



**Operating Experience Committee
Carlsbad Workshop
Wednesday, April 29, 2009**



AGENDA

Welcome and Introductions	Jeannie Boyle
Multimedia Lessons Learned Development by Pantex	Karen Taylor
MA/NNSA Project Management LL	Michael Reitz Ruben Sanchez
Good Practices Identified During OEP Assessments	Emma Lopez-Cardona Bertha Cassingham
Complex Wide Lessons Learned Discussion/Brainstorming	Bertha Cassingham
WIPP Type B Accident Investigation	Don Galbraith
How to Write a Good LL & Cost/Savings	Bob Stuewe
Status Reports from all Task Teams	Jim McVey
1. Metric/Program Effectiveness – Bertha Cassingham	
2. Tools/Resources – Gerry Whitney	
3. External Events – David Langstaff	
4. CRADs to Assess Implementation	
5. Qualification Standards for Coordinators – Tom Stanberry	
6. Attributes of a Good Lessons Learned – Bob Stuewe	
Develop Agenda for Next Meeting and Wrap-Up	All

WELCOME AND INTRODUCTIONS

#	Name	Site	Org.
1	Ammonet, Patti	Pacific Northwest National Laboratory	Battelle Memorial Institute
2	Boyle, Eugenia	DOE HQ	HS-32
3	Brown, Sharon	DOE HQ	HS-32
4	Cassingham, Bertha	CBFO/WIPP	Washington TRU Solutions
5	Cassingham, Clint	CBFO/WIPP	Security Walls
6	Cheng, Sam	LASO	Los Alamos Site Office
7	Clarke, Debbie	ORP	Bechtel National Inc (BNI)
8	Cochran, Teresa J.	Oak Ridge - ORNL	UT-Battelle/ ORNL
9	Davis, Pam	National Enrichment Facility	LES
10	Emanuelson, Kay	INL/AMWTP	BBWI/AMWTP
11	Galbraith, Don	CBFO/WIPP	CBFO



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#	Name	Site	Org.
12	Gravois, Melanie	Berkley Site Office	Lawrence Berkeley National Laboratory
13	Hauptman, Steve	Stanford Site Office (SSO)	Stanford Linear Accelerator Laboratory
14	Haynes, Rick	PSO	Pantex Site Office
15	Langstaff, David	RL	Richland Operations Office
16	Lincoln, Louie	Pantex	B&W Pantex
17	Lopez-Cordona, Emma	DOE HQ	EM
18	LopezdeVictoria, Pedro	SR	Parsons – SWPF
19	Marshall, Ginnie	DOE-HQ	NA-50
20	Martinez, Bobby	CBFO/WIPP	Security Walls
21	McVey, Jim	PPPO	Swift & Staley (SST)
22	Neil, Dave	Idaho Operations Office	ID
23	Padilla-Vigil, Yolanda	SNL	Sandia National Labs. (SNL)
24	Petts, Mark	DOE HQ	HS-32
25	Reed, Delores (admin support)	CBFO/WIPP	Washington TRU Solutions
26	Reitz, Mike	DOE-HQ	NA-54
27	Sanchez, Ruben	DOE-HQ	MA-50
28	Smith, Kathleen	Atomic Energy of Canada	Chalk River Laboratories
29	Stanberry, Tom	PPPO	Swift & Staley (SST)
30	Steelman, Tracy	ORP	Washington River Protection Solutions (WRPS)
31	Stuwe, Bob	LANL	Los Alamos National Security
32	Tabatabai, Omid	Rockville	Nuclear Regulatory Commission
33	Tamplain, Jeffrey	SPR	DynMcDermott
34	Taylor, Karen	Pantex	B&W Pantex
35	Whitney, Gerry	RL	Fluor Hanford Inc.

MULTIMEDIA LESSONS LEARNED DEVELOPMENT BY PANTEX

Karen Taylor presented a program on the Pantex Plant multi-media Lessons Learned Program. She included a hand-out with her presentation, as well as demonstration posters and videos that could be put into immediate use by other lessons learned programs across the complex.

Karen provided a step-by-step description of the complete Pantex program including their best practices, which focused impressively in the following areas;

- A variety of media display is used to enhance the learning potential for Lessons Learned, including using photos and diagrams.
- Priority is denoted quickly by the format color of their bulletins.
- Use of specialized posters, and videos.



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- Coordination with their technical training department for multi-media LL with multiple events, photos, and voice-over descriptions about each occurrence.



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MA/NNSA PROJECT MANAGEMENT LL

Mike Reitz discussed the NNSA/MA activities to develop a Project Management Lessons Learned Program. NNSA is currently involved in a 12-month pilot of a program called PROJNET, a web-based tool to support project management activities and possibly Lessons Learned. OECM is hoping to implement PROJNET site-wide in compliance with applicable requirements. PROJNET allows the exchange of project management information between authorized users. The current status of PROJNET is that it is still in the testing stage (and has been since November 2008), but early indications are that it works well to disseminate project management information. The criteria that PROJNET seeks to fill are that it meets DOE requirements, has the capability of improving the cost-effectiveness of federal construction, capable of access by all authorized users, a flexible and sustainable state of the art system, and is capable of analyzing trends and action tracking. One of the downsides of PROJNET is that it is not very robust for Lessons Learned. PROJNET looks promising for project management tracking, but is still in the testing stage.

Ruben Sanchez stated that DOE is also looking for a Lessons Learned system for Project Management LL that is reliable, robust, accessible, maintainable in real time, user friendly, useful to people at the project level, simple, uses media that everyone uses, and has a tracking system for actions pending from errors in the past that have assigned follow-ups. Sanchez further stated that the measures of success for such a program will be that it meets requirements, is compatible with other programs, is cost effective, a state-of-the-art system, flexible, sustainable, and robust. NNSA and MA are working with HSS to incorporate Project Management LL into the DOE Corporate LL database.

GOOD PRACTICES IDENTIFIED DURING OEP ASSESSMENTS

Emma Lopez-Cardona and Bertha Cassingham gave presentations on Good Practices Identified During OEP Assessments. Emma started with presenting good practices identified in the Oak Ridge Office Operating Experience Program. Some of the good practices that were mentioned from ORO included a daily e-mail of items of LL interest, ORO's annual OEP coordinators meeting, the Office Manager's quarterly OE/LL meetings between senior management and contractors. Specific good practices from ORO EM contractors including Bechtel Jacobs Company, LLC, EnergX-TN, LLC, Isotek Systems, LLC, also provided unique approaches and new practices of benefit to all. Emma also discussed good practices within the DOE EM offices that included the Assistant Manager for EM's effective practice of enhancing communication with the twice weekly standing Safety Brief meetings that include lessons learned.

Bertha focused on some of the Washington TRU Solutions OE best practices from the Waste Isolation Pilot Plant that included focuses on incorporating lessons learned and suspect counterfeit parts information into quarterly Home Safety campaigns, having employees submit personal home safety near-misses or incidents for "learned lessons" to be printed up in "café news" bulletins and placed in the cafeteria, with prizes given for contributions. WTS also uses a voluntary subject matter expert (SME) committee that screens Lessons Learned on a monthly basis to determine applicability for a programmatic cost-effective approach.

Another suggestion was to set up a feedback system with forms that might be responded to within 30 days; if no response is forthcoming, then the General Manager's Office could do a follow-up. Recognition programs such as "Caught Working Safely" was suggested as a motivator for employees. Bertha pointed out that Carlsbad, NM was one of five towns specifically chosen by the American Association of Physicians for their Shelter-in-Place Program for the WIPP Site. This program could easily be modified for nation-wide catastrophes, such as the swine flu. The final suggestion was that all were encouraged to develop Lessons Learned recognition programs to motivate employees and sites to be part of the fix.



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COMPLEX WIDE LESSONS LEARNED DISCUSSION/BRAINSTORMING

Since many of the issues in lessons learned programs are common across the DOE complex, this session focused on using basic multiple site brainstorming to address complex wide issues. This “lessons learned” focused on how to engage employees in implementing lessons learned, including management. Various site approaches included requiring managers to benchmark other programs and share the resultant lessons learned (in keeping with organizational learning approaches), tracking by senior management of the time and feedback from managers on implementation of lessons learned (compliance approach), some good practices for ensuring incorporation of lessons learned into new stimulus pre-planning projects, rotating volunteers to present lessons learned at pre-job briefs, motivating employees and managers in success stories and giving them credit, a feedback point and prize system, and other approaches. Everyone agreed that during the discussion they had gleaned a couple of new ideas to consider for their site in further engaging employees in the implementation of lessons learned. The resultant discussion included a recommendation that perhaps DOE HSS coordinate a quarterly complex-wide lessons learned gathering info from each site to be shared for continuous improvement across the complex in a particular focus area.

WIPP TYPE B ACCIDENT INVESTIGATION

Don Galbraith, CBFO, gave a presentation on WIPP’s recent accident that resulted in a Type B Accident Investigation. The presentation focused on an electric cart incident that occurred on February 25, 2009 and resulted in an injury. Handouts were given with photos of the electric cart involved in the incident, accident reconstruction diagrams, and the root cause analysis of the injury and why it occurred. The immediate and anticipated long-term changes resulting from the incident were also discussed.

HOW TO WRITE A GOOD LL & COST/SAVINGS

Bob Stuewe gave an excellent presentation with very specific steps on How to Write a Good Lessons Learned and the related Cost/Savings categories. A handout was passed around and the attributes of a good Lessons Learned were discussed. The attributes to strive for are 1) is it new, 2) is it significant, 3) is it clearly stated, 4) are all the fields filled in, 5) is the information accurate and credible, 6) is there enough detail to determine relevance, 7) is it actionable, and 8) is it easily shared. Some of the pitfalls to be wary of include 1) opinions, 2) irrelevant details, 3) only communicating event or experience details (not the lesson to be learned), 4) too many incomplete fields, and 5) restrictions on sharing.

STATUS REPORTS FROM ALL TASK TEAMS

Jim McVey lead the status reports sections discussing the importance of learning to look and go through the what-if process, so we don’t have to go through a negative perception to get a lessons learned. We should think about the fact that as a committee we have an excellent exchange of ideas, there is a lot of give and take among team leaders and participants, and there are common threads through the task teams. Those threads include a strong desire to be consistent, to achieve easier user access, provide real time lessons learned, the challenges and legalities for providing just in time lessons learned versus waiting for final information, the need to develop good coordination, and understanding of what a good lessons learned looks like.

Metric/Program Effectiveness – Bertha Cassingham

This status report focused on the benchmarking effort, and the final performance indicators recommended in the report. The report was provided as a handout. The task team also established new goals for the next year, and Teresa Cochran will be the new chair for the task team.



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Tools/Resources – Gerry Whitney

This team started with a goal to evaluate other tools to enhance implementation of the DOE LL database. Discussion was provided on the various tools and resources evaluated, and the set of recommendations proposed for database improvement. Their task team recommendations included adding a link to the ID field and the e-mail address field; removing the ISM input field, removing the 4500 keyword list, adding a link to allow a photo to be submitted, changing the date field to submittal date, and adding an additional field to the database entitled “Database Entry Date.” Photos sent via e-mail for emplacement should be in a jpeg format and place holders should be put in the document where the picture is to be inserted.

External Events – David Langstaff

This task team’s strategy for the future is focused on identifying sources, selecting events, establishing review teams and subject matter experts, and identifying/writing the lessons to be learned that apply to the DOE complex. To accomplish this, a source list (e.g., websites, news media) should be provided to OEC members. During the monthly conference calls, issues and events should be identified from OEC members and from high-visibility media reporting, a Review Team should be established, a Lessons Learned applicable to DOE written and presented to OEC members for review and comment, and the final Lessons Learned issued.

CRADs to Assess Implementation

A specific status report for this task team was not provided. However a CRAD has been developed and is being used that meets the goals of this task team.

Qualification Standards for Coordinators – Tom Stanberry

Surveys were handed out to assist in rating the importance of various OE Coordinator tasks, experience, and education. The surveys could either be filled out during the meeting or filled out later and submitted to Tom electronically. The purpose of collecting survey data was to conduct an analysis per the DOE requirements for a systematic approach to identifying qualification requirements for training. This task analysis would then provide the needed basis for determining the qualification standards for OE Coordinators.

Attributes of a Good Lessons Learned – Bob Stuewe

Since Bob had already done an excellent presentation on these attributes, a separate status report was not given.

DEVELOP AGENDA FOR NEXT MEETING & WRAP UP

Jeannie Boyle recapped the meeting and suggested that the Task Team Leads report out on their Task Team meeting results during the next few conference calls. She also suggested that a file copy of the team’s results should be distributed ahead of the conference call and she would take care of the distribution. Everyone agreed to participate in a conference call on Tuesday, May 12.

Suggestions were made by various members regarding future interaction; videoconferencing and/or every six-month face to face meetings.

An OEC meeting is scheduled for Oak Ridge on August 25th. Presentation ideas include a possible three-hour presentation on Organizational Learning by Rick Hartley, a Pantex employee, with Karen Taylor (of Pantex) promising to verify. Tom Stanberry volunteered for to discuss recommendations for Qualification Standards for Operating Experience Program Designated Coordinators (up to one hour). Bertha Cassingham suggested a possible topic for presentation could be stimulus Lessons Learned, thinking of ways to



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differentiate occurrence reporting/lessons learned associated with stimulus money. The IG report on stimulus reporting should be out within 90 days. Jim McVey suggested getting out in front of a “hot topic” and coming up with ways to deal with it, as well as how to overcome complacency in the workforce. Bertha Cassingham has a process at WIPP to review external events, and she is willing to present on that. Mike Reitz suggested a possible presentation on good work performance incentives or how to accent the positive side of Lessons Learned. Teresa Cochran volunteered to be a presenter, with the topic to be determined. Jeannie Boyle suggested that everyone think about ideas on presentations and forward the ideas to her. The meeting closed with a reminder that the next OEC meeting will be at Oak Ridge on August 25, 2009.

THANK YOU

Thanks to Bertha Cassingham, WIPP, for sponsoring the OEC Meeting and for all the wonderful things (e.g., catered lunches, fun dinner, & WIPP tour) that she did to make it so successful. Thanks also to Don Galbraith for his assistance and to all the WIPP staff that supported them. Finally, thanks to Delores Reed, QA Administrative Support at WIPP, for taking the meeting minutes during the conference call and for the very timely and comprehensive reporting of them.