

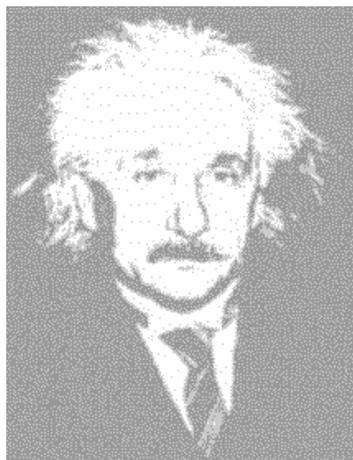
# The Big Hammer for ISMS

# HuP TOOLS

September, 2010



*“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”*



Albert Einstein

# HuP TOOLS- Management Speaks!

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- **First:** Use the tools in this handbook as appropriate and how you have been trained.
- **Second:** Encourage and remind your coworkers to use the tools. Do not hesitate to back-up anyone, no matter what their knowledge level or position, when tool use is appropriate.
- **Third:** Be willing to self identify problems and errors when they occur.
- **Remember:** People are fallible-even the best make mistakes. We need to believe this and do what we can to reduce errors and error likely situations that affect the quality of life for all of us.

*Kliss, McNeel, Vice President, ESH&Q*





Click here to play  
the movie clip.



# HuP TOOLS FOR INDIVIDUALS

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- ◆ **Help the individual performer maintain *positive control* of a work situation.**
- ◆ **Many of the tools in this “Individual” section might be categorized as “situational awareness” tools.**
- ◆ **HuP tools deliberately slow things down to ultimately speed things up by avoiding delays.**
- ◆ **Does not guarantee perfect performance, but ...**



# HuP TOOLS FOR INDIVIDUALS

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The tools in this category include:

- ◆ • **Task preview**
- ◆ • **Job-site review**
- ◆ • **Questioning attitude,**
- ◆ • **Stop when unsure**
- ◆ • **Self-checking**
- ◆ • **Procedure use and adherence**
- ◆ • **Validate assumptions**
- ◆ • **Signature**
- ◆ • **Effective communication**
- ◆ • **Place-keeping**
- ◆ • **Do not disturb sign**



## HuP TOOLS FOR WORK-TEAMS

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- ◆ **Coordination and/or participation of two or more individuals, supervisory involvement and support.**
- ◆ **Work team tools depends on the task's hazards complexity, and frequency of performance; the duration of an activity (requiring multiple shifts or work groups);**
- ◆ **Management's need for feedback on work completed.**

# HuP TOOLS FOR WORK-TEAMS

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Tools in this category include the following.

- ◆ • **Pre-job briefing**
- ◆ • **Technical task pre-job briefing**
- ◆ • **Verification practices (Peer check, peer review, verification, etc.)**
- ◆ • **Flagging**
- ◆ • **Turnover**
- ◆ • **Post-job review**
- ◆ • **Technical task post-job review**
- ◆ • **Project planning**
- ◆ • **Problem solving**
- ◆ • **Decision making**
- ◆ • **Project review meeting**
- ◆ • **Vendor oversight**



# HuP MANAGEMENT TOOLS

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- ◆ **Used by managers to help identify latent weaknesses in the organization.** (Undetected deficiencies in processes / values that provoke error or degrade the integrity of defenses).
- ◆ **Latent errors or conditions are frequently difficult to identify. Once they are created they do not fade away but rather accumulate in the system.**
- ◆ **Because of their hidden characteristic, limiting the time these vulnerabilities exist is challenging.**
- ◆ **Managers should aggressively identify and correct vulnerabilities with defenses at the earliest opportunity.**

# HuP MANAGEMENT TOOLS

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Tools in this category that are described below include the following.

**Benchmarking;**

**Observations;**

**Self-assessments;**

**Performance indicators;**

**Independent oversight;**

**Work product review;**

**Investigating events triggered by human error**

**Operating experience;**

**Change management;**

**Reporting errors and near-misses; and**

**Employee surveys**



# HuP TOOL MATRIX

## When to Use HPI Tools

<u>Location</u>	In the Field (1)			In the Office (2)		
<u>HPI Tool</u>	Prior to Start/ Re-Start	Perform Work	Complete Work	Prior to Start/ Re-Start	Problem Solving	Task Verification
Task Preview	X					
Job-Site Review	X					
Questioning Attitude	X	X	X	X	X	X
Stop When Unsure	X	X	X	X	X	X
Self-Checking	X	X	X	X	X	X
Procedure Use & Adherence	X	X	X	X	X	X