



Handling People Who Don't Follow the Rules

Questions and comments are encouraged during vPSI training workshops, particularly those related to participants' real-life application of the vPSI System™ in their workplaces. Frustration is frequently expressed regarding the development of quality corrective actions for situations where people don't follow the rules.

Behavior is a choice, but how do we make that choice? Cost / benefit analysis provides a simple model for this decision

The benefit side of the calculation is often obvious, and can actually be based on sound motivations, such as completing an assigned task quicker or with less resources. Cost is evaluated on the basis of a risk assessment, combining

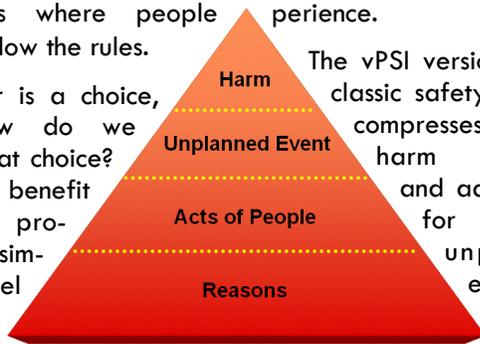
possible outcomes with their perceived likelihood of occurrence. Generally, the potential outcomes are well understood (injury, equipment damage, environmental harm, business interruption, etc.) but the evaluation of probabilities is where rules are trumped by experience.

The vPSI version of the classic safety triangle compresses all the harm outcomes and adds levels for no-harm unplanned events, acts of people that lead to unplanned events and the reasons for these behaviors. There are many more no-harm than harm events (think ratio of near misses to injuries). Similarly, most unsafe acts do not lead to even a near miss. Turning this around,

when an unsafe act is perpetrated, the most likely outcome is that nothing will go wrong. Essentially the perpetrator gets away with it. Repeating the unsafe act is very likely to lead to the same result. This data is filed away for the next time a similar circumstance is encountered.

How many repetitions does it take for this unsafe act to become the modus operandi? Now it no longer matters what the rules say, because experience has demonstrated that the actual probability of adverse outcomes is negligible. If you doubt this, consider how you react as you approach an intersection and the light turns yellow....

There is a gaping canyon between stating how people should behave and actually causing that behavior to occur consistently in real



Phew, That Was Close

"Shovel Ready", the lead article in the last edition of H-E-A-R Say, discussed misuses of the term *lost time*. That article generated so much feedback that we decided to follow it up by addressing another commonly used but equally illogical term: *near miss*.

Minor mishap, minor incident, close call, close shave, near hit, near thing and near miss are all word pairs used to describe an unplanned event that credibly could have resulted in harm or loss, but none actually occurred in reality. Of these terms, *near miss* is by far the most commonly used. We work

with several companies who use alternatives to *near-miss*, but unfortunately their people inevitably have to explain themselves when they use phrases like *near-hit* in the world outside their organization.

Logically if something nearly missed you, it actually hit you. In 2005, the late William Safire pointed out in one of his columns on language "near miss (is) a nonsensical version of near thing; some of us patiently but uselessly pointed out that the (original) writer meant "near hit." Near miss has since entrenched itself as an idiom."

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life. That's the crux of the challenge we face! vPSI Group Director Norman Ritchie asked the members of LinkedIn's new ASSE Management Practice Specialty Group how they handle this issue. Their thoughts, and examples of behavior management methods, will be covered in the Summer edition of our newsletter, H-E-A-R Say.



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The meanings and connotations of words and phrases change over time and the current usage of *near-miss* is now so common that it would be almost impossible to change to a more literally accurate expression like *near-hit*.

Just to make life even more complicated, according to at least one editorial style manual, "a near miss (without a hyphen) is a miss that is near...but near-miss (with a hyphen) is a hit".

H-E-A-R SAY

∇ Good Corrective Actions

Corrective Actions are an integral part of a continuous improvement program. When deviations occur - something happens that was not supposed to happen - the organization seeks to avoid the nonconformance repeating in the future through development of corrective actions. As discussed in our Winter 2010 newsletter, vPSI enjoys a bird's eye view of incident investigations and their proposed corrective actions. As we review the corrective actions objectively, we often see that the activities presented are focused on managing harm, therefore most will have no impact on eliminating future events. Below are five corrective actions that pass the vPSI Test™, meaning that we can be confident that they will actually be implemented, are targeted on the nonconformance and are technically robust. The "T" column below refers to the vPSI Type which reflects the quality of the Corrective Action. This will be discussed in a future article.

Report Number: 2010-001			Incident Title: Slurry Density			vPSI Report Rating 3		
<p>Unit: Service Quality Event Date: 04 January 2010 Incident Title: Slurry Density Excursion Actual Harm: Yes Counted: Yes What Happened: On routine squeeze job, the cement engineer was unable to keep slurry density above 13ppg. Contributing Factor / Causes: Upon investigation, contracting company supervisor discovered that the attendant engineer was sent to the field with little experience and training. Harm (Actual and Potential): \$25,000 of lost rig time and termination of contract. Unplanned Event: Slurry density excursion Acts of People: Cement Eng Supv sent untrained personnel. Reasons for Acts (KUBO): Cement Eng Supv did not observe training requirements.</p>								
Corrective Action	Assigned	Approved	Due Date	P	S	E	vPSI Type / Explanation	
J. Gunn was deployed to Field Crew X for field training for 6-months.	K. Moore (Cement Eng)	C. Myer (Ops Supv)	7/31/10				1 – Direct action – single use plan	
Modified current training for all cementing engineers to include competency training.	G. Nixon (HR Mgr)	C. Myer (Ops Supv)	4/30/10				2 – Modify training for current team members	
"Cementing Engineers will not be deployed to the field without supervision until they have obtained 40 hours of field training" was immediately added to competency standards.	D. Burns (Logistic Coord)	C. Myer (Ops Supv)	4/30/10				3 – Modify routinely used training guides or rules	

Report Number: 2010-002			Incident Title: Pressure Testing Piping			vPSI Report Rating 3		
<p>Unit: Oil Field Event Date: 22 January 2010 Incident Title: Pressure Testing Piping Actual Harm: Yes Counted: Yes What Happened: After pressure test was completed, worker began to remove the pressure recording device. He did not depressurize the piping. He took a pipe wrench to remove a test tee from the valve that isolated the testing tee. The valve unthreaded from the pipe nipple connected to the still pressurized piping. Both valve and test tee shot upwards, striking the worker. Contributing Factor / Causes: Injured worker thought his colleague had de-pressured piping. Harm (Actual and Potential): The worker sustained serious injuries. Unplanned Event: Ball valve and test tee separated from piping. Acts of People: Worker did not depressurize piping before disassembling testing equipment. Reasons for Acts (KUBO): Did not observe/believe that the piping was under pressure.</p>								
Corrective Action	Assigned	Approved	Due Date	P	S	E	vPSI Type / Explanation	
All employees will attend training on hazard recognition using energy sources and assignment type JSAs.	J. Coyle (Training Advisor)	M. Branson (Area Supv)	5/31/10				2 – Modify training for current team members	
Modified PTP checklist to include assignment check to release pressure on system before rigging down.	H. Hower (HSE Tech)	M. Branson (Area Supv)	5/28/10				3 – Modify routinely used training guides or rules	



Spotlight on . . . Norma Hart

On the Podium

vPSI's consultants are frequently invited to speak at industry events. Below are some upcoming events at which you might run into vPSI:

- 5th May: 26th Governor's Safety and Health Conference and Expo, Louisville, KY
- 20th May: AIHA Gulf Coast Section, Dinner Meeting, Houston, Texas
- 9th June: TCC/ACIT Environmental, Health & Safety Seminar, Galveston, TX

The individuals at vPSI Group bring with them a wide range of expertise, experience, and interests. This is embodied in the form of one of our newest consultants, Norma Hart.

Based in Edinburgh, Scotland, Norma conducts vPSI training in Europe, most recently training Noble Drilling employees on Fundamentals of vPSI in Amsterdam.

In her work for vPSI, Norma has been called an enthusiastic and knowledgeable trainer who has provided interesting and practical concepts for clients to use in their accident investigations and in formulating corrective actions.



Norma currently sits on Edinburgh City Council and leads Austin Hart Project Management Ltd, offering training and consultancy services with an emphasis on the PRINCE2 project and program management methodology.

Norma is a well-rounded person. Having taught English in Spain for six years, Norma speaks fluent Spanish with an Andalusian

accent. She also has a love of the theatrical arts; you could have seen her attending a recent performance of *La Boheme* in Edinburgh or *The Comedy of Errors* in Montreal.

Norma spent six years as the CEO of one of Scotland's tourism boards and worked for 18 months to merge all of Scotland's regional tourism boards into one national tourism body. It was in this role that she developed her passion and expertise towards project management.

When Norma heard that vPSI was looking for a European trainer, she knew that it was time to broaden her knowledge base.

vPSI merges her project management acumen with her knack for training to help individuals better analyze problems and deviations to determine what to do to keep everything on track going forward.

In seven months, Norma has helped 8 organizations move towards continuous improvement, both in project and operational environments, through the careful and systematic application of the vPSI System™.

Combining Business with Pleasure

In the course of working for vPSI, our consultants travel all over the world. As a result, they have the opportunity to sample cuisines from a variety of cultures.

A vPSI team recently traveled to Lafayette, Louisiana to train 28 Noble Drilling employees on the vPSI-style JSA process. While there, they conducted an exhaustive survey of the gumbo offerings available in the area.

Their top pick for seafood gumbo was Prejeans Restaurant. Gator Cove came in second for those who prefer a lighter roux. Poor Boy's Riverside Inn won out for Duck & Andouille Gumbo, with the Blue Dog Cafe as runner-up.



The Blue Dog Cafe is named after, and decorated with, the iconic blue dog images originally conceived as an homage to Louisiana folk tales by famed the Cajun artist George Rodrigue.

Braving the European winter, our consultants conducted a series of vPSI workshops in the Netherlands in February.

While exploring Amsterdam, they sought shelter from the rain in "de Bekeerde Suster" pub, located on the Kloveniersburgwal, one of the city's many canals.



The pub's name translates to "The Converted Sister", reflecting the building's history stretching as far back as the Middle Ages.

Although food was offered and consumed, obviously the best part of this visit was the ale brewed on the premises!

If you're in Alaska, our consultants recommend Humpy's in Anchorage for good food, music, and a wide selection of refreshing beverages.

More vPSI travel photos can be found on our Facebook page.



The vPSI System™

The vPSI System™ is a professional development program in addition to being a route to improved safety performance. Using vPSI measurements to manage an organization produces sharply improved problem-solving skills. Everyone performs more effectively when they understand a few simple vPSI concepts and methods and apply them to their jobs. Skills learned through the safety program can be applied to all areas of the organization, which will improve overall efficiency and boost the bottom line by reducing costs and business impact.

vPSI Training Menu

Applying vPSI Methods of Accident Prevention

This 8-hour class provides the fundamentals of vPSI methodology with an emphasis on rating and developing effective corrective actions to prevent recurrences of unplanned events.

JSA: Planning Jobs for Safety and Success; Hands On vPSI Online Tool Workshop

This 4-hour class followed by a 4-hour workshop provides users with skills to build effective JSAs specific to their work-sites.

Applying KUBO-TEPA™ Methods in Problem Solving

This 8-hour class provides users with KUBO-TEPA behavioral components of problems which aid in developing long term corrective actions applied broadly across organizations.

Executive Overview Presentation

This 2-hour presentation provides a high level overview of vPSI Implementation for busy executives.

Customized Training

Training can be designed and delivered to very particular customer specifications such as: vPSI Corrective Action Assessment integrated with TapRoot®, vPSI Corrective Action Assessment integrated with Cause Mapping, and integrating customer incidents into the Fundamental, Assessor, and the Pre-Task Planning classes. vPSI thinking has also been applied in developing custom training to address difficult issues such as DOT driver compliance and journey management.

vPSI Online Tool Portal

<http://vpsionline.com>

The screenshot shows the vPSI Online website interface. At the top, there is a navigation bar with the vPSI logo and the text "vPSI Online Advanced Ideas, Focused Solutions". Below the navigation bar, there are three main menu items listed in red text: "vPSI Rating Tool System", "vPSI Online Pre-Task Planning & Library System", and "vPSI Online Training". The background of the website features images of industrial workers in safety gear.

vPSI Online Tool Demo

This 1-hour demonstration gives users insight into the vPSI Methodology behind the online tools and guides them through the key functions to help them as they input incidents and corrective actions then review and rate their effectiveness or build Pre-Task Planning documents.

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