

EFCOG ISM Program Managers Meeting

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HSS Assistance

Background

- Desire for laboratory dialogue with HSS SME's on topics to support lab improvement initiatives
- Conversations with Lab Directors and Chief of HSS on how to support labs
- Assistance made a priority for HSS
- Assistance provided as requested and customized to the interests of the requestor

Topics of interest

- *High Reliability/Human Performance*
- *Everything you wanted to know HSS Inspections and resulting corrective actions, but were afraid to ask,*
- *ISM:*
 - *Reinvigorating the Program - Safety Culture;*
 - *When is "Safe" is Safe Enough?;*
 - *Measuring the Program;*
 - *Employee Health and Wellness;*
- *When Good Intentions Lead to Undesirable Outcomes - HSS enforcement discussions*
- *Topics from Operating Experience Summaries/Lessons Learned*

Initial visit

- Scope, content and contacts identified via planning discussions between requestor and HSS
- Typically initial meeting with Lab Director and/or designee. Similar meeting with DOE senior official.
- DOE presentation on topic of organization wide interest to frame small group discussions
- Meetings with cross section of lab and DOE interested parties.
- Purpose is to establish communication and shared common interest to enable future collaboration and information exchange.

High Reliability & Human Performance assistance approach

- Non - directive facilitation
- Similar to Schein's Process Consultation

Schein's three models of Consultation

1. *Expert consultant*: Advice from consultant to client
 - The client has diagnosed the issue & recruits an expert to provide a solution.
 - Client diagnosis and communication of problem must be accurate
 - Expert chosen must be right for the client & situation
 - Client must live with side effects of the expert's solution
2. *Doctor/patient model*: Diagnosis and prescription
 - The client gives the consultant the pain and asks the consultant to define the illness and to provide the cure and treatment.
 - Client must trust the consultant
 - Client must implement the consultant's plan
 - If the medicine doesn't work the client must live with the results, and maybe seek help for a worsened condition.
 - The consultant may get scape-goated and take the fall.

3. *Process Consultation*: Creating a helping relationship

"Process Consultation is the creation of a relationship with the client that permits the client to perceive, understand, and act on the process events that occur in the client's internal and external environment in order to improve the situation as defined by the client." The consultant is not the expert, rather facilitates the client's reflection and change process.

Characteristics:

- Partnership between client and consultant.
- Proper maintenance of mutual responsibility.
- Increased capacity for lessons learned.
- Better fit with current organizational needs.

Benefits:

- Orientation toward ongoing ability and learning.
- More involvement and participation.
- Wider application of techniques and methods.
- Links to mission, values and vision.

Example New relationships formed:

- Consultation on lab Just Culture Policy
- Collaboration on Participatory Ergonomics for WIKI content
- Discussion and Review of Lab facilities Kaizen initiative
- Collaboration of EFCOG IH Working Group in HSS causal analysis improvement effort

For information:

- HSS assistance
 - Pat Williams HS 60
- High Reliability/Human Performance
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