

Institutionalizing Lessons Learned



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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