

Stop Work Program Reviews

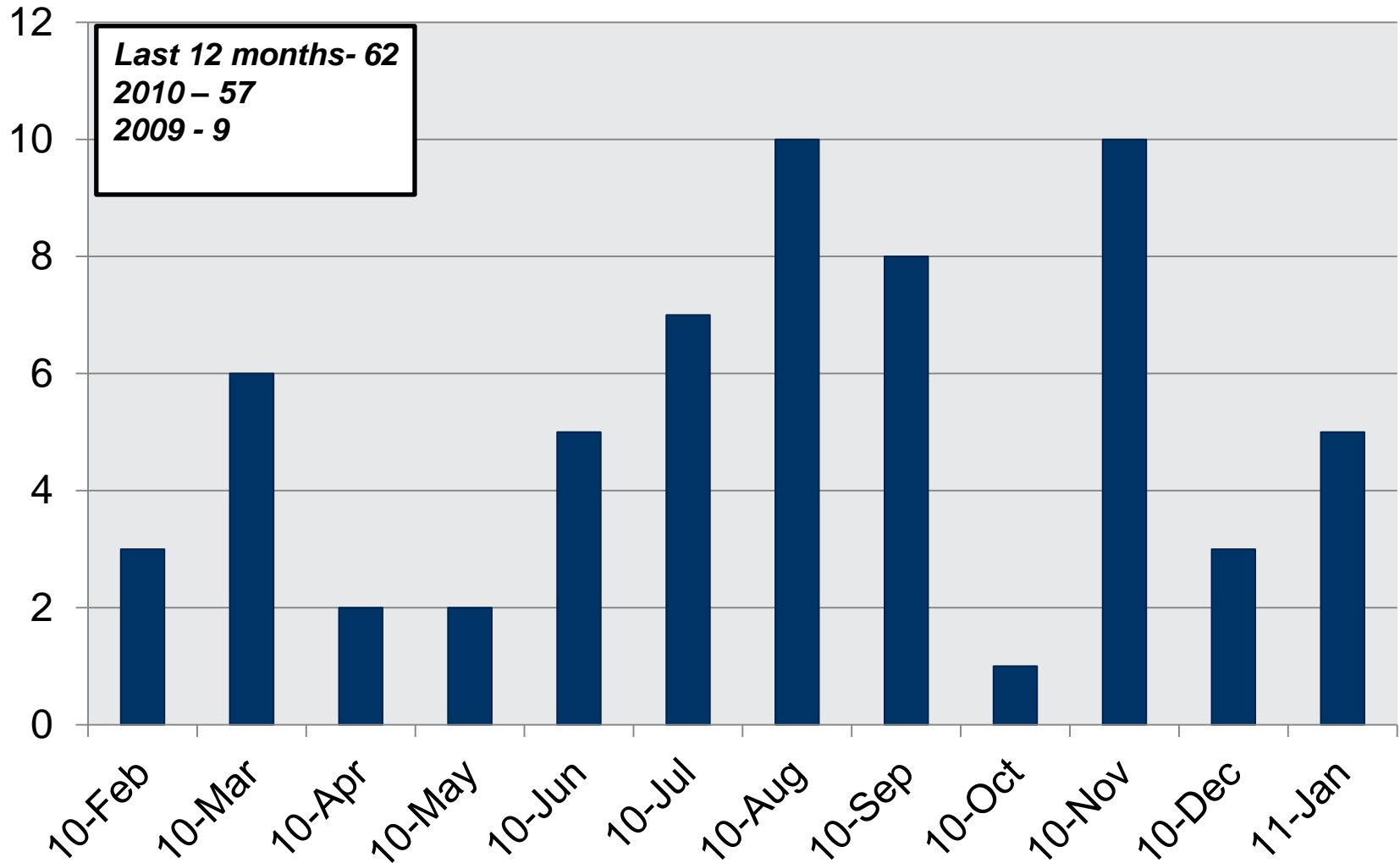
K. J. Collins

11/9/2011

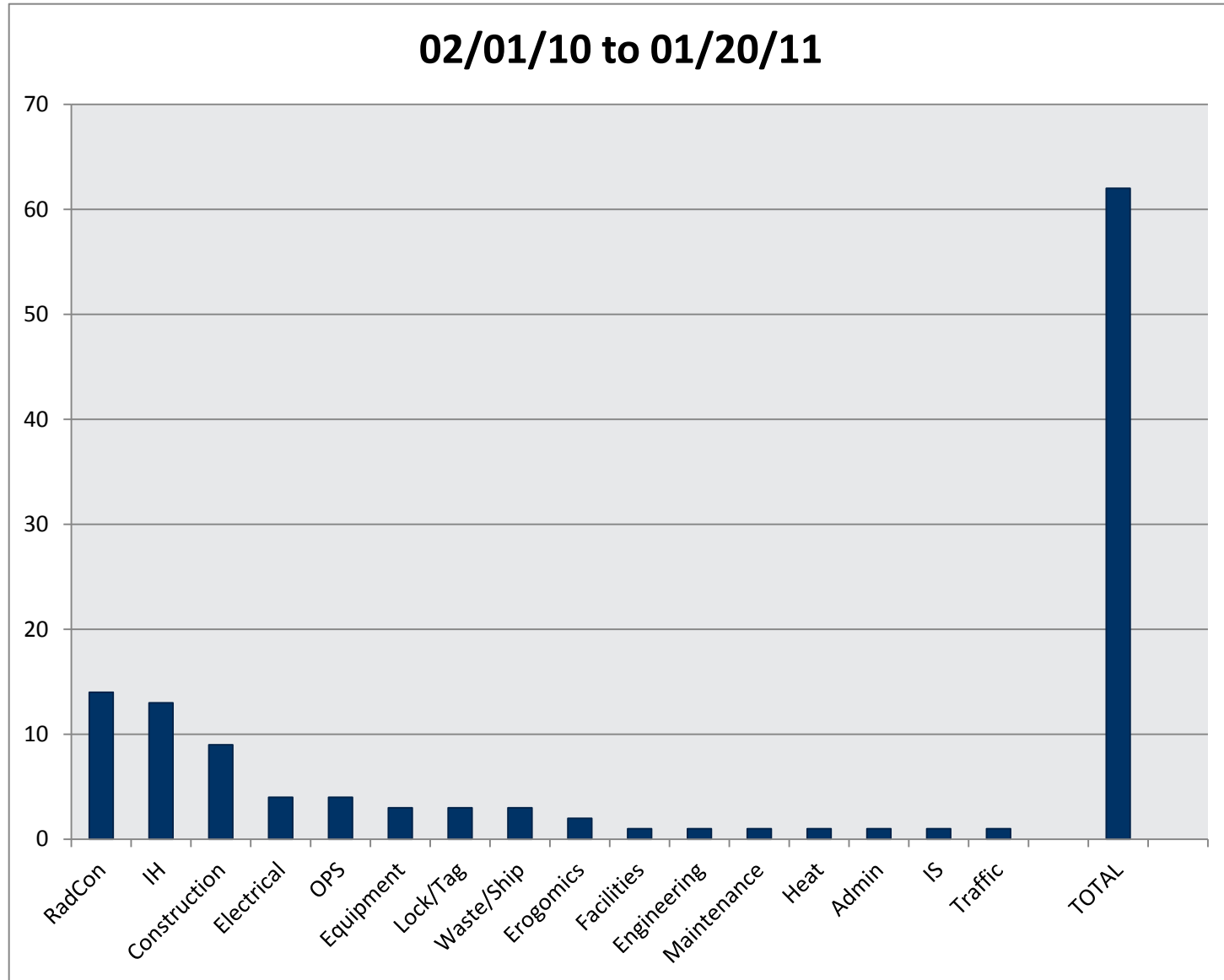


Stop Work Frequency

02/01/10 to 01/20/11

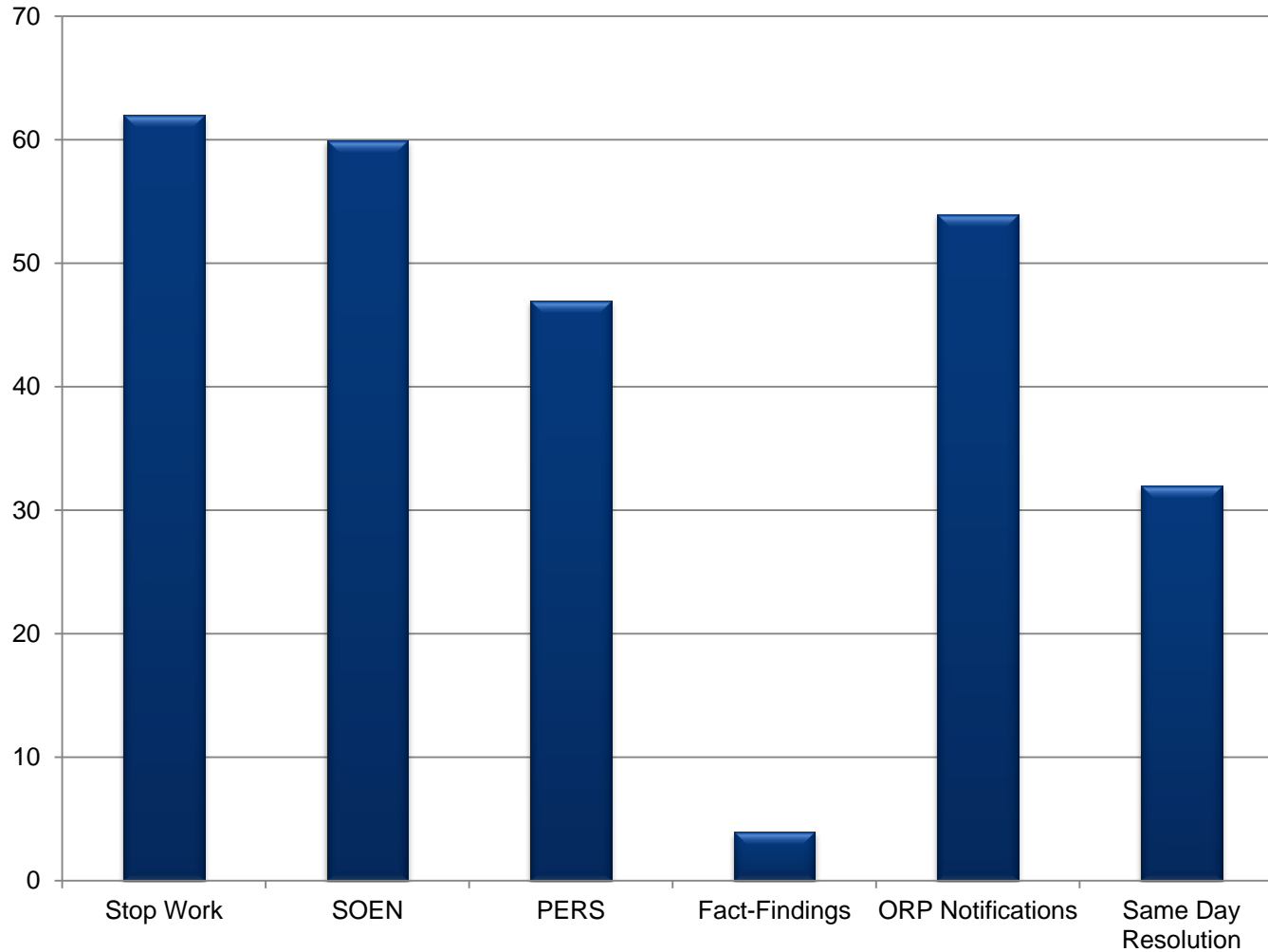


Stop Work by Event Types

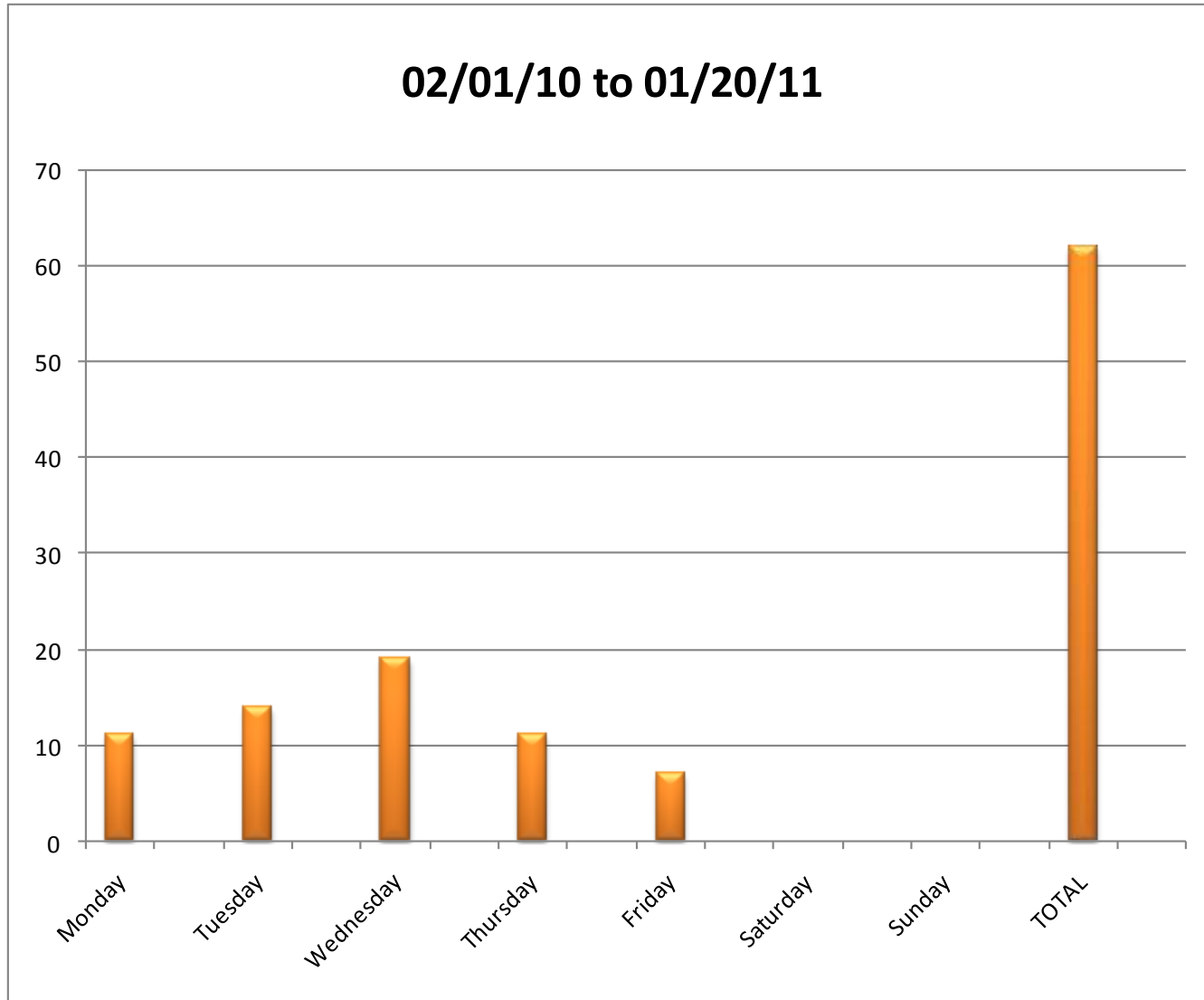


Stop Work Performance Review

02/01/10 to 01/20/11



Stop Works by Day





- Half of all stop works resolved in 1 day
- Workers still identifying issues
- Much improved shift office reception
- Shift Manager initiation of PERs
- Supervision/management learning to listen
- See success from good habits
- Learn the hard way
- Champion daily concerns - anticipation
- Assessing situations to avoid issues
- Many issues resolved without fan fare

YOU do have choices!

- Inspiring
- Empowering
- Coaching
- Managing Conflict

Ineffective

Effective

Excellent



Stop Work Expectations

- Manager prioritize the issue and at-hand work
- No negative emotion – appreciation is good
- Give worker/manager benefit of doubt
- Concern for people, safety and doing right things
- Proper responsible manager and SME assignment
- Define issues well
- Take ownership
- Do extent of condition – full identification of issue
- Provide detailed path forward and timely updates
- Cross communicate issues
- Be predictive of emerging issues
- Proper recognition for good identification and resolution
- ***Honesty * Respect*Ownership***

- Layoffs – adverse attention to themselves
- Personal focus not on work
- Group dynamics
- Organizational changes in management/supervision
- Peer pressure
- Labor – management conflicts
- Perceived chilling effect – expectations/impressions
- Self serving interests – overtime versus safety
- Negative reinforcements – past non-issues
- Conceding to experience/seniority



Stop Work Post Review

- Was the issue resolved?
- Was it properly completed?
- Was it properly communicated?
- Did issuer participate in resolution?
- Was it done without emotion?
- Was an extent of condition properly done?
- What action could have been taken to avoid the stop work?