



Error Tolerant Lessons Learned Program

Making a Difference



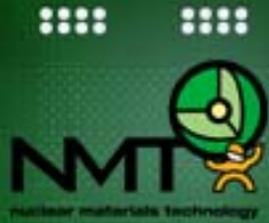
Factors

- Three factors drive the structure of the lessons learned program
 - Management ownership and direction
 - Worker trust and communication
 - Organizational priorities



Five Elements

- Determination of when a critique is to be held
- How the critique is managed
- Worker trust
- How information is captured and disseminated
- How corrective actions are tracked



When to hold a critique

- Good work practices / noteworthy events
- Line Management requests it
- Adverse events such as contamination under the reportable limits, near misses, injuries, potential violations of procedure, and unplanned events



Critique management

- Trained and proficient critique leader
- Blame free
- Neutral or encouraging tone
- Stress meeting is to gather information for process improvement not discipline
- Always strive for consistency when performing critiques



Building trust with workers

- Program implementation integrity
- Blame free workplace
- Just work policy
- Workers will not share the information you need to prevent reoccurrence if they feel intimidated



Information Management

- Lessons learned format
- E-Mail every employee
- LANL Mirror
- Type A and B Investigations
- Posters in plant
- Other



Issue Tracking

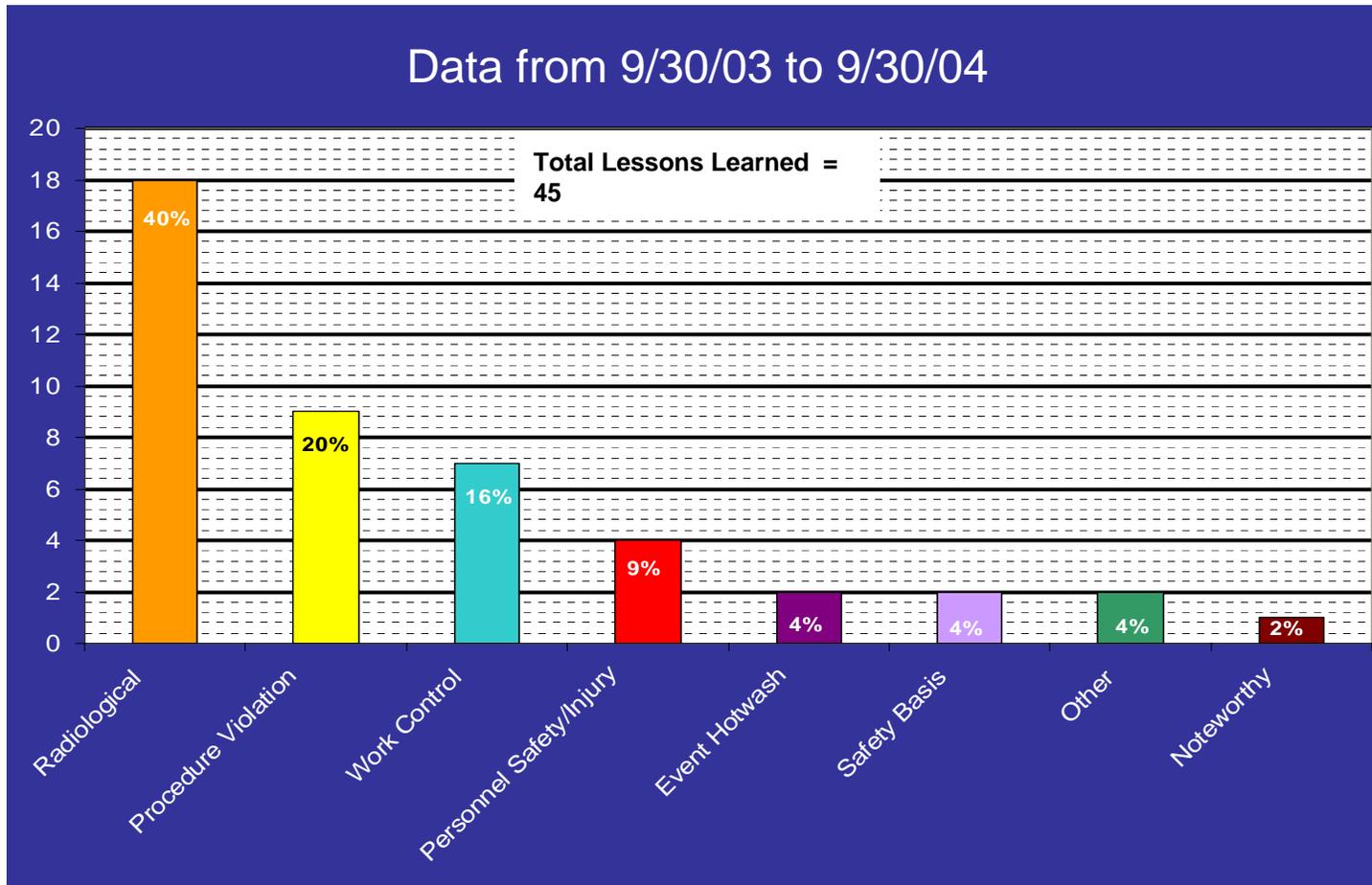
- Management Walk Around System
- Issues tracking system currently being developed at NMT



LANL Culture

- July 2004 Suspension because of CREM and Laser incidents
- Resumption process
- DuPont Stop program
- Over 3000 safety and compliance issues were identified and are being tracked

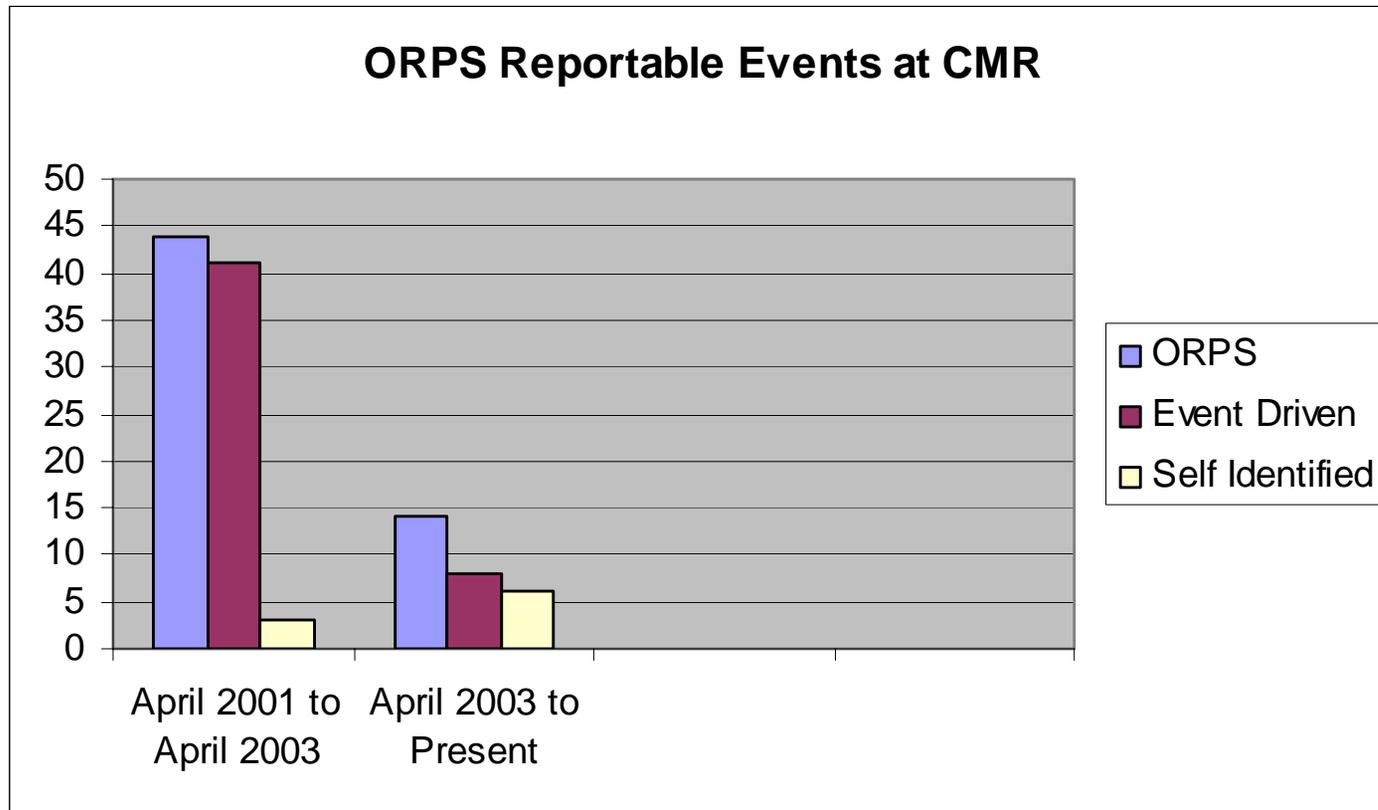
Current Data Tracked



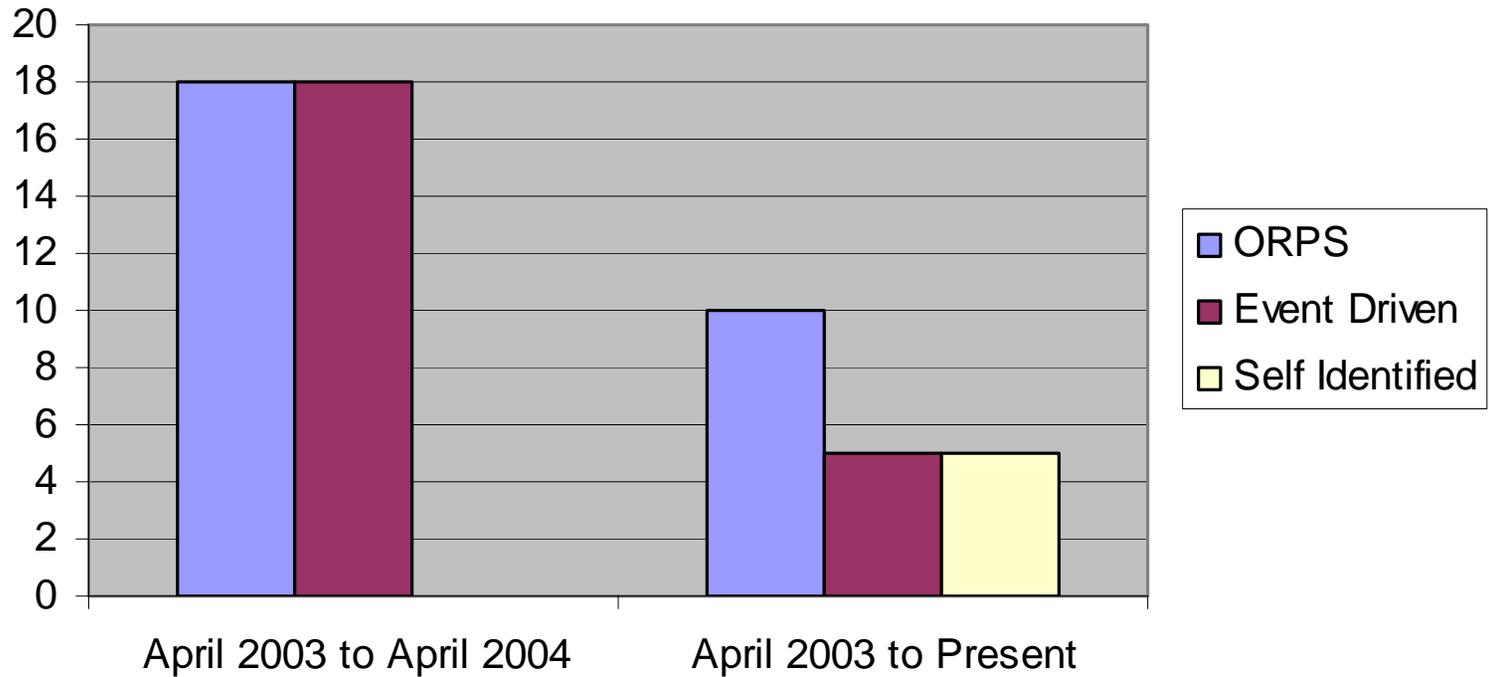


What do with the data?

- Data is collected and provided as input to the monthly ADWEM report.
- I present the data and discuss with Line Management at the Division Monthly Safety Committee meeting.



ORPS Reportable Events at TA-55





Conclusion

- Operational excellence
- Management and Worker buy in
- Human performance initiatives

- We can do work safely and compliantly!