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

**January 23, 2025**

Participants:

- Mike Petrowski (LANL)
- Tamara Shokes (INL)
- Stephanie Castelli (ANL)
- Allison Paetzold (PANTEX)
- Andre Layson (ICP)
- Andrew Billon (LLNL)
- Barbara Jesus (LLNL)
- Becca Swaner (INL)
- Caroline Billon (Sandia)
- Casey Kearns (SRMC)
- Cheryl MacKenzie (Sandia)
- Craig Prost (WRPS)
- Darrel Lamastus (WRPS)
- Elena Galinski (ANL)
- Fred Gholson (INL)
- Jeff Warga (LLNL)
- Joe Esty (UCOR)
- John Campbell (UCOR)
- Katherine Ring (LANL)
- Linda Collier (LANL)
- Linda Flores (Sandia)
- Michael Trotta (BNL)
- Nancy Kenner (BWXT)
- Rich Poliak (SLAC)
- Robert Allred (PNNL)
- Robert Olivarez, Jr. (PANTEX)
- Roby Robinson (Hanford)
- Susan Blackburn (ORNL)
- Tim Snow (NREL)
- Valerie Webb Kline (Sandia)

1) **Community of Practice Business**

a) **Welcome new team members**


**Caroline Billon CIH, CSP**
*ES&H Coordinator*
08518 | ES&H System Integration, 5
**Available via Teams**
**Mobile** 925.307.4800
cabillo@sandia.gov
Sandia National Laboratories
**sandia.gov**

**Trevor J. Clarke**

WRPS Conduct of Operations Coach
Office: (509) 372-2667
Cell: (361) 244-1198
trevor_j_clarke@rl.gov



**Marcus A. Aranda, CQE® PMP®**
Performance Assurance Lead
Pacific Northwest National Laboratory
(509) 372-6117
marcus.aranda@pnnl.gov

**b) Review/Update Tasks and initiatives.**

1. **ISM-HPI-25-01 -** Support DOE with the revision of HPI DOE-HDBK-YYYY-1028
    i. Continuation of ISM-HPI-24-01 which did not complete in FY2024
    ii. **Status**
        1. Technical writer completed consolidating revisions into one document.
        2. Chapter leads are coordinating document reviews. 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
    *i. Start after completion of ISM-HPI-25-01*
    ii. Items to consider:
        1. Identify good reference material on the transition from HPI to HOP
        2. 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
        3. Develop a simple set of metrics to measure success with integration of HOP concepts and principles
        4. Review HPI Task 19-1, Crosswalk of HPI Fundamentals and Tools to DOE Policy Documents, and update as necessary
        5. Suggested resources required to transition from HPI to HOP.
    iii. PARTICIPANTS.
        1. Cheryl McKenzie (SNL)
        2. Susan Blackburn (ORNL)
        3. James Vera (WTCC)
        4. Rich Poliak (SLAC)
        5. Roby Robinson (Hanford)
    iv. **Status** – Team forming stage
    v. **Need to select Team Lead**
3. **ISM-HPI-25-03** (White paper) Investing success: Start exploring ways to investigate record and celebrate success.
    i. Leverage CHOL presentation by American Airlines.
    ii. Tamara has Westinghouse experience in this area. Investigate why customer feedback rating scores were high.
    iii. Encourage the Heart (book)
    iv. PARTICIPANTS.
        1. James Newman (LBNL)
        2. Tamara Shokes (INL)

3. Justin Burns (SRS)
4. Andrew Billon (LLNL)

v. **Status** – Team forming stage

vi. **Need to select Team Lead**

**c) EFCOG HPI CoP requests:**

1. None

**d) 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
  - Recent meeting was January 16
    - *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 include:
    - 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:
        - Recent webinar held on January 22:
            - A Practical Approach to HOP
            - About the Speaker: PAUL HURYSZ CSP, MBA | Manager, Human Performance Safety Consultant Services
            - About The Event: Paul's operational utility experience spans several decades and is primarily focused on the vegetation management side of the industry. Paul's interest in health and safety, as well as human and organizational performance, is focused on creating a bridge between safety professionals and operations that will improve system efficiencies and unwanted outcomes. His goal is to simplify safety and provide an understanding of human performance while solving problems that really matter. This presentation will focus on three areas that he believes are critical to developing learning organizations

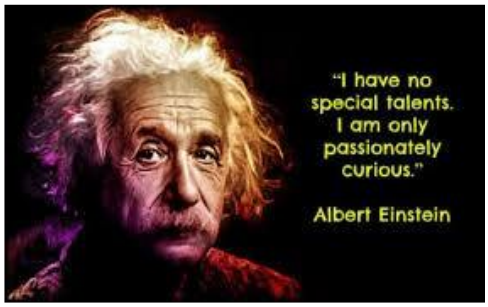
        - Events: https://www.cholearning.org/professional-development
        - NEWS: The latest from the Community: https://www.cholearning.org/news
        - Video Library on YouTube Channel: https://www.youtube.com/channel/UCRbkD3m2ro7kCK-uF1X772A
        - Community Resources: Your first stop in organizational 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

2) **<u>Discussion</u> topic**

- Curiosity – Los Alamos National Lab – Learning Team Facilitators Community of Practice discussion item.

## What is Curiosity?

1. Desire to learn and know something
   a. Inquisitive interest in others' concerns : nosiness
      - The construction inside their house aroused the *curiosity* of their neighbors.
   b. Interest leading to inquiry
      - intellectual *curiosity*
      - Her natural *curiosity* led her to ask more questions.

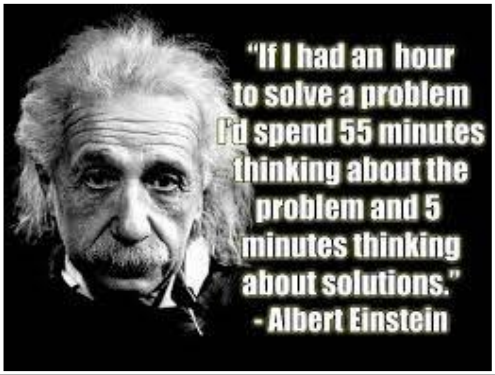


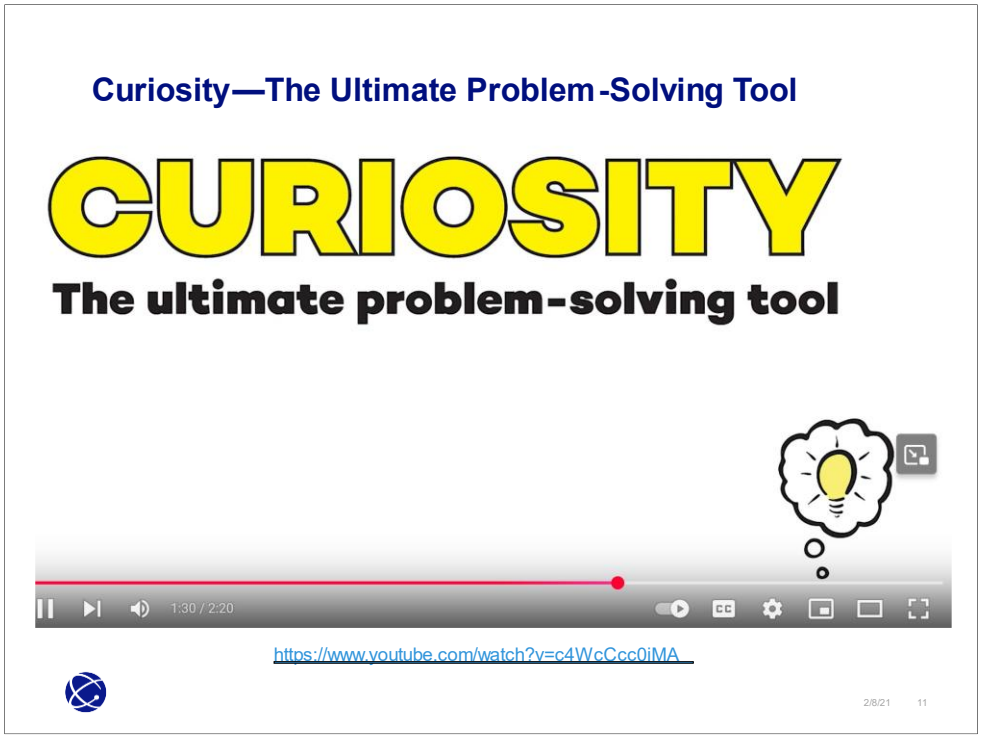

Marium-Webster

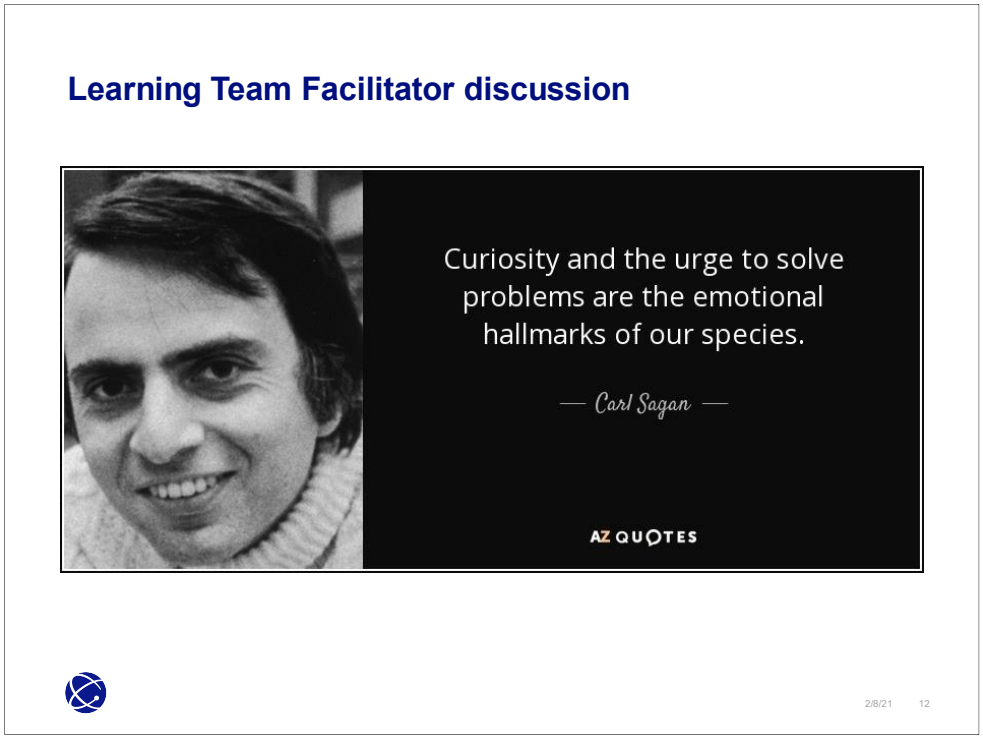


## How long should we be curious?

1. Make sure you (the facilitator) learns enough from the experts so that you understand.
2. When people realize you are not interrogating them, they have new things to teach you.
3. Stay curious in the first session. "Solving" limits learning , so don't try to "fix it" in the first session.



- 

  - https://www.youtube.com/watch?v=c4WcCcc0iMA
- 


- Discussion notes:
  - Barbara - CHoL Webinar also talked about curiosity

- Rich - DOE challenge, packed organizations with peopled who can solve problems. Forcing us to slow down and listen to each other can be a challenge. Rich provided an example of maintaining curiosity in a PJB redesign project. Even when setting the standard to not problem solve, people still wanted to provide solutions.
- Susan – Partnering with evaluation team to get better RCE to get better resiliency and not simply rewriting procedures. Appears that wanting to get RCE done which limits curiosity.
- Rich – Found it interesting that JON's are very focused on one thing and do not look for extent of condition/cause. Appears to be a resistance to curiosity.
- Tamara – Changing our answer is a result of thinking it thru a bit more. Evaluate if changing your answer is the right thing to do. Found out that it was about equal (changing to wrong answer vs changing to the correct answer) is about 50-50. Why is changing needed, better, etc.
- Linda Collier – OPEX team would ask a lot of questions on a submitted OPEX to help clarify the message of the OPEX. Recommended sharing curiosity presentation with LSS 5S + Safety, Evaluation teams.
- Tamara – What happens when someone makes a vague statement and no one asks deeper questions? How can you encourage others to explore further?
- Rich – Put yourself in vulnerable state, ask the question "Can you help me understand"
- Tim Snow – Address vague answer, express to individual. Express that what they said was interesting, ask to explore further. Confirming and validating thought and asking for more information.
- Rich - Reverse when someone makes a statement, and you know it's likely incorrect. Challenging that and asking what's the evidence behind that?
    - A lot of scientists and engineers are used to that due to their peer groups.
- Tamara- make vague statements, don't get questions, then I stop sharing. Waiting to see how receptive they are before I go on.
    - How is this different from questioning attitude in HPI handbook?
- Rich – Questioning attitude is more specific to work, but related. Both a plus/minus, but when I hear something that I'm not familiar with it – immediately do internet spelunking. Find out – is this a standard? Something about this I need to know?
    - Danger is sometimes that is too interesting, get down a rabbit hole.
- Susan – curiosity is a desire, questioning attitude – act of finding out.
    - Linda – similar to 5 Whys in causal (example of QA). If you are curious, it can inform the technical part. Being curious how you are, can help

inform. If people are not inherently curious, can still do technical part but develop curiosity and hel

- Susan – curiosity gives you a broader answer to the questions or 5-Whys.
- Rich – difficult to make seomoone who is not curious by nature, curious. Data analysis teaching – can teach the tool but if not curious, can't get the analysis/same results as a curious.
- Barbara – back to 5-why's – bring in context. Depending on who you ask – different answers. Procedure writer vs workers.
- Elena - 5 Whys – used I other context, used for at least 3 sets of things. Having those 3 things, helps to avoid finger pointing (5Why, fishbone, FMEA together)
    - System related – what in system
    - Detectability – why not caught/understood/found out
    - General
- Barbara – better off asking How than Why?
- Susan – BlueDragon training is amazing
- Mike – think in puzzles. Stay curious, get more pieces of the puzzle.
    - Note – once transition to solving, no longer curious

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

- Susan Blackburn (ORNL)
  - Trying to reach out to masses at ORNL o get some foundational information to balance of employees and logistics on how to do that.
  - Partnering with CAS team to enhance – a lot of people do HPI analysis as part of root cause. A lot guessing as part of error precursors. Don't know line of questioning to know if precursor there – trying to let them know I can help them and they can help me – use avenue for metrics.
  - Mike notes – helpful to use that method, also helpful to partner with training.
    - Helpful integration
- Rich Poliak (SLAC)
  - Team to redesign Pre-Job Brief process, might want to give presentation about where we've been and where we're going. Give presentation in future meeting for feedback. A few different incidents – tremendous amount of error precursors and want to connect the dots with construction industry, University of Colorado study looking at error precursors. Six or more – very likely something wrong is going to happen. Have taken, when leading investigations and teaching causal analysis, would highlight error precursors that showed up in investigation and explain why that item was highlighted. Trying to get us to put more time in planning to identify error precursors early. Probably hear from me and others for feedback on what we're coming up with. Want to slow us down. Starting with PJB because the workforce has asked for it.
  - Request from Chat: Valerie Webb Kline asked Rich, if you would please send the article you spoke to that would be verry helpful. I am interested in the 6 precursors that can be or are indicator that something is going to occur. Thank you
- Joe Esty and John Campbell (UCOR)
  - Building up the UCOR training
- Craig Prost (WRPS)
  - Rash of injuries in December, routine jobs. Difference of work as planned and work as performed, failure to capture hazards when jobs go right. Other organizations used two minute drill, for those that don't have HOP – something to consider. Easy way to analyze for hazards – work as performed. Useful tool. May not go as far, but a useful HOP tool.
- Valerie Webb Kline (SNL)
  - Colleague did benchmarking trip to Los Almos (integrated conduct of ops network) wanted to learn – developed a course 52 hours – conduct of ops with HPI and safety culture in it. We were looking for tools and resources ourselves, right along with what Jeff shared.

- Jeff Warga
    - Able to bring on board help. Joe Lockwood, been with LANL, N3B. Huge help
    - Finally obtained director's office approval for new model. Safe performance of work model. Changing mindset – means methods & tools along with teaching, coaching, mentoring directorates on concepts/principles/how to apply tools. Primary focus on front line supervisors and workers so they can take HPI tools and methods. Focus on building a culture to get us where we want to be. Journey come to a point where we have something specific to build and apply through a pilot. Includes a safety culture crosswalk with benchmarked best practices, a person listed to be a contact and share resources.
    - Rich – any documents from this Safe Conduct of Work yet?
    - Jeff – No, work in progress. Pushed that further.
- Tim Snow (NREL)
    - Putting together Sharepoint informational site for internal customers, start socializing HOP since don't have a program yet.
        - Mike to send HPI communication best practice. Couple different examples of websites, sharepoint sites, etc. Might give inspiration.
- Stephanie (ANL)
    - Job posting for HOP manager
    - Did our first Learning Team
- Andre Layson (ICP)
    - Love the saying – if this training is just to fix the human, not an issue of training.
    - From chat: IEC adopted PREP for those types of at the site pauses

**4) Closing**

Mike thanked everyone for participating.
Next conference call is February 27, 2025