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WHAT IS AFPM WEBINAR SERIES?

• As we embark in developing The Summit, Excellence in Plant Performance, there will be more opportunity for member engagement

• There will be one webinar a month until the August Summit:
  - June - Gasoline Processing, API RP 751 Update
  - July - Operational Planning, Control & Automation Technologies

• Previous Summit Webinars Available on the AFPM Summit Website
  - February - Safeguarding the FCCU during Transient Operations
  - March - Shutdown Best Practices for Reactor Systems
  - April - Reboiler Circuits For Trayed Columns
WEBINARS ARE INTERACTIVE

- DOCUMENTS AVAILABLE in the document section
  - Learning Teams Leaders Guide
  - Learning Teams Case Study
  - Learning Teams: Advancing Human Performance Poster
  - Learning Teams Fact Sheet

- Ask Questions, they will be answered throughout the discussion
- Use the polling software
- Webinar is being recorded and will be available for review online later

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#LearningTeams
Chelsea Miller

- Human Performance HES Professional, Chevron Complex Process Facilities
- Chelsea joined Chevron supporting Process Safety for downstream operations. In her current role, Chelsea supports Human & Organizational Performance and Operational Learning for the enterprise.
- Previous experience includes roles supporting HES in various roles in logistics, terminals and refining for Marathon Petroleum Company; Process Safety & Environmental Compliance Manager at Silver Eagle Refining
- Chelsea received a B.A. in International Business and French from Ohio State University, a M.S. in Health, Environment & Safety from the University of Findlay and a M.B.A. from the University of Utah.

Sahika Korkmaz, Ph.D.

- Human Performance advisor, Chevron Complex Process Facilities
- Has 15+ years (10 years with Chevron) of human factors engineering experience with designing and implementing processes that support workplace reliability, efficiency and safety
- Responsibilities include: the integration of Human Performance principles into existing Operational Excellence processes such as Incident Investigation and Learning, Managing Safe Work and Process Safety.
- Member of Human Factors and Ergonomics Society, and Institute of Industrial Engineers.
- Holds a B.S. degree in industrial engineering from Cankaya University, Ankara Turkey, M.S. degree in industrial and systems engineering from Ohio University and Ph.D. degree in integrated systems engineering with a focus on human factors and ergonomics from the Ohio State University.
Michael Vopatek

- Maintenance Manager, LyondellBasell Clinton Complex, Clinton, Iowa
- Worked at LyondellBasell for 13 years
- Roles include process engineering, technical management, operations management, and HSE

- Michael served on AFPM’s Midwest Regional Process Safety Network from 2011-2014, 2 years as chair
- Holds a BSChem from the University of Illinois.
INTERACTIVE POLLING QUESTIONS (1-3)

• To access the poll, use your phone to scan the QR code or visit the link and type in the meeting code
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#LearningTeams
human and organizational performance
the five principles

Error is normal
Systems drive behavior
Blame fixes nothing
Learning and improving is essential
Response matters
Learning Teams: Advancing Human Performance
LyondellBasell Clinton Complex

History
In 2015, a new HOP pilot was conducted at the Clinton Complex. Partnering with a consultant, 12 coaches were trained in a new methodology called Learning Teams. The philosophy pivots somewhat from traditional root cause incident investigations to look at potential human factors. The Learning Teams approach recognizes that improving human performance requires the acknowledgement that human based processes may be prone to failures without the presence of adequate defenses.

Investigations
- Ask: Why something happened?
- Find root and contributing causes
- Independently lead
- Potential discipline

Learning Teams
- Ask: How something happened?
- Identify defenses
- People involved with the incident
- Utility for there to be discipline

How It Works
Step 1: Learning
- Leave Basics at the door
- Start with discussing how the work gets done
- Take visible notes
- Avoid discussing bias, conclusions, or aha moments
- Product is a process flow
- Visit site of the incident

Wall of Discovery
No one is surprised the event happened. End session 1 and reconvene for next day.

Step 2: Identify Defenses
- What can we change to prevent reoccurrence?
- What changes do you have to improve how this process works?
- How could we fix the process?
- Brainstorm and rank these defenses

Experience
Process Safety
- Quality Issues
- First Aid Injuries
- Dropped Objects
- High Potential Incidents
- Valve Line Ups
- Waste Management
- Maintenance Operations
- Workflow Improvements

Near Miss
Averaging 7 Learning Teams per year from 2015-18

Evolution
In 2018, a new type of Learning Team was introduced called a Tadpole Team. These teams work similarly to a traditional Learning Team, but the process is executed in one session. The indicators/events are typically less technical and isolated to a smaller work group or process. Tadpole teams are led by a first line supervisor, or even an informal leader familiar with the process. Tadpole Teams were conceived to open the power of HOP and Learning Teams up to more people in an organic way. Whereas Learning Teams are formally chartered, Tadpole Teams can be carried out by a group of interested parties in the course of a day.

Vehicle Safety

Please contact Michael.Unrau@lyondellbasell.com for more info.
Learning teams rely on leaders for success

**prepare**
- Review the proposed learning team topic and suggest participants.
- The team should be approximately 5-7 people and those closest to the work.

**soak**
- Protect soak time - it allows participants to reflect and process session 1. Often new insights emerge to share in session 2.
- Soak time is usually overnight or over an extended lunch period.

**session 1: learn**
**Leaders set the tone.**
- You will be asked to come in to kick off the learning team.
- The objective is to set the tone, encourage open and honest communication. After you kick off the session, leave the room and allow the learning team session to start.
- Use these cues to craft your kick off message:
  1. Thank the team for their participation.
  2. Our goal is to understand how work is actually done and the conditions surrounding the work.
  3. We will use this information to improve our operational knowledge and ensure we have effective safeguards in place.
  4. This approach offers a way of looking at work from a different perspective. It may feel messy at the beginning. Trust the process.
  5. You are closest to the work and we need your help to identify and implement the best possible safeguards and solutions. You are here because you are the ones who know most about this work.
  6. It’s important to be open and honest – no discipline will occur as a result of the information you share (unless of course there is criminal or illegal behavior).
  7. I look forward to hearing about what you learn.

**take action**
- The facilitator will write up a summary and share it with you.
- Demonstrate learning behaviors:
  1. Accept the results as a gift – it’s information you would not normally receive.
  2. The team may not find the “silver bullet” (one perfect solution). Support the team’s initiative to test proposed solutions.
  3. Encourage the team to keep learning. It may take more than one learning team session to get to the solutions.

**session 2: brainstorm & prioritize**
**Anticipate complexity.**
- At the end of session 2, the team may invite you to briefly share the learnings.
- Observe the wall of discovery – acknowledge the complexity.
- Be curious – ask questions for understanding. Acknowledge the group’s courage to communicate a difficult message when necessary.
- If you’ve made this a safe environment, you are going to hear things that may surprise you. That’s what we are looking for – how work is actually happening. If you hear something you don’t like, don’t react.

building trust is the most important part of learning teams
Contact information

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ChelseaMiller@chevron.com

michael.vopatek@lyondellbasell.com
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AFPM WEBINAR SERIES:
LEARNING TEAMS – PART 2
MAY 21, 2020
Chelsea Miller

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INTERACTIVE POLLING QUESTIONS (4-5)

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Learning Team Case Study
Working on the Right Equipment
May 2020
Mike Vopatek
Learning Team was chartered in response to industry wide incidents where work crews worked on the wrong equipment.

The learning team concept was applied to the process of performing work.

How is work done?

**WHAT THEY SAID**

**The Permitting Process Works**
- Pre and Post Shows Me’s are performed
- Questions are asked and extra support is given when required

**Green Tags Are Helpful**
- Deteriorate over time
- Inconsistent use/removal throughout the plant

**Notifications**
- Not always written against correct equipment
- Not always detailed description of failure

**Equipment Labels**
- Not consistent across units
- Not always present
- Different crafts and units refer to equipment differently
• What defenses could be put in place?

HOW WE’RE CHANGING THINGS

- Develop a system for earmarking equipment during release to maintenance
- Explore options for more robust green tags
- Create general guideline for use of green tags
- Develop and train on template for notification entries
- Implement notification quality review
- Develop a plant wide initiative to promote use of the equipment numbers
Lasting Impact on Work Flows

• 2015: Show me streamers introduced at plant
  • Hung on or at the piece of equipment
  • Visible sign that field show-me took place
  • Helps identify correct equipment

• 2019: Show Me Bags adopted for major Turnaround
  • Ability to display permit at worksite
  • Visible reminder to complete the show-me

• 2020: Resumed using streamers for routine maintenance, projects, and general permitting
Other Maintenance Related Learning Teams

- **Extruder Pelletizer Fell**
  - No contact or injuries
  - Improvised rigging plan because fixed rigging points were not available
  - Mounted proper lifting points after incident
  - Developed better tools to remove polymer buildup in the chamber

- **Reactor stirrer bearing not assembled correctly**
  - Outer race not installed
  - Inadequate checks, missing lead assignments
  - Added hold points and more rigorous lead assignments with experience levels for job

- **Hydroblasting Ineffectiveness, vessel cleaning**
  - Job went much longer than expected
  - Unclear supervisory relationship with 3rd party
  - Operations needed more input on what clean was
  - Not familiar with other capabilities to improve cleaning efficiency
  - Established formal pre and post job reviews with actionable critiques
How leaders respond matters
Trust is hard to build and easy to lose
Hypothetical Case Study
Joe's story re: #7 pump gasoline flash fire

Background:

• Joe and Paul work at a refinery. Joe is a senior mechanic that has been working at the refinery for over 30 years. Paul is an operator at the refinery. He has 6 years of operations experience but is new to the gasoline processing unit.

• The refinery is a primary supplier of gasoline to the nearby fueling terminal. Gasoline is delivered to the terminal through a 10-inch pipeline. The system is designed so that there are two pumps: a main pump (#7 pump) and a backup pump (#8 pump). The #8 pump is only used while performing maintenance on the #7 pump. Due to a severe manufacturing flaw in the pump casing, the #8 pump has been out of service for the past 60 days. The suction and discharge valves for both the #7 and #8 pumps are identical and sit next to each other about 25 feet from the pump pad.
Joe's story re: #7 pump gasoline flash fire

Incident:

- At 6 am, Joe arrives to work and is met immediately by the plant maintenance supervisor who tells him that the #7 pump seal failed during the night shift at about 12 am. Operations only has about 4 hours of storage capacity remaining in the tanks before they’ll have to shut down the unit.

- Joe quickly assembles his tools and heads over to the pump area. From the pump, he sees a few tags hanging on the suction and discharge valves, indicating to him that the pump has been locked out by operations. Although the procedure requires that mechanics and other crafts apply their own locks and tags, it is common practice at the refinery to work under operations locks without applying additional, “redundant” isolation equipment. Joe calls the unit operator, Paul, on the radio to verify the pump’s been isolated and ready for repair. Joe asks, “Hey Paul, is this pump locked out for repair?” to which Paul replies “Yeah Joe, the pump’s been locked out and bled down for a while now.”

- Before beginning work, Joe checks a local pressure gauge and ¼ inch bleeder valve. With no signs of pressure on the pump and only 3 hours left before the unit will have to shut down, Joe begins removing the seal.

- As he loosens the ½ inch supply line to the pump seal, Joe is sprayed in the face with a mist of gasoline. As Joe struggles to exit the immediate area, gasoline continues to spray out of the tubing fitting, creating a vapor cloud. He notifies Paul over the radio of the release and activates the emergency alarm. Within a few minutes, the vapor cloud ignites, causing a fire.
activity: Joe’s story

# 7 gasoline pump flash fire

1. Based on the information provided, can you guess what happened?

2. Could we have predicted this outcome? Why or why not?

3. Is Joe a “bad” employee? Why or why not?

4. What increased the likelihood of having this incident? What were the error traps and latent conditions?

5. What recommendations would you propose to management, focusing on learning and improving versus blaming and punishing?
Questions
Contact information

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ChelseaMiller@chevron.com

michael.vopatek@lyondellbasell.com
2020 AFPM Summit
Excellence in Plant Performance
August 25-27, 2020
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Collaboration & Knowledge Share
Timely Topics & Tangible Takeaways
Networking & Peer Engagement
More & New Technology
### SCHEDULE AT A GLANCE

#### DAY 1: TUESDAY, AUGUST 25

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 10:00 a.m.</td>
<td>Kick Off Keynote: Clint Thompson, President and CEO, AFPM</td>
<td></td>
</tr>
<tr>
<td>10:30 - 11:30 a.m.</td>
<td>Public Policy: The Drives Emerging Technologies</td>
<td>FACILITATORS: C. J. Blythe, GVP, Arc &amp; LCC and Mike Mietzner, Anacor North America</td>
</tr>
<tr>
<td>11:45 - 12:45 p.m.</td>
<td>Workforce and Knowledge Retention</td>
<td>FACILITATOR: BASF Corporation</td>
</tr>
<tr>
<td>1:00 - 2:00 p.m.</td>
<td>A Practical Guide to Getting Your Project Approved</td>
<td>SPEAKERS: Project SMEs for Operating Companies Process and Project Engineers</td>
</tr>
<tr>
<td>2:15 - 3:15 p.m.</td>
<td>Alignment on Asset Management Policies with Improving Site Profitability</td>
<td>Understanding Digital Process Monitoring in Refineries Through Connect Vs. A Case Study Approach</td>
</tr>
<tr>
<td>3:30 - 5:00 p.m.</td>
<td>ROUNDTABLE: Reliability and Maintenance</td>
<td>FCC Pressure Balance Fundamentals</td>
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#### DAY 2: WEDNESDAY, AUGUST 26

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<tbody>
<tr>
<td>9:00 - 10:30 a.m.</td>
<td>Town Hall</td>
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<tr>
<td>10:45 a.m. - 12:15 p.m.</td>
<td>Monitoring and Improving Equipment Operations</td>
<td>Optimization of the FCC at Lower Feed Rates</td>
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### PROFITABILITY

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<tr>
<th>Topic</th>
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<tbody>
<tr>
<td>Leveraging Technology for Refining and Petrochemical Operations</td>
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<tr>
<td>Refining: Case Studies on Leveraging Data Analysis and Reporting Tools for Decision Making</td>
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<tr>
<td>Cybersecurity: Lessons from COVID-19</td>
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### FUTURE OF INDUSTRY

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<th>Topic</th>
<th>Speaker</th>
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<tbody>
<tr>
<td>Workforce and Knowledge Retention</td>
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<tr>
<td>Ten Years of Advancing Process Safety — Industry Tools</td>
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<tr>
<td>Return on Investment with Refining and Petrochemical Data</td>
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### PRACTICAL TOOLS FOR SITES

<table>
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<tbody>
<tr>
<td>Understanding Digital Process Monitoring in Refineries Through Connect Vs. A Case Study Approach</td>
<td></td>
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<tr>
<td>The How and Why of Hydroprocessing Safety Systems</td>
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</tbody>
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### USES OF DATA

<table>
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<tr>
<th>Topic</th>
<th>Speaker</th>
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<tbody>
<tr>
<td>Roundtable: Reliability and Maintenance</td>
<td></td>
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<tr>
<td>Increased Octane Demand — Investment Strategy for the Future (Traditional Technologies vs. Emerging Technologies)</td>
<td></td>
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</tbody>
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### ROUNDTABLES

<table>
<thead>
<tr>
<th>Topic</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wireless Instrumentation Technology for Refining and Petrochemical Operations</td>
<td></td>
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<tr>
<td>Turnaround Discussion on Turnaround Planning and Execution</td>
<td></td>
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<tr>
<td>Safety Before and After a Turnaround</td>
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<tr>
<td>Emerging Leaders Presentation of Practicable Leadership Practices for Young Professionals with 5-15 years of experience and beyond</td>
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</table>
# DAY 2: WEDNESDAY, AUGUST 26

**AFPM EVENTS**

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<th>HYDROPROCESSING</th>
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<th>EMERGING LEADERS</th>
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</thead>
<tbody>
<tr>
<td>11:00 - 11:45 a.m.</td>
<td>LESSONS LEARNED: PES Incident&lt;br&gt;<strong>SPEAKER:</strong> Representative, Chemical Safety Board</td>
<td>Unloading Your Reactor: A Primer&lt;br&gt;<strong>SPEAKERS:</strong> Alfredo Ramirez, Avocet and Danny Kurtz, CatSpec</td>
<td>Managing Workflow Processes for Alarm Management. Safety Instrumented Systems and Cybersecurity</td>
<td>Emerging Leaders: Presentations of practical leadership practices for young professionals with 5-15 years of experience and beyond</td>
</tr>
<tr>
<td>12:00 - 12:45 p.m.</td>
<td>Alklation Unit Risk Management&lt;br&gt;<strong>SPEAKERS:</strong> Tim Sheppard, Beck, Matthew Wiatracik, UOP (Invited), and Cary Farnum, AB (Invited)</td>
<td>Effective Catalyst Selection Strategies</td>
<td>Deep Learning/Machine Learning with APC and Online Optimization</td>
<td></td>
</tr>
<tr>
<td>1:30 - 3:00 p.m.</td>
<td>Town Hall&lt;br&gt;<strong>Turnaround Scope Development 101</strong></td>
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<tr>
<td>3:00 - 4:30 p.m.</td>
<td>Diversity and Inclusion</td>
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<tr>
<td>4:30 p.m.</td>
<td>Social Chat</td>
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# DAY 3: THURSDAY, AUGUST 27

<table>
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<tr>
<th>Time</th>
<th>CRUDE/COKEING</th>
<th>HYDROPROCESSING</th>
<th>MAINTENANCE AND RELIABILITY ROUTABLES</th>
<th>TECHNICAL SESSION</th>
<th>TECHNICAL SESSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 9:30 a.m.</td>
<td>Unit Optimization</td>
<td>Driving Hydrocracker Profitability without Capital Investment</td>
<td>ROUNDTABLE: Wireless Technology</td>
<td>Dynamic Real-Time Optimization for Value Sustainment: The Same Silos Are Not Going to Cut B</td>
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</tr>
<tr>
<td>10:45 - 11:45 a.m.</td>
<td>Coking and Lessons Learned Troubleshooting</td>
<td>Regulatory Compliance: Perception vs. Reality</td>
<td>Electronic Permitting</td>
<td>Using Data Visualization and Advanced Analytics Methods for Troubleshooting</td>
<td>Crude Troubleshooting and Lessons Learned</td>
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</table>

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<tr>
<th>Time</th>
<th>GASOLINE PROCESSING</th>
<th>FCC</th>
<th>MAINTENANCE AND RELIABILITY ROUTABLES</th>
<th>OPCAT</th>
<th>TECHNICAL SESSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00 - 12:45 p.m.</td>
<td>Revisit MSAT-2 Brochure in Gasoline&lt;br&gt;<strong>SPEAKERS:</strong> Terry Whiton, ExxonMobil and Representative, GTC</td>
<td>Equipment Fundamentals and Maintenance — Catalyst Slide Valves, Valve Gas Slide Valves, Orifice Chambers and Variable Orifice Valves</td>
<td>ROUNDTABLE: Asset Strategy Optimization</td>
<td>OPCAT</td>
<td>Smart Manufacturing Platform and Its Application to Equipment Monitoring</td>
</tr>
<tr>
<td>1:00 - 1:45 p.m.</td>
<td>Naptha Refining Unit Reliability&lt;br&gt;<strong>SPEAKERS:</strong> Aseel Willms, Valero, Matthew Hitchman, Axens, and Steve Nelson, UOP</td>
<td>FCC Optimization</td>
<td></td>
<td></td>
<td>Improving Machinery Reliability — Detect Elimination Tools for Today and Tomorrow</td>
</tr>
<tr>
<td>2:00 - 2:45 p.m.</td>
<td>Gasoline Molecular Management&lt;br&gt;<strong>SPEAKERS:</strong> Andrew Beckie, Bars &amp; McDonald and Randy Telfer, Dow Chemical</td>
<td>ASK THE EXPERT: FCC SME Q&amp;A Panel</td>
<td></td>
<td></td>
<td>INDUSTRIAL AUTONOMY IN THE PROCESS INDUSTRIES</td>
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**Excellence in Fuel Performance**
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