



Lead Office Role and Functions

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DOE Operating Experience Program



Designated Lead Office (HSS) for DOE Corporate Operating Experience Program – responsible for:

- **Clearinghouse Function** – computer resources
 - **Collects and analyzes** DOE operating experience information to **identify significant** corporate level **performance trends and issues** related to **Safety** Issues
 - Collects and analyzes External operating experience related to Safety Issues
 - Maintain Historic Records of OPEX Information
 - **Communicates safety performance** trending and analysis information to **Management** – Dailys, Weeklys, Monthly, Quarterly



DOE Operating Experience Program



Designated Lead Office responsibilities (continued):

- **Develop/Disseminate Corporate lessons learned** related to Safety Issues – SOR, SA, SB, SAd, OE Sum, JIT, DCS
- **Order Interpretation** – Develop Guidance, interpret requirements, designate which Contracts must include the CRD, etc.
- **Operating Experience Committee** – Columbia Davis-Besse Action 1.c
 - Membership will consist of designated DOE and Contractor **Operating Experience Coordinators**
- **Sponsor Periodic Safety Forums** – to discuss safety trends, issues, lessons learned and good work practices – Columbia Davis-Besse Action 1.e



DOE Corporate Operating Experience Program



QUESTIONS?



Headquarters Program Office Role and Functions

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DOE Operating Experience Program Program Secretarial Offices



- **Collect and analyze** DOE operating experience information to **identify significant** corporate level performance **trends and issues** related to **Programmatic and Mission Related Issues**
- **Designate an OPEX Program Coordinator** – who will be a member of the Operating Experience Committee
- **Review Mission and Safety Performance** with Senior Management Periodically
 - Performance Reporting – ORPS and CAIRS reports under DOE HQ
 - Monitor Corporate Performance Information – ORPS Daily, Weekly
 - EM Performance Monitoring, NNSA Quarterly Briefings, SC Performance Goals



DOE Operating Experience Program Program Secretarial Offices



- **Screen and Disseminate Lessons Learned** (forwarded by Field Elements) for Program and Mission Applicability.
- **Develop/Promulgate Mission/Program Unique Operating Experience Documents**
 - **Ensure lessons learned are developed and disseminated following completion of major program missions (e.g., RFETS closure URL: <http://rockyflats.apps.em.doe.gov/>)**
 - **Incorporation of Safety into Design Initiative**
 - **Missions Related OPEX and LL – define new work function categories as needed, (e.g., Safeguards and Security), or procedures, (e.g., EM Operations Lessons Learned Program Plan, October 2006)**



DOE Operating Experience Program Program Secretarial Offices



- Participate (with Lead Office) in development and Concur on Safety related Corporate Operating Experience documents
 - SORs – Participate in Development as requested
 - SORs – review for Concurrence
 - SORs, SAs, SBs - Provide Line Program tasking to DOE Field Elements and Contractors to fulfill the requirements specified in the documents and report back
 - Evaluate the Field Feedback and Provide Consolidated Response to OPEX Document Issuing Authority
- Oversight of Field Element Participation per DOE O 226.1



DOE Operating Experience Program Program Secretarial Offices



- Conduct Self-Assessment of OPEX Program during ISM Assessments
 - Assess how effectively Corporate and Program OPEX documents are disseminated
 - Assess effectiveness of Field response to Corporate and PSO OPEX documents
- PSO Direct Report Contractors
 - Contracting Officer – **Ensure the CRD is included in the contract within 6 months** of order issuance (by December 12, 2006)
 - **Establish Contractual Expectations** on ES&H Performance of Contractor under 48 CFR 970.5215 3, Integration of Environment, Safety and Health into Work Planning and Execution – Annual Update



DOE Corporate Operating Experience Program



QUESTIONS?



Field Element Role and Functions

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DOE Operating Experience Program DOE Field Elements



- **Must incorporate the CRD without modification into their Contractor's contracts within 6 months**
- **Designate an OPEX Program coordinator**
- **Responsible for Oversight of Contractor OPEX Program –**
(per DOE O 210.2 and DOE O 226.1)
 - Screen Contractor OPEX for Operational Awareness, Performance and Trending, Lessons Learned
 - Recommend Local Lessons Learned to be shared locally – between contractors
- **What Contractors?**
 - Those engaged in conduct of DOE mission work.
 - Not intended to cover contractors that only perform administrative support work.



DOE Operating Experience Program

DOE Field Elements



- **Ensure Contractors held accountable**
 - Establish Contractual Expectations on ES&H Performance of Contractor under 48 CFR 970.5215 3, Integration of Environment, Safety and Health into Work Planning and Execution – Annual Update – Clear expectations
 - Provide Tasking to the Contractor on Corporate Operating Experience Documents
 - Hold Contractor Accountable for Expected Performance – Utilize the Conditional Payment of Fee, Profit and Incentives Clause per 48 CFR 970.5204 **86** as necessary.



DOE Operating Experience Program

DOE Field Elements



Recommend:

- Opex Coordinator – interact with contractor Opex coordinators & maintain awareness of contractor OPEX activities
 - Recommend Opex Coordinator participate in contractor's opex functions as invited.
 - Review the Contractor Quarterly ORPS Trending Analysis – flag any issues of concern
- Use Facility Representatives as the Eyes and Ears of the Field Elements
 - Day to day oversight
 - Approval of ORPS occurrences
 - Recommend contractor events for development of Lessons learned
 - Confirm corrective actions completed and their effectiveness.



DOE Operating Experience Program DOE Field Elements



- **Performance Reporting and Monitoring**
 - **ORPS Reports and CAIRS Information** – reported for Field Element personnel and for non-Operating Contractor incidents involving the Field Element (e.g., SRO reported Vehicle Accident on Site)
 - **Monitor Corporate Performance Information** – Daily ORPS Summary, Under Secretary's Weekly Summary, Program Specific summaries (e.g, EM Monthly Monitoring)
 - **Convene Type B Accident Investigations**



DOE Operating Experience Program DOE Field Elements



- **Advise PSO of potential Mission and Program Related OPEX Issues** - Missions Related OPEX and LL
- **Participate in Preparation/Review/Concurrence of Corporate OPEX**
 - SORs – participate on development team (if requested),
 - SORs, SAs, SBs – Upon receipt of Line Program tasking to DOE Field Elements, Task the DOE Contractors to fulfill the requirements specified in the documents and report back
 - Evaluate the Contractor Feedback and Provide Consolidated Response to the applicable PSO



DOE Operating Experience Program DOE Field Elements



- **Self-Assess Program Effectiveness During ISM Reviews**
 - Assess how effectively Corporate and Program Opex documents are disseminated to DOE Field Personnel and tasked to the Contractor
 - Assess effectiveness of Contractor's response to Corporate and PSO OPex documents.



DOE Operating Experience Program

DOE Field Elements – Government Owned Government Operated



Requirements Parallel those of the Contractors in the CRD.

- MUST Participate in Corporate OPEX Program
- Share GOGO Developed LLs (DOE Database)
- Screen DOE Corporate and External OPEX:
- Distribute applicable OPEX to GOGO Personnel for review, analysis, internalization and corrective action



DOE Operating Experience Program

DOE Field Elements – Government Owned Government Operated



- Implement Required Actions of Corporate OPEX Documents (e.g., SORs, SAs, SBs, etc.) and Formally respond as required
- Trend GOGO Operating Events for Lesson Learned from Recurring Issues
- Conduct Causal Analysis
- Trend Corrective Actions and Develop Lessons Learned on Successful Actions
- Assess OPEX Program Performance during ISM Assessment
- Designate an Operating Experience Program coordinator



DOE Corporate Operating Experience Program



QUESTIONS?



Operating Experience Coordinator Role and Functions

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DOE Operating Experience Program Operating Experience Coordinators



- **Develops and Manages Organization's OPEX program:**
 - Develop processes, procedures, communications methods, and documentation of OPEX program implementation
 - Maintains Oversight of Contractor's OPEX Program
 - Communicate OPEX, including both DOE and external lessons learned, throughout the Organization
 - Obtain implementation feedback - effectiveness
 - Monitor overall safety and mission performance and trends
 - Raises OPEX issues to Management



DOE Operating Experience Program Operating Experience Coordinators



- **Use Other Resources As Needed**
 - Facility Leads/ Facility Specific OPEX Coordinators
 - SMEs
 - Union Representatives
 - Communicate with OPEX Coordinators from other DOE/Contractor Sites
 - Operating Experience Committee and SELLS
- **Coordinate OE Screening – Utilize SMEs to determine**
 - Relevancy
 - Susceptibility
 - Vulnerability



DOE Operating Experience Program Operating Experience Coordinators



- **Ensure Documentation Maintained on**
 - What OE has been Screened
 - Who it is disseminated to
 - What Actions were Taken as a result of the OE
 - Also Document why you consider an OE not applicable and why No Actions are taken
- **Historical OE**
- **Evaluation Program Effectiveness**



DOE Corporate Operating Experience Program



QUESTIONS?



***Specific Expectations for
Contractor Implementation – the
Contractor Requirements
Document (CRD)***

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DOE Operating Experience Program

Department of Energy Contractors



- **MUST Have an OPEX Program** that Participates in Corporate OPEX Program
- **MUST Designate an Operating Experience Program coordinator**– who will be a member of the Operating Experience Committee
- **MUST Share Contractor Developed LLs (DOE Database)**
 - Required for Type A & B Accidents, Significance Category 1 and R Occurrences
 - Optional for all other OPEX
 - LLs Encouraged for Serious Operational Emergencies (per DOE O 151.1C), Type B Like Accident Investigations, and Serious Near Miss Occurrences



DOE Operating Experience Program

Department of Energy Contractors



- **Criteria for Sharing OPEX.**

- The experience provides significant new information.
- The experience has direct relevance to other facilities, sites or programs.
- The information has potential to be the basis for significant improvements or cost savings.

- **MUST Screen DOE Corporate and External OPEX:**

- DOE OPEX Documents (e.g., SORs, SAs, SBs, SAd, OE Summaries, LL Database, JITs, DCS and respond as required
- Major OPEX from other Government Agencies or Industry Accidents – As deemed **Significant** and **Relevant** by **Contractor Management**



DOE Operating Experience Program

Department of Energy Contractors (Continued)



- **MUST Distribute** applicable **OPEX to Contractor Personnel** for review, analysis, internalization and corrective action implementation
- **MUST Implement Required Actions of Corporate OPEX Documents** (e.g., SORs, SAs, SBs, etc.) and **Formally respond** as required – When Tasked by the Contracting Officer
- **MUST Trend** Contractor Operating Events for **Lesson Learned from Recurring Issues**



DOE Operating Experience Program

Department of Energy Contractors (Continued)



- **MUST Conduct Causal Analysis**
 - ORPS Quarterly Performance Review Required for past 12 Months
 - Any Causal Analysis Methodology Acceptable
- **MUST Trend Corrective Actions and Develop Lessons Learned on Successful Actions**
- **MUST Establish Metrics** and Assess OPEX Program Performance during ISM Assessment
- **Head of Contractor Organization – MUST Apply CRD** requirements to **Subcontracts within 6 months**



DOE Operating Experience Program

Department of Energy Sub-Contractors



- **Event Reporting is Mandatory – through the Prime Contractor in ORPS**
- **Injury/Illness Reporting – required through CAIRS**
- **Requirement for OPEX Review/Lessons Learned is Applied Using a Graded Approach**
- **Head of Prime Contractor Organization – Decides which Subcontractor Need to **Apply CRD requirements****



DOE Operating Experience Program

Department of Energy Sub-Contractors



- Which Subcontractor Need to **Apply CRD requirements**
- **Principle Sub-Contractors** – Generally integrated into the Prime Contractor’s OPEX Program
- **Hazardous Work Sub-Contractors (Options)**
 - Participate in Prime Subcontractors OPEX Program – feed LLs
 - OR Require to maintain their own program
- Not-Practical to Require for Vendors and “Mom & Pop” Operations
- HOWEVER, Keep in Mind your Responsibility for SAFETY of Anyone on Site
- REMEMBER – Two DOE Fatalities in 2004 were Vendors (SRS and Hanford) - Prime or Sub OVERSIGHT RECOMMENDED



DOE Corporate Operating Experience Program



Recommend Participation:

- **Society for Effective Lessons Learned Sharing (SELLS)**
 - Serves as an Operating Experience Council – Special Interest Group– Community of Practice
 - Monthly SELLS Conference Calls
 - Semi-Annual Workshops

URL: <http://www.eh.doe.gov/ll/sells/>



DOE Corporate Operating Experience Program



QUESTIONS?



METRICS

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Metrics



- ***DOE O 210.2 Requires:***
 - ***DOE HQ and Field Elements MUST evaluate OPEX Program Effectiveness during ISM Assessments***
 - ***Contractors – MUST Establish Metrics and Assess OPEX Program Performance during ISM Assessment***
- ***Specific Metrics are NOT Specified***
- ***Some Existing Sources on Metrics***
 - ***Feedback and Improvement CRADs provide a basis for evaluation***
 - ***DOE STD 7501-99, Appendix C***
 - ***Spotlight Article: Sample Lessons Learned Performance Measures – SELLS Webpage***



Recommendations for Metrics



Metrics Should Evaluate:

- 1. Effectiveness of Lessons Learned Communication***
 - Lessons making it to those who need them***
 - Lessons Delivered in a Timely Manner (i.e., when needed)***
 - Feedback Provided to Originator on Value/Needed Improvements***
 - Response on Actions Taken/Planned are Provided on Actionable Corporate Operating Experience Documents in Timely Manner***



Recommendations for Metrics



Metrics Should Evaluate:

- 2. Effectiveness of the Lessons Learned in Correcting/ Preventing Re-occurrence of Adverse Events***
 - Lessons Learned solved a Performance Problem***
 - No New Occurrences with the Same Type Problem, or have decreased in significance***
 - The Same Lessons Learned are not being Repeatedly Developed***
 - Lessons Learned are Actively sought by planners/workers to plan work***



Recommendations for Metrics



Metrics Should Evaluate:

- 3. Effectiveness of Lessons Learned in Improving Operations***
 - Good Work Practice resulted in More Efficient Operations***
 - Time or Cost Savings Resulted***

- 4. Management Has Demonstrated Its Commitment to Lessons Learned***



DOE Corporate Operating Experience Program



QUESTIONS?