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F&SS News and Progress

FACILITIES & SITE SERVICES

IDAHO NATIONAL LABORATORY

NOVEMBER/DECEMBER 2018



COLD PREP

F&SS works to ensure safe, white winter

By Karen Bass

As winter approaches, birds fly south, elk head down from the highlands and bears fatten up before bedding down until spring. At Idaho National Laboratory, Facilities and Site Services maintenance crews, facility and building managers, Bus Operations and Emergency Communication teams spend months preparing so they, too, are ready for whatever winter has in store.

Sitewide preparation

Prepping INL infrastructure for the cold – roads, parking lots, walkways and systems vulnerable to freezing temperatures – begins while the sun is still shin-

ing. PLN-592, INL Seasonal Readiness Plan, outlines inspections and activities that are carried out well before the first snowfall is expected.

F&SS crews in town and at the Site work throughout the fall completing winterization of sensitive systems to protect them from damage during winter's subfreezing temperatures. In addition to cleaning up debris that might interfere with snow removal, crews mark obstacles such as fire hydrants, power cords and signal cables with bright traffic cones so snow removal operators can avoid them. They fill and position sand barrels, stage portable heaters, and inspect all equipment and gear to confirm it is ready for winter. All winterization

work is scheduled to be completed by the end of October.

The 30 laborers, equipment operators, heavy equipment operators and foremen of the Sitewide Facilities and Operations group at Central Facilities Area are responsible for responding to snowstorms at the desert Site. By mid-November, the SFO team meets every afternoon to discuss expectations for overnight and early-morning snowfall and go over who may be called out to work on snow removal. They add a second shift around Thanksgiving that runs throughout the winter to ensure INL roads, parking lots, and walkways are clear well before employees arrive.

Keeping INL moving

More than 2,000 INL workers travel to their desert work sites on one of more than 87 buses covering 62 routes to and from local communities.

"We really emphasize maintenance heading into winter," said Ira Pray, Fleet Operations manager. "Fuel, fuel levels, tires, batteries, windshield wipers – these can all affect road worthiness.

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5 UNIQUE THINGS ABOUT IDAHO WINTERS

visitidaho.org

1. In Idaho, you can ski on the moon.

South-central Idaho's Craters of the Moon National Monument is an otherworldly landscape all year. This enormous park encompasses 1,100 square miles of basaltic lava flows, cinder and spatter cone volcanoes, charred forests, and subterranean caves. It's one of the strangest, most surreal landscapes in the country.

And it's even weirder when those lava fields and volcanic cones are covered in snow with only black boulders and gnarled pines peeking through. During snowy months, the park maintains a Nordic ski & snowshoe loop that includes a steep descent down the Inferno Cone. This is the closest you can get to skiing on the moon, and it might be the world's only lava field with a Nordic loop.

2. There's cold, and then there's cold.

This isn't the Arctic, but it sure

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FACILITIES AND SITE SERVICES

F&SS

Operations keeps Site running in winter



COLD FROM PAGE 1

Tires are a big deal in winter. We don't put studs on fleet vehicles, but we do swap out new tires on buses and heavy equipment if the tread is getting low."

Around the end of October, the INL fleet starts switching to winter diesel. "By the end of November, we start putting additive in the winter diesel to keep it flowing," Pray said. "Our winter fuel can go down to -35 degrees F without gelling."

Fleet Operations keeps track of all INL vehicles, not just the buses. Cold weather is hard on a starting system. "Using our telematics, we monitor the electrical health of a vehicle," Pray said. "We watch for vehicles that haven't been started or moved. We let the vehicle owner know they need to start and drive the vehicle to boost the charging system and keep lubricants in the engine flowing."

Vehicle repair technicians at the Big Shop at CFA follow a routine maintenance schedule to make sure all bus electrical systems and batteries are in top condition year-round. The solar panels installed on the bus fleet in 2017 help keep bus batteries topped off, making it much more likely that buses will start at subzero temperatures.

In the summer, drivers start their own buses, but mechanics help out during the coldest days of the winter. "The mechanics start around 3 in the morning," Pray said. "They usually have to give the bus batteries a bump to wake them up – that's where the solar panels have really helped. They've significantly reduced the number of cold start service calls we send out."

When weather turns cold, riders may notice the buses are parking in different places than before. "We'll park buses facing different directions, and we won't kneel them," Pray



said. "That way, the doors won't freeze shut."

Monitoring the situation

Winter road conditions in Idaho can change from one mile to another, with dry roads and light clouds giving way to total white-out conditions and black ice in minutes. Road scouts – trained observers (including former bus drivers) – patrol the main roads to INL (U.S. 20/26/33 and I-15) whenever conditions warrant, hitting the road by 3 a.m. to assess and report conditions.

The road scout vehicles are equipped with sensors that continually assess the state of the roadway while the vehicle is moving, measuring road temperature, the presence of water, snow and ice (including depth), and "grip" factor of the roadway. Data is recorded and transmitted so that a continuous, real-time report on road conditions is always available.

Getting the word out

INL's Emergency Communi-

cations organization works hard to get timely weather and other emergency information out to all INL employees when they need it. During winter storms, the Warning Communications Center serves as a hub for weather and road information.

"As the road scouts are traveling, we're in radio communication with them, getting real-time updates as to how bad the roads are," said Jory Proctor, WCC supervisor.

Scott Wold, Mission Support Services director, works with a team of decision-makers using data from the road scouts and information from the state of Idaho Transportation Department. The team follows procedures outlined in LWP-16107, Curtailment of INL Operations and/or Early INL Work Release, to make the determination to shut down operations due to weather. A key factor in the curtailment or delaying or rerouting safely is based on the capabilities of a 47,000-pound

bus with a professional driver who is in communication with dispatch.

Once the decision has been made to close a Site or state road, or to curtail work due to an incoming blizzard, Proctor's group begins communicating that decision to INL employees. "The next step for us is to immediately put out a notification to all our employees who are signed up for the Emergency Notification System," he said. "Each employee has the option to sign up for whatever notification they feel is important to them – everything from severe weather notifications to specific bus routes."

Mike Eddins, Emergency Communications programmer, manages mass notifications going out to all INL employees. "Weather alerts affecting INL from the National Oceanic and Atmospheric Administration's National Weather Service are automatically emailed to employees who have elected to sign up for weather notifications," he said. "We spent a lot of time working with the NOAA office in Pocatello and testing our system to make sure before we send information out to our employees that they are getting accurate information, but not anything that was going to burden them."

"I've been the individual waiting at the bus stop, not knowing work at the Site had been curtailed," Proctor said. "I heavily believe in the ENS system and the ability to have that information immediately."

Ed Anderson, F&SS deputy director, said the winter preparation crews do a fantastic job. "Most employees aren't aware of the behind-the-scenes work that goes on because they never see these folks working in the dark of night and in all weather conditions," Anderson said. "When you become aware of their hard work and perseverance, you step back and just shake your head in awe."

IDAHO FROM PAGE 1

feels like it sometimes. In fact, Idaho's small mountain town of Stanley often sees some of the coldest temperatures in the continental US.

With an average of 292 days per year below freezing and a record low of -54 °F, Idahoans aren't sissies about winter. But even when your nose hairs freeze and you have to stoke your cabin's fire all night long to keep it in the 40s, we know there's fun to be had as long as you layer up.

3. Nothing beats bathing in natural hot springs while the snow falls.

Sure, a hot tub is one way to end a day of skiing or snowshoeing. But a geothermal hot spring is better, and Idaho has 340 of them, 150 of which are the perfect temperature for a winter dip – that's more than any other state. So instead of a chlorinated tub, you get to soak in the middle of nowhere, without distractions.

At just under a mile off Highway 21 in the Boise National Forest, Bonneville Hot Springs is an awesome hike-in pool for snowshoers and one of my favorite soaks, but there are plenty of other springs to check out and you'll find them across the entire state.

4. And winter fly-fishing is a whole other joy.

Born from mountain snowmelt and rain below the Sawtooth Range, Central Idaho's Big Wood River is one of the state's iconic fishing rivers. It's also becoming known as one of the most productive winter fisheries in the West.

Other winter spots include Black Canyon on the Bear River near Lava Hot Springs, Hagerman's Malad River, or the Magic Valley area's Riley Creek, Salmon Falls Creek, and Billingsley Creek – all spring fed and full of trout. This guide has more location info along with tips for which flies to use statewide.

5. Snowmobiling on 10,000-foot ridges is a total rush.

Idaho snowmobiling is unparalleled. There are over 7,200 miles of trails, including 900 miles on the Idaho side of the Tetons at Island Park (considered one of the world's top groomed snowmobile trail systems). These trails, along with 28 other grooming programs, rank Idaho as the leading western state for snowmobiling.

Lab earns Governor’s Award for efficiency

The Idaho Governor’s Office of Energy and Mineral Resources has selected Idaho National Laboratory as one of two recipients of the 2018 Governor’s Award for Leadership in Energy Efficiency in the Building category.

Idaho Gov. C.L. “Butch” Otter presented the award to Carlo Melbihess, INL Facilities & Site Services director, in a brief ceremony at 2 p.m. Dec. 5 in the Engineering Research Office Building lobby. Those recognized for the team achievement include Eric Whiting, Chris Ischay, Maryl Fisher, Ernest Fossum, Alicia Fabela-Jones and Aaron Taylor.

The award acknowledges INL for significant achievements in energy efficiency and sustainability at the Engineering Research Office Building in Idaho Falls. INL has occupied the 239,746-square-foot EROB since 1993, and has performed several energy upgrades to the building. EROB received the EPA ENERGY STAR label for buildings in 2001.

“You folks have done a tremendous job, so it’s my honor to present 2018 State of Idaho Leadership in Efficiency Award for Buildings to Idaho National Laboratory for exceptional leadership in implementing energy efficiency at its facilities and reducing energy usage and environmental impact in Idaho,” the governor said.

Energy use for EROB has steadily increased since 2008 when 5,285 square feet of office space was converted to the High Performance Computing (HPC) data center. The HPC space conversion included several energy reduction upgrades, including



Idaho Gov. C.L. ‘Butch’ Otter presents the award to Carlo Melbihess, INL Facilities & Site Services director, in a brief ceremony, Dec. 5, in the Engineering Research Office Building lobby. **BELOW:** Gov. C.L. ‘Butch’ Otter, center, presents the Governor’s Award for Leadership in Energy Efficiency in the Building category to (left to right) Ernest Fossum, Eric Whiting, Alicia Fabela-Jones and Chris Ischay. Other team members are Aaron Taylor and Maryl Fisher.



efficient lighting, digital control systems, and occupancy sensors. HPC typically uses as much energy as the rest of the building combined.

HPC has its own cooling system in a dedicated mechanical building annex. In 2011, HPC meters were connected to INL’s build-

ing control system to allow for real-time energy tracking and Power Utilization Effectiveness calculation – the measure of IT equipment energy use divided by the total data center energy use. This award focuses on improvements made in 2017 on the cooling system to improve maintenance options

“In many ways, this lab in Idaho, is the face of Idaho to the world. And not only that, it holds great promise with SMR. I think we’re going to build power for the world with that small modular reactor.”

- Gov. Butch Otter, R-Idaho

for the system, increasing heat exchanger effectiveness resulting in an improvement to PUE from 1.50 in 2015 to 1.37 in 2017.

The upgrade project will save an estimated 434.5 megawatt hours per year of power, and reduce CO2 emissions by approximately 180.5 metric tons. Calculated electricity savings for the first year of the \$18,000 project totaled \$19,500, effectively achieving cost payback in less than one year.

SEECs undergoes name change in order to convey uniformity

By Paul Menser

If you haven’t heard of Facility Management & Control Systems (FMCS), don’t feel as though you’ve been kept out of the loop. It’s the new name of what had been known as Site-wide Environmental & Energy Control Systems (SEECs), the Facilities & Site Services group in charge of systems controlling INL’s HVAC and lighting.

Cory Johnson, the group’s lead, said there were two main reasons for the name change: uniformity and accuracy. “It’s the name most labs are using, and it conforms to industry standards,” he said. “And besides that, it’s a better description of us and what we do.”

Managing the systems at every INL building, in Idaho Falls and on the desert, is a big task for the six people in the group. Depending on the age of the building, systems can vary dramatically. In the past two years, Johnson and his group have been baselining buildings and developing plans, doing what they can to

develop smart facility systems to assist facility managers to save energy and money while running their buildings with maximum reliability.

SEECs
Site-wide Environmental & Energy Control Systems (outdated)

FMCS
Facility Management Control Systems (new acronym)

ACRONYM ADVISORY

Some major savings have been achieved already. For example, the High-Performance Computing (HPC) center in the Engineering Research Office Building has three large liquid chillers – mechanical and expensive to operate – and cooling towers outside. While writing a program to effectively balance the systems took time, since it was activated they have saved 300,000 kilowatt-hours, Johnson said.

Near EROB, the Energy Innovation Laboratory, with its need for constant air circulation, is a huge consumer of energy. There are 90 fume hoods in EIL’s laboratories, and six exhaust fans on the roof. ETC Group, an engineering consulting company based in Salt Lake City, deployed analytic software and gave a list of suggested changes to improve energy efficiency.

Because the fume hoods in EIL are used intermittently, FMCS installed zone-presence sensors on the fume hoods in each lab. When a person is in front of the hood, it operates normally, but if no one is there, the flow is reduced. “It was something we could do easily that had a big impact,” Johnson said. “As a result, we were able to take two of the exhaust fans on the roof offline.”

Johnson got involved with control systems 15 years ago, when the most advanced technology still involved modems. A lot has changed. Standardization of systems has become widespread under the auspices of the

American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE), which developed BACnet, a communications protocol for Building Automation and Control networks. In addition to the United States, BACnet is a national standard in more than 30 countries and an International Organization for Standardization (ISO) global standard.

INL is beginning to employ SkySpark software, which is customizable and eliminates the need to build an independent software platform before being put into use. It can also be used as a database and analytics engine, linking results to other applications.

In October, FMCS connected SkySpark to the Materials & Fuels Complex, which has control systems that were installed roughly six years ago. In MFC’s case, energy savings are not as big a concern as reliability. Having a system that tells you when filters, motors, and bearings are wearing out

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F&SS EB EMPLOYEE BENCHMARKS

35
YEARS

Matt Chavez

30
YEARS

Carla Dwight
Jacquie Lewis
Brian Tirrell

25
YEARS

Ric Bowman

15
YEARS

Ephiram Hansen
Rodney Richins
Bill Ziegler

10
YEARS

Shawn Williams

5
YEARS

Tracy Kofoed
Shaun Smith

EXTRA CREDIT

Here is another publication you can check out:

• [ATR Capsule](#)



Carpenter Blake McMurtrey (above and right) of IRC Maintenance demonstrates how craftsmen perform their work safely by wearing personal protective equipment and using caution in their daily tasks.

3 IS THE MAGIC NUMBER

*IRC Crafts
marks
three years
without
injury*

By Paul Menser

The IRC Craft Shop has been on something of a roll. They recently cruised past a major milestone Oct. 1, posting three years – approximately 844,480 exposure hours – of safe operations without an injury.

“These individuals are challenged with a vast array of work scope complexity, and manage to complete the tasks on time, on budget and safely. We talked about what was important and they came together as a team and developed what would work for them. It’s their recipe,” said Scott Lyman, Research and Education Campus Facilities & Operations Division director. “The IRC Craft Shop is the example of operational ex-

cellence to be emulated.”

Taking time to reflect on the achievement, Dwight Stevenson, EHS manager, said, “What a team and what an accomplishment! It’s about the recipe they’ve built together. Teamwork, dedication, ownership and trust brought them here.”

“It’s been a great run,” said Dan Goulding, REC manager and maintenance supervisor at the INL Research Center. “We’ve got such a good staff.

Carpenter LaRon Johnson cuts a piece of plywood to build a container.

They take a lot of ownership of it.”

What’s driving the current success is a safety culture that is “from the top down and the bottom up, with everyone meeting in the middle,” Goulding said.

Staying safe depends on doing the right thing all day every day, even when nobody is looking. Staying focused on the “little things” requires frequent reminders and reinforcements. To stay safe, we need others to notice and reinforce proper adherence to safety expectations.

Values keep them focused on what is truly important and things like the “Eight Principles” help them defining the goal for their culture. The IRC Team even went so far as defining additional principles under the STEPS moniker. “It stands for Safety, Trust, Empowerment, Pride and Service,” said Dusty Hawker, safety rep for the team. “The thing I’m most impressed with is they wanted to define it further. They wanted to make it theirs. That’s pride. That’s ownership. That’s the recipe for a safe culture.”



Organizations with great safety records build a culture of trust with actions that sustain and enable their culture and follow a defined process for building and sustaining a culture of safety. This includes:

- Setting expectations

and clearly telling people what you want to see from them.

- Giving people the information and tools they need to be successful.
- Building accountability, especially helping managers and leaders incorporate a proper measure of positive reinforcement into daily safety rounds.

Management’s support comes in the form of safe equipment, effective training and a commitment to listening. “If there is a safety issue, they know they can come to a manager,” Goulding said. There was an incident earlier this year that involved

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Painter Tom Hardy demonstrates the laser engraving machine at the IRC Craft Shop.

CRAFTS
FROM PAGE 4

confusion over lockout/tagout procedures that required fact-finding and a critique. (Visit the Lockout/Tagout homepage [here](#).)

“Ed Anderson (F&SS chief operations officer) made it clear that he was there to back up these guys,” Goulding said. “I hope the guys always feel like we’ve got their back.”

Safety culture is a mix of attitudes, values and perceptions that influence how things get done in the workplace. Improving safety culture demonstrates an organization’s commitment to the well-being of the staff but also offers measurable benefits, including reduced accident and injury rates, increased productivity, better workplace morale and staff retention, as well as improved organizational reputation.

There is no substitute for having people who immediately recognize from experience the hazards that might exist in a certain situation. The number of longtime employees in the IRC Craft Shop – three with 40-plus years of experience – is a definite asset, Goulding said. “We have senior people mentoring members of the relocation team with five years or less. They’ve really mentored these kids.”

This is not to dismiss the fresh perspectives that younger people on the staff bring to the workplace. This



“It’s been a great run. We’ve got such a good staff. They take a lot of ownership of it.”

- Dan Goulding, REC manager and maintenance supervisor at INL Research Center

comes out in prejob briefings and reverse questioning. “We ask, ‘What do you see in this operation?’ One person might see something others don’t,” Goulding said. “We talk about everything, every morning ... plan of the day, safety shares.

“They always ask, ‘What’s the worst thing that could go wrong?’ Everyone participates. Everyone contributes. The culture demands that all get out and push when it involves safety. The new team members ask ‘Why?’ a lot, and the senior guys think on that. It’s a questioning attitude in action.”

While safety is a team effort from top to bottom, Goulding credited Kevin Brown and Dusty Hawker. “They’ve worked really hard on increasing and improving our safety culture,” he said.

may not last forever, Johnson said. Things could change to a point where INL might be asked to shed load during peak usage periods or face demand penalties. “It’s important for us as a big customer to get out ahead of it,” he said.

Johnson said there is a real need for qualified systems people. Ferris State University in Michigan is the leading school in the field, so there is a real opportunity for College of Eastern Idaho to develop a training program. “It’s a small, niche industry, and people are hard to find,” he said.



Chip Huth, Kansas City Police major, shares with INL supervisors and managers his personal experience and tips on how to have an Outward Mindset.

IT’S A MINDSET

Police major urges leaders to embrace different way of thinking

By Rick Bolton

Charles “Chip” Huth, a major with the Kansas City, Missouri, Police Department, encouraged INL employees to see the world through others’ eyes when interacting with people to help them reach their potential and inspire the best in others.

In a series of Outward Mindset presentations for F&SS, ESH&Q, and Safeguards & Security leaders this fall, the longtime Kansas City Police officer motivated audiences through personal stories, weaving in lessons about mindset change and answering the question, “How does this mindset stuff work in real life?”

Huth’s presentation built on what attendees learned in Outward Mindset, a two-day, interactive course developed by the Arbing Institute and led by Arbing-certified INL facilitators. The course equips participants with tools to build self-awareness, accountability, and collaboration with videos, individual and group exercises, one-on-one sharing, and application of the tools to on-the-job situations.

The premise for much of what Huth spoke of is that mindset shift precedes behavior shift. Huth said, “If I want a different outcome (personal or organizational) than the one I am currently getting and fail to change my mindset first, the likeli-

hood of getting the behavioral shift I want is highly unlikely. Shift mindset and behavior follows; it’s that simple. Simple, not necessarily easy! If my mindset is fundamentally flawed, I might expect that the behavioral change I hope for will not happen.”

The talks were development opportunities for INL leader-managers and others, and drew on his own law enforcement experiences. He said police work involves high-intensity, hands-on, close interaction with individuals, and for years, he did the job as an alpha male.

“I used to think I had to be tough to get my job done,” Huth said. “I told people what to do and they did it. Then I learned it wasn’t so important to look tough or be tough to do my job well. In order to really be effective, I had to change my relationship with others by changing myself, by recognizing people are people, not things (objects). All of us have hopes, needs, dreams and fears.”

With 26 years of law enforcement experience, Huth commands KCPD’s Special Operations Division, and is the state of Missouri’s defensive tactics subject matter expert. He consults for international law enforcement, military, and corporate clients. He formerly led the Street Crimes

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Jordan Heer, Cory Sollender and Spenser Olson share lessons learned from a fall protection incident at the Materials and Fuels Complex.

Trust works

Supervisors build confidence in peers, staff

Celebrating the growing level of trust among F&SS workers and managers served as a theme of the latest Supervisors Forum on Nov. 14 at the Grand Teton Conference Center on South Yellowstone Highway.

Ed Anderson, F&SS deputy director and chief operations officer, kicked off the forum by emphasizing the importance of renewing the vision and culture of the organization and INL through a focus on trust.

“Your crews have trust in you, and we want them to bring issues to you,” Anderson said. “We will take care of them. Trust works. A trusting and engaged workforce is 70 percent safer. As a leader, you make and form trust, but you can shatter it in an instant if you’re not careful.”

He advised supervisors to pause and ask, “What are my motives in my conversation with my crew? Am I doing the right thing for this person in dealing with their concerns? When you look at situations from others’ perspective, trust forms. A true leader has trust with his group,” Anderson said. “As a supervisor, your part is to be a leader.”

In the past year, F&SS has achieved its best safety record and a good part of that was due to the increased level of trust across the organization, he said. Trust is one element of a bigger plan to create a just culture, fostered by following the Battelle eight principles for a strong safety culture.

Kip Capson of Fleet Maintenance and Amanda Edelmayer of Project Services led the forum discussion with assistance from Athena Britschgi-Fowler and Sherree Hammer.

Among the day’s activities were a stir-the-paint at the subsurface safety refresher, review of prejob brief fundamentals and good practices, and a team-building exercise involving building marshmallow structures.

Supervisors listened to a presentation by an ironworker about lessons learned from an October incident. In the incident, the subcontractor employee avoided serious injury at the Mate-



rials and Fuels Complex by wearing appropriate fall protection. While performing elevated work at the Research Collaboration Building, the ironworker lost his balance when his self-retracting lanyard (SRL) locked up, and he fell about four feet through a gap. He was wearing proper safety gear, including the SRL, that was properly tied off and his fall was arrested at four feet by the gear.

He was suspended in his harness for less than a minute and sustained no injuries as co-workers arrived to help him down using a ladder. There was little to no pendulum action due to the rigging methodology.

The incident was considered a successful example of wearing appropriate safety gear, and a lesson learned about avoiding sudden movement that might cause an SRL to lock up.

“Thank you for putting your lanyard on that day,” Capson said. “It was a valuable lesson learned.”

Carlo Melbihess, F&SS director, said, “Thank you for your courage and caring, telling us about your experience.”

The group also was reminded that Battelle’s Laboratory Operations Supervisor Academy (LOSA) training continues to be highly valued. As out-



“(LOSA training is) one of the greatest opportunities for workers to learn new skills and continue professional development.”

- Jason Kofoed, Fire Dept.

lined in the 2018 ESH Road Map, F&SS will support LOSA by sending supervisors, including embedded contractor supervisors, to LOSA training at Battelle Memorial headquarters in Columbus, Ohio.

Jason Kofoed of the Fire Department recently finished LOSA training, and described his LOSA experience as “one of the greatest opportunities for workers to learn new skills and continue professional development.”

MINDSET

FROM PAGE 5

Unit Tactical Enforcement Squad and has planned, coordinated, and executed over 2,500 high-risk tactical operations.

A senior consultant with the Arbinger Institute, Huth shared how he learned the principles of having an outward mindset as a leader, and began training those he led to do police work in a more civilized manner.

“How do you see yourself in relation to others?” he asked. “Once you start to see people differently, you start to do things differently.” When you have an outward mindset instead of an inward mindset, you recognize their human needs, and you are prone to treating them with dignity and respect from the outset.

“Your mission here is extremely important, and you have a great opportunity to influence your employees’ future,” he told the INL audiences. “Everything you do when you contact your employees is important. No one expects you to be perfect, but your people notice how you behave. They are watching you. Invest in your people. Spend one-on-one time with them.”

Huth gives keynotes and other presentations to law enforcement, corporate, government, and other audiences. They include speeches at TEDx, WINx, police departments nationwide, U.S. Army Medical Command, and U.S. Air Force Aviation commands.

*Huth is an accomplished author. He co-wrote *Unleashing the Power of Unconditional Respect —Transforming Law Enforcement and Police Training*, a textbook used in officer development and graduate programs.*

He has a bachelor’s degree in multidisciplinary studies from Grantham University and an associate’s degree in political science from Park University.

Huth is a former president of the National Law Enforcement Training Center, a not-for-profit corporation dedicated to delivering effective training to the international law enforcement, corrections, security, and military communities. He has 35 years of experience in martial arts and is a U.S. Army veteran.

[Watch Chip Huth’s presentation](#)

Interested in learning more about how to have an Outward Mindset? Enroll in the course today!

Search the INL Course Catalog for details on “Outward Mindset” (VINL550A, VINL550B and VINL550C) or contact [Bryan Parker](#) for more information.



Holiday at the Big Shop



BENCHMARK

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'TIS THE
SEASON
F&SS luncheon brings holiday cheer

