



DOE Perspective on HPI

Shirley Olinger

EFCOG ISM Program Manager's Subgroup

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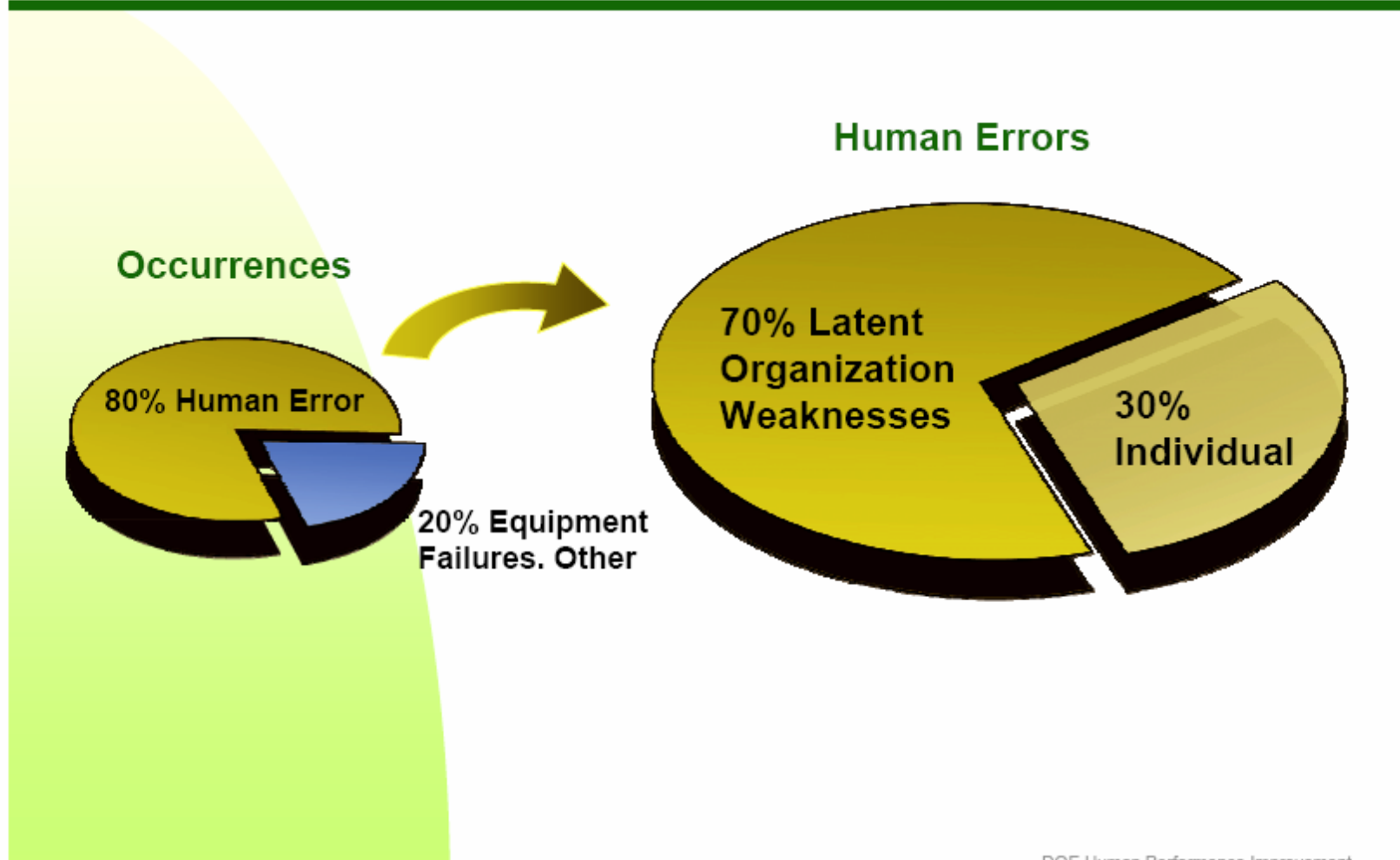


Current Department of Energy HPI Activities

- All DOE Senior Executives are taking 4-hr HPI training via the Nuclear Executive Leadership Training required by DNFSB Recommendation 2004-1
- 2004-1 High-Reliability Organization attributes based on lessons from INPO Human Performance Initiative
- Hanford (ORP/RL) is piloting HPI tools for the EM complex
- HPI was a major topic at the recent ISMS Workshop in Denver
- ISMS Champions believe this tool will help to get us to the next level of improvement in ISMS



Why a Human Performance Approach?





Why a Human Performance Approach?

- ρ Minimizes events with consequences by learning from precursor events
- ρ Encourages participation at all levels of an organization in the identification of problems and continuous improvement
- ρ Promotes a learning culture and honest investigation of weaknesses



What is DOE Hanford Doing?

- ρ Issued DOE/Contractor “All Employee Messages” announcing the Hanford HPI Initiative
- ρ Providing joint DOE/Contractor HPI Training
 - η Significant DOE staff training investment
- ρ Developed DOE/Contractor HPI Strategic Plan
- ρ Using HPI techniques to investigate errors
- ρ Strongly advocating HPI/INPO Culpability Matrix implementation



What is DOE Hanford Doing? (continued)

- ρ Actively promoting both a Safety Conscious Work Environment and a strong Nuclear Safety Culture
- ρ Directly communicating DOE's perspective on key performance areas to contractor workers and management
- ρ Accepting non-traditional corrective actions to strengthen barriers/defenses and eliminate latent organizational weaknesses
- ρ Acknowledging and addressing the fact that DOE is part of the "organization" and that in some instances DOE unintentionally creates latent organization weakness
- ρ Serving as HPI Champions for EM Complex



What is DOE Hanford Doing? (continued)

- ⌘ Providing positive reinforcement for the identification of precursor events (events without consequences)
- ⌘ Encouraging contractors to develop systems for their employees to report issues at low levels, i.e.:
 - ⌘ CHM2Hill – Problem Evaluation Report (PER)
 - ⌘ Bechtel National Inc – Project Issues Evaluation Reporting (PIER)
- ⌘ DOE Hanford has data base system for DOE personnel to report site observations (i.e. OA Database)



DOE Hanford Path Forward

- ⌘ Further institute HPI tools into existing processes such as:
 - ⌘ Oversight reporting system
 - ⌘ Disciplinary process
 - ⌘ Discovery clock
 - ⌘ Critical Task concept
- ⌘ Start using HPI tools to evaluate DOE Management Systems (e.g. CAM, PIP's)
- ⌘ Develop metrics to be able to gage improvement



DOE Hanford Path Forward

- ρ Complete training
- ρ Complete pilot in early 2007
- ρ Recommendation to DOE EM
- ρ Share lessons learned with rest of EM complex



Conclusions

- ⌘ Implementing HPI tools into DOE's process is taking us to a new level of performance
- ⌘ HPI tools should be trained, reinforced, and rewarded
- ⌘ Implementing HPI can seem like an overwhelming task. Evaluate your organizational needs and determine what HPI tools will benefit your organization the most and start with those tools
- ⌘ Incorporate processes from others (RL, ORP, INPO, Nuclear Power) whenever possible to reduce the need to redevelop programs