



### Your HP Tools

- ◆ Tailboards
- ◆ Two-Minute Rule
- ◆ Self-Checking (STAR)
- ◆ Stop When Unsure
- ◆ Questioning Attitude
- ◆ Procedure Use and Adherence
- ◆ Phonetic Alphabet
- ◆ Three-way communication
- ◆ Placekeeping



## Would You Stand Your Ground?

One of our own, Steve Auradou from the Grid Control Center (GCC), and his wife were returning from a cruise. They were on an airplane getting ready to fly home and took their seats right behind the wing on the left side of plane. His wife, Kelly, took the window seat and he sat in the aisle seat. During taxi the plane hopped while turning left onto the main runway. Kelly was watching out the window as the plane’s speed increased. As the plane became airborne it took a slight dip to the left. Steve closed his eyes and started to sleep, but Kelly pulled on his shirt sleeve trying to get his attention. She told him she thought the plane’s wheel fell off and crashed into the luggage carts as they left the airport. Steve told her to relax planes have extra wheels for such an occasion.

They described to the attendant what Kelly saw out the window. The attendant seemed more interested in what kind of drink they wanted and if they preferred peanuts over raisins.

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## Quote of the Month

The scope of a job sets all of the safety, environmental, and quality measures.

Get the scope wrong and you get the measures wrong. Change the scope and you change what measures are needed.

W.R. Corcoran

## Apply Human Performance at Home

A close friend of mine has a son who is lucky to be alive. This young man was an opera singer and his career was on the rise. While moving into their newly purchased home in 2001, the young man and two teenage neighbors were moving a heavy six foot square glass table when one of the boys dropped his end causing the table to crack upward. The large piece of glass crashed down like a guillotine into the young man’s neck. The gash was critically deep and extended from his earlobe to his chest, semi-decapitating him. He was rushed to the hospital where he was said to have lost more blood than he retained.



While ER doctors aggressively worked to keep him alive, he was determined to muster up a whisper to let them know that he was an opera singer and needed them to save his voice. After saving his life, doctors did what they could to honor his request. However, after looking at the damage to his voice box, both jugular veins, his nicked spine, the severed nerves, the paralyzation of his diaphragm, his arm and most importantly his vocal cords, specialists said he would never speak, let alone, sing again. This young man had something different in mind. He had a miraculous recovery and now 11 years later is well into his opera and singing career.

This type of accident, dropping something, or having something fall on you when you are moving household items happens often and can have drastic effects. We must be aware of our human performance training when working at home with tasks which we are not particularly proficient with. We need to have a tailboard prior to the task and with the appropriate people present. During the tailboard the item to be moved or worked on should be discussed in detail. The responsibilities of all involved should be covered and there should be a contingency plan should something happen. All people involved should be physically capable of the task. People also need to have situational awareness and a questioning attitude with the surroundings they are working in. Remember, Human Performance is not a switch that we turn on and off. Let us also work safe and efficiently at home, as we do on the job.

R.D.Schwermann

Please submit ideas for articles to: [rusp@pge.com](mailto:rusp@pge.com)

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Steve reassured Kelly that all would be OK and that he was sure the attendant would notify the pilot. After a couple of minutes the attendant came back and told Kelly that the pilot was intrigued with her story and wanted to get clarification on what she saw. The attendant asked if it was a piece of rubber or small part that she saw fall from the plane. Kelly was trying to contain her ever growing excitement and blurted out to the entire plane, “No it was the whole damn wheel that came off”. Several minutes later, the pilot came over the loudspeaker and stated that the flight was going to do a low level fly by at Burbank airport to get a better look at the landing gear. One of the rear tires WAS missing .... The pilot stated that this was going to be a slight inconvenience and they would have to ditch some fuel over the ocean and head to Ontario Airport for an emergency landing.

The flight circled LA for a while then headed to Ontario for the emergency landing. With the passenger’s heads in their laps, the pilot landed the 737 using only one side of the rear wheels and came to a soft landing on what remained of the left rear tire/axle assembly.



*Kelly Auradou spoke up and saved the day. Would you be strong enough to do the same?*

**Thank you to Steve Auradou for submitting this article.**



# “Operation Zero Newsletter”

## *HP Tools in Action*

I recently had a conversation with a switchman about his involvement in a near-hit situation. He had been out for many hours in a storm and was sent home. As he was driving home the switching center called him and asked if he would perform one last piece of switching at a



substation on the way to his house. Even though he had worked for many hours, he agreed and went to the substation. He realized that he was extremely fatigued

when he arrived his task was to open a certain switch. He went to the platform, grabbed the switch handle and was about to operate the switch when he thought of his Human Performance tools and consciously used the Stop Think Act Review (STAR) methodology that he had recently been taught. This is when he realized he was on the wrong switch. He immediately stopped his actions and backed off the platform. He then reoriented himself, used the 2 Minute Rule to determine that he was on the correct switch and safely opened the switch.

The switchman’s correct usage of the Human Performance tools saved him from an error. His realization that his fatigue was an error precursor and his correct usage of STAR saved him from committing an error.

## *Mentorship—Teaching the less experienced*

Late last year Captain Chesley B. “Sully” Sullenberger, the pilot who landed the passenger aircraft on the Hudson River a few years ago, was interviewed for the Institute of Nuclear Power Operations’ publication “*The Nuclear Professional*”. He was asked about being a life-long learner, about the importance of learning and continuous improvement. Questioned about “How do we pass knowledge on to the next generation?” he replied:

*“It’s imperative as we transition to each new generation that we pass on important institutional knowledge, some of which is tacit knowledge. We must avoid the situation where we have to re-learn lessons that we’ve already paid a high price to learn. In the case of aviation, literally sometimes these lessons have been bought with lives.*

*I can enumerate all the major airline accidents in this country for the last 30 or 40 years by flight number, location and date, and by what specifically we learned and how our training and procedures were informed by that knowledge. We need to pass on that kind of institutional knowledge.*

*It requires a sort of mentorship where you’re not just teaching the how, you’re teaching the why. That’s particularly important when you face situations that you haven’t specifically trained for and you haven’t seen before. You have to know why we do what we do because when everything works right all the time, it’s easy to get complacent. ”*



## **Are you a good mentor?**

**To learn more about the PG&E Mentoring Program go to: <http://pgeatwork/RegRel/EmpDev/Learning/Pages/Mentoring.aspx>**

Article from DOE – Highly Reliable Performance Newsletter Jan 19, 2012

## HP Tool of the Month

### **STOP WHEN UNSURE**

When confronted with confusion or uncertainty, a person is in unfamiliar territory without a defined path forward. Given that the chances for error are particularly high in such situations (a 10 percent to 50 percent probability), the best course of action when unsure is to **stop**. Whenever a question arises and what to do remains uncertain— stop and ask! Every person has the responsibility and authority to stop work when uncertainty persists. This may be used when you believe conditions may be unsafe, or during circumstances where work may need to be postponed for re-analysis and subsequent safety improvements prior to resuming work. The **Stop When Unsure tool** is intended to supplement the existing formalized practices and emphasize that workers approach work deliberately and mindfully. If a worker encounters unexpected conditions or needs additional clarification or support, then pausing is a recommended and conservative approach.

Even if it seems simple and straightforward, notify your supervisor, and get help from other people. The **Stop When Unsure tool** prompts performers to gain more accurate information about the work situation from other knowledgeable persons before proceeding with the activity. It involves a stoppage of work long enough to allow individuals, their supervisors, or other knowledgeable persons with expertise to discuss and resolve the issue before resuming the task.

**Remember—Anyone Can Stop A Job!!!**



### When to Use Stop When Unsure

- When uncertainty, doubt, confusion, or questions persist
- If outside of conditions assumed by a technical procedure
- When encountering conditions inconsistent with a procedure
- When outside the bounds of key parameters
- If beyond the scope of the plan or process
- When unexpected results or unfamiliar situations are encountered
- When something expected does not happen
- When uncertain regarding compliance with expectations or procedures
- When inexperienced or lacking knowledge with a task
- When someone else expresses doubt or concern

**To Learn more about the Human Performance tools you can access a brochure at:**

[http://pgeatwork/UPI/Documents/HP\\_Brochure\\_FINAL\\_10\\_05\\_18.pdf](http://pgeatwork/UPI/Documents/HP_Brochure_FINAL_10_05_18.pdf)