

SELLS Workshop
October 14-16, 2003

ATLANTA, GA

**Hosted by Colonial Pipeline
Company**

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LESSON LEARNED

ISSM:
WORK SAFELY
AND SECURELY

ENVIRONMENT

SHARED
RESPONSIBILITY



SIMILAR,
BUT NOT
ALL THE
SAME:

DOE REPORTING REQUIREMENTS
PROHIBITED MATERIALS → RULES
BADGES, ESCORTS DIFFER



CRITICAL
LESSONS

QUICK
REACTION

NO
WAITING!



WE'VE
BEEN WATCHING
SELLS



NOW, THEY'RE
COOPERATING
MORE

SAFETY AND
SECURITY
AT LOS ALAMOS



SECURITY
INCIDENT PROCESS
CATEGORIZATION 24hr
REPORTING 1-8hr
NOTIFICATION
INQUIRY

INTERVIEWS
STATEMENTS
DOCUMENTS
CORRECTIVE ACTION
INTERACTION



LACK A
FULL LESSONS
LEARNED SYSTEM
FOR SECURITY

CLASSIFIED!

- DOCUMENTS
- NETWORKS
- COMPUTERS
- EMAILS
- RESUMES
- PERFORMANCE REVIEWS
- NUCLEAR MATERIALS



CONVERSATION

IDENTIFY
ANALYSE
USE

WE'RE GOOD
AT THIS!

FOCUS
HERE

CHANGES, IMPACT, TRUST

US ARMY
CHEMICAL MATERIALS
AGENCY (CMA)



50 YEARS OLD
NERVE AGENTS
AND BLISTERING
AGENTS

- ★ NOW REACTING WITH STORAGE CONTAINERS
- ★ THREAT FROM TERRORISTS



ASK:
"ARE YOU
USING THESE
LESSONS?"

WE'RE A FIXED
PRICE CONTRACTOR
IT'S NOT IN MY
INTEREST TO USE
GOLDEN NUGGETS



AND
A SIMILAR
PROCESS FOR
NEUTRALIZATION

INCINERATION
LEARNING TO
IMPROVE

GOLDEN
NUGGETS

PILOT PLANT
LEARN

1990
FULL-SCALE
PLANT ON
JOHNSON
ATOLL

COOKIE-
CUTTER &
LESSON SINKING

2nd
UTAH

PROCESS
OPERATIONS

IN ALL:
9 PLANTS

5th
ARKANSAS

LEARNING

3rd
ALABAMA

- ★ DESIGN LESSONS
- ★ PROGRAMATIC LESSONS

DATABASE
DOCUMENTS



FIND, FIX, LEARN

GRAPHIC RECORD
by MARTHA MCGILLIARD

It's never too late!
Creativity! Why isn't it...?

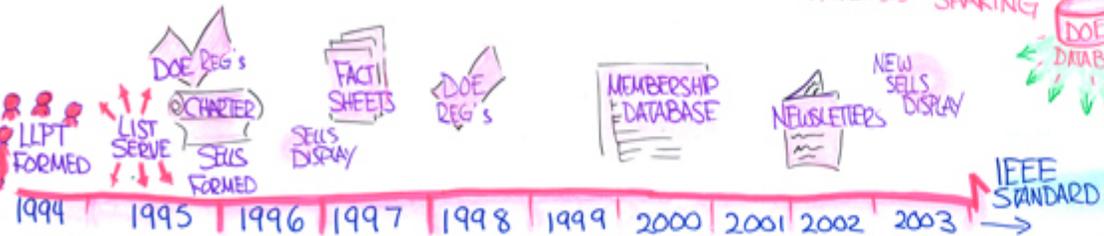


SHARING LESSONS LEARNED
John Backford

"A GOOD WORK PRACTICE" OR "A BAD WORK PRACTICE"



SELLS TIMELINE



3 FEEDBACK
WHAT IS MY JOB? HOW DO I BE MEASURED? FEEDBACK HOW DO I IMPROVE?

2 PARTICIPATION

4 RECOGNITION
THANK YOU!!
...just for doing your job!

SPECIFIC
MEASURABLE
AGREED UPON
REALISTIC
TIME-BOUND
1 MEANINGFUL GOALS

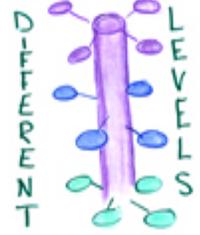
RECOGNIZE USE & LEARNING

My PERSONAL GOALS
BEYOND LOCAL
TRAINING GOALS

BRAINSTORM WITH PEOPLE
LESSONS LEARNED GOALS

FEEDBACK ON LESSONS LEARNINGS
TALK ABOUT LESSONS AT MEETINGS

SHARING ACROSS HANFORD



Two-Peaked DELIVERY
• ACTIVE
• PASSIVE

PROBLEMS:
LACK OF... ABILITY, KNOWLEDGE, ATTITUDE

PEOPLE ARE DIFFERENT!
PEOPLE ARE ALIKE!
CONFLICTING DESIRES!
I WANT TO SATISFY MY NEEDS!

MOTIVATIONAL
RESPONSIBILITY
GROWTH
ACHIEVEMENT
RECOGNITION

PHYSICAL SECURITY
SOCIAL STATUS
ECONOMY
ORIENTATION
MAINTENANCE FACTORS

SCIENTIFIC MANAGEMENT
HUMAN RELATIONS
BEHAVIOR MANAGEMENT

PERSONABLE
ATTENTIVE
RISK-TAKER
WARM
LEADERS
POLITICAL
TOO DETAILED-ORIENTED
POOR COMMUNICATOR
COLD

INTEGRITY
GENUINELY INTERESTED
SUPPORTIVE
UNFOCUSED
MICRO-MANAGER

MANAGEMENT SYSTEMS
LEADERSHIP SKILLS
THE INDIVIDUAL:
...people don't follow the RULES!
GALEN ROBERTS
... flawed decisions

LESSONS LEARNED FLOW
OBSERVATION ANALYSIS SHARING



OVERPROMISED
REACTIVE
SCREAMED TO LEAD JOB
POWER-ORIENTED
DICTATORIAL
DROVEN
CREDIT-HOG
LAZY
TECHNICALLY SOUND
CHARISMATIC
INTELLIGENT

RE-ENGINEERING LESSONS LEARNED



RAY BLOWITSKI

INFORMATION
ACCOUNTABILITY
DISSEMINATE
BEST PRACTICES

WE STILL NEED SELLS!

we've added:



- DAILY ORPS SUMMARY
- WEEKLY ORPS REPORT
- MONTHLY TRENDS
- QUARTERLY REVIEW
- ANNUAL REPORT

THEY GET ATTENTION!

- ★ BEST PRACTICES
- ★ PROCESS GUIDE
- ★ HEADQUARTERS ROLE
- ★ PROCESS FLOW UPDATE
- ★ DATABASE
- ★ AUDITS
- ★ ORPS
- ★ ★ ★ ★ AND MANY MORE...



MOTIVATION



DAVIN SARRETT

COMMUNICATE!

+ NATURAL SOCIAL CONSEQUENCES

SOCIETY FOCUSES ON THE NEGATIVE

nothing motivates like **FACE TIME**



REINFORCEMENT means APPROACHABILITY

NEGATIVE REINFORCEMENT ≠ PUNISHMENT

IF YOU WANT A BEHAVIOR, REINFORCE IT! CONSISTENTLY

IF YOU DON'T...

⇒ You won't get behavior A by punishing behavior B

IGNORING WILL EXTINGUISH BEHAVIOR

WATCH OUT FOR NO WIN SITUATIONS

APATHY
↑
LABELLING

"MALICIOUS" COMPLIANCE is unavoidable

GRAPHIC RECORD
by MARTHA MCGINNIS

DOE MEMBERSHIP:
LOTS OF INTEREST,
LITTLE FUNDING
MORE OCTOBER
MEETING TO
NOVEMBER?

DOE
RIGHT NOW,
WE'RE BLOWING IN THE WIND.

"YOU DON'T WANT PEOPLE
SNOOZING
AT YOUR
ROOT CAUSES..."

- D OPPORTUNITIES
- C APPARENT CAUSE
- B APPARENT & ROOT CAUSES
- A ROOT CAUSE

SO MUCH DATA!

HOW DO WE
CHALLENGE
SUPERFICIAL
ROOT
CAUSES?

PEOPLE DON'T
SEE GENERAL
APPLICABILITY UNTIL
WE POINT IT OUT

ORGANIZATIONAL
RELATIONSHIPS
THE MENTOR
PROCESS
MIGHT HELP.

DUST
EXPLOSION
WAS THAT LESSON
OF VALUE?

KNOWLEDGE
MANAGEMENT
LESSONS
LEARNED

SET SOLID
GOALS
we've had a great
executive committee!

TRANSFER DUTIES
ELECTIONS

SELLS,
more of a
USERS GROUP

WHERE
WE
GO
FROM
HERE

DO THEY
HAVE THE
RESOURCES?

TURN-OVER
on the
committee

EXECUTIVE
COMMITTEE!

HEADQUARTERS
MAY TAKE OVER
LISTSERVE
TREND ANALYSIS

GROW BOTH
OUTSIDE AND
INSIDE DOE

LISTSERVE
NARROW BY
FUNCTION
as an option
MORE
SUBSCRIBERS

WE HAVE
SOMUCH
TO OFFER

TREND,
RATHER THAN
REPEAT

WHAT ABOUT
GROWTH?

DUES
CONTINUING
EDUCATION CREDITS
LESSONS LEARNED
COORDINATOR CERTIFICATION
... A PROFESSIONAL
SOCIETY

INDEPENDENCE
BECOME A
RESOURCE
MORE WORK THAN
WE CAN HANDLE
TRAINING, MORE PRODUCTS

GET RID
OF ACRONYMIC
LANGUAGE
QUALITY, NOT QUANTITY

ELIMINATE
ESOTERICA

FOCUS ON
THE LEARNING
EVENT

LOOK AT
UNDERLYING
SYSTEMIC
ISSUES