



U.S. ARMY  
CHEMICAL MATERIALS AGENCY

# ***CMA Lessons Learned Program***

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- **Chemical Demilitarization Facilities**
  - **3 in operation**
  - **2 in systemization**
  - **1 in closure**
- **Government Depots**
- **Government Headquarters**

# Program Evolution



- **Design contractor reviewed design lessons from pilot facility (1987)**
- **Established formal Design Lessons Learned (DLL) Review Team (1989)**
- **Started Programmatic Lessons Learned (PLL) (1992)**
- **Added Workshops, Critical Document Reviews, Quick Reacts, and a PLL Board (1994)**
- **Began publishing the PLL Technical Bulletin (1995)**
- **Began conducting Operational assessments (1996)**

# Program Evolution (cont.)



- **Programmatic Issues database provided to sites (1997)**
- **Streamlining of the database (1997)**
- **Developed Programmatic Planning Documents (1997)**
- **Integrated DLL Program with PLL Program (1999)**
- **Redesigned Programmatic database (2000/2001)**
- **Government review of all lessons/ECPs (2000/2001)**

# So Why Change?



- By 2002, the programmatic database included a large repository of issues and resulting lessons (~3500 issues and 2500 lessons)
- Program was predominately Government driven
- Site ownership of the program was never fully achieved
- Prioritization of issues and tracking the implementation and value of the lessons were not fully implemented
- Program was established on the premise of volunteer input from the SC and was supplemented largely by government input

***Shift from Government Driven to Site Ownership***

# Changes to PLL Program



- **Ownership of system officially transferred to the sites/System Contractors (SCs)**
- **Focuses on prioritization of lessons learned based on their importance to safety, health and protection of the environment**
- **SCs establish systems to capture internal lessons**
- **Management of an Advisory or Immediate Notification System shifts from the Government to the sites/SCs**

# Changes to PLL Program (cont.)



- **Improved process for Government to obtain information on the implementation and results of actions taken on critical issues**
- **Improved audit trail on implementation of critical lessons learned**
- **Improved systems for effectively sharing lessons between sites**

# Lessons From our Experience



- **Ownership must be established with users of system**
- **Focus should be on critical lessons/issues**
- **Identification and capture of lessons should be important at all worker levels**
- **Important to have a system of Immediate notification to others for critical lessons**

# Lessons From our Experience (cont.)



- **Audit trail for implementation of critical lessons learned is important**
- **Exchange of information between Subject Matter Experts is important and can be accomplished in a variety of methods**
- **For lessons to be useful, there must be a system for effectively sharing lessons between all users (internally and other sites)**



# *Backup slides*