



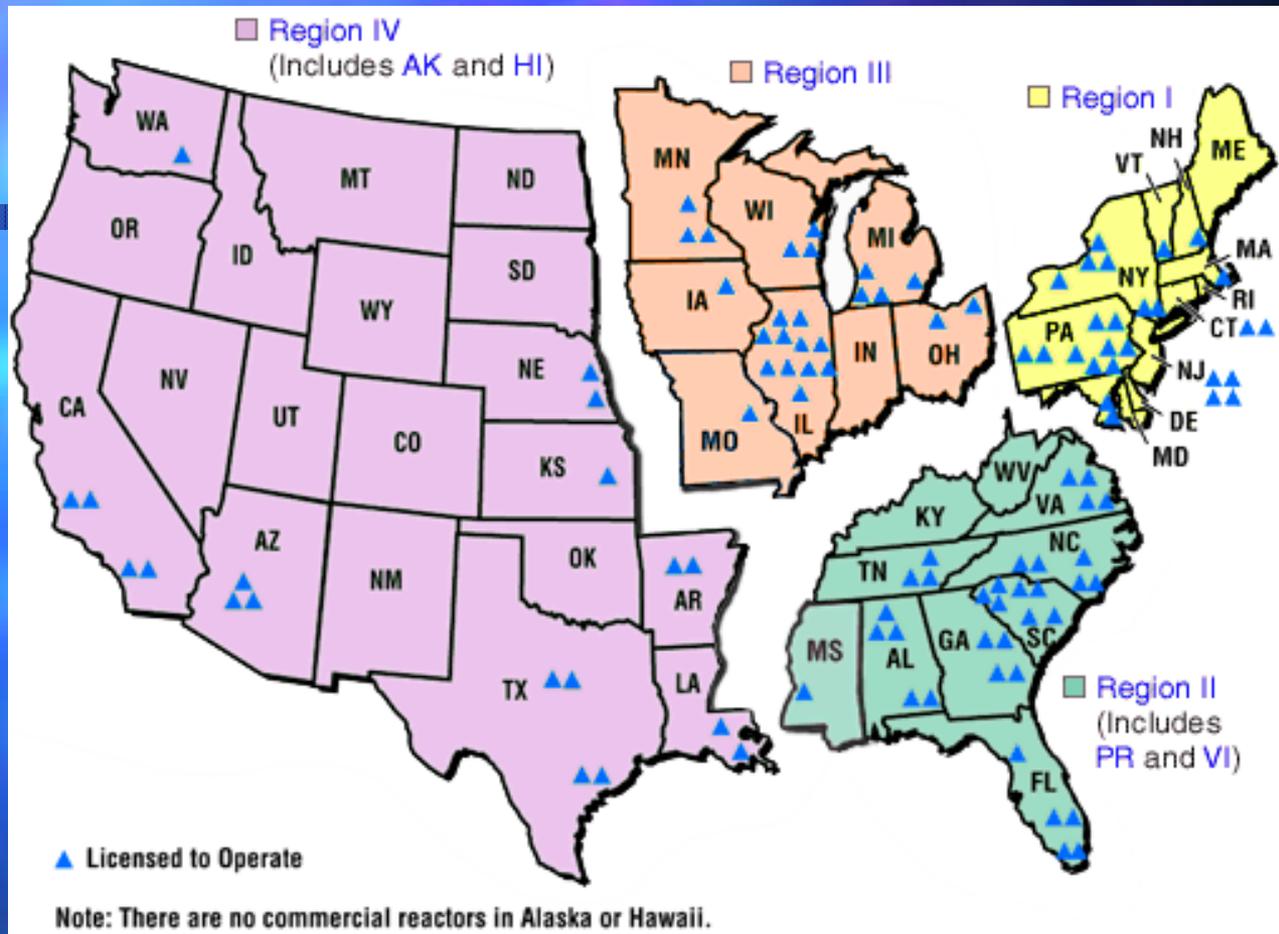
the Bergendahl Institute, LLC

Maintaining Continuous Performance Improvement during Periods of Change

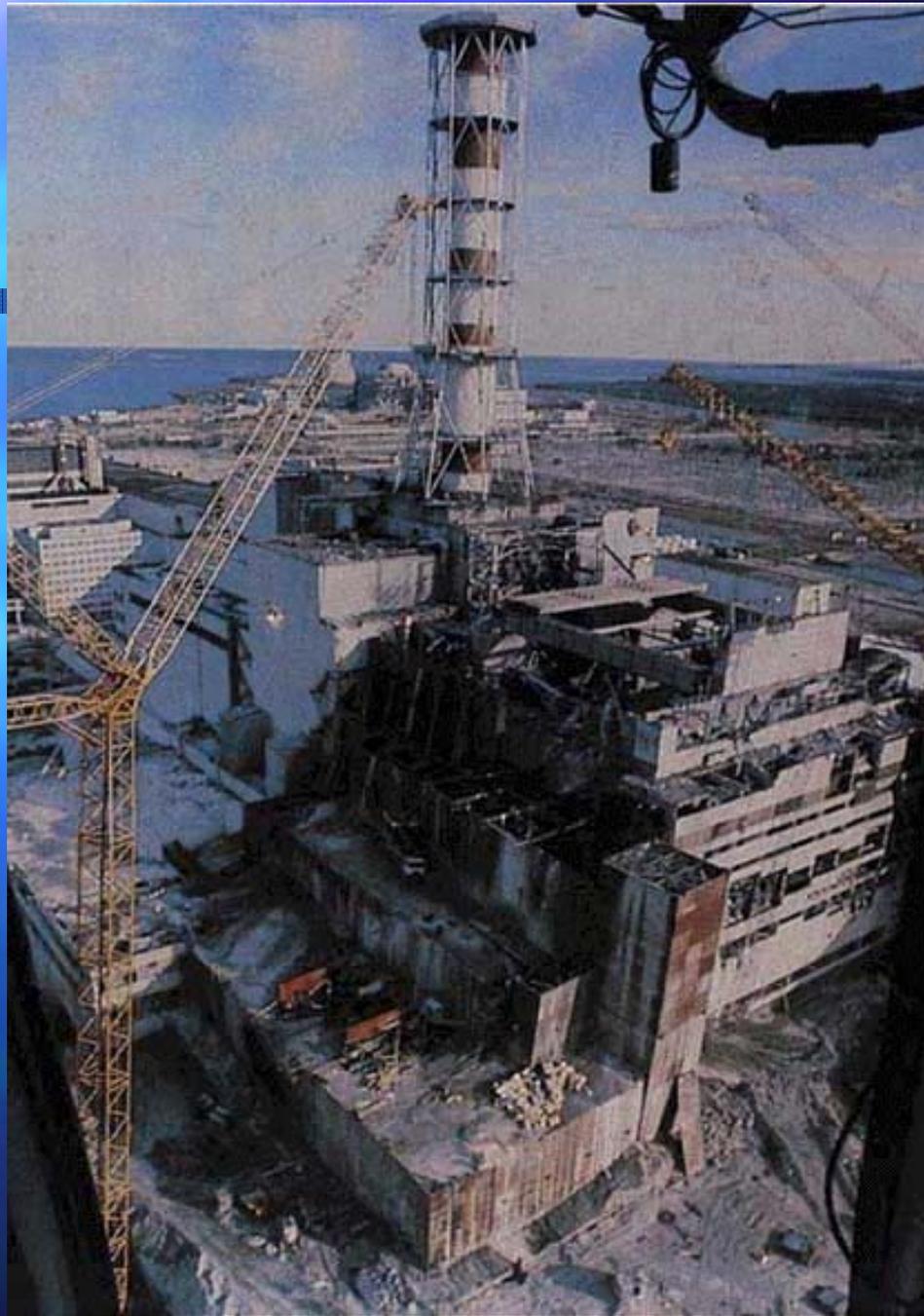
2009 NASA Occupational Health Conference
Cleveland, Ohio
July 2009

HP Background

- Crystal River Nuclear Plant, FL
- Brookhaven National Lab, NY
- Salem Nuclear Plant, NJ
- Peach Bottom Nuclear Plant, PA
- Oak Ridge National Lab, TN
- Ft Calhoun Nuclear Plant, NE
- South Texas Nuclear Plant, TX
- Perry Nuclear Plant, OH
- Davis Besse Nuclear Plant, OH

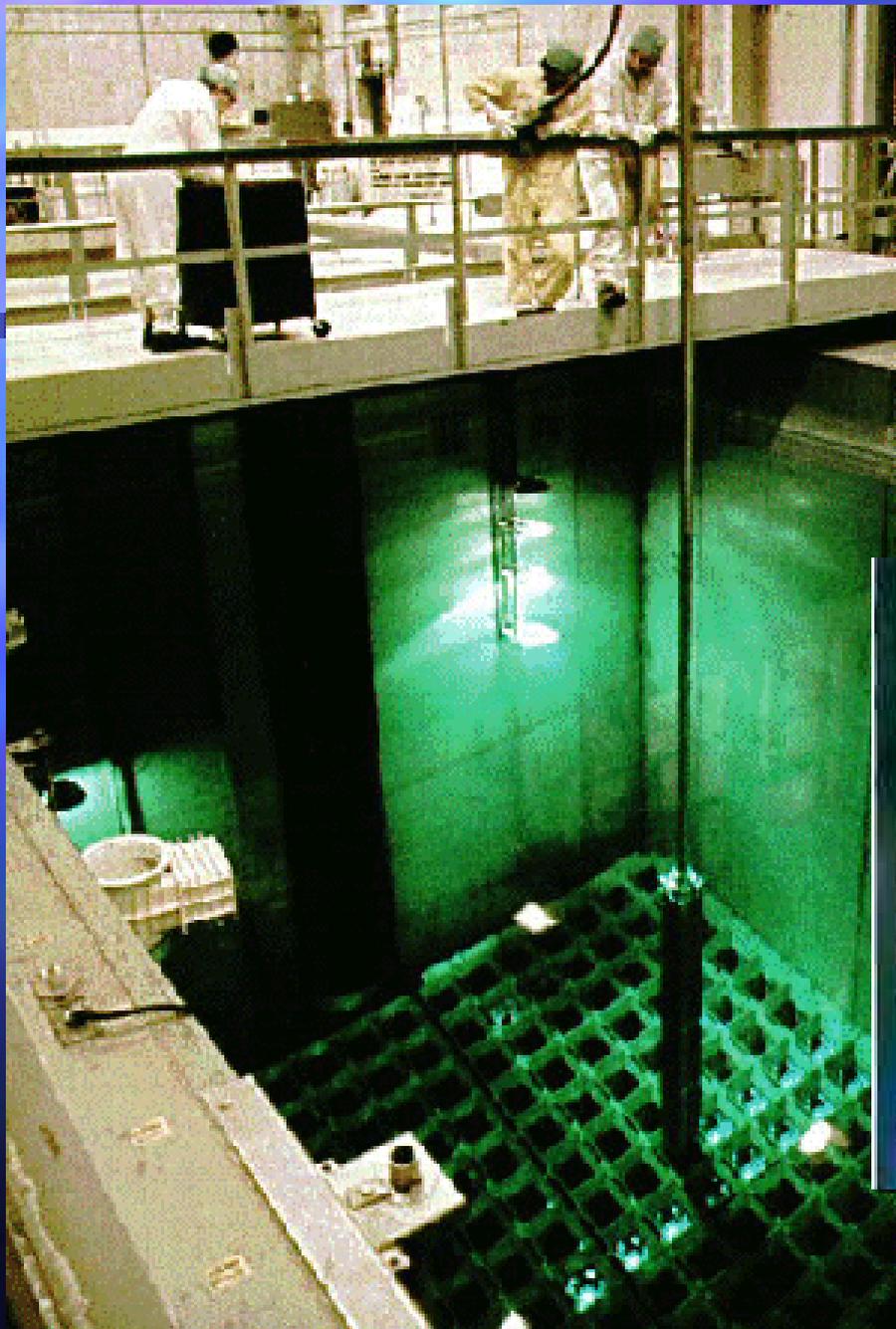


















Common Challenges

- Changing Requirements
- Cost Reduction
- Resources / Staffing
- Increasing workload

Do you have any?

Change Continuously

- Good and Bad Times
- Standards and expectations will continuously change
- Stop changing means you start to decline
- Use it in your personal life



Focus on Improvement especially during high change

- Greet change with change
- Digging in results in misalignment
- Don't necessarily change everything but reassess everything



Example of changing event definition with the Phases

- Overexposure > fed limits
- Over internal Limits
- Unexpected exposure
- missing barrier
- √ monitor and reinforce good practices



Continuous Improvement; Always the same formula

- **Plan – Do – Monitor - Adjust** *(then start over)*
- Like driving a car
- Remember to use the windshield and dashboard versus rearview mirrors



Continuous Improvement

- Learning Organization –values lessons learned by others /always self assessing
- Predictive/Proactive
- Positive
- Involves everyone



Where you want to be

- Behaviors of the *people* are closely monitored and **positively** reinforced
- *Process* improvement initiatives are **proactive** and based on “conditions of risk” versus near misses or events
- Focus on a *culture* of **learning** and continuous improvement with **everyone** in the organization involved



Learning through Assessments

- Especially SELF Assessments
- You know your area best
- You know your weakness
- Why let someone else highlight them
- Don't wait for the weakness to manifest



Standard Quality Model

- DMAIC –
 - Define plan
 - Measure
 - Analyze - **ASSESSMENT**
 - Improve
 - Control



Simple Quality Model

- Plan
- Do
- Monitor - **ASSESSMENT**
- Adjust



People "Tools"

- 3 part communication
- Formal Turnover
- Self Check - **ASSESSMENT**
- Training to recognize "error likely situations"



Process "Tools"

- Critiques
- Reporting systems
- Observation programs
- Root Cause Analysis – **ASSESSMENT**
- Change Management



Culture "Tools"

- Awards
- Management meetings
- Surveys - **ASSESSMENT**
- Measuring successes
- Employee involvement



Assess to whatever standard you want

- Obviously regulatory is the minimum
- Should be your organizational goals
- Better to be your own goals/standards
- Consider assessing against Known Event Causes (Communications, knowledge, distractions, change, environment etc)



Learn from events, Yours and others

- Are there good Root Cause Analysis tools available?
- What caused the past significant events (Shuttle, TMI, Airline crashes)?
- ***We already know what the cause of the next event will be***



Predicting Events

- Can we eliminate all events?
- Do we know what causes errors?
- Would you recognize a risky condition or behavior if you saw it?



Effective Self Assessments

1. The right Assessors
2. Clear goals/standards/criteria
3. Identify what has gone well
4. Findings and corrective actions are documented and followed through implementation
5. Assess the assessments (is performance improving?)



Assessment Types

- Always self checking tasks
- Daily procedure observation
- Weekly process checklist
- Monthly outcomes report
- Quarterly functional area review
- Annual organizational Team Assessment



A Positive Approach

- What gets better performance, fear or positive reinforcement?
- Do you track successes or failures?



Getting Everyone Involved

- Who can cause an event? (i.e. Who is part of the problem?)
- Who is part of the fix?



Continuous Improvement

- Learning Organization –values lessons learned by others
- Predictive/Proactive
- Positive
- Involves everyone



Closing Thoughts

- If you are not continuously improving you are declining
- In order to continuously improve you must continually assess

