Sample Lessons Learned Performance Measures

Introduction   Sells October 13-14, 1999 Workshop provided a breakout session for the purpose of developing a set of basic LL performance measures for the DOE complex.

Approach   The approach consisted of reviewing a typical lessons learned process flow, i.e., an activity occurs, undesirable/positive outcomes are identified, documenting what could prevent the undesirable outcome or what could be done to capitalize on the positive outcome, and then the distribution and utilization of the knowledge gained. Resources would not be a constraint.

Categories   The Basic Lessons Learned process flow was divided in to four (4) categories:

1. Contributing Sources	• Work package closeout	• Audits
	• Self-Assessments	• Operation activities
	• Management walk-arounds	• Etc.
2. Distribution - Sharing	• Within own organization	• Site wide
	• DOE complex wide	
3. Utilization	• Drawing changes	• Training plans changed or developed
	• Procedures changed	• Audit Plan Changed
	• Changes in maintenance work packages	• Etc.
4. Positive results	• value added	

Potential performance measures in these areas are listed in the following sections.

Contributing Sources

Measure the involvement of personnel to share lessons they have learned.

- The number of LL provided to the LL Program compared to the total hours worked or number of employees (assuming each employee learns at least one lesson per year that would benefit others.)

- Number of LL provided internal compared to disseminated external.

Distribution - Sharing

Measure the timelines of actions taken to implement LL information.

- LL implementing actions completed within original scheduled commitment date compared to the total implemented LL actions.

Utilization   Measure utilization of Intranet or Internet site.

- The number of visits on the LL home page compared to the total number of employees with access.

- The number of searches on the LL home page compared to the total number of employees with access.

- The number of jobs/tasks listed in work control documents that contain information derived from the LL Program compared to the total number of jobs completed with work control documents.

Measure utilization to learn from both internal and external sources of LL information.

- The number of LL (reactive) in response to internal events compared to the number of LL (proactive) in response to LL from external sources.

Measure the LL Program compliance.

- Total number of LL requirements found in noncompliance compared to the total number of internal LL requirements.

Measure the completeness of information addressed by the LL Program.

- Total number of unwanted events compared to the total unwanted events not previously addressed in a published LL.

- Total number of LL implemented before the same or similar unwanted events occur compared to the total number of LL provided.

Use of LL in work processes.

- Number of post job briefings versus number LL generated.

- Number of job packages charged versus the number post job LL generated.
  - Prints
  - NCRs
  - Procedures

- Number of Work Packages versus number of LL issued from doing work.

- Number of unwanted events per activity versus LL per Work Package.
- Number of positive events per activity versus number of LL per Work Package.

Positive Results	Measure the effectiveness of actions taken to implement LL.

- Number of corrective actions taken compared to the number of LL issued.

- The number of repeat unwanted events discussed in a previously issued LL compared to the total LL issued.

- The percentage of change experienced in a related performance measure after a LL is implemented (e.g., a reduction in fall injuries or fatalities after fall protection training is initiated to implement a lessons learned).

Number of recurring events.

- The number of jobs/tasks listed in work control documents that contain information derived from the LL Program compared to the total number of jobs completed with work control documents.

Calculate the cost benefit of sharing LL information on a case by case basis.

- Total cost savings from adopting good practices plus cost avoidance from preventing unwanted acts, conditions, and events compared to the LL Program budget plus the cost to implement the LL information.

Measure the LL Program Office's ability to screen information, i.e., match the correct information with the correct people.

- The total LL disseminated compared to the total LL that result in evidence of implementing action taken (e.g., training, change in procedure).

Measure management support of the LL Program.

- Resources provided to the LL Program compared to the total laboratory budget.

- Average resources across the DOE compared to local resources.

- Total internal generated LL produced by management compared to the total LL produced.