

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

**April 24, 2025**

### **Participants:**

- Andre Layson - ICP
- Barbara Trujillo - LANL
- Barbara Trujillo - LANL
- Brandy Young - INL
- Brittney Jackson - NNSS
- Craig Prost – H2C
- Darrell Lamastus – H2C
- Duke Henningson – INL
- Elise Kovar - PANTEX
- Frederick Gholson - INL
- Jeff Warga – LLNL (Notes in chat)
- Jesse Kelly - BNL
- Katherine Ring - LANL
- Katie Littleton - SPA
- Katrine Rocha - NNSS
- Kaylyn Hayes - ORNL
- Kenneth Madson - LANL
- LeAnn McMullen - MSU
- Michael Trotta - BNL
- Michele McCurdy - PANTEX
- Mike Petrowski, LANL – CoP Co-Lead
- Rachel Lynn - SRS
- Rich Poliak - SLAC
- Rizwan Shah – DOE HQ
- Roby Robinson - Hanford
- Saprena Lyons - ICP
- Stefanie Castelli, ANL – CoP Secretary
- Stephanie Cochran
- Sue Baumann - ANL
- Susan Blackburn - ORNL
- Tamara Shokes, INL – CoP Co-Lead
- Trevor Clarke
- Valarie Webb Kline – SNL
- Veronica Benavidez - SNL

**1) Community of Practice Business**

a. New members

LeAnn McMullen

Research Associate, Quality Assurance Group

Mississippi State University Institute for Clean Energy Technology

[mcmullen@icet.msstate.edu](mailto:mcmullen@icet.msstate.edu)

Rachel Lynn

Contractor Assurance Specialist

Savannah River Mission Completion

[rachel.lynn@srs.gov](mailto:rachel.lynn@srs.gov)

**a) 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. Currently - Technical writer is reviewing and consolidating edits into the final document.
2. Rizwan Shah will review/approve edits
3. Expectation – it is not a Policy/Order, so should go through quickly.

2. **ISM-HPI-25-02: (White Paper) HPI to HOP transition**

i. PARTICIPANTS.

1. Susan Blackburn (ORNL), CO-Lead
2. Rich Poliak (SLAC) , CO-Lead
3. Cheryl McKenzie (SNL)
4. James Vera (WTCC)
5. Roby Robinson (Hanford)

ii. **Status** – Team has been formed, starting to collect data.

1. Rich and Susan co-leading, talked, draft plan. Reached out to team, meeting on schedule to keep ball rolling.
2. Mike to forward info recd.
3. Moving along, created assignment list, and next meeting 04/25/25.

3. **ISM-HPI-25-03** (White paper) Learning from success: Start exploring ways organizations learn from normal work.

Related to task team on celebrate success. Celebrate took us in the wrong direction - not about recognition/reward - want to rename to Learning from Success.

i. PARTICIPANTS.

1. Tamara Shokes (INL) - Lead
2. James Newman (LBNL)
3. Justin Burns (SRS)
4. Andrew Billon (LLNL)
5. Mike Petrowski (LANL)
6. Veronica Benavidez (Sandia)
7. Tracy Rogness (Argonne)

ii. **Status** – Team formed

1. Reviewing material.
2. Collected info, looked at American Airlines material, started an outline, working to fill in the blanks.

**b) EFCOG HPI CoP requests:**

1. None

**c) Discussion of past Meetings and Conferences (EFCOG and other HPI meetings)**

- Human Performance in Action (HPAC)

- March 17-19, 2025
- No attendees spoke about attending the conference.
- Talked about the cruise ship that ran aground in Italy/case study. Did boat rides in San Antonio and role played with boat drivers. Very well received.
- Recording is available on Resilient Grid website.
- Safety on the edge Global Forum 25, in Berkeley, CA
  - In-Person: March 26-27, Virtual April 1-2
  - No attendees shared.
- EFCOG Spring 2025 QA/ISM/CAS Joint meeting
  - March 31-April 3
  - Liked Andy Barker's presentation – how he figured out how to get people to change behavior through reinforcement method that worked for them, got support from management
    - Talked about behaviors from the community – driving onsite issues resulting driving habits from outside were creeping in.
    - LeAnn McMullen – We have added "Stories" in our monthly QA meetings. We had our first one this past April QA meeting.
    - Tend to focus on problems, no events happen to bring focus on learning as going. Andy figured out a way that peers reinforced behaviors that resulted in positive outcomes that might have gone unnoticed.
- d) Upcoming Meetings and Conferences (EFCOG and other HPI meetings)**
  - 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, 2025, Columbus, OH
      - Tickets on sale
      - <https://www.cholearning.org/2025-learning-conference>
      - [Draft agenda:](#)
        - Susan Blackburn ORNL: Beyond the Blame Game: The Essentials of HOP
          - Beginner track – fundamentals of HOP
        - James Newman LBNL: Unlocking Operational Wisdom: Our First Year of Learning Teams at Berkeley Lab
    - 2024 Conference FOMO series recap:
      - <https://www.cholearning.org/post/it-s-a-wrap-fomo-series-recap>
    - Fireside Chats:

- Monthly
- LinkedIn
- It's been said that "A campfire is a community builder, where the warmth of the flames melts away barriers and fosters connection." Community may be in our name, but it's also in the DNA of our members. Join us for a conversation on the "Naturalistic Decision Making" 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/askthecomunity>
- EUCI - Human Performance Community of Practice
  - <https://www.resilientgrid.com/hpcop>
  - Hosted by KnowledgeVine
  - 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.
    - Recent meeting was February 20
    - *Artificial (General) Intelligence, Neuroscience, and Human Performance*
    - *The growth of Generative AI in the past few years (then months, then weeks) has been astounding, and it's difficult to keep up with the changes. It's not just technology that's changing, though; it's also how we better understand human information processing, how these technologies do or don't work like our brains, and how they integrate into our lives and organizations in critical work. Mike will cover several recent developments in AI and some new challenges as these tools continue to advance.*
    - To join: <https://mailchi.mp/e4274b7f9e84/hpcop>
  - [HumanPerformanceCOP@gmail.com](mailto:HumanPerformanceCOP@gmail.com)
  - Past Presentations: <https://www.resilientgrid.com/hpcop-3>
- 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 International (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) Discussion topic

### Curiosity – Mike Petrowski

- Shared slides on How to be/stay curious?
- Discussion around curiosity:
  - Always interested in HOP perspective – proactive/reactive – always fascinating to hear about systems that impact an operation
  - Laboratories doing similar work – why do it differently? How did it come about that way?
  - Every org tasked to solve a problem – anyone tasked to go look at someone else? Everyone puts their head down to solve.
    - Previous benchmarking org. – looked outside industry.
    - “Each of the labs does something unique and notable. There’s a lot of time we try to learn from each other but because of our uniqueness we get stove piped, but that shouldn’t apply to operations.”
  - Love the Einstein quote – 55 minutes look at problem, 5 minutes at solution
    - Look at broke/fix, easy solution, not often curious. Don’t look for related issues. Go into fact finding already knowing the answer – tough thing to get the culture shift.
  - Looking at behaviors
    - What systems are in place to promote that behavior?
      - E.g., why the workaround? Why are certain workarounds not institutionalized?

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

- LLNL: Jeffrey Warga (From Chat)
  - We have revised and improved our HOP Practitioner Training and will commence roll-out next week.
  - We have a group of `18 volunteers for our Safe Performance of Work Pilot project and are providing them a briefing today.
- LANL: Mike Petrowski, Ken Madson, Katherine Ring, Barbara Trujillo
  - Mike Petrowski: Learning Team Observers and other participants. Sometimes leadership or governance/government oversight ARE participants.
    - Building evacuation example – take their hat off, “I was there” – take on a participant role.
    - Updating guides to understand how to handle
    - Addressing worker hesitation – don’t see as regulator, need to have coaching on both sides
  - Barbara Trujillo – first meeting but plans to continue
  - Ken Madson:

- VPP WESST Fest – requested ideas for booth activities 1-2 minute activities, [ken\\_mad@lanl.gov](mailto:ken_mad@lanl.gov)
    - Brandy Young - used the Perfection Game for a quick, fun HPI demonstration
- ANL: Stefanie Castelli, Sue Baumann
  - Safety Summit – Presenter talked about HOP, going to do.
  - Doing additional messaging on HOP/HPI
  - Starting to implement Learning Teams – done a few, gone well, just getting people to understand what they are and finding the right way to do them at ANL. Some topics (Lifting and Rigging) are too large, and we broke down into three smaller teams.
  - Had some additional ANL folks trained under LANL facilitator training.
- INL: Tamara Shokes, Brandy Young, Fred Gholson
  - Not going to recertify with VPP – not going to recertify. Safety asked HPI academy to get involved. One of the catalysts is a lot of workers been there under 5 years
  - Feedback on too many acronyms, confused on what safety actually was (VPP, ISMS, BBS, HPI, etc.)
  - We are focusing on ISMS – show how HPI supports ISMS.
  - Updating some of our HPI training, including HPI investigations, Post job reviews.
- ORNL –: Susan Blackburn, Kaylyn Hayes
  - Flurry of activity – early April completed 2 more HPI/HOP practitioner classes. Now at 121 trained practitioners/representative in HOP Practitioners, representing every directorate.
  - Completed another pre job brief workshops – followed LANL lead, created ORNL workshop. 129 folks completed. Workshop is designed to teach people the mechanics of what goes in a pre-job briefing and how to do that. We are also reinvigorating ISMS – (>50% of personnel/staff has been at ORNL less than 5 years), talking about how it all integrates, including ScoR principles.
  - Completed activity – HOP into Spring - Did a bulletin board revamping to put some fresh information out. Competition – pizza party to winning themes – great creativity. Will share pictures of on the bulletin boards – how HOP/ISM ties in. Includes a contest to pick the best bulletin board.
  - Next week Safety Fest at ORNL – free conference at ORNL – lots of great general industry and DOE presenters. Lots of good speakers. Lots of courses offered. Susan is doing two presentations –. “Hidden in plain sight” and Fundamentals presentation for CHOL. Good at planning for high importance / risk activities –, but we get hurt crossing the street. We walk through our job site with blinders on.
- H2C: Craig Prost, Darrell Lemastus, Trevor Clarke
  - Hiring/Posting HPI Practitioners and ConOPS at H2C in Hanford, WA
  - Thrilled with new company transition. H2C is showing a lot of love for HPI/HOP
- SRS –: Rachel Lynn



- First meeting
- Hanford – Roby Robinson
  - Nothing new today
- PANTEX: Michele McCurdy, Elise Kovar
  - New HPI staff and looking for new and fresh ways to implement “error proofing –” for example hazards and risks around, trying to brainstorm around ways to approach hazards that are present but we may not see.
  - Tamara Shokes: look at all the places where there’s an energy source (electrical, pressure, height, etc.)
  - Rich Poliak: The Energy Wheel – research around 10 different ways in 30 seconds, by using it as part of pre job discussion – identify categories that may go unnoticed before people start work.
    - Energy Wheel:
      - [https://www.safetyfunction.com/files/ugd/3b3562\\_e49b8032c4f24733acea95d4e29d0494.pdf](https://www.safetyfunction.com/files/ugd/3b3562_e49b8032c4f24733acea95d4e29d0494.pdf)
      - Additional links:
        - <https://onepetro.org/PS/article/66/12/27/473243/The-Energy-Wheel-The-Art-and-Science-of-Energy>
        - [https://r.search.yahoo.com/\\_ylt=AwrjabP5bQpoM\\_k48Q4PxQt.;\\_ylu=Y29sbwNncTEEcG9zAzlEdnRpZAMEc2VjA3Ny/RV=2/RE=1745542778/RO=10/RU=https%3a%2f%2fwww.stantec.com%2fcontent%2fdam%2fstantec%2ffiles%2fPDFAssets%2f2020%2fhsse-hazard-guide.pdf/RK=2/RS=lobfWTx.NOk0WPxBxeFnoTwy8aE-](https://r.search.yahoo.com/_ylt=AwrjabP5bQpoM_k48Q4PxQt.;_ylu=Y29sbwNncTEEcG9zAzlEdnRpZAMEc2VjA3Ny/RV=2/RE=1745542778/RO=10/RU=https%3a%2f%2fwww.stantec.com%2fcontent%2fdam%2fstantec%2ffiles%2fPDFAssets%2f2020%2fhsse-hazard-guide.pdf/RK=2/RS=lobfWTx.NOk0WPxBxeFnoTwy8aE-)
- MSU Institute for Clean Energy Technology (ICET) – LeAnn McMullen
  - First meeting
- ICP –: Saprina Lyons, Andre Layson
  - Putting an emphasis on HPI topics themselves. Focus on equipping safety teams with different HPI tools. and HPI messages
- SPA –: Katie Littleton
  - Nothing new
- NNSS – Brittney Jackson: Katrine Rocha
  - Safety Culture Group now that goes around the site that conducts safety briefings with some overlaps of HPI.
  - We also have just revamped our PJB process and we are updating personnel on the site about the changes
- BNL – Jesse Kelly, Michael Trotta
  - Holding pattern with HPI future. Jesse is sitting in meetings for now.
- HQ: Riz Shah
  - HOP manual Rewrite pushed for at least 30 days.
  - Major reorganization and staffing plan to be presented
- Fluor at SRS – Stephanie Cochran
  - new to EFCOG and have taken on the role of Safety Outreach and increase awareness of HPI in our monthly safety meetings and communications
- SLAC: Rich Poliak

- Launched a new Pre-Job Briefing program
- Took an effort to take something simpler, compact, trimmed down to one single page. The brief sheet took into account human factors as part of development process. Next step is to do observations on how the new process is going. PJB is the last step in pre activity readiness. Reinforcing emergency plans in PJB (exit path, AED location, etc)
- People who pay attention to airline briefing respond better in an actual event.
- Michele McCurdy –: Observed that a passenger did not realize there was a second exit door at the front of a plane.
- Tamara Shokes: Knowledge workers – Try to do something to gain their interest. (what is the value of this PJB?).
- Rich Poliak – Work: Planners are Knowledge workers as well, if we start to throw error likely situations at them, odds of design flaw increases. If we put them under pressure to revise a work package, it creates a likelihood of errors.

#### **4) Closing**

Mike thanked everyone for participating.

Next conference call is May 22, 2025