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

Participants:

- Mike Petrowski (LANL)
- Lauri Minton (PANTEX/Y-12)
- Steve Higdon (UCOR) – new, observer
- Lloyd Keith (WRPS)
- Michelle Kirsch (NREL)
- Tim Snow, (NREL)
- Lindsay Spritzer (NREL)
- Jeff Warga (LLNL)
- Nancy Van Wermeskerken (PPPL)
- Douglas McKenzie (SRNS)
- Daryl Smoldt (SRNS)
- Hanna Palladini (SRNS)
- Lauren Gagan (ANL)
- Sue Baumann (ANL)
- James Newman (LBNL)
- Bill Brown (BNL)
- Tamara Shokes (INL)
- Brandy Young (INL)
- David Boyce (INL)
- Andy Hobbs (Y-12)
- Daniel Gautier (JLAB)

1)   Task Team Business

  a)   **New Members**
      a)   **Jerel G. Nelson**
            Division Manager, Work Planning & Control
            Mission Support and Test Services LLC (MSTS)
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            W 702-295-2246 | **M** 702-929-7651 | **Email** nelsonjg@nv.doe.gov

Mike welcomed Jerel and noted that MSTS is looking to continue their HPI journey.

  b)   **Team changes**
        1. Chuck Ramsey
                i.   Chuck will be stepping down as a Task Team Co-Lead

ii. Thank you chuck for your MANY years of service and valuable contributions to the EFCOG HPI Task Team. I am very glad that you will continue to participate on this Task Team.

iii. Looking for anyone interested in filling this vacancy

Mike mentioned that Chuck has been on the team for many years, has contributed a lot to the white papers and improvements that have come from this group; Chuck will continue to participate on the team, just not in a lead position on the team.

c) Review/Update Tasks and initiatives

Human Performance		
Activity(s)	**Benefit(s)**	**Deliverable/Key Milestone(s)**
ISM-HPI-22-01 **ISM-WP&C-22-01** Collaborative effort between HPI and WP&C Meeting will kick off January 12, 2021. Team will meet monthly, 2nd Wednesday, 12:00-1:00 EST	BENEFITS id'd in EFCOG Plan • Integration of HPI into WP&C • Provide Best Practices/ Guidance that incorporates HPI factors into WP&C practices GOALS: • 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 UPDATE: The team is continuing to look for best practices; identified the concept and starting on a white paper, but teasing out the details now that should be in the "consideration" for what we should put in that document.	DELIVERABLE (9/30/2022) • Generation of guidance for improvement on Pre-Job Briefs, Post Job Reviews, Integrating HPI into job planning. Pause/stop work, etc. Team • 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 Newman, LBNL • Heath Garrison, NREL • Kim Jeskei, ORNL

Human Performance		
Activity(s)	**Benefit(s)**	**Deliverable/Key Milestone(s)**
ISM-HPI-22-01 HPI for Knowledge Workers Kickoff meeting held on December 13, 2021 Team will meet monthly, 2nd Monday, 2:00-3:00 EST	BENEFITS: • Realize opportunities to break the myth where people believe that HPI does not apply to them as they perform no physical work UPDATE: The team has had a brainstorming session; came up with a lot of good ideas; currently trying to figure out what we want it to look like; capturing conversations right now, and getting good info out of those.	DELIVERABLE (9/30/2022): • Issue adaptation for DOE complex from INPO 05-002, Rev 1: Human Performance for Engineers and other Knowledge Workers Team • Mike Petrowski, LANL - Facilitator • Sue Bauman, ANL • Tamara Shokes, INL • David Boyce, INL • Lloyd Keith, WRPS • Lauri Minton, PANTEX • Janes Newman, LBNL • Ben Close, SNL • Daryl Smoldt & Cassie Sistare, SRS • Chuck Ramsey, ORNL *(limited participation)

Human Performance		
Activity(s)	**Benefit(s)**	**Deliverable/Key Milestone(s)**
HPI-Task 22-03: HPI Messaging Kickoff meeting held on December 1, 2021 Team will meet monthly, 1st Wednesday, 1:00-2:00 EST 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	BENEFITS: • Getting people to embrace and integrate HPI into daily work. • Bringing INPO Practices into DOE environment as seek performance improvement GOALS: • 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 UPDATE: In about the same place as the other teams – got most of the content for the messaging content; next meeting in a couple of weeks; trying to take best practices from all the team members, getting a large variety, but will get to the point where we will refine that document.	DELIVERABLE: (9/30/2022) • Getting people to embrace and integrate HPI into daily work. • Bringing INPO Practices into DOE environment as seek performance improvement Team • Daryl Smolt, SRS - Facilitator • Dave Baird, FNL • Mike Petrowski, LANL • Cassie Sistare, SRS • Paula Pallan, ANL • Trish Hughes, ICP • Doug McKenzie, SRS • Brandy Young, INL • James Newman, LBNL

b) **Announcements**
   o EFCOG ISM Subgroup – Turnover
      ▪ Outgoing
         • Darlene Murdoch, Chair
            o Operational Excellence and Quality Assurance
            o Savannah River Nuclear Solutions, LLC (SRNS)
            o office: 803-952-6993
            o cell: 803-646-7885
      ▪ Incoming (Mike believes the intent is for Tim and Jim to co-lead):

- Tim J. McEvoy
  - Senior Director
  - Enterprise Performance Assurance
  - Consolidated Nuclear Solutions (CNS)
  - timothy.mcevoy@pxy12.doe.gov
  - 865-574-0847 Office
  - 865-315-4858 Mobile
- Jim Coy
  - Office Lead
  - Integration Program Office (ALDESHQSS)
  - Los Alamos National Laboratory (LANL)
  - jcoy@lanl.gov
  - Cell: 505-500-5791
  - Office: 505-606-1629

- Mike mentioned an "old project" that Andy Hobbs has been influencing with the DOE, and asked Andy to brief it:
  - Per Andy – We have suggested for some time now, the old Causal Analysis Guide that was introduced in ~2003 with the initial DOE ORPS Guide, which has gone through at least one revision including converting it from a Guide into a Standar; back in 2008/9, he proposed we revamp the A3 Human Performance section to be more consistent with the DOE Handbooks; he and Mike met the Fall of 2020 with Riz Shah and HQ folks via teleconference and gave them a proposal to do this update; they asked for a paper, which Andy and Mike got to them, but then did not hear much about it. They just recently sent them the Project Justification Statement (PJS) to the technical standards manager recommending this update!
  - The proposal mentions this HPI Task Team as being associated with, or possibly assisting with that effort. Andy doesn't have a lot of details as far as the effort; Mike said he will attach the 2 documents in the meeting minutes for people to reference. Mike elaborated that he and Andy presented a case that made sense, but it's not our document, so we just had to influence their decision; we can't write their documents FOR them, but we can suggest and be a resource for changes; Mike needs to follow up with Riz Shah on the DOE Handbooks – he thinks they have hired someone to help with the rewrite of the DOE HPI Handbooks, and they are reaching out to experts. Andy added that their document also mentions that it seems like they are doing those in parallel, which makes

sense.

c) **Upcoming Meetings (EFCOG and other HPI meetings)**

- Joint EFCOG HPI Task Team and HUCFAM (Human Performance Corporate Functional Area Managers)
    - July 27-28 (1:00-4:00 PM EDT)
    - <mark>Let Mike Petrowski know if you need a meeting invitation</mark>
    - Angeda in final stages – should be released very soon
- Human Performance in Action Conference (HPAC) Conference
    - KnowledgeVine and the Human Performance Community of Practice invite you to join us for the Human Performance in Action Conference (HPAC) - August 8-10, 2022 in Lake Charles, LA.
        - Mike added that this company is associated with Resilient Grid – they are deeply involved in the electric community, but there is a lot of good information in their meetings.
    - Question: Is the KnowledgeVine website a beginner level, or might it be useful for the more mature HPI practitioners>
    - Answer – originated as the North American Electric Reliability Corporation (NERC) Conference (WECC: western electrical coordinating council - also had an HPI conference) have held really good conferences, have had good presenters, as well as people outside their community; it is a good conference; James Merlot was and still is associated with them.
    - Registration is in full swing and the hotel block is rapidly disappearing. Don't miss out! The DRAFT conference agenda is attached.
    - Click here for: HPAC Registration (Or copy/paste this URL into your browser https://whova.com/web/o39Tjz115Kvi1Kb7OKp29dMYkIFk4yYe%2BMD58Gm73HU%3D/)
- Community of Human and Organizational Learning (CHOL) Annual Conference (June 13-17, 2022) - RECAP
    - Mike, Lauri, James, and Brandy attended the Community of Human and Organizational Learning (CHOL) Conference last week in Colorado Springs (formerly HPRCT). Some takeaways include:
    - James – it was really nice – one of the presenters from OneGas talked a lot about observation programs and what people should be looking for when doing an observation; he landed on we should be looking at whether the org set the worker up for success – also looking as "essential controls" in addition to "regular controls" – did the people involved in planning the work identify the right hazards, the right scope of work, and put the proper controls in place; seems normal and regular, but when we do walk throughs – we should look for

the STKY stuff (Stuff That Kills You) and calling those "essential controls" – so when planning the work, "regular controls" are things that can hurt you, and "essential controls" are things that can kill you

- Lauri – LOTS of information – one speaker called it an "information dense" week; one thing that kept resonating was how other organizations have similar problems with implementing HPI, and some orgs had some interesting solutions; hopes to be able to take some of her HPI team with her next year, kind of like what Brandy did – they had several folks from the Idaho National Laboratory there, and met over lunches to discuss what they had learned. Suggested that next year, we try to have a team meal with this HPI Task Team during the conference, even if it's just a 'meet and greet'
- Mike – showed a new book on mental models – Skill, Rule, and Knowledge; Joe Esky did a presentation on the mental models – Joe's was a pre-conference workshop, and Rob's was part of the general sessions; those books were selling, Tony Muschara, Ron Farris, Jim Muranis were there to talk about Critical Steps; Paradigm Human Performance was there to talk about their business model; the one that cracked him up was "Stuff happens, make fertilizer out of it" except it wasn't the word "stuff" – it was a great correlation
- Brandy – how do you sum up a firehose of a week? She liked the theme of 'how do we address uncertainty' – feels like several touched on that topic; liked the uncertainty scale that was presented – she liked how they used that, it's a subjective scale, but it may help workers realize, "how certain am I that the work I'm about to start is safe"; in the pre-conference workshop, Paradigm is using something similar to BlueDragon; loved the acronyms STICKY and STABBY – STIKY is "Stuff That Can Kill You," STABBY is "Stuff That Can Bankrupt You;" they are doing something similar with their working group – had about 9 or 10 who attended – trying to figure out ALL the things her team learned
- Next year's conference will be in Portsmouth, VA – maybe we can have a team lunch next year; a lot of details and insights were shared, and what companies are actually DOING – it was a great conference

- **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

- Have hopefully taken care of their communications glitch, so please consider subscribing and attending when you can
- NEW NAME for Webcast library: HOP Academy
- There is a whole library of content you can access
- ==June 30, 2022== Masterclass in Human and Organizational Performance Improvement on the Learning Organization Webinar:
  - James Pomeroy: James is the Global Safety Leader at Arup, the international engineering and advisory practice. He is a PhD candidate exploring the role of semiotics in safety information.
  - Topic: From risk assessments and procedures to dashboards and data sheets, managing safety involves a wide variety of written and visual information, but how do our colleagues interpret it, and why does their understanding sometimes differ from ours? In this discussion, James Pomeroy, will introduce the concept of semiotics and explore its benefit in explaining how people interpret and understand the information we use in safety. During the talk, James will introduce examples of representations in safety, and their role in high-profile accidents and explore how semiotics can help unlock the different meanings that people draw from the information we provide.

- EUCI - Human Performance Community of Practice
  - 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
  - ==June 30 presentation:==
    - Effective Communication (LaRhonda Julien)
    - Our world is more blended and interconnected now than it has ever been. Miscommunication can have serious consequences. LaRhonda Julien will help you understand generational and

cultural differences and the benefits of effective communication. She will provide a strategy that can be implemented immediately across all ages and ways of life. This is definitely one you won't want to miss.

- o 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
        - Video Library: https://www.youtube.com/channel/UCRbkD3m2ro7kCK-uF1X772A
    - **29th Annual Conference (2023)**
        - **Renaissance Portsmouth-Norfolk Waterfront Hotel in Portsmouth, VA**
        - **Conference: Tuesday, June 13th thru Thursday, June 15th**
        - **Workshops: Friday, June 16th**
        - **Conference Mailing List (https://www.cholearning.org/professional-development)**

- o Jake Mazulewicz, Ph.D. (JMA Human Reliability Strategies, LLC)
    - Register here —> https://reliableorg.us17.list-manage.com/track/click?u=69375436f0fe7417b32098519&id=495d22c022&e=450c586b2d

2) HPI Share

- James Newman,
    - o Lessons Learned: clamp in the overhead of a building that fell

    Just a quick share

    About 2 months ago, someone was doing some jackhammering in a building in Lawrence Berkeley. When you use a jackhammer, it vibrates all over the place; it

vibrated a steel gerter, and the vibration moved into the next gerter, and the next one, etc. – about 3 gerters down, the vibration caused a clamp to fall.

We looked at the "extent of condition" as part of the investigation; the people investigating – there was a little push back on how far we need to go on Extent of Condition (EOC) review, they heard it' was "just a near miss," (which he hates the term) and any kind of EOC review did not make it into the report.

He finally got ahold of someone who said they DID go out and look at other things that can vibrate lose, and they DID do a decent EOC review. He finds it sad that the information didn't make it into the report, though. He is glad it was done, but a year from now it won't really count because it's not documented anywhere.

James recommended that in your own organizations, PLEASE document EOC reviews in your reports and lessons learned so that knowledge is not lost!

3)   Roundtable

- Mike Petrowski (LANL) – has been on "auto pilot" for a little while because he was on vacation and then at a conference; they did a learning team on a leased building that is in the town of Los Alamos; it falls under a few additional requirements; it has a laboratory in it, with vent hoods and a low flow alarm; it also has an oxygen alarm for the work that they do. The building engineer came along and said "I need to turn off the ventilation system to do some repairs." But that communication didn't make it to the correct members of management. After the workers had left, they got 2 alarms, but can't tell which one it is; they called the Laboratory to respond, but since it's a leased building, so they advised them to contact 911 for community support; the learning team made some recommendations; the lesson is that if you lease a building/buildings, what work is going on there, and is it appropriate for a leased facility.

- Lauri Minton (PANTEX/Y-12) – thoughts on revamping our HPI team – hit me during the CHOL Conference that my team may not even know their roles and responsibilities on the team – they may not know what their management expects of them, so thinking about asking that question and asked if anyone had any insights or thoughts on it
  - Tamara Shokes: when you mention expectations, - she just had as the project manager, she has seen where people get confused when their roles are not clear; being clear about expectations where she can think about times where someone was not able to figure out the unwritten expectations until after management was told "they are not meeting expectations" – one person in particular, they suffered damage to their careers for a few years because of that, so she has learned that sometimes she feels awkward saying things that should be obvious – but a lot of times people don't know – when she writes project

plans, they were strict about following a certain kind of process; she doesn't know if her team ever read the project plan, they were supposed to, but it helped her be better prepared in our own head to be clear and carry it off well, in case they had not read it,

- o Brandy: "one volunteer is worth 10 pressed men" – they have had a somewhat similar situation but as part of their practitioner qual, they had some managers want to go through the qual not fully realizing the time commitment – we could have done a better job of communicating that to the workers and bosses – what does a practitioner do, what does a team member do, what does the team lead to, and what support does management need to provide; yes, the first step is for Sr. Mgmt to say "go do this," but if they don't follow up and ask their folks the questions, it's not being reinforced – Principle 4, high performance is not through encouragement, but also reinforcement, if those senior managers want the folks engaged, they have got to establish the expectations AND reinforce it by asking their people what they're doing, how they're incorporating HPI into their OWN processes and document, etc.
- o Mike Petrowski suggested reaching out to Livermore and Fermi as well, as they may have some good insights to share.

- Steve Higdon (UCOR) – new, observer – new to UCOR, but not "as new" to the business; has worked in a similar business for 6 years; would add to the comments, as the new guy in – he started out very reluctantly with HPI, because he didn't buy it, didn't understand it, and didn't like it at the time – it appeared that we were taking the skill out of what we were doing, and expecting people to be able to put the blame of their inadequacies on the system they were working in; they were studying resilience engineering, and it was like a light went off in his head – it's NOT blame, it's that sometimes we are putting people in situations that create failure for high or low or even unskilled workers; it's a basic concept, but we are trying to build a better working environment; you do have to sell it, and sometimes you do get frustrated with the work group – it's hard to get everyone to buy in at times, but if you CAN get them to buy in, as a new person here – honored to be in this group – but there is a lot of salesmanship that has to happen, because there are some who are not bought into it because they maybe don't understand it well.

- Lloyd Keith (WRPS) – ran out of time and had to leave – follow-up email indicated no report out.

- Michelle Kirsch (NREL) – she is on an investigation team with Tim; recently had Shane Bush training; not sure if it's the first time NREL has had HPI training; visiting with folks at Paradigm and Shane to get more training for her and Tim, but also at NREL; hoping to introduce HPI insights with senior management AND oversight – HPI gets lost in investigations a lot, so she and Tim are working on how to build that into the investigation and causal processes, but trying to figure out how to get there; these are early concepts we are talking about, and want to make it seamless in the process, not

bolted on from the side; wants to know how to make it a seamless process, if anyone has anything to share.

- Tim Snow, (NREL) – listening to people who have been practitioners much longer than he has been an investigator is eye opening about the struggles they still face; getting people to participate is a real learning theme for him, so he appreciates the input from everyone
  - o Mike Petrowski is on the same journey, so he will reach out to Michelle and Tim and collaborate – also, Rob Fisher has a Deviation Analysis Technique – it's a modification of the culpability model that Mike thinks is a good improvement; it brings in deviation and drift, and may help people with revising/improving event investigations. Michelle likes getting away from "culpability" terminology because it sounds so accusatory.

- Lindsay Spritzer (NREL) – ran out of time and had to leave

- Jeff Warga (LLNL) – ran out of time and had to leave – follow-up email indicated no report out.

- Nancy Van Wermeskerken (PPPL) – (email update) We at PPPL are putting a formal Charter together as well as a web page. We are running into the same issue that was mentioned earlier, we have people we were told to include in our group that never show up to the meetings. We are hoping by getting the Charter formalized, that we will then be able to attract people who are passionate about the group and willing to participate once they know what we are about.

- Douglas McKenzie (SRNS) – they have been experiencing 3-digit temps for the last few weeks; evoked looking at HPI tools as far as situational awareness, avoiding high heat injuries, biting/stinging insects, and that has all been their focus the last few weeks because of the heat.

- Daryl Smoldt (SRNS) – they do have a new summer intern – Hanna Palladini – Cassie is in a separate job now, so we will hear from Hanna over the summer; as far as SRS, they have several HPI things going on – working with Norm on a task team branching off into a specialty team for Task 3, focusing on the NNSA expectations to expand that team and get more ConOps and HPI techniques; seeing the same thing everyone is seeing – 6 month performance analysis they id'd a cross cutting event across the site as a ConOps events increasing; so they are attacking that on multiple levels, using the HPI principles and tools to drive improvement in ConOps and performance; one thing – a specific example, is they have local safety improvement teams (LSITs) – their focus is normally driven from the operator level – they take ownership and pride in identifying safety issues and doing something about them – they all have "day jobs" but they have a commitment to get together once a month; very well respected because it is driven by

the workers; going to have a LSIT Leadership Day – 60 improvement teams in one big room, and going to spend half a day running six dynamic learning activities at the same time in one big room, and he thinks he will get the chaos he wants out of it; the majority of these individuals have never done a DLA before; going to use HPI practitioners to run the DLA's; he has learned that if you run these DLA's properly, people get it – they have a meaningful learning experience; plan is to run that through, with a VP kicking it off, and another VP ending it to show support; plan is to take these well-respected, influential individuals (these 60) and help promote, push, and perform more DLA's around the site. He is excited about it, and will report next month on how it goes; Lauri talking earlier about how to get people together for a dinner after conferences, and he has learned as much or more, sitting and eating meals with (named several HPI experts) and it's a really good way to learn from peers and professionals; Lloyd is the one who really helped him get DLA's done, and has gotten some great DLA's from EFCOG.

- Hanna Palladini (SRNS) – no comments at this time

- Sue Bauman (ANL) – their assessment is noting their HPI improvements as a "best practice," so she wanted to thank those who have helped her; wanting to do Lessons Learned and investigation – trying to hold a hybrid meeting (better call SOLVE) – going to have someone get up and speak, maybe a researcher talk about how a project went well, then pose questions to their audience to help them internalize it and get ideas on how to improve their areas; even if they get one or two people who say "I learned something," then it's worth the effort; Mike added congratulations on the "best practice."

- Lauren Gagan (ANL) – ran out of time and had to leave – follow-up email indicated three Microlearnings that have been cleared to share to date. ANL has two more (post-job reviews and work task breakdown) that are currently under review for release. When they are approved for sharing, I will pass along. If you'd like, feel free to use and modify to fit your organization's needs. (see attached)

- James Newman (LBNL) – working on gathering all the different ways they do fact findings – every dept seems to do their own thing, but he is trying to get them all together and share templates on how to do their causals better; the CHOL conference had a common theme of not using the term "investigation" because it's off-putting; working on the corrective action process; got a lot of feedback, seems like people get volunteered to be in positions or don't really want to be there; he has found that if the training they send the front line people doing work – if we send them to the same training that we get, they get turned off by that – they want training that meets them in their world, not ours. Do you want to go to a training that the trainer gets, or the training the trainer gives – sometimes just passing along what is right for us, is not right for them. Feel free to reach out to him if you have any causal analysis procedures or learning teams that could help him make their processes better, please share.
  - Question – aren't you certified in Vital Smarts classes?

- No, wanted more info on it; he grew up through INPO and Tony Muschera stuff; and how the word "context" is so important; coming from the field as an instrument control professional, he can see how people get frustrated by a lot of theory, when it doesn't seem to apply to them.

- Bill Brown (BNL) – ran out of time and had to leave – follow-up email indicated no report out.

- Tamara Shokes (INL) ran out of time and had to leave

- Brandy Young (INL) – 2 quick themes; their lab manager is pushing the idea of "innovation," during a recent MMH workshops on innovation, someone posed the question of how HPI fits into that – so they are working on the wording of how HPI integrates with innovation; next month she will be at LANL, pre-Covid, there were some material handling workshops created that incorporated HPI, lots of different folks attending these workshops, and she and Tyler Allen will be going to share HPI information; may be doing a week's worth of DLA's in the future; she thinks Amalia Singledecker is the person running that at LANL.

- David Boyce (INL) – likes the question Lauri brought up about how to keep people engaged with HPI – they've been asking a good question to their leads (mentors for practitioners) – how are you going to keep your practitioners engaged, after they obtain their practitioner – are they are just attending meetings but don't have anyone volunteering; one thing they have done for practitioners, is a sign off for their manager showing what kind of time it will take, and an annual re-qual for them to keep their practitioner status, which may filter out some of the folks who aren't doing anything to contribute to HPI; making part of daily activities rather than a "bolt on," is a struggle for all of us, but is a good way to implement; from learning team perspective, (used a Maralee Adams process); they have run some of their HPI stuff through this process and have found out that it's just too difficult for some employees to do, that some managers aren't involved, etc.; Brandy set up some meetings with their leads to engage them and ask them how they are keeping their practitioners engaged; the term innovation brought up some things they had been doing a few years back; what do you do to assure you are performing work in a safe and efficient manner.

- Andy Hobbs (CNS) – ran out of time and had to leave

- Daniel Gautier (Jefferson Lab) – insights on the "bolt on" discussion and how to incorporate into processes; they had a situation where a manager wanted to ratchet up the skills and performance of the accelerators team, as well as the crew chiefs; an accelerator operates 24/7, 365 unless it's down for maintenance – those folks are challenged to keep the accelerator running that long, but some scientists have been waiting as much as 10 years to do their research, so the Associate Director wanted to do

a situational awareness workshop – didn't want to really call it HPI, but reached out to him to hire someone from the outside to come in and talk about situational awareness; this is the first time a sister organization has reached out for assistance and wanting to roll HPI into their curriculum; he spent about 3 hours in prep time with the workshop leader telling them about their HPI program, talking foundational concepts and learnings that exist within HPI – they found tons of overlap between his themes that he was going to present and talk about, and HPI and culture really tries to bring out in an organization; it was a huge hit; wound up focusing a lot on performance modes; even though some have said performance modes may not resonate with the workforce, there are ways to communicate those in a way that is meaningful to the whole workforce; they found the people are most interested that when the most errors occur when the person performing the work doesn't recognize that their performance mode has shifted; the likelihood is orders of magnitude less for errors when in Skill Based; the ability to recognize shifting out of Skill Based mode is very helpful in helping workers know when to pause and think about if they need additional tools or information to proceed – it has helped their workforce to recognize when to pause work – it's difficult for this workforce because their mandate is that they are asked to know a lot, to be a jack of all trades, and they don't want to make a 2 am call to ask a SME for help, but once they realize that this is in everyone's best interest, and for them to proceed, crossing their fingers and hoping for the best is NOT what we are asking them to do; we want them to be educated, informed, and equipped on how to proceed, and they have seen successes on their program because of this.

We are meeting with the HUCFAM on July 27-28 (1:00-4:00 EDT) for a joint EFCOG meeting, so ==Mike will probably cancel the next meeting for THIS group, currently scheduled for July 28th.==

Meeting concluded at 12:31 CDT