



Fall 2009 Operating Experience Committee Meeting Minutes

When: Tuesday, August 25, 2009 – 8 am to 5 pm
Where: Knoxville Convention Center, Room 300-A

(8:00 – 8:15 am) Welcome and Introductions - Attendees

#	Name	Site	Org.
1	Alp, Asu	Argonne Site Office	Argonne National Laboratory
2	Ammonet, Patti	Pacific Northwest National Laboratory	Battelle Memorial Institute
3	Boyle, Eugenia	DOE HQ	HS-32
4	Brown, Karen	ORO	Parallax
5	Brown, Richard	ORP	Bechtel National Inc (BNI)
6	Butler, Michael	Pantex	B&W Pantex
7	Cochran, Teresa J.	Oak Ridge - ORNL	UT-Battelle/ ORNL
8	Davis, Bert	DOE HQ	HS-31
9	Davis, Jim	England	Sellafield, Ltd
10	Dihel, Don	Portsmouth/ Paducah Project Office - Lexington	PPPO
11	Dotson, Bob	Pantex	B&W Pantex
12	Du Bose, Rick	DOE HQ	FE
13	Edens, Victor	WTP	BNI
14	Emanuelson, Kay	INL/ AMWTP	BBWI/AMWTF
15	Field, Joe	CBFO	CBFO
16	Formby, Sam	University of South Carolina	University of South Carolina
17	Forshey, Cathy	PPPO	Theta Pro2Serve Mgmt Co
18	Gilliam, Susan	Y-12 National Security Complex	Babcock & Wilcox Technical Services (B&W)
19	Goel, Sat	DOE HQ	SC
20	Hanson, Mike	Brookhaven Site Office	BHSO
21	Harness, Jerry	ORO	EM-96
22	Harris, Tyrone	DOE ORO	SE-32
23	Harvey, Don	DOE HQ	NA-36
24	Heard, Marie	Stanford Site Office (SSO)	SSO



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#	Name	Site	Org.
25	Hooks, Vaughn	Y-12 National Security Complex	Babcock & Wilcox Technical Services (B&W)
26	Hudson, Nettie B.	DOE ORO	AMSEM
27	Jones, Carla	Y-12 National Security Complex	Babcock & Wilcox Technical Services (B&W)
28	Krietz, Terry	DOE HQ	EM
29	LaPointe, Todd	DOE HQ	CNS
30	Lewis, Chuck	DOE HQ	HS-31
31	McKenna, James	Atomic Energy of Canada, LTD	Chalk River Laboratories
32	McVey, Jim	PPPO	Swift & Staley (SST)
33	Miller, James	Erwin, TN - SRS, ORNL, NTS, Portsmouth, Paducah	Nuclear Fuel Services
34	Morgan, Michael	Rockville, MD	Nuclear Regulatory Commission
35	Neilson, Steve	Thomas Jefferson Site Office	TJSO
36	Padezanin, Patricia	SR	Savannah River Nuclear Solutions
37	Pasquale, Daniel	Rockville, MD	Nuclear Regulatory Commission
38	Pearson, John	Oak Ridge	ORAU
39	Perry, Teresa	Oak Ridge	ORO
40	Robertson, Jeffrey	DOE HQ	HS-32
41	Schutt Bradley, Joanne	Oak Ridge - ORNL	Bechtel-Jacobs
42	Serocki, John	DOE HQ	NE
43	Slater-Chandler, Neysa	Washington, DC	Defense Nuclear Facilities Safety Board
44	Slavin, Bill	Princeton Plasma Physics Laboratory	PPPL
45	Smith, Kathleen	Atomic Energy of Canada, LTD	Chalk River Laboratories
46	Staffo, Gary	DOE HQ	EE-3C
47	Stanberry, Tom	PPPO	Swift & Staley (SST)
48	Sterling, Michael	ORO	Navarro Research & Engineering Inc.
49	Vasquez, Katatra	Oak Ridge	ORO
50	Wightman, Jeanne	NTS	Stoller-Navarro Joint Venture (SNJV)
51	Williams, Tom	DOE HQ (at LLNL)	NA-1



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#	Name	Site	Org.
52	Zimmerman, Rochelle	PPPO	Portsmouth/ Paducah Project Office - Lexington

(8:15 – 9:00 am) OPEX/Lessons Learned Coordinators Qualification

Tom Stanberry, PPPO

Training and Qualification Task Team Members

- Asu Alp (ANL/DOE)
- John Eichorst (AL/DOE)
- Katatra Vasquez (ORO/DOE)
- Suzanne Shidal (PPPO/PRS)
- Tom Stanberry (PPPO/SST) – Team Lead

This team was given the task to develop qualification guidelines for OPEX coordinators across the DOE complex (Federal and Contractor). This process consisted of the following:

- Evaluate NRC Lessons Learned Qualification Standard (NRC OpE Engineer Qualification)
 - Advantages
 - Comprehensive
 - Defensible
 - Actual Qualification Card
 - Provides up to nine on the job training activities
 - Disadvantages
 - DOE has no similar supporting procedures
 - Takes > 47 days to complete
 - Only half is applicable to DOE LL
 - Resident SME is needed to sign-off
 - Unified training needed
 - Conclusion: to be used as an ultimate goal
- Proceed with DOE-HDBK-1078, *Training Program Handbook: A systematic Approach to Training* (1994 edition)
 - The Systematic Approach to Training (SAT technique)
 - Job Analysis:
 - Developed a valid task list (27 tasks developed from Spring ISM conference)



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- Survey queried group (27 OPEX Coordinators rated tasks on difficulty, importance, frequency, experience needed and education needed; on a scale of 1-5)
- Analyzed survey results using decision tree to determine training requirements
- Training Requirements:
 - Averaged all survey responses, applied to Decision Tree, and developed Train, No Train and Over-train list (DOE STD-1090, Criteria for Selecting Tasks for Training)
 - One task determined to be No Train (No training needed)
 - 14 tasks determined to be Train (require continuing training)
 - 12 tasks determined to be Over-train (additional training efforts are needed)

Results: minimum requirements to be qualified as an operating experience coordinator

- 8 years experience at current or similar site
- Associate degree
- Technical knowledge of work processes (i.e., “Technical Competency”)
 - The successful OPEX Program Coordinator must be technically competent in order to understand the processes, nuances and impacts the multitudes of incoming lessons may have on his/her organization, programs and work processes.

OPEX Program Coordinator Qualification Guide: 8/18/09

The OPEX Program Coordinator must be sufficiently knowledgeable to perform the basic tasks listed below. If needed, the candidate can establish credentials in these areas by successfully completing OPEX/LL training sponsored at the candidate’s site, another similar site, or through the Office of Corporate Safety Analysis, HSS.

OPEX Program Coordinator Task/Training Guide: Table 1

Perform searches for work planners and others.
Establish and maintain a tracking mechanism for operating experiences, investigations, and resulting actions.
Screen incoming operating experiences to determine the potential for applicability to the organization/function/contract
Communicate potentially applicable operating experiences to appropriate personnel within the organization.
Generate an effective Lessons Learned for national submittal.
Develop and maintain metrics to measure the effectiveness of the program.
Develop and trend corrective actions from Lessons Learned
Assess the effectiveness of the program.



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The table below quantifies the relationship between formal education and experience levels. Technical knowledge of work processes is required for all OPEX Program Coordinators.

OPEX Program Coordinator Education/Experience: Table 2

Education (Technical Degree) (choose one)		SCORE
Associate Degree	1 point	
Bachelor	2 points	
Masters	3 points	3
Doctorate	4 points	
Site Experience (same or similar site) (choose one)		
8 years	1 point	
12 years	2 points	
16 years	3 points	
>16 years	4 points	
Program Experience (all that apply)		
Active member in the national OPEX Committee	1 point	1
Core competencies in organization skills, communication skills, and initiative	1 point	1
Participate in six monthly OPEX conference calls in the past 12 month period	1 point	1
Maintain an active DOE LL database account	1 point	1
Knowledgeable in QA/QC principles and techniques	1 point	1
Knowledgeable of applicable regulatory requirements	1 point	1
Management Discretion	2 points	
TOTAL SCORE		

To be available for selection as an OPEX Program Coordinator, the applicant must

1. Satisfy the Task/Training requirements in Table 1, and
2. Achieve a score of 10 points or more in the Education/Experience Table 2.

The applicant must obtain management endorsement and appointment. The appointment will be documented.

NOTE: Contact Tom Stanberry for information regarding the OPEX Program Coordinator Qualification Guide (8/18/09), Job Analysis Tabulation Results and inquiries on Decision Tree analysis.

The Job Analysis Tabulation Results with task list and averaged ratings is listed on the following page:



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JOB ANALYSIS TABULATION RESULTS

Job/Duty Area: OPEX Coordinator Compiled By: S Shidal Verified By: TW Stanberry Date 8/13/09 Rated By: N/A Date	Difficulty: 1-5					No Train
	Importance: 1-5					Train
TASK	Frequency: 1-5					OVERTRAIN
	Experience					
	Education					
1) Serve the project as the Operating Experience (OPEX) / Lessons Learned (LL) representative and point of contact for the DOE Corporate Operating Experience Program, as required by DOE O 210.2.	2.8	3.4	4.2	12	13.2	Train
2) Develop, maintain, and revise as necessary the program procedure for the OPEX/LL Program.	2.8	3.4	3	8.3	15	Train
3) Identify significant operating experience issues to the attention of senior management and provides periodic status reports.	3	3.5	3.3	9	15	Train
4) Assess the applicability and significance of internal and external operating experiences identified as potential lessons learned, with assistance from subject matter experts (SME).	2.9	3.7	4	8	14.8	Train
5) Screen and disseminate external operating experience lessons.	2.3	3.2	4.2	8.4	13.6	Train
6) Maintain the OPEX database for the site. Includes entry and trouble shooting.	2.8	3.5	4.1	8	14	Train
7) Run OPEX/LL searches for the work planning teams.	2.3	3.3	2.6	7.3	13.8	OVERTRAIN
8) Run searches for others with a need for OPEX information.	2.4	3	2.4	7.6	14	OVERTRAIN
9) Coordinate reviews of LL reports by SMEs and the resulting recommendations related to LL report distribution.	2.6	3.2	3	7	14	Train
10) Encourage the development and sharing of lessons learned.	3	3.5	3.8	7	14	Train
11) Assist with the development of internal OPEXs.	3	3.3	3.1	7.4	14	Train
12) Coordinate reviews with ADC and management before submittal of operating experiences.	2.3	3.2	2.5	8.5	14	OVERTRAIN
13) Submit to the DOE Corporate Operating Experience Program or DOE list server internal operating experience reports.	2	3.4	2.3	7	13.8	No Train
14) Maintain the database of lessons learned reports.	2.7	3.4	4	7	13.4	Train
15) Establish metrics to measure program performance and effective use of information from LL in work planning and implementation.	3.7	3.5	2.7	8.2	14.5	OVERTRAIN
16) Maintain OPEX records according to National Archives and Records Administration (NARA)-approved DOE Record Disposition Schedules.	2.5	2.4	2.4	7.6	12.8	OVERTRAIN
17) Solicit and collect feedback from employees.	2.8	3.4	3.6	7	13.4	Train
18) Trend feedback.	2.6	3	2.8	8	14	Train
19) Develop corrective actions from LLs.	3.3	3.4	2.8	8	13.8	OVERTRAIN
20) Trend corrective actions.	3	3.5	2.7	8.6	13.9	OVERTRAIN
21) Close corrective actions with evidence (closure packages).	3.2	3.6	2.9	8	13	Train
22) Participate in the multi-site organization for the OPEX Coordinators.	2.5	3.2	2.5	7.4	14	OVERTRAIN
23) Participate in task teams with the multi-site organization for the OPEX Coordinators.	2.8	3.2	2.4	8	14.6	OVERTRAIN
24) Provide requested OPEX information to the OPEX Coordinator.	2.3	3.3	2.8	7	13.9	OVERTRAIN
25) Evaluate the program's effectiveness through assessments and surveys.	3.4	3.5	2	7.6	14.6	OVERTRAIN
26) Supply answers and evidence to auditors by serving as the SME for the program.	3.2	3.7	2.2	7.3	14.6	OVERTRAIN
27) (17 of 27 surveys) Collect and report to management on program effectiveness or issues.	2.9	3.1	2.9	8.9	14.1	Train



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(9:00 – 9:15 am) Break

(9:15 – 11:00 am) Highly Reliable Organizations (combined with Advanced HPI Training in Room 301-D)

Rick Hartley, Pantex

Summary of High Reliability Organization presentation

- Focus on what's important. Measure what is important
- HRO vs. NAT, it's not one or the other
- Systems accidents, Not individual accidents
- Systems approach to avoid catastrophic events
- 4 HRO practices to provide systems approach
- Strive to become an HRO – Will improve your culture

If your organization cannot recover from the consequences of a systems accident in your operations, consider learning/applying the concepts and practical application of High Reliability Organizations (HRO).

Framework for high Reliability – A systems approach to avoid the catastrophic accidents

High Reliability Organization Practices

- HRO Practice #1 – Manage the system, not the parts
 - Ensure safety system provides safety
 - Manage safety system to reduce variability
 - Foster a culture of reliability
 - Model organizational learning
- HRO Practice #2 – Reduce System Variability
 - Deploy the safety system
 - Evaluate the operation of the safety system
 - Adjust processes
- HRO Practice #3 – Foster a strong culture of reliability
 - Make conservative decisions
 - Retain proficiency
 - Provide ability to question and verify safety
- HRO Practice #4 – Learn and Adapt as a organization
 - Generate decision-making information
 - Refine the HRO system



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Theory behind High Reliability Organization Practices – Deming’s theory of profound knowledge

- Knowledge of Systems – Organizations are systems that interact within their internal and external environments.
- Knowledge of Variation – Statistical process control is the foundation of process organization.
- Knowledge of Psychology – Organizations have cultures that influence the system and desired outcome.
- Knowledge of Knowledge – Theory, prediction, and feedback are the basis of learning.

Advantages to being an HRO

- Reduce susceptibility to catastrophic accidents
- Improve safety culture
- Re-invigorate the workforce
- Reduce operating cost
- Improve morale
- Protect your company from disaster

(11:00 – Noon) Lunch

(Noon – 12:45 pm) Operating Experience at Chalk River Laboratories

Kathy Smith, AECL

Chalk River Brief History

AECL's major research and development (R&D) efforts take place at the Chalk River Laboratories (CRL). Scientists and engineers perform research and product development to support and advance CANDU nuclear reactor technology and the facility has world-class expertise in physics, metallurgy, chemistry, biology, and engineering.

Environmental scientists and a rigorous Environmental Protection Program ensure that the impact of operations at the Chalk River site is negligible on the health and well-being of employees, the public and on the environment.

The National Research Universal (NRU) reactor, one of the world’s most versatile research reactors, has been operating at CRL since 1957. NRU is Canada’s only major materials and fuel testing reactor used to support and advance the CANDU design. It also produces neutrons used by the National Research Council’s Neutron Beam Centre to investigate and non-destructively study all types of industrial and biological materials. Lastly, NRU continues to produce the majority of the world’s medical isotopes used in both the diagnosis and treatment of life-threatening diseases. NRU does not produce electricity, but rather tests the fuels and materials for CANDU reactors which AECL designs and sells around the world.



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Chalk River OPEX

OPEX Alerts Process: Internal Lessons Learned and External CANDU Owner's Group (COG) Bulletins

- COG inputs all documents/Lessons Learned on website (similar to the DOE Corporate LL database)
- A Collegial review is performed on applicability
- SME decides which news groups should receive certain LLs
- Sent weekly to the newsgroups identified by the collegial and SME reviews
- COG corrective actions are sent
- Annual working group meetings to discuss best practices
- In addition, management will review historical lessons for applicability to current operations

Where to go from here?

- Build a network of OPEX Single Points of Contact (SPOCS) across the business line to help communicate LLs
- Continue to monitor our effectiveness through focused self assessments
- Monitor corrective actions taken to address LL/OPEX from other organizations
- Build strong links to National Lab peers

(12:45 – 1:30 pm) Office of Environmental Management American Recovery and Reinvestment Act Program

Execution

Todd LaPointe, EM

- Secretary Chu's Key Objectives for the ARRA
 - Quick Start Projects
 - Lasting Value of projects founded
 - Transparency to the public
 - Make a significant down payment on the Nation's Energy and environmental future
- EM Receives \$6 Billion from the ARRA
 - Focused on existing Scope
 - Shovel-Ready Projects
 - Focus on EM completion and footprint reduction
 - ARRA funding will accelerate 70 compliance milestones
- Recipients of ARRA Funding
 - 12 State and 17 Sites



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- How it's done (30 month projection)
 - Plan
 - Mobilize
 - Prepare
 - Execute
 - Close out
- EM Safety Performance
 - Implementation of ISMS across the EM complex
 - EM Injury rates improved from 2004-2008
 - EM Injury Rates are below average compared to DOE-wide rates and also for similar private industry rates
 - EM injury rate performance peaked in 2008 and measures are taking place to understand
 - Most injuries were due to routine activities
 - There were a lot of injuries in Security and material handling activities
- ARRA projects increase several risk factors
 - Additional work load equates to new hires
 - Flow down of safety requirements into sub-contracts and implementing process has been difficult
 - Unfamiliarity with expectations for working on DOE sites
 - Increased onsite traffic
 - More heavy equipment and material handling
 - ARRA projects are heavily weighted towards routine work which has been a challenge
- Additional Management Challenges
 - Implied schedule pressure
 - Increased pace of work
 - Staffing pressures for key positions
 - Need for increased oversight
- Communications with stakeholders
 - Monthly reporting
 - EM ARRA safety initiatives
 - DNFSB
 - EFCOG
- Reporting on ARRA Safety Performance
 - When reporting to HSS databases
 - ORPS: Put "ARRA" in the title
 - CAIRS: Use sublevel categorization
 - DOE Corporate LL: Use "ARRA" as a "work function" pick



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- Lessons Learned to date
 - DOE Corporate LL database now has coding to allow tracking of ARRA
 - In ORPS, 13H—Management Concerns – American Recovery and Reinvestment Act (ARRA) is now an HQ Keyword pick.
 - FED and contractor oversight needs to be incorporated
 - Initial ARRA ORPS Safety Performance
 - 17 ORPS reports to date
 - 7 of these are near misses
 - 1 ORPS reportable injury

Report Number	Subject/Title
EM--GJO-ES-MOAB-2009-0001	ARRA - Broce Broom Rollover
EM--PPPO-LPP-PORTENVRES-2009-0001	Wind Damage to X-633-2D Cooling Towers (ARRA)
EM--PPPO-LPP-PORTENVRES-2009-0002	Fire Damage to X-633-2D Cooling Towers (ARRA)
EM-ID--BBWI-AMWTF-2009-0010	Deficient Curtain Trailer Component Strikes Operator - (ARRA)
EM-ID--BBWI-AMWTF-2009-0011	Near Miss and Other Vehicle Events Causes Management Concern - (ARRA)
EM-ID--CWI-BIC-2009-0002	ATR Complex D&D - Suspect Counterfeit U-Bolt Clamps Identified on Mobile Cranes - (ARRA)
EM-ID--CWI-ICPWM-2009-0002	Potential Inadequacy of the Documented Safety Analysis Declared on Hot Fuel Examination Facility (HFEF-5) Waste Containers (USQ) ARRA
EM-ID--CWI-ICPWM-2009-0003	Equipment Operator Receives Electrical Shock From Operating A Crane -- (ARRA)
EM-ID--CWI-INLPROGM-2009-0001	Unclear Roles and Responsibilities Results in Unapproved Hoisting and Rigging Configuration and Less-Than-Adequate Step Back -- ARRA
EM-ID--CWI-RWMC-2009-0005	Discovery of Missing Grounding Cables on Buildings and Equipment (ARRA)
EM-ID--CWI-RWMC-2009-0006	Collision in Accelerated Retrieval Project (ARP) III Retrieval Area (ARRA)
EM-RL--CPRC-CENTPLAT-2009-0005	212-R Debris Expelled Outside Demolition Zone (ARRA)
EM-RL--CPRC-CENTPLAT-2009-0006	224-U Loose Tube Scaffolding - ARRA
EM-SR--SRNS-CPWM-2009-0005	Failure to Properly Administer Lockout/Tagout (ARRA)
EM-SR--SRNS-CPWM-2009-0006	Facility Egress Path Restricted (ARRA)
EM-SR--SRNS-CPWM-2009-0007	Hot Tap Failure (ARRA)
EM-SR--SRNS-SIPS-2009-0006	Cable Pulling Incident - Cable Jacket Fails at Pulling Basket (ARRA)

- Early aggressive direction from EM-1: Memo of 2/25/09 on safety of work created under ARRA
 - Contractor Readiness
 - Safety performance metric for ARRA work is tracked and reported separately
 - Contractor activity readiness self-assessments to be completed prior



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- Nuclear Safety
 - All projects will be 10CFR 830 compliant
- Rigorous Oversight
 - Coordinated ARRA/EM-HQ safety oversight
 - Recovery Act Readiness Evaluation (RARE)

(1:30 – 2:15 pm) Operating Experience at Sellafield Sites in England

Jim Davis, Sellafield Ltd

About Sellafield

Situated on the coast of West Cumbria in NW England, Sellafield is one of the most complex nuclear sites in the world. It has been the centre of the UK's nuclear program since 1947. Amongst the establishments on the site are the Windscale piles which produced the UK's first plutonium for military use, and the world's first civil nuclear power station, Calder Hall. Both are being decommissioned. Activities on the site are centered on remediation, decommissioning and clean-up of the historic legacy. The site also contains the Thorp and Magnox fuel reprocessing plants, the Sellafield MOX plant, which manufactures mixed oxide fuel and a wide range of waste management and effluent treatment facilities. It also stores spent fuel from UK power stations including plutonium.

- Brief History
 - Located in Cumbria, England
 - >60 years of site operational history
 - 10,000+ workers
 - Significant events
 - Windscale Pile Fire (1957)
 - Thorp Clarification Cell
 - 22 fatalities since 1946 (most recently 2003)
 - Most due to non-nuclear activities (e.g., falls, crushes, asphyxiation, electrocutions)
- Key Date: November 2008
 - Contract with Nuclear Management Partners
 - Nuclear management Partners is a consortium comprising URS Washington Division of the United States, British company AMEC and AREVA of France. The consortium manages Sellafield Sites Ltd, which comprises the Sellafield nuclear complex in Cumbria in the north west of England, the Capenhurst enrichment plant in Cheshire, and offices in Risley, near Manchester.



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- OPEX at Sellafield
 - Capture about 20,00 event per year
 - Investigations carried out and local remedial actions placed
 - In 1998 an NII Team inspection found that there was a systematic failure in communication between sites to learn from events
 - The results of the inspection prompted the inception of the Learned From Experience (LFE) program which is now the Operating Experience Feedback (OEF) program.
- Communities of practice for Lessons Learned
 - Sellafield Sites
 - Paired body organization (NMP – Washington Group, AMEC and AREVA)
 - Nuclear Decommissioning Authority (NDA)
 - UK Operating Experience Learning Group
 - World Association of Nuclear Operators (WANO)
 - Other High Hazard Industries (e.g., Oil, Gas, Rail, etc.)
 - U.S. Department of Energy
- UK Operating Experience Learning Group
 - Network of UK Nuclear licensed companies
- OE Strategy
 - Improve safety performance through continuous improvement programs
 - Combine internal/external knowledge and sustain within organization
 - Learn from others

(2:15 – 2:30 pm) Break

(2:30 – 3:15 pm) Hot Topics

Panel Discussion

Jim McVey, S&S
Brian Anderson, ID
Don Dihel, PPPO

- Electrical Safety and Effective Application of NFPA-70E Requirements
 - Walk down the system – Supervisor/Manager/Worker
 - Know the voltages and the associated energy
 - LO/TO
 - Worker Training
 - Protective equipment



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- Work on energized system
- Zero energy checks
- Barricades to prevent workers' involvement
- Elevated Work
 - Is there another way to access the work?
 - Worker Training
 - Inspect the fall protection devices
 - Store fall protection devices correctly
 - Use fall protection devices properly
 - Use all associated equipment correctly (e.g., ladders, scaffolds)
 - Are the tie-offs strong enough?
 - Follow the procedure and use oversight wisely
- Hoisting and Rigging – Crane Safety
 - Equipment Inspections – Quality Assurance and Safety
 - Crane operator training
 - Subcontractor services – flow down of requirement
 - Positioning – on suitable surfaces
 - Positioning – consider and protect overhead power lines
 - Positioning – critical lift
 - Handling – persons under the lifted item or crane boom
 - Handling – use tag lines
 - Check the weight of the lift and compare it to the lift chart for the crane
 - Prepare a lift plan and follow procedures
- Change control – inform immediate supervisor
 - The system or equipment being worked on doesn't fit the description
 - The numbers on the system, electrical panels, or valves don't match
 - The soil is wet and soggy
 - Not all of the electrical systems in the immediate work zone are de-energized as expected
 - Steam or pressure is found on the system



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(3:15 – 4:00 pm) Joint Assessments - Leveraging the Most out of your Assessment Resources

Steve Neilson, TJSO

Joint assessments – Yes they are allowed

- Advantages
 - Reduce oversight redundancy
 - Speeds flow of oversight information between organizations
 - Provides “lead by example” opportunity
 - Affords a side-by-side comparison of oversight approaches
 - Opportunity for cross-pollinating skills between organizations

Be wary of undertaking joint assessments when corporate or agency ownership is explicitly assigned

Establish lead responsibilities early to reduce conflict

It is advisable to keep organizational processes intact and not create special accommodations for joint assessments.

Example of suspect/counterfeit item discussed and pictured presented – No traceable QA spec on lifting hook.

(4:00 – 4:45 pm) Oak Ridge Office Operational Experience Best Practices/Success Stories

Teresa Cochran, ORNL

DOE Operating Experience Program – Federal offices and contractors collaborate to foster continuous improvements in our OE programs

- The Department of Energy (DOE) Health, Safety, and Security (HSS) Office has established an infrastructure for capturing, distributing, and archiving good work practices from around the complex. These Operational Experience (OE) and Lessons Learned (LL) are applied for continuous improvements at the individual sites.
- The Oak Ridge sites include:
 - Oak Ridge Office (ORO)
 - B&WY12
 - Bechtel Jacobs, LLC (BJC)
 - Parallax
 - UT-Battelle, LLC/Oak Ridge National Laboratory (ORNL)



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Oak Ridge Office (ORO) – Operating Experience/Lessons Learned Program Success Stories

- Oak Ridge Office (ORO) developed and maintains a reference binder for Operating Experience (OE) and Lessons Learned Program (LL) Program Reference Material that is provided to all ORO Federal OE/LL coordinators and contractor LL coordinators
- ORO conducts and promotes site-wide OE Coordinators (federal and contractor) meetings to share program information and to promote communication between the coordinators from various programs and contractors
- ORO developed a SharePoint “Metrics” Team Site is to share documents, OE metrics, conference meeting minutes, etc.

Oak Ridge Office (ORO) – Operating Experience/Lessons Learned Program Success Stories: SharePoint “Metrics” Team Site

- The OPEX Team Site was developed with the objective to supply a virtual space so that team members could post material for others to view and comment. Also, contact information for each team member is easily accessible.
- The intent is for each organization to place their current metrics and performance indicators so that other team members can review and comment on the effectiveness of each. This will aid the creation of a final recommended set of metrics.
- The OPEX Metrics Dashboard allows the team to populate charts with LL metrics and other data. This is a good tool to highlight trends or make comparisons.
- The goal of the OEP SharePoint Metrics Team Site is for capturing OEP metrics to measure program performance and evaluate the effectiveness of actions implemented from lessons learned.
- The OPEX Team Site accomplishes this by:
 - Offering an easily accessible repository for team submittal of lessons learned metrics and examples of program adherence to DOE O 210.2.
 - Sharing ideas and brainstorming through team collaboration blogs.
 - Providing charting tools for establishment of team dashboards. Charts aid in evaluating trends and comparisons of metrics.
 - Generally providing a site where team members can meet and share electronic documentation and correspondence to expedite generation of ideas and creation of deliverables.

B&W Y-12 Lessons Learned Program Best Practices

- **Designated Lessons Learned Coordinators**
 - Forty-three (43) LL Coordinators representing 90 organizations.
 - Quarterly meeting discussion on new initiatives/strategies for communication/utilization of LL.
- **Enhanced B&W Y-12 Lessons Learned Data System**
 - Database tools for creating/submission of LL document



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- *Writing Tips, Fact Sheets*, links to *Related Sites* with resources
- *Organizational LL Coordinators*, and LL program contacts
- **Lessons Learned Web-based Training**

Bechtel Jacobs Company LLC (BJC) Operating Experience/Lessons Learned Program Success Stories

- The BJC Operating Experience/ Lessons Learned Program (OPEX) have consistently had the support of Senior Management during its existence.
- An annual “State of the Union” meeting with the BJC President/ General Manager and other senior managers takes place to discuss current OPEX Program Issues & Improvements, Focus Areas, and potential Program Challenges for the upcoming year. Assistance is provided as needed throughout the year.
- BJC has successfully shared Operating Experiences and Lessons Learned with the DOE Complex for over a decade. In the past 8 years, BJC has annually contributed an average of 25% of the lessons in the DOE LL Program.

Parallax Operating Experience/Lessons Learned Program Success Stories

- As a service to the DOE complex, Parallax issues a daily e-mail called *Items of Interest* with timely OE and safety-related information, DOE reports, and external links.
- *Items of Interest* provides the latest news in the following areas:
 - New/revised federal regulations
 - New/revised DOE directives, rules, guides, and technical standards
 - Lessons learned
 - DOE ISM Program
 - Defense Nuclear Facilities Safety Board actions
 - Price-Anderson Amendments Act enforcement actions
 - Office of Health, Safety, and Security documents
 - Occupational Safety and Health Administration interpretations
 - Anything else that is new which might be of interest to DOE and its contractors
- The publication goes directly to 300+ subscribers across the complex and is disseminated by them to the people in their company who can use the information. It is currently received by 3 Headquarters Program Offices, 15 site offices, and 40 contractors.

Oak Ridge National Laboratory Operating Experience/Lessons Learned Program Success Stories

In FY09, seventy percent of the ORNL internal LL and Safety Flashes (SF) are generated from daily operational experiences that include assessments, Management System Observations, and external operating experiences. This indicates that ORNL staff is attentive to the evaluation of day-to-day issues for LL and SF opportunities and is improving the formality to capture and report operational experiences.



Fall 2009 Operating Experience Committee Meeting Minutes

In January 2009, an ORNL Heavy Equipment Maintenance Supervisor reviews a Brookhaven National Lab LL titled “Inspect E-Ride Vehicles for Maintenance Defects” and immediately contacts the manufacturer. The supervisor, procurement, and LL coordinator work in tangent to identify all E-ride vehicles on the ORNL campus. The Supervisor contacts all ORNL vehicle owners and schedules in-house maintenance to correct the defect. All four vehicles repaired by February 2009.

In August 2009, a Recalls and Notification Database was created to be shared with Laboratory staff. The Recall Database and the Lessons Learned Program are two tools adding value by preventing safety issues from ever occurring.

(4:45 – 5:00 pm) Wrap-up

All

Meeting Adjourned

THANK YOU

Thanks to Mike Sterling, Navarro Research and Engineering, Inc. support to the Oak Ridge Operations Office, for taking the meeting minutes and for the very timely and very comprehensive reporting of them. Mike has been an exceptional asset to the committee and his support is greatly appreciated.