

# Minutes

## Wednesday November 3rd, 2021

### EFCOG Risk Management Task Team Monthly Telecom

#### **Attendees:**

Gavin Winship (Chair)  
Josh Wargo (Vice Chair)  
Scott Noga  
J. R. Thomas  
Diane Koehne  
Jim Osbourne  
Clayton Ewen  
Chris Yunakov  
Robert Gilmartin

#### **Changes Since Our Last Meeting**

Gavin Winship announced he will be retiring in January and Josh Wargo will assume the position of Chair.

An additional FY22 Work Plan item will be added at the request of DOE. This will be a white paper on integrated analysis and the use of Joint Confidence Level (JCL). It will form a basis for proposed additions/revisions to the Risk Management guidance within DOE G 413.3-7A relating to JCL.

J. R. Thomas discussed the Issuance of the EM Program Management Protocol Memorandum (W. I. White, November 6, 2020) and solicited input from any team members present who may have received specific direction or guidance relating to the protocol. None had any input and the Protocol memorandum was provided post-meeting and distributed to the team for reference.

A short discussion followed on the execution of IDIQ Task Orders and how Management Reserve is currently being derived, allocated and maintained within a specific “bucket” for each TOA (each operations type project). In general this differs from the approach at some sites where MR for all operations projects is held in one “bucket”.

#### **Status of Our Initiatives**

An update was provided on our FY22 initiatives:

- FAR-Based Contract MR Management (Winship/Thomas): This initiative is progressing in step with the execution of new IDIQ end state contract. As part of the EFCOG Acquisition

Group's initiative we will be providing the Risk Management lessons learned section of that report.

- Bias Management (Ramirez): Search is ongoing for volunteer sites to pilot the first training sessions for lessons learned and curriculum tuning is ongoing. (Action 10.2-All: Lobby individual sites to commit to piloting Bias Management training)
- Best Practices for Pre-CD-2 Risk Management (Wargo): White paper outline (Roadmap) in progress. Wargo to coordinate best practices discussion solicitation with larger audience. David Hulett has developed a conditional branching process for analysis of technology roadmaps using Safran. (Action 11.1 Gavin Winship/Josh Wargo to set up presentation to group if David is agreeable).
- Integrated Analysis and JCL (New Initiative). Once direction has been received from DOE (via Sam Steiman), this will be added to the FY22 Work Plan and a team member(s) assigned as champion. The comparison of integrated and segmented analyses results was proposed and Gavin Winship noted that there may be such data available shortly from SRS.

Team Action List was reviewed and updated.

### **Ad-Hoc Discussion Topic**

The following topic was discussed:

#### **COVID-mandates. Specifically:**

#### **How are these best incorporated into a project's risk management program?**

Team members provided some of the methodologies that were being used:

- A single Program risk (PBS-Level) owned by DOE to address all impacts of CV-19 (Supply Chain, Personnel, Resources, Work activities, Mandates, etc.,)
- Capital asset Projects with stand-alone risks which were exacerbated by CV-19
- Operations projects with specific CV-19 risks (some creating MR, others pointing to a DOE Program risk)
- Collect CV-19 time changes for:
  - o Vaccination
  - o Vaccination reaction
  - o CV-19 Illness (time off)

In most cases where risks were used they were owned by DOE, however only one example case of related change control action could be found. This BCP was unusual in that it was exercised at

an Office of Science site where both DOE and Contractor reserves are in one “bucket.”

**What are the potential impacts COVID-mandates can have on labor productivity?**

Team members discussed the potential impacts from CV-19 and the following were identified:

- Supply Chain (delays, unavailability)
- Construction craft pool diminished
- Leads to the “Great Retirement” syndrome
- 70-100% increase in estimates from subcontractors
- Estimate uncertainty ranges are no longer correct (too narrow)

**How to account for the potential for lawsuits and labor pool availability**

The potential for lawsuits and their impact was discussed, and agreed upon to be a risk, however, the team members had no examples of where they have been documented. Accounting for labor pool availability was discussed and variances are generated where labor pool availability impacts project execution, however, it is difficult to determine what proportion of this would be CV-19 related as opposed to a true local economic driver.

Further team discussions followed around the opportunity of continuing to telework where efficiencies are being realized. This has not been documented in any risk register, however the team agreed it was a real opportunity to more effectively execute certain functions and also mitigate attrition risk.

**Other Business**

Chris Yunakov is seeking the Risk Management contact for SRNL. Gavin Winship took the action to investigate and provide contact information. (Action 11.2)

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