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QA:NA
9/6/05

U.S. Department of Energy
Office of Civilian Radioactive Waste Management

www.ocrwm.doe.gov

Yucca Mountain Project – Lessons Learned/Generic Implications

Presented to:
Society for Effective Lessons Learned Sharing (SELLS)

Presented by:
James McLaughlin
Bechtel SAIC Company, LLC

October 18, 2005
Oak Ridge, TN

Lessons Learned - The Next Level

- **Where We Were**

Lessons Learned - The Next Level

- **Where We Were**

- **Where We Are**

Lessons Learned - The Next Level

- **Where We Were**

- **Where We Are**

- **Where We Are Going**

Where We Were

- **1999 - Program Begins**
  - Issue Procedure AP-REG-001, Managing Lessons Learned
- **2000 - Program Update**
  - Complete Rewrite of AP-REG-001 to Conform to the Intent of DOE-STD-7501, The DOE Corporate Lessons Learned Program
- **Screening Process**
  - Subjective
  - Responsibility of One Individual
- **Lessons Learned Sources**
  - Internal
  - DOE Lessons Learned List Server

Where We Were

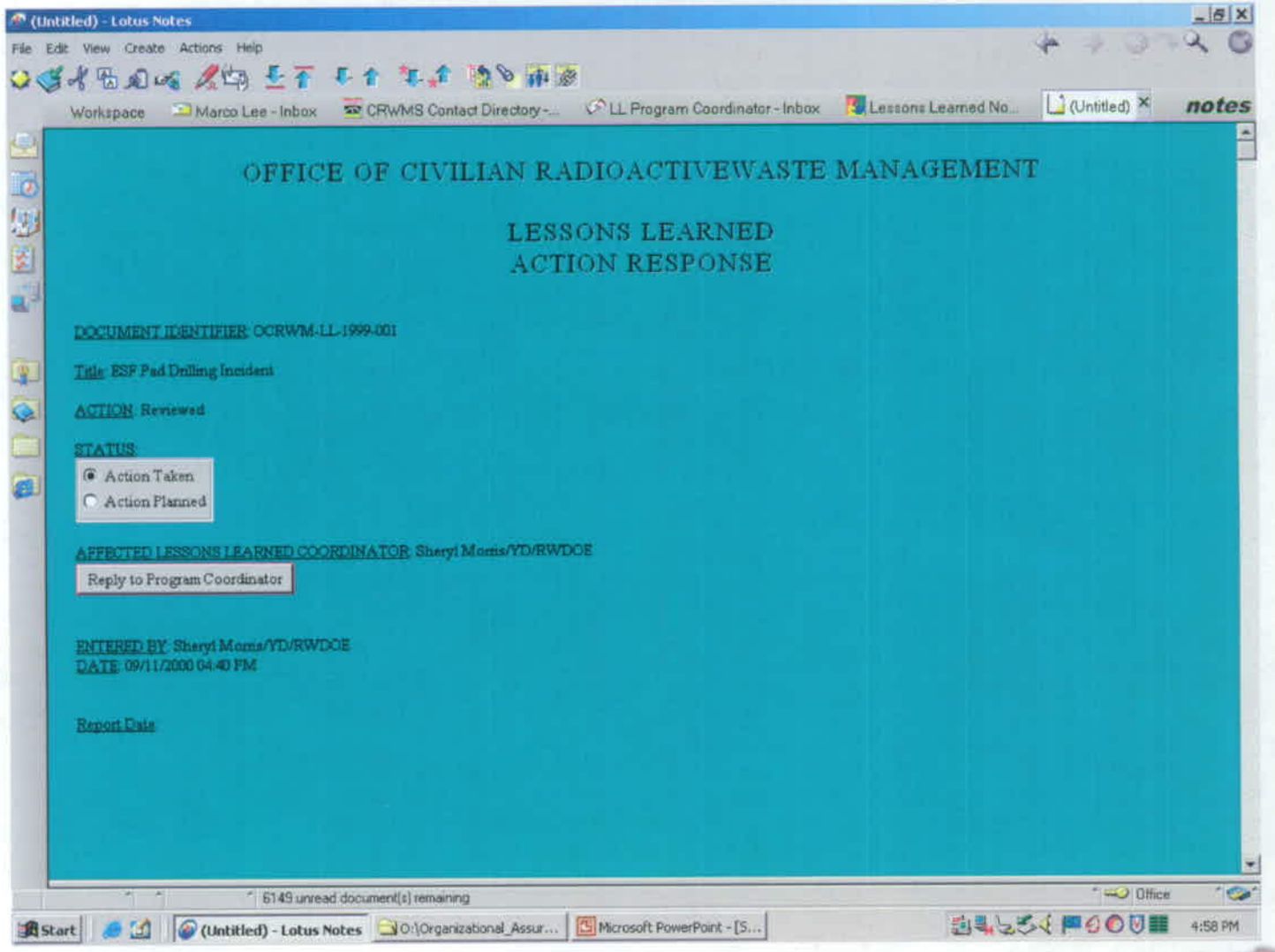
- **Database**
  - Lotus Notes-Based
  - Keyword Search Capability Only
  - Low Functionality Made Using the Database and Managing the Program Difficult
- **Distribution**
  - 39 Lessons Learned Issued Year One
- **Program**
  - Little or No Communications
  - Program Awareness - Very Low
- **Integration**
  - Little to no Integration with other processes
  - Work Order Usage - Minimal

Where We Were

- **Measurement Tools**
  - Informal Metrics
  - Changed Frequently

Where We Were

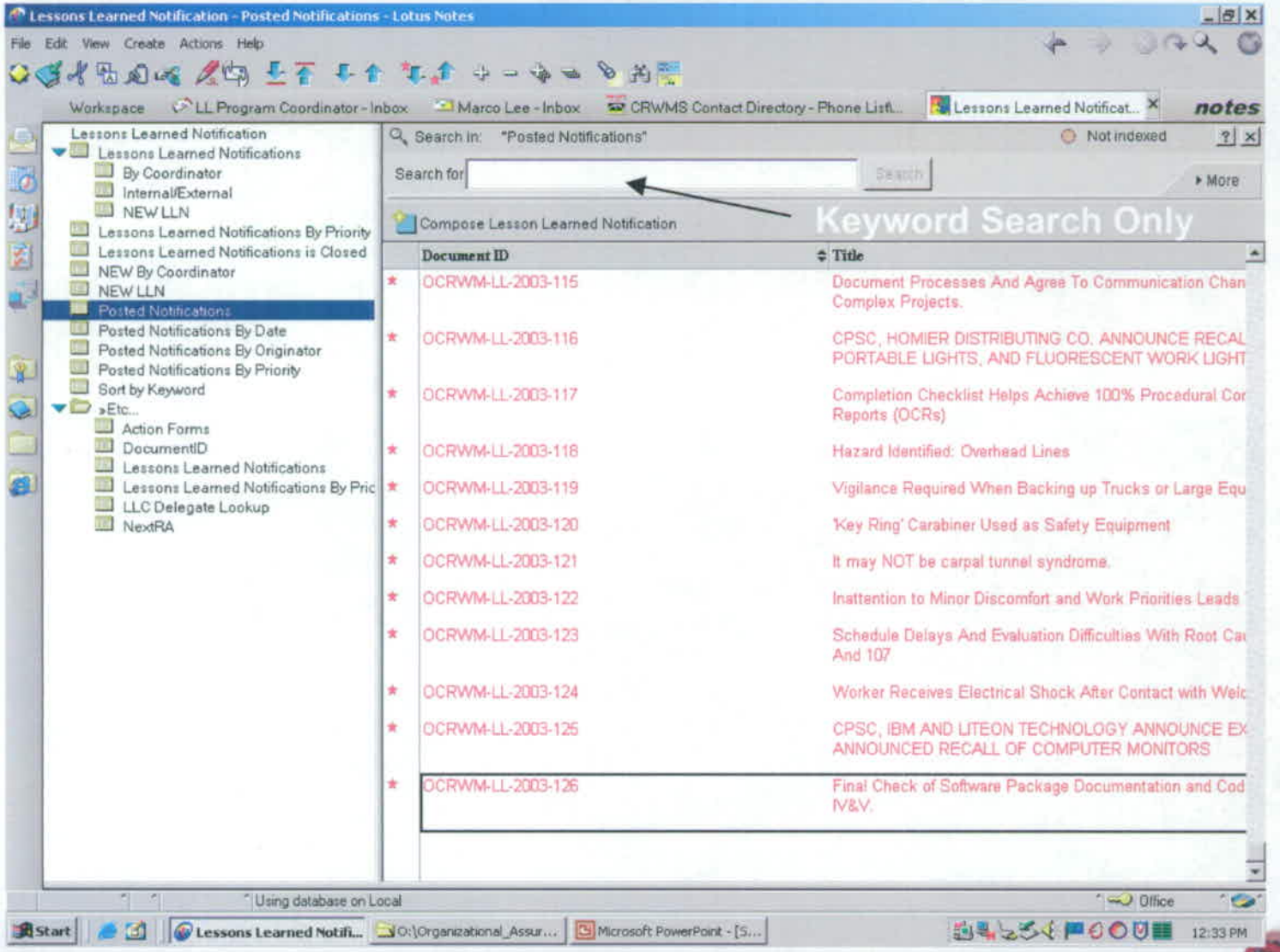
Database Response Form



Lessons Learned Generic Implications

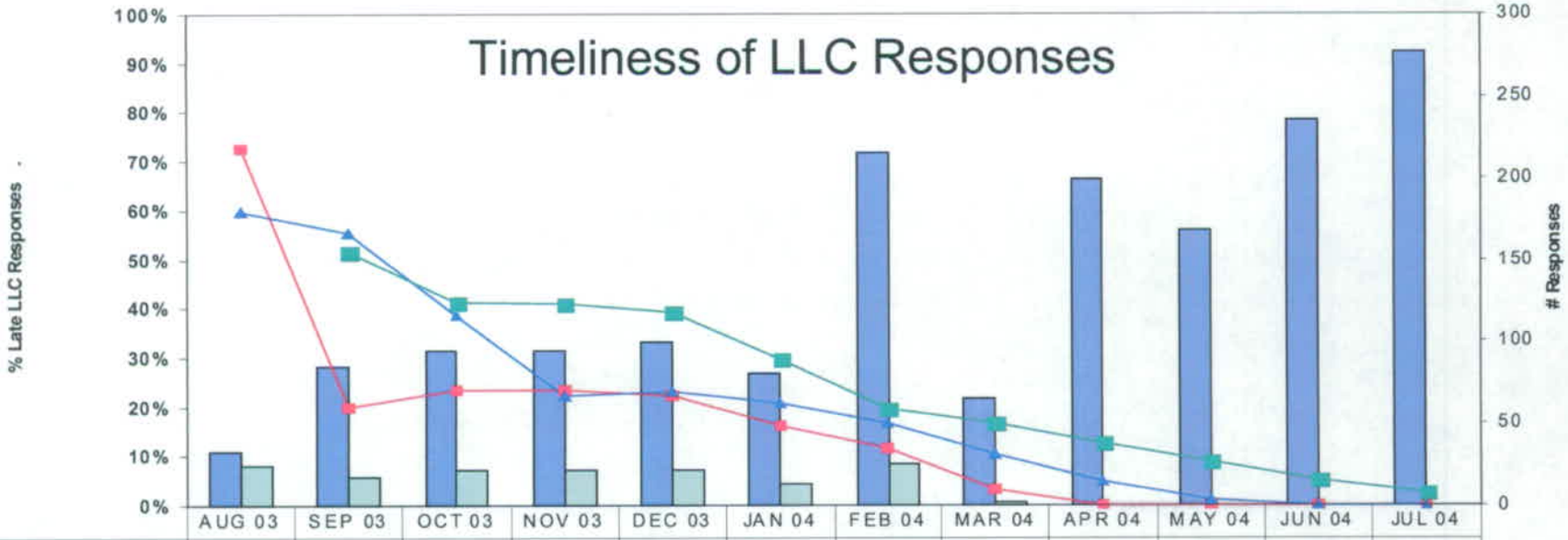
Where We Were

Database Home Page View



Where We Were

Metrics



	AUG 03	SEP 03	OCT 03	NOV 03	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	JUN 04	JUL 04
Total Due	33	85	94	94	99	80	215	65	199	168	235	277
Late LL Responses	24	17	22	22	22	13	25	2	0	0	0	0
% Late	73%	20%	23%	23%	22%	16%	12%	3%	0%	0%	0%	0%
3 Month Avg	60%	55%	39%	22%	23%	21%	17%	10%	5%	1%	0%	0%
6 Month Avg		52%	41%	41%	39%	30%	19%	17%	13%	9%	5%	2%

Where We Are

- **2003 - Implemented Web-Based Database**

- **Screening Process**
  - Formal Screening Process Established
  - Team of Subject Matter Experts From Key Organizations Established
  - Sources of Potentially Applicable Information Increased

- **Lessons Learned Sources**
  - Internal
  - DOE Lessons Learned Database
  - ORPS
  - Institute of Nuclear Power Operations (INPO)

Where We Are

- **Database**
  - Web-Based
  - 16-Field Drill Down Search Capability
  - Refine Search Capability
  - Save Query Capability
  - Required Action and Response Tracking
  - General User Feedback Form

- **Distribution**
  - FY 2004
    - 76 Internal
    - 41 External
  - FY 2005
    - 70 Internal
    - 30 External

Where We Are

- **Program**
  - Communication Blitz (Brochures, Posters, Home Page Hyperlink, Intranet Site, Articles)
  - Program Awareness – High
  - Special Emphasis Area - Work Control
  - Quarterly Award Program for LL Initiators

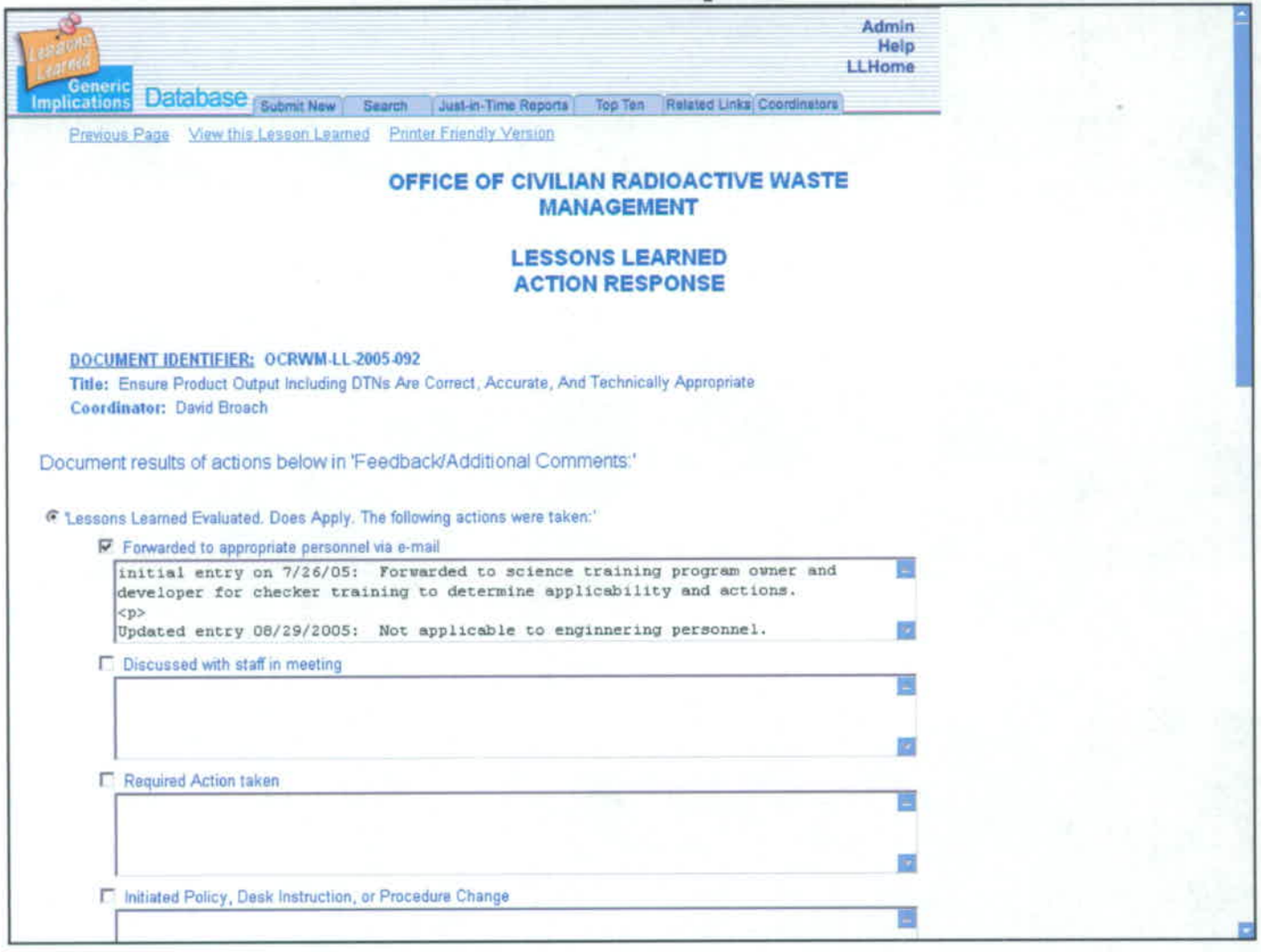
- **Integration**
  - Through Procedure Call-Outs LL Program Integrated with:
    - Corrective Action Program
    - Safety
    - Self-Assessments
    - Work Control
    - Quality Assurance
    - Specifications

Where We Are

- **Measurement Tools**
  - Formal Metrics Established Including:
    - Lessons Learned Use in Work Control
    - Lessons Learned From Significant Condition Reports
    - Timeliness of Dissemination

Where We Are

Database Response Form



Admin
Help
LLHome

Lessons Learned Generic Implications Database

Submit New | Search | Just-in-Time Reports | Top Ten | Related Links | Coordinators

Previous Page | View this Lesson Learned | Printer Friendly Version

OFFICE OF CIVILIAN RADIOACTIVE WASTE MANAGEMENT

LESSONS LEARNED ACTION RESPONSE

DOCUMENT IDENTIFIER: OCRWM-LL-2005-092
Title: Ensure Product Output Including DTNs Are Correct, Accurate, And Technically Appropriate
Coordinator: David Broach

Document results of actions below in 'Feedback/Additional Comments:'

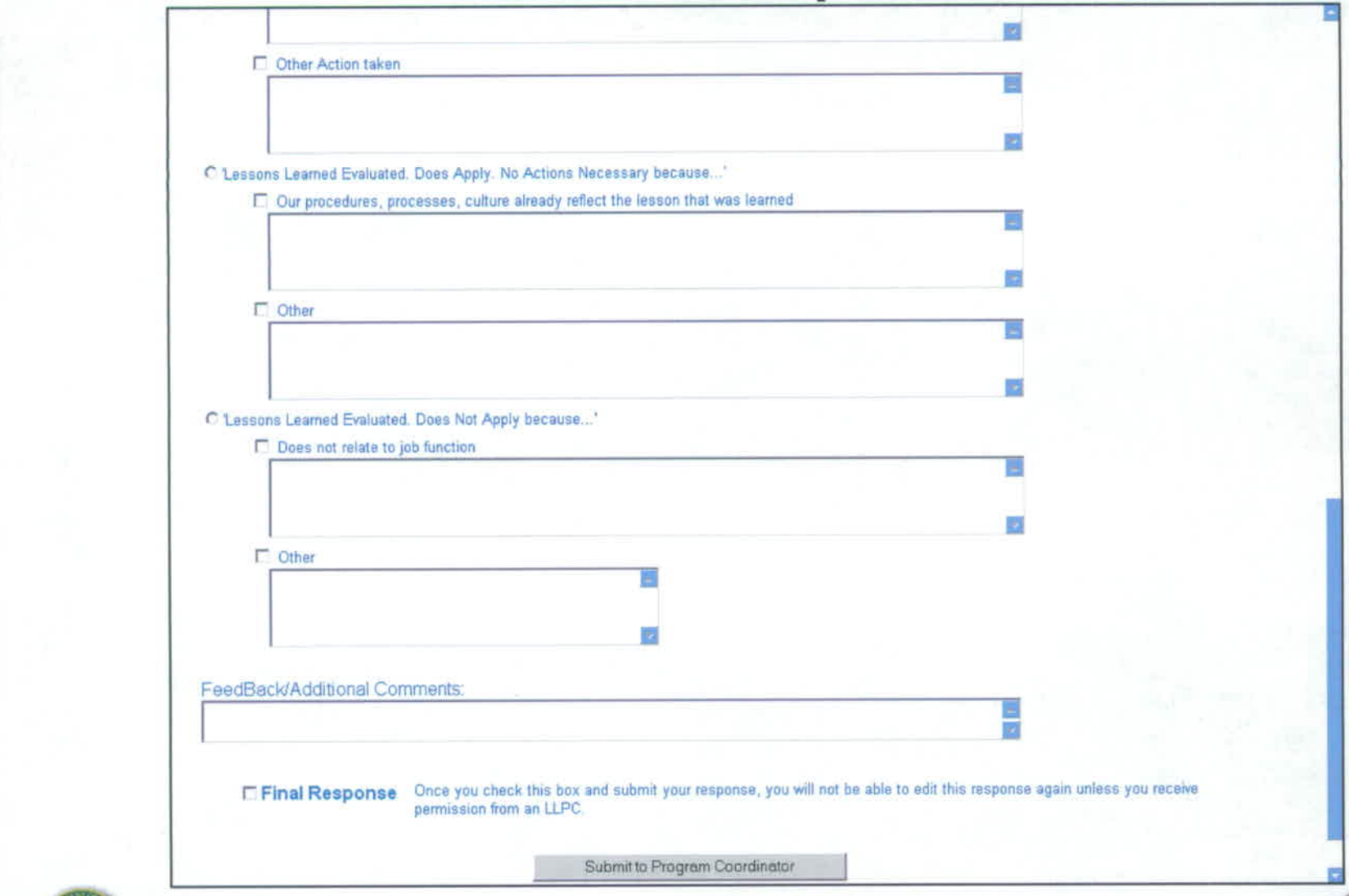
- (•) 'Lessons Learned Evaluated. Does Apply. The following actions were taken:'
  - [x] Forwarded to appropriate personnel via e-mail

```
initial entry on 7/26/05:  Forwarded to science training program owner and
developer for checker training to determine applicability and actions.
<p>
Updated entry 08/29/2005:  Not applicable to enginnering personnel.
```

  - [ ] Discussed with staff in meeting
  - [ ] Required Action taken
  - [ ] Initiated Policy, Desk Instruction, or Procedure Change

Where We Are

Database Response Form



Where We Are

Database Home Page View

Admin
Help
LLHome

Generic Implications Database

Submit New | Search | Just-in-Time Reports | Top Ten | Related Links | Coordinators

Click here to manage your responses.

Date	Identifier	Most Recent Lessons
08/29/2005	OCRWM-LL-2005-103	Repeated Faxing Leads to Illegible Records
08/29/2005	OCRWM-LL-2005-102	Good Work Practices Improve Self-Assessment Quality and Effectiveness
08/26/2005	OCRWM-LL-2005-101	More Care Needed for Subcontract Work on BSC Property
08/18/2005	OCRWM-LL-2005-100	Review Hazards Even For Routine Tasks
08/09/2005	OCRWM-LL-2005-099	Ensure the Traceability and Transparency of Project Documentation
08/08/2005	OCRWM-LL-2005-098	Unsafe Attitudes and Risky Behaviors Result in Electrical Shock
08/03/2005	OCRWM-LL-2005-097	Participate in Evacuations and Evacuate Calmly But Quickly to Ensure Your Own Safety and the Safety of Others
08/01/2005	OCRWM-LL-2005-096	Improve the Execution of Long-Range Change Management Plans
08/01/2005	OCRWM-LL-2005-095	Change Management Successful Through Selecting The Right Strategy, Plan Elements, And Team.
08/01/2005	OCRWM-LL-2005-094	Change Management Plan Successfully Executed Despite Emerging Issues
07/28/2005	OCRWM-LL-2005-093	Evaluate Hazards and Use Proper Equipment When Working With Locomotives
07/26/2005	OCRWM-LL-2005-092	Ensure Product Output Including DTNs Are Correct, Accurate, And Technically Appropriate
07/22/2005	OCRWM-LL-2005-091	Using Performance Indicators To Improve Performance
07/20/2005	OCRWM-LL-2005-090	Minimize Link Maintenance in Websites
07/14/2005	OCRWM-LL-2005-089	Ensure Traceability Within The Corrective Action Program

Next 15 Lessons Learned >>

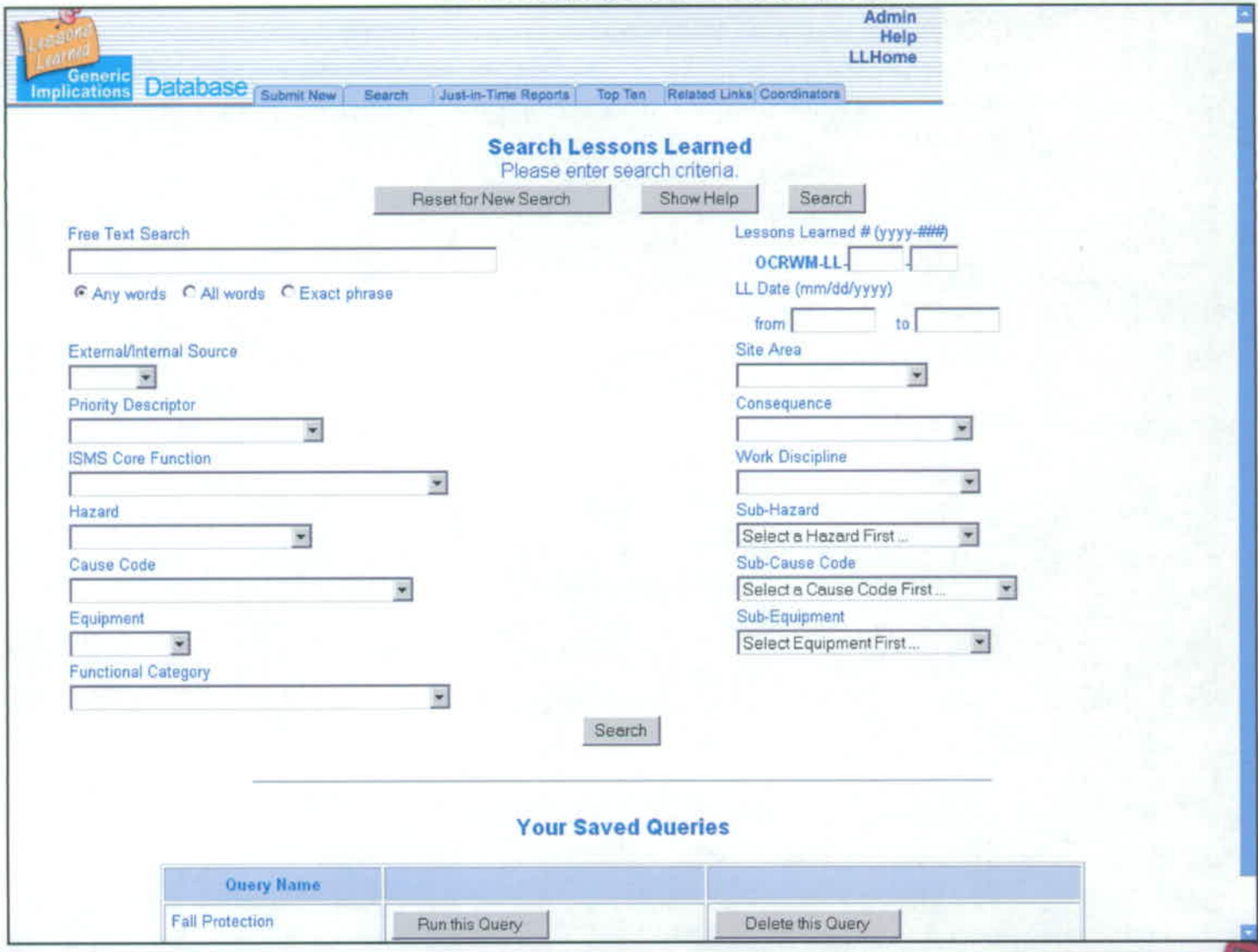
*Note: This site was developed in and is best viewed using a display resolution of 800 x 600 pixels or greater. To change your settings, please contact the Computer Support Center at 821-8200.

Contact a Lessons Learned Program Coordinator: James A. McLaughlin, Sr. or Marie Lee

General Concerns/Comments

Where We Are

Database Search

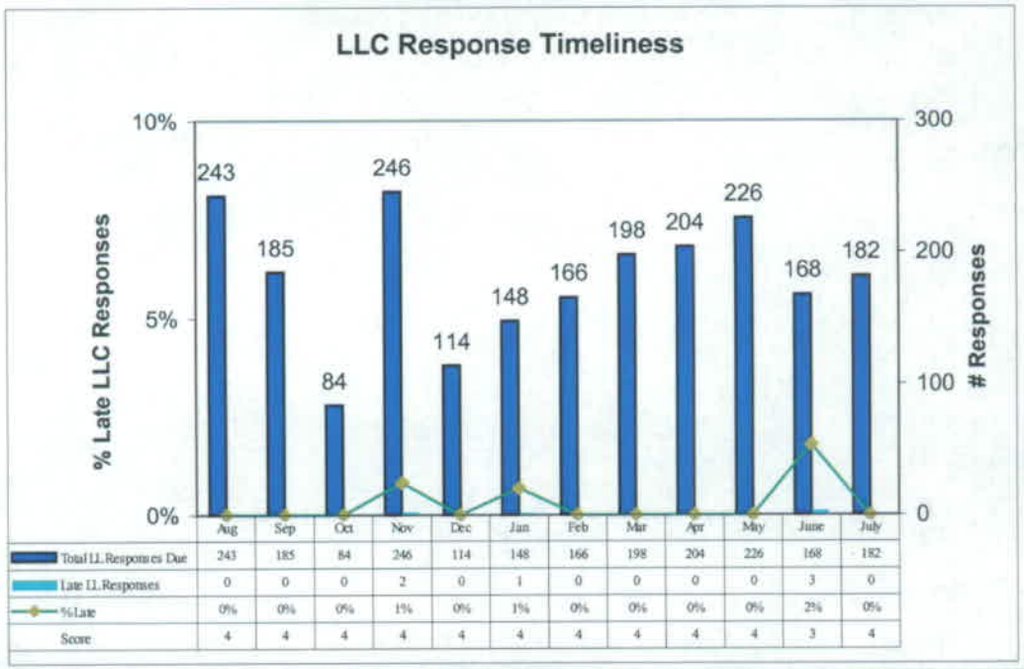


Lessons Learned Generic Implications

Where We Are

Metrics

MD/Rev
2.2.1.1
1
SCORE
G
4.00
TREND
▲
1
LATE
0
TIME
8/1/05 11:00
M&O Resp. Mgr
D. Sorensen
DOE Resp. Mgr
D. Spence
Metric Owner
M. Carmichael
Point of Contact
J. McLaughlin



	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Total LL Responses Due	243	185	84	246	114	148	166	198	204	226	168	182
Late LL Responses	0	0	0	2	0	1	0	0	0	0	3	0
%Late	0%	0%	0%	1%	0%	1%	0%	0%	0%	0%	2%	0%
Score	4	4	4	4	4	4	4	4	4	4	3	4

Definition

This metric demonstrates the organizational Lessons Learned Coordinator's (LLC's) ability to respond to lessons learned within target dates. Demonstrates the project's commitment to continuous improvement by learning from self and others 24/7.

Clarification: Procedural target date of 20 days for LLCs to provide an initial response to the Lessons Learned Program Coordinator.

Performance Analysis

GREEN: The trend of zero late responses resumes in July despite three late responses in June due to multiple coordinators with medical emergencies. Overall performance remains high because of the vigilance of the Lessons Learned Program Coordinators (LLPCs) and good habits formed by the LLCs.

Goal - Monthly

Green < 2% late
Yellow >= 2% - <= 4% late
Red > 4% late

Actions Required to Correct or Sustain Performance

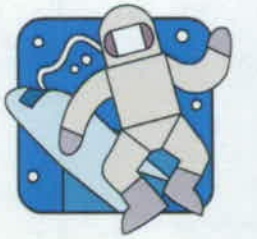
Send reminder e-mails 5-7 days, and phone 0-2 days before LLC responses are due. If no response is received from the LLC, consider whether they might be out of the office due to medical problems and contact the backup LLC.

Where We Are Going

- **2006 - Program Update**
  - DOE Operating Experience Order Issued
    - Rewrite LP-REG-009-BSC, Lessons Learned
    - Develop and Distribute Project-Wide Communication

- **Screening Process**
  - Expand Key Organization Participation to Include Site Operations and Others as Applicable
  - Formalize Screening Criteria to an Increased Level of Detail (i.e. pass over found and fixed ORPS items)
  - Increase the Number of Required Actions

Where We Are Going



- **Lessons Learned Sources**
  - Nuclear Regulatory Commission
  - INPO
  - DOE Sources
  - Internal Sources
- **Database**
  - Develop Features That Elicit Feedback to Ensure Content is Current and Useful
- **Distribution**
  - Keep Quantity at approximately 10/month
  - Focus On Quality and Impact

Where We Are Going

- **Program**
  - Implement Quarterly Success Story Award Program For Best Use of LL/GI Information
- **Integration**
  - Lessons Learned Integrated With Human Performance and Performance Indicators
  - Second Nature for Employees to Apply Lessons Learned
    - During Development of New Processes
    - During the Implementation of New and Existing Processes
    - When Archiving Old Processes
- **Measurement Tools**
  - Feedback From Post Work Control Process
  - Measure Use in Other Areas Beyond Work Control (i.e. Procedures, Six Sigma)

Lessons Learned
Generic Implications

STEPS TO EFFECTIVENESS

Use

Integration

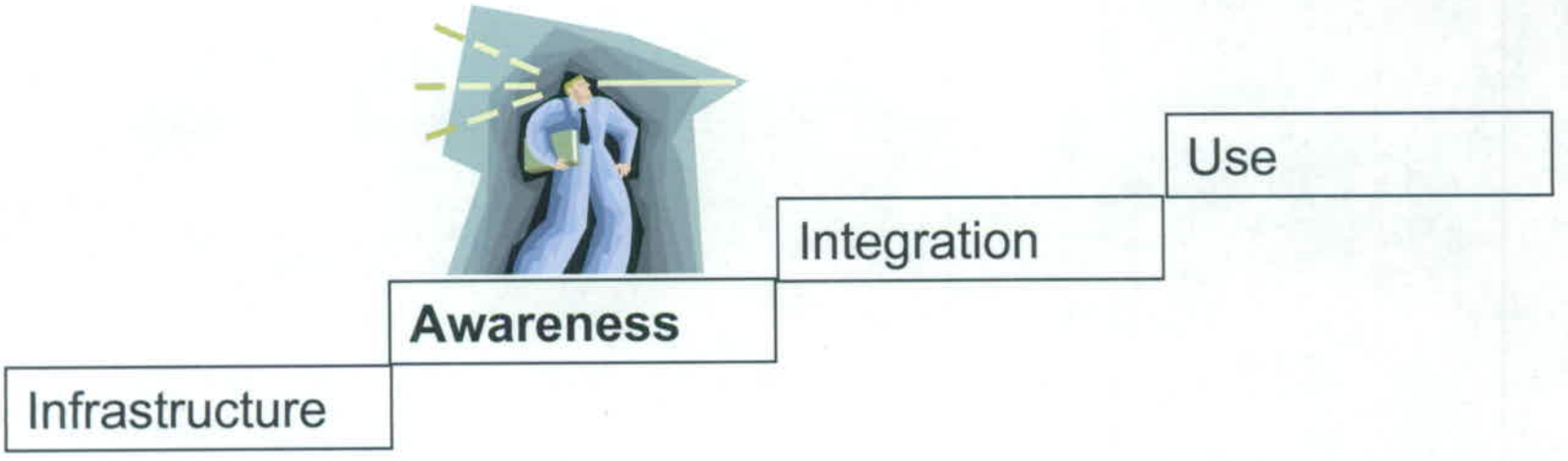
Awareness

Infrastructure

Procedure, Process, Database, Roles & Responsibilities.

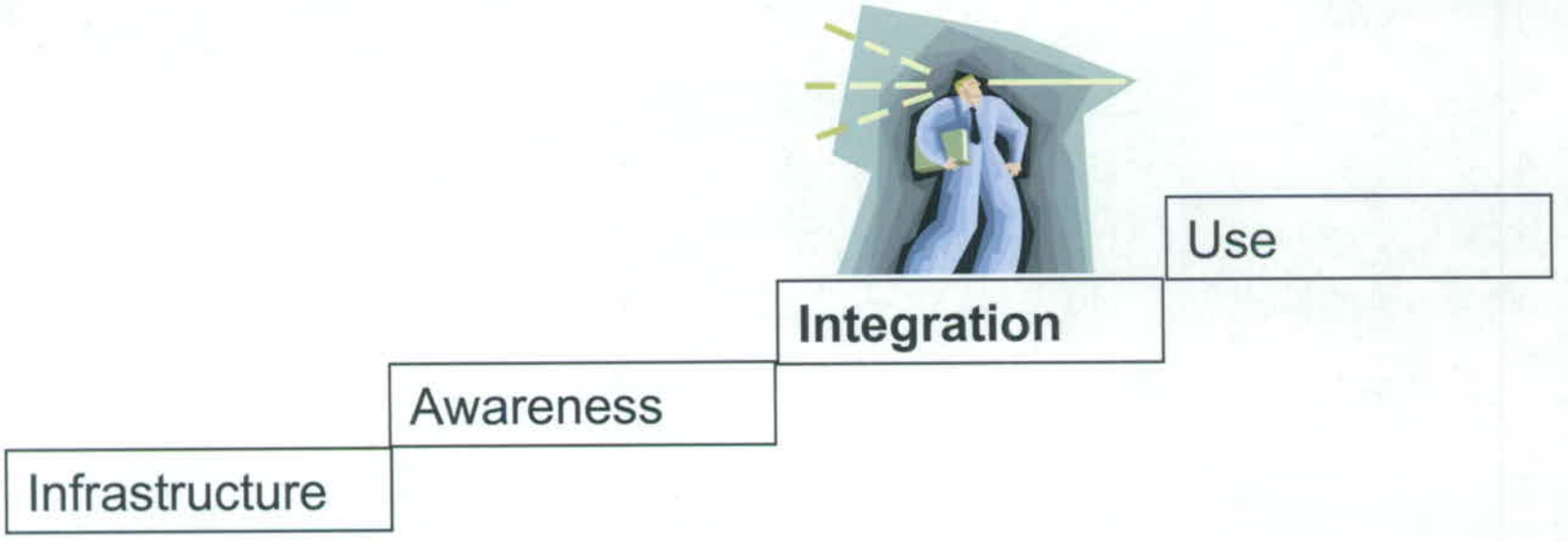
Lessons Learned Generic Implications

STEPS TO EFFECTIVENESS



Project personnel are aware of the program and the part they play in it.

STEPS TO EFFECTIVENESS



All applicable processes tie to lessons learned and vice versa.

Lessons Learned Generic Implications

STEPS TO EFFECTIVENESS

Use

Integration

Awareness

Infrastructure

Lessons Learned are used to improve safety, quality and best business practices.