

**Where in the World is
Carmen San Diego*?**



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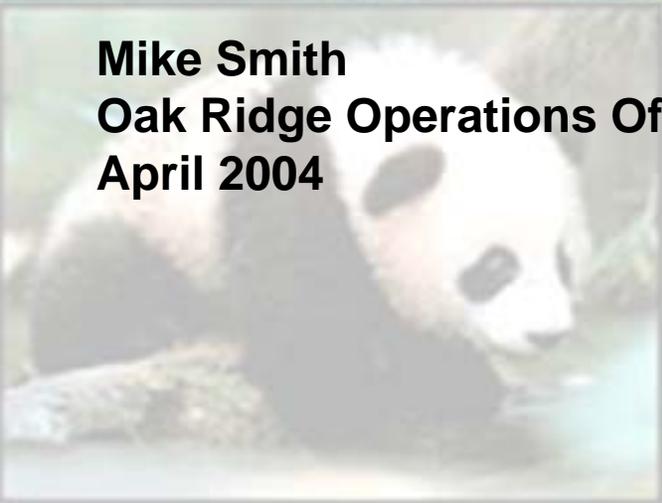
*Carmen San Diego = **Lessons Learned**



Lessons Learned in

Department of Energy Orders

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Oak Ridge Operations Office
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- [DOE G 450.4-1B Vol 1 & 2](#) - Integrated Safety Management System Guide
- [DOE O 225.1A](#) - Accident Investigations
- [DOE G 433.1-1](#) - Nuclear Facility Maintenance Management Program Guide for Use with DOE O 433.1
- [DOE G 473.2-1](#) - Guide for Establishment of a Contingency Protective Force
- [DOE M 413.3-1](#) - Project Management for the Acquisition of Capital Assets
- [DOE G 460.2-1](#) - Implementation Guide for Use with DOE O 460.2 Departmental Materials Transportation and Packaging Management

- [DOE M 231.1-2](#) - Occurrence Reporting and Processing of Operations Information
- [DOE G 440.1-7A](#) - Implementation Guide for use with 10 CFR Part 850, Chronic Beryllium Disease Prevention Program
- [DOE O 4330.4B](#) - Maintenance Management Program
- [DOE G 225.1A-1](#) - Implementation Guide for use with DOE O 225.1 Accident Investigations
- [DOE G 341.1-1](#) - Guide on Federal Employee Occupational Medical
- [DOE G 341.1-2](#) - Guide on Federal Employee Assistance Programs
- [DOE M 411.1-1C](#) - Safety Management Functions, Responsibilities, and Authorities Manual

DOE G 450.4-1B Vol 1 & 2

Integrated Safety Management System Guide



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APPENDIX G-FEEDBACK AND IMPROVEMENT MECHANISMS Page G-2

2.2 Lessons Learned

Lessons learned programs are an important safety mechanism to communicate the lessons (share knowledge) from ISMS experience, assessments, and operational occurrences. Sharing experiences benefits the future work of the organization. **Lessons learned** are used to identify, communicate, and record good practices and adverse experiences with implications that may often be broader than individual corrective actions. This is intended to make management, supervisors, subject matter experts, and workers aware of experiences that should be replicated or avoided in future work. The DOE Society for Effective **Lessons Learned** Sharing (SELLS) is a champion for the generation and dissemination of **lessons learned** across DOE. More information about SELLS is available at <http://tis.eh.doe.gov/II/>.
(more)

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2.2.1 Responsibilities for **Lessons Learned** Program

Feedback and improvement sections of the FRAM require the Program Secretarial Officer to—

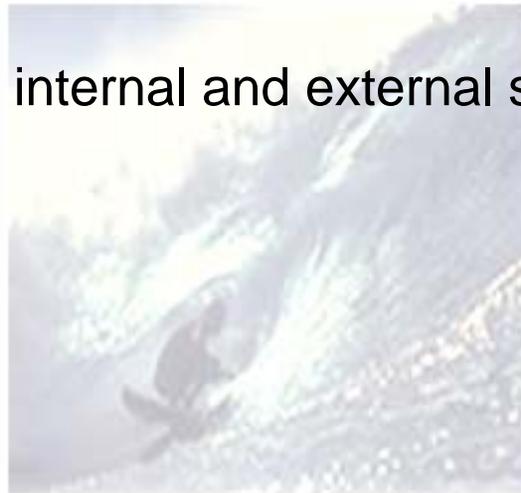
- implement **lessons learned** programs,
- require contractors to develop **lessons learned** programs,
- oversee the implementation of these **lessons learned** programs,
- participate in DOE-wide sharing of **lessons learned**, and
- ensure that an occurrence reporting system is developed, maintained, and implemented.

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2.2.2 Sources of **Lessons**

Table G.1. is a table of internal and external sources of **lessons learned**



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2.2.3 **Lessons Learned** Data Application

Headquarters, field, and contractor elements have flexibility to implement **lessons learned** in a manner appropriate for their organizations.



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3. EXAMPLES OF FEEDBACK AND IMPROVEMENT MECHANISMS IMPLEMENTED AT VARIOUS ORGANIZATIONAL LEVELS

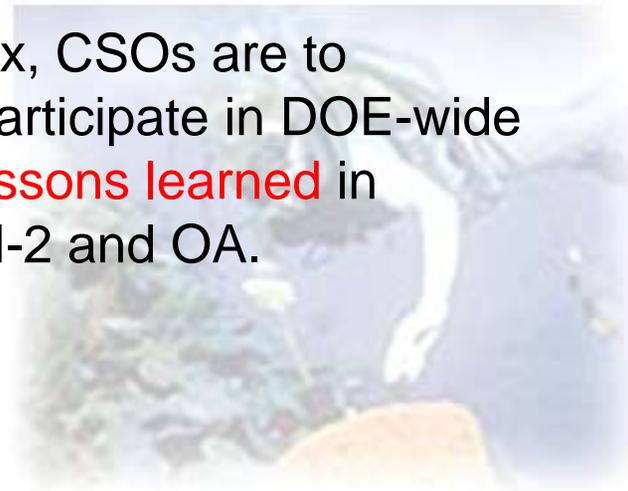
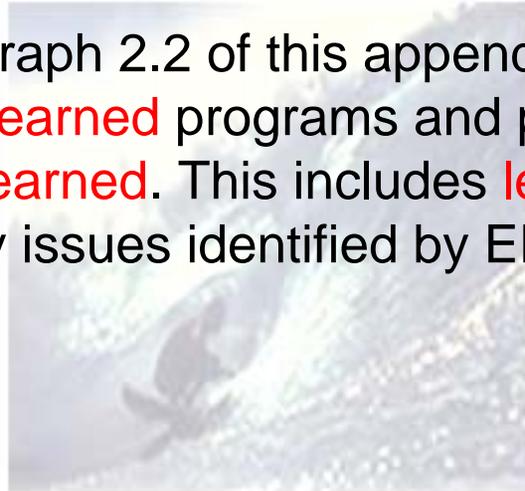
The feedback and improvement mechanisms of **lessons learned**, assessment, corrective actions, and performance indicators are tailored for the particular work to be done, the hazards associated with the work, and the organizational level at which the work is performed. The following sections contain examples of how these mechanisms are implemented within activity, facility and institutional levels of DOE and DOE contractors.

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4.2.2 Prepare the Corrective Action Plan

As outlined in paragraph 2.2 of this appendix, CSOs are to implement **lessons learned** programs and participate in DOE-wide sharing of **lessons learned**. This includes **lessons learned** in responding to safety issues identified by EH-2 and OA.



DOE M 231.1-2

Occurrence Reporting and Processing of Operations Information



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SECTION 2. PURPOSE.

This information is also used to develop **lessons learned** and document events that impact DOE operations.



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4.6 Program Managers

- d. Ensuring that **lessons learned...** are identified and elevated to the Secretarial Officer or Deputy Administrator (NNSA) for appropriate action.



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4.8 Facility Managers

- c. Identifying and sharing with others **lessons learned**...from occurrences and taking actions to minimize or prevent recurrence.



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Section 5. Occurrence Reporting

In Section 11, the Occurrence Reporting Model summarizes the various time limits, levels of investigation and analysis, corrective action development and tracking, approvals, and **lessons learned** development by Significance Category.



DOE M 231.1-2 - Occurrence Reporting and Processing of Operations Information Page 17

5.6 Occurrence Report Closure

The Final Report must be prepared by the Facility Manager and submitted as soon as practical but within 45 calendar days after initial categorization of the occurrence. The Final Report must be prepared using the writing instructions listed in Section 5.4.1 and must document the following:

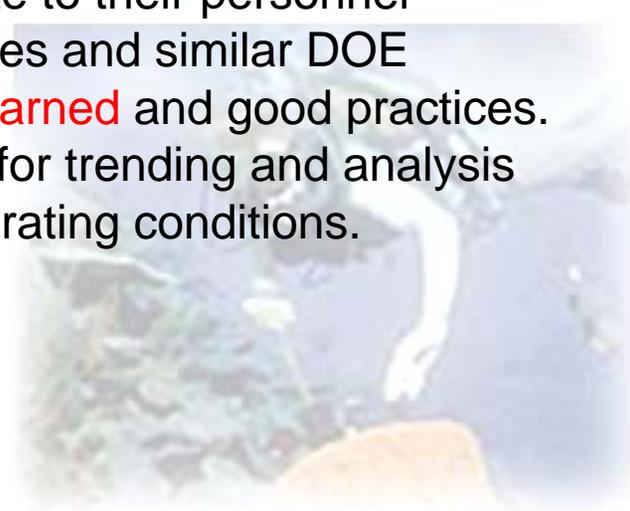
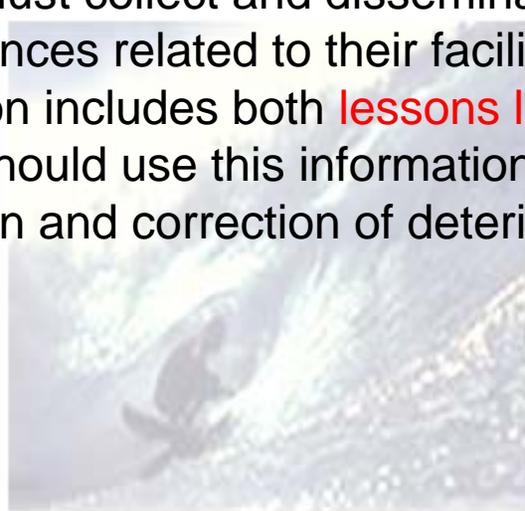
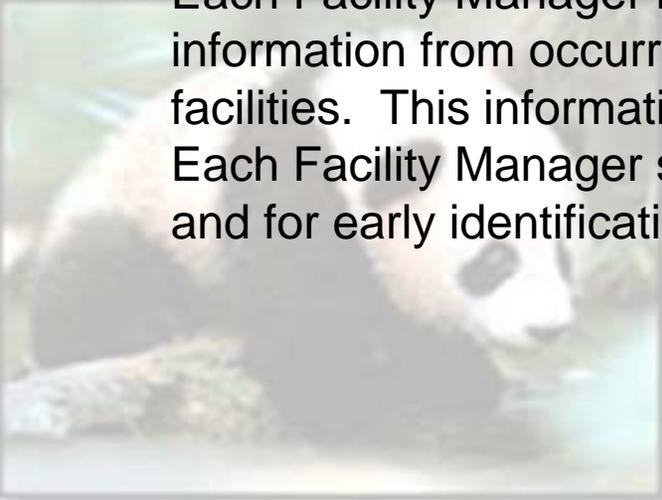
(4) The **lessons learned**.



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8.2 Utilization

Each Facility Manager must collect and disseminate to their personnel information from occurrences related to their facilities and similar DOE facilities. This information includes both **lessons learned** and good practices. Each Facility Manager should use this information for trending and analysis and for early identification and correction of deteriorating conditions.



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Classification	Timelines ¹	Prompt Notification	Investigation	Causal Analysis	Corrective Actions	Report Approvals	Corrective Action Closures	Corrective Action Effectiveness	Lessons Learned ³
Operational Emergencies (defined by DOE O 151.1A)	Cat: ASAP PN: NLT 15 min if classified; NLT 30 min if not classified WN: COB next business day not to exceed 80 hrs UR: As needed FR: 45 days	DOE Field Office & DOE Headquarters	Team with Trained Investigator. DOE Consider Accident Investigation.	Root Cause Determined	Remedy Problem, Prevent Recurrence, & Preclude Similar Problems	DOE Field Office & DOE Headquarters Approval	Contractor Document & Independently Verify	Contractor Assess Effectiveness to Prevent Recurrence	Enter into DOE LL Database & Coverage in OE Summary
Significance Category 1 Reportable Occurrence	Cat: NLT 2 hrs PN: NLT 2 hrs WN: COB next business day not to exceed 80 hrs UR: As needed FR: 45 days	DOE Field Office & DOE Headquarters	Team with Trained Investigator. DOE Consider Accident Investigation.	Root Cause Determined	Remedy Problem, Prevent Recurrence, & Preclude Similar Problems	DOE Field Office & DOE Headquarters Approval	Contractor Document & Independently Verify	Contractor Assess Effectiveness to Prevent Recurrence	Enter into DOE LL Database & Coverage in OE Summary
Significance Category R. Includes All Recurring Category 1, 2, 3, and/or 4 Reportable & Nonreportable Occurrences	Cat: NLT 2 hrs PN: NLT 2 hrs WN: COB next business day UR: As needed FR: 45 days	DOE Field Office (DOE HQ at Field Office Discretion)	Trained Investigator	Root Cause Determined	Remedy Problem, Prevent Recurrence, & Preclude Similar Problems	DOE Field Office Approval	Contractor Document & Independently Verify	Contractor Assess Effectiveness to Prevent Recurrence	Enter into DOE LL Database & Optional Coverage in OE Summary
Significance Category 2 Reportable Occurrence	Cat: NLT 2 hrs PN: NLT 2 hrs WN: COB next business day UR: As needed FR: 45 days	DOE Field Office (DOE HQ at Field Office Discretion) ²	Trained Investigator	Apparent Cause Determined	Remedy Problem & Prevent Recurrence	DOE Field Office Approval	Document & Verify by Sampling	Optional	Enter into DOE LL Database & Optional Coverage in OE Summary
Significance Category 3 Reportable Occurrence	Cat: NLT 2 hrs PN: NLT 2 hrs WN: NLT 2 business days UR: As needed FR: 45 days	DOE Field Office (DOE HQ) ²	Critique/ Fact Finding	Apparent Cause Determined	Remedy Problem	Contractor Approval	Document (Verification Optional)	Optional	Per Site Specific Process
Significance Category 4 Reportable Occurrence	Cat: NLT 2 hrs PN: NLT 2 hrs (as required) Short Form Report: NLT 2 business days	(DOE Field Office & DOE HQ) ²	No reporting of causal analysis or lessons learned in ORPS. The reporting of corrective actions is optional. Reportable and nonreportable occurrences are managed per contractor-specific corrective action programs.						

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