

KASC Community Safety Awareness Meeting
January 18, 2011
Piccadilly Cafeteria Meeting Room

Meeting was called to order by President, Randy Cassell and Doug Giles opened in prayer.

We had two new 1st time visitors present from Jacobs. They were Jon Dixon and Dwight Abshire.

Reminders:

May 11, 2011 is the date of the 2011 Kingsport Area Safety Council Annual Safety Seminar. The team is working diligently on ensuring this year will be another success.

Do you know the answers?

- * What types of disguised weapons and drug paraphernalia are available to your children?
- * What should you do if someone attempts to rob you or a member of your family?
- * What should you do if your car breaks down?
- * What is the fastest growing drugs being used by teens and children?
- * Where are you most likely to be attacked while shopping?

These questions and many others will be addressed in a free, one-hour seminar for employees, employee families and the general public.

Thursday, January 27, 2011 in the Eastman Employee Center Auditorium, B-310. Bill Cain, with National Crime Prevention Task Force Thursday, January 27th Three sessions: 1:00 - 2:00 PM ; 5:00 - 6:00 PM; 7:00 - 8:00 PM

The seminar is being sponsored by the Eastman Plant Protection Department and endorsed by the Kingsport Area Safety Council. The featured speaker will be Bill Cain, a former law enforcement officer who works for the National Crime Prevention Task Force. The intent of the seminar is to raise "off-the-job" safety awareness and to help inform the public of how to recognize and respond to these types of issues. For more information, please contact Keith Bennett at extension 5129.

Guest Speaker:

Jim Parker with Nuclear Fuel Services was our guest speaker. Jim spoke on "Human Performance". Below is a summary of Jim's presentation.

The objective of Human Performance is to minimize the Frequency and Severity of Events. However, humans are fallible, even the best make mistakes. Error-likely situations are predictable, manageable and preventable. The strategic approach is 1. Anticipate and prevent active errors at the job site and 2. Identify and eliminate hidden organizational weaknesses.

From Error to Event: Workers have individual conditions i.e., problems at home, not enough rest or several jobs to do at once. There are also organizational factors such as management requiring a job to be done by a certain time no matter what. Defense mechanisms to help prevent errors can be put into place for example control switches. If management does not have these in place - events can happen.

Elements of Human Performance are:

- * Fundamentals Training
- * Tools Training
- * Plant Steering Teams
- * Area Implementations Teams
- * Coaching/R+(tm)
- * Human Performance Event Evaluations

Source: Aubrey Daniels, "Bringing Out the Best in People"

There are tools that can be used to aid in individual performance. Seven of the many tools that can be used are:

1. Self Check
2. Peer Check
3. Procedure Use and Adherence
4. Questioning Attitude
5. Pre-job Brief
6. Time-out/ Stop When Unsure
7. Two-minute Rule

To aid employees in having a safe work environment having a Plant Steering committee is a good practice. Examples of what a Plant Steering Committee would do are:

- * Consist of "leaders" from plant management and hourly workforce
- * Provide overall direction and reinforcement for process implementation
- * Work on projects with plant-wide implications
- * Communications sub-committee handles PR for the process

Your company may also implement Area Teams. Their role may include but not limited to:

- * Led by a facilitator, supported by an advocate.
- * Consist of cross section of area/departmental workers and front line supervisors.
- * Establish area house rules and event clock.
- * Identify and remove/mitigate flawed defenses and organizational weaknesses relating to their work activities (gaps list, procedure critical steps, etc.)

Coaching and an R+ system is also an excellent tool. You may choose to do the following in your Coaching/R+ plan.

- * Primary purpose is to reinforce appropriate behaviors and coach individuals
- * Checklist includes use of HuP (Human Performance) tools, error precursors
- * Leadership tool used by all managers
- * Data tracked
- * No names involved in tracking
- * Used to calculate "face time"
- * Leading measures to predict events

If you have an event the following may aid you in evaluating the situation:

- * Held quickly after an event or near miss
- * Individuals and their line management invited
- * Culpability (responsibility) tool used prior to setting up event evaluation
- * Non - punitive process
- * Chaired by certified Facilitator
- * Develop trust in the organization
- * Opportunity for Leadership to coach line management in the practical application of HuP

Jim also mentioned three books that are an excellent source of information.

James Reason - "Managing the risks of organizational accidents"

Aubrey Daniels - "Bringing out the best in people"

Sydney Dekker - "The Field Guide to Understanding Human Error"

Randy thanked Jim for an excellent presentation and presented him with a token of appreciation from the council. The meeting adjourned at 12:45.

Respectively submitted:

Teresa Fulwiler, Board of Directors Member
Kingsport Area Safety Council



HUMAN PERFORMANCE

- The Organization
 - The Leaders
 - The People



Objective of Human Performance



To Minimize the
Frequency and
Severity of Events



Background - Origins

- Roots in Civil aviation - work with pilot error
- Chemical Industry US and Europe
- US Nuclear Utilities - INPO (regarded internationally as the leaders in this field)
- Based on the work of several mainstream Psychology experts.
 - James Reason – “Managing the risks of organizational accidents”
 - Aubrey Daniels – “Bringing out the best in people”
 - Sydney Dekker – “The Field Guide to Understanding Human Error”



Principles of HuP

- Humans are fallible; even the best make mistakes.
- Error-likely situations are predictable, manageable, and preventable.
- Organization influences behaviors.
- Behaviors are reinforced.

**Error
Reduction**

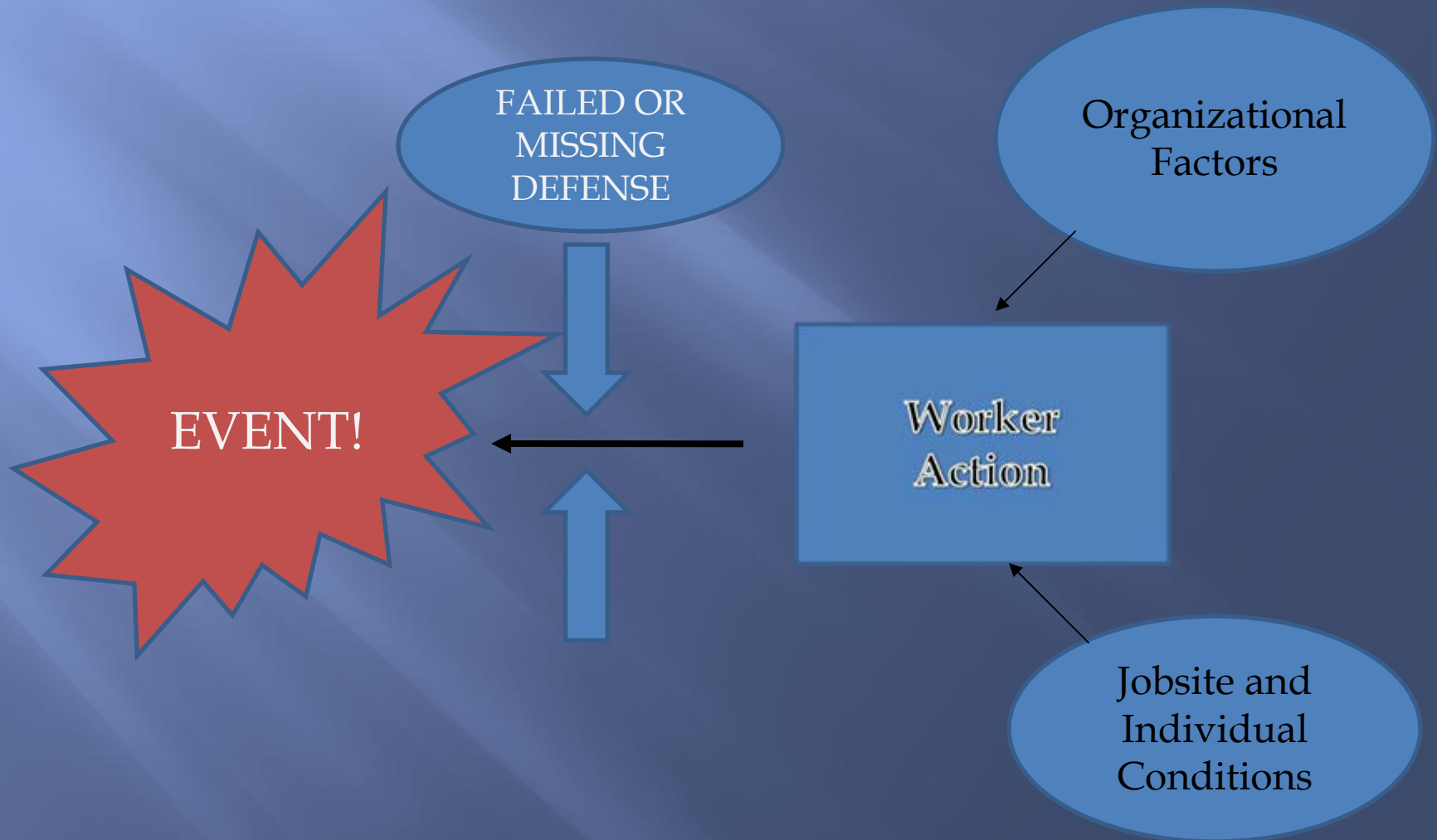
**Role of
Leaders**

Consequently...Events are avoidable.

Human Performance Strategic Approach

1. Anticipate and prevent active error at the job-site.
2. Identify and eliminate hidden organizational weaknesses.

FROM ERROR TO EVENT





Strategy – double pronged

Error Reduction

*Reduce Frequency
of Events*

*Rigorous Use of
Error-Prevention Tools*

Work Preparation
• Work Performance
• Work Feedback

Error Free

Defense-in-Depth

*Reduce Severity
of Events*

*Aggressive Control of
Defense-in-Depth*

1st Line: Engineered Controls
2nd Line: Administrative Controls
3rd Line: Cultural Controls
4th Line: Management and
Oversight Controls

Event Free

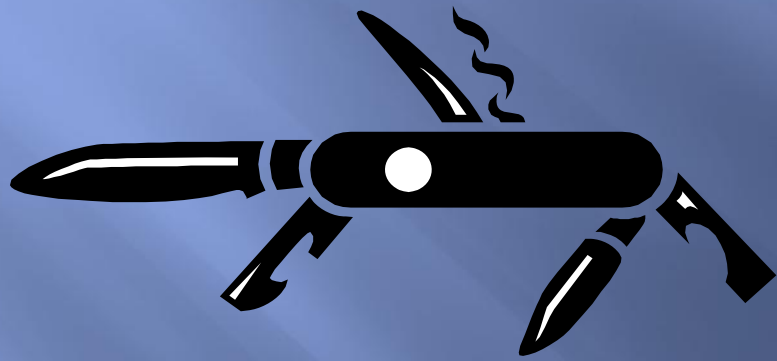
Human Performance Program Elements

- ▣ Fundamentals Training
- ▣ Tools Training
- ▣ Plant Steering Team
- ▣ Area Implementation Teams
- ▣ Coaching/R+™
- ▣ Human Performance Event Evaluations

Source: Aubrey Daniels, "Bringing Out the Best in People"



INPO Toolbox - Individual NFS Site - Seven tools



- ▣ Self Check (STAR)
- ▣ Peer Check
- ▣ Procedure Use and Adherence
- ▣ Questioning Attitude
- ▣ Pre-Job Brief
- ▣ Time - Out /Stop When Unsure
- ▣ Two-minute Rule

Plant Steering Committee

- ▣ Consists of “leaders” from plant management and hourly workforce.
- ▣ Provide overall direction and reinforcement for process implementation.
- ▣ Work on projects with plant-wide implications
- ▣ Communications sub-committee handles PR for the process.

Area Implementation Teams

- ▣ Led by a facilitator, supported by an advocate.
- ▣ Consist of cross section of area/departmental workers and front line supervisors.
- ▣ Establish area house rules and event clock.
- ▣ Identify and remove/mitigate flawed defenses and organizational weaknesses relating to their work activities (gaps list, procedure critical steps, etc.)



Human Performance Coaching/R+

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- ▣ Checklist includes use of HuP tools, error precursors
- ▣ Leadership tool used by all managers
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 - No names involved in tracking
 - Used to calculate “face time”
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Human Performance Event Evaluations

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