**EFCOG HPI Working Group Monthly Conference Call**

**December 15, 2022**

The meeting started at 11:30 CDT

Participants:

* Mike Petrowski (LANL)
* Lauri Minton (PANTEX/Y-12)
* Brandy Young (INL)
* Duke Henningsen (INL – HPI Share)
* Ben Troshynski (INL - HPI share)
* David Boyce (INL)
* Tamara Shokes (INL)
* Dan Hammer (INL)
* Fred Gholson (INL-MFC)
* Saprena Lyon and Maribel Martinez (Idaho Environmental Coalition)
* Michelle Kirsch (NREL)
* Tim Snow (NREL)
* Shalaine Britain (WIPP)
* Nancy Van (PPPL)
* Guillaume Laforest (PPPL)
* Joy Fleming (PPPL)
* Bill Brown (BNL)
* James Newman (LBNL)
* Lauren Gagan (ANL)
* Cheryl MacKenzie (SNL)
* Ronda Ruland (SNL)
* Bill Satterfield (ORNL)
* Lloyd Keith (WRPS)
* Roby Robinson (Hanford)
* David Baird (FNL)
* Daryl Smoldt (SRNS)
* Jeff Warga (LLNL)
* Eric Wyse (Hanford)
* Ryan Hadley
* Daniel Gautier (JLAB)
* Joe Lockwood (N3B Los Alamos)
* Rizwan Shah (DOE-HQ)

**1) Task Team Business**

1. **Review/Update Tasks and initiatives**
   1. 2022 Activities - All three are complete
   2. 2023 Activity – Support DOE with the revision of DOE-HDBK-2009-1028
      1. last month as Fall meeting - - plan to start looking at the HPI handbook, any errors on the way it currently exists
      2. Gives us a diverse review of current book
      3. Helps you reground yourself with the DOE Handbook
      4. Allows us to collect ideas – any certain information, any approach, that you think would help improve the current handbooks.
      5. **Riz**:
         1. Riz will be having a meeting with the HUCFAM who also have a significant interest in the rewrite; also working with some leaders in the industry;
         2. in January, he would like to assign names to tasks, whether it’s chapters or approaches, then spring into the rewrite in February.
         3. He is glad we want to help with the rewrite; they will have a leaders meeting in January;
         4. he appreciates anyone who can review the current 2 handbooks in December, so his objective in the first week of January is to meet the timeline for moving forward
         5. Not thinking about what parts you want to change, rather think about what parts of each manual people want to be assigned to.
         6. He wants folks to know that priority goes to people in DOE, but other industries do have interest in the rewrite.
      6. Q: Along with identifying areas to change, would it be helpful to also identify those areas that we DON’T want changed?
         1. Riz: Absolutely! He is open to every kind of input. If there is agreement or conflict from all the parties involved, he can
      7. Mike: if you DO have a suggestion, whether to add or keep something – put your reasoning behind it – WHY do you think it’s a good thing, what value will it add – be able to support your recommendations.
         1. Riz: Initially hold on to feedback for now – he is laying out the admin support now, and in January, there will be a person designated to receive the feedback, and he will let us know who that is once they are in place. That helps him focus on content, not the “admin” side of the changes
      8. Brandy shared the link to
         1. Volume I <https://www.standards.doe.gov/standards-documents/1000/1028-BHdbk-2009-v1/@@images/file>
         2. And Volume II <https://www.standards.doe.gov/files/doe-hdbk-1028-2009-human-performance-improvement-handbook-volume-2-human-performance-tools-for-individuals-work-teams-and-management>
2. **Challenges** – EFCOG continues to do work on the EFCOG website
3. **Other updates**:
   1. Fall meeting went really well – had some great presentations
   2. Webinars continue to be the same: thinks Paradigm isn’t doing weekly anymore

| 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 some 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: COMPLETE** | 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) * Jeffrey Warga, (LLNL) * William Brown, (BNL) * Lauren Gagan, (ANL) * Sue Bauman, (ANL) * Janes Newman (LBNL) * Cheryl MacKenzie, (SNL) * Daryl Smoldt, (SRS) * Joe Sokolic, (SRS) * Dennis Cheeks, (SRS) * Don Barfield, (SRS) * Bruce Stuart, Amentum * Daniel Gautier (JLAB) * Chuck Ramsey, (ORNL) * Kimberly Jeskie, (ORNL) * Trish Hughes, (ICP) * Saprina Lyons, (ICP) * Brandy Young, (INL) * Heath Garrison, (NREL) * Dara Parker, (SNL) * Janelle Vestal, (SNL) * Linda Collier, (LANL) |
| **ISM-HPI-22-02**  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: COMPLETE** | 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) |
| **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: COMPLETE** | 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 Smoldt, SRNS - Facilitator * Dave Baird, FNL * Mike Petrowski, LANL * Cassie Sistare, SRNS * Paula Pallan, ANL * Trish Hughes, ICP * Doug McKenzie, SRS * Brandy Young, INL * James Newman, LBNL * Delwin Allred Lima Technical Services * Juanita Boddiford, SRMC |
| **ISM-HPI-23-01**  Support EHSS-20 revision of DOE-HDBK-1028-2009, Human Performance Improvement Handbook | Human Performance Tools for Individuals,  Work Teams, and Management were written in June 2009. They have become the  core reference documents for many users both within and outside the DOE  complex. These updates will help expand the scope of the Department's HPI programs by encompassing Human and Organizational Performance (HOP)  This effort will result in significant revisions to the Handbooks, with an estimated twenty-five percent change to Volume 1 and a fifty percent change to Volume 2. The content and the approach to the topics will be based on concepts and practices found helpful in the commercial nuclear power industry, electrical grid and distribution, national laboratories, and those adopted by other sectors. | The EFCOG HPI Task Team will collaborate with EHSS-20 to select EFCOG team members.  EHSS-20 will identify the specific updates that will be made by the team revising the Handbooks. The team will be composed of a Federal Project Lead with academic and technical experts. Team members will include subject-matter experts from DOE M&O contractors and thought leaders from outside the DOE complex. |

1. **Upcoming Meetings and Conferences (EFCOG and other HPI meetings)**
   * Community of Human and Organizational Learning (CHOL)
     + Leveling Up: Success through Learning
       - Renaissance Portsmouth-Norfolk Waterfront Hotel in Portsmouth, VA
       - Conference: Tuesday, June 13th thru Thursday, June 15th Workshops: Monday June 12th and Friday, June 16th
     + Call for Speakers is NOW open for the 2023 Conference!
       - [Submit an Application](https://www.cholearning.org/call-for-presenters)
     + <https://www.cholearning.org/>
     + Conference Mailing List (<https://www.cholearning.org/professional-development>)
   * Human Performance in Action Conference (HPAC)
     + Identifying and Managing Risk: The Science, Data, and Application of Working Safely
     + April 18th & 19th 2023 in Houston – taking early registrations now, and will do group reservations
     + <https://whova.com/web/fVFAbLJ1CIzxXbyQgVZT%40fyGoFQPP%40Pm9xK8q4q4S-0%3D/>
     + For additional information please contact us at [conference@knowledgevine.com](mailto:conference@knowledgevine.com).
2. **Webinars: still the same** 
   * Paradigm Human Performance ltd + Shane Bush
     + [www.paradigmhp.com](http://www.paradigmhp.com)
     + Monthly - Last Thursday 2:00 PM GMT
       - POC - Teresa Swinton: [webinar@paradigmhp.com](mailto:webinar@paradigmhp.com)
       - Registration: <https://www.paradigmhp.com/learning-organisation-webinar>
       - NEW NAME for Webcast library: HOP Academy
       - There is a whole library of content you can access
     + Human Performance course (<https://bushcohpi.com/>)
   * 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](mailto: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>
     + News and Blogs:
       - <https://www.cholearning.org/news>
     + Video Library:
       - <https://www.youtube.com/channel/UCRbkD3m2ro7kCK-uF1X772A>
     + **2022 Conference Materials Access**
       - Ticket holders have exclusive access to recordings and presentations.
       - Utilize your Sched login right here on our website.
       - Material will be publicly available sometime this fall
   * 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>

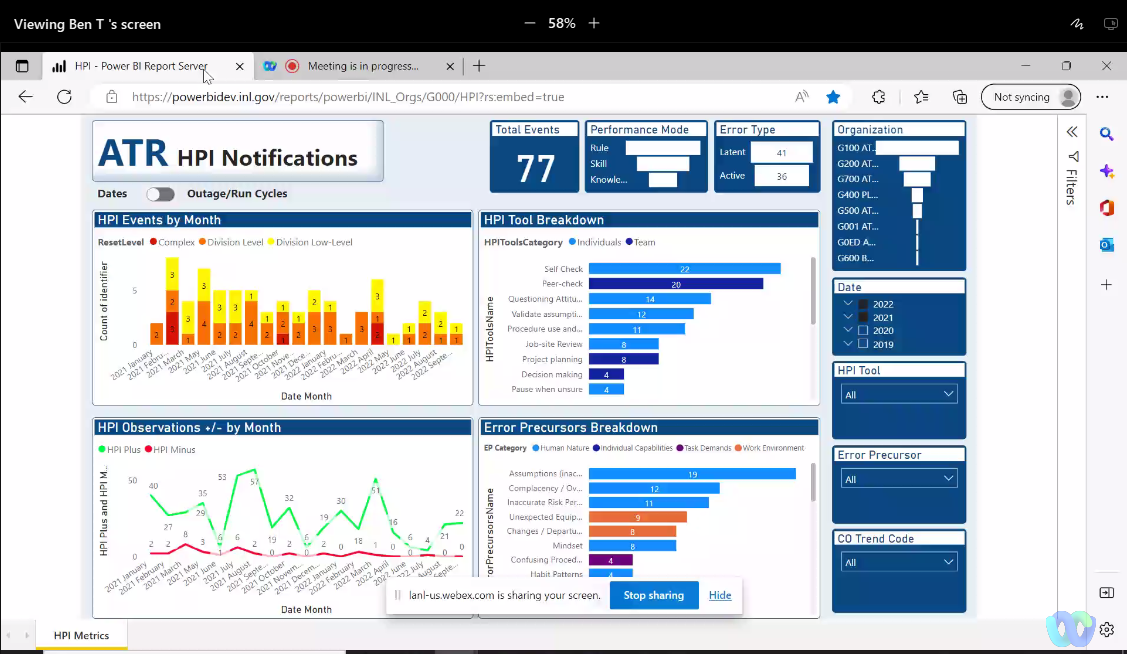
**2) HPI Share**

Brandy Young doing this month’s HPI share

Introducing Ben T from their group. They use DevinWay but call it LabWay –where they can capture anything that needs follow up; they’ve been creating a way to capture metrics on HPI data. Ben has been doing this type of data capture at another site, and now using Power BI, they can reference the information quickly.

One of her sr. mgrs. Asked a few months earlier what his top precursors – she didn’t have a way to show him at the time but this new data capture will allow them to do that; they’re going to add resiliency level, and a few other things they plan to add.

Ben is the lead for ATR.



When he came into the group about 2 years ago, he recognized there wasn’t a good way to track or trend HPI data. With new capabilities, they were able to take information they were tracking in LabWay (listed several) –

4 quadrants – upper left is HPI events by month; they have a small HPI review team to review information and it allows them to review from month to month

Upper right is the HPI tool that would have or could have had in impact on that issue

Lower right is error precursors as the event occurred

Lower left is HPI observations they do routinely – doesn’t know if they will keep that metric or use a different one

Demonstrated how you can click and look at the dashboard by organization, they can overlay some of their codes (e.g., lockout tagout issue at ATR, looked at RadCon code). They can quickly zero in on specific areas and specific tools. Allows them to see what areas they may want to look into. He reports this about every other month to managers at ATR. His Operations team has been using this in their staff meetings to see how they are doing.

With Power BI, if you want more information on any of those things, you can right click on them and pops up the specific issues that lead to that information, allows you to look at corrective actions, or other things going on with that specific piece of information.

ATR is in the business of outages, so the toggle option allows them to look at how they do a run, how an outage went, how CIC went, previous outages and runs; they will continue to track that information into the future to see if ATR has any trends or common issues during outages, etc.

Brandy – one thing they are planning to do, they want to look at some of the same things such as resiliency level; if there is an issue that comes up, what was the resiliency level at the moment. One thing they can use with the metrics, if an HPI tool like peer check or self-check keep coming up as a missed opportunity it gives us a starting point to go see if there are reasons WHY they are missing those things.

James Newman – He would LOVE to have something like this at Berkeley – he would LOVE to have something like this, but he doesn’t have that kind of resource yet. What was the Launchpad to say “this is what we plan on doing with this stuff, once we have it” – he wants to know what he can tell HIS leadership team the value of doing this.

Answer: they are trying to take a proactive approach at looking at the information to get better – to drive their observation program topics; they also have 2 documents that got to this point at ATR – their Year to Year Initiatives, and a Guiding Document that categorizes their events – having the Guiding Document to drive the collection of HPI information, it could drive the conversation to “hey, we are having this kind of issue, and we need additional resources for xxxx if we want to get better.”

Duke: Ben hit it – they had some guiding documents (e.g., commercial facilities have their stoplight) this was a modification and improvement to the stoplight – they have had success with this at other corners of the laboratory there, and customized it to their own needs. Intent is to take it lab wide. We are in this maturation process where we are improving. We know we have the data, but how can we use it to improve it.

Lauri added Our data analysts use Tableau. We are still in our infancy in tracking HPI info, but we have started the journey.

James – so if we are changing and improving, that’s great. But if it stays static for months and months, or only showing what is wrong but not improving, his management doesn’t want that kind of information.

Brandy: She agrees, but this allows them ot provide the context and the stories behind the numbers, it helps managers understand; they are one of the laboratories, and they are happy to share their successes, but she would love to talk to anyone else who is doing this in order to improve; she would like to know if anyone thinks of additional information they can track – they’re going to add resiliency – but if there is something else we might think a year or two down the path “gee we wish we had thought of that” –we would like to think of information we can track

James: You could potentially track information from barrier analyses, what barriers worked, what barriers failed, etc., that might help management identify what is working well, or common issues to look at

Duke: in maturing and using this data, he looks forward to using some of this information to begin a deep dive into specific areas to create value that is timely for management to drive their decisions;

Riz: this information can be used to modify a JHA used during a pre-job brief

Mike Q: What about the fidelity of the trend coding; the people selecting the precursors – do they know what those mean either by the DOE handbook, or a second set of trends are in the abnormal events, the A3 part of the CAT – how do you handle the fidelity

Ben: Sometimes he has to go seek additional information from the managers, then HE identifies the precursors and enters it in the system; he also checks with Duke if he isn’t sure what the codes should be. There IS an approval process where the owning manager has to approve it. At ATR, there is a decent knowledge about the precursors, and sometimes the managers don’t agree so we talk about it.

Brandy: they are relying on their HPI Leads to enter it. Once they take it Lab wide, it will be their team entering the precursors, with the long tem goal to expand to qualified leads, and eventually bringing up the screening teams to accurately select the components based on the DOE Handbooks

Jeff Warga: That is an interesting approach to consider, Rizwan. Within our current WP&C Process, that is not readily doable, but we need to consider your approach as an improvement.

Tamara Shokes: suggestion – having worked at ATR and seeing some of the new documents come out like the Path to Excellence, she has seen some great improvements; she thinks sharing the context on how that document came to be would be helpful for someone who is trying ot pitch this kind of idea at their laboratory, to understand how to kind of help create that vision that ATR has

Brandy: completely agrees. She thinks they would be willing to go to the next step, her senior leaders who are supportive would probably be willing to jump on a call with your leaders to help them understand the value – she would have to do some checking – but if needed, they could set up/arrange a time to have their leaders deliver that message themselves

Tamara: Agrees that that’s a GREAT idea on how to make connections and have those folks tell their peers at other laboratories

Mike: do you have access to the raw data? He was able to use raw data to create his own Excel charts to show where things got better over time, or on a monthly basis, etc. Maybe it’s a Monday or Friday when we are seeing these things.

Ben: They do have access to the data, but aren’t at the point at doing the pareto charts yet, but that’s part of the future plan for this activity

Riz: if we aren't putting tools in the hands of the people doing the work, we don't have a mature HPI program

Mike – thanks the group from INL for sharing this; Any questions for Tamara about the information she shared? You can contact Tamara if you want more information

**Round Table**

DOE:

Riz: the way he sees HPI, it is a great theory and methodology on how we can improve our organizations and performance; to him, he has always been a champion of HPI, not necessarily a practitioner; to him, HPI is a tool to building a HRO, improving performance whether Safety or Quality; if your org produces widgets, it can help produce better widgets; if your org provides oversight, it can help you learn and build a better oversight org; he thinks this is a tool to help build a better, learning organization

INL

Ben T

Brandy – won’t put Ben on the spot since this is his first meeting; from INL – they are in the throes of trying to revamp their courses and chunk them out into modules so it’s easier for folks to take shorter amounts of time away from work; with new format they are trying to be able to use these chunks as safety topics, etc.; they are also supporting some mechanical material handling and hazardous energy workshops that are occurring – Oak Ridge, LANL, Brookhaven coming up – it’s a concerted effort among several labs, and it’s going well.

David: smaller module classes; also evaluating their quals – do they really need a practitioner or lead qual, or is the info in the chunks of training that people need without having to have a qual; what might be best for each org, which might be some of the objectives from a few courses, instead of a whole course

Tamara: No updates today

Fred Gholson: nothing to share today

BNL

Bill Brown: No updates today – was hoping to get from Daryl about the presentation on the HPI SharePoint – have those slides been posted?

Mike – he has not shared them yet; will go back in his notes to see if they have been released

JLAB:

Dan from Jefferson Lab: wants to thank INL for the share; as James mentioned, he is wanting the ability to do those types of data tracking; Jefferson Lab has realized a common theme across human errors involve supervisor interaction, whether the interaction was not present, or improper decisions were made or actions taken; they are realizing the y are putting very experienced and talented people in the role of supervisor but we have not provided them no training to develop those skills needed for leaders/leadership so they are looking at leadership training for anyone newly hired and newly promoted where we talk about the expectations of the job, the importance of safety, and how to appropriately use the tools the Lab provides to the greatest degree possible. He is looking forward to developing the courses to help new leaders

James – when you develop the leadership stuff, can you make sure that you can talk at least a little bit about psychological safety, because the leadership team is who establishes the psychological safety. That is the best time to start fostering that mindset.

Mike - Leadership is not natural for most folks). It is an acquired skill. Your work goes form 80% technical and 20% interpersonal and leadership is 80% interpersonal and 20% technical.

Tim - Completely agree, Jefferson is not alone in that, some labs don't have full-time front-line management

Mike – the constant thing he has noticed is that we encourage workers to stop work and have a questioning attitude; he has noticed that leaders struggle to have the same comfort level at questioning attitude.

Tamara: when you mention psychological safety,

Lauri - CNS has started Leadership classes, so I can check to see who the point of contact would be and share, if anyone is interested.

FNL

David Baird Fermilab: org changes they are making; recently hired an event response program manager – it’s an organizational move that all events now will go through this program, through the program manager, and also in the throes of hiring an event response program coordinator to assist the manager in this endeavor, reviews using HPI principles falls under that umbrella;

Hanford:

Eric (Hanford): no update – very interesting and hopes they can implement some of the analysis tools eventually; helpful to see what everyone else is doing

LBNL

James Newman LBNL: has been working on a root cause since August; he wants to present some of that maybe in January; there was a LOT to be learned, including our existing process for conducting root cause analysis needs to be improved; they had a crushing injury where an employee lost 4 fingertips; multiple errors happened, multiple processes broke down – if one of those things had worked, the injury would not have happened; Sydney Dekker – you have to figure out WHY the individuals actions made sense to them at the time; any time someone does a root cause, if they use this process, you’ll have a better root cause analysis; they are working on pre-job briefs – sent out a month ago asking for PJB’s you really like – he is interested in that content; he will use that and benchmark that against what they are currently doing; when he quizzed their laboratory folks, they are all over the board on what they think it’s for – around 50% think it’s the conversation you have when onboarding someone;

LLNL

Jeff Warga: LLNL – amazed at what everyone’s doing; data collection and utilization – he has no formal structure for their HOP working group, they have a great group but nowhere to go with it; they have a new Dept. Director from Los Alamos, and she is a key player with them standing up their HPI program, along with ES&H Director who has ideas about bringing together a lot of other ideas; idea to maybe stand up HPI, ConOps, Safety Culture – call the group the “Safe Conduct of Work” group – might give them better support; he intends to convey a lot of the ideas discussed here and hopes to improve their processes based on these conversations –

N3B Los Alamos

Joe Lockwood N3B: rolling their HPI into their organizational development function in regards to it is the first baseline course for leadership, so they are busy doing that and trying to get that off the ground; have seen a lot of progress from teams who have already attended the training; heavy equipment operators have gone a year without having any significant incidents – STAR, pause, stop when they see any changes in the environment – they are recognizing that team right now and using them as a positive success story for “talk the talk, walk the walk” examples;

WRPS

Lloyd Keith: it always fascinates him to listen to these meetings, and how our different orgs drive what we are working on and who drives what; the KPIs in Ben’s organization belong to other orgs there; they are working on ways to incorporate their 3D Modeling and how to use that as a tool; they’ve been teaching HPI and been pretty stable for a while, so now they are more tool focused; he would like to do a demo/presentation for this group on how they are using the 3D models to reduce errors, and especially on LOTO –

NREL

Michelle Kirsch: Nothing this month except to wish Merry Christmas

Tim Snow: asking for everyone’s thoughts as they work to stand up their HPI project plan and program coming in January or February

Mike – shoutout to Michelle – if you had the chance to join the Contractor Assurance breakouts – you did a great job integrating HPI into the presentation you did on investigating issues

PPPL

Nancy Van Princeton: after first of year, toward end of January holding a Lunch and Learn where their community of practice will get together so we can introduce in a broader scale what they want to do; not many people attended their classes with Jake – so we hope to get people there, network, and learn; have gotten a couple of groups in their Facilities to do some after-action reviews and take notes; one of their team created a Google form – asking the folks in Facilities to fill out the form so we can start collecting data – wants it to be positive; 2 attempts at trying to move it forward at their lab

James – don’t know how much your management team pushes ISM – they struggle with the 5th part, the feedback part, so if you ever need justification (gravitas) for that, remind them that it is part of ISM requirements

Nancy – even at her previous location, people don’t want to stay 5 minutes later to talk about successes

James – we all struggle with talking about what went well

Mike – LANL has been promoting the after-action reviews that Jake M promotes –AAR’s consist of 4 questions

* What was expected to happened?
* What actually happened
* Do we understand why it happened that way?
  + What went well – and shy
  + What did not go according to the plan – and why
  + Any surprises
  + What did we learn?
* Do we need to do anything different next time?

Nancy – that’s what they have on the form – just the 4 questions, and she has people who can walk them through it if they have questions

IEC

Saprena Lyons: Nothing to share today; she enjoys all the discussions and learning what people are doing across the sites; really enjoyed the conversation about error precursors; they have a precursor component with their BBS process; with the data, they provide a 10,000 ft review report on the various projects and then provide that feedback to the appropriate managers, using the safety teams to promote that process

ANL

Sue Baumann: They’ve been working on a few things; improving OJT and as part of that they recognize that the whole thing with onboarding, documenting, and that people aren’t just “getting” that training, but going to that leadership/mentorship training – they included some of the psychological safety – their leadership institute is developing some of that; when the new employee meets with their management in onboarding, I MISSED SOME OF THIS – sorry! She also talked about Tracy? And what that individual is doing

From idea of doing the codes – they DO track HPI codes from events and success stories, their event analysis team does that – they have added ISM and Quality codes, so they are hoping to get overlaying data to see where things are happening – maybe in BJB’s or scopes not being written well; she would like to start doing HPI observations, but have not made it to that point yet but she wants that as a goal

LANL

Mike Petrowski: taking the HPI Communications task and trying to implement a lot of the things that are in that white paper; they have a lot of new employees who have seen HPI at other locations; the feedback he is getting is that it is not celebrated or “visible” or visualized; he is starting with the posters, taking info from our white paper and working with his graphics group, will move on from there and implement some of the communications things

James – at Berkley with the PJB thing, they are going to have a video like a newscast – like 3 or 4 minutes – hey, have you heard about PJB – cut to HPI person (him) then talk to trainer about PJB, then Assurance Manager, etc. – get different people’s take on it and try to promote it – trying to figure out where best to play that video – might be a good way to make it visible; wants to eventually create a library of these videos for people to use

Mike – fun in a prior life in nuclear power – entertaining videos worked GREAT – music, people giving snippets, you’d see your friends, etc. – you may want to consider that and make it fun

James – Crystal River Nuclear Station had a good 16 different videos that were fun and engaging that people couldn’t wait for his next video; short, sweet, silly, 5-hour energy drink but 5-hour HPI drink where your HPI powers would be great, had one where he was on a bit of a ‘safari’ with binoculars showing the importance of watching work; if you don’t follow procedures, he will ride home with you in your car to talk about procedures; one was the Most Interesting Man in the World because he used HPI tools – ridiculous but got point across

CNS

Lauri Minton: small HPI win at Y-12 (shoring box story; Bill Marison coming back to Pantex)

Closing

Happy and safe Holiday season

Next meeting: January 26th

Mike will send out meeting invitations for next year

Tamara volunteered to take notes while Lauri is out on medical leave

Meeting concluded 12:28 PM CDT