



# ***PROJECT MANAGEMENT AND OPERATIONS LESSONS LEARNED IN THE DOE/EM COMPLEX***

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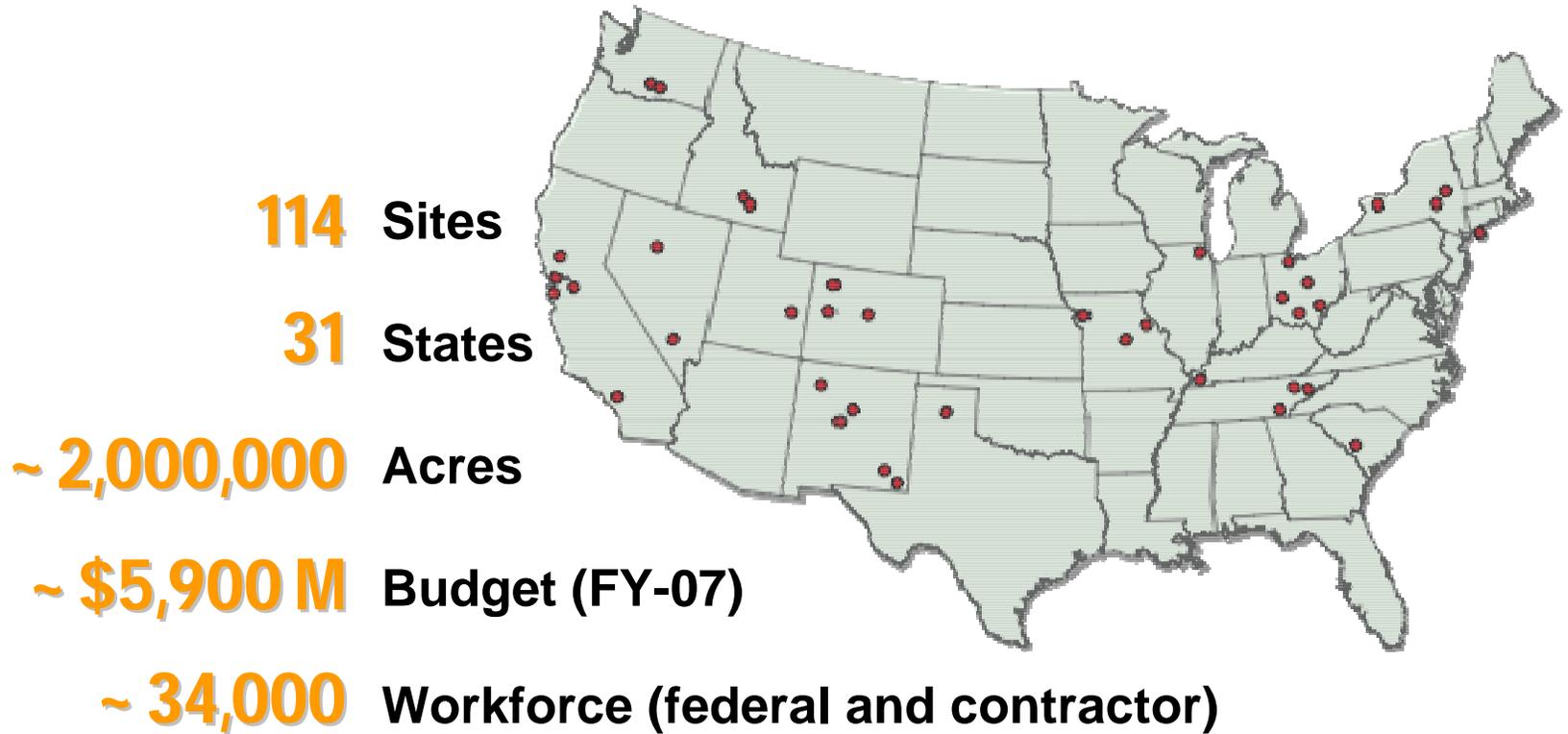


# *Presentation Outline*

- **EM Mission, Activities**
- **EM Project Management and Operations Challenges**
- **EM Corporate-Level Lessons Learned Program**
- **EM Operations Lessons Learned Program**



# *The EM Program is a Large, Complex Cleanup Effort . . .*





## *EM Activities*



- **Nuclear materials disposition**



- **Radioactive waste disposal**



- **Facilities/sites cleanup and closure**



# *EM Challenges – We Must Manage Projects and Operate Facilities in a Safe, Secure, Compliant and Cost-Effective Manner by:*



Safety & Regulation

- Ensuring all EM activities are conducted with excellence in safety, and in compliance with applicable environmental laws and regulations



Innovation

- Striving for operational excellence through process improvement, innovation, effective project management, and high standards/accountability



Communication

- Maintaining effective communications with stakeholders



## *EM Lessons Learned*

- **Defense Nuclear Facilities Safety Board (DNFSB)**
  - Letters to the Secretary of Energy
  - Public meetings on incorporating safety in the early stages of project management (December 2005 and July 2006)
- **Deputy Secretary's expectations regarding effective integration of safety into project management (December 2005 memo)**
- **DOE O 413.3A, Program and Project Management for the Acquisition of Capital Assets**



## *EM Lessons Learned (Continued)*

- **EM Assistant Secretary's Commitment to Establish a More Formalized Process and Program for Lessons Learned**
  - Led by EM-50 and EM-3
  - Supported by other DASs
  - Inputs from Field Office Managers and Federal Project Directors
- **The EM Lessons Learned Program Will Help Ensure that**
  - Project management good practices are transferred to ongoing and future projects
  - Project management poor practices are not repeated
  - All EM projects are managed and operations conducted in the safest, most cost-effective and most efficient manner.
- **The EM Lessons Learned Program Has Two Components**
  - Corporate-Level Lessons Learned Program (EM-50 Lead)
  - Operations Lessons Learned Program (EM-3 Lead)



## ***EM Corporate-Level Lessons Learned Program***

- **DOE O 413.1A Requires Each Project to Prepare on Completion, a Lessons Learned Report and Submit It to the OECM for Broader Sharing among the Project Management Community.**
- **EM is Proposing that the FPD Prepare and Submit Applicable Lessons Learned for Each Critical Decision.**
- **EM will Continue to Use the DOE Lessons Learned Database which is Maintained by the Office of Health, Safety & Security (HSS) for Submission of Lessons Learned Reports.**
- **EM will Coordinate with HSS to Review the Categories and Bins in the Corporate Database and Formulate a Strategy for Incorporating the EM Lessons Learned.**



# *EM Operations Lessons Learned*

- **Supplementary to the Corporate-Level Lessons Learned**
- **Two-Phase Approach**
  - Phase I: Lessons Learned from Individual Projects
  - Phase II: Lessons Learned from Project Groups
- **Focusing on Lessons Learned during applicable Critical Decisions steps (CD-0 to CD-4) in the Following Areas:**
  - Safety
  - Acquisition Strategy & Contract Management
  - Regulatory Compliance
  - Technology
  - Engineering Design & Construction
  - Funding & Resources
  - Communications



# *EM Operations*

## *Lessons Learned – Phase I*

- **Individual Projects Selected (Based on Complexity, Life-Cycle Cost, Visibility, etc.) for Phase I Lessons Learned**
  - Rocky Flats Closure Project (RF)
  - K-Basins (RL)
  - Waste Treatment Plant (ORP)
  - Salt Waste Processing Facility (SR)
  - Sodium Bearing Waste Treatment Facility (ID)
- **FPD and Field Office Manager of the Project Prepare and Present Lessons Learned at the Monthly EM Field Office Managers Videoconference, Starting in October 2006**
- **Posting of Individual Lessons Learned Presentations/Reports on the EM Communications Portal**
- **Field Offices and EM/HQ will**
  - Apply lessons learned as applicable
  - Obtain feedback and take actions to improve operational effectiveness and safety



# *EM Operations*

## *Lessons Learned – Phase II*

- **Two to Three Projects will be Included in the Following Group**
  - Construction Projects (e.g., WTP, SWPF, SBWTF)
  - Closure Projects (e.g., Rocky Flats, Mound, Fernald)
  - Cleanup Operations (WIPP, AMWTP)
- **FPDs and Field Office Managers of Each Project Group will Work Together to Prepare and Present Lessons Learned at the Monthly EM Field Managers Videoconference, Starting in June 2007**
- **Posting of Group Lessons Learned Presentations/Reports on the EM Communications Portal**
- **Field Offices and EM/HQ will Publicize Successful Applications of Lessons Learned in Appropriate Meetings and Conferences, as well as by preparing Presentations, Reports, and Other Documents to Share their Experiences**