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

**December 19, 2024**

Participants:

* Mike Petrowski (LANL)
* Tamara Shokes (INL)
* Stefanie Castelli (ANL)
* Amanda Jimenez (SPA)
* Andre Layson (ICP)
* Andrew Billon (LLNL)
* Angie McGill (UCOR/Strata-G)
* Barbara Jesus (LLNL)
* Becca Swaner (INL)
* Brandy Young (INL)
* Craig Prost (WRPS)
* Duke Henningsen (INL)
* Fred Gholson (INL)
* James Newman (LBNL)
* James Vera (WTCC)
* Jesse Kelly (BNL)
* Kenneth Madson (LANL)
* Lauri Minton (Pantex)
* Mike Trotta (BNL)
* Rich Poliak (SLAC)
* Susan Blackburn (ORNL)
* Tim Snow (NREL)
* Tracey Cato (ORNL)
1. **Community of Practice Business**
2. **Welcome new team members**
	1. UPDATE: Joe Estey and Jonathan Campbell are the HPI instructors at UCOR (they both work for SRA which is a sub-contractor to the Prime at the Oak Ridge site (UCOR))
3. **Review/Update Tasks and initiatives.**
	1. **ISM-HPI-25-01 -** Support DOE with the revision of HPI DOE-HDBK-YYYY-1028
		1. Continuation of ISM-HPI-24-01 which did not complete in FY2024
		2. **Status** – Technical writer is consolidating revisions into one document.
			1. We're steadily making progress toward our goals, and that’s thanks to your dedication and thoughtful contributions.
			2. I’m pleased to share that we’ll deliver the first clean draft to the teams by January 13, 2025.
			3. Chapter leads are asked to please set your team meetings in advance. The following key milestone will be gathering your invaluable feedback and edits, particularly on the clarity, coherence, and alignment with our objectives. The target deadline is February 1, 2025, giving you roughly three weeks to provide individual and team feedback.
	2. **ISM-HPI-25-02: (**White Paper) HPI to HOP transition
		1. *Start after completion of ISM-HPI-25-01*
		2. Identify good reference material on the transition from HPI to HOP
		3. Including a clearly written “roadmap” document with a list of actionable steps for companies/organizations who are beginning their journey of integrating HOP concepts and principles
		4. Develop a simple set of metrics to measure success with integration of HOP concepts and principles
		5. Review HPI Task 19-1, Crosswalk of HPI Fundamentals and Tools to DOE Policy Documents, and update as necessary
		6. PARTICIPANTS.
			1. Cheryl McKenzie (SNL)
			2. Susan Blackburn (ORNL)
			3. James Vera (WTCC)
			4. Rich Poliak (SLAC)
			5. Roby Robinson (Hanford)
		7. **Status** – Team forming stage
		8. **Need to select Team Lead**
	3. **ISM-HPI-25-03** (White paper)Investing success: Start exploring ways to investigate record and celebrate success.
		1. Leverage CHOL presentation by American Airlines.
		2. Tamara has Westinghouse experience in this area.  Investigate why customer feedback rating scores were high.
		3. Encourage the Heart (book)
		4. PARTICIPANTS.
			1. James Newman (LBNL)
			2. Tamara Shokes (INL)
			3. Justin Burns (SRS)
			4. ~~Harri Emari (SLAC)~~ Harri has left SLAC
			5. Andrew Billon (LLNL)
		5. **Status** – Team forming stage
		6. **Need to select Team Lead**
4. **EFCOG HPI CoP requests:**
5. Meeting poll
	1. Teams
	2. Webex
	3. Either
	4. Any restrictions or difficulties with Teams/Webex
6. Darrell LeMastus (WRPS)
	1. I’m trying to hunt down the HPI Practitioner qualification card.
		1. How many people to you have at LANL the receive HPI/HOP Training? How large is the total site workforce?
		2. Is it one and done or do you have refresher requirements?
		3. What categories of workers receive the training? (Ops, craft, RCTs IHTs Managers etc.)
		4. Do you have a separate HPI/HOP leadership class?
	2. Request from Mike to group – send over
	3. Darrell’s supervisor on the line (phone)
		1. Looking to stand up a HOP program, WRPS to HPC, not sure if scaling up or down HPI program. Unknowns on the side.
		2. Vision – few HPI practitioners involved in fact finding, HPI working group
		3. Had an HPI assessment, used Lucas maturity Assessment LOIs, various ways for org to grow
			1. Also knew DOE pivoting to HOP, don’t know exactly what’s coming out.
			2. BushCo training – everyone generally transitioning to HOP.
	4. Rich – standard for doing such a thing? Future handbook? HPI to HOP, broad spectrum of tools
		1. Interesting challenge, different people focus on different needs. ISPI used to argue HPT (before HPI) collection of many methods form many disciplines.
		2. Mike P – agree, it is. LANL approach – if already done, keep doing it, acknowledge it’s under the umbrella.
		3. Rich – makes sense, one of the toolsets from LSS. Challenge to handle that energy.
		4. Mike – LANL to say here’s the HOP umbrella.
			1. Example – operating experience. Component in DOE program. We have staff that does it, going to be done by them. Will fill in what isn’t being done.
7. **Upcoming Meetings and Conferences (EFCOG and other HPI meetings)**
	* EFCOG Spring 2025 QA/ISM/CAS Joint meeting
		+ PROPOSED: ~~February 24-27, 2025~~
			- UPDATE: March 31-April 3
		+ Location: LLNL
		+ HPI CoP will meet on Thursday, April 3. 11:00 AM EST (8:00 PST) to TBD
			- Allows Tues/Wed for others (CAS, Safety Culture, WP&C, etc.)
		+ Looking for presenters and topics
	* Human Performance in Action (HPAC)
		+ 2025 Conference:
			- March 17-19, 2025
			- Location: Westin River Walk, San Antonio, TX
			- <https://www.humanperformanceinaction.com/>
			- Ticket sales open October 1, 2024
	* EUCI - Human Performance Community of Practice
		+ <https://www.resilientgrid.com/hpcop>
		+ Hosted by KnowledgeVine
		+ Next meeting is December 19
			- December meeting
				* *Effective Networking (Even for Introverts)
				Rachel Williams, Tetra Tech*
		+ 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
		+ Past Presentations: <https://www.resilientgrid.com/hpcop-3>
	* Safety on the edge
		+ <https://safetyontheedge.com/>
		+ Global Forum 25: In-Person: March 26-27 in Berkeley, CA
		+ Virtual April 1-2
		+ Speakers:
			- Professor Kathleen Sutcliffe, HRO expert
			- Behavior based safety – Dr. Tom Krause is speaking
			- Tod Conklin
		+ Let James Newman know if you’re signing up, can do a meetup
	* Community of Human and Organizational Learning (CHOL)
		+ <https://www.cholearning.org/>
			- Formerly HPRCT - <https://hprct.org> redirects you to the new webpage
		+ 2025 Conference: June 16-20, 2024, Columbus, OH
			- Tickets on sale
				* Enjoy an additional $50 off with coupon code BOOKNOWFOR25
				* Early Bird: <https://www.eventbrite.com/e/impact-cholearning-2025-the-communitys-31st-annual-conference-registration-1107250860129?aff=earlybirdemail>
			- Now accepting Speaker applications (submission window December 15, 2024 - February 14, 2025): <https://www.cholearning.org/call-for-presenters?utm_campaign=3c84e063-0bec-4d4b-ad0c-b74d54f99b2a&utm_source=so&utm_medium=mail&cid=fd9c84e8-b4bd-4201-bed0-2e608afecb2b>
		+ 2024 Conference FOMO series recap: <https://www.cholearning.org/post/it-s-a-wrap-fomo-series-recap>
		+ Webinar:
			- December 18:
				* Leadership Development in Safety Culture Transformation: Challenges and Opportunities in Implementing The Capacity Model
				* <https://www.cholearning.org/events/leadership-development-in-safety-culture-transformation-challenges-and-opportunities-in-implementing-the-capacity-model>
		+ Events: <https://www.cholearning.org/professional-development>
		+ NEWS: The latest from the Community: <https://www.cholearning.org/news>
		+ Video Library on YouTube Channel: <https://www.youtube.com/channel/UCRbkD3m2ro7kCK-uF1X772A>
		+ Community Resources: Your first stop in organizational learning materials! <https://www.cholearning.org/community-resources>
		+ Our online interactive forum is now LIVE! Check-in back daily for insider access to Conference insights.
			- <https://www.cholearning.org/askthecommunity>
	* HOP Hub
		+ The HOP Hub is a consortium made up of the 11 of us...We have had the opportunity to get to work with companies, both big and small, to help them advance on their HOP journey. Our goal is to help you not need us.
		+ Resources: <https://www.hophub.org/resources>
		+ Contact information is on the home page
	* Southpac Internation (HOP Lab)
		+ Website: <https://www.southpacinternational.com/human-organisational-performance/what-is-hop/>
	* PodCasts:
		+ Counter-Errorism (James Newman and Ken Madson)
		+ Pre-accident Investigation Podcast w Todd Conklin
		+ The Safety of Work w David Provan
		+ A HOP Podcast with No Name w Adrea Baker and Matt Florio
		+ Health and Safety Conversations w Tim Bourne
		+ Safety on Tap w Adrew Barrett
		+ The HOP Nerd w Sam Goodman
		+ Safety Labs w SLICE
		+ Leading Safely Podcast w Georgina Poole
		+ Rebranding Safety w James MacPherson 10. Psych Health and Safety w Peter Kelly
		+ Amy Edmondson: How To Fail Well
8. **Discussion topic (Put in chat)**
9. Holiday questions
	* What is your favorite holiday movie?
	* What is your favorite holiday song?
	* Any holiday traditions that you want to share?

**Round Table (Those who provided updates in person or in chat)**

* Rich Poliak – SLAC
	+ Employment survey Gallup, asking lab to do a lot of new things, different things, as a result of the accident (almost 2 years ago) put in a lot of additional controls and things we haven’t optimized, number of efforts, operational strategies. Co-own one, creating optimal processed, not just WPC but elsewhere.
	+ Initial efforts focused on simplification, maintaining requirements and safety criteria, LOTO, PJB, etc. simplifying WCD, a lot to do with HPI, people putting extra stuff in document, cluttered, long, difficult to follow. Things included that didn’t need to be written down, encouraged skimming past. Potential there. Doing a lot of streamlining interject better standards for when do you put in a visual control or put a warning in place.
	+ No procedure writing standard. Working on that in near term. Take out non-value-added activities. Trying to maintain requirements.
	+ Challenge – can’t ask to do new, take stuff out, optimization doesn’t mean each person gets to define what’s optimal.
	+ Stay tuned. HPI/HOP predominant in that journey.
	+ Mike – INPO comes to mind, institute of nuclear power, adding so much, burdened being able to do things. Went through a similar activity with a goal in mind. Allow supervisors to get out and interact with people instead of administrative tasks. Learning to let go. Evaluate what is necessary.
* Stefanie Castelli – ANL
	+ Hiring HPI Program manager, link to post: <https://argonne.wd1.myworkdayjobs.com/en-US/Argonne_Careers/job/Human-Performance-Improvement--HPI--Program-Manager_419398>
	+ Offered up Microlearning on Avoiding Error Traps in Work Instructions
		- ANL uses PPA Writers Guide
* Amanda Jimenez – SPA
	+ Speaking on culture and FRAME at HPAC conference in San Antonio
	+ Just finished survey at org on DOD side, working the analysis, finishing that now. Interesting relationships seen between defined behaviors we measure and employee outcomes (i.e., psych safety, intentions to quit, burnout).
	+ For SLAC – if interested, spoke with Harri Emari before he left SLAC. Had discussed the importance of human element/behaviors that contribute to an organizations culture and what that means for risk/safety. Harri had said at the time that he/SLAC was not necessarily interested into digging into that aspect, looking for quick fix instead of more overarching, lasting changes to the culture. If no longer the situation, please reach out. Team of industrial & organizational psychologists.
		- Rich – will reach out – talking about culture change. Would like to see what’s available. Amanda Jimenez’s contact information is ajimenez@spa.com
* James Vera
	+ Currently starting next month yearly round of HPI \*& ConOps refreshers. 4 hour activity, do one in morning, one in afternoon. Idea (1) to mention any new focus with regards to HPI/ConOps (2) normalizes thought that always going to be part of our lives (some orgs do these types of things when wheels fall off, we want to make a normal way of doing business)
	+ Go over events that occurred, go over HPI and ConOps standards, go over application of tools, com standards. Several activities fun, give feedback. Help them to think through potential error likely situations. Normally good feedback.
* James Newman
	+ Scheduled learning teams. Idea is not to go through whole year, but a few months out. Want to focus on – Jan, this topic, Feb, this topic. Make sure doing Learning Teams (10 last year, 20 goal) Gets at least 12. More positives, more people request, more & more.
	+ Anyone with advice?
		- Rich – new director trained in that methodology coming from healthcare. Already translated learning materials for SLAC. Plan on using for some initiatives for early element, target improvements. Should share with each other.
		- Ben Close – runs regular teams. If anyone is new, Benjamin Close at Sandia. Community led.
* Jesse – asking more on ConOps refreshers.
	+ James – try to coordinate frontline employees and supervisors to be there at the same time. Lets supervisors/management to give expectations and get their take on subject matter. Doing with plant touchers and those that touch papers that touch the plant. Make them an emphasis. Usually kicked off by someone in higher level management at the facility, re-emphasize importance of ConOps and HPI. Try to do in bigger setting, round tables 5-7 people, do about 20-30 people per session. Make it so interactive that allowing everybody at all tables to have input. Interactive, allows everyone to get engaged.
	+ Separated by ConOps facility?
	+ Try, realize organizationally must work together across site. Try to combine types of orgs at one time. Able to make connections that even those interactions between orgs, opportunity for error precursors, set up dynamic we are in this together. All affect each other - someone’s output – impacts someone’s input.
* Andrew Billon (LLNL) – (from chat)
	+ Very interested in the "efficient" content question - where does everyone obtain their HOP/HPI content? Are there DOE resources or other areas people like to beg, borrow and steal from? Or do we have a more formal/standard resource anyone might recommend?
* Angie McGill (UCOR/Strata-G LLC)
	+ Asked to put together a program description on Human Factors, elements and strategies of HPI and HOP. Wondering if anyone out there has a program documented? Came about because of integration of new facility we took over. Finding this to be challenging because traditionally looked at HPI as not a program, more of a systems thinking process. Anybody have anything to share/offer, would be very helpful.
	+ Mike thinks he has something from Riz Shaw that might help.
	+ Angie – thanks, have been waiting to see final DOE handbooks content; depending on timeframe, may not be able to wait much longer for development of Human Factors program description. . Is their accessibility to where DOE is headed with current working drafts?
	+ How looking at Human factors?
		- We’re looking at Human Factors as the central overarching program (wheel); other elements, such as ConOps, HOP/HPI, psychological safety, Safety Culture, Work Control, etc., are all “spokes” of the wheel
	+ Mike to share definitions document re: HOP – Waiting on permission from Riz Shah to share draft definition
		- Rich – likes HOP seems like how do we define ecosystem in which we work? HPI often – how do I determine what went wrong and why?
		- Mike – Keeps coming to mind, going to be things I do, but networking facilitator. Create more communities/partnerships instead of silos. Not step on toes but get them to collaborate.
* Andrew – LLNL
	+ Assurance review recently, one result was line level employees/stakeholders not understanding leadership – engagement is a big focus this year. Thinks HOP is a lot about engagement, learning from the workforce. Now that Ops sees engagement, leverage HOP as a way in. Trying to develop some content. Curious about where people are getting content. Started in Sept, came from Tesla, they’ve taken/borrowed a lot from others. Trying to leverage stuff locally. Trying to have HOP cards instead of business cards. “EHS here to help, something to help you, contact information”
	+ Interested in Learning Teams, microlearnings. Our way in here might be recognition of need for employee engagement.
* Tamara Shokes (INL)–
	+ someone asked about reading material:
	+ <https://www.linkedin.com/posts/ronald-farris-93010631_reading-learning-growth-activity-7274553663186989056-rUu6?utm_source=share&utm_medium=member_desktop>
	+ Also reminds me, sometime had lists of reading materials, Mike, remind me where those are? Where to find?
	+ EFCOG website? Note to make sure
	+ Had previously asked about resources for employees – got one response yesterday. Learning Nucleus, Harper Business Review, etc. Over 3 pages. I can send to Mike to distribute.
* Actions for Mike
	+ Validate EFCOG dates
		- Vincent Grosso replied: I have not heard back from all organizations yet, but LLNL is prepared to support the meeting if there are no objections.
	+ HPI reading list

**4) Closing**

Mike thanked everyone for participating.

Next conference call is January 23, 2025

Look for a series of TEAMS meeting invitations for 2025