

EFCOG HPI Working Group Monthly Conference Call, February 24, 2022

Callers:

- Mike Petrowski (LANL)
- Lauri Minton (PANTECH/Y-12)
- Kim Lefew (CNS)
- Daryl Smoldt (SRS)
- Lloyd Keith (WRPS)
- Angela McGill (UCOR)
- Cassie Sistare (SRS)
- Lindsay Spritzer (NREL)
- Dan Gautier (JLAB)
- David Baird (FNL)
- David Boyce (INL)
- David Fink (LANL @ NNSS)
- Doug McKenzie (SRS)
- Fred Gholson (MFC – Idaho)
- James Newsman (LBNL)
- Jeffrey Warga (LLNL)
- Lauren Gagan (ANL)
- Nancy Van Wermeskerken (PPPL)
- Patricia Hughes (ICP – Idaho)
- Sue Bauman (ANL)
- Tamara Shokes (INL)
- Tim Snow (NREL)
- William Brown (BNL)

1) Task Team Business

a) Review/Update Tasks and initiatives

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
<p>ISM-HPI-22-01 ISM-WP&C-22-01 Collaborative effort between HPI and WP&C</p> <p>Meeting will kickoff January 12, 2021.</p> <p>Team will meet monthly, 2nd Wednesday, 12:00-1:00 EST</p>	<p>BENEFITS id'd in EFCOG Plan</p> <ul style="list-style-type: none"> Integration of HPI into WP&C Provide Best Practices/ Guidance that incorporates HPI factors into WP&C practices <p>GOALS:</p> <ul style="list-style-type: none"> Provide <u>some</u> best practices and techniques to apply for tasks such as Post-Job reviews (After action Reviews), writing techniques to incorporate place keeping, HPI tools, critical steps, etc. Align ISM wheel with HPI tools (SRS) Emphasize the importance (value added) when HPI is part of WP&C; building resiliency into the process Consider - Crosswalk DOE HDBKs <p>UPDATE: This team is off to a good start – Mike threw out a proposal, and he likes the direction we are headed in, and will continue to work on – Mike mentioned that there is a new person in charge of this team.</p>	<p>DELIVERABLE (9/30/2022)</p> <ul style="list-style-type: none"> Generation of guidance for improvement on Pre-Job Briefs, Post Job Reviews, Integrating HPI into job planning. Pause/stop work, etc. <p>Team</p> <ul style="list-style-type: none"> Mike Petrowski, LANL - Facilitator Chuck Ramsey, ORNL Lauren Gagan, ANL Bill Brown, BNL Susan Bauman, ANL Trish Hughes, ICP Jeff Warga, LLNL Cheryl MacKenzie, SNL Andrew Peterson, LBNL Dan Gautier, J-Lab Linda Collier, LANL James Bashore, LBNL

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
<p>ISM-HPI-22-01 HPI for Knowledge Workers</p> <p>Kickoff meeting held on December 13, 2021</p> <p>Team will meet monthly, 2nd Monday, 2:00-3:00 EST</p>	<p>BENEFITS:</p> <ul style="list-style-type: none"> Realize opportunities to break the myth where people believe that HPI does not apply to them as they perform no physical work <p>UPDATE: Team aligned on producing a White Paper providing an overview of the task, benefit of the task, outline of what is included:</p> <ol style="list-style-type: none"> Attachment: WRPS Engineering Survival Guide (matched INPO 05-002, rev 1) – This is the deliverable in the EFCOG Annual Plan Attachment: Training ideas, insights, and possible lessons plans (maybe) for Knowledge Worker HPI training <ul style="list-style-type: none"> How to modify your training for the student (administrators, HR, project management, etc.) How to investigate KW errors that result in incidents (delivered deficiency – HPI investigations). <p>UPDATE: Mike briefed that this team has had their 2nd meeting; getting more ideas on what to do; created a proposal, not as well defined, but working on it and will continue to work on it</p>	<p>DELIVERABLE (9/30/2022):</p> <ul style="list-style-type: none"> Issue adaptation for DOE complex from INPO 05-002, Rev 1: Human Performance for Engineers and other Knowledge Workers <p>Team</p> <ul style="list-style-type: none"> Mike Petrowski, LANL - Facilitator Sue Bauman, ANL Tamara Shokes, INL David Boyce, INL Lloyd Keith, WRPS Lauri Minton, PANTEX Chuck Ramsey, ORNL <p>*(limited participation)</p>

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
<p>HPI-Task 22-03: HPI Messaging</p> <p>Kickoff meeting held on December 1, 2021</p> <p>Team will meet monthly, 1st Wednesday, 1:00-2:00 EST</p> <p>Task team members shared lessons and what they are most proud of; Cassie has taken that information and started the document on HPI Messaging; next meeting will share what they have; very productive so far</p>	<p>BENEFITS:</p> <ul style="list-style-type: none"> Getting people to embrace and integrate HPI into daily work. Bringing INPO Practices into DOE environment as seek performance improvement <p>GOALS:</p> <ul style="list-style-type: none"> Provide avenues that may be leveraged to communicate HPI Integrating HPI into general business practices to minimize the risk posed by human error Educating the workforce about HPI, the benefits of HPI, and opportunities to use HPI Gives you the foundation to build reliability into your operations (repeat safe work). At the end of the day it's not about safety, it's about performance. Opportunities to capture what you do well and where you can do better. Make HPI part of the culture so it's second nature <p>UPDATE: Cassie briefed that they have created 2 task readiness videos with Daryl speaking; brief overview of task readiness determination checklists; another one that went into more detail on the checklist; Cassie is brainstorming some Leaner Cards with HPI tools, especially for new hires and apprentices that are starting soon; they're catching up on some ConOps related items; have had a few things happen with loss of knowledge transfer and people leaving</p>	<p>DELIVERABLE: (9/30/2022)</p> <ul style="list-style-type: none"> Getting people to embrace and integrate HPI into daily work. Bringing INPO Practices into DOE environment as seek performance improvement <p>Team</p> <ul style="list-style-type: none"> Daryl Smolt, SRS - Facilitator Dave Baird, FNL Mike Petrowski, LANL Cassie Sistare, SRS Paula Pallan, ANL Trish Hughes, ICP

b) Announcements

1. Request for recognition

- i. Jan Preston (Safety Working Group Chair) has requested sub-groups/teams to recognize people who have made significant contributions to EFCOG, as described for each kind of award.
- ii. Thank you for your involvement and dedication to the EFCOG Working Groups! We are seeking nominations for individuals who have exhibited noteworthy contributions for one or more of the EFCOG Annual Awards listed below:
- iii. AWARD OF EXCELLENCE: For a special accomplishment related to EFCOG by an individual that displays consistency of vision with EFCOG's goals and values; evidence of commitment; impact and scope of the actions which result from leadership.
- iv. APPRECIATION AWARD: For exceptional performance by an individual as demonstrated by specific recent accomplishments related to an EFCOG event or by increased organizational productivity in meeting customer requirements as they relate to EFCOG.
- v. TEAMWORK AWARD: For exceptional performance by a group of individuals who were instrumental in addressing a key EFCOG issue.

Mike – if this team feels there is a need for recognition for anyone or any team who has done something for EFCOG, let him know and we will submit,

c) Upcoming Meetings (EFCOG and other HPI meetings)

- EFCOG ISM/QA Spring Virtual Meeting
 - April 25-28
 - HPI Task Team will conduct its team meeting on Thursday 4/28
 - Mike is calling for presenters for this – not sure exactly how it will flow, but if anyone is interested in presenting or sharing, let him know
- **Webinars: - still the same**
 - Paradigm Human Performance Ltd + Shane Bush
 - www.paradigmhp.com
 - The last Thursday of each month 2:00 PM GMT
 - POC - Teresa Swinton: webinar@paradigmhp.com
 - Registration: <https://www.paradigmhp.com/learning-organisation-webinar>
 - NEW NAME for Webcast library: HOP Academy

- **Feb 24:** Shane Bush for the first talk in our new series; "HOP Masterclass".
 - There is a whole library of content you can access
 - EUCI - Human Performance Community of Practice
 - **2/24/2022:** Changing Outcomes: Bias and Priming
 - Following Sharon Small's excellent presentation 2/10/2022 on *Clean Language: A New Approach to Increase Clarity and Understanding* ([here's the video if you haven't seen it yet!](#))
 - Throughout many different studies in psychology, medicine, political science, and other fields, there are many well-known phenomena that change the outcome of an interaction, even someone's opinion or perspective of a situation.
 - <https://www.resilientgrid.com/hpcop>
 - Hosted by Knowledgevine
 - Every other Thursday 4PM EST
 - HP Community of Practice discussions will continue to take place every other Thursday and are free for the HP community to participate. There will be a presentation and discussion by a few select hosts, followed by a question and answer/discussion period for all. We will follow up on the session with a virtual Happy Hour.
 - To join: <https://mailchi.mp/e4274b7f9e84/hpcop>
 - HumanPerformanceCOP@gmail.com
 - Past Presentations: <https://www.resilientgrid.com/hpcop-3>
 - CHOL - Community of Human and Organizational Learning
 - Formerly HPRCT
 - <https://www.cholearning.org/>
 - <https://hprct.org> redirects you to the new webpage
 - Monthly Webinars: <https://www.cholearning.org/professional-development>
 - **Feb 24:** Add Predictive Analytics to Your Safety Management System. Join Robert Stevens as he breaks through the hype words of predictive analytics to help us in our shift to proactive leaders.
 - **Mar 24:** The Logical, Measured Way To Collaborative High Reliability and Just Culture. Meet one of our conference speakers during the March webinar, Scott Griffith. He will share insights from his work that have resulted in improved outcomes.

- Video Library:
<https://www.youtube.com/channel/UCRbkD3m2ro7kCK-uF1X772A>
- 28th Annual Conference
 - June 13: Introduction Workshops
 - June 14-17, 2022
 - Cheyenne Mountain Resort in Colorado Springs, CO
- Jake Mazulewicz, Ph.D. (JMA Human Reliability Strategies, LLC)
 - Free Webinar -- Wed. 9 March -- Why We Can't Proceduralize Everything: And a Real-World Alternative
 - Join us in our latest free, 45-minute webinar to learn why we can't "Proceduralize Everything."
 - And get a practical alternative to help improve Human Reliability & Safety in complex, adaptive jobs.
 - Wednesday, March 9, 2022 at 11:00am ET.
 - Register here —> <https://reliableorg.us17.list-manage.com/track/click?u=69375436f0fe7417b32098519&id=495d22c022&e=450c586b2d>

2) HPI Share

- Kim Lefew



This photo comes from Kimbel's pantry, and is something she walked into on Tuesday this week. Why would ANYONE put the milk in the PANTRY? Is this a critical error – probably not. But what error mode was the individual in who did this? Skill based/autopilot. Had a mental lapse or a distraction.

Her husband is off work right now – sent home due to cold weather, and working from home. He is the primary grocery shopper in their home, but usually does the shopping on the weekend, not during the week. He was also multitasking, taking care of a 2-year old, having computer problems, had a dog with an infected ear, giving the 2 year old breathing treatments, etc. So here he is – one of the things she thought about is maybe she should FIRE him from grocery shopping!!! Is that reasonable? NO!

She was also teleworking, didn't know he had gone to the grocery store, but she went into the pantry to get some water and walked into this. Of course she had to send the pic to the whole family.

Is chewing him out or firing him an option? Or thinking “how could he be so stupid to leave milk in the pantry?”

Absolutely not – it’s a teachable moment in that we all make errors – human fallability. It was a learning moment for her, and thought she would share with us.

On a side note, she left her glasses in the refrigerator one day, and her husband found them there. We are all fallable!

Daryl Smoldt – like everyone, they have been struggling through Covid, social unrest, etc. and they’ve also just returned everyone to site on the 22nd – an additional several thousand people on site, and associated traffic is stressing everyone. Their group constantly does performance analysis, and one of the things they’ve recognized is an increase in issues since the first of the year, and the severity of issues as well.

- They’ve had six TSRs in the last 13 months, and 4 since the first of the year. It would be good if you could find one database application that lead to them or one common cause, but there isn’t one.
- They started a sitewide operational pause today. Their issues don’t really have a single, common theme, they’re across the board, both simple and complex tasks, they span every work group, and also include experienced and new workers alike. Since October, the # of ConOps, Security, and Safety events are on the rise.
- They put an operational pause presentation together and pointed out some of the individual issues they’ve had and what they have to do to correct them. Going back to the Dekker stuff, a slide that Tony M and others use – they had the slide animated, and talk about high expectations and high standards; we are all human so it is normal for us to drift from those expectations, and when we drift, those errors accumulate and become the new standard. We accumulate more issues, increasing our risk.
- They provided some examples like walking by a barricade sign that is faded, that’s one thing – but if you notice a missing sign, that’s escalation, and if you ignore and walk past that barricade sign, that’s another escalation. They tried to make sure people understand the resilience model, and then went into detail on TSR violations.
- For those who are familiar with rupture disks, one of their facilities has had 6 rupture disk ruptures in 7 months which is hard to imagine; they’ve had a dump truck drag an overhead power line over, and had to do a rescue; they’ve had issues with single point lockouts; an increase in injuries like slips, trips, and falls, and one that required 7 staples in an individual’s head.
- They are taking time for a mandatory pause, pointing back to disciplined operations and HPI principles, including the error precursors, error reduction tools, using conservative decision making principles (seem to have lost that with retirements, where less experienced people don’t recognize risks and aren’t making conservative decisions).

We're constantly telling everyone, when you aren't sure, call a Time OUT and get others involved.

- At the end of the briefing, one thing they've done in the past year or so, on many CONOPs/HPI presentations like this, they have a placeholder (which has worked out well for them) where they say "management will now discuss – we are all responsible for our safety and performance" and the management team is expected to provide facility-specific issues to discuss that are applicable to their work groups, and then state their expectations.
- They seem to do a poor job of doing that with a lot of less experienced managers simply not taking time and delivering those management expectations. Then they close the presentations with "open discussion."
- This is the first time they've done an operational pause on a global scale in several years, because of recent issues.
- Daryl asked this group for any feedback to help them with their rise in incidents.
- Dave Fink – how did your operations and facilities people taking the last part where they need to step up and go over a specific topic – stepping up to deliver and discuss it?
- Daryl – just started these this morning and I've been to several areas, and thinks the environment isn't "tense," but it's still a wakeup call when you have facility managers or above standing in front of you delivering this message, it gets the workers attention. The open discussion, from what he has seen, is people generally do really want to perform well and recognize their issues, so they are trying to take that feedback for improvement. He thinks their pre job briefs and CONOPs program is solid – the experience level is still hurting them; people in his age group have gotten a little complacent; everyone is taxed from Covid and all the issues; seems like workers are receptive to the improvement effort message; he thinks they understand it; many new workers haven't seen really bad issues from over 10 years ago, we had puncture wounds that involved contamination, an individual fall off a scaffold 14' high – negative events they haven't had until just recently; he feels like they have climbed the severity pyramid rapidly since the first of the year – it's been a challenge to bring back all of the workforce this week; he is concerned we may see even more issues over the near short term; managing is just a challenge at this point in time.
- David Fink – return to work is a challenge and will be a challenge
- Daryl – They've got a lot of electronic applications/tools to bring the messaging to the workforce; in the last year he has had 100% turnover in one department, 2 or 3 young employees who haven't been on site maybe 3 days since they were hired a year and a half ago; he's looked to for answers, so his main thing is to look at problems, analyze, and come up with answers; right now he does not always feel confident in his answers as they are meeting a lot of new challenges right now.
- Mike Petrowski – he appreciates giving the individual managers the ability to "bring it home" as in "what does this mean for us" – what you are providing them is the opportunity to relate what happens somewhere else to make it relatable to what they do.
- Daryl – the managers seem receptive to that

- David Fink – you hit on something that isn't really unique with the weird situation we are all in – there are literally 100's of new hires being indoctrinated into the culture, which gives us all opportunities for problems; did y'all look at that?
- Daryl – Yes, back in early December, he was asked by the Board of Directors, so he went back to 2016 and broke down data, everything he could find, based on experience level; their summary statement was that the less experienced workers and the ones with less time in position (such as him, going into that job 2.5 years ago, he replaced someone who had been in that job for years – prior to that someone else had it for years) so when he was in that job, the first 6 to 12 months, he wasn't as good of a program manager as the ones he replaced; he knew CONOPs well but had to grow into the job; they have managers with very little onsite experience; their HR department was late getting 10-99 forms out this year – over 70% of that department has less than 2 years experience; the lower experience level and lower time in position is a strong contributor to their issues, but it is typically not the primary cause; a good example would be the person who replaced him 2.5 years ago – he is sure she is considerably smarter than him and a great worker, but she had come from analytical labs which is very different from facility operations; she called me often for advise; the thing we learned from that is that people recognize that their less experience is a vulnerability – anything that doesn't look, smell, sound right, stop and check it out – help them recognize that vulnerability; experience levels – some people just don't see that hazard because they have not seen experience to be poor before

3) Roundtable

- James Newman (LBNL) – he is developing a strategy – every facility needs a Human Performance Strategy; they just had a management retreat where they talked about bringing people back to work, and they asked him to join in; asked him to be a subcommittee chair – something he is doing and his management is trying to set him up for success; working on new performance indicators; they just involved him (mentioned that there are really only 2 ways reinforce human behavior – make known the desired behavior and improve communications) they've asked him to get involved and facilitate a meeting on electrical specs, so they've started a series of meetings that he is facilitating, and he thinks that's great to get an HPI person in the middle of that conversation; one of his personal goals is to get his hands around corrective action development and make sure they are SMART – meeting with that group next week; observation training – they use a tool called SBN – Simple But Needed – working with DevinWay on their reporting structure – which gave them new ideas on how to report data; Mack Sax is the contact there - he encourages everyone to reach out to him; chemical management situation, problems with inventory control over some chemicals making sure they're where they should be, so they've gone from a UPC system to a RFID system – a lot of change management, but they involved him in those conversations which is forward-thinking; now they have an HPI role at LBNL; positive things for HPI in that world; gave an example of magnetic stirrers for beakers – through their glove, a worker got pierced by a hypodermic needle inside the stirrer – they are working the lessons learned now, but if you can pick it up and shake it, you can tell if a needle is hidden inside;
 - James did say he will present an HPI share at the next meeting if we need one; on the first stage of frost bite with some unusual precursors, with a couple of pictures to include with the share.
- Lloyd Keith (WPRS) – he finds it interesting at how organizationally things are done at different sites; he owns Conduct of Operations for their area; for him, he has been focusing on inheriting a boiler system – years ago the site had boilers everywhere, but they were given to a sub who was not following DOE requirements; they've inherited it back now, and he is trying to focus on that to bring up to current expectations when they are squarely in 1995; other than that, they are continuing with normal business for HPI stuff (mentioned they have an HPI escape room they have not been able to use yet, but hopefully soon)
- Nancy Van Wermeskerken (PPPL) – they are hosting Jake Mazulewicz and his suite of webinars; they are seeing a good turnout and positive feedback.
- Mike Petrowski (LANL) – same old same old, getting into a rhythm on training; picking up learning teams, and those are starting to be more than just events-based; looking to improve the inspection rate of weapons inspection activities – have a few bumps in the road but working on it; when people purchase things, it goes to warehouse, if it's a credit card purchase, it goes to their mailing address instead of the laboratory they want it to go to – they're trying to figure out a way to get things to the location it needs to get to

- David Fink (LANL @ NNSS)– at test site, developing a strategy on how to incorporate some HPI concepts with Industrial Hygenists; exciting to be able to shape that roll out
- Lauri Minton (PANTEK/Y-12) – we are engaging with our Event Investigations folks to help them better understand HPI and identify precursors while doing their investigations; they have about 13 folks from CNS who are attending the BushCo HPI training next week, and she is excited that those employees will be able to better understand HPI soon, and help encourage the use of HPI tools across their 2 sites
- Daryl Smoldt (SRS) – asked Cassie to speak for them
- Cassie Sistare (SRS) – Operational policy, the slides they talked about; will be sent out to everyone on site
- Doug McKenzie (SRS) – nothing else to add
- Angela McGill (UCOR) – wants to mention they have started HPI overview training; have been in touch with Shane Bush to do some training for some of their practitioners to reinvigorate the program there; hoping to learn a lot and be involved with this group!
- Lindsay Spritzer (NREL)– they have about 6 people goint to the HPI training next week from IM and quality and one manager – she is also excited they are getting the training
- Tim Snow (NREL) – nothing to add – he and Lindsay work for NREL – have that class next week; he is grateful for the ability to listen to the shares for the places who have had their workforces return on site; it will help them as they start to do that as well
- Patricia Hughes (ICP) – doesn’t have much to update, but wants to thank Kim and Deryl for presentation – she can definatley relate to the info they presented; she has been focused on finalizing goals for this year, and include a number of actions for HPI this year, to include using the information from ?? as part of those reviews and actions; they have updated their HPI training and tried to roll out their first class – not many attendees due to Covid, but going to start having those; trainers are going to look at virtual training Riz rolled out to see what changes they can make. Mike added that he has created an equivalency at the lab, so if they take the NTC course, we give them credit for a course we have here.
 - **HPI-100DE, HPI Fundamentals for Performance and Reliability**
 - Go to DOE Learning Nucleus
(<https://learningnucleus.energy.gov/login/index.php>).
 - NOTE: You can register with your HSPD-12 badge. It may ask you to update your User Account information
 - In the “Navigation” panel (right side), select courses
 - Select Department of Energy” Training
 - In the Course title field, enter “HPI” and select Search Course Catalog. There should be 3 results
 - Select HPI-100DE, HPI Fundamentals for Performance and Reliability.
 - Select Lesson 1 to begin. All Lessons must be completed in order.
- Dan Gautier (JLAB) – nothing specific; much like others, trying to anticipate a plan for returning the majority of workforce to the worksite, although they are at maximized telework right now; anticipating the return to work in a large group of employees; asked the group, what can they do proactively to help their employees recognize the hazards,

be mindful of them, and put familiar protections in place to guard against incidents; anticipating that scheduled work should take longer in order to allow for that mindfulness and being in that skill based performance mode, assuming our skill based work performance has not degraded when actually it probably has; trying to apply HPI philosophy to all of their event investigations, to assessments and findings that come out of them trying to avoid applying tactical bandaids and get to systemic conditions or error precursors that might have contributed to the events – it's going well, but the application after learning the philosophy and getting leadership buy-in – the challenge is finding ways to apply it into the fabric of everyday work

Mike mentioned that this group did a cross walk showing the requirements where HPI is required – it's in the requirement, where does it flow down into the implementing procedures

- David Baird (FNL) Fermilab's Divisions and Sections continue to socialize the HPI Database Summary report, which was shared with the HPI EFCOG in the past. In addition, the HPI Subcommittee has reached out to Fermilab's Communication Office for their assistance in creating articles on and about Fermilab's HPI Program for FermiNews (Online daily news source); as articles are put into the FermiNews, he will share with everyone once they are published; first article is an overview of the program, second article is a personal experience of a member of the subcommittee, then focus in on things from what the database is telling them like time pressures, planning and scheduling, etc., and continue on a monthly basis providing articles to the Lab, and he will share them with HPI EFCOG.
Mike added that the task team for Communications will be interested – David is on that committee
- David Boyce (INL) – looking at their HPI Practitioner and HPI Lead quals, adding an annual refresher qual, recognized a few things need to be added like the person's manager's signature to indicate they know and support that person participating; when people saw that there was an HPI Qual, everhoen wanted to have all hteir people get qualled, but they realized they need to allow each area to determine who they want involved in that qual and it needs to be something they do one time and then don't do again. David has a question about Learning Teams – who has a format they would be willing to share for a learning team, on how to initiate the conversation or the process. Mike Petrowski will share their guidance document (NOT a procedure) and an animated video that demonstrates an example of a learning team.
- Brandy Young (INL) – they have five or six reviews she is sitting in right now, so there may be a lot of info to share (e.g., finger injuries, other events); she had a question for the group – in some of the interviews, some operators are talking about post-job reviews and how we need to be doing better at those – some sites have formal forms, she knows Los Alamos has some good guidance – do you use an official post-job review form at your sites? Mike said he likes what Jake M recommends – AAR's.
- Fred Gholson (MFC – Idaho) – 50 degrees in his office this morning; his HPI checklist kept him from starting a fire in his office; currently transitioning back to facilities right now; plan that has been put together with a lot of folks and a lot of thought – they've come up with a new work hybrid for folks that are going to be allowed to stay at home,

and they'll be on site for periods of time, but for the most part permanently working at home; they are working on an assessment on something Brandy alluded to – a rash of little incidents like people not wearing the right PPE, people not paying attention to conditions and things they are supposed to be working to – so there is an assessment ongoing to see where they can help people; he is coming up with an HPI Tool of the Month – we are looking at some of the incidents, learn and try to prevent those things from happening – they're not major things, but they could have potentially had devastating effects, so they're trying to get people more in tune with the tools that could have prevented those issues and how to use those tools, and talking to supervisors about job briefings, and having them talk about performance modes when they do those pre job briefings and he thinks it's helping for those folks to recognize they may not be in skill based mode, even though they may think they are; he has developed a couple of DLA's for issues they've had with lockout/tagout with the purpose of helping folks get in the habit of (mic cut out here) the actual hanging of the lock and tag – they got one for everyone, because there are various levels of qualifications for lockout/tagout tasks

- Sue Baumann (ANL) – doing a “safety refresh” where they focused on situational awareness, things have changed when you come back onsite, be aware of signs, take your time getting acclimated; don't expect everything to work correctly when you go back on site, etc.; introduced the 2-minute drill trying to get people to think about their work before they begin the day; it was a good safety refresh; had some electrical program problems that came up in an assessment where people didn't use a checklist or did not follow the procedure correctly and not executing at that level of rigor they should be – step back and ask why they didn't do what they were supposed to; also doing a Quality Refresh looking at HPI tools in Quality that get you to that higher level of quality; taking tools from HPI and building them into that quality process
- Bill Brown (BNL) – no update.

Next meeting is March 24th

Meeting concluded at 12:27 CDT