Task vs. Job…

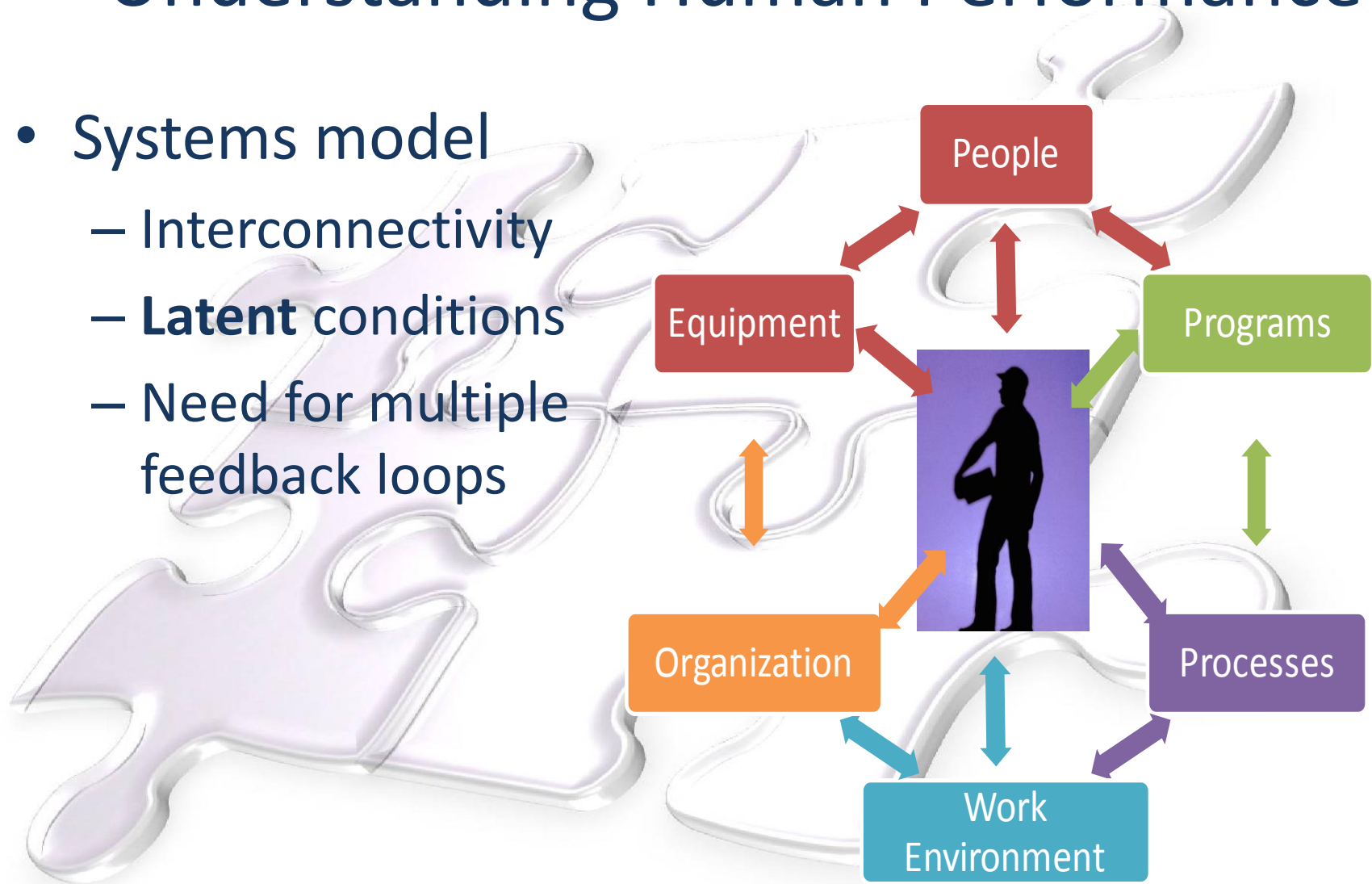## *Is it the symptom or the problem?*

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Understanding Human Performance

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

People

Equipment

Programs

Organization

Processes

Work Environment

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 MUST learn to separate the ERRORS from the EVENT

Errors and violations are different things

We MUST pay attention to all types of errors

7

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

These jobs contain TASKS

Lock-out-tag-out THIS pump

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

These task contain ACTIONS (Steps)

each electrical supply

each water supply

Lift load up to see tight space

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

Demands of Task

Work Environment

Individual Factors

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
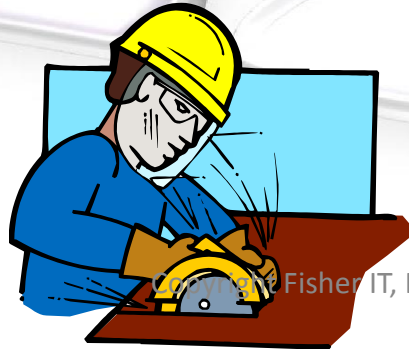
Task Demands

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 makes us more vulnerable to errors under certain conditions
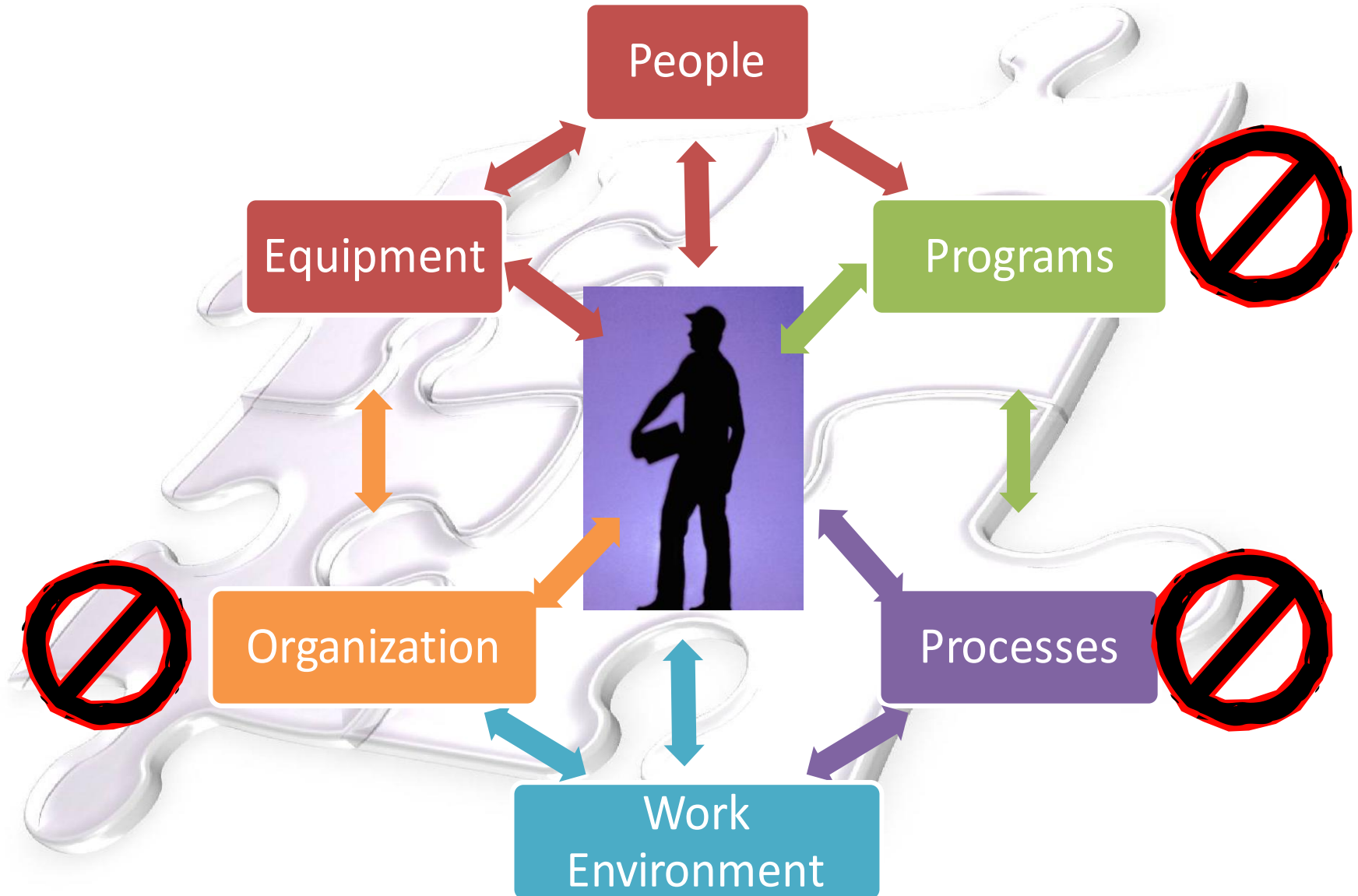
True or False?

Consistency of outcome requires consistency of method...

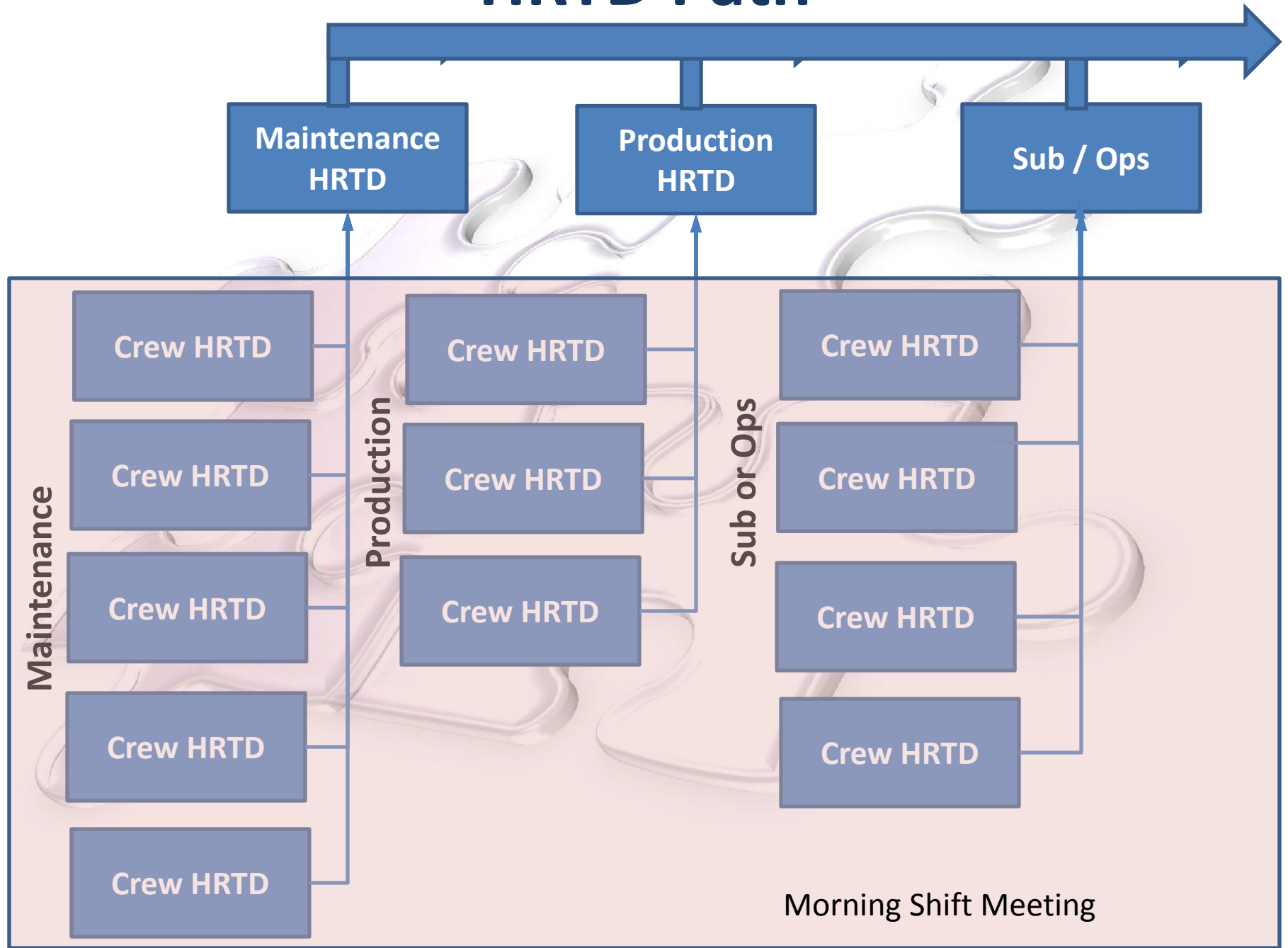"We have good processes… If we could just get people to follow them we would be fine!"

rig
ht,
Fisher

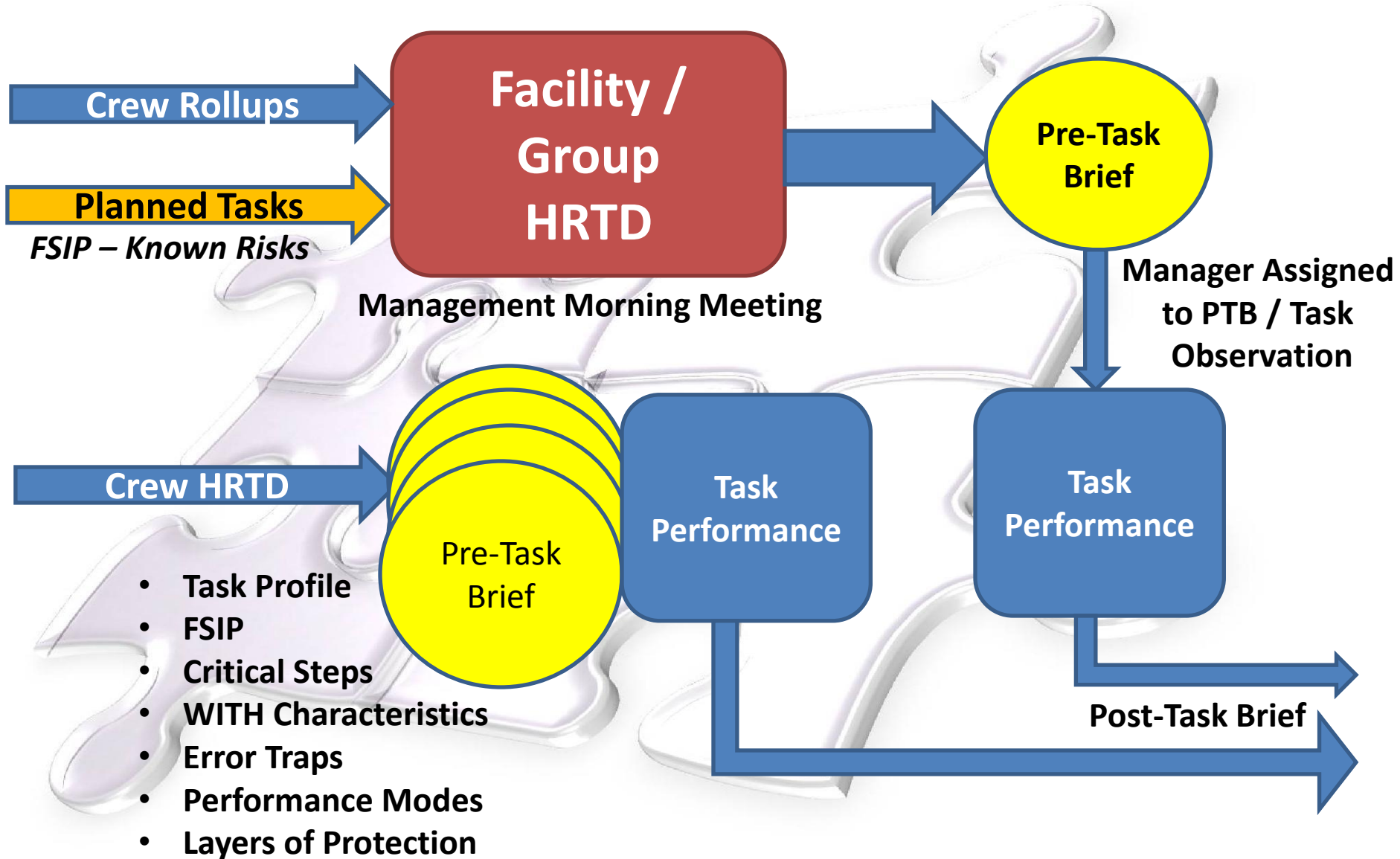# A Way to Start…

- 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

Maintenance HRTD

Production HRTD

Sub / Ops

Maintenance

Crew HRTD

Crew HRTD

Crew HRTD

Crew HRTD

Crew HRTD

Production

Crew HRTD

Crew HRTD

Crew HRTD

Sub or Ops

Crew HRTD

Crew HRTD

Crew HRTD

Crew HRTD

Morning Shift Meeting

HRTD Path

Crew Rollups →

Planned Tasks →
FSIP – Known Risks

Facility / Group HRTD

Management Morning Meeting

Pre-Task Brief

Manager Assigned to PTB / Task Observation

Crew HRTD →

Pre-Task Brief

- **Task Profile**
- **FSIP**
- **Critical Steps**
- **WITH Characteristics**
- **Error Traps**
- **Performance Modes**
- **Layers of Protection**

Task Performance

Task Performance

Post-Task Brief

HRTD Path

Post-Task Brief

- **Safety or Other issue?**
- **New FSIP identified?**
- **Need SOP or Revision?**
- **Lessons Learned?**

Y   N
Y   N
Y   N
Y   N

File

Observing Manager Briefs Daily Management Meeting
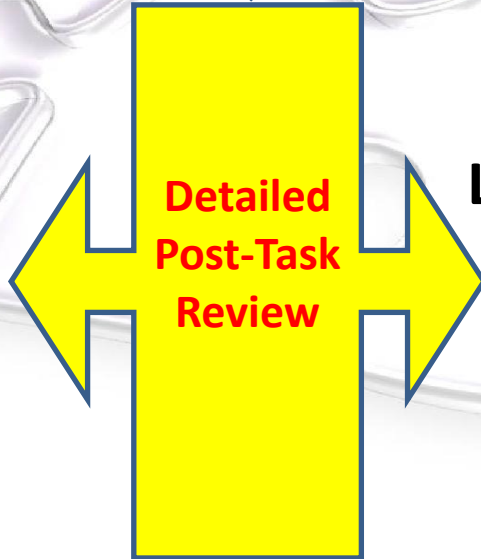
Detailed Post-Task Review

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**