Task vs. Job...

Is it the symptom or the problem?

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Understanding Human Performance

- Systems model
  - Interconnectivity
  - **Latent** conditions
  - Need for multiple feedback loops

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Why Human Performance

• Human Performance is NOT an outcome...
• HP is NOT a process..

• It is a system that helps us predictably determine the drivers that make people do what they do – and have it make sense to them at the time...
  – This CREATES the process for this person on this task at this time
  – This CREATES the outcome of the action or task...
  – The organization both feeds this and responds to this
Two Important Differences
(between the nukes and the rest of the world)

1. Defense in Depth
2. Protection of plant not from plant
Guiding Principles

- Organizational values influence individual behaviors
  
  Small Organizational Values Trump Big Organizational Values

- Recognition that People are fallible...
  
  Even the best make mistakes...

- Error-likely situations are predictable and preventable
  
  ONLY if you recognize them!

- Performance is based on reinforcement and self-motivation
  
  They wont do it for YOU...

- Events can be avoided by understanding causes and applying lessons learned
  
  Failed Barriers are NOT root causes!
It is ALL About the Definitions!
Definitions

• **Error**: An action or inaction that *unintentionally*
  • Results in an undesirable or unwanted condition OR
  • Leads a task or system out of limits OR
  • *Deviates* from a set of rules

• **Event** (or incident): The undesirable result of an error, a set of errors or a set of conditions

• **Deviation**: Not strictly complying with a rule, standard or expectation

• **Violation**: Intentionally not complying with a rule, standard or expectation

• **Active Error**: An action or inaction that results in immediate consequence

• **Latent Error**: An action or inaction that results in consequences that are delayed or create latent conditions
We are hired to do an OCCUPATION

(operator, mechanic, mobile equipment operator, janitor)

These occupations require us to do JOBS

Drive Mobile Equipment, Perform Lock-out-tag-out, Operate equipment, Weld

Drive fork lift into THIS tight place to handle THIS load THIS way

These jobs contain TASKS

Lock-out-tag-out THIS pump

Drive fork lift into THIS tight place to handle THIS load THIS way

These tasks contain ACTIONS (Steps)

Unlock locks on each electrical supply

Put load up to see tight space

Hang locks on each water supply

Load goes into area in truck

Human Performance Improvement is about improving our abilities at the TASK and STEP level
Traps, Triggers and Tools?

• **Traps**
  – Conditions or situations that people may fall into without recognizing it and cause and error, event or incident

• **Triggers**
  – observable actions or reactions,
  – a recognized thought or individual perception
  – or a “gut-feeling” that something isn’t right.

• **Tools**
  – Methods used to recognize and avoid traps and prevent errors, events and incidents
Top 10 Error Traps...

Stress
High work load
Time pressure

Feel the Same

Poor communications
Vague/poor work guidance
Overconfidence
Infrequent or first time task

Put in or Keep in Knowledge Based

Distractions
First working day following time off > 4 days
The end of a shift, work cycle or extended shift
WITH Model

**Work Environment**
General influences on task performance related to workplace, organizational and cultural conditions

**Task Demands**
Specific mental, physical or team requirements of a task

**Individual Capabilities**
Unique mental, physical and emotional capabilities of an individual related to a specific task

**Human Nature**
Generic characteristics of human beings that make us more vulnerable to errors under certain conditions
“We have good processes...
If we could just get people
to follow them we would
be fine!”
What this tells them…

Resulting in poor root causes
A Way to Start...

• Critical Task of the Shift... became
• High Risk (or critical) Task of the Day (HRTD)
  – Forces looks at Fatality and Serious Injury Potential (FSIP) without “forcing” it
  – Takes employees input into account every day
  – Provides a forum for engagement without telling them to engage
  – Focuses leaders on things the employees think are important – because they are!
HRTD Path

- Crew Rollups
- Planned Tasks
  - FSIP – Known Risks
- Crew HRTD
  - Task Profile
  - FSIP
  - Critical Steps
  - WITH Characteristics
  - Error Traps
  - Performance Modes
  - Layers of Protection

Facility / Group HRTD

Management Morning Meeting

Pre-Task Brief

Manager Assigned to PTB / Task Observation

Post-Task Brief
HRTD Path

Post-Task Brief
- Safety or Other issue?
- New FSIP identified?
- Need SOP or Revision?
- Lessons Learned?

File

Observing Manager Briefs Daily Management Meeting

Detailed Post-Task Review

Lessons Learned in Action Tracking

Sustainability
Integration Specifics

• **DO**
  – Learn the language and use it
  – Value the prevention of errors
  – Drive the sites and leaders

• **DON’T**
  – Create a new program
  – Expect the major changes to be in the workers
  – Overcomplicate the metrics
Conclusions

• Human performance concepts provide an opportunity to supplement the current programs – not create a new one
• Human performance concepts fit with the Corporate Objectives without modification or altering
• Human performance requires management drive to be successful
• Sustainability doesn’t depend on proprietary information
• Human Performance concepts enable companies to reach long-term zero incident / zero fatality goals
• Employee Engagement is a product – not a goal