

INPO's Approach to Human Performance in the United States Commercial Nuclear Power Industry

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Abstract—Strategically, INPO's approach to human performance in commercial nuclear power stations encompasses two elements: 1) reduce the frequency of events triggered by human error, and 2) minimize the severity of human performance events that still occur. The frequency of events is primarily reduced by anticipating, preventing, and catching active errors at the job site during work execution, which involves three phases: 1) work preparation, 2) work performance, and 3) work feedback. During work execution, the human performance objective is to anticipate, prevent, or catch active errors, especially at critical steps, where error-free performance is absolutely necessary. The severity of events is minimized by verifying the integrity and robustness of defenses. Lines of defense are scrutinized aggressively through ongoing monitoring, evaluation, and correction. Defenses against human error and its consequences involve four primary lines of defense to improve station resilience: 1) engineered controls, 2) administrative controls, 3) cultural controls, and 4) oversight controls. This paper describes INPO's risk-based approach to human performance—reducing error during work execution and managing defense-in-depth.

I. INTRODUCTION

Success means being the best. Excellence means being your best—matching your practice with your potential. Excellence also means being better tomorrow than yesterday, which implies that the standards of excellence continually change.¹ The quality of excelling is an ongoing pursuit, a habit of thought and action—a daily pursuit of high-performing stations. Each station's safety culture and organizational effectiveness have a direct influence on the quality of human performance, for good or for bad. Human performance is defined as a series of behaviors executed to accomplish a specific result.² If the value of excellence is embedded in the station's culture, the organization will find ways to better itself. Pursuing excellence, therefore, promotes the highest levels of safety and reliability.

However, human error is normal—a natural part of being human. But it can also be provoked by conflicting management and leadership practices and by weaknesses in a station's organization, processes, and culture. Understanding human error helps one recognize that human beings are complex creatures possessing a wide range of capabilities and limitations. No matter how efficiently plant equipment functions; how good the training, supervision, and procedures are; and how well the best worker, engineer, or manager perform his or her duties, people cannot perform better than the organization supporting them.³ Therefore, to preserve and improve the plant's resistance to human error and events, defense-in-depth with respect to human activities is necessary.

II. STRATEGIC HUMAN PERFORMANCE

In the USA, managers take a risk-based approach toward excellence in human performance. Risk is a function of probability and consequence. Identifying and minimizing the risk of human error and its impact on plant equipment, personnel, and property (assets) is the aim of line management.⁴ The principal hazard to these assets is anyone who can touch and alter the status of the assets, primarily workers. Regardless of how conscientious and careful people are, they still err, sometimes at inopportune moments. Exposure to the hazard of human error is most acute when people touch the equipment. When assets are exposed to human error, the risk of a plant event is present. How often events occur tends to follow how often people err.

Therefore, minimizing the frequency by reducing the probability of active error and improving the robustness of defenses to reduce the severity of plant events triggered by human error will reduce the risk to plant, person, property, and production. When the risk of human error at the job site is systematically reduced or eliminated, the frequency of active errors and related events will drop. Controls that reduce the chances of error include the use of human performance (error-prevention) tools as well as engineered, administrative,

¹ INPO, Long-Range Plan, 2005-2007, p.5.

² Daniels, A., *Bringing out the Best in People*, 1994, pp.79-82.

³ Maurino, Reason, Johnston, and Lee, *Beyond Aviation Human Factors*, 1995.

⁴ Hillson and Murray-Webster, *Understanding and Managing Risk Attitude*, 2005, pp.17-37.

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