**EFCOG HPI Community of Practice Monthly Conference Call**

**February 22, 2024**

Meeting started at 11:00 CST.

Participants:

* Mike Petrowski (LANL)
* Andre Layson (ICP)
* Amanda Jimenez (SPA)
* Barbara Jesus (LLNL)
* Becca Swaner (INL)
* Benjamin Close (SNL)
* Brandy Young (INL)
* Carly Burgess (SRS)
* Dan Hammer (INL)
* Daniel Gautier (JLAB)
* Fred Gholson (INL)
* Harri Emari (SLAC)
* James Newman (LBNL)
* James Vera (WTCC - Hanford)
* Jay Poole (ORNL)
* Jeffrey Warga (LLNL)
* John Gearhart (ORNL)
* Jonnie Faust (SRS)
* Ken Madson (LANL)
* Kimbel Leffew (PANTEX)
* Linda Flores (SNL)
* Nancy Kenner (BWXT)
* R. Waynette Roberson (Pad
* Robert Allred (PNNL)
* Saprina Lyons (ICP)
* Steven Fontaine (LLNL)
* Susan Blackburn (ORNL)
* Tamara Shokes (INL)
* Teri Schuller (WIPP)

**1) Community of Practice Business**

1. **Review/Update Tasks and initiatives**
   1. **ISM-HPI-24-01 -** Support DOE with the revision of HPI DOE-HDBK-2009-1028
   2. **ISM-HPI-24-02 -** Support CAS WG with EFCOG SAFETY SUBGROUP ISM/CAS/QA TASK 3 - Establishing a consistent approach to addressing improvement in operational performance.
   3. **ISM-HPI-24-02 -** Support Office of ES&H Reporting & Analysis, EHSS-23, with Revision of DOE-STD-1197- Occurrence Reporting Causal Analysis
2. **Discussion topic**
   1. HPI Community of Practice for Office of Sciences
3. **Challenges** – none
4. **Other updates** –
   1. New Team members

Becca Swaner

***NS&T Laboratory Manager***

[***rebeca.swaner@inl.gov***](mailto:rebeca.swaner@inl.gov)***|   971-777-3930***

Idaho National Laboratory   |   1955 Fremont Ave.   |   Idaho Falls, ID   |   83415

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_



| Human Performance | | |
| --- | --- | --- |
| **Activity(s)**  **ISM-HPI-24-01** | **Benefit(s)** | **Deliverable/Key Milestone(s)** |
| 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 thecore 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. |
| Task 23-01 update:   * Team Leads have submitted DRAFT documents; documents have been published for the teams to review and provide additional comments. * Chapter teams worked independently, then shared with Kalen Ortiz, who is the project manager for the project; Kalen has put the cleaned-up documents on a shared drive for people to go review and comment. The comment phase ends December 31, 2023. * Currently in the final comments and feedback, Participants have until December 31 to submit comments, then resolving phase – next meeting is in March 2024. * If you have any questions, please email Kalen Ortiz at [Kortiz@projectenhancement.com](mailto:Kortiz@projectenhancement.com) | | |
| Status Update: | | |

| Human Performance | | |
| --- | --- | --- |
| **Activity(s)** | **Benefit(s)** | **Deliverable/Key Milestone(s)** |
| **ISM-HPI-24-02-**  EFCOG SAFETY SUBGROUP ISM/CAS/QA TASK 3  ESTABLISHING A CONSISTENT APPROACH TO ADDRESSING IMPROVEMENT IN OPERATIONIAL PERFORMANCE  WP-SAF-ISM-CAS-QA-001-RA | HIP element: Incorporate HPI tools and principles in CAS WG activity.  CAS Element: 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.  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. | The EFCOG CAS Working Group will collaborate with EFCOG team members to create a White Paper. |
| Status Update:  **Task is complete** | | |

| Human Performance | | |
| --- | --- | --- |
| **Activity(s)** | **Benefit(s)** | **Deliverable/Key Milestone(s)** |
| **ISM-HPI-24-03-** Continue HPI CoP technical support of Office of ES&H Reporting & Analysis, EHSS-23, Revision of DOE-STD-1197-2011, Causal Analysis | HPI element: Support the enhancement of the Causal Analysis process  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. |
| Status Update:  Andy Hobbs is HPI CoP team member for this task.  Andy Hobbs is deeply involved with this and taking into consideration the human element and how humans approach work; may see a major revision on the A3 nodes – they’re making sure the interfaces with the other nodes still make sense.  A big thank you to Andy Hobbs who has supported many meetings and gotten deep into this effort. | | |

1. **Discussion topic**
   1. Establish a HPI Community of Practice for Office of Sciences
      1. James Newman – Research is a new world for me as compared to nuclear power and other industries. Some researchers are doing recurring tasks and others do something new every day. Introduced the concept of PJB’s and it was new to these employees. Another difference is how funding occurs (grants)
      2. Susan Blackburn – We are in the very starting steps of integrating HPI into operations. Part of our strategy is to communicate standing up HPI. Research community at ORNL really loves the idea of HPI and want to learn more. Susan is giving them a new lens to look at their work. Researchers are the most excited group to learn more about HPI. One research leader requested 15 seats in an upcoming HPI Practitioner class. The researcher has a brand new project that the want to get started out on the right foot.
      3. Amanda Jimenez (SPA) – Organizational Psychologist that works on SPA’s Framework of Risk Awareness for Mission Excellence (FRAME-HCEPF). SPA focuses on mindfulness and behaviors which are relevant for any industry, including Openness to Scrutiny and Education and Rigorous and Open Self Appraisal. We also focus on ethical behaviors (for example, acceptance of the public’s trust).
      4. Robert Allred (PNNL) – PNNL not currently implementing HPI, but I have worked at other sites that have implemented HPI. We have about 6000 employees and roughly 5000 individual focused research projects. This leads to short term tasks (not one mission) and can create variability. We do partner with many universities (user facility); different safety cultures. University students come in tith their university laboratory culture. HPI fits will with DOE conduct of operations. Office of Science differences in culture (Conduct of Ops vs Conduct of Research can make it difficult to implement HPI.
      5. Mike Petrowski (LANL) – Some research tasks do use Conduct of Operations (such as operating the accelerator and operating testing equipment, producing reagents, etc.). Researchers also plan and review their experiments, they just call in something other than an Pre-job brief. The concept is the same, but the name and techniques are different.
      6. Harri Emari (SLAC) - To effectively support the Communities of Practice within the Office of Science, we need to identify the aspects that bring value to the office. Our focus should be on optimizing both the scientific and operational aspects, considering their interconnectedness and how they influence efficiency and safety from a system-thinking perspective. Through various assessments and root-cause analyses, we have identified key areas for improvement in our OPEX. One such area is the need for stronger integration of management control perspectives in collaboration with our creative engineers. We have also found that safety incidents often occur at the activity level due to a lack of adherence to established processes and procedures developed by management at the project level. This is why the update to the HOP Handbook has mainly focused on achieving Operational Excellence through a system-thinking approach. The objective is to use lean thinking to improve efficiency and prioritize the safety of our personnel in our value streams. We suggest implementing a framework that clearly communicates expectations from the Institutional Level to the Project Level and enables the development of efficient plans for safe execution at the Activity Level. This framework allows us to gather feedback from engineers in the field and project managers in the office, which helps us to improve our institutional requirements, programs, and policies. As a result, we can continuously improve the quality and performance of our OPEX based on the lessons learned.
      7. Brandy Young (INL) – Loved what Harri talked about. We need to expand beyond “safety”. HPI is in every aspect of what we do. Brandy talks to researchers about errors impacting the data (and our reputation). Safe Conduct of Research.
2. **Upcoming Meetings and Conferences (EFCOG and other HPI meetings)**
   * EFCOG Spring 2024 QA/ISM/CAS Joint meeting
     + Proposed for May 6-9, 2024 – tentatively scheduled – looking at doing a live (or hybrid) meeting in the Spring
     + INL tentatively hosting
     + Save the date on your calendars!
   * Human Performance In Action (HPAC)
     + April 15th-17th, 2024 at Harrah's New Orleans Hotel!
     + <https://www.humanperformanceinaction.com/>
     + Registration details: <https://www.humanperformanceinaction.com/learn-more>
   * Community of Human and Organizational Learning (CHOL)
     + 2024 Conference:
       - June 11-13, 2024 | Workshops June 10 & 14, 2024
       - Hilton Lake Las Vegas, Henderson, NV
       - Event website: <https://www.cholearning.org/2024learningconference>
       - Buy Tickets: <https://www.eventbrite.com/e/impact-2024-cholearning-30th-annual-conference-registration-771675250447?aff=Website>
       - Now accepting speaker applications for the 2024 Learning Conference. <https://www.cholearning.org/call-for-presenters>
     + YouTube Channel: <https://www.youtube.com/channel/UCRbkD3m2ro7kCK-uF1X772A>
       - NOTE: 2023 presentations may be found here
3. **Webinars: still the same** 
   * EUCI - Human Performance Community of Practice
     + <https://www.resilientgrid.com/hpcop>
     + Hosted by KnowledgeVine
     + Next meeting is March 21
     + HP Community of Practice discussions will continue to take place every third 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>
       - Feb 28, 2024, 11:00 AM – 12:00 PM EST
       - A Case Study: How to Integrate HOP so Leaders lead and employees engage. In this webinar, the speaker will take us through a real example of operationalizing HOP in the Middle East. <https://www.cholearning.org/events/a-case-study-how-to-integrate-hop-so-leaders-lead-and-employees-engage>
     + News and Blogs:
       - <https://www.cholearning.org/news>
     + Video Library on YouTube Channel:
       - <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 *Mind the Gap* Webinars:
       - <https://www.paradigmhp.com/webinar>
       - Email [contactus@paradigmhp.com](mailto:contactus@paradigmhp.com) to sign up for the webinars.
       - Webinars on the FIRST Thursday of each month
         1. March 7, 2024 at 15.00-16.30 (UK)
4. **PodCasts:** 
   1. Pre-accident Investigation Podcast w Todd Conklin
   2. The Safety of Work w David Provan
   3. A HOP Podcast with No Name w Adrea Baker and Matt Florio
   4. Health and Safety Conversations w Tim Bourne
   5. Safety on Tap w Adrew Barrett
   6. The HOP Nerd w Sam Goodman
   7. Safety Labs w SLICE
   8. Leading Safely Podcast w Georgina Poole
   9. Rebranding Safety w James MacPherson 10. Psych Health and Safety w Peter Kelly
   10. Amy Edmondson: How To Fail Well

**2) HPI Share:**

“Engaged worker” - James Vera (WTCC)

Waste Treatment Completion Company – Vitrifying wastewater from Hanford Tank Farm.

Integrated some HPI tools, but have not rolled out the entire HPI system. We are starting to send employees thru a full day of HPI training. Including HPI and Conduct of ops training

When they understand how their results change due to HPI integration they do much better. Our vision was to help them understand the part that HPI plays. In the center is the HPI circle. The systematic application of HPI to other elements – looking at the operating environment, ensure all of the influences – are all looking at the reduction of error – improving their results. Outside that HPI center are all the systems that use HPI (LOTO, Work management, etc.).

Help engineering tat are oriented around latent organizational weaknesses. The most important part is that they personally benefit by the use of these tools. For example, PU&A, eliminating LOW’s all benefit the by reducing the likelihood of error. Being an engaged worker gets them back to those systems. Their participation in these systems will strengthen all of these defenses. Their personal results will improve, therefore the organization improves.

The key is to help they understand how they can contribute to the system helps to fill the gaps (Swiss cheese model).

Really making a difference by getting the big picture. How does this apply to the systems, me, and the organization. See the value of HPI in the work that they do.

**3) Round Table (Those who provided updates)**

* BWXT
  + Nancy Kenner
  + BWXT we have several sites that are starting new HPI Teams. This is how we engage workers to look at their work (critical steps, identify error likely situations, burdens, tool use, etc.) so we can correct these conditions, etc. Where is that I should be using a particular tool. Looking for standard application.,
* ICP
  + Saprena Lyons
    - HPI snippets on basic foundation principles
* INL
  + Brandy Young
    - We’re continuing modularizing of our training (cannot attend the whole session at one time), some of it is on-line that they can do on their own.
    - Some leaders want their employees to get in-depth HPI knowledge, but not do investigations.
    - Been asked to go out and work with a new group that is starting some new projects.
    - Post-Job pilot: based off a needs assessment and created a new form, Expanding to other groups
    - We share HPI metrics (ATR site). We are now integrating an HPI module into DevonWay. Everything that comes into DevonWay will get an HPI screening – better HPI trending and tracking.
  + Fred Gholson
    - MSC – started evaluating our analysis (Labway) from an HPI perspective. New change will now require HPI evaluation. It allows us to getter a better input on minor accidents and things that are in the forefront before it goes out to the world, instead of doing thigs from the rear.
    - Out causal analysis has started required an HPI qualified practitioner involved in the investigation. Added DOE-1197 training to the practitioners.
* LANL:
  + Ken Madson
    - Working on collaborating with Programs Office on a “See something, Say Something, Do Something” effort.
* LBNL:
  + James Newman – starting learning teams.
    - Getting into our different research groups so I can learn how to help them integrate HPI into research
* LLNL:
  + Barbara Jesus – Volume 1, Chapter 1.
    - Harri has worked on document and the team is looking thru it.
  + Steve Fontain
    - LLNL Procured a portable HuPERT and starting to use it. IT has helped us by letting people “use” the HPI tools. Using for Conduct of Operations training.
    - Same as the standup cabinet, but in a suitcase form. It comes in a pelican case. It has a DLA add-on – you can connect the portable HUPERT to the standup HuPERT to simulate remote operations.
* ORNL
* Susan Blackburn (ORNL)
  + Lots of positive things going on with the rollout. People are coming our of the woodwork wanting more
  + In just we will have approximately 45 HPI Practitioners, distributed throughout the lab. This will be when the true momentum to get thing going throughout the Lab.
  + Will be talking with Executive Leaders about the HPI strategy at ORNL.
* PNNL
  + Robert Allred
* SLAC
  + Harri Emari
    - We have had success working with Safety group.
* SPA
  + Amanda Jimenez,
    - Got individual messages from EFCOG members wanting to learn more about FRAME-HCEPF. Happy to chat with anyone, but proposed that SPA can do a share one month on the Framework and focus on behaviors.
* SRS:
  + Jonnie Faust
    - New to the group
  + Carley Burgess
  + Waynette Roberson
* WIPP
  + Teri Schuller
* WTCC
  + James Vera

**4) Closing**

Mike thanked everyone for participating. Next conference call is March 28.

Meeting concluded at 12:06 CST