comments, support comment disposition/resolution, and implementation.	Ensure that process / step / deliverable changes resulting from the revised documents are clearly stated and support consistent implementation by DOE contractors.	1.0.1.1 Provide comments to DOE HQ point of contact on proposed changes to applicable DOE guides  <b>Ongoing</b>
1.0.2 Continue to provide Project Peer review candidates based on DOE request	DOE receives Contractor resources to perform reviews, Contractors receive the educational benefit and perspective	1.0.2.1 Provide qualified resources for agency reviews as requested  <b>Ongoing</b>
1.0.3 Make final edits to 12 Step Estimating Tool.	Provide documented best practices in action to meeting the GAO 12-Step process in a tailorable format.	1.0.3.1 Upload revised 12-Step tool (Version 1.2) to EFCOG webpage  The latest beta version of the tool has been distributed to the PDWG for comment/testing. Feedback will be received and reviewed for any necessary updates to the tool, facilitating release of the tool for use in FY2020.  <b>Ongoing</b>
1.0.4 Identify and incorporate commercial/corporate construction best practices that could benefit DOE programs and projects	Provide documented best practices that could benefit DOE in planning and executing 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
<b>1.1 Project Controls</b>		
1.1.1 Provide collaborative earned	The purpose of the specific activities contained in the	1.1.1.1 Provide qualified resources to support PM-30

## FY2021 AWP

Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
value compliance support to the Office of Project Management Oversight and Assessments (PM)/ (PM-30) and EM-5.22, as requested.	FY2019 Work Plan is to continue the development and implementation of best practices guidance that enhance the integrity of contractor schedule cost, and performance in support project deliveries.	and EM-5.22 requests, as needed  <b>Ongoing</b>
1.1.2 Support PM-30 in development of an EVMS Scorecard	Provides for a common point-of-reference to gauge the health and maturity of contractor EVMS	1.1.2.1 Support the PM-30 ASU study initiative and schedule  <b>Ongoing</b>
1.1.3 Support PM-30 with Document/Guide updates	Updated documents reflect the latest positions/decisions based on collaborative effort by DOE and EFCOG	1.1.3.1 Support as required  <b>Ongoing</b>
1.1.4 Define 413 Tailoring Strategy	Provides a tailored approach to 413	1.1.4.1 Document and gain a consensus problem statement 1.1.4.2 Evaluate the problem statement and determine if tailoring of 413 is practical and achievable 1.1.4.3 Identify practical and achievable strategies for tailoring options and to PM-30 for their evaluation  <b>Ongoing</b>
1.1.5 Support PM-30 with development of best practices for implementing EVM tools to feed DOE/NNSA reports	<ul style="list-style-type: none"> <li>• Identify Guidelines that support Enterprise using Cost &amp; Schedule tools</li> <li>• Develop a best practice(s) specifically emphasizing the key elements of data quality and data integration</li> <li>• Provide cost and schedule data formats to properly, routinely, and correctly populate the DOE-PM-30 flat files required for data analysis</li> <li>• Include a best practice defining the benefits of providing “Resource Loaded Schedules” to both DOE and the contractor</li> </ul>	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.

# FY2021 AWP

Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
	<ul style="list-style-type: none"> <li>• New Site, New Contractor, New Tools-Dealing with Legacy Data</li> <li>• Set up to do Self-Governance</li> <li>• Streamline Reporting</li> <li>• Good Configuration Control</li> <li>• Tailorable</li> <li>• Recommendations for Project/Program Setup</li> <li>• Contractor Transition</li> <li>• Reporting to DOE</li> <li>• Establish a framework to capture lessons learned specific to these objectives.</li> </ul>	<p><b>Ongoing</b></p>
<p><b>1.2. Risk Management</b></p>		
<p>1.2.1 Continue to work with the ACMMSG 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>By developing and deploying methodologies for MR and risk transparency during task proposal, authorization and definitization, these processes will be streamlined, more efficient and effective.</p>	<p>1.2.1.1 Preliminary report issued in FY2019. Follow-on work to:</p> <ul style="list-style-type: none"> <li>• Further advance this initiative within DOE-HQ by establishing relationships with DOE advocates /sponsors</li> <li>• Maintain an awareness of this issue within DOE and EFCOG</li> <li>• Develop methodologies of implementing MR and risk transparency for ESCM application</li> </ul> <p><b>Ongoing</b></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>By promoting (through training) an awareness of the kinds of bias that influence our judgement, the following benefits will be realized:</p> <ul style="list-style-type: none"> <li>• Greater objectivity in decision-making</li> <li>• More accurate cost and schedule estimates,</li> <li>• Increased creativity in the Alternatives Analysis and Value Engineering processes</li> <li>• Heightened sensitivity and awareness to avoid bias in</li> </ul>	<p>1.2.2.1 Issue a guide to specific bias reduction techniques that can be applied to improve judgement effectiveness through Program of process enhancements</p> <p>1.2.2.2 Issue a pilot Bias Awareness Training Package which will include biases and other human behavioral factors awareness training in project</p>

# FY2021 AWP

Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
	the everyday activities of Project Managers and a broad range of multi-disciplined project support and execution staff will increase efficiency	management planning, forecast, and risk.  1.2.2.3 Pilot the Bias Awareness Training Package at selected sites and finalize the Bias Awareness training based on feedback. The goal is to deploy the training through the Complex. (FY2022)  <b>Ongoing</b>
<b>1.3 Project Engineering Support</b>		
No Activities Currently Identified		
<b>1.4 Project Quality Assurance</b>		
No Activities Currently Identified		
<b>2.0 Acquisition and Contracts Subgroup</b>		
2.1 Identify best practices in partnering processes that support efficient contract administration.	Supports efficient contract administration; may provide significant benefits to sites or projects rolling out new contracting models (such as End State IDIQ contracting for DOE-EM).	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.  <b>In-Process</b>
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.	Sharing potential subcontract compliance risk information and risk mitigation strategies will reduce the occurrence of issues, improve project and supply chain performance, and promote earlier identification of issues.	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.

# FY2021 AWP

Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
		<b>In-Process</b>
2.3 To the extent practicable and supported by contract awards, gather contractor industry input on the rollout of the ESCM Step 2.	Provides lessons learned to identify opportunities to optimize the template contractual vehicle to improve its ability to achieve policy objectives, and reduce risk and environmental liability.	2.3.1 Publish the Lessons Learned through EFCOG and post on the EFCOG webpage  <b>In-Process</b>
2.4 Identify practices in contract closeouts that may reduce the time, complexity, and cost of prime contract closeout.	Initiating contract closeout as early as possible in the contract lifecycle increases clarity, significantly reduces the effects of “tribal knowledge” loss, and creates real-time closure of subcontracts, charge codes, and collection of documentation supporting accomplishment of contract deliverables.	2.4.1 Best Practice to be published on the EFCOG Webpage and directly distributed to the PDWG members.  <b>In-Process</b>
<b>3.0 Administrative</b>		
3.1 PDWG internal communications	Information sharing, knowledge-transfer and consistency of purpose in EFCOG activities to best support the DOE complex. Support those efforts through a topic specific workshop developed in coordination with DOE (HQ and Field).	3.1.1 Hold meetings (typically monthly) via email, conference call or face-to-face meetings as necessary to maintain active engagement, SME networking and complete specific deliverables. Maintain and publish agenda and action item list  3.1.2 Posting of meeting minutes, presented materials and notices to working (or task) group website and/or EFCOG website, as appropriate  3.1.2 Hold a leadership meeting for strategic planning prior to the EFCOG Annual meeting  <b>Ongoing</b>
3.2 PDWG client communications	Information sharing, knowledge transfer and consistency of purpose in EFCOG activities to best support the DOE complex.	3.2.1 Communications with PDWG DOE Liaison Mike Peek and DOE personnel

# FY2021 AWP

Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
		and Task Sponsors as needed 3.2.2 Reporting to DOE on EFCOG deliverables and best practices <b>Ongoing</b>
3.3 Publish a Monthly News Letter	The newsletter is intended to communicate and inform our members, customers, and sponsors of our ongoing activities, upcoming events, and interesting project information.	3. 3.1 Distribute Monthly News Letter to the PDWG and post to the EFCOG PDWG Webpage. <b>New/Ongoing</b>

## Additional Information:

1. Other Working Group Activities
  - a. Weekly and monthly conference calls
  - b. Face to face meetings
  - c. Other Working Group and lower tier activities not covered in the table above
2. Reporting and Communications
  - a. Plans for meeting minutes
  - b. Plans for any subgroups and/or task teams that may be ending/completing during FY2019
  - c. Plans for posting information on the Working Group's website including best practices and white papers

Management and coordination of PDWG activities. This element supports leadership and coordination of working group activities, including interface with the DOE Liaison and task sponsors. Routine (typically monthly) conference calls are used to coordinate operational tasks and focus areas, as well as to disseminate information across the working group membership. Remote methods will be used as much as possible for task-specific work activities. Face-to-face meetings will be conducted as determined to be cost-effective to support development of specific deliverables. Focused meetings may be conducted in conjunction with other conferences/meetings in an effort to minimize costs to the government. It is anticipated that new tasks will be added and ad hoc tasks may be identified as emerging issues are recommended by the working group or requested by DOE and coordinated with the DOE Liaison. It is anticipated that two working group meetings will be held in FY2020. EFCOG workshops, PDWG working meetings, and working/planning sessions may coincide with the EFCOG Annual Meetings, although it is anticipated that PDWG face to face meetings may/will be held separately.