

Institutionalizing Lessons Learned



**October 25, 2006
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Background

- **SEP 2002 – Davis-Besse Lessons Learned Task Force**
- **AUG 2004 - Effectiveness Review**
- **Lessons Learned Task Force**
- **JAN 2005 - EDO Charters Team**

Root causes

- **No “Corrective Action Program”**
- **No centralized tracking system**
- **Weaknesses in closeout**
- **Lack of Effectiveness Reviews**

Team Charter

- **Develop a program to ensure lessons learned from significant organizational failures will not recur**
- **Ensure that the knowledge gained from future lessons learned is retained and disseminated in a manner to maximize its benefit and usefulness to the agency**

Accomplishments

- **Management Directive issued**
- **Internal procedures issued**
- **Project Manager selected**
- **Oversight Board members designated**
- **Legacy effectiveness reviews completed**

Management Directive

- **Management Directive 6.8, “Lessons-Learned Program” was approved on August 1, 2006**
- **Establishes a formal and structured process to ensure correction of significant agency deficiencies**
- **Background and bases included**

Program Components

- **Primary sources for Lessons Learned are task forces, major event investigations, and major audit reports**
- **Establishes criteria for inclusion into the program**

Program Components (cont.)

- **Lessons Learned Oversight Board (LLOB) applies the threshold criteria to the recommendations**
- **Corrective action plans (CAP) will be developed by the lead office**

Program Components (cont.)

- **LLOB reviews CAP to ensure thoroughness and adequacy**
- **Lead office implements plan**
- **For closeout, the LLOB will review to determine acceptability of completed actions**

Program Components (cont.)

- **Effectiveness reviews planned and conducted to confirm that root causes have been addressed**
- **Dedicated lessons learned program manager (LLPM)**

Procedures

- **OEDO Procedure 0930, Task Force Charters, issued July 27, 2006**
- **OEDO Procedure 0940, Implementing the Lessons Learned Oversight Board, issued September 26, 2006**

What's Different About This Approach ?

- **More structure and formality**
- **More management involvement**
- **Dedicated staff**
- **Centralized tracking**
- **Effectiveness reviews**
- **Focus on institutionalization**

How have the root causes been addressed?

- ✓ **No “Corrective Action Program”**
- ✓ **No centralized tracking system**
- ✓ **Weaknesses in closeout**
- ✓ **Lack of Effectiveness Reviews**

Legacy Effectiveness Reviews

- **List of candidates developed**
- **Template developed and piloted**
- **Six reports selected for review**
- **Legacy effectiveness reviews
tasked to offices**
- **Reviews completed**

Reviews Conducted

- **Vogtle Loss of Vital AC Power**
- **Indian Point 2 Tube Failure**
- **General Electric Potential Criticality**
- **Indiana Regional Cancer Center**
- **Turkey Point (Hurricane Andrew)**
- **TMI 1 Unauthorized Forced Entry**

Legacy Effectiveness Review Conclusions

- **No outstanding safety issues identified**
- **No significant deficiencies in corrective actions reviewed**
- **Additional review warranted for some actions**

Legacy Effectiveness Review Comments

- **Reviews worthwhile**
- **Locating documents**
- **Independence and knowledge**
- **Environment and regulatory changes**
- **View of importance**

Future Enhancements

- **Configuration Management (CM)**
- **Knowledge Management (KM)**
- **Web-based system automation enabling desktop availability**

Challenges

- **Change management**
- **Legacy information**

Opportunities

- **Encourage a culture of continuous improvement**
- **Integrate with and support the agency's KM initiatives**
- **Encourage self-assessment in the NRC Offices and share problems and solutions**

Summary

- **Lessons Learned Program is in place - Charter tasks completed**
- **Lessons Learned Program adds structure to completing important corrective actions**
- **Program enhancements needed to integrate with KM program and provide more value to the staff**

Acronyms

- CAP – Corrective Action Program
- CM – Configuration Management
- EDO – Executive Director for Operations
- KM – Knowledge Management
- LLPM – Lessons Learned Program Manager
- LLOB – Lessons Learned Oversight Board