



EFCOG Report

Bias Awareness Training Package

Project Delivery Working Group

Risk Management Task Team

September 2021

Approvals

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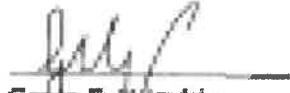
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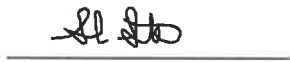
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Executive Summary

The Energy Facility Contractors Group (EFCOG) is a self-directed group of contractors of U.S. Department of Energy Facilities. The purpose of EFCOG is to promote excellence in all aspects of operation and management of DOE facilities in a safe, environmentally sound, secure, efficient, and cost-effective manner through the ongoing exchange of information and corresponding improvement initiatives.

The EFCOG Project Management Working Subgroup (PMWSG) established a Risk Management Task Team to promote, coordinate, and facilitate the active exchange of successful Risk Management programs, practices, procedures, lessons learned, and other pertinent information of common interest that have been effectively utilized by DOE contractors and can be adapted to enhance operational excellence and cost effectiveness for continual performance improvement by other DOE contractors.

As part of the EFCOG Risk Management Task Team activities initiatives are identified, prioritized and planned. The planned activities are established in advance of the fiscal year start as part of an EFCOG Project Delivery Working Group (PDWG) Annual Work Plan.

One such initiative is the evaluation of how calendars are used in risk analysis model and where their use is beneficial.

This report presents the initial Bias Awareness training Package which is an initial EFCOG deliverable in an ongoing initiative to develop bias awareness within Project Execution disciplines, and develop and promote bias management throughout the DOE Complex. This report, when issued as final, will be a deliverable of the EFCOG PDWG FY2021 Annual Work Plan.



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1.0 Purpose

The EFCOG FY 21 Work Plan item is shown in Table 1-1:

Table 1-1 EFCOG FY21 Work Plan (Extract)

<p>Follow through in maturing the previous EFCOG Bias Management work by developing training material in a collaborative effort with the EFCOG training Group and the National Training Center.</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"> • Greater objectivity in decision-making • More accurate cost and schedule estimates, • Increased creativity in the Alternatives Analysis and Value Engineering processes <p>Heightened sensitivity and awareness to avoid bias in the everyday activities of Project Managers and a broad range of multi-disciplined project support and execution staff will increase efficiency.</p>	<p>Issue a pilot Bias Awareness Training Package which will include biases and other human behavioral factors awareness training in project management planning, forecast, and risk. This pilot will be tested at selected sites in FY 22, then finalized with the goal of being eventually deployed throughout the complex.</p>
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This report satisfies this specific item within the FY21 Work Plan.

2.0 Approach

The EFCOG initiative on Bias Management is a multi-year initiative with the goal of developing bias awareness within Project Execution disciplines, and developing and promoting bias management throughout the DOE Complex.

This is the first in a series of steps towards that goal. The training package (Attachment 1) presents research and development of *Behavioral Project Planning* training to reduce human thinking (cognitive) errors in planning and forecasting activities. This training includes identifying and defining the different types of cognitive issues such as heuristics and biases that influence predictions in project management. Knowledge of human thinking errors enables a more reasonable calibration of risk and uncertainty, reduces government waste, increases resource efficiency, and accelerates delivery of the Department of Energy’s most critical projects.



Bias Awareness Training Package

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This training is the first part of a series of training documents that merges project management with behavioral and cognitive science, with an emphasis on improving planning and forecasting by understanding human cognitive errors. This document focuses on building awareness of the behavioral foundations that cause thinking errors. Future training in the series will go further into detailed processes and more depth in behavioral components and additional diagnostics for the organization. This training has been developed and adapted for EFCOG from NeuralPlan® (Reference 3.1) with permission.

3.0 References

- 3.1 NeuralPlan, First Edition, April 2021



Attachment 1 –Behavioral Project Planning (Part 1)