

EFCOG HPI Community of Practice Monthly Conference Call

July 27, 2023

Meeting started at 11:02: CDT.

Participants:

- Sue Bauman (ANL)
- Bill Brown (BNL)
- Deborah Miller (FNL)
- Roby Robinson (Hanford)
- Fred Gholson (INL)
- Tamara Shokes (INL)
- Mike Petrowski (LANL)
- Ken Madson (LANL)
- Jeffrey Warga (LLNL)
- Lloyd Keith (LUCAS)
- Angela McGill (ORCC)
- Sue Blackburn (ORNL)
- Susan Lively (ORNL)
- Jay Poole (ORNL)
- Nancy Van Wermeskerken (PPPL)
- Ben Close (SNL)
- Daryl Smoldt (SRNC)
- Wayne Maynor (SRNS)
- Harri Emari (SLAC)
- Rich Poliak (SLAC)
- Katie Littleton (SPA)
- Teri Schuller (WIPP)
- Darrell LaMastus (WRPS)
- Matthew Alt (CNS – Y-12)
- Andy Hobbs (CNS - Y-12) – Written update only

1) Community of Practice Business

a) Review/Update Tasks and initiatives

1. 2023 Activity – Support DOE with the revision of HPI DOE-HDBK-2009-1028
2. EFCOG SAFETY SUBGROUP ISM/CAS/QA TASK 3 - Establishing a consistent approach to addressing improvement in operational performance.

3. WP&C CoP - Establishing a consistent approach to improve the first pass workability of technical work documents (TWD)
4. Revision of DOE-STD-1197- Occurrence Reporting Causal Analysis

b) **Challenges** – none

c) **Other updates** –

1. Departing Team Members:

i. **Gale S F Voyles** | PMP | WTP Deputy Project Manager of Quality

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gsvoyles@bechtel.com

1. Effective 17 July, 2023, I will be unavailable for a minimum of 12 weeks.
2. The assignment of a new representative should be made near term.

2. Returning members

i. Lloyd Keith – Director, Organization Performance Team

The logo for LUCAS, featuring the word "LUCAS" in a bold, blue, sans-serif font. A small yellow circle is positioned above the letter "S".

3160 George Washington Way, Suite B (Sigma III)

(mailing address: P. O. Box 1350)

Richland, WA 99352

509.520.2761 – Cell

3. New Team members

i. **Lawrence Lacy Baldy**

UPF Quality Assurance Manager, CNS, Acting

Sr. Manager, CNS Projects & Infrastructure Quality

Lawrence.Baldy@pxy12.doe.gov

(865) 803-3821 cell

(865) 574-0141 desk

ii. **Linda Flores**

Sandia (Corporate) Lessons Learned Program

Sandia National Laboratory (SNL)

lcflore@sandia.gov

505.845.9626

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
ISM-HPI-23-01 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&O contractors and thought leaders from outside the DOE complex.</p>

Human Performance

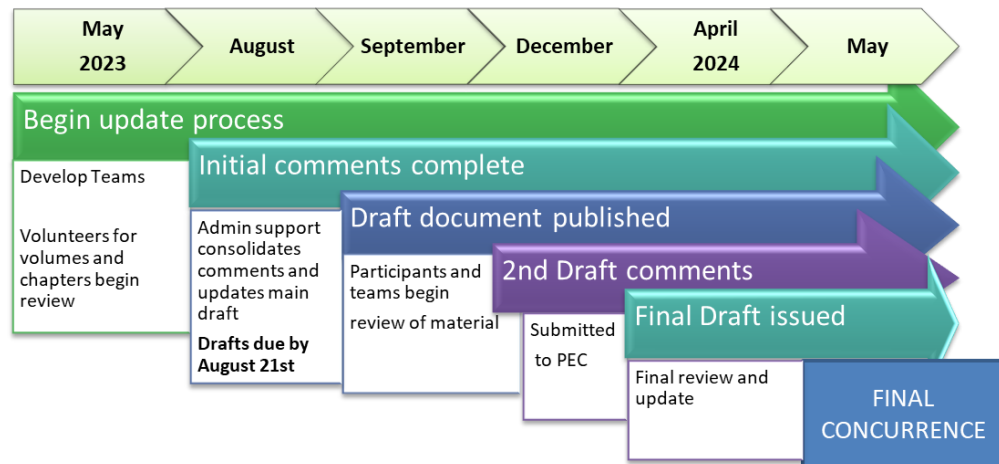
Activity(s)
ISM-HPI-23-01

Benefit(s)

Deliverable/Key Milestone(s)

Status Update:

We are adjusting our timeline 40 days. The new deadline for first drafts of your chapters is **August 21st**.



Leads assigned.



Leads

<p>Vol 1</p> <ul style="list-style-type: none"> • Chapter 1 – Michael Petrowski <ul style="list-style-type: none"> ○ 6 contributors • Chapter 2 – Lindsay Spritzer <ul style="list-style-type: none"> ○ 5 contributors • Chapter 3 – Cheryl MacKenzie <ul style="list-style-type: none"> ○ 5 contributors • Chapter 4 – Roby Robinson (Hanford) <ul style="list-style-type: none"> ○ 7 contributors • Chapter 5 – Elizabeth Lay (Lewis Tree) <ul style="list-style-type: none"> ○ 5 contributors 	<p>Vol 2</p> <ul style="list-style-type: none"> • Chapter 1 – James Newman (LBNL) <ul style="list-style-type: none"> ○ 6 contributors • Chapter 2 – Daryl Smoldt (SRNS Retired) <ul style="list-style-type: none"> ○ 6 contributors • Chapter 3 – LaRhonda Julien <ul style="list-style-type: none"> ○ 5 contributors
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Office of Environment, Health, Safety and Security

Team participants provided progress updates.

Bi-weekly status meeting with Kalen Ortiz and Riz Shah

The next virtual meeting is August 3, 12:30-1:30pm, EST.

If you have any questions, please email Kalen Ortiz at Kortiz@projectenhancement.com

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
<p>EFCOG SAFETY SUBGROUP ISM/CAS/QA TASK 3</p> <p>ESTABLISHING A CONSISTENT APPROACH TO ADDRESSING IMPROVEMENT IN OPERATIONAL PERFORMANCE</p> <p>WP-SAF-ISM-CAS-QA-001-RA</p>	<p>EFCOG Operational Basis: Establish a standard process to support Disciplined Operations language that will be included as part of a Prime Contractors Performance Measure related to disciplined operations.</p> <p>Objective 6.5 – Demonstrate improvement in formality and rigor for Organizational Culture in Conduct of Operations through the institutional implementation of effective and efficient counter measures. This includes improved safety culture, safety conscious work environment, measuring and monitoring to show improvements, supervisory involvement, improvements in training, and working towards a learning organization.</p>	<p>The EFCOG CAS Working Group will collaborate with EFCOG team members to create a White Paper.</p>
<p>Status Update:</p> <p style="padding-left: 40px;">Norm Barker is the CAS WG lead for this task.</p> <p style="padding-left: 40px;">A small team is working on the final draft White Paper. Our goal is to send it to the group the week of 6/26 and discuss any major comments/concerns at this meeting.</p>		

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
WP&C CoP ESTABLISHING A CONSISTENT APPROACH TO IMPROVE THE FIRST PASS WORKABILITY OF TECHNICAL WORK DOCUMENTS (TWD)	This White Paper attempts to identify key areas of improvement that we identify in the Narrative section and as Implementation Areas. An organization can use these to improve the Workability of their Technical Work Documents (TWD). Focus was also on ensuring the documents remain compliant to various requirements. This supports the ISM process and strengthens organizations from the use of feedback and improvement. It is our goal to not only improve the Workability but to improve the first-pass success of our documents. Our goal was to fully utilize the DOE handbook on Activity Level Planning (DOE-HDBK-1211-2014) and best practice experience from around the complex. Multiple sites and labs participated in a team approach to find possible areas improvement could be realized. Details of the Implementation Areas follow in the report, each area can be used with the others or individually for an institution or individual facility to make improvements.	The EFCOG WP&C CoP will collaborate with EFCOG team members to create a White Paper.
Status Update: Bruce Stewart is the WP&C CoP lead for this task. On Rev 7 and next month we are going to consider it in FINAL DRAFT after any input I receive is covered with the team.		

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
Revision of DOE-STD-1197- Occurrence Reporting Causal Analysis)	HPI concepts and principles integrated into Revision of DOE-STD-1197- Occurrence Reporting Causal Analysis)	DOE-STD-1197- Occurrence Reporting Causal Analysis) revision that includes HPI perspective.

Human Performance		
Activity(s)	Benefit(s)	Deliverable/Key Milestone(s)
<p>Status Update:</p> <p>Andy Hobbs is HPI CoP team member for this task.</p> <ul style="list-style-type: none"> ▪ For our next meeting, it might be helpful if Betsy and Andi (Gile) could show us some examples of causal analyses they have performed that involved violations, so that we can see how they identified the causes, and how they described the behaviors involved and the factors that affected or prompted those behaviors. I think this will help us to see if the most recent changes made to the standard will be sufficient to enable analysts to do this based on the options available. 		

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

- EFCOG Fall 2023 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 11-9
- EFCOG Spring 2024 QA/ISM/CAS Joint meeting
 - Proposed dates: May 6-9
 - Proposed for hybrid.
 - INL possibly hosting.
- Human Performance In Action (HPAC)
 - We're excited to announce next year's Human Performance in Action Conference (HPAC) is scheduled! We look forward to seeing you in person April 15th-17th, 2024 at Harrah's New Orleans Hotel! Conference registration will open this summer. Save the date!
- Community of Human and Organizational Learning (CHOL)
 - 2023 Conference General session recordings are now available to ticket holders. Recordings are accessed through the Sched App. Navigate to the session you want to watch, click for more information, and navigate to the video stream button. We ask that you do not share these recordings with anyone.
 - The general public can view the recordings beginning on January 1st, 2024.

e) Webinars: still the same

- EUCI - Human Performance Community of Practice
 - <https://www.resilientgrid.com/hpcop>

- Hosted by KnowledgeVine
 - Every other Thursday 4PM EST
 - We have also heard from many of our members that July is a time when personal and family travel is an important part of our summers; as such, we're not going to have a meeting in July. Stay safe and have fun. Please join us, rejuvenated, for our next HP Community of Practice meeting on August 17, 2023, at 4 pm Eastern.
 - 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>
 - News and Blogs:
 - <https://www.cholearning.org/news>
 - Video Library:
 - <https://www.youtube.com/channel/UCRbkD3m2ro7kCK-uF1X772A>
 - Ask the Community
 - Our online interactive forum is now LIVE! Check-in back daily for insider access to Conference insights.
 - <https://www.cholearning.org/askthecommunity>
 - Paradigm HPI (HOP Academy)
 - Monthly The Learning Organisation Webinars:
 - <https://www.paradigmhp.com/webinar>
 - Email contactus@paradigmhp.com to sign up for the webinars.
 - Join us Thursday 8/3, for the next session of the 'Mind The Gap webinar' with guest speaker [John Pares](#). John will be discussing 'Invisible Factors' with us, or 'How I was hit by a car that wasn't

there'. He is a business consultant specialising in HOP, Safety Culture and Health & Wellbeing. He has spent 36 years working in HR, Operations and EHS in Unilever, ICI and Givaudan.

2) HPI Share:

Lloyd Keith, LUCAS

saccadic blindness....

Turn on your cell phone camera. Turn it around like you are taking pictures. Look to the right or left. Watch the phone and it is the first time you'll see your eyes move.

Take a peek at "slights of mind" – informative about how your reality is constructed by pieces of data that we "see"

Discussion:

- Talked about blind spots when at a stop sign and you miss the car.
- Your blinded temporarily, you'll get a smear as you move your eye. When moved by your finger it blurs, but when your body moves the eye saccadic blindness takes over.
- You don't see your nose because your brain is editing it out. Put your finger next to your nose and you see it. Remove your finger and your nose disappears.
- https://en.wikipedia.org/wiki/Saccadic_masking

3) Round Table (Those who provided updates)

- Andy Hobbs (Y-12)
 - Email update:
 - Still working with DOE Causal Analysis Standard (1197).
 - For our next meeting, it might be helpful if Betsy and Andi (Gile) could show us some examples of causal analyses they have performed that involved violations, so that we can see how they identified the causes, and how they described the behaviors involved and the factors that affected or prompted those behaviors. I think this will help us to see if the most recent changes made to the standard will be sufficient to enable analysts to do this based on the options available.
- Saprena Lyons (IEC)
 - Email update
 - The Idaho Environmental Coalition (IEC) has been placing increasing emphasis on HPI tools and principles with a month long focus topics and information sharing with the site wide safety teams.
- Mike Petrowski (LANL)
 - Created HPI posters
 - Error Precursors
 - HPI tools (selected tools)
- Ken Madson (LANL)
 - Working with individual departments – using Core 4 to roll out HPI in small doses.
 - Core 4
 - Comes from nuclear power industry. Mike heard it from Duke Energy. There are too many tools. They distilled it down to what are the most important things.
 - Procedure use and adherence/place keeping
 - Demonstrate a questioning attitude.
 - Use verification practices (self-check, peer check, etc.
 - Know when to stop or stop when unsure.
 - These became the core 4 that made the most sense.
 - Video on this with Bruce Energy
 - Human Performance Core 4
 - **QUESTION:** Is this being put into the HOP Handbook?
 - Rich Poliak talked about the “Dirty Dozen” from the airline industry to be quite useful. Uses language that he thinks resonates with a lot of folks.
 - <https://www.fasafety.gov/files/gslac/library/documents/2012/nov/71574/dirtydozenweb3.pdf>
- Fred Gholson
 - INL had a bad accident on the freeway this morning

- Nancy Van Wermeskerken (PPPL)
 - Lunch and learn about questioning attitude and importance of communicating.
 - People who showed up are interested.
 - Passed out Booklets from Jake. Jake Mazulewicz gives webinars on HPI concepts. He provides booklets to the participants.
 - JMA High Reliability Strategies: <https://www.reliableorg.com/>
 - Trying to get the word out and more people involved.
 - Had numerous emails and trying to get the information out.
 - Thought to have focus lunch and learns. Go out to facilities. One of the managers in on the team and he will try to bring in as many people as he can. October timeframe.
 - Even with communications efforts (700 people) we had 24 attendees. Now trying focused audiences.
- Jeffrey Warga (LLNL)
 - LUCAS is working with LLNL – Building LLNL Practitioner training program
 - <https://www.lucasinc.com/>
 - ES&H field staff is the target audience.
 - Train the Trainer included. Barbara Jesus and Jeff Warga will become the facilitator of this training going forward
- Daryl Smoldt (SRNC) - Wayne Maynor (SRNS)
 - Wayne Maynor (SRNS) using training for new employees.
 - Sr management wanted to take new employees and run them thru a 5-7 hour session after they completed their initial training. HPI was chosen for this morning. Reviewed error precursors and HPI tools for those precursors. Then we ran a DLA and got very positive feedback. 30-40 minutes session. If you can work DLA's into your training I would highly encourage it. People are recognizing the value of the DLA's
 - Pick a number DLA is being used. Intent is to provide distractions, inadequate procedure.... Has worked very well.
 - Wayne requested LLNL information on practitioner training setup
 - SRNC using DLAs and demonstrating to senior management. Looks like we will be able to include in continuing training
 - **Here is a link to EFCOG HPI CoP DLA website** – Learning and Reference Material drawer – HPI Labs and DLA's folder
 - <https://efcog.org/safety-working-group/integrated-safety-management-subgroup/human-performance-improvement-task-group/>
 - NOTE: Many of the DLA's are missing. Mike Petrowski will work on getting them reposted to the file.
- Bill Brown (BNL)
 - Bill shared recent event at BNL that has a causal factor related to how the procedure was written/formatted (multiple actions in one step).
 - Is anyone familiar with INPO SOER 91-1 – send copy to Bill
 - Jay Poole – Previous life that was my job to do a Procedure Upgrade process to integrate PPA standards into our procedures.

- PPA AP-907-001 Procedure Process Description
- <https://www.standards.doe.gov/standards-documents/1000/1029-astd-1992-cn1-1998>
- Jeff Warga: created a “Technical Procedures” writers guide document
- Rich Poliak: Challenge with physics community – If you write a prescriptive procedure, you’re removing their ability to think.
- Bill Brown: talked about a scientist approach to WAD vs WAI. Scientists need to be able to apply discretion when experimenting (WAD) using WAI as a guide.
- <https://iosh.com/rulesandprocedures>
- Harri Emari, Rich Poliak (SLAC)
 - Harri: Working field construction managers – mindfulness – we want them to think about what they are doing, why they are doing it, and what they need to do.
 - Rich: Another way to think of mindfulness is situational awareness
 - Recently putting a lot more rigor in PJBs and asking critical questions. Construction team – took some questions from the EFCOG Error Precursors questions and have added that to the PBJ form. One of the concerns we have with craft is the PJB is talked at the workers and we what the Briefing Leader to ask questions.
- Jay Poole and Susan Lively (ORNL)
- Sue Blackburn (ORNL)
 - Just started the HPI lead position.
 - Working on standing up an HPI program (Lab wide).
 - Benchmarking trip in August to INL
 - Spoon-feeding the information until we can do a more intensive rollout. We have some ORNL staff that are really excited to participate in the HPI rollout.
- Darrell LaMastus (WRPS)
 - Due to events we are refocusing in on ConOps and HPI. RadCon has started attending and the feedback is “why do I need HPI again when I attended in 2014.
 - RadCon is a support organization, so they are hesitant to provide feedback at Post Job Reviews.
 - Rich Poliak: Have RCT read the “Maintenance of Behaviors?”
- Sue Bauman (ANL)
 - ANL also struggles with procedure content detail (what is the right level of detail). We put together a micro-learning on “work instructions.” (Just launched)
- Deborah Miller (FNL)
 - September 28 HPI share – Event Response Program

Closing

Next meeting: August 24, 2023

Meeting concluded 12:14 PM CDT.