



Department of Energy

Washington, DC 20585

June 3, 2011

MEMORANDUM FOR DISTRIBUTION

FROM: DAE Y. CHUNG *T. Myborowski for.*
PRINCIPAL DEPUTY ASSISTANT SECRETARY
FOR ENVIRONMENTAL MANAGEMENT

SUBJECT: Environmental Management Project Management Lessons
Learned Guidance

Lessons learned are a formal mechanism for documenting how to prevent adverse experiences or apply best practices. The Office of Environmental Management (EM) has a mature program for the development and sharing of health, safety, and security lessons learned but until recently, there was no similar effort for Project Management Lessons Learned (PMLL). After extensive review of lessons learned, EM has established a PMLL program using established Department of Energy (DOE) corporate tools including the DOE Corporate Lessons Learned Database, which is maintained by the Office of Health, Safety and Security. Utilizing the Corporate Database ensures the efficient use of existing information technology resources and facilitates sharing information across the DOE complex.

The Environmental Management Recovery Act Program (EMRAP) established a policy that records and analyzes "lessons learned" in order to "further the goals of a safe, cost effective, efficient and compliant EM program." The EMRAP began collecting and sharing EM Recovery Act PMLL in fiscal year 2010 using the DOE Corporate Database. The EMRAP's lessons learned implementation process was successful for the EM Recovery Act projects. The Project Management module of the Corporate Database was modified to include the names of all EM projects and operating activities. The program was implemented for the entire EM portfolio in 2011, with the collection of PMLL for all EM capital asset projects and operating activities at the February Quarterly Project Review.

This memorandum transmits the official guidance for the EM PMLL Program and will be distributed for use on all EM activities. This guidance is applicable to all EM capital asset projects and operations activities, including those under the EMRAP which are short term by legislative nature.

If you have any questions or suggestions regarding the implementation of the EM PMLL Program, please contact Ms. Tania Smith at (202) 586-5008.

Attachments

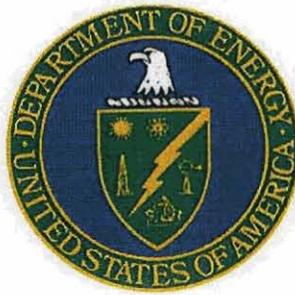


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Mark Searle, Acting Deputy Manager for Idaho Cleanup Project (ID)
John R. Eschenberg, Assistant Manager for Environmental Management, Oak Ridge
Office (OR)
Kevin Bazzell, Federal Project Director, Stanford Linear Accelerator Center (SLAC)

cc: R. Provencher, ID
I. Triay, EM-1
J. Owendoff, EM-1
M. Neu, EM-1.1
J. Mocknick, EM-2
S. Olinger, EM-2.1
C. Anderson, EM-3
T. Johnson, Jr., EM-3.1 (Acting)
F. Marcinowski, EM-4 (Acting)
T. Harms, EM-4.1
S. Davenport, EM-5
R. Rimando, Jr., EM-10 (Acting)
K. Picha, EM-20 (Acting)
Y. Collazo, EM-30
F. Marcinowski, EM-40
T. Johnson, Jr., EM-50 (Acting)
J. Luczak, EM-60
S. Waisley, EM-70
J. Surash, EM-80

**DOE Office of Environmental Management
Guide for Project Management Lessons Learned**



May 2011



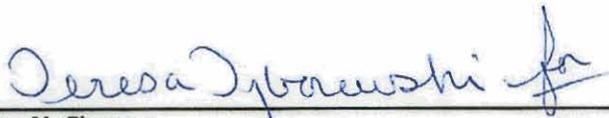
EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure

www.em.doe.gov

Departmental Approvals

Program Approval:



Dae Y. Chung
Principal Deputy Assistant Secretary
for Environmental Management

Date

5/16/2011



Cynthia V. Anderson
Chief Operations Officer
for Environmental Management

Date

5/2/2011

Prepared by:



Tania K. Smith
Acting Director, Office of Small Site Completion
Office of Program and Site Support

Date

5/2/2011

FOREWORD

The Office of Environmental Management (EM) Guide is a companion document to the Office of Engineering and Construction Management (OECM) Guide, *Project Management Lessons Learned* (PMLL) (DOE G 413.3-11, 8-05-08). Specifically, this guide is written to aid EM Federal Project Directors (FPDs) and their Integrated Project Team (IPT) members during life-cycle execution of capital asset projects and operations activities.

This guide sets additional implementation procedures beyond those in DOE G 413.3-11, including:

- submittal of PMLL throughout the Project Life-cycle and Critical Decision (CD) process (CD-0 to CD-4), instead of only at CD-3 and CD-4;
- incorporating mechanisms to share and use lessons learned throughout the Project Life-cycle; and
- application of the PMLL Program to EM operational activities.

This guide includes instructions on the use of the Project Management Module of the DOE Corporate Lessons Learned Database and provides step-by-step instructions on how to enter new lessons learned into the DOE Corporate Lessons Learned Database. The guide also provides a comprehensive data dictionary defining each of the database elements and describes the attributes of good lessons learned.

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SECTION I: INTRODUCTION

PURPOSE

The purpose of this guide is to supplement OECM's requirements in DOE Guide (G) 413.3-11, *PMLL*, dated 8-5-08, and institutionalize a PMLL program for EM capital asset projects managed within DOE Order (O) 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, dated 11-29-10, as well as EM operations activities managed according to the EM-2 memorandum, *EM's Operations Programs Protocol*, dated 4-21-10. This guide also references programs developed under the revised DOE O 210.2A.

Consistent with DOE G 413.3-11, the goal of this guide is to encourage compiling and disseminating PMLL as part of effective project management practices encompassing the project life-cycle, from CD-0 to CD-4, as a viable means of identifying issues and opportunities that influence project success. This information should be collected, reviewed, and promptly distributed to all affected projects and activities throughout EM to aid in achieving DOE's goal of improving overall project management performance. This includes good project management practices, as well as lessons learned from unintended outcomes that can benefit EM and are applicable to the management of EM projects and operational activities.

Also, as stated in DOE G 413.3-11, DOE and EM gain credibility for effective project management when, as a learning organization, positive project performance is realized. The contractor project management organizations and their subcontractors also have the opportunity to enhance their performance by capturing and disseminating PMLL.

SCOPE

This guide can enable EM FPDs and contractor project managers to capture, validate, share, learn, and archive PMLL throughout the life-cycle of capital asset projects and operational activities. It suggests a logical process for the implementation of a lessons learned program from CD-0 to CD-4, and operational activity equivalents. This EM guide is not intended to duplicate or conflict with other DOE directives. It is intended for PMLL associated with the non-operational phase of a facility during construction, as well as the operational phase of EM projects.

OBJECTIVES

The objective of this guide is to establish a results-based system by capturing EM-wide knowledge, validating its applicability and its correctness, sharing and recalling relevant lessons for cross-pollination, and thereby creating a learning platform. This includes:

- helping to curtail repeated mistakes during project execution, as well as enabling FPDs to capitalize on opportunities for improvement based on experience of others;
- providing a means to publish PMLL for DOE-wide dissemination;
- providing a means for FPDs and contractor project managers to publish and retrieve PMLL for DOE-wide dissemination in a timely and cost effective manner; and,

- defining the program's critical elements.

APPLICABILITY

This guide applies to EM capital asset projects and operations activities to help improve performance and credibility across the EM complex. Every capital asset project and operations activity (from conception to completion) can benefit from the application of this guide. Therefore, the PMLL program utilized by EM should capture both the positive and negative experiences during the project life-cycle. It is equally important to publicize both positive and negative lessons. The provisions in the guide are EM's views on acceptable methods of program implementation and are not mandatory. Alternative methods demonstrated to provide an equivalent or better level of performance are acceptable. DOE encourages contractors to go beyond minimum requirements found in DOE O 413.3B and to pursue excellence in their programs.

DEFINITIONS

EM Sites: EM is currently responsible for managing and cleaning up legacy sites across the United States. An EM site is any site where EM is the Program Secretarial Office (PSO) or the activity being performed is under EM's purview.

PMLL: A work practice or innovative approach to project management that is captured and shared to promote repeated application or an adverse work practice or experience that is captured and shared to prevent recurrence.

Lesson Learned Contributor: A responsible party within a program who submits lessons learned on a real-time basis to lessons learned programs, including those programs supported by Information Technology IT-assisted and non IT-assisted tools. Contributors can be within contractor or Federal organizations.

Lesson Learned Expert: An individual who possesses a high level of depth and breadth of experience in writing quality lessons learned that are useful to the larger DOE community. This person is usually also knowledgeable of corporate systems and tools that are used to manage a lessons learned program.

Subject Matter Expert (SME): An individual with qualifications and experience in a particular field or work process; an individual who by education, training, and/or experience is a recognized expert on a particular subject, topic, or system.

Improvement Actions: Specific activities in response to a PMLL. Actions may be in response to the specific incident resulting in the PMLL or may include changes to broader programmatic ways of doing business. Actions should have a responsible individual assigned for completion and a proposed due date. Resolution does not constitute direction to the DOE contractors. Contracting officers or the appropriate technical representative should be consulted before any direction is given to a contractor about implementation of an improvement action.

DOE Corporate Operating Experience (OE) Program: DOE-wide program for the management of operating experience complex-wide to prevent adverse operating incidents and facilitate the sharing of good practices among DOE sites. It enables tailored local OE programs based on the nature of work, hazards, and organizational complexities.

CD: A formal determination made by the Secretarial Acquisition Executive or Acquisition Executive (AE) at a specific point during the project that allows the project to proceed to the next project phase.

FPD: The individual certified under DOE's Project Management Career Development Program as responsible and accountable to the AE or PSO for project execution. Responsibilities include developing and maintaining the Project Execution Plan (PEP); managing project resources; establishing and implementing management systems; including performance measurement systems; and approving and implementing changes to project baselines.

SECTION II: RECOMMENDED ROLES AND RESPONSIBILITIES

An effective lesson learned program should be supported by a Headquarters (HQ) EM senior manager, the field manager, the site FPD, and the project team. These individuals should ensure that the program has the necessary support within all organizations executing projects so PMLL is identified and improvement actions are being implemented.

Even though the responsibility of utilizing the lessons learned to the fullest extent possible should rest with the PMLL Point of Contact (POC), FPD, and/or contractor project manager, the entire IPT should be knowledgeable of and utilize PMLL to provide input and application from their respective areas of expertise.

HQ PMLL POC

- Serves as the champion who supports initiatives related to the execution and visibility of the program across DOE.
- Ensures coordination with OEM.
- Observes trends across EM that may point to the need for revisions to EM project management policies and direction.
- Develops and manages program specific PMLL guidance that establishes the process to capture, validate, share, learn, and archive PMLLs.
- Ensures identification of a network of PMLL POCs, coordinators, and/or contributors to EM sites.
- Develops, supports, and manages the PMLL program using a system of IT-assisted and non IT-assisted or a hybrid of tools.
- Validates the information on submitted PMLL.
- Facilitates DOE-wide review, sharing, and application of all EM submitted PMLL.

Site FPD

- Ensures all members of the IPT are knowledgeable of the PMLL.
- Approves the PMLL before submission to HQ.

Site PMLL POC

- Provides adhoc training and guidance to IPTs to ensure they understand expectations and processes related to capturing PMLL.
- Addresses each PMLL submitted by the project/site IPT.
- Ensures input of lessons learned into the DOE PMLL Module.
- Ensures submitted PMLL information has been validated and reviewed by applicable SMEs and other site personnel to include OE coordinators.
- Validates the information on each entry and coordinates appropriate feedback on the narrative (including improvement actions) with the appropriate project management expert.
- Ensures FPD approval of Corporate PMLLs before submission to HQ.
- Coordinates with HQ for final approval of PMLLs in the DOE Corporate PMLL Database Module.
- Disseminates PMLL at their respective locations.
- Serves as the EM PMLL coordinator for their respective project or operational activity.
- Has access and approval to enter data into the PMLL system.

Project Management Expert (PME)

- Serves as a resource with knowledge of the program, as well as project management and organization.
- Offers recommendations for implementation and resolution of improvement actions assigned by the site PMLL POC.
- Has the organizational knowledge to obtain input from SMEs for those areas outside their capabilities.

IPT

- Consists of professionals representing diverse disciplines with the specific knowledge, skills, and abilities to support efforts of the FPD.
- Has access and approval to enter data into the PMLL system.
- Members contribute PMLLs to site PMLL POCs.
- Members assist in the review process by providing their expert guidance and recommendations.

OE Coordinators

- As defined in DOE O 210.2.
- Serves as an advisor and assists PMLL POCs in ensuring that submitted PMLL information is appropriate for DOE-wide dissemination.

OECM

- As defined in DOE G 413.3-11.

SECTION III: ELEMENTS AND INTERFACES

DOE O 413.3B requires the submittal of PMLL to the PSO and OECM within 90 days post CD-3 and CD-4 approvals. Limiting the submittal of a lessons learned report to post CD-3 and CD-4 approval stages of a project can be beneficial as a construction start and close-out activity, but it does not allow for full utilization of the program or provide an opportunity for process improvements throughout the project life-cycle.

During the CD-3 and CD-4 stages, many of the IPT members have been reassigned to other tasks or projects. Therefore, unless documentation continues throughout the project execution, many of the PMLL may be lost. It is incumbent on all members of the IPT (as a minimum) to provide "real time" lessons learned information. It is recommended that the program develop lessons learned as part of their regular Performance Review process and that lessons learned are queried prior to each CD authorization request to ensure that applicable PMLL have been considered for the project. In addition, as resolution/incorporation of a specific PMLL is undertaken, the resources of the IPT should be available to implement the necessary improvements to the project or to assist in facilitating/communicating improvements to the program at large. The report at CD-3 and CD-4 should be a collection of identified and applicable PMLL gathered throughout the project life-cycle starting before CD-0, as well as those generated through any lessons learned activities conducted during the close-out process. The report should contain, at a minimum, the information listed within the "PMLL Content" section of this guide.

Each IPT member is encouraged to remain current on external OEs that can affect a particular area of expertise. Other government agencies or industry lessons learned programs (e.g., National Aeronautics and Space Administration (NASA), ASK Magazine, Department of Defense (DoD), Federal Emergency Management Agency (FEMA), Construction Industry Institute) can be sources of lessons learned information that can be utilized by EM to enhance overall project execution performance. Each IPT member's parent organization can contribute to a project's lessons learned program. For example, a change in the national methodology of calculating seismic response may impact several projects simultaneously. This information should be transmitted to all EM projects for evaluation.

EM sites are responsible for capturing and incorporating applicable lessons learned throughout the project life-cycle (CD-0 to CD-4) for its entire portfolio of work, including capital asset projects and operational activities. EM will establish a hybrid lessons learned program using both IT-assisted tools and non IT-assisted tools in its implementation. EM will use established EM management mechanisms and DOE tools to the fullest extent to ensure the widest possible opportunity for sharing and learning from lessons learned throughout DOE and industry. These tools will include the following:

- DOE Lessons Learned database, maintained by the Office of Health, Safety and Security (HSS);
- Existing EM Project Review and field site information sharing forums;

- EM and DOE reports, publications, and websites; and,
- Field site level project execution, project management, and OE improvement programs.

SECTION IV: BENEFITTING FROM EM PMLL

The success of the EM PMLL program depends on the ability of field sites to incorporate DOE-wide lessons learned into the planning and execution of their projects.

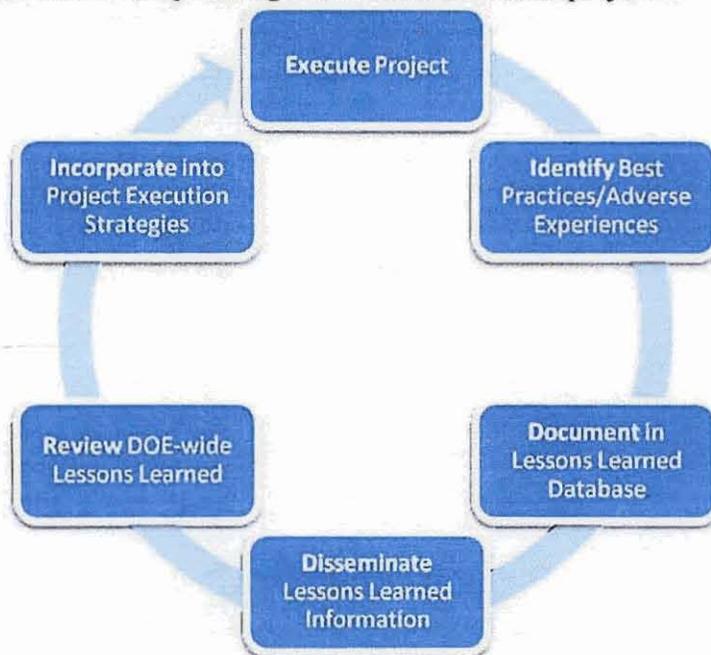


Figure 1: EM PMLL Process

As the administrator of the EM PMLL program, it is the responsibility of EM HQ to facilitate DOE-wide review, sharing, and application of field-submitted PMLL. EM HQ will accomplish this through the following mechanisms:

- Ability of all users to review approved lessons learned within the DOE Corporate Lessons Learned Database, which includes a robust search feature;
- Presentation of site PMLL as part of the EM Quarterly Project Review (QPR) process and other EM wide information sharing forums such as the monthly field managers calls;
- Incorporation of high level lessons learned into applicable EM official guidance documents;
- DOE annual reporting tools incorporating lessons learned of the past fiscal year;
- OE reports for significant PMLL for distribution through the OE community and the OE Wiki system; and,
- Attendance and presenting at the semi-annual OE workshops.

In addition to the HQ role in collecting and disseminating PMLL information, the EM legacy site IPTs may choose to use any or all of the following methods to incorporate lessons learned into the execution of their projects:

- Review the library of PMLL (including the DOE Corporate Database, OE blogs and publications, and applicable industry information) at significant stages in project execution (including all CD points, baseline preparation and review, initiation of planning activities and field operations, and baseline change proposal preparation and review) to incorporate applicable PMLL into the project planning and execution.
- Include PMLL discussions as an agenda item in Plan of the Day or Plan of the Week meetings on a regular basis.
- At EM sites with more than one FPD, conduct regular (monthly) meetings of the site FPDs, and include PMLL in the agenda discussions.
- At each quarterly review, provide examples of PMLL that have been incorporated into project planning and execution activities.
- Prepare annual PMLL reports for review by site managers and FPDs for the purpose of implementing applicable PMLL at the sites.

SECTION V: APPLICATIONS AND ATTRIBUTES

DETERMINING PROJECT MANAGEMENT APPLICATIONS OF A LESSON LEARNED

Originators/authors are responsible for determining whether a lesson learned has Project Management applications. Major activities related to the management of projects are listed in DOE Order 413.3B, Appendix A. In addition, many of these activities pertain to EM's management of its operational activities as described in the *EM's Operations Program Protocol*. These activities can be used as a guide for determining Project Management applications of lessons learned generated on EM projects or operational activities. In addition, the originators/authors of lessons learned should always consider the purpose of the lesson. The following questions may help to clarify its application:

1. What is the purpose of the lesson?
2. Who is expected to benefit from this information?
3. Where would I expect this lesson learned to be used?

Attachment 2 contains a summary of the activity list.

PMLL ATTRIBUTES

PMLL should contain the following basic attributes when submitted:

- a clear statement of the lessons learned and the CD stage when it was identified;
- a title that is descriptive enough to indicate the nature/subject of the lesson while remaining concise;
- the name of the associated project;
- a background summary of how the lessons learned were realized;
- contact information for additional details related to the lessons learned;
- information on the appropriate SME, stakeholders, and/or other organizations who contributed to the review or development of the lessons learned writeup;

- key words and data fields for future search capabilities;
- assumptions and reasoning associated with improvement actions (if improvement actions were implemented) including any applicable analysis, such as causal or performance analyses;
- specific information related to the improvement actions (if improvement actions were implemented);
- applicability beyond the associated project or activity; and,
- information on previous related lessons learned (if known).

Attachment 1 contains more information on the Attributes of Good Lessons Learned.

Attachment 3 contains the EM PMLL submittal form.

SECTION VI: PROCESS

EM has established a process for managing its PMLL program using the Project Management Module of the DOE Corporate Lessons Learned Database. The database is maintained by HSS and is accessible to all individuals (Federal and contractors) within the EM complex who register to use it. The database is comprised of three modules (listed below) for the input of lessons learned, based on their intended application. The modules are connected to allow data searches within any of the areas since lessons learned may have pertinent cross functional or multi-program applications.

POC information for questions pertaining to each of the modules is included in Attachment 6.

- Safety and Health
- Project Management
- Security

EM's process includes documenting lessons learned from different sources (field, HQ, etc.), sharing the implementation of improvement actions within EM as well as with other programs, searching lessons throughout the DOE community and industry, and retrieval of historical data for use by DOE. The DOE Corporate Lessons Learned Database, combined with DOE's corporate body of knowledge, creates an integrated system that fully supports this process.

Features of this system include:

- DOE-wide data searching capability to find pertinent lessons learned using a variety of search fields and/or key words;
- ability of users to create profiles in the database that automatically send them an email with a short summary and notification of new lessons learned that fit their established search criteria;
- established processes to ensure that the database consistently reflects high quality content; and,
- a community of DOE users that form a learning body of knowledge across DOE programs.

EM HQ will be responsible for ensuring the collection of all EM PMLL and tracking coordination and completion of improvement actions of benefit to the EM complex. Periodically, EM HQ will conduct surveys to determine the effectiveness of the overall program (e.g., information being distributed, lessons learned being captured from field submittals, etc.) and should provide briefings to EM senior management on the effectiveness of the program.

EM HQ has developed a process to include multiple levels of review to ensure that the Project Management Module of the DOE Corporate Lessons Learned Database consistently reflects high quality content. The process consists of five stages: Capture, Validate, Share, Learn, and Archive. The overall process is as follows:

Stage 1 – CAPTURE: This stage includes all actions that translate information from projects and capture them into the PMLL System. A PMLL can be identified by any Federal or contractor individual. Each FPD and contractor project manager should encourage IPT members to submit PMLL as they are identified without any fear of reprisal or blame.

Stage 2 – VALIDATE: This stage includes all actions to validate and disseminate lessons learned to the appropriate audience.

- a) First, the site identifying and developing a lesson learned will conduct its own review to ensure the item is clearly stated and ready for wider distribution. This would include: review by applicable SMEs, PMEs, and IPT members; coordination and review with site OE Coordinators; documenting who performed the site review; and approval by the FPD.
- b) Second, the PMLL is submitted to HQ using the EM PMLL Submittal Form. A designated individual at EM HQ will screen each lesson learned to ensure that the lesson:
 - is project management related;
 - meets one or more attribute of a good lesson learned;
 - is generally applicable to more than one site; and,
 - clearly defines the actions taken.

EM HQ will either recommend the PMLL for upload and approval in the Corporate Database or provide comments on how to improve the writeup.

- c) The field site enters final PMLL into the database.
- d) EM HQ approves the PMLL in the database, at which point the lesson learned will be available to all users of the Corporate Database.

Stage 3 – SHARE: This stage includes all actions to disseminate lessons learned information to EM sites and projects. This stage can begin with approval of a lessons learned into the DOE corporate database but also includes sharing lessons learned at regular project reviews, field managers meetings, contributing to the OE blog site, or writing lessons learned articles for wider DOE and industry-wide dissemination.

- a) EM sites are responsible for submitting PMLL for review on a quarterly basis as well as sharing methods, activities, and examples of incorporating lessons learned into their project planning and execution processes. While there is no specific number of lessons learned or incorporation activities that must be submitted, the site's output will be reviewed on a quarterly basis by EM senior management as part of the QPRs.
- b) Sites will be encouraged to share approved lessons learned at monthly field managers meetings.
- c) PMLL reports will be submitted to OECM post CD-3 and CD-4 approvals and will be available for distribution via the Project Assessment Reporting System II.

Stage 4 – LEARN: This stage includes all actions that translate lessons learned into actionable tools and create and implement improvement actions. EM HQ will interface with designated project management experts for resolution of improvement actions and can disseminate improvement actions to EM sites/projects. EM will ensure resolution of the improvement actions.

Stage 5 – ARCHIVE: This stage includes all actions to archive the PMLL and those actions that include sun-setting of historical records contained in the system. Lessons learned will be archived in the DOE Corporate Database and will be retrievable for the life of the database.

Attachment 5 contains details of the process and information on registering and using the DOE Corporate Database.

Attachment 3 provides the EM PMLL submittal form.

SECTION VII: REFERENCES

1. DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, dated 11-29-10
2. DOE O 210.2A, *DOE Corporate OE Program*, dated 4-8-11
3. DOE G 413.3-8, *EM Cleanup Projects*, dated 9-24-08
4. DOE G 413.3-11, *PMLL*, dated 8-5-08
5. EM-2 Memo, *EM's Operations Programs Protocol*, dated 4-21-10
6. DOE-STD-7501-99, *The DOE Corporate Lessons Learned Program*, dated 12-99
7. Office of Project Management Systems and Support (NA-54), *PMLL Guide*, Rev. 4a, dated 2-10-11
8. DOE Corporate Lessons Learned Database Website of HSS:
<http://www.hss.doe.gov/CSA/Analysis/DOELL/index.asp>
9. Operating Experience Committee (OEC) Website:
<http://www.hss.doe.gov/csa/oec/index.html>
10. DOE Lessons Learned Website: (OECM) <http://management.energy.gov/1768.htm>
11. (DoD) Military Lessons Learned – Joint Army, Air Force, Navy, Marines Website:
<http://www.au.af.mil/au/awc/awcgate/awc-lesn.htm>
12. FEMA Lessons Learned Website: <http://www.llis.dhs.gov/index.do>
13. NASA Lessons Learned Website: <http://llis.nasa.gov/llis/search/home.jsp>
14. U.S. Army Corp of Engineers Lessons Learned Website:
<http://www.cecer.army.mil/pl/catalog/index.cfm?RESETSITE=cilcatalog>
15. U.S. Army Corp of Engineers USACE Project Management Business Process:
http://bp.usace.army.mil/robo/projects/pmbp_manual/USACE_BP_FC1%2bV8-20-03.pdf
16. Hanford Site (Richland Operations Office and Office of River Protection) Lessons Learned Website: <http://msa.hanford.gov/hills/>

Attachment 1: Attributes of a Good Lessons Learned Program

Team Final

Attributes of a Good Lessons Learned

5/6/2009

Attributes-to-Strive-For	New, Significant, Clearly Stated Lesson, Fields Filled In, Accurate and Credible Information, Enough Detail Determine Relevance, Actionable, Easily Shared
<ul style="list-style-type: none"><input type="checkbox"/> Contains new information related to adverse experiences and how to prevent them or related to best practices and how to apply them<input type="checkbox"/> Contains a strong Lessons Learned Statement that communicates to readers what to do and why it is important using language that they can easily understand and relate to<input type="checkbox"/> Is associated with preventing a significant adverse consequence or enabling a significant improvement in performance<input type="checkbox"/> Is focused on a single lesson or a collection of related lessons to facilitate clarity of communication<input type="checkbox"/> Contains information that has been validated to be accurate and communicated by a credible source<input type="checkbox"/> Includes a brief discussion of the background information and any actions that were taken to help the reader understand the context surrounding the experience and whether it is relevant to them<input type="checkbox"/> Includes actions that are recommended for others to prevent a similar occurrence for the situation as described in the lesson or one that is closely related<input type="checkbox"/> Includes a brief discussion of any analyses performed to help the reader understand the basis for the recommended actions<input type="checkbox"/> Identifies schedule delays, labor, or other costs or consequences that were experienced or avoided so that the reader can assess the potential value to them<input type="checkbox"/> Includes source and reference information to enable readers to follow up if they need so to do<input type="checkbox"/> Includes categorization information and the key words that may help others find the lesson when searching<input type="checkbox"/> Includes clearly stated facts<input type="checkbox"/> Identifies relationships to compliance requirements or processes, if applicable<input type="checkbox"/> Is timely related to operations and activities across the DOE<input type="checkbox"/> Is in an electronic format that is accessible and printable using typical desktops	
Attributes-to-Avoid:	Opinions, Irrelevant Details, Only Communicating Event or Experience Details, Too Many Incomplete Fields, Restrictions On Sharing
<ul style="list-style-type: none"><input type="checkbox"/> Includes judgments or opinions not supported by analyses<input type="checkbox"/> Includes irrelevant details or a lengthy listing of chronology or procedure details where a general description would be adequate to provide sufficient background for the reader to understand and apply the lesson<input type="checkbox"/> Includes a discussion of the event in the Lessons Learned Statement<input type="checkbox"/> Includes blank or only partially completed fields that may causing the reader to question the credibility of the information<input type="checkbox"/> Communicates only what happened without communicating a lessons learned and how work can be done differently in the future<input type="checkbox"/> Includes restrictions on sharing that make it difficult to use the learning across the DOE<input type="checkbox"/> Includes jargon or acronyms that are not common across the DOE or that may be difficult for the reader to understand	

Source: Office of Health, Safety and Security: <http://www.hss.doe.gov/csa/oec/index.html>

Writing a Good Lessons Learned Statement:

This is more important than people think. Some organizations perform their screening for relevance and significance using only the Lessons Learned Statement, so if it is not well written, others may miss the opportunity to implement a useful lesson.

Recommended structure for a Lessons Learned Statement - three sentences:

- Sentence #1
 - Starting with an action verb
 - State what actions need to be taken
- Sentence #2
 - State what the general problem is that the actions address
- Sentence #3
 - State what consequences you experienced or avoided

Example of a Good Lessons Learned:

“Perform pre-operational checks on rental lift equipment to ensure that safety-related controls are operational. Rental equipment has been often found to have multiple non-operational controls after it has been delivered for use. This has resulted in at least one near-miss at XX, in which a lift boom tipped over partially due to control system failures.”

Examples of Weak Lessons Learned:

“You should always follow procedures, because if you don’t you will run into problems.”

“Don’t open an energized electrical cabinet.”

“Always [*do the right thing*]”

“Never [*do the wrong thing*]”

Source: Office of Health, Safety and Security: <http://www.hss.doe.gov/csa/oec/index.html>

Attributes of a Good Lessons Learned

DOE CORPORATE LESSONS LEARNED DATABASE PROJECT MANAGEMENT LESSONS LEARNED SUBSYSTEM

Lessons Learned Database

- Home
- Defense Nuclear Security Lessons Learned Center
- Logout
- Establish Profile
- Search Database**
- Fact Sheets
- About This Site
- Submit Lesson
- Change Password
- Contact Us
- Help
- Related Links
- Corporate Operating Experience Review Program
- Corporate Safety Analysis

Search Results

Contractor Outreach Increased Competition

Title of LL

PMLL Identifier: PMLL-2010-NV-NTS-MercHwy-001

Validator: Terrence Enger

Date: 3/30/2010

Contact: Andrea Gile

Source information helps establish credibility and enables the reader to follow up quickly if needed

Statement: Proactive outreach to subcontractors can result in more competitive bidding, especially at remote sites such as the Nevada Test Site (NTS).

The Statement should capture the reader's attention and briefly describe what was experienced and whether it might happen in their organization

Discussion:

A few sentences to a few paragraphs that provide the reader with enough background information to understand what was experienced. This might include relationships to compliance requirements or processes.

Analysis:

A paragraph or short simple listing of analyses performed to help the reader understand the basis for the recommended actions

Actions:

A short listing of actions taken and any additional/other actions recommended to help others prevent similar experiences or to achieve success

Savings:

A brief statement of the impacts associated with the experience or the benefits to be realized, in dollars, effort, time, or similar quantifiers

Authorized Derivative Classifier:

Lessons Learned Coordinator: Bruce Stolte

Site: Nevada Test Site

Originating Organization or Contracting Company: National Security Technologies

Project Name: NA - Mercury Highway

Title: Contractor Outreach Increased Competition

References:

Subject Matter Experts:

Linkages to additional references that might further help the reader understand the lesson, experience, analyses or actions

Critical Decision(s) Level: CD-3

Facility Type(s): Security/Safeguards, Site - Wide

Priority Descriptor(s): Yellow = Caution

Relevancy Rating(s): 2 = Archive in 3 yrs

Work Function(s): Quality Assurance (Training), Regulatory/Oversight (DNFSB, NRC, etc.)

Technical Discipline(s): Nuclear - Non Safety, Real Estate

Attachments: 2010-NV-NTS-001^LL^Contractor^Outreach.docx

Helps the reader understand the timeliness and urgency of the lesson

Information highlighted in red text helps the reader to be able to find the lesson using one or more of these search attributes

A maximum of 5 attachments can be included with the original submittal

Lesson can be forwarded to an individual or multiple email addresses with comments

Close Lesson

Forward Lesson

Attachment 2: Major Activities Related to Project Management

This following list provides major activities that can be used to determine project management applications of a lesson learned. This list is not all inclusive. Project teams and lessons learned contributors should always consider the purpose of the lesson (i.e. reduction to project costs, improved schedules, or elimination of rework), in determining whether it has a project management application.

Acquisition Strategy

Appointment of a FPD
Compliance with legislation
Conceptual design reports
Conceptual Safety Design Report
Conceptual Safety Validation report
Conducting a Technology Readiness Assessment
Conducting Design Reviews
Construction Project Safety and Health Plan
Contractor Evaluations
Cost Performance
Determining project parameters
Developing a cost range and schedule estimates
Developing a Risk Management Plan
Developing a Technology Maturation Plan
Developing an Independent Cost Estimate
Developing capability gaps
Documenting provisions
Earned Value Management systems
Environmental Assessments
Environmental Impact Statement
Environmental management system
Establishing a Performance Baseline
Establishing and completion of design stages
Establishing Key Performance Parameters
Expectations for Safety in Design
External Independent Review
Incorporating High Performance Standards
Incorporating Sustainable Building

Provisions

Independent Cost Review
Independent Project Review
Integrated Safety Management Plan
Mission Validation
NEPA Strategy
One-for-One Replacements
Operational Readiness Review
Pre-conceptual planning
Preliminary Hazard Analysis
Prepare a Funding Profile
Program Requirements Document
Project Completion Criteria
Project Data Sheets
Project Definition Rating Index Analysis
Project Documentation
Project Execution Plan
Quality Assurance Program
Readiness to Operate
Reviewing designs and other project documents
Safeguards and Security requirements
Safety Design strategy
Schedule Performance
Security Vulnerability Assessment report
Statement of the Mission Need
Tailoring strategies
Technical Performance and Execution
Transition Operations plan

EM Project Management Lessons Learned Submittal Form

For additional information see DOE EM Guide for Project Management Lessons Learned

Date:	
PMML Title:	
Project Name:	
PMML Identifier:	
Lessons Learned Statement:	
Discussion:	
Analysis:	
Recommended Action:	
Critical Decision: (Hold CTL Key for multiple choice)	CD-0 CD-1 CD-2 CD-3 CD-4 Non-CD
Facility Type: (Hold CTL Key for multiple choice)	Administrative D&D – NonNuclear D&D – Nuclear Infrastructure Other Production – NonNuclear R&D – NonNuclear R&D – Nuclear Security / Safeguards Site-Wide Storage – NonNuclear Storage – Nuclear Waste – NonNuclear
Priority Descriptor: (Hold CTL Key for multiple choice)	Blue = Information Green = Good Work Practice Yellow = Caution Red = Critical

EM Project Management Lessons Learned Submittal Form

For additional information see DOE EM Guide for Project Management Lessons Learned

<p>Work Function Categories: (Hold CTL Key for multiple choice)</p>	<ul style="list-style-type: none"> Budget / Finance Business Communication Construction Crosscutting / Multiple Design / Engineering Environmental Human Resources
<p>Technical Discipline Categories: (Hold CTL Key for multiple choice)</p>	<ul style="list-style-type: none"> Architectural Biological Chemistry / Chemical Civil / Structural Electrical <li style="background-color: #4a7ebb; color: white;">Energy Energy Conservation Environmental Geological Health / Medical Information Technology
<p>Estimated Savings: (If Applicable)</p>	
<p>Validator:</p>	
<p>Contact Name / Phone:</p>	
<p>Authorized Derivative Classifier:</p>	
<p>Lessons Learned Coordinator:</p>	
<p>Site:</p>	<input style="width: 100%; height: 20px;" type="text"/>
<p>Originating Organization or Contracting Company:</p>	
<p>Subject Matter Expert:</p>	
<p>References:</p>	
<p>Relevancy Rating:</p>	<input style="width: 100%; height: 20px;" type="text"/>
<p>Files/Attachments: (Attachments should be submitted if HQ is uploading the file)</p>	<p>No</p>

EM Project Management Lessons Learned

QPR Site Submittal Template

May 2011



EM Environmental Management

safety ❖ performance ❖ cleanup ❖ closure



PM LESSONS LEARNED EXECUTIVE SUMMARY

Project Name:	Lessons Learned Identifier:
---------------	-----------------------------

Lesson Learned:

Project Name:	Lessons Learned Identifier:
---------------	-----------------------------

Lesson Learned:

Project Name:	Lessons Learned Identifier:
---------------	-----------------------------

Lesson Learned:



APPLICATION OF LESSONS LEARNED DURING THE PROJECT MANAGEMENT PROCESS

- Include a summary of how past Lessons Learned, Accident Investigation findings, or the Occurrence Reporting Program of findings were used during project planning, execution, or closeout during the quarter. This could include discussion during training, review during development of planning documents or when writing work packages, review or incorporation during readiness reviews, discussion during meetings, etc.



FIELD DESCRIPTIONS FOR PMLL EXECUTIVE SUMMARY

Project Name: Name of the Project related to the Lessons Learned.

PMLL Identifier: Unique identification number to assist in referencing a lesson learned. Includes calendar year, site office identifier, organization or field/area office/contractor identifier, Project acronym, and a sequential number (e.g., PMLL-Year-Site-Project acronym-Sequential # (Example: PMLL-2009-SR-MFFF-0001)).

Lesson Learned: Description of Lesson Learned.



Use of the DOE Corporate Lessons Learned Database and the EM Project Management Lessons Learned Submittal Process

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2. Accessing the DOE Corporate Lessons Learned Database.....	2
About the Database	2
How to Register for a DOE Lessons Learned Database Account	3
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3. Adding an EM Project Management Lesson Learned to the Database.....	4
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Introduction

Lessons learned are a formal mechanism for documenting how to prevent adverse experiences or apply best practices. The Office of Environmental Management (EM) has a mature program for the development and sharing of health, safety, and security lessons learned but until recently, there was no similar effort for Project Management Lessons Learned (PMLL).

EM has established a process for managing its PMLL program using the Project Management Module of the DOE Corporate Lessons Learned Database. The database is maintained by the Office of Health, Safety and Security and is accessible to all individuals (Federal and contractors) within the EM complex who register to use it. The database is comprised of three modules (listed below) for the input of lessons learned, based on their intended application. The modules are connected to allow data searches within any of the areas since lessons learned might have pertinent cross-functional or multi-program applications.

- Safety and Health
- Project Management
- Security

EM's process includes documenting lessons learned from any source (field, HQ, etc.), sharing the implementation of improvement actions within EM, as well as with other programs, searching lessons throughout the DOE Corporate community and industry, and retrieval of historical data for use by the Department. The DOE Corporate Lessons Learned Database, combined with DOE's corporate body of knowledge, creates an integrated system that fully supports this process.

The Project Management module of the corporate database was modified to include the EM projects. Utilizing the database ensures the efficient use of existing information technology resources and facilitates sharing information across DOE.

This desktop reference provides basic information on accessing the DOE Corporate Database and the process for submitting EM PMLLs for HQ approval.

Accessing the DOE Corporate Lessons Learned Database About the Database

The database is comprised of three modules below for the input of lessons learned, based on their intended application.

- Safety and Health
- Project Management
- Security

The modules are connected to allow data searches within any of the areas since lessons learned may have pertinent cross functional or multi-program applications.

How to Register for a DOE Lessons Learned Database Account

Follow the steps below to register for a DOE Lessons Learned Database account:

1. Go to the DOE Lessons Learned Database homepage:
<http://www.hss.energy.gov/CSA/Analysis/DOELL/index.asp>
2. Select “Click here to complete an Account Request Form.” The account request form will appear (see the highlighted text in Figure 1 below).
3. Fill out and submit the form displayed in Figure 2 below as directed by the on-screen prompts.
 - a. In the Company/Office section, users should enter the DOE program they support (EM) and their EM site (e.g. “EM-LANL”). Contractors should add the name of their company (e.g. “EM-LANL-LANS”).
 - b. In the “User Type” section, users should select “Project Management.”
4. Once the account request is approved, users can perform cross module searches based on key words and data fields. Users can also set up a profile that includes automatic e-mail notifications when a new lesson has been approved that meets their selected criteria.

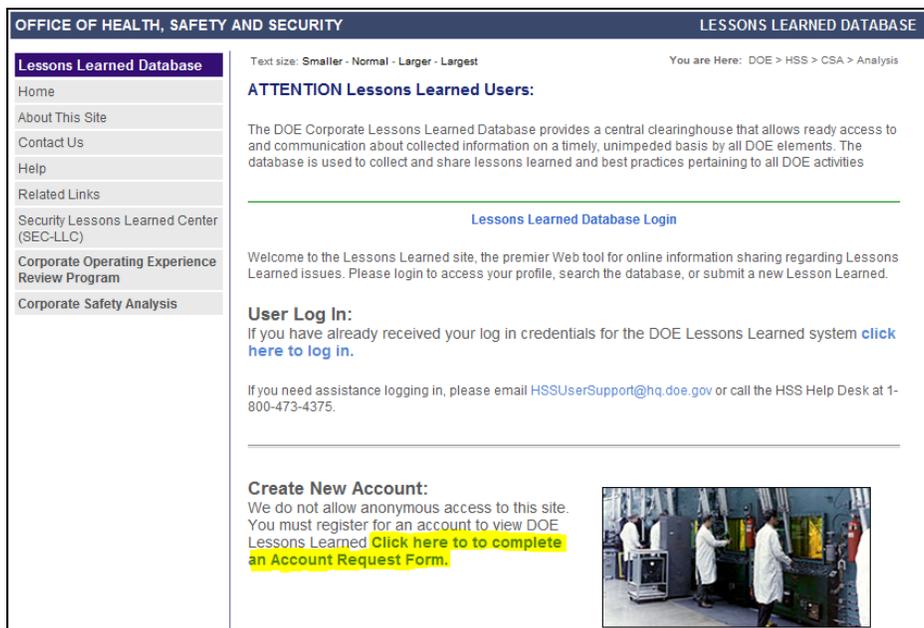


Figure 1: DOE Lessons Learned Database Home Page

Lessons Learned Account Request Form

To obtain a user id and password to access the Lessons Learned, please complete all required fields, indicated by an asterisk. We will provide a username and password to new account holders. Please allow several business days to process your account request. When your request is approved, you will be contacted with your account information.

* = Required Field

*First Name, Middle Initial:

*Last Name:

*Address 1:

Address 2:

*City:

*State:

*Zip:

*Company/Office:

*Phone:

*E-mail:

Title:

Routing:

Mailstop:

* Are you an existing HSS reporting system user (ORPS, CAIRS, P2, Fire Protection, NTS)?: Yes No

* If you have a user account for an existing HSS reporting system you should use your existing user name. If you do not please choose a desired user name:

* User Type: Safety & Health SEC-LLC Corporate Lessons Learned are restricted to Government employees or Government contractors only Project Management

Figure 2: Lessons Learned Account Request Form

EM Review of PMLL Database Account Requests

Access to the DOE Lessons Learned Database is controlled by the system administrators at DOE HSS. It is the policy of DOE to approve user access requests from any Federal employee or Federal contractor. As a program office participating in the Lessons Learned Database, EM is responsible for reviewing EM project management user applications. Consistent with existing review procedures, EM will make user eligibility determinations based on e-mail addresses:

1. Federal employees will be approved as long as their account request is associated with a DOE e-mail account (an e-mail address ending in doe.gov).
2. Contractors will be approved as long as their e-mail address is associated with a corporation that holds an active contract with EM.

Adding an EM PMLL to the Database

EM field sites are responsible for submitting PMLL for review. EM employs multiple levels of review in order to ensure that the Lessons Learned Database consistently reflects high quality content.

Submitting EM PMLL

EM sites are expected to submit PMLL on a regular basis using the process described in Table 1 below. While there is no specific number of lessons learned that must be submitted, the site's output will be reviewed on a quarterly basis by EM senior management as part of the Quarterly Project Reviews (QPR).

Step	Person Responsible	Action	Feedback
1	EM PMLL Point of Contact (POC)	Populate the EM PMLL Submittal Form (available on the EM Portal) with the required data elements. Coordinate with applicable Subject Matter Experts, Project Management Experts, and the project team on the writeup. Submit to Federal Project Director (FPD) for approval.	Throughout the process, participants are encouraged to seek feedback and advice from DOE Federal and Contractor OE Coordinators (see Appendix I). OE Coordinators can offer valuable input and can connect participants with other lesson learned experts.
2	EM FPD	Review submitted PMLL based on established guidelines.	
3	EM FPD	Submit the FPD-approved form to HQ for review and feedback as part of the QPR package.	
4	EM HQ PMLL POC/ Administrator	Review site-submitted PMLL and provide feedback with specific comments to improve the writeup or a recommendation to finalize and submit into the Corporate Database.	
5	EM PMLL POC	Once document has reached final status, enter the lesson into the DOE Corporate Lessons Learned Database and e-mail Federal Operating Experience (OE) Program Coordinator to notify them of the submission.	
6	EM HQ PM Lessons Learned POC/Administrator	Approve submitted PMLLs in Corporate Database for view by all database users.	

Table 1: Process for Submitting Lessons Learned

Attachment 6: Lessons Learned Points of Contact

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Attachment 6-2: Field Site Lessons Learned Points of Contact (POCs)	Page 3

Attachment 6-1: DOE Corporate Database System Administrators

For questions pertaining to the DOE Corporate Database, please contact the following system administrators.

Overall DOE Corporate Database (maintained by HSS)	Eugenia Boyle, HS-32 Occurrence Reporting & Operating Experience (OE) Program Manager, Office of Corporate Safety Analysis, HSS MS HS-32 Phone: (301) 903-3393 E-Mail: Eugenia.Boyle@hq.doe.gov Occurrence Reporting Program website: http://www.hss.energy.gov/csa/analysis/orps/orps.html
Safety and Health Module	Eugenia Boyle, HS-32
Project Management Module	Michael T. Reitz, NA-56 NA-EPM Program Analyst & NNSA PMCDP Coordinator Office of Project Management and Systems Phone: (202) 586-0690 E-Mail: Michael.Reitz@nnsa.doe.gov
Security Module	Patti Blount, NA-70 Security Manager Associate Administrator for Defense Nuclear Security Phone: (505) 667-5181 E-Mail: pblount@lanl.gov

Attachment 6-2: Field Site Lessons Learned Points of Contact

Site	EM Federal Project Director	EM Federal Project Management Lessons Learned Point of Contact (PMLL POC)	EM DOE Contractor/M&O Contractor PMLL POC	DOE Federal OE Coordinator (Safety Lessons Learned)	DOE Contractor/M&O OE Program Coordinator (Safety Lessons Learned)
CBFO	Casey Gadbury (575) 234-7372 casey.gadbury@wipp.ws	Chad Twitchell (575) 234-7420 Chad.twitchell@wipp.ws	Judy Seal (ARRA Contractor) (575) 234-3209 Judy.seal@wipp.ws Heidi Lowe (575) 234-3222 Heidi.lowe@wipp.ws	Don Galbraith (575) 234-8365 don.galbraith@wipp.ws	Fran Ito (TRU Solutions) (575) 234-8380 Fran.Ito@wipp.ws
DOE HQ	NA	Tania Smith (202) 586-5008 Tania.smith@em.doe.gov Johnnie Newson (301) 903-8479 Johnnie.newson@em.doe.gov	NA	Emma Lopez-Cardona (301) 903-1672 emma.lopez-cardona@em.doe.gov Eugenia (Jeannie) Boyle (301) 903-3393 eugenia.boyle@em.doe.gov	NA
EMCBC	NA	Margaret Marks (513) 246-0473 margaret.marks@emcbc.doe.gov Sue Smiley (support contractor at EM-CBC) (513) 246-0596 sue.smiley@emcbc.doe.gov Monte Williams (support contractor at EM-CBC)	NA	Allan C. Harris (513) 246-0542 Allan.Harris@emcbc.doe.gov	NA

Site	EM Federal Project Director	EM Federal Project Management Lessons Learned Point of Contact (PMLL POC)	EM DOE Contractor/M&O Contractor PMLL POC	DOE Federal OE Coordinator (Safety Lessons Learned)	DOE Contractor/M&O OE Program Coordinator (Safety Lessons Learned)
Grand Junction Project Office (Moab)	Don Metzler (970) 257-2115 (202) 834-1820 Don.metzler@gjem.doe.gov	Don Metzler (970) 257-2115 Donald.Metzler@gjem.doe.gov Gail Majors (970) 257-2110 Gail.majors@gjem.doe.gov	Joe Ritchey (970) 257-2120 joe.ritchey@gjemtac.doe.gov Wendee Ryan (970) 257-2145 Wendee.Ryan@gjemtac.doe.gov	Don Metzler (970) 257-2115 Donald.Metzler@gjem.doe.gov Allan C. Harris (EM-CBC) (513) 246-0542 Allan.Harris@emcbc.doe.gov	Art Murphy (Energy Solutions Federal Services) (435) 719-2845 (801) 558-0611 art.murphy@gjem.doe.gov Tom Cox (S&K Aerospace Inc) (435) 719-2840 (o) (970) 778-7398 (c) tom.cox@gjemtac.doe.gov
Idaho	William Lattin (208) 526-6725 lattinwc@id.doe.gov Katie Hain (208) 526-5678 HAINKE@ID.DOE.GOV Mark Shaw (208) 526-6442 mark.shaw@id.doe.gov	Doug Amos (208) 526-4030 amosmd@id.doe.gov	Erin Bognar (208) 533-3413 Erin.Bognar@icp.doe.gov	Josef Sobieraj (208) 526-9445 sobierja@id.doe.gov	Camille Robison (BBWI/ AMWTF) (208) 557-6497 robicl@amwtp.inl.gov Greg Stultz (CWI) (208) 533-0046 Gregory.Stultz@icp.doe.gov Kay Emanuelson (BBWI) (208) 557-6329
Los Alamos	Everett Trollinger (505) 667-0281 etrollinger@doeal.gov	Tony Trujillo (505) 845-5987 ttrujillo@doeal.gov Ramoncita Massey (505) 845-4675 Massey.ramoncitan@lanl.gov	Bani Chatterjee (505) 665-7495 bani@lanl.gov	Allan C. Harris (EM-CBC) (513) 246-0542 Allan.Harris@emcbc.doe.gov Sam Cheng (505) 667-1613 scheng@doeal.gov	Robert Stuewe (LANL) (505) 665-1392 rstuewe@lanl.gov
Nevada	Rob Boehlecke (702) 295-2099 boehlecker@nv.doe.gov	Bruce Stolte (702) 295-0998 stolte@nv.doe.gov	Kelly Pavalko (NSTec) (702) 295-4417 PavalkKA@nv.doe.gov	Bruce Stolte (702) 295-0998 stolte@nv.doe.gov	Kelly Pavalko (NSTec) (702) 295-4417 PavalkKA@nv.doe.gov

Site	EM Federal Project Director	EM Federal Project Management Lessons Learned Point of Contact (PMLL POC)	EM DOE Contractor/M&O Contractor PMLL POC	DOE Federal OE Coordinator (Safety Lessons Learned)	DOE Contractor/M&O OE Program Coordinator (Safety Lessons Learned)
	E. Frank DiSanza (702) 295-5855 disanza@nv.doe.gov		Jeanne Wightman Navarro-Inte (N-I) (702) 295-1878 Jeanne.Wightman@nv.doe.gov		Jeanne Wightman Navarro-Inte (N-I) (702) 295-1878 Jeanne.Wightman@nv.doe.gov
Oak Ridge - ORNL	John Eschenberg (865) 576-0742 eschengerg@oro.doe.gov	TBD	TBD	Teresa Perry (865) 576-0831 PerryTC@oro.doe.gov	Joanna Schutt Bradley (Bechtel-Jacobs) (865) 574-7087 S6U@bechteljacobs.org
Oak Ridge - TRU Project	John Eschenberg (865) 576-0742 eschengerg@oro.doe.gov	TBD	TBD	Teresa Perry (865) 576-0831 PerryTC@oro.doe.gov	Mars Dukes (EnergenX) (865) 241-2694 Mars.Dukes@truproject.com
Oak Ridge	John Eschenberg (865) 576-0742 eschengerg@oro.doe.gov Donna Perez (865) 576-8625 perezdm@oro.doe.gov	Chelsea Hubbard (865) 576-9551 hubbardcd@oro.doe.gov	TBD	Teresa Perry (865) 576-0831 PerryTC@oro.doe.gov	Frank Casella (Isotek) (865) 241-9335 (720) 641-6911 casellaf@ornl.gov

Site	EM Federal Project Director	EM Federal Project Management Lessons Learned Point of Contact (PMLL POC)	EM DOE Contractor/M&O Contractor PMLL POC	DOE Federal OE Coordinator (Safety Lessons Learned)	DOE Contractor/M&O OE Program Coordinator (Safety Lessons Learned)
Oak Ridge – Y12	John Eschenberg (865) 576-0742 eschengerg@oro.doe.gov		Susan Gilliam (B&W) (865) 576-2411 GilliamSA@y12.doe.gov	Stan Watkins (865) 576-0626 watkinssa@yso.doe.gov	Susan Gilliam (B&W) (865) 576-2411 GilliamSA@y12.doe.gov
ORP	Thomas W. Fletcher (509) 376-3434 Thomas_w_fletcher@rl.gov	Isabelle Wheeler (509) 376-1560 Isabelle.wheeler@orp.doe.gov	Joshua Camp (ATL) (509) 375-4200 Joshua_A_Camp@rl.gov Debbie Clarke (BNI) (509) 371-2259 djclarke@bechtel.com Betsy Blank (WRPS) (509) 372-8355 Betsy_S_Blank@rl.gov	Thomas Hoertkorn (ORP) (509) 376-7412 thomas_r_hoertkorn@orp.doe.gov	Joshua Camp (ATL) (509) 375-4200 Joshua_A_Camp@rl.gov Debbie Clarke (BNI) (509) 371-2259 djclarke@bechtel.com Betsy Blank (WRPS) (509) 372-8355 Betsy_S_Blank@rl.gov
PPPO – Paducah	Rob Seifert (270) 441-6823 Rob.seifert@lex.doe.gov Reinhard Knerr (270) 441-6825 Reinhard.knerr@lex.doe.gov	Rob Seifert (270) 441-6823 Rob.seifert@lex.doe.gov	Elizabeth Wyatt (270) 441-5034 Elizabeth.wyatt@ors-llc.net Suzanne Shidal (270) 441-5266 suzanne.shidal@lataky.com	Russell McCallister (859) 219-4012 russell.mccallister@lex.doe.gov	Suzanne Shidal (LATA-KY) (270) 441-5266 Suzanne.Shidal@lataky.com Tom Stanberry (SST) (270) 349-3557 Tom.Stanberry@swiftstaley.com Waynette Roberson (SST) (270) 538-2038 (270) 217-8019 Waynette.Roberson@swiftstaley.com
PPPO – Portsmouth	Vince Adams (740) 897-2759 Vince.adams@lex.doe.gov Judson Lilly (740) 897-2246 Jud.lilly@lex.doe.gov	Arnold Whipple (740) 897-3405 arnold.whipple@lex.doe.gov	Jackie Book (740) 897-2569 jbook@lpports.com Joe Venditti (765) 412-3424 Joseph.venditti@fluor.com		Jackie Book (740) 897-2569 jbook@lpports.com Cathy Forshey (Wastren-EnergX) (740) 897-3878 forsheyc@wems-llc.com
RL	Al Farabee	David C. Langstaff (RL)	TBD	David C. Langstaff (RL)	Gerry Whitney (MSA)

Site	EM Federal Project Director	EM Federal Project Management Lessons Learned Point of Contact (PMLL POC)	EM DOE Contractor/M&O Contractor PMLL POC	DOE Federal OE Coordinator (Safety Lessons Learned)	DOE Contractor/M&O OE Program Coordinator (Safety Lessons Learned)
	<p>(509) 376-8089 oliver.farabee@rl.doe.gov</p> <p>Joanne Norton (509) 376-6202 Joanne.Norton@rl.doe.gov</p> <p>Larry Romine (509) 376-4747 larry.romine@rl.doe.gov</p> <p>Briant Charboneau (509) 373-6137 briant.charboneau@rl.doe.gov</p> <p>Mark French (509) 73-9863 mark.french@rl.doe.gov</p> <p>Ellen Mattlin (509) 376-2385 ellen.mattlin@rl.doe.gov</p>	<p>(509) 376-5580 david.langstaff@rl.doe.gov</p> <p>Cherie Allwine - Contractor to DOE-RL, Project Assistance Corporation (PAC) (509) 376-0136 cherie.allwine@rl.doe.gov</p>		<p>(509) 376-5580 david.langstaff@rl.doe.gov</p>	<p>(509) 372-2166 Gerald_A_Gerry_Whitney@rl.gov</p> <p>Brian Mitcheltree CH2MHILL Plateau Remediation Company (CHPRC) (509) 376-3513 Brian_mitcheltree@rl.gov</p> <p>Steven J. Foster Washington Closure Hanford (WCH) (509) 372-9871 sjfoster@wch-rcc.com</p> <p>Cynthia J. Harrington Advanced Med Hanford (AMH) (509) 376-6469 Cynthia_j_harrington@rl.gov</p>
Argonne	<p>Susan Heston (630) 252-2381 susan.heston@ch.doe.gov</p> <p>Andrew Gabel (630) 252-2213 andrew.gabel@ch.doe.gov</p> <p>Dale Dietzel (630) 252-2555 dale.dietzel@ch.doe.gov</p>	<p>Susan Heston (630) 252-2381 susan.heston@ch.doe.gov</p>	TBD	<p>Craig Schumann (ASO-SC) (630) 252-9176 Craig.Schumann@ch.doe.gov</p>	<p>Asu Alp Argonne National Laboratory (ANL) (630) 252-3301 asualp@anl.gov</p>
BNL	<p>Don Pfister (513) 246-0063 don.pfister@emcbc.doe.gov</p>	<p>John Sattler (513) 246-0603 john.sattler@emcbc.doe.gov</p>	TBD	<p>Allan C. Harris (EM-CBC) (513) 246-0542 Allan.Harris@emcbc.doe.gov</p>	<p>Ed Sierra (BNL) (631) 344-4080 esierra@bnl.gov</p>

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	John Sattler (513) 246-0603 john.sattler@emcbc.doe.gov			Caroline Polanish (BHSO-SC) (631) 344-5224 polanish@bnl.gov	
ETEC	Richard Schassburger (510) 637-1617 (202) 302-3317 richard.schassburger@emcbc.doe.gov	Lance Martin (818) 466-8856 Lance.martin@emcbc.doe.gov	Dave Dassler (Boeing) (818) 466-8733 David.W.Dassler@boeing.com Steve Vaughn (HGL) (818) 466-8059 svaughn@hgl.com John Wondolleck (CDM) (925) 899-5371 WondolleckJT@cdm.com	Allan C. Harris (EM-CBC) (513) 246-0542 Allan.Harris@emcbc.doe.gov	
Mound	Don Pfister (513) 246-0063 don.pfister@emcbc.doe.gov	Paul Lucas (937) 247-2221 Paul.lucas@emcbc.doe.gov Sue Smiley (support contractor at EM-CBC) (513) 246-0596 sue.smiley@emcbc.doe.gov Monte Williams (support contractor at EM-CBC) (513) 246-0565 monte.williams@emcbc.doe.gov	TBD	Allan C. Harris (EM-CBC) (513) 246-0542 Allan.Harris@emcbc.doe.gov	
SLAC	Kevin Bazzell (650) 926-2513 (510) 292-0586 kevin.bazzell@emcbc.doe.gov	Jeffry Parkin (650) 926-4749 Jeff.parkin@emcbc.doe.gov	TBD	Allan C. Harris (EM-CBC) (513) 246-0542 Allan.Harris@emcbc.doe.gov	

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SPRU	Steven Feinberg (518) 395-4580 (518) 395-7201 steven.feinberg@spru.doe.gov	John Shine (740) 897-2853 john.shine@emcbc.doe.gov Monte Williams (support contractor at EM-CBC) (513) 246-0565 monte.williams@emcbc.doe.gov	TBD	James Edwards (518) 395-6554 james.edwards@spru.doe.gov	Pamela Moore (Associated Remediation Co.) (518) 488-0468 pamela.moore@shawgrp.com Arthur Carroll (WGI) (518) 630-5175 Arthur.Carroll@wsms.com
SR	Rodrigo Rimando (240) 676-6470 Rodrigo.rimando@em.doe.gov	John Lopez (803) 952-6376 John.lopez@srs.gov Angelia Adams (803) 952-8593 Angelia.adams@srs.gov	TBD	Angela Williams (803) 952-6546 AngelaB.Williams@srs.gov	Rod Hutto Washington Group International (WGI) (803) 952-9748 rod.hutto@srs.gov Steve Lindamood Parsons Capital Asset Project (803) 641-8983 stephen.lindamood@parsons.com Chuck Selman Wackenhut Security Inc. (803) 952-7789 c.selman@srs.gov

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West Valley Demonstration Project	<p>Mark Bellis (716) 942-4814 (716) 270-7439 Mark.bellis@wv.doe.gov</p> <p>Geoff Gorsuch (716) 942-4674 Geoffrey.g.gorsuch@wv.doe.gov</p> <p>Daniel Sullivan (716) 942-4016 Daniel.w.sullivan@wv.doe.gov</p>	<p>Dan Sullivan (716) 942-4016 Daniel.w.sullivan@wves.gov</p> <p>Dave Wigton (716) 942-4380 David.wigton@wves.gov</p>	TBD	<p>Christopher J. Eckert (716) 942-4783 Christopher.J.Eckert@WV.DOE.gov</p>	<p>Pam Walters (WVES) (716) 942-4813 Pam.Walters@WVES.org</p>