



**Washington Group
International**

WSRC Lessons Learned Program

Fall SELLS Workshop
Augusta, Ga

Rod Hutto
Washington Savannah River Company

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SRS
savannah river site

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Why Are Lessons Learned Important?

- To provide the systematic review, identification, collection, screening, evaluation, and dissemination of operating experience from events
- To reinforce the core functions and guiding principles of ISMS to enhance mission safety and reliability
- To share Lessons Learned with the DOE Complex

U.S. DEPARTMENT OF ENERGY

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OFFICE OF ENVIRONMENT, SAFETY AND HEALTH CORPORATE OPERATING EXPERIENCE PROGRAM

Search ES&H Selected text size: Smaller · Normal · Larger You are Here: DOE > ES&H > LL

Corporate Operating Experience Review Program

Home

Society for Effective Lessons Learned (SELLS)

Lesson Learned Comments

Documents & Info

DOE LL Database

LL Links

LL ListServer Info

Submit A Lesson Online

Special Operations Reports

Safety Advisories

Safety Alerts

Special Reports

Safety Bulletins

OE Summaries

Just-in-Time Reports

Corporate Performance Assessment

Corporate Operating Experience Program

DOE Corporate Lessons Learned Collection

DOE Corporate Lessons Learned Collection: The Lessons Learned portion of the Corporate OE Program is modeled after the Institute for Nuclear Power Operations (INPO) Significant Event Evaluation and Information Network (SEE-IN) program currently used by the commercial nuclear power industry. The Corporate Operating Experience Program Lessons Learned products are:

- **Department of Energy Lessons Learned Database:** Jump to Login Page.
- **Special Operations Reports (SORs):** This corporate OE product provides information on significant ES&H issues applicable DOE-wide that require corrective action. SOR's REQUIRE contractors to take **Action** and report the results to DOE Headquarters.
- **Environment, Safety and Health Alerts (SAs):** Provide information on ES&H issues requiring immediate attention, such as safety-related Suspect Counterfeit and Defective Items. **Action Required.** Operating contractors should take action specified and must report back to DOE Headquarters with positive or negative findings.
- **Special Reports (SRs):** This corporate OE product delineates significant ES&H trends DOE-wide that may require corrective action. **Action is Recommended,** Applicability Determined by Recipient, Unless Otherwise Stated.
- **Environment, Safety and Health Bulletins (SBs):** This corporate OE product provides information on potentially significant ES&H issues that require management awareness and/or with longer term impacts. **Action is Recommended.** Operating contractors should take the recommended actions, and must report back to DOE Headquarters with positive or negative findings of applicability.
- **Environment, Safety and Health Advisory (SAd).** This Corporate Operating Experience Product is issued on an as-needed basis when our analysis of operating experience data shows an event or trend that warrants senior Headquarters and field manager awareness but whose safety significance does not warrant an SOR, SA, or SB. An SAd highlights important environment, safety, and health issues for senior management attention and potential action. No response to an SAd is required.
- **Operating Experience Summaries:** This bi-weekly OE product is intended for supervisors and workers. The summaries provide: 1) information associated with an adverse occurrence or aggregate of similar occurrences, 2) causes, and 3) prevention measures. The product is provided for worker safety meetings, and action by the reader during their daily work activities.
- **Just-in-Time Operating Experience Reports:** This OE product provides Training/ Briefing material for first line supervision and workers on topics to aid pre-job preparation and work execution.
- **Suspect/Counterfeit & Defective Items:** Links to the Suspect/Counterfeit & Defective Items web pages (**registration required**). This page provides information on suspect/counterfeit or defective items that may have DOE applicability, and is intended for information and action by the reader as appropriate.

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U.S. Department of Energy | 1000 Independence Ave., SW | Washington, DC 20585
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What Can You Learn from WSRC's Program?

- Fit it to your organizational structure
- Align it with your overall policy/procedure system
- Ensure integration with other feedback and improvement mechanisms
- Use a database to capture and retrieve all aspects

We found that more can:

- Cost less (4 FTEs to 1.5 FTEs), and
- Be deemed effective

WSRC Struggled in the 1990s

Positives

- Ample and good resources assigned
- Structure and process to get Lessons Learned issued
- Internal database that contained issued Lessons Learned

Negatives

- Source review and applicability information was not captured
- Did not have a defined list of sources that needed to be reviewed
- Did not have a feedback loop from those receiving lessons learned, unless they were assigned a specific action

Our Result Wasn't Great

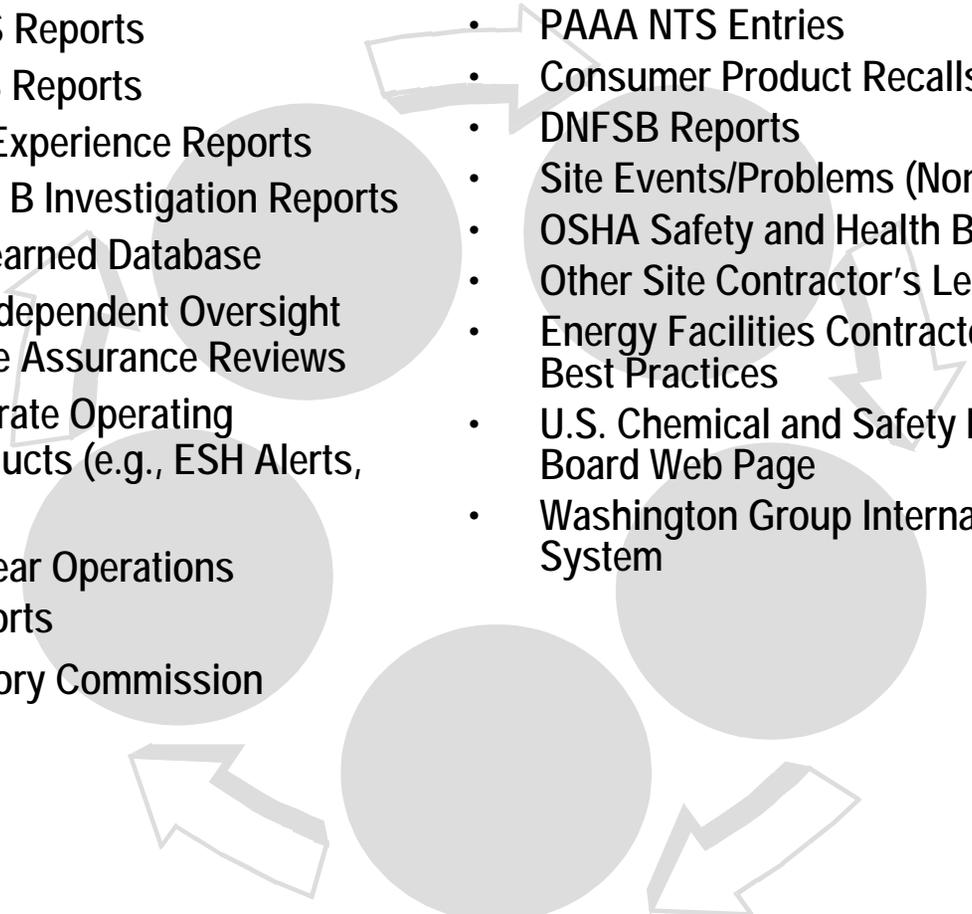
- **Some good things came out of the process, but it:**
 - Was too dependent on individuals versus a repeatable management process
 - Wasn't integrated with other important elements of ISMS feedback and improvement
 - Wasn't taking advantage of cost-effective efficiencies

What Did We Do?

- Implemented a web-based tracking system to document applicability reviews
- Prepared a defined list of review sources
- Implemented a feedback loop from Field and Management recipients
- Sharing Lessons Learned (LL) with Complex has seen a drastic increase
 - 1995-2000 (23 total LLs shared with DOE Complex)
 - 2001-present (178 total LLs shared with DOE Complex)
- Implemented a web-based LL distribution system (comes out of our tracking system)
- Implemented an integrated web page for LLs issued (with links, contact personnel, etc.)
- Share LLs and process issues with other SRS contractors through a LL Forum
- Instituted First Alerts – initial information on big hitters to facility and senior management

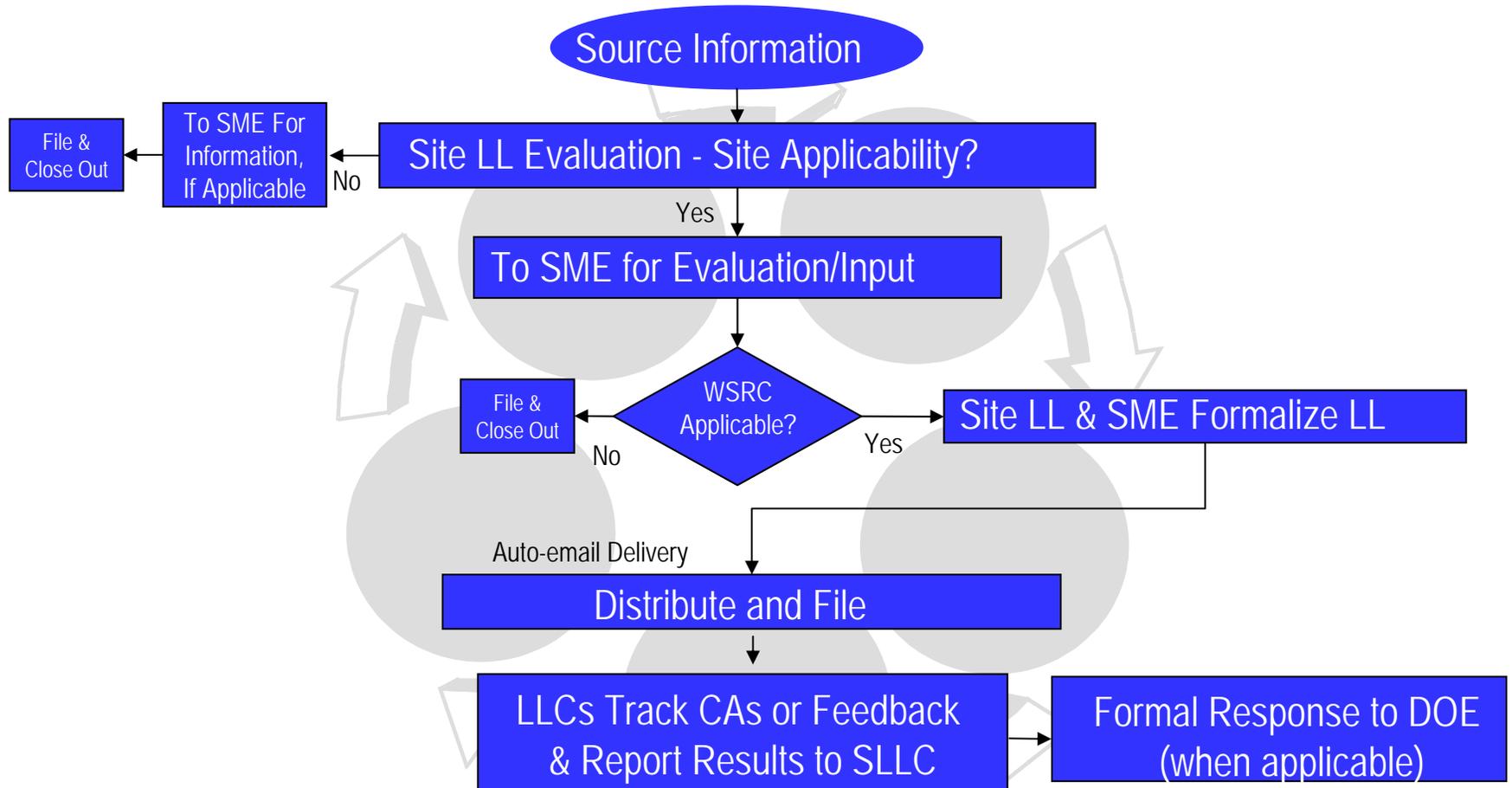
Improvements Enable WSRC to Do More with Less (1.5 FTEs)

Lessons Learned Sources

- 
- DOE Daily ORPS Reports
 - DOE Final ORPS Reports
 - DOE Operating Experience Reports
 - DOE Type A and B Investigation Reports
 - DOE Lessons Learned Database
 - DOE Office of Independent Oversight and Performance Assurance Reviews
 - DOE ESH Corporate Operating Experience Products (e.g., ESH Alerts, Bulletins, etc.)
 - Institute of Nuclear Operations Experience Reports
 - Nuclear Regulatory Commission Web Page
 - PAAA NTS Entries
 - Consumer Product Recalls
 - DNFSB Reports
 - Site Events/Problems (Non-ORPS)
 - OSHA Safety and Health Bulletins
 - Other Site Contractor's Lessons Learned
 - Energy Facilities Contractor Operations Group Best Practices
 - U.S. Chemical and Safety Hazard Investigation Board Web Page
 - Washington Group International Lessons Learned System

Include All Sources Applicable to Your Operations

Processing Lessons Learned (LL) Information



Continue the Feedback/Improvement Loop

- Conducted a site-wide survey in 2002 (managers, supervisors, workers) and made improvements
- Conducted a Six Sigma review in 2004 to evaluate our sources
 - eliminated nonproductive ones
- Perform assessments per DOE Lessons Learned Standard
- Matrixed organizations perform Lessons Learned self-assessments of their own programs
- Program has been reviewed by others
 - DOE Office of Oversight Reviews – Noteworthy
 - Annual Site ISM Review



Success Stories

- **Hanford Surge Protector – Trailer Fire – DOE LL**
 - Resulted in Site Walkdown of SRS Surge Protectors
- **SRNL Shared Internal Lessons Learned with SRS Labs**
 - Prompted chemical review and PISA
- **LANL 2nd Degree Burn – Nanoaluminum Material**
 - SRNL Requested/Received Investigation Report from LANL
- **DNFSB review of Fire Protection at LANL**
 - Sent to Site Field Procurement Engineer and SRS program reviewed versus report



Going Forward

- Continue to implement program
- Continue to seek improvement opportunities
- Developing meaningful metrics
 - Required per new DOE Order 210.2, DOE Operating Experience Program

Summary – Key Attributes for Success

- Fit to your organizational structure
- Align with your overall policy/procedure system
- Ensure integration with other feedback and improvement mechanisms

Important Keys:

- Use a database to capture and retrieve all aspects
- Improvements made over the years
- Continue to seek improvement opportunities

Questions

- Rod Hutto
 - rod.hutto@srs.gov
 - (803) 952-9748
- Lloyd 'Doc' Watson
 - lloyd.watson@srs.gov
 - (803) 952-8298

