

ISMS Training Document
Track 2, Activity 17 – November 2009
Operating Experience Sharing/Lessons Learned

Activity

Describe the features and benefits of the Department of Energy (DOE) and Oak Ridge Office (ORO) Lessons Learned Program. This relates directly to ISM Core Function 5, Feedback and Improvement.

At the completion of this activity, fill out the Self-Certification Form certifying that you have read this activity sheet.

Note: When regulations, DOE directives, or other industry standards are referenced in this ISMS activity, please use the most recent version. In addition, please note that DOE Guides provide preferred, non-mandatory, supplemental information about acceptable methods for implementing requirements, including lessons learned, suggested practices, instructions, and suggested performance measures. Guides do not impose requirements but may quote requirements if the sources are adequately cited. Alternate methods may be used if it can be demonstrated that they provide an equivalent or better level of performance.

Key Documents

- [DOE O 210.2, DOE Corporate Operating Experience Program](#)
- [DOE O 414.1, Quality Assurance](#)
- [DOE P 450.4, Safety Management System Policy](#)
- [DOE G 450.4-1, Integrated Safety Management System Guide for Use with Safety Management System Policies \(DOE P 450.4, DOE P 450.5, and DOE P 450.6\); the Functions, Responsibilities, and Authorities Manual; and the Department of Energy Acquisition Regulation \(Two Volumes\)](#)
- [DOE-STD-7501-99, The DOE Corporate Lessons Learned Program](#)
- ORO Directives Management Group, Key Management Documents, http://www.ornl.gov/doe/doe_oro_dmg/oro_keymanagementdoc.htm
- ORO Office of Science Federal employees should also refer to the Office of Science Management System (SCMS): Quality Assurance and Oversight, Subject Area: *Corporate Operating Experience/Lessons Learned*, <http://scms.sc.doe.gov/>

Definition

A *lesson learned* is a good work practice, innovative approach, or negative experience shared to promote positive information or prevent recurrence of negative events. (DOE O 210.2)

What's In It For Me

The ORO Lessons Learned Program objective is to share information from the workplace that may be useful to others. The program manages the generation of lessons learned within the ORO workplace and distribution of lessons learned generated outside ORO to satisfy the DOE requirements for feedback as they pertain to lessons learned. Lessons learned are shared as widely as possible to promote and sustain positive practices and to avoid negative

ISMS Training Document
Track 2, Activity 17 – November 2009
Operating Experience Sharing/Lessons Learned

recurrence.

The completion of this activity will help you gain an understanding of how the ORO Lessons Learned program is implemented.

**Program
Background**

Lessons learned are generated from personal experiences, field activities, occurrence reports, assessments, audits, appraisals, operational readiness reviews, and accident investigation reports. The originator of a lessons learned is any individual who identifies and documents a proposed lessons learned. Lessons learned are a part of the requirement for feedback and continuous improvement found in 48 CFR 970.5223-1, *Integration of ES&H into Work Planning and Execution*, and DOE P 450.4, *Safety Management System Policy*. The ORO Lessons Learned Program is based on DOE O 210.2, *DOE Corporate Operating Experience Program* and the DOE-STD-7501-99, *The DOE Corporate Lessons Learned Program*. DOE O 414.1, *Quality Assurance*, Criterion 3, “Quality Improvement,” also addresses lessons learned. Additional guidance can be found in DOE-G-450.4-1, *Integrated Safety Management System Guide*, Chapter II, Section 6; Chapter III, Sections 3.1.4 and 4.5.

Section 9 of the ORO FRAM identifies the Lessons Learned Program as a key functional mechanism to implement ORO’s ISMS.

**Lessons Learned
Program Processes**

The ORO Lessons Learned Program involves two processes. First is the development process, which includes identification, documentation, validation, and dissemination of lessons learned that are generated internally. Second is the use and incorporation process, which includes identification of lessons learned outside ORO, distribution to appropriate personnel, identification of actions that will be taken as a result of the lessons learned, and follow up to ensure that appropriate actions were taken. The Lessons Learned Program also contains processes to measure performance improvement and program effectiveness. These processes are documented in DOE-STD-7501-99, *The DOE Corporate Lessons Learned Program*.

**Administration of
the Lessons Learned
Program**

The ORO Assessment and Performance Systems Team is responsible for coordinating the ORO Federal Lessons Learned Program. The ORO Lessons Learned Coordinator, appointed by the Assistant Manager for Environment, Safety, and Health (AMESH), works in conjunction with Lessons Learned Coordinators from various ORO organizations.

Lessons learned from employees’ personal experiences are shared via the Lessons Learned Wednesday (LLW) emails, which are coordinated by the LLW Coordinator and sent out by the Office Managers to federal staff and support service contractors. In addition, lessons learned across the DOE complex are routinely included in the AMESH publication entitled “Items of Interest” that is emailed to DOE and contractor readers across the DOE complex who wish to subscribe. In addition, selected lessons learned are sent directly to Assistant Managers or Division Directors. Lessons learned may also be distributed to key individuals, depending on the nature of the lesson learned.

ISMS Training Document
Track 2, Activity 17 – November 2009
Operating Experience Sharing/Lessons Learned

ORO contractors administer lessons learned programs to their employees and ensure their subcontractors have lesson learned programs. The requirement for sharing of lessons learned is flowed to ORO contractors through the DOE Acquisition Regulation clause on Integrated Safety Management and the Contractor Requirements Document for DOE O 210.2.

**Benefits of the
Lessons Learned
Program**

The ORO Lessons Learned Program promotes the sharing of Lessons Learned to maximize information flow to the ORO workforce. Lessons learned from good practices and unintended outcomes are shared to provide management with decision making information in response to ISM Core Function 5, Feedback and Improvement. Lessons learned aid in adopting successful practices and in avoiding repeating mistakes, and the information can save lives and money and prevent accidents/injuries.

To Learn More

Click on these documents for more information about the DOE and ORO Lessons Learned Program.

- [DOE O 210.2, DOE Corporate Operating Experience Program](#)
 - [DOE O 414.1, Quality Assurance](#)
 - [DOE P 450.4, Safety Management System Policy](#)
 - [DOE G 450.4-1, Integrated Safety Management System Guide for Use with Safety Management System Policies \(DOE P 450.4, DOE P 450.5, and DOE P 450.6\); the Functions, Responsibilities, and Authorities Manual; and the Department of Energy Acquisition Regulation](#) (Two Volumes)
 - [DOE-STD-7501-99, The DOE Corporate Lessons Learned Program](#)
 - ORO Directives Management Group, Key Management Documents, http://www.ornl.gov/doe/doe_oro_dmg/oro_keymanagementdoc.htm
 - ORO Office of Science Federal employees should also refer to the Office of Science Management System (SCMS): Quality Assurance and Oversight, Subject Area: *Corporate Operating Experience/Lessons Learned*, <http://scms.sc.doe.gov/>
-