

ORDER

SPRPMO O 210.3

Approved: 10/23/13

STRATEGIC PETROLEUM RESERVE LESSONS LEARNED PROGRAM



**U.S. DEPARTMENT OF ENERGY
Strategic Petroleum Reserve
Project Management Office**

DISTRIBUTION: APMs, Division Directors, M&O
Contractor, Architect-Engineering Contractor

INITIATED BY: APM for Technical Assurance,
Quality and Performance Assurance Division

RESERVED

STRATEGIC PETROLEUM RESERVE LESSONS LEARNED PROGRAM

1. PURPOSE. To establish a lessons learned (LLs) program which:
 - a. Ensures compliance with LLs requirements promulgated in the documents listed in the references section of this Order.
 - b. Provides a consistent and systematic approach for the identification, capture, analysis, dissemination, and utilization of Strategic Petroleum Reserve (SPR) LLs.
 - c. Establishes the criteria and responsibilities for submitting LLs to Department of Energy (DOE) Headquarters.
2. CANCELLATION. None.
3. APPLICABILITY.
 - a. SPR Project Management Office (PMO) Elements. Except for the exclusions in Paragraph 3c, the provisions of this Order apply to all SPRPMO organizational elements.
 - b. DOE Contractors. Except for the exclusions in Paragraph 3c, the Contractor Requirements Document (CRD), Attachments 1 and 2, sets forth requirements of this Order that will apply to the Management and Operating (M&O) contractor, and the Architect-Engineering (A-E) contractor, respectively.
 - c. Exclusions. None.
4. REQUIREMENTS.
 - a. Support discussions of LLs during after-action meetings by including LLs as an agenda item, when appropriate.
 - b. When directly monitoring contractor activities, ensure the application of existing LLs prior to the commencement of work activities.
 - c. Participate in discussions with the contractor concerning LLs in the course of an LLs workflow.
 - d. When requested and as duty schedule permits, the DOE Subject Matter Expert(s) (SMEs) shall lend their expertise to initiators of LLs.

- e. The LLs Program shall be accessible to all SPR Federal and prime contractor employees.

5. RESPONSIBILITIES.

a. SPRPMO Project Manager.

- (1) Delegates approval of the submittal of selected SPR LLs by the DOE SPRPMO Quality Council into the DOE Corporate LLs Program.
- (2) Provide resources for execution of this Order.

b. SPR Assistant Project Manager – Technical Assurance.

- (1) Administer the overall SPRPMO program on behalf of the Project Manager.
- (2) Maintain program guidance material.
- (3) Submit LLs approved by the SPRPMO Quality Council to the DOE Corporate LLs Program.
- (4) If applicable, ensure that SPR procedures support approved LLs.

c. SPR Assistant Project Managers and Division Directors.

- (1) Ensure that LLs are considered during work planning activities.
- (2) Implement LLs within their area(s) of responsibility.
- (3) If required to review LL:
 - (a) Review the LL to ensure that it is applicable, complete, and correct.
 - (b) Resolve any issues with the originator.
 - (c) If during the course of documenting/reviewing a LL it is discovered that a contractor did not meet a documented requirement, Managers will work with the Continuous Quality Improvement (CQI) Manager to ensure that a finding is entered into the Assessment Tracking System (ATS).
 - (d) Electronically process the LL to the appropriate next process step.

d. Subject Matter Expert (SME).

- (1) Upon request, assist, or advise non-SME(s) in the formulation of LLs.
- (2) Provide feedback to originator(s) on applicable LLs to determine effectiveness of LLs Program within program area.
- (3) If applicable, ensure that SPR procedures support approved LLs.

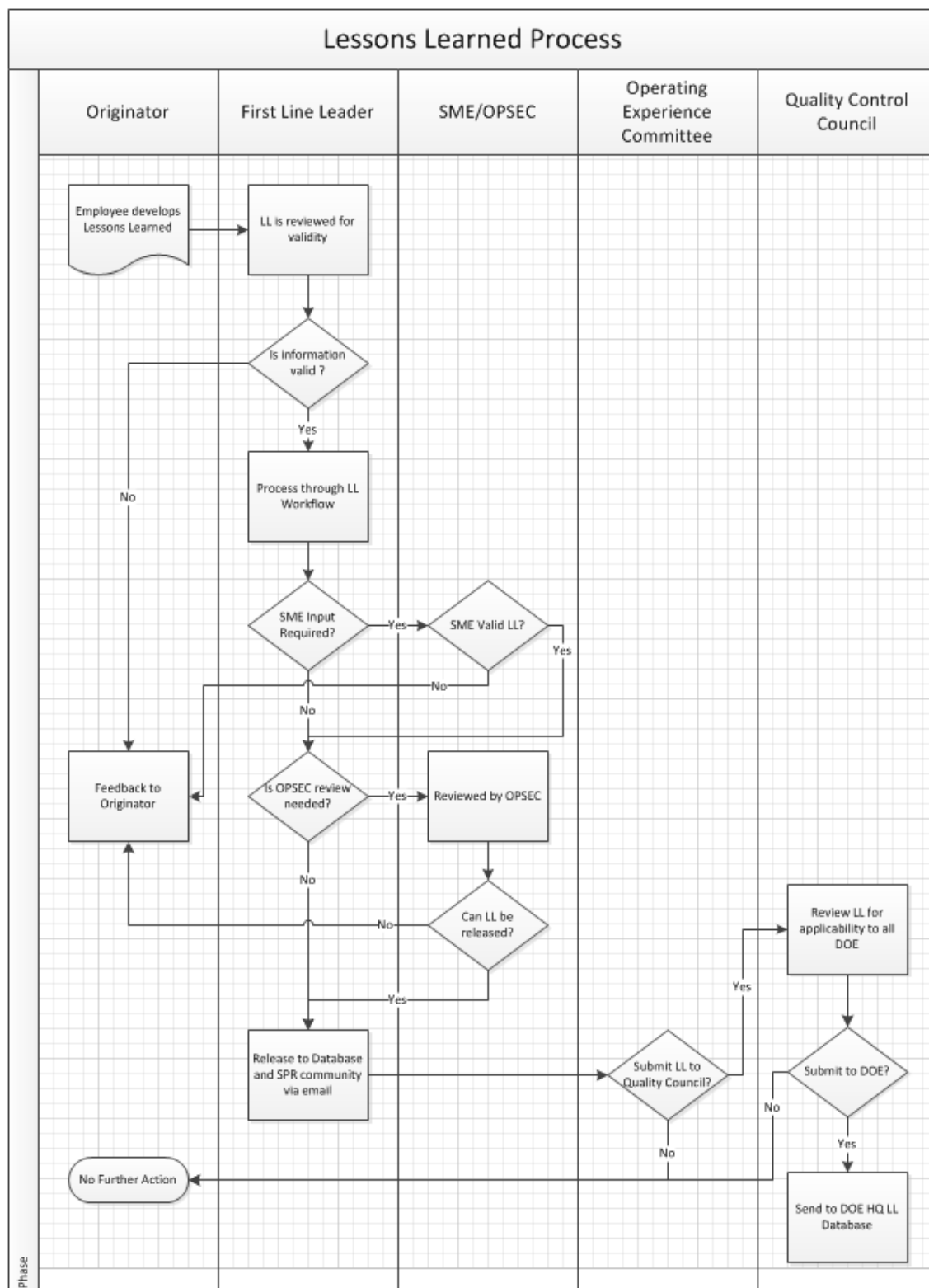
e. Originator.

- (1) Resources that can serve as sources for externally generated LLs include (but are not limited to):
 - (a) DOE Safety Notices.
 - (b) Internal or external Occurrence Reporting and Processing System (ORPS) Reports.
 - (c) DOE Environmental, Safety & Health (ES&H) LLs Bulletins.
 - (d) Nonconformance Reports.
 - (f) Corrective Action Requests.
 - (g) Other pertinent industry documents
- (2) In conjunction with the SME, review the LLs material to determine applicability to the SPR, and ensure that it:
 - (a) Provides significant new information for the SPR.
 - (b) Has direct relevance to the SPR.
 - (c) Has the potential to be the basis for significant process improvement or cost savings.
- (3) Complete the form available through the LLs Program, referencing material collected on the topic, and submit through the workflow process.

f. CQI Manager.

- (1) Report LL activity to the SPR Quality Council.
- (2) Serve as a point of contact for the M&O LL Administrator.

6. LESSON LEARNED REVIEW PROCESS

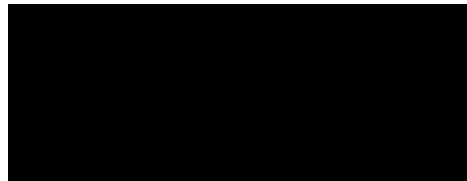


7. REFERENCES. The following references are applicable to this Order:

- a. DOE O 151.1C, *Comprehensive Emergency Management System.*
- b. DOE O 200.1A, *Information Technology Management.*
- c. DOE O 210.2A, *DOE Corporate Operating Experience Program.*
- d. DOE O 225.1B, *Accident Investigations.*
- e. DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets.*
- (f) DOE O 414.1D, Chg 1, *Quality Assurance.*
- (g) DOE O 440.1B, *Worker Protection Program for DOE Federal Employees.*
- (h) DOE O 451.1B, Chg 3, *National Environmental Policy Act Compliance Program.*
- (i) DOE O 422.1, Chg 1, *Conduct of Operations.*
- (j) DOE O 460.1C, *Packaging and Transportation Safety.*
- (k) DOE O 470.4B, Chg 1, *Safeguards and Security Program.*
- (l) DOE O 232.2, *Occurrence Reporting and Processing of Operations Information.*
- (m) DOE O 450.2, *Integrated Safety Management.*
- (n) DOE O 470.4B, *Safeguards and Security Program.*
- (o) DOE O 473.3, *Protection Program Operations.*
- (p) SPRPMO O 220.2D, *Observation Reports.*
- (q) SPRPMO O 226.1A, *Implementation of Department of Energy Oversight Policy.*
- (r) SPRPMO O 231.1A, Chg 2, *Occurrence Reporting and Processing System.*
- (s) SPRPMO O 433.1B, Chg 1, *Maintenance Management Program.*
- (t) SPRPMO O 470.4, *SPRPMO Security Order.*

(u) SPRPMO M 450.1-1B, *Environmental, Safety and Health Manual*.

8. DEFINITIONS. Lessons Learned. According to DOE O 210.2A, *DOE Corporate Operating Experience Program*, a LL is a good work practice or innovative approach that is captured and shared to promote repeat application or an adverse work practice or experience that is captured and shared to prevent recurrence.
9. CONTRACTOR REQUIREMENTS DOCUMENTS. The CRDs in Attachments 1 and 2 set forth the requirements of this Order, which are applicable to the M&O contractor and the A-E contractor, respectively.
10. CONTACT. Questions concerning this Order shall be addressed to the Office of the Assistant Project Manager, Technical Assurance, Quality and Performance Assurance Division, at [REDACTED].



Project Manager
Strategic Petroleum Reserve

2 Attachments:

- Attachment 1 – M&O Contractor Requirements Document
- Attachment 2 – A-E Contractor Requirements Document

**CONTRACTOR REQUIREMENTS DOCUMENT
FOR MANAGEMENT AND OPERATING CONTRACTOR
SPRPMO O 210.3, STRATEGIC PETROLEUM RESERVE
LESSONS LEARNED PROGRAM, Dated 10/23/13**

Regardless of the performer of the work, the contractor is responsible for complying with the requirements of this Contractor Requirements Document (CRD). The contractor is responsible for flowing down the requirements of this CRD to subcontractors at any tier to the extent necessary to ensure the contractor's compliance with the requirements.

The Management and Operating (M&O) contractor shall:

1. Establish and maintain a central Lessons Learned (LLs) Program that allows ready access and communicates information of collected data on a timely basis to all Strategic Petroleum Reserve (SPR) elements. The program shall be comprehensive, allowing for initial input of data, as well as the storage and retrieval of information.

The SPR LLs Database will be compatible to the DOE Headquarters database.

The SPR LLs Database will consolidate, where practical, all SPR processes that are designed to prevent adverse operating incidents and facilitate the sharing of good work practices. These programs are generally discussed in Department of Energy (DOE) O 210.2A, *DOE Corporate Operating Experience Program*.

2. Establish an LLs Program tailored to the nature of the work, hazards, and organizational complexities. The program must facilitate the solicitation, documentation, analysis, and dissemination of LLs.
3. Establish formal programs to communicate LLs during work activities, process reviews, and event analyses to potential users so they may be applied to future work activities. Managers will be responsible for implementing LLs within their area(s) of responsibility.
4. Develop LLs that focus on preventing adverse events, trends, and reliability-related events, and on performance improvement or cost savings. Incorporate approved LLs into activities and processes.
5. Establish clear, unambiguous lines of authority and responsibility for personnel involved in the LLs program.
6. If during the course of documenting/reviewing a LL it is discovered that a documented requirement was not met, Managers will work with the organization's Assessment

Tracking System (ATS) Administrator to ensure that a finding is entered into the ATS. Conversely, all findings will be evaluated for inclusion into the LL database.

7. Share contractor-specific LLs with all SPRPMO Senior Management and field organizations through the LLs Program when both:
 - a. The LLs has relevance to other SPR Project Management Office facilities, sites, or programs; and
 - b. The information has the potential to help avoid adverse operating incidents, for performance improvements, or for cost savings.
8. Designate an LLs Program Coordinator who can raise LLs issues to senior contractor management and will:
 - a. Serve as the point-of-contact for the DOE Continuous Quality Improvement (CQI) Manager.
 - b. Report program status to the DOE CQI Manager on a quarterly basis.
 - c. Support SPR personnel in implementing, managing and overseeing the LLs Program.
 - d. Brief DOE on the program status during Project Review. Briefing information should include, but is not limited to, a synopsis of the number of LLs submitted during the period, the number of LLs that were closed during the period, and the number of LLs awaiting action in the process.
 - e. Monitor the progression of submitted LLs through the review process.
 - f. Disseminate knowledge of applicable LLs to SPR organizations that could benefit from knowledge.
 - g. Coordinate with the CQI Manager if the LL is applicable to other DOE sites, to ensure all appropriate reviews are conducted prior to the LL Coordinator submitting the LL to the DOE Corporate Operating Experience Program.
9. As part of self-assessments conducted to evaluate organizational performance in Integrated Safety Management, include an assessment of the effectiveness of the organization's LLs Program.

**CONTRACTOR REQUIREMENTS DOCUMENT
FOR ARCHITECT-ENGINEER CONTRACTOR
SPRPMO O 210.3, STRATEGIC PETROLEUM RESERVE
LESSONS LEARNED PROGRAM, Dated 10-23-13**

Regardless of the performer of the work, the contractor is responsible for complying with the requirements of this Contractor Requirements Document (CRD). The contractor is responsible for flowing down the requirements of this CRD to subcontractors at any tier to the extent necessary to ensure the contractor's compliance with the requirements.

The Architect-Engineer (A-E) contractor shall:

1. Work within the established Strategic Petroleum Reserve (SPR) Lessons Learned (LLs) Program parameters to establish methods to communicate LLs during work activities, process reviews, and event analyses to potential users so those LLs may be applied to future work activities.
2. Develop LLs that focus on preventing adverse events, trends, and reliability related events, and on performance improvement or cost savings. Incorporate approved LLs into activities and processes. Managers will be responsible for implementing LLs within their area(s) of responsibility and for documenting the new process requirements in internal operating procedures if warranted.
3. Establish clear, unambiguous lines of authority and responsibility for personnel involved in the LLs program.
4. Share contractor-specific LLs with all SPRPMO Senior Management and field organizations, through the LLs Program, when both:
 - a. The LLs has relevance to other SPRPMO facilities, sites, or programs; and
 - b. The information has the potential to help avoid adverse operating incidents, for performance improvements, or for cost savings.
5. Designate an LLs Program Coordinator who can raise LLs issues to senior contractor management and will:
 - a. Serve as the point-of-contact for the DOE Continuous Quality Improvement (CQI) Manager.

- b. Support the contractor personnel in implementing, managing and overseeing the LLs Program.
- 6. As part of self-assessments conducted to evaluate organizational performance in Integrated Safety Management, include an assessment of the effectiveness of the organization's LLs Program.