

Learning From Normal Work

Why learn from normal work?

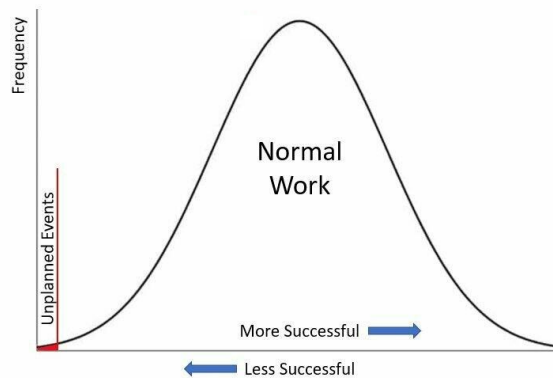
If an organization wants to learn and improve, as most do, the first requirement is to become aware of opportunities to do so.

The most obvious route by which this knowledge can be obtained is via the reporting of incidents and other types of consequential unplanned events, where something has happened that was not planned, expected or desired, and once it has happened the organization doesn't want it to happen again. Such unplanned events are very obvious, and the attention they draw can detract from the effectiveness and efficiency with which they are handled, potentially leading to "over learning" and increased bureaucracy.

Although the number of high consequence events remains stubbornly high globally, many organizations have reached a performance plateau, at least as shown by traditional (and flawed) injury-based metrics. Generally, this means that the organization suffers few significant incidents, an unfortunate side effect of which is that

there are fewer obvious opportunities for organizational learning and improvement.

Near misses present less visible opportunities for improvement, though in some ways they are more valuable since they result in no loss and thus can be handled in a lower profile and more logical way than high consequence incidents. Again, however, the near miss population is relatively low compared to the totality of work activity in the organization.



So where else can a high performing organization look for potential improvements to their operations?

The vast majority of workplace tasks are completed successfully. This does not mean that there were no obstacles, constraints or barriers to overcome in the performance of the work. Such impediments, which required adaptation or ingenuity on the part of the task participants to enable successful completion, present the next

Challenges to Learning from Normal Work:

- Where to start
- Creating psychological safety
- Complexity
- Bureaucratic friction
- Contractor involvement
- Measuring success

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level of learning opportunity.

Of course, there are challenges to accessing this vast mine of potential improvement, not least of which is deciding where to start. The people who actually perform the work know what they have to work around and the complexities of their day to day activities, so ask them. Learning teams are a great tool for this, provided the organization enjoys an environment of psychological safety in which employees feel unencumbered by fear of speaking out.

As with the investigation of trivial incidents due, for example, to using recordability as a trigger, there is a danger that an organization will "over learn" from normal work. The only vehicle by which learning can be institutionalized is the management system.

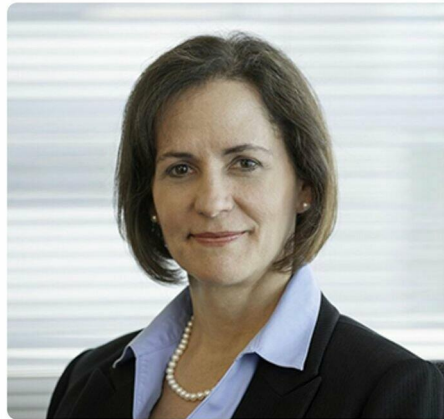
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Spotlight On: Sue Staley



vPSI Group would like to congratulate Sue Staley, our Director of Sustainability, on her recent appointment to the SPE (Society of Petroleum Engineers) Board of Directors as the global Health, Safety, Environment, and Sustainability Technical Director. She currently chairs the SPE International Sustainability and Stewardship in the Oil and Gas Industry Award Committee and has chaired and co-chaired HSSE/SR regional and international conferences and committees. She was awarded the Gulf Coast Regional Health, Safety, Security, Environment, and Social Responsibility Award in 2017.

As the SPE Health, Safety, Environment, and Sustainability Technical Director, Sue will be responsible globally for disseminating technical knowledge within the society's membership. This includes providing technical counsel to her section and to technically oriented standing committee leaders. Sue will also provide support for current initiatives within her disciplines. Sue will establish and lead technical advisory committees which assist in developing programs, books, and periodicals, identify qualified members to serve on tech-



nical committees, as distinguished lecturers, and/or as awards candidates.

She will have Board committee duties including global oversight of SPE programs within her technical areas, developing and supporting initiatives to achieve SPE strategic goals, setting strategic direction, and financial oversight. Sue will also establish and lead advisory committees within her technical disciplines and act as a sounding board and spokesperson for members represented by her technical disciplines.

The role requires a 3-year commitment and attendance at 3 global Board of Directors meetings, plus occasional teleconferences.

Sue holds a master's degree in engineering (environment emphasis) from Purdue University and a bachelor's degree in chemical engineering from the University of Minnesota.

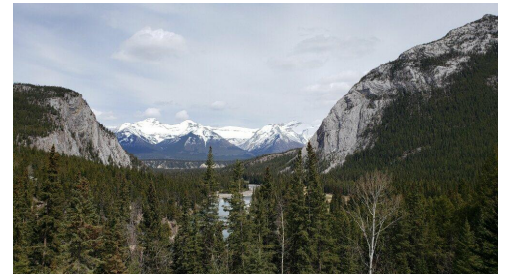
Sue was selected based on her ability to think strategically, focus on global and local needs, communicate with and influence others, ability to network, and her skills in multi-cultural and multi-national negotiations.

Combining Business with Pleasure



The Fairmont Banff Springs, Banff, Alberta

vPSI has been on the conference circuit lately! May 2-4 in Banff, Alberta, vPSI employees from both the United States and Canada attended, spoke, and exhibited at the Energy Safety Canada Petroleum Safety Conference. While there, vPSI Co-Founder and Director Norman Ritchie took these spectacular photos of the hotel and the view of the mountain range outside the hotel.



Banff National Park

vPSI also exhibited at the recent Alberta Health and Safety Conference in Edmonton, Alberta, held May 5-6, and at the American Fuel and Petrochemical Manufacturers 2022 National Occupational and Process Safety Conference and Exhibit, held May 10-12 in San Antonio, Texas.

Upcoming Learning from Incidents Training Workshops



vPSI Group, LLC and vPSI Canada, Ltd. are resuming our famous multi-client “Learning From Incidents” training workshops. Over the summer, we scheduled two in Alberta and one in Texas. This fall, we’ll be doing another two in Canada and one in Houston; see below for the dates:

- Toronto, ON, Canada, October 24 and 25, 2022
- Calgary, AB, Canada, October 27 and 28, 2022
- Houston, TX, USA, November 8 and 9, 2022

Let us know when and where you would like to attend a class and we can work out the logistics!

Participants will hear from industry experts on:

- Understanding why problems and Unplanned Events repeat;
- Gathering and conducting Quality Assurance on post event data to provide a high integrity foundation for analysis;
- Ensuring that the organization’s resources are applied appropriately to events based on their risk significance;
- How Human Performance Factors contribute to Unplanned Events, including the impact of Fitness for Duty issues;
- Efficiently analyzing Unplanned Events, including near-misses, in less time using methods appropriate to the complexity of the underlying problems;
- The 2Box and HPA (Human Performance Analysis) scalable event analysis methodologies, including HP causal factors;
- Quickly producing effective corrective actions that reduce risk and maximize the probability of long-term performance improvement and organizational learning where appropriate;
- Scoring activities presented as corrective actions to separate those that will reduce risk from those that only look or sound good, thereby reducing costs;
- Solving all types of work problems more effectively;
- The basics of using vPSI Metrics as KPIs to measure the identification, assimilation, systemization and sustainment of learnings from incidents.

Contact us for more information. Due to the interactive nature of the workshops, these are limited in size to 15 attendees, and spaces fill up quick. We can also do this in client-specific format if your organization is looking to train multiple people or wants a closed assembly.

Feedback from Previous Attendees:

- It opened up a new perspective on incident investigation and corrective actions;
- I like how the course focused on human performance;
- Very informative in how to mitigate risk to an acceptable level;
- Great information on how to put in place corrective actions that target the unplanned event instead of the consequences;
- Excellent material, presentations and discussions. Never a boring moment;
- Speakers were very knowledgeable; good presentation method, lots of interaction and group exercises;
- A lot of times I struggle with what we should do to fix a problem. I think this training will help me;
- It will help us solve some problems much faster than traditional RCAs;
- Material was presented well and presenters were prepared and knowledgeable;
- Easy to understand even though I was challenged in my way of thinking;
- Very interesting take on this subject. Even if you take away only the basics from this course, you are ahead of the game.

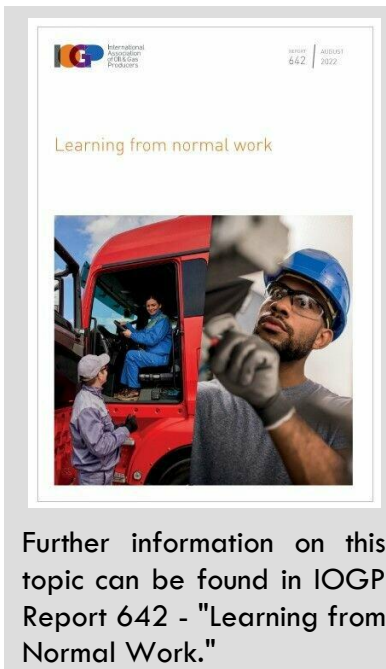
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There is a thin line between valid and valuable learning, and bureaucracy, and it is easily crossed. Business processes can actually be one of the impediments encountered during normal work, so it is important to consider the magnitude of the risk under consideration before imposing additional procedural requirements.

Many clients of vPSI are involved in the energy sector, where a large proportion of work is conducted by contractors and subcontractors. This presents an even greater challenge to learning from normal work than does learning from incidents, and there is no easy answer, other than to influence the contractor to follow along on the journey.

Once an organization has embarked on a learning from normal work initiative, everyone will be interested in how successful it is. Most organizations taking on such a program are going to be excellent performers in terms of traditional "safety" metrics, meaning it will not be possible to attribute any change in already statistically invalid indicators such as TRIF or TRIR. It will therefore be necessary to utilize other KPIs, such as vPSI Metrics, based on the quality of the output of learning teams and other improvement processes.



At the Podium

vPSI's Norman Ritchie is a well-known and respected speaker and is frequently invited to speak at various conferences. He recently sat on a panel regarding Performance Indicators at the IADC HSE and Sustainability Conference and Exhibition in Amsterdam, held September 15, 2022. He'll be on another panel at the SPE ATCE, discussing Learning from Accidents or Learning Before Accidents October 5, 2022 in Houston, TX.



Panelists and Audience Members at the IADC HSE and Sustainability Conference and Exhibition in Amsterdam

ASSP Region III SPY Award

We're very proud to announce that Norman was the recipient of the 2021 ASSP Region III Safety Professional of the Year! This award is given annually to individuals that make a significant contribution in advancing the safety profession. Due to the pandemic, three years of awards were given at the ASSP Region III Professional Development Conference in San Antonio, TX on August 29, 2022.



Three years of ASSP Regional SPY award recipients:
2020 - Matthew Herron,
2021 - Norman Ritchie, and
2022 - Krystle Hodge