

EFCOG HPI Task Team Meeting Notes
10/28/2021

Attendees:

Mike Petrowski, LANL, chair
Lauri Minton, PANTEX, scribe
David Baird, FNL
Susan Bauman, ANL
David Boyce, INL
Bill Brown, BNL
Lauren Gagan, ANL
Patricia Hughes
Joe Lockwood, LANL N3B
Doug McKenzie, SRS
Paula Pallan, ANL
Andrew Peterson, LBNL
Chuck Ramsey, ORNL
Tamara Shokes, INL
Cassie Sistare, SRS
Daryl Smoldt, SRS
Nancy Van Wermeskerken, PPPN
Jeffrey Warga, LLNL
Brandy Young, INL

Task Team Business

1. Partnership with CAS group – Lauri briefed. Task Team 1 identified 3 Best Practices, numerous common challenges, and 4 recommendations on how sites are integrating HPI into their investigation/causal analysis processes. The white paper presentation to the CAS EFCOG group is next week, and the white paper will be made available after that.

Mike Petrowski – good news that the best practices are being documented and recommended. Advice is to share this with your investigation/CAS team so they don't need to go look for it – once it's distributed, share it with your folks at your location

21-1: Virtual application of HPI - done and posted

21-2: Portable lab platform – completed and posted to the HPI website

Finished on tasks and objectives for 2021 activities. Thanks to everyone

FY22 – One hour session at top of hour (22-1) 11/4 1:00 EST –if you're interested in participating, let him know.

22-1: Working on knowledge worker and come up with best practice or white paper

22-2: HPI messaging come up with best practice or white paper

22-3: Work planning and control – will be working with them – got with them last week – out of handbook, ISM core function – reducing errors and ??? – encourage team to pick out a handful of items where we can clearly demonstrate the integration and best practices where HPI and work planning control overlap to incorporate best practices

Over 200 registrations for next week's EFCOG Fall meeting

We moved our meeting to Thursday to allow this group to attend as many sessions as you want (went over the agenda)

Meeting agenda and link attached

Learning opportunities:

Webinars – still the same, Paradigm on Thursdays

Human Performance Community of Practice

HPI “Share”

Mike shared presentation – video of “being human” from the Energy Institute – website has many useful tools in their Toolbox; many industries represented – binned by topic

OE uploaded to their website lately

When you do a search for Human Performance Improvement – maybe 15 things that show up

Video – human performance – what does it mean? (MIKE share link to videos if possible)

Video – using Human Performance – the principles are a little different than what's in the DOE handbook – it's part of the evolution of Human Performance

There's info on chronic uneasiness

Facilitators' guide (mind traps are what we call error traps, slow thinking fast thinking, copyright statement just saying they're not responsible if you use their stuff)

Video – your behavior influences others' decisions

Roundtable and Open Forum

- a. Requests for assistance or deliverables
 - b. Share what you are doing well or if you need help
- Mike Petrowski: for Los Alamos – finally held a live 2-day HPI practitioner class following the COVID protocols and social distancing; presenting wearing a mask can be challenging, but we have started in-person classes again
 - Lauri Minton: gave brief overview of tractor/trailer event and will share what she can once that investigation is completed
 - Daryl Smoldt: Savannah River – COVID 19 impacts, Delta variant kicked them pretty hard, but conditions are finally improving; has initiated use of vaccine mandate for site, but

- general COVID conditions continue to improve; evaluated where they were for the year for HPI, 2021 sustainability plan, went through that, looked at top 5 error precursors that contribute (complacency and overconfidence, LTA procedure use and adherence, inaccurate risk perception, assumptions, and LTA rigor – will develop FY2022 sustainment plan aimed at those areas; have a younger workforce, huge amount of retirements, so get over-focused on that's why they're having issues, but that's not always true – don't narrow your thinking about newer employees tripping you up – those newer employees tend to be more vigilant about their jobs
- Cassie Sistare: Savannah River – talked last month about DLA on the anatomy of event – 2 choices from scenario (e.g., running late to work – one choice is to call boss, let them know, OR get in the car and drive as fast as you can) – depending on choice, something bad can happen – gotten great feedback about that DLA and approval to share – will send it to Mike today or this upcoming week; they are in process of moving forward with procurement of HPI DLA lab cart (2020 task); trying to remain respectful to others in workplace with people retiring, leaving for personal reasons, vaccine mandate, etc.
 - Doug McKenzie: - Savannah River – piggybacking on something Daryl said – what he sees in many cases, LTA knowledge transfer; had a group on site couple years ago who was trying to work on knowledge transfer, but that has dissipated; just implemented a new learning management system that will hopefully help with knowledge transfer; would like to find the basic model for knowledge transfer;
Mike – has a best practices from INPO on knowledge transfer/knowledge retention – will send to Doug when he finds it
 - Joe Lockwood: N3B in Los Alamos – environmental contractor to do environmental cleanup; has been doing HPI for about a year, recently took on LL program – has been enlightening from an HPI perspective, subtly of blame comes out and how blame, shame, retrain comes into these investigations; has published some LL's lately on how that has lead to additional issues; deficient conditions leading to incidents, where they blamed the individuals for getting hurt, but in reality there were things that had been done programmatically that contributed to those things – when that became clear, they put it into a LL and it helped; been doing a root cause analysis on some of those accidents and a trend where they have a reactive stand down but it creeps up again, so they are doing a root cause analysis on why their actions aren't sustainable, and how to get to a high reliability organization, what programmatic things we need to stand up to make better; programmatically what can they do, looking for things on what a good safety culture/nuclear safety culture looks like – will send out an email after the meeting today to pick brains and get best practices
 - Andrew Peterson: new member from Berkley. LBNL has a posting for a Human Performance Improvement Program Manager. It is a full-time, career appointment reporting to the EHS Division Assurance Manager. The posting can be found at jobs.lbl.gov or from here - <https://jobs.lbl.gov/jobs/human-performance-improvement-program-manager-4322>.
 - Brandy Young: Idaho – couple things – sent survey to HPI working group on their training needs for FY2022 – a lot want more info on coaching and integrating HPI; conduct of operations asked us to come in and watch their training for new operators; also working on a way to build a platform to share HPI shares, so others can come see a database of HPI

shares they can pull from for PJB's or other standup meetings – working with LL person, and trying to figure out how to share people's HPI shares better

- David Boyce: add that we are also looking at setting up some way to screen for HPI related issues when they are entered in their issues tracking system; timeliness in HPI Knowledge worker training course; subteam in EFCOG looking at it but at their site as well; putting more emphasis in subteam efforts – working group meetings will do more of a share of what we're up to, but early in that process
- Tamara Shokes: Idaho – part of knowledge worker training project; nothing to report from work, but wants to share about her father's blood infection – had to reduce the antibiotic dose because of kidney issues; Vitamin D – helped a pet with kidney issues, her dad started using Vitamin D appropriately, and his numbers came back up where they needed to be; improved kidney function with Vitamin D; her vet told her the connection between Vitamin D and kidney function is well-documented in cats; a lot of research in animal medicine that we can learn from
- Trish Hughes: Idaho ICP is in contract transition from Fluor Idaho to Jacobs. The new company will be called IEC January 1; she shared one of the EFCOG HPI videos during their Maintenance & ConOps center of excellence this month to heighten the awareness of HPI tools; have had several events over last two quarters so their performance assurance folks used Blue Dragon to analyze events and identified several contributing factors were related to HPI; she is currently working with their work control SMEs to develop actions for improvement based on HPI contributing factors. Blue Dragon is a cause analysis tools that includes HPI analysis.
- Chuck Ramsey: Oak Ridge • Looking at HPI factors related non-catastrophic event resulting from a valve in the Spallation Neutron Source's cryogenic hydrogen moderator system being inadvertently switched from Auto to Manual during a training discussion and the change in alignment was not noticed prior to power ascension. Complex control system for the cryogenic hydrogen cooling system uses multiple video control panels and is key to facility operation. My role is to reviewing critique reports, documented panel reviews, and interview the staff involved in the event to better understand the context and completes of the learning to date. They've done a good job on the context of what happened and how; he will provide them some insights on what else they can do from a human performance/factors standpoint.
ORNL has completed evaluation of Trigger Training and will meet shortly to make a decision on investing in this platform related to changes in performance modes and "knowing when to stop / questioning attitude." It has been employed successfully at Columbia and DC Cook nuclear stations and other industries. Effective application requires management support and engagement from the top down and a commitment to requisite systems. For more information, see <https://hopeconsultingllc.com/high-reliability-training>
- Jeffrey Warga: Lawrence Livermore – his challenge is to revamp what they used to call the HPI Committee into what they're now calling the HOPI Working Group based on the EFCOG concept of Task Teams; just finished a charter, membership, mission statement, roles of membership, idea of establishing a fiscal year base set of initiatives that the HOPI group will be working to with various actions, depending on what type of initiative it is; good to get to this point where they have stood this up, new membership, and ready to go forth and

achieve; has been helpful getting information from this group – Mike does a great job of passing on resources

- Lauren Gagan: (had to leave call)
- Paula Pallan: Lauren and Susan had to drop off; working on micro learnings for post job reviews and developing work instructions; she does injury recordkeeping LL, they have a monthly community of practice call with other labs – on last month’s call, several noticed a spike in injuries, and trying to understand where that’s coming from – they didn’t ask, but contemplated how much COVID was affecting this, and were people experiencing burnout from so many work hours, supervisors not there, matrixed organization might be confusing who to contact with questions, etc., - got to the point where next month, they are going to bring their LOI’s together to see if they’re asking the right questions; today’s videos will be great to bring back to that group to help their processes when doing injury investigations – appreciates the information

Mike – one thing he does with learning teams, is ask “how was your day – how did your day get started” helps discover a condition that may have contributed to the event that may not be related to the event (e.g., one person had a significant emotional impact the day of the event so they were off before they even started the event);

Paula – answering question about “debriefing” instead of using the term “investigation” – the fact finding for what happened, trying to make people more at ease to have that conversation – less accusatory wording

- Susan Bauman: (had to leave call)
- David Baird: Fermi Lab – active this last year, HPI subcommittee identified and analyzed the top HPI areas of concern; each member has socialized these elements within their orgs, and we created a summary report to highlight their efforts in FY2021; moving forward, distributing the summary report to all stakeholders at the laboratory; finalize the actions to address the top areas of concern; lastly, implement actions and id additional opportunities to improve; happy to show their HPI database in the future to this team, if anyone is interested, and hopefully share their summary report and action items;

Mike – recalling the roadmap, how they chose those things, their approach to it, that would be a road map for others to follow; excellent idea to share the presentation – let’s set something up in the Spring or one of the scheduled shares during a meeting;

David – could do the roadmap walking everyone through the process, development of database, the work that’s been done (concept to what’s needed to desired outcome, lessons learned along the way, etc.)

- Nancy Van Wermeskerken: at Princeton now as work planning/control program manager, they do not have any kind of training in investigations, no formal HPI practitioner, so as they had events, she was asked to do HPI after action reviews for the same reason Argonne calls them debriefs – they don’t want to call them investigations, more of a conversation on what was going on ; had bomb threat and response went very well from all those involved from security to emergency response asking what happened, what they did, what went well, and what might they do different next time – took that as a win; work in progress with the lab

Next month’s meeting is November 18th because of Thanksgiving holiday on our normal day to meet.