

## **5.2 Learning from Internal and External Operating Experience**

### **5.2.1 Department-wide Action Plan for Columbia and Davis-Besse Events**

#### Issue

The Department has not completed identification and full implementation of applicable lessons from the Columbia accident and the Davis-Besse incident.

#### Basis

Two significant external events occurred in the last 2 years – the Columbia accident and the Davis-Besse incident – which are profound enough for the Department to pro-actively perform thorough evaluations for applicable lessons learned, to identify actions to take to implement these lessons, and to ensure these actions are effectively implemented. The Department has started on this effort through various evaluations of these events. While NNSA conducted a comprehensive evaluation of the Columbia event, further work is planned to capture the lessons learned from the Davis-Besse incident and to define Department-wide actions to capitalize on the lessons learned from the experience of others.

#### Resolution Approach

To resolve this issue, the Department will complete its evaluation of the Columbia and Davis-Besse events and implement applicable lessons. To develop this DOE-wide action plan, the Department's Working Group relied heavily on the previous work and reviews performed by various DOE elements, as well as the insights gained by the nuclear industry and NASA. Of particular value was the review performed by Brigadier General Haeckel, NNSA, of the Columbia Accident Investigation Board (CAIB) Report. The results of that review were published February 9, 2004, and identified relevant lessons learned from the NASA experience. The Working Group also received input from each ESE organization on the status and results of their individual reviews of the Columbia and Davis-Besse incidents. In addition to DOE-specific reviews, the Working Group also benefited from reviews and evaluations performed by the Institute of Nuclear Power Operations (INPO), Nuclear Regulatory Commission (NRC), and NASA's own investigation of the Columbia accident. To ensure completion of identified action items, the Working Group will assign each commitment to a responsible DOE senior manager with specified completion dates.

The Department's action plan has been drafted and is being reviewed prior to finalization. One of the actions in the Department's plan will be the establishment of a Differing Professional Opinion process throughout the Department.

Deliverables/Milestones

**Commitment 17: Complete Department-wide formal review of Columbia and Davis-Besse events, and develop consolidated Department-wide Action Plan.**

Lead Responsibility: Deputy Assistant Secretary for Corporate Performance Assessment (EH-3)

Deliverable: Consolidated Department-wide Action Plan, approved and issued by the Deputy Secretary, and describing who will determine that corrective actions have been effective

Due Date: July 2005.

Integration with ISM system

This topic is clearly focused on improving consistency and completeness of implementation of ISM Core Function #5 – Feedback and Improvement. Operating experience is one form of feedback available to improve performance. Detailed review and action planning in response to the Columbia and Davis Besse events is part of the corporate-level Feedback and Improvement function.