



**Swift**  **Staley**  
**INFRASTRUCTURE CONTRACTORS**

**Swift & Staley Team – DOE's Small Business of the Year for 2008**

# **OPEX/Lessons Learned Coordinators Qualification**



# Presentation Overview

Team Members

Task Description

NRC OpE Qualification Standard

Systematic Approach to Training

Task Closure



**Input to next  
Order revision**



# Training and Qualification Task Team Membership

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



# Task

- Task – Develop Qualification Guidelines for OPEX Coordinators across the DOE Complex, Federal and Contractor.
  - Evaluate NRC Lessons Learned Qualification Standard
  - Consider DOE-HDBK-1078, *Training Program Handbook: A Systematic Approach to Training* (1994 edition still valid)



# NRC OpE Engineer

NRC OPEX Qual.pdf - Adobe Reader

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 U.S. Nuclear Regulatory Commission  
Office of Nuclear Reactor Regulation

***NRR OFFICE INSTRUCTION***

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**Initial Issuance**

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Office Instruction No.: ADM-504

Office Instruction Title: Qualification Program

Effective Date: October 6, 2006

Primary Contacts: Diane Jackson  
PMAS/POEB  
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301-415-8548

Responsible Organization: PMAS  
Responsible division for position-specific requirement

**Summary of Changes:** This is the initial issuance of ADM-504. The purpose of this Office Instruction is (1) to ensure that staff meet knowledge and qualification standards established by the Office; (2) to provide a standardized method for determining that the staff have met the established qualification requirements; and (3) to provide a means for knowledge transfer.

Training: All-hands meeting; division and branch presentations

ADAMS Accession No.: ML062640556



# NRC OpE Engineer

## PLUS

- Comprehensive
- Defensible
- Actual Qual Card
- Provides for its own training

## NEGATIVE

- DOE has no similar supporting procedures
- >47 days to complete
- <1/2 applicable
- Resident SME needed
- Unified training needed
  - Quality Academy?
  - National Training Center?



# NRC OpE Engineer

- Discussion
  - Over engineered
  - Good direction for OPEX Qual Card
  - Not timely to pursue for the first Qualification Matrix
- Conclusion
  - Proceed with Systematic Approach to Training (SAT)
  - Use the NRC qual card as an ultimate goal



# SAT Technique

- Job Analysis:
  - Develop a Valid Task List (done)
  - Survey Group (done)
  - Analyze Survey Results (done)
- Training Requirements
  - Averaging of Survey Response (done)
  - Apply to Decision Tree (done)
  - Develop Train/No Train/Overtrain List (done)
  - Identify Needed Training (open)

**NOT MEASUREMENT  
SENSITIVE**  
DOE-HDBK-1078-94  
August 1994  
Supersedes  
DOE-STD-0102T,  
TAP-2  
**DOE HANDBOOK**  
TRAINING PROGRAM HANDBOOK: A  
SYSTEMATIC APPROACH TO  
TRAINING  
U.S. Department of Energy FSC 6910  
Washington, D.C. 20585  
DISTRIBUTION STATEMENT A.  
Approved for public release; distribution  
is unlimited.

# Survey

DOE-HBK-1078-94

## ATTACHMENT 5 JOB ANALYSIS TABULATION

Page 1 of 2

Job/Duty Area: <u>OPEX Coordinator</u> Compiled By: <u>S Shidal</u> Verified By: <u>TW Stanberry</u> Date <u>4/23/09</u> Rated By: _____ Date _____	Difficulty: 1-5				
	↓	↓	↓	↓	↓
TASK	Importance: 1-5			Frequency: 1-5	
	↓	↓	↓	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.	1	1	1		<12
2) Develop, maintain, and revise as necessary the program procedure for the OPEX/LL Program.	1	1	1		<12
3) Identify significant operating experience issues to the attention of senior management and provides periodic status reports.	1	1	1		<12
4) Assess the applicability and significance of internal and external operating experiences identified as potential lessons learned, with assistance from subject matter experts (SME).	1	1	1		<12
5) Screen and disseminate external operating experience lessons.	1	1	1		<12
6) Maintain the OPEX database for the site. Includes entry and trouble shooting.	1	1	1		<12
7) Run OPEX/LL searches for the work planning teams.	1	1	1		<12
8) Run searches for others with a need for OPEX information.	1	1	1		<12
9) Coordinate reviews of LL reports by SMEs and the resulting recommendations related to LL report distribution.	1	1	1		<12
10) Encourage the development and sharing of lessons learned.	1	1	1		<12



# Survey Averaging

## JOB ANALYSIS TABULATION RESULTS

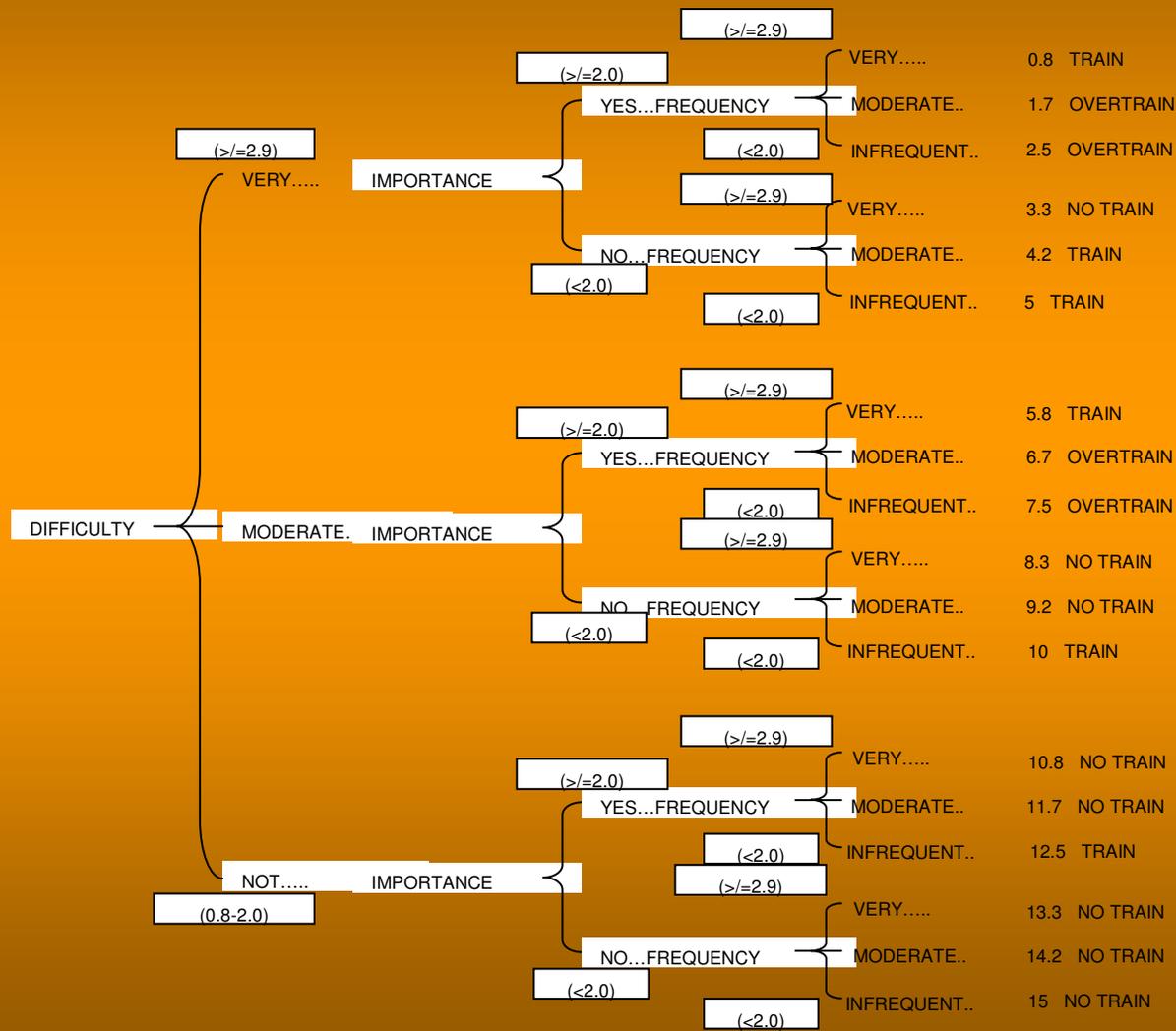
Job/Duty Area: <u>OPEX Coordinator</u> Compiled By: <u>S Shidal</u> Verified By: <u>TW Stanberry</u> Date <u>4/23/09</u> Rated By: _____ Date _____	Difficulty: 1-5 Importance Freq		
<b>TASK</b>			
1) Serve the project as the Operating Experience (OPEX) / Lessons Learned (LL) representative and point of contact for the DOE Corporate Operating Experience Program, as required by DOE O 210.2.	2.8	3.4	4.2
2) Develop, maintain, and revise as necessary the program procedure for the OPEX/LL Program.	2.8	3.4	3
3) Identify significant operating experience issues to the attention of senior management and provides periodic status reports.	3	3.5	3.3
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
5) Screen and disseminate external operating experience lessons.	2.3	3.2	4.2
6) Maintain the OPEX database for the site. Includes entry and trouble shooting.	2.8	3.5	4.1
7) Run OPEX/LL searches for the work planning teams.	2.3	3.3	2.6
8) Run searches for others with a need for OPEX information.	2.4	3	2.4
9) Coordinate reviews of LL reports by SMEs and the resulting recommendations related to LL report distribution.	2.6	3.2	3
10) Encourage the development and sharing of lessons learned.	3	3.5	3.8
11) Assist with the development of internal OPEXs.	3	3.3	3.1
12) Coordinate reviews with ADC and management before submittal of operating experiences.	2.3	3.2	2.5
13) Submit to the DOE Corporate Operating Experience Program or DOE list server internal operating experience reports.	2	3.4	2.3
14) Maintain the database of lessons learned reports.	2.7	3.4	4
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
16) Maintain OPEX records according to National Archives and Records Administration (NARA)-approved DOE Record Disposition Schedules.	2.5	2.4	2.4
17) Solicit and collect feedback from employees.	2.8	3.4	3.6
18) Trend feedback.	2.6	3	2.8
19) Develop corrective actions from LLs.	3.3	3.4	2.8
20) Trend corrective actions.	3	3.5	2.7
21) Close corrective actions with evidence (closure packages).	3.2	3.6	2.9
22) Participate in the multi-site organization for the OPEX Coordinators.	2.5	3.2	2.5

27 Tasks on Survey

27 OPEX Coordinators  
Responded

# MODIFIED FROM DOE-HDBK-1078-94 FIGURE 1

## CRITERIA FOR SELECTING TASKS FOR TRAINING





# Survey Results

## JOB ANALYSIS TABULATION RESULTS

Page 1 of 1

Job/Duty Area: <u>OPEX Coordinator</u> Compiled By: <u>S Shidal</u> Verified By: <u>TW Stanberry</u> Date <u>4/23/09</u> Rated By: _____ Date _____	Difficulty: 1-5 Importance: 1-5 Frequency: 1-5 Experience Education					No Train Train OVERTRAIN
	TASK					
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



# SAT Results

- Survey results were averaged and evaluated against the Criteria for Selecting Tasks for Training (DOE STD-1090)
  - 1 task required no further training.
  - 14 tasks require continuing training.
  - 12 tasks require additional training.
- Eight Years Experience
- Associate or Bachelors Degree



# SAT Results

- 14 tasks require continuing training.
  - Program representative.
  - Develop program. Maintain procedure.
  - Identify and report LL issues.
  - Disseminate internal and external lessons.
  - SME review. Trend feedback from users.
  - Maintain database.
  - Report program effectiveness.
- Meet with active participation in monthly conference calls and bi-annual OPEX Meetings



# SAT Results

- 12 tasks require additional training .
  - Perform searches for work planners and others.
  - Review LL prior to national submittal.
  - Establish metrics.
  - Evaluate program effectiveness.
  - Maintain records.
  - Develop and trend corrective actions from LLs.
  - Participate in national committee and task teams.
  - Hosting audit of LL Program.
- Demonstate adequate knowledge level or
- Attend at least one session on duties, responsibilities & requirements of DOE O 210.2



# Coordinator Qualification

## The “Technical Competency” Statement

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.



# Coordinator Qualification

## Reference to Order Derived Task List

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**

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

# OPEX Program Coordinator

## Education/Experience: Table 2

- This table quantifies the relationship between education and experience
- Minimums are set by the survey results
  - Associates or Bachelors Degree
  - Eight Years Experience
- Also adds performance criteria
- A candidate with the minimum edu and exp can still make OPEX Coord with enough performance
- See handout.

# Certification

- To be available for selection as an OPEX Program Coordinator, the applicant must
  - satisfy the Task/Training requirements in Table 1 **and**
  - 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.