LA-UR-14-23085
Approved for public release; distribution is unlimited.

Title: Program Development

Author(s): Atencio, Julian J.

Intended for: Human Reliability Workshop, 2014-05-19/2014-05-22 (Tel Aviv, Israel)

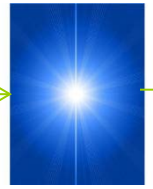
Issued: 2014-05-01

Disclaimer:
Los Alamos National Laboratory, an affirmative action/equal opportunity employer,is operated by the Los Alamos National Security, LLC for the National NuclearSecurity Administration of the U.S. Department of Energy under contract DE-AC52-06NA25396. By approving this article, the publisher recognizes that the U.S. Government retains nonexclusive, royalty-free license to publish or reproduce the published form of this contribution, or to allow others to do so, for U.S. Government purposes. Los Alamos National Laboratory requests that the publisher identify this article as work performed under the auspices of the U.S. Departmentof Energy. Los Alamos National Laboratory strongly supports academic freedom and a researcher's right to publish; as an institution, however, the Laboratory does not endorse the viewpoint of a publication or guarantee its technical correctness.

Program Development

Julian Atencio

Los Alamos National Laboratory



Concept

Awareness

Action

Process

Evaluate All

Identify More

Screen/Scrutinize

Select

Designate

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Reputation

Publicity

Audit

Leadership

Realistic

Germination

- **The success of germination is dependent on many factors such as soil, temperature, water and oxygen.**
- **Where does it land?**
- **Do not jump to process!**

Starburst

- A region in space with a much higher than normal star formation.
- Do not jump to process!

Conceptual Thinking

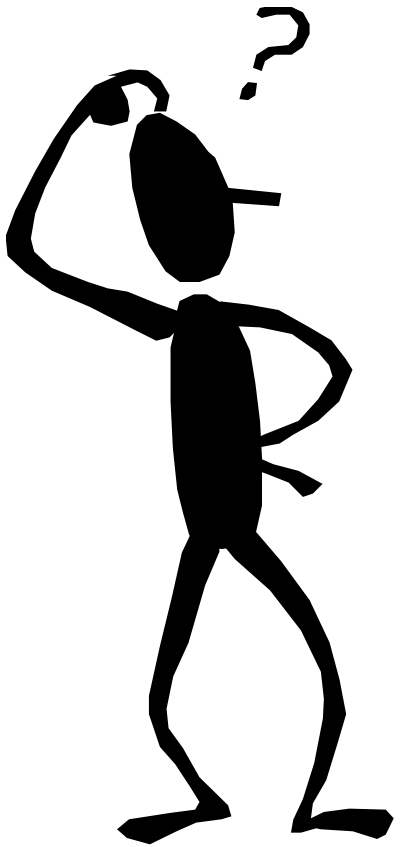
- Don’t let the details hold you down
- Anything is possible
- No pre-conceived biases
- Do not jump to process!

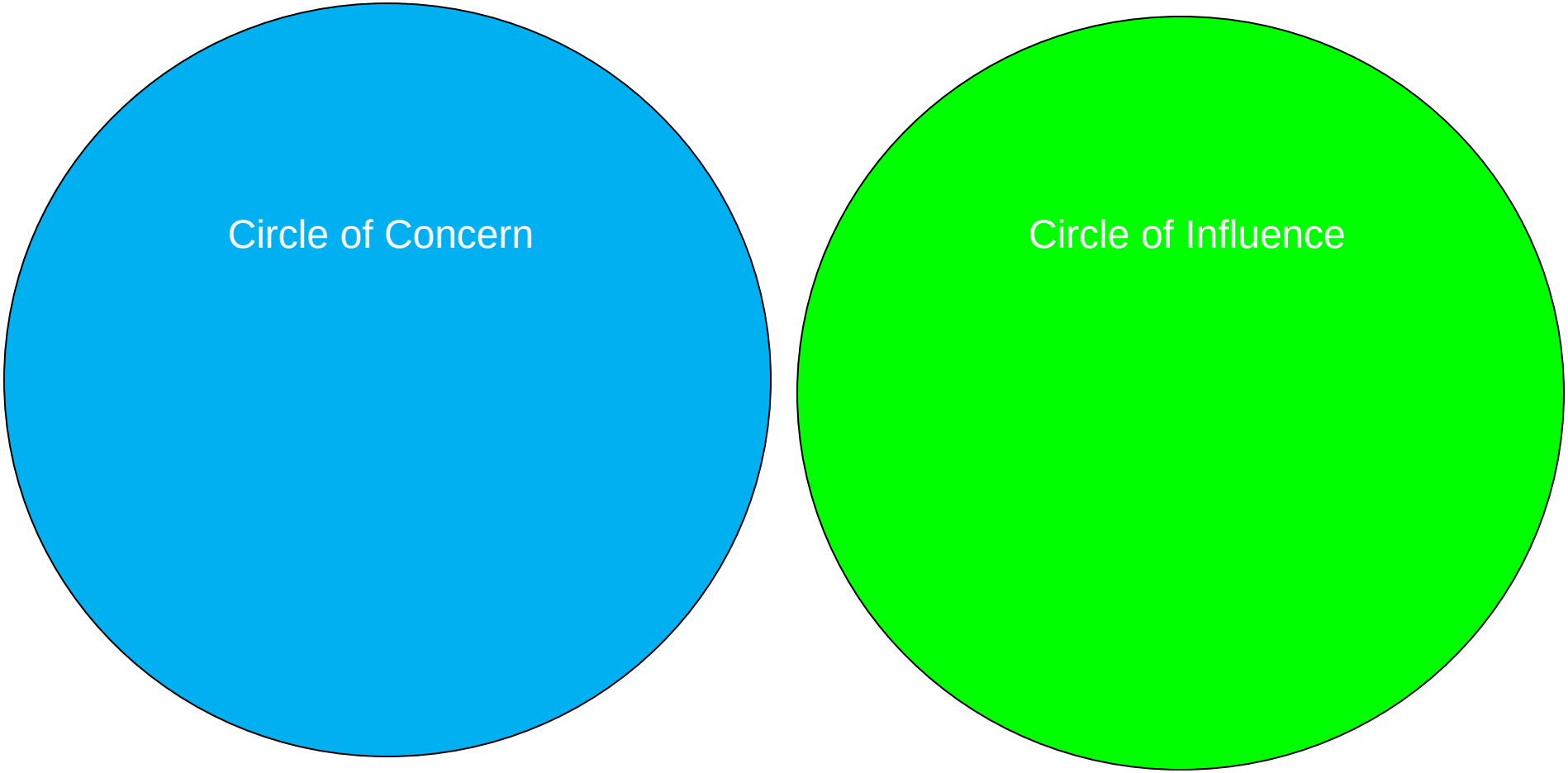
Insanity: Doing the same thing over and over again and expecting different results

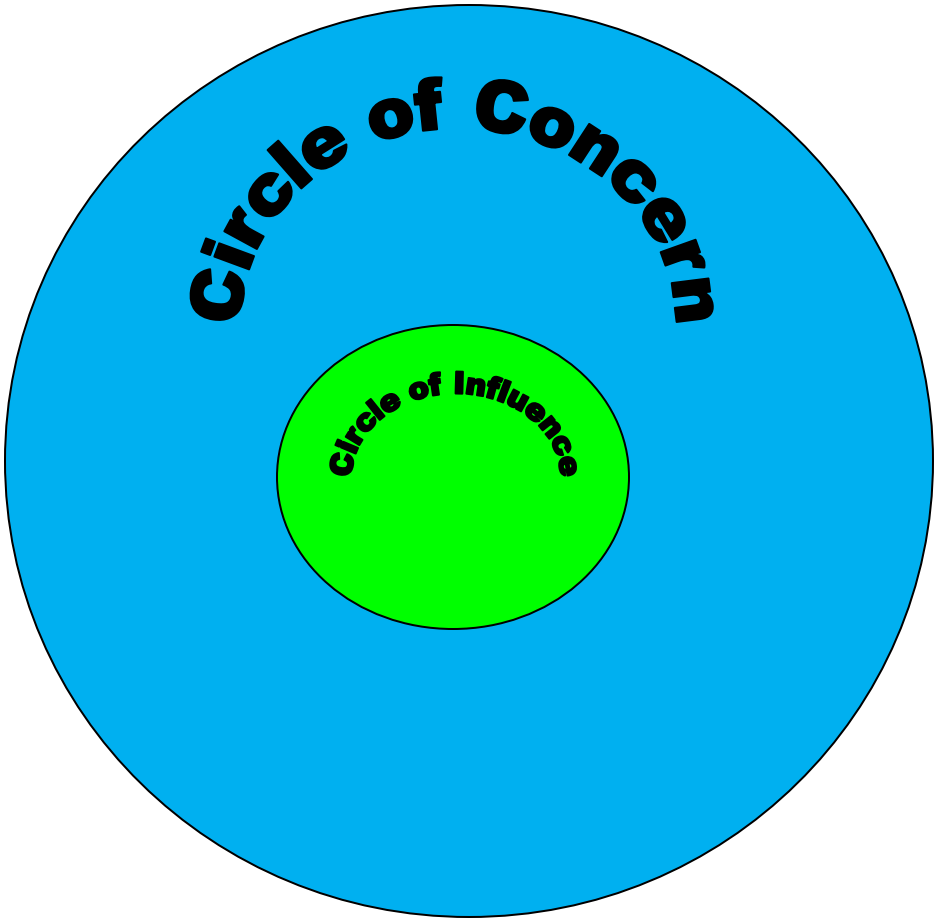
Awareness

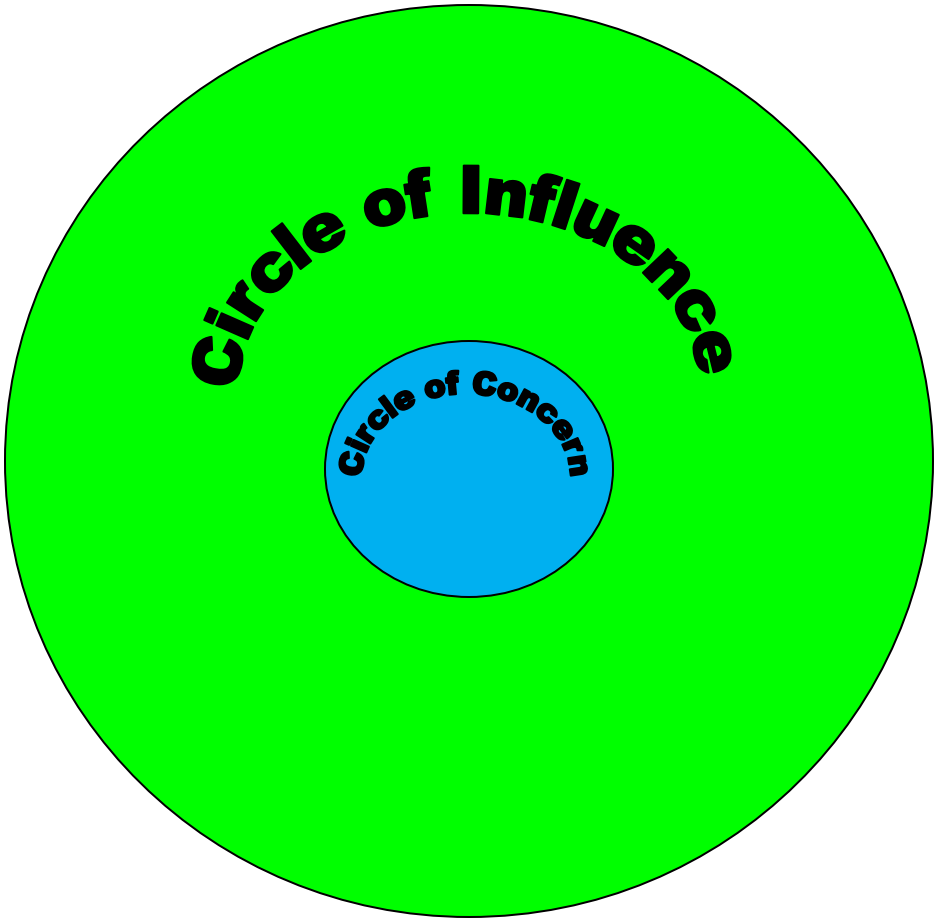
- Know how to influence others
- Don’t assume your target audience understands the issues
- Build the bridge toward mutual interests
- Don’t scare people into the program. Illustrate the potential issues and provide the supporting documentation so they can arrive at their own conclusions
- Do not jump to process!

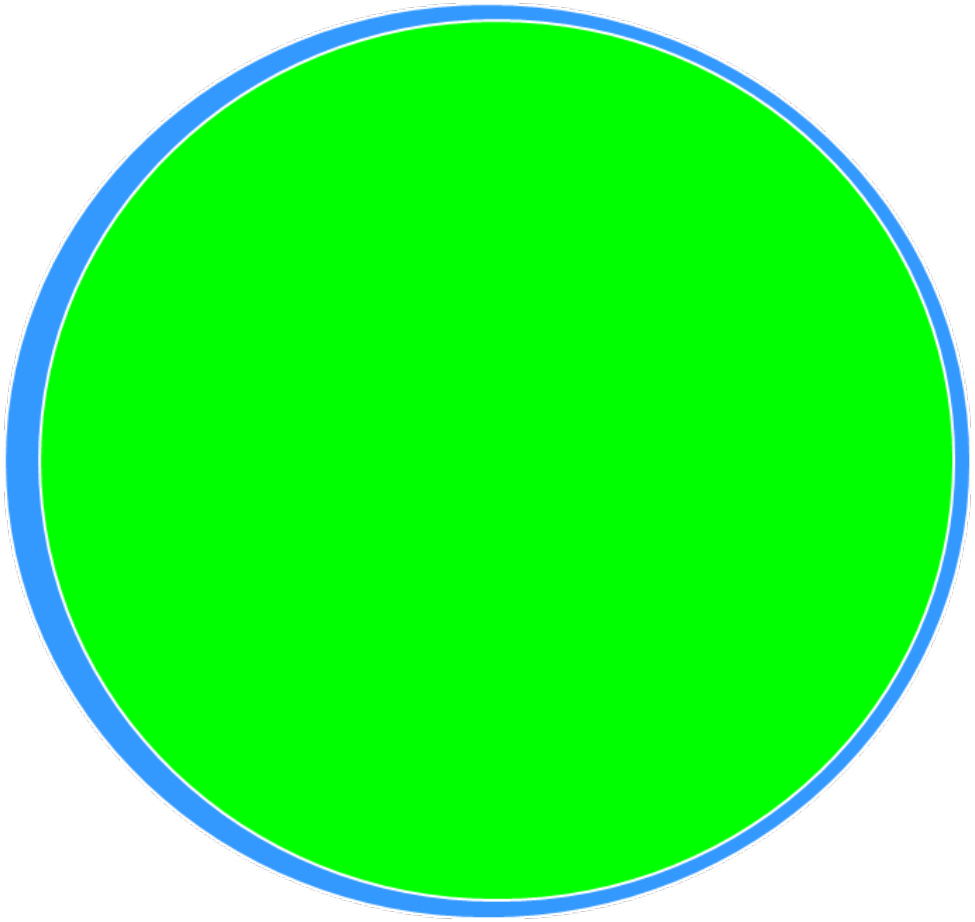
Problem Solving




Circle of Concern
Circle of Influence

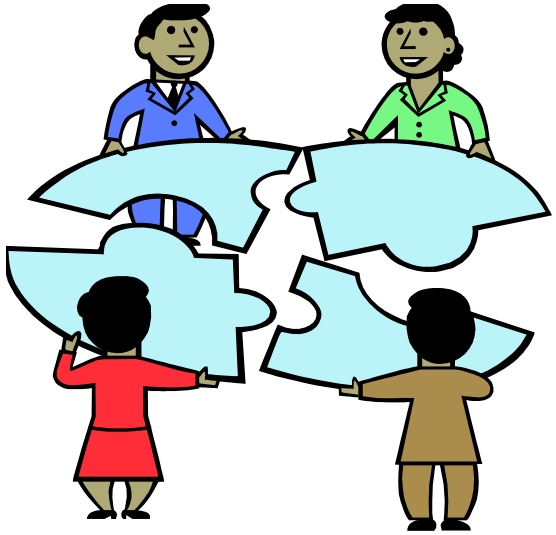

Circle of Concern
Circle of Influence


Circle of Influence
Circle of Concern



Action-
This is Where the Building Begins

- Gather input and socialize
- Allocate resources
- Leadership must support the program
- Define process
- Publish your plan



Response

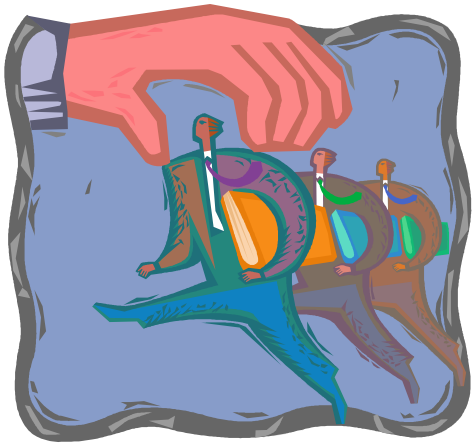
- Brainstorming for new interventions
- Searching for what others with similar problems have done
- Choosing among the alternative interventions
- Outlining a response plan and identifying responsible parties
- Set short and long-term goals
- Carrying out the planned activities
- Consider positive and negative impacts and outcomes

Evaluate Each and Every Position

- All positions must be evaluated for possible inclusion in the program
- Be prepared to include positions that don't directly deal with material
- At this stage, it is better to identify a position even though it may later be eliminated

Eliminate

- **Begin looking for ways to eliminate your original pool by providing mitigating factors.**
- **Protect non-HRP workers from the intrusiveness of the program by ensuring they are not included.**



Designate

- Inform workers about the process used to determine positions
- Don’t make it a mysterious process
- Work with Human Resources to clearly identify HRP certification requirements
- Work with your medical clinic to ensure monitoring requirements are not duplicated

Process

- Supervisor input
- Medical/Psychological input
- Reporting requirements
- Security reviews
- Drug/Alcohol testing
- Continuous monitoring
- Swift reaction to reliability concerns without prejudgment

Process Development

- Efficiency
- Cost
- Worker burden
- Applicability
- Unbiased

Reputation

Publicity

- **A strong reliability program will be able to demonstrate to others you had planned on the possibility of an insider threat and/or some measure of unreliability and had taken steps to mitigate the potential threat <u>IN ADVANCE</u>**

Leadership

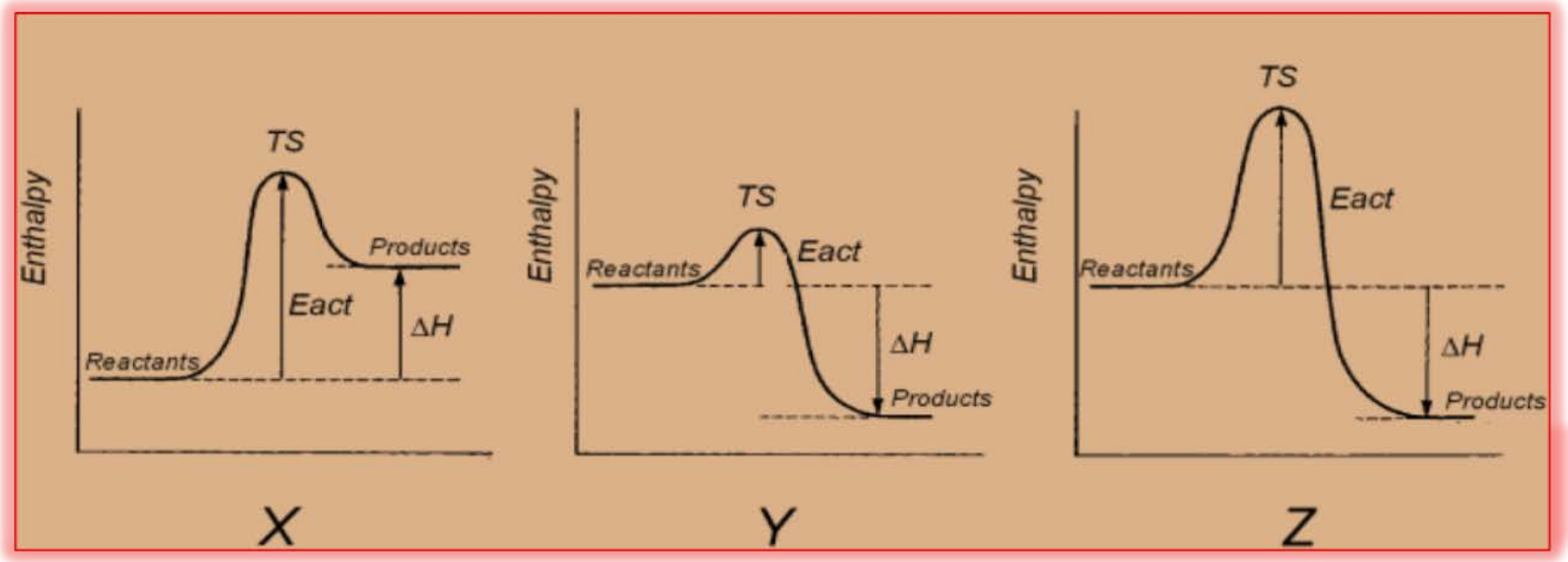
- **The program must be embraced by senior leaders in the company**
- **If they fit the criteria for inclusion, leaders must participate. No exemptions can be allowed**
- **Leadership defines the “health” of the program and ultimately attitude**

Audit

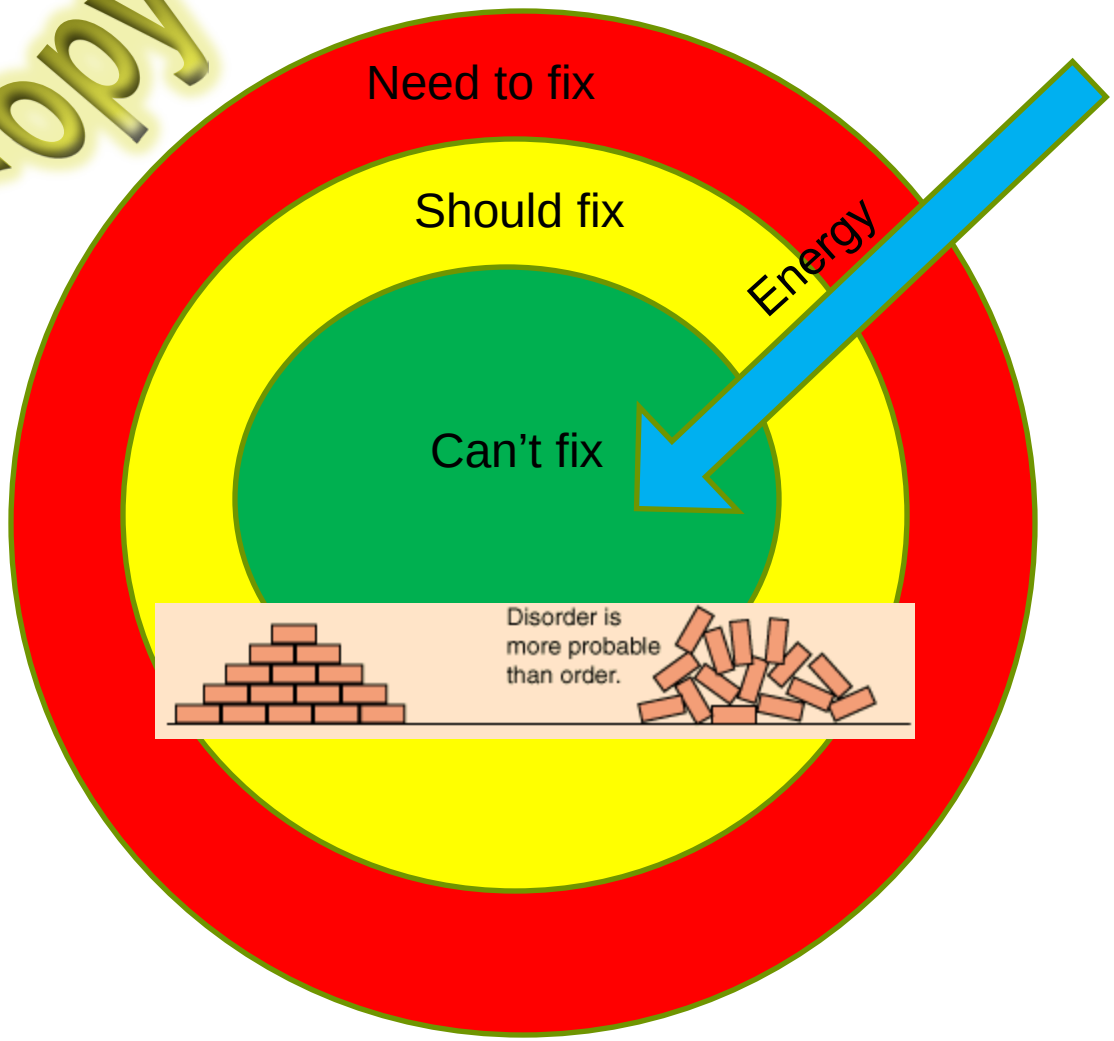
- A healthy program mandates inspection from the outside
- A fresh set of eyes with a different perspective
- This activity will give credibility to your program and internalize oversight to your managers and participants
- Over time, your program will improve

Realistic

Is It Worth It?



Entropy


Need to fix
Should fix
Can't fix
Energy
Disorder is more probable than order.