



Human Performance & Learning Teams

Learning from the work to strengthen procedures and safeguards

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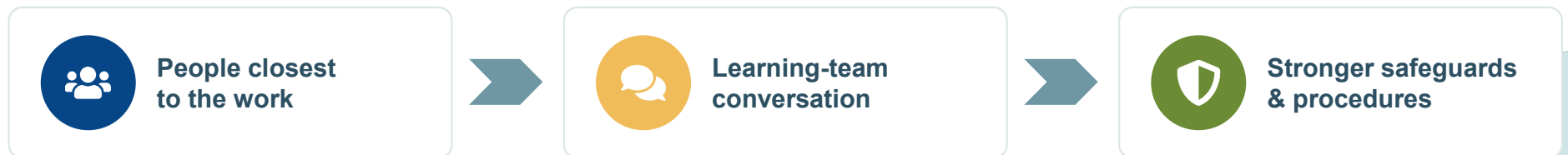
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Human Performance & Learning Teams

Turning field experience into safer, more reliable work

- Human Performance helps people and systems work better together.
- People make mistakes; tools, culture, and safeguards reduce error and consequence.
- Learning teams apply those principles to real work.





Three Questions a Learning Team Helps Answer

1



How is the work actually performed?

2



What conditions or roadblocks shape the decisions people make?

3



What should we strengthen before the next problem?

Understand the work. Improve the system. Share the learning.



Learning Teams Can Be Reactive or Proactive

REACTIVE

- After an incident, near miss, recurring failure, or procedure concern.
- Understand the conditions and safeguards that shaped the outcome.
- Look beyond “the procedure was not followed.”

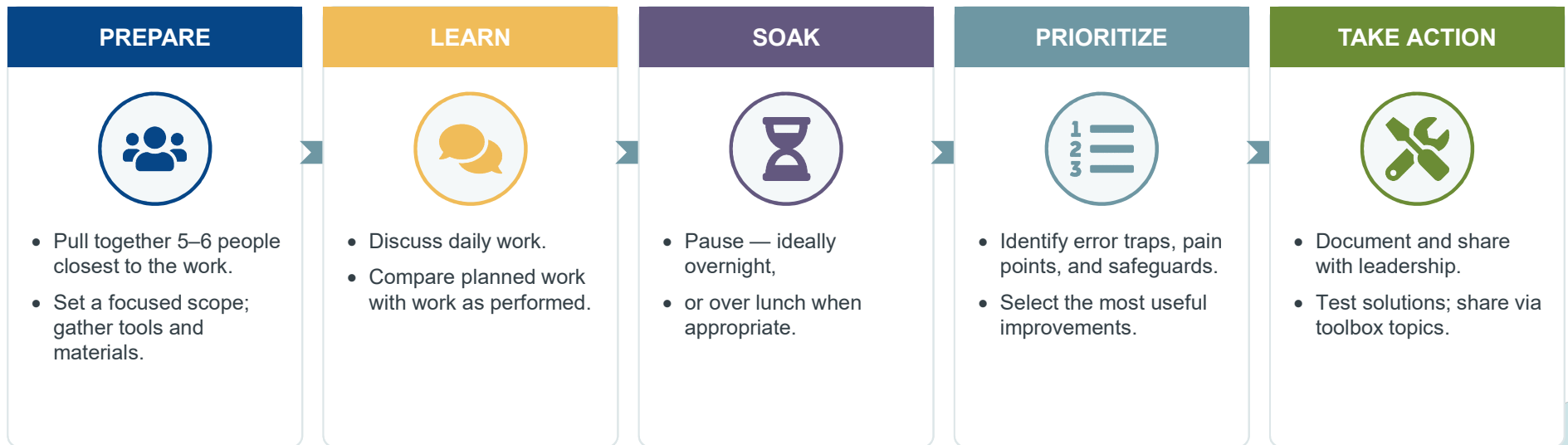
PROACTIVE

- Examine a process that works but has roadblocks or unnecessary complexity.
- Learn from small signals and Tier 3 process-safety events before something worse happens.
- Identify improvements while there is still time to act.

Learning teams are for learning and improvement — not discipline.



The Process: Prepare, Learn, Soak, Prioritize, Take Action



Keep the team focused on one narrow work process.



The Learn Conversation: How the Work Really Happens



IN THE FIELD: *Ask what people do — not only what the procedure says.*



Roadblocks Show Us Where the System Needs Strengthening

ROADBLOCKS

- Unclear step
- Poor handoff
- Missing tool
- Confusing information
- Unnecessary delay



Clarify the procedure

Unclear steps or decision points



Improve the process

Poor handoffs, sequencing, or unnecessary complexity



Strengthen the safeguard

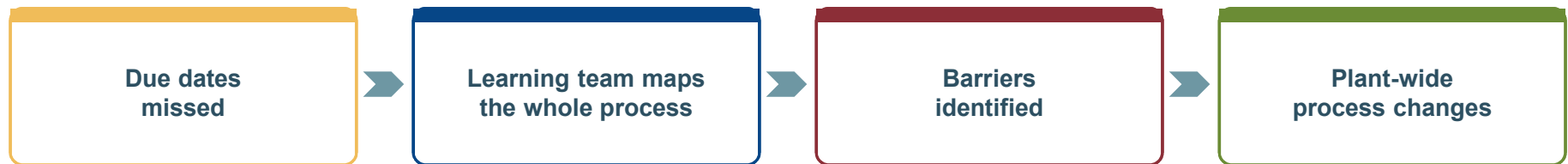
Add verification, equipment controls, alarms, or hold points

KEY TAKEAWAY: *A roadblock is information about the system — not a fault in the person.*



Example 1: A Learning Team Improved the IWR Process

IWR = Inspection Work Request



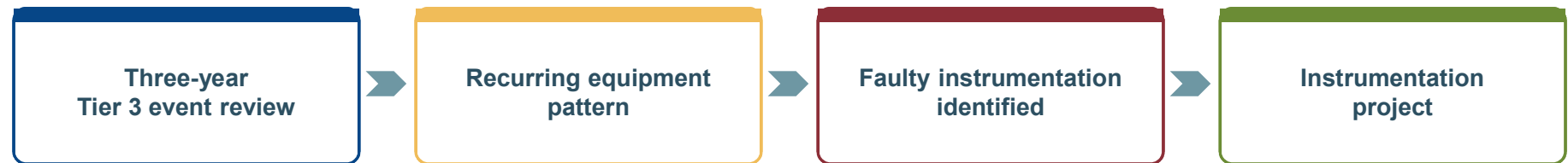
- Several Inspection Work Requests were not completed by their due dates.
- The team examined the full process from request through completion — not just the overdue requests.
- The learning team identified process barriers and opportunities to improve ownership, flow, and follow-through.
- The plant adopted process changes so IWRs could be completed more reliably.

KEY TAKEAWAY: *Look at the whole process — not just the overdue item.*



Example 2: Tier 3 Review Exposed an Instrumentation Problem

Anonymized — a three-year review of low-consequence (Tier 3) safety events



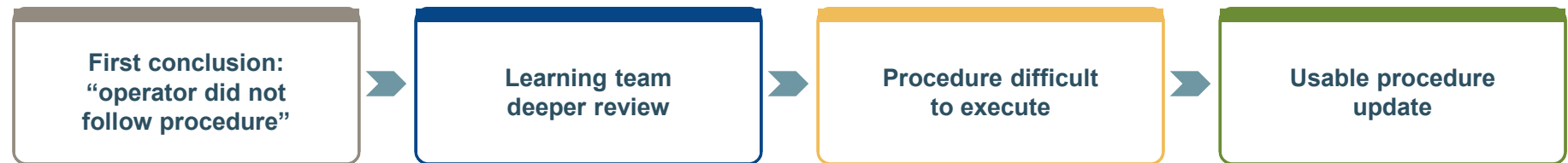
- The site reviewed three years of Tier 3 safety events to look for patterns.
- One piece of equipment had experienced several issues over that period.
- A learning team found that operators were dealing with faulty instrumentation in the field.
- A project is now in place to add additional instrumentation and improve detection and control.

KEY TAKEAWAY: *Small events can reveal a recurring equipment weakness.*



Example 3: The Procedure Was Nearly Impossible to Follow

Anonymized — distinguishing an individual action from a system condition



- The easy conclusion was that the operator had not followed the procedure.
- The learning team examined the procedure against the actual work and conditions.
- The team found that the procedure was almost impossible to follow as written.
- The corrective action was a procedure update that made the steps more practical, clear, and usable.

KEY TAKEAWAY: *Before blaming the user, test whether the procedure is usable.*



Turn Learning Into Better Procedures and Safeguards



Preserve

What is working well?



Clarify

Which steps, decisions, or limits need to be clearer?



Strengthen

Which safeguard needs better design, verification, or visibility?



Share

How will the learning reach other shifts, crews, contractors, or sites?

*“Learning without action is just **storytelling**.”*

Learning-team insight



Field trial



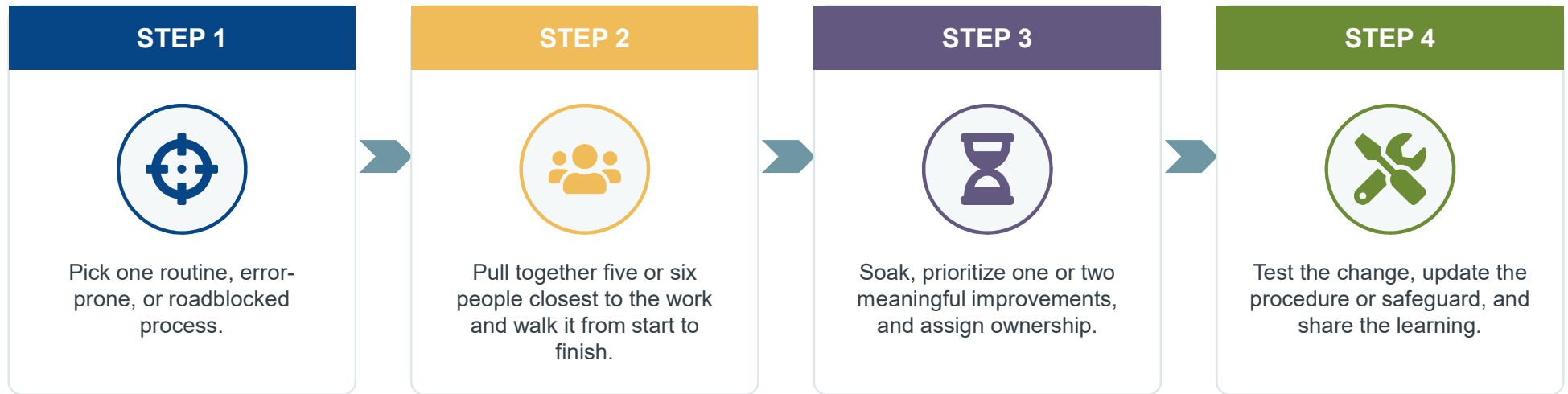
Procedure / process update



Feedback



A Practical Takeaway: Start With One Work Process



Start small. **Learn honestly.** Improve visibly.
One process. One team. One visible improvement.