

## EFCOG HPI Community of Practice Monthly Conference Call

June 22, 2023

Meeting started at 11:02: CDT.

### Participants:

- Mike Petrowski (LANL)
- Ken Madson (LANL)
- Suellen Cook (ANL)
- Bill Brown (BNL)
- Andy Hobbs (CNS - Y-12)
- Kimbel Leffew (CNS – PANTEX)
- Deborah Millerr (FNL)
- Roby Robinson (Hanford)
- Gale Voyles (Hanford WTP)
- Tamara Shokes (INL)
- David Boyce (INL)
- Janes Newman (LBNL)
- Jeffrey Warga (LLNL)
- Tim Snow (NREL)
- Lindsay Spritzer (NREL)
- Sue Blackburn (ORNL)
- Harri Emari (SLAC)
- Ben Close (SNL)
- Valerie Webb Kline
- Katie Littleton (SPA)
- San Dorado (WIPP)
- Teri Schuller (WIPP)

## 1) Community of Practice Business

### a) Review/Update Tasks and initiatives

1. 2023 Activity – Support DOE Rizwan Shah with the revision of HPI DOE-HDBK-2009-1028

### b) Challenges – none

### c) Other updates –

1. Departing Team Members:
  - i. Lloyd Keith, WRPS (retiring)
  - ii. Michelle Kirsch, NREL (no longer at NREL)
2. Returning members
  - i. Daryl Smoldt

Daryl Smoldt| **DWPF Conduct of Operations Advisor**

ProSidian Consulting, LLC | Savannah River Site | Building 704-28S Room 1 | Aiken | SC | 29808

ofc.: (803).208.6270 | cell: 803.522.1555 | E-mail: [daryl.smoldt@srs.gov](mailto:daryl.smoldt@srs.gov)

### 3. New Team members

- i. Jared Dobson, WRPS



- ii. Darrell Lamastus, WRPS

Technical Specialist - HPI

[darrell\\_w\\_lamastus@rl.gov](mailto:darrell_w_lamastus@rl.gov)

Office 509-373-4758

Cell 509-430-5190

- iii. Harri Emari

Harri is the “Quality Specialist at Contractor Assurance & Contract Management” in the Lab Director’s Office.

Harri also act as the WPC Quality Assurance Manager for our CUIR Design/Build Project for the Design & Construction Services of the Facility and Operation Department.



**Dr. Harri Emari, PMP, CQM** | SLAC Construction Quality Assurance  
 Contractor Assurance & Contract Management | F&O DCS WPC QA  
 B53 RM3036 (MWF) | 2575 Sand Hill Rd, Menlo Park, CA 94025  
**Office Hours** | p: 650.926.4596 | c: 650.524.5249

- 4. Changes in work location
  - i. Carol Ritz: Departing Y-12, relocating to Virginia.

Human Performance		
Activity(s) <b>ISM-HPI-23-01</b>	Benefit(s)	Deliverable/Key Milestone(s)
Support EHSS-20 revision of DOE-HDBK-1028-2009, Human Performance Improvement Handbook	<p>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)</p> <p>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.</p>	<p>The EFCOG HPI Task Team will collaborate with EHSS-20 to select EFCOG team members.</p> <p>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&amp;O contractors and thought leaders from outside the DOE complex.</p>

Human Performance

Activity(s)

ISM-HPI-23-01

Benefit(s)

Deliverable/Key Milestone(s)

Status Update:



Leads assigned.



Bi-weekly status meeting with Kalen Ortiz and Riz Shah

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**d) Upcoming Meetings and Conferences (EFCOG and other HPI meetings)**

- EFCOG Fall QA/ISM/CAS Joint Virtual Meeting
  - PROPOSED for the week of 11-6-2023
  - Uncertain if it will be in-person, virtual, or hybrid
  - HPI CoP Breakout session: Thursday
- Human Performance In Action (HPAC)
  - TBD
- Community of Human and Organizational Learning (CHOL)
  - TBD

**e) Webinars: still the same**

- 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>

**2) HPI Share: Andy Hobbs, Y-12**

**5 Reasons Your HPI Program May Not Be Effective**

1. Program efforts are completely focused on error-prevention tools.

While error-prevention is a vital component and should be a major point of emphasis in your journey toward excellence, errors and events will still occur. Learning from and not punishing error is essential to being a learning organization. A just and learning culture has to be continually promoted and reinforced; otherwise, the appreciation for the value of error-prevention tools will be reduced over time.

2. HPI practitioners are not involved in event investigations.

Investigation facilitators, employees, managers, and support personnel all need guidance in learning from error and in focusing on aspects of the investigation that will help to understand the behaviors of people involved, why what they did made sense to them at the time, and what elements of the work environment influenced their decisions and behavior. HPI practitioners need to be active participants by asking important questions that may not have already been asked to draw out those things out.

Listening to and observing participants, especially front-line employees, will give you valuable feedback on the climate of your organizational culture and how things really are for people performing day-to-day work within that climate, versus how you believe or envision it to be from your perspective.

3. HPI practitioners are not involved in root cause analyses.

Root cause analysts and analysis team members need guidance in focusing on how aspects and components of the processes and systems either provoked or failed to prevent errors and violations by the people involved. HPI practitioners need to help ensure that the analysis focuses on identifying exactly how and why errors occurred. This will in turn provide a basis for reducing the likelihood of future errors and violations by addressing system and process elements that facilitate or hinder correct performance.

4. HPI practitioners are not involved in the development of actions, action plans, and lessons learned.

Even if sensible causes have been identified that seem to explain why an event happened, action plans often don't properly address the factors that prompted or caused errors and violations. As a result, these plans can be either oriented more toward prevention at the process level, or are just remedial in nature, and, therefore, do not lead to changes in either behaviors or system elements that guide or prompt correct behaviors and prevent incorrect behaviors. Lessons-learned documents need to also bring out all of these things and focus on how learning (or re-learning) resulted from the event and the response to it.

5. HPI practitioners are not standard reviewers for training materials.

The purpose of training is to change behavior. HPI practitioners need to be involved in the development and review of training to ensure that training addresses rationale behind requirements that are intended to control and or guide behavior, the potential for (precursors) and types of errors that commonly occur in associated activities and tasks, and the error-prevention mechanisms that are built into equipment and tools, as well as by prescribed actions of performers, oversight and supervisor personnel.

Andy Hobbs, June 2023

### Discussion:

- Kimbell Leffew: Andy, are you assuming that we all don't do this already in the organization or help in the rewrite and write from this perspective? Trying to understand.
  - ANDY: Hopefully you are already doing these things. If not, then these are some things to think about. The other side of correction is improvement. Sometimes it about one more than the other. It's all about learning and getting better.
  - Kim: We previously did assessments on “the way we do things” to drive home some of the points you are making here. INPO would invite peers to participate in these site visits. We can look at it internally, when you have external perspective, it improves the assessment. Bring in a variety of expertise (psychologists, ergonomics, human factors, etc.
- Tamara Shokes – Thanked Andy for timely presentation. These topics resonate with the task Tamara is currently working on. What are the actions the people involved learned? What are their recommendations for corrective actions? It's more than documenting the root cause or lessons. How doing the organization improve? Updating/adding training?
- James Newman: Thanks for the thought-provoking presentations. I think what Kim was highlighting what INPO has done, and maybe EFCOG could be doing this (external perspectives)
- Gale Voyles talked about WNAO peer reviews. Highlighted the positive aspects of these visits. Cautioned that it is not an easy process. The visits take 10 days to 3 weeks.
- Harri Emari: Related Just Culture and Volume 2, Chapter 1 revision discussions. Reflecting on SLAC events, Harri concluded it may be due to “mindfulness” and may not understand what Quality actually is. Reinforced the perspective of a learning culture.
- Bill Brown: Other considerations
  - Person assigned to HPI, may not actually be interested in HPI
  - For every hour you spend with rank and file, you have to spend two with leadership]
  - Need to get tie with leadership to get leaders invested in HPI
- David Boyce – Reinforced what Shane Bush would do. One-on-one with leadership to make sure they are on-board.

### 3) Round Table

- Community of Human and Organizational Learning (CHOL) Conference
  - Participant share
    - Lauri Minton
    - Kimbel Leffew
    - James Newman
    - Ken Madson
    - Dan Gautier
    - David Boyce (virtually)







- EFCOG HPI CoP Roundtable
  - Andy Hobbs (Y-12)
    - Still working with DOE Causal Analysis Standard (1197). Going thru and looking at every single word, specifically the A-3 branch of the tree. Still on track to have a better standard (from an HPI perspective). Collette Broussard is learning a lot as we go along and is very involved guiding this process. They have recognized it will take a longer period; they are taking their time to involve multiple people in the process. DOE is very open to Andy's input.
  - Jeff Warga
    - Two focus areas. Put together our "new approach" to implementing ConOps and HPI at LLNL. Getting ready to present to senior leadership.
    - Thru ESH director, taking money and allocating to hire a consultant to design and build LLNL HPI Practitioner program. Want to present to 150+ EHS staff.
  - Mike Petrowski (LANL)

- Went to virtual HPI training during COVID. Recently, total (classroom and virtual) session numbers are returning to pre-covid rates.
- Ken Madson (LANL)
  - Trying to participate and observe Learning Teams
  - Making connections throughout the industry – Learning how to change my thought process and learning how to apply what I learn.
- Roby Robinson (Hanford)
  - 22S Laboratory Contract, did our first run of HPI training. Maintaining target of 90% staff HI trained. Looking forward to 2024, aligning our 2024 goals with much of the content in the DOE HPI Handbook.
  - Looking forward to establishing relationships with WRPS folks taking over for Lloyd Keith.
- Gale Voyles
  - Working on updated HPI Handbooks.
  - **Question:** What is a good definition of a “work product” found in the management review section of the handbook?
  - Looking to see if he can find PO&C’s (Performance Objectives & Criteria) from Sellafield site
- Bill Brown (BNL)
  - Observed that “practices become requirements, something else you have to do. The artifact becomes the guide, and it replaces the thinking.
  - Article/Paper: Writing plans instead of mitigating risk.....
  - David Boyce: requested the article.
- Tim Snow (NREL)
  - 3-hour course hosted by INL, and a full day course for issues management team and facility quality managers.
  - At the CHOL conference one of the speaker’s reinforced what Bill Brown stated. Work in the field does not typically match the office generated plan.
- Lindsay Spritzer (NREL)
  - From safety culture - we are working on the question bank for safety culture surveys. For HPI Chapter 2 updates - we are going to discuss error precursors next week.
- Harri Emari (SLAC)
  - Trying to understand and creating/having a common language between DOE, contractors, and private industry.
  - Private industry is about performance/produce, DOE is more relationship based. Trying to balance and understand.
- James Newman
  - 8609175768 phone number if you need to call me.
  - Transitioning from the private industry to DOE, struggling with research community
  - Finished new ACE template. It has been used much more in 2023 (5 already) than 2022. 3 of the 2023 were for near misses.

- Moving forward with Learning Teams.
- Continuing relationship with Tesla to learn more about Learning Teams.
- Facilitating workshop, PPT with slides on drift and several questions. Starting with construction group, talking about ACE template. Facilities is planning on doing workshops too.
- Deciding to wait for HPI Training until it is a “pull”. Having organizations “ask” for HPI training. The interest is growing and getting more requests.
- SCIP workshop, August 15-17, ICP hosting (Saprina Lyons, Julie G.)
  - Add link to registration/announcement.
- Attending conferences give us the time to meet and better our relationships.
- Deb Miller (FNL)
  - Could we introduce our new event response program to the group at a future meeting?
- David Boyce (INL)
  - Get leaders buy-in. Shane Bush discussions indicated Senior Leadership indicated they wanted to have more clarity on resilience scale.
  - INL is hosting HEC workshop.
  - Updated Coaching course. Found out is already using HPI concepts and tools.
  - Tamara and I are both involved with the SCIP hosted by ICP
- Suellen Cook (ANL)
  - Our Event Analysis team continues to incorporate HPI/HOP into all sub-ORPS and ORPS-level events.
- Val Webb Cline (SNL) TA-V – Nuclear facilities and Applied Technologies
  - Actively Facilitating & co-facilitating Learning Teams based on low significance findings and observations.
  - Identifying best practices and gathering lessons learned (LL) from Learning Teams, including LL that don’t go well.
  - Leading Nuclear Safety Culture (focus on Positive Culture) for TA-V
  - Here at Sandia Labs in my area we are using Learning teams in the next few weeks on corrective actions that are low significance on a Federal Readiness Assessment.
- Roby Robinson (Hanford)
  - For WRPS on Lloyd Keith's departure, Jared Dobson will be the acting manager and Darrell LaMastus will be the primary HPI POC.

## **Closing**

Next meeting: July 27, 2023

Meeting concluded 12:30 PM CDT.