

Normal Accidents Living With High Risk Technologies Princeton Paperbacks

A noted Yale sociologist examines how and why catastrophic accidents occur in high-tech industries—nuclear power, petrochemical, and aerospace—and argues that they are becoming nearly inevitable in our advanced technological society.

The ability to see deeply affects how human beings perceive and interpret the world around them. For most people, eyesight is part of everyday communication, social activities, educational and professional pursuits, the care of others, and the maintenance of personal health, independence, and mobility. Functioning eyes and vision system can reduce an adult's risk of chronic health conditions, death, falls and injuries, social isolation, depression, and other psychological problems. In children, properly maintained eye and vision health contributes to a child's social development, academic achievement, and better health across the lifespan. The public generally recognizes its reliance on sight and fears its loss, but emphasis on eye and vision health, in general, has not been integrated into daily life to the same extent as other health promotion activities, such as teeth brushing; hand washing; physical and mental exercise; and various injury prevention behaviors. A larger population health approach is needed to engage a wide range of stakeholders in coordinated efforts that can sustain the scope of behavior change. The shaping of socioeconomic environments can eventually lead to new social norms that promote eye and vision health. Making Eye Health a Population Health Imperative: Vision for Tomorrow proposes a new population-centered framework to guide

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action and coordination among various, and sometimes competing, stakeholders in pursuit of improved eye and vision health and health equity in the United States. Building on the momentum of previous public health efforts, this report also introduces a model for action that highlights different levels of prevention activities across a range of stakeholders and provides specific examples of how population health strategies can be translated into cohesive areas for action at federal, state, and local levels.

This text analyzes the social side of technological risk. It argues that the conventional engineering approach to ensuring safety fails because systems complexity makes failures inevitable. It provides a framework for analyzing risks and the complex systems which often engender them.

A social worker struggling to keep the peace with her increasingly volatile husband for the sake of their children finds herself fighting for her life in the hospital after his temper gets the best of him one rainy day. By the best-selling author of *The Comfort of Lies*. 50,000 first printing.

Clinical practice related to sleep problems and sleep disorders has been expanding rapidly in the last few years, but scientific research is not keeping pace. Sleep apnea, insomnia, and restless legs syndrome are three examples of very common disorders for which we have little biological information. This new book cuts across a variety of medical disciplines such as neurology, pulmonology, pediatrics, internal medicine, psychiatry, psychology, otolaryngology, and nursing, as well as other medical practices with an interest in the management of sleep pathology. This area of research is not limited to very young and old patients—sleep disorders reach across all ages and ethnicities. *Sleep Disorders and Sleep Deprivation* presents a structured analysis that explores the following: Improving awareness among the general public

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and health care professionals. Increasing investment in interdisciplinary somnology and sleep medicine research training and mentoring activities. Validating and developing new and existing technologies for diagnosis and treatment. This book will be of interest to those looking to learn more about the enormous public health burden of sleep disorders and sleep deprivation and the strikingly limited capacity of the health care enterprise to identify and treat the majority of individuals suffering from sleep problems.

Combining captivating storytelling with eye-opening findings, *Inviting Disaster* delves inside some of history's worst catastrophes in order to show how increasingly "smart" systems leave us wide open to human tragedy. Weaving a dramatic narrative that explains how breakdowns in these systems result in such disasters as the chain reaction crash of the Air France Concorde to the meltdown at the Chernobyl Nuclear Power Station, Chiles vividly demonstrates how the battle between man and machine may be escalating beyond manageable limits -- and why we all have a stake in its outcome. Included in this edition is a special introduction providing a behind-the-scenes look at the World Trade Center catastrophe. Combining firsthand accounts of employees' escapes with an in-depth look at the structural reasons behind the towers' collapse, Chiles addresses the question, Were the towers "two tall heroes" or structures with a fatal flaw?

The Oscar-shortlisted documentary *Command and Control*, directed by Robert Kenner, finds its origins in Eric Schlosser's book and continues to explore the little-known history of the management and safety concerns of America's nuclear arsenal. "Deeply reported, deeply frightening . . . a techno-thriller of the first order." —Los Angeles Times "A devastatingly lucid and detailed new history of nuclear weapons in the U.S. . . . fascinating." —Lev Grossman,

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TIME Magazine A myth-shattering exposé of America's nuclear weapons Famed investigative journalist Eric Schlosser digs deep to uncover secrets about the management of America's nuclear arsenal. A groundbreaking account of accidents, near misses, extraordinary heroism, and technological breakthroughs, *Command and Control* explores the dilemma that has existed since the dawn of the nuclear age: How do you deploy weapons of mass destruction without being destroyed by them? That question has never been resolved—and Schlosser reveals how the combination of human fallibility and technological complexity still poses a grave risk to mankind. While the harms of global warming increasingly dominate the news, the equally dangerous yet more immediate threat of nuclear weapons has been largely forgotten. Written with the vibrancy of a first-rate thriller, *Command and Control* interweaves the minute-by-minute story of an accident at a nuclear missile silo in rural Arkansas with a historical narrative that spans more than fifty years. It depicts the urgent effort by American scientists, policy makers, and military officers to ensure that nuclear weapons can't be stolen, sabotaged, used without permission, or detonated inadvertently. Schlosser also looks at the Cold War from a new perspective, offering history from the ground up, telling the stories of bomber pilots, missile commanders, maintenance crews, and other ordinary servicemen who risked their lives to avert a nuclear holocaust. At the heart of the book lies the struggle, amid the rolling hills and small farms of Damascus, Arkansas, to prevent the explosion of a ballistic missile carrying the most powerful nuclear warhead ever built by the United States. Drawing on recently declassified documents and interviews with people who designed and routinely handled nuclear weapons, *Command and Control* takes readers into a terrifying but fascinating world that, until now, has been largely hidden from view. Through the details of a single accident,

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Schlosser illustrates how an unlikely event can become unavoidable, how small risks can have terrible consequences, and how the most brilliant minds in the nation can only provide us with an illusion of control. Audacious, gripping, and unforgettable, *Command and Control* is a tour de force of investigative journalism, an eye-opening look at the dangers of America's nuclear age.

Three boys struggle to come to terms with the death of a friend in a drunk-driving auto accident in which all four were involved, in a story told through newspaper stories, diary entries, school announcements, telephone conversations, and classroom assignments.

Charles Perrow is famous worldwide for his ideas about normal accidents, the notion that multiple and unexpected failures--catastrophes waiting to happen--are built into our society's complex systems. In *The Next Catastrophe*, he offers crucial insights into how to make us safer, proposing a bold new way of thinking about disaster preparedness. Perrow argues that rather than laying exclusive emphasis on protecting targets, we should reduce their size to minimize damage and diminish their attractiveness to terrorists. He focuses on three causes of disaster--natural, organizational, and deliberate--and shows that our best hope lies in the deconcentration of high-risk populations, corporate power, and critical infrastructures such as electric energy, computer systems, and the chemical and food industries. Perrow reveals how the threat of catastrophe is on the rise, whether from terrorism, natural disasters, or industrial accidents. Along the way, he gives us the first comprehensive history of FEMA and the Department of Homeland Security and examines why these agencies are so ill equipped to protect us. *The Next Catastrophe* is a penetrating reassessment of the very real dangers we face today and what we must do to confront them. Written in a highly accessible style by a

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renowned systems-behavior expert, this book is essential reading for the twenty-first century. The events of September 11 and Hurricane Katrina--and the devastating human toll they wrought--were only the beginning. When the next big disaster comes, will we be ready? In a new preface to the paperback edition, Perrow examines the recent (and ongoing) catastrophes of the financial crisis, the BP oil spill, and global warming.

A collection of poems about dinosaurs, Ice Age mammals, prehistoric people, and other ancient creatures.

With no memory of the car accident itself, 17-year-old Mia must come to terms with never really knowing what happened one horrific winter's day that changed her life forever.

When the Space Shuttle Challenger exploded on January 28, 1986, millions of Americans became bound together in a single, historic moment. Many still vividly remember exactly where they were and what they were doing when they heard about the tragedy. Diane Vaughan recreates the steps leading up to that fateful decision, contradicting conventional interpretations to prove that what occurred at NASA was not skullduggery or misconduct but a disastrous mistake. Why did NASA managers, who not only had all the information prior to the launch but also were warned against it, decide to proceed? In retelling how the decision unfolded through the eyes of the managers and the engineers, Vaughan uncovers an incremental descent into poor judgment, supported by a culture of high-risk technology. She reveals how and why NASA insiders, when repeatedly faced with evidence that something was wrong, normalized the deviance so that it became acceptable to them. In a new preface, Vaughan reveals the ramifications for this book and for her when a similar decision-making process brought down NASA's Space Shuttle Columbia in 2003.

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Adolescence is a time when youth make decisions, both good and bad, that have consequences for the rest of their lives. Some of these decisions put them at risk of lifelong health problems, injury, or death. The Institute of Medicine held three public workshops between 2008 and 2009 to provide a venue for researchers, health care providers, and community leaders to discuss strategies to improve adolescent health.

At seventeen, Lech Blaine walked away unharmed from a car crash that killed three of his friends and left two in comas. On a May night in 2009, seven boys in Toowoomba, Queensland, piled into a car. They never arrived at their destination. The driver made a routine error, leading to a head-on collision. In the aftermath, rumours about speed and drink driving erupted. There was intense scrutiny from media and police. Lech used alcohol to numb his grief and social media to show stoicism, while secretly spiralling towards depression and disgrace. This is a riveting account of family, friendship, grief and love after tragedy. In a country where class and sport dominate, and car crashes compete with floods and pandemics for headlines, our connection with others is what propels us on. Heartbreaking and darkly hilarious, *Car Crash* is a story for our times. ‘Scarifying and unforgettable, *Car Crash* is a story of carnage and life-long consequences – not just from a single, sudden catastrophe but from the long, slow cataclysm of masculine confusion. A brave and unsettling account.’ —Tim Winton ‘A heart-soaring act of literary bravery where the ongoing cost of experience is exposed in every note-perfect sentence. This is a profound reflection on the deafening soul noise heard by a beautiful group of young friends fated to live the rest of their lives with the silence of the dead. Some books just have to be written. And some books just have to be read.’ —Trent Dalton ‘I began this book with my guts in my mouth. Then, as I read on, I winced

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with recognition, I laughed a lot and my heart gradually broke open. It's odd to talk about "talent" when a book covers such sensitive, sad subject matter, but the truth is that Blaine has it. There are strong sentences, clarity of intent and tone, wicked one-liners and a mastery of metaphor. This book is for everyone – it truly captures something of "modern Australia" in a tenderly told story of one young man's tumultuous coming-of-age.' —Bri Lee 'Car Crash is a clear-eyed, bruising and tender account of how the moments that thrust you into adulthood can take place in seconds. Lech Blaine's journalism has long made me suspect he's one of the best writers of his generation. Car Crash confirms it, without a doubt.' —Ben Law

As part of the national effort to improve aviation safety, the Federal Aviation Administration (FAA) chartered the National Research Council to examine and recommend improvements in the aircraft certification process currently used by the FAA, manufacturers, and operators. With Bukowski, the votes are still coming in. There seems to be no middle ground—people seem either to love him or hate him. Tales of his own life and doings are as wild and weird as the very stories he writes. In a sense, Bukowski was a legend in his time . . . a madman, a recluse, a lover . . . tender, vicious . . . never the same . . . these are exceptional stories that come pounding out of his violent and depraved life . . . horrible and holy, you cannot read them and ever come away the same again. Bukowski . . . "a professional disturber of the peace . . . laureate of Los Angeles netherworld [writes with] crazy romantic insistence that losers are less phony than winners, and with an angry compassion for the lost." —Jack Kroll, Newsweek "Bukowski's poems are extraordinarily vivid and often bitterly funny observations of people living on the very edge of oblivion. His poetry, in all it's glorious simplicity, was accessible the way poetry seldom is – a testament to his genius." —Nick Burton, PIF Magazine Charles

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Bukowski (1920-1994) published his first story when he was twenty-four and began writing poetry at the age of thirty-five. His first book of poetry was published in 1959; he went on to publish more than forty-five books of poetry and prose, including books published by City Lights Publishers such as Notes of a Dirty Old Man, More Notes of a Dirty Old Man, The Most Beautiful Woman in Town, Tales of Ordinary Madness, Portions from a Wine-Stained Notebook, Absence of the Hero and The Bell Tolls for No One.

Normal Accidents Living with High Risk Technologies - Updated Edition Princeton University Press

Reviews the circumstances surrounding the Challenger accident to establish the probable cause or causes of the accident. Develops recommendations for corrective or other action based upon the Commission's findings and determinations. Color photos, charts and tables.

What does the collapse of sub-prime lending have in common with a broken jackscrew in an airliner's tailplane? Or the oil spill disaster in the Gulf of Mexico with the burn-up of Space Shuttle Columbia? These were systems that drifted into failure. While pursuing success in a dynamic, complex environment with limited resources and multiple goal conflicts, a succession of small, everyday decisions eventually produced breakdowns on a massive scale. We have trouble grasping the complexity and normality that gives rise to such large events. We hunt for broken parts, fixable properties, people we can hold accountable. Our analyses of complex system breakdowns remain depressingly linear, depressingly componential - imprisoned in the

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space of ideas once defined by Newton and Descartes. The growth of complexity in society has outpaced our understanding of how complex systems work and fail. Our technologies have gotten ahead of our theories. We are able to build things - deep-sea oil rigs, jackscrews, collateralized debt obligations - whose properties we understand in isolation. But in competitive, regulated societies, their connections proliferate, their interactions and interdependencies multiply, their complexities mushroom. This book explores complexity theory and systems thinking to understand better how complex systems drift into failure. It studies sensitive dependence on initial conditions, unruly technology, tipping points, diversity - and finds that failure emerges opportunistically, non-randomly, from the very webs of relationships that breed success and that are supposed to protect organizations from disaster. It develops a vocabulary that allows us to harness complexity and find new ways of managing drift.

Human error is cited over and over as a cause of incidents and accidents. The result is a widespread perception of a 'human error problem', and solutions are thought to lie in changing the people or their role in the system. For example, we should reduce the human role with more automation, or regiment human behavior by stricter monitoring, rules or procedures. But in practice, things have proved not to be this simple. The label 'human error' is prejudicial and hides much more than it reveals about how a system functions or malfunctions. This book takes you behind the human error label. Divided into five parts, it begins by summarising the most significant research results. Part 2

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explores how systems thinking has radically changed our understanding of how accidents occur. Part 3 explains the role of cognitive system factors - bringing knowledge to bear, changing mindset as situations and priorities change, and managing goal conflicts - in operating safely at the sharp end of systems. Part 4 studies how the clumsy use of computer technology can increase the potential for erroneous actions and assessments in many different fields of practice. And Part 5 tells how the hindsight bias always enters into attributions of error, so that what we label human error actually is the result of a social and psychological judgment process by stakeholders in the system in question to focus on only a facet of a set of interacting contributors. If you think you have a human error problem, recognize that the label itself is no explanation and no guide to countermeasures. The potential for constructive change, for progress on safety, lies behind the human error label.

Normal Accidents analyzes the social side of technological risk. Charles Perrow argues that the conventional engineering approach to ensuring safety--building in more warnings and safeguards--fails because systems complexity makes failures inevitable. He asserts that typical precautions, by adding to complexity, may help create new categories of accidents. (At Chernobyl, tests of a new safety system helped produce the meltdown and subsequent fire.) By recognizing two dimensions of risk--complex versus linear interactions, and tight versus loose coupling--this book provides a powerful framework for analyzing risks and the organizations that insist we run them.

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The first edition fulfilled one reviewer's prediction that it "may mark the beginning of accident research." In the new afterword to this edition Perrow reviews the extensive work on the major accidents of the last fifteen years, including Bhopal, Chernobyl, and the Challenger disaster. The new postscript probes what the author considers to be the "quintessential 'Normal Accident'" of our time: the Y2K computer problem.

Improve your company's ability to avoid or manage crises *Managing the Unexpected, Third Edition* is a thoroughly revised text that offers an updated look at the groundbreaking ideas explored in the first and second editions. Revised to reflect events emblematic of the unique challenges that organizations have faced in recent years, including bank failures, intelligence failures, quality failures, and other organizational misfortunes, often sparked by organizational actions, this critical book focuses on why some organizations are better able to sustain high performance in the face of unanticipated change. High reliability organizations (HROs), including commercial aviation, emergency rooms, aircraft carrier flight operations, and firefighting units, are looked to as models of exceptional organizational preparedness. This essential text explains the development of unexpected events and guides you in improving your organization for more reliable performance. "Expect the unexpected" is a popular mantra for a reason: it's rooted in experience. Since the dawn of civilization, organizations have been rocked by natural disasters, civil unrest, international conflict, and other unexpected crises that impact their ability to function. Understanding how to

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maintain function when catastrophe strikes is key to keeping your organization afloat. Explore the many different kinds of unexpected events that your organization may face Consider updated case studies and research Discuss how highly reliable organizations are able to maintain control during unexpected events Discover tactics that may bolster your organization's ability to face the unexpected with confidence Managing the Unexpected, Third Edition offers updated, valuable content to professionals who want to strengthen the preparedness of their organizations—and confidently face unexpected challenges.

The United States is among the wealthiest nations in the world, but it is far from the healthiest. Although life expectancy and survival rates in the United States have improved dramatically over the past century, Americans live shorter lives and experience more injuries and illnesses than people in other high-income countries. The U.S. health disadvantage cannot be attributed solely to the adverse health status of racial or ethnic minorities or poor people: even highly advantaged Americans are in worse health than their counterparts in other, "peer" countries. In light of the new and growing evidence about the U.S. health disadvantage, the National Institutes of Health asked the National Research Council (NRC) and the Institute of Medicine (IOM) to convene a panel of experts to study the issue. The Panel on Understanding Cross-National Health Differences Among High-Income Countries examined whether the U.S. health disadvantage exists across the life span, considered potential explanations, and

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assessed the larger implications of the findings. U.S. Health in International Perspective presents detailed evidence on the issue, explores the possible explanations for the shorter and less healthy lives of Americans than those of people in comparable countries, and recommends actions by both government and nongovernment agencies and organizations to address the U.S. health disadvantage.

Major accidents are rare events due to the many barriers, safeguards and defences developed by modern technologies. But they continue to happen with saddening regularity and their human and financial consequences are all too often unacceptably catastrophic. One of the greatest challenges we face is to develop more effective ways of both understanding and limiting their occurrence. This lucid book presents a set of common principles to further our knowledge of the causes of major accidents in a wide variety of high-technology systems. It also describes tools and techniques for managing the risks of such organizational accidents that go beyond those currently available to system managers and safety professionals. James Reason deals comprehensively with the prevention of major accidents arising from human and organizational causes. He argues that the same general principles and management techniques are appropriate for many different domains. These include banks and insurance companies just as much as nuclear power plants, oil exploration and production companies, chemical process installations and air, sea and rail transport. Its unique combination of principles and practicalities make this seminal book essential reading for all whose daily business

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is to manage, audit and regulate hazardous technologies of all kinds. It is relevant to those concerned with understanding and controlling human and organizational factors and will also interest academic readers and those working in industrial and government agencies.

The New York Times bestselling author of *Better* and *Complications* reveals the surprising power of the ordinary checklist. We live in a world of great and increasing complexity, where even the most expert professionals struggle to master the tasks they face. Longer training, ever more advanced technologies—neither seems to prevent grievous errors. But in a hopeful turn, acclaimed surgeon and writer Atul Gawande finds a remedy in the humblest and simplest of techniques: the checklist. First introduced decades ago by the U.S. Air Force, checklists have enabled pilots to fly aircraft of mind-boggling sophistication. Now innovative checklists are being adopted in hospitals around the world, helping doctors and nurses respond to everything from flu epidemics to avalanches. Even in the immensely complex world of surgery, a simple ninety-second variant has cut the rate of fatalities by more than a third. In riveting stories, Gawande takes us from Austria, where an emergency checklist saved a drowning victim who had spent half an hour underwater, to Michigan, where a cleanliness checklist in intensive care units virtually eliminated a type of deadly hospital infection. He explains how checklists actually work to prompt striking and immediate improvements. And he follows the checklist revolution into fields well beyond medicine, from disaster response to investment banking, skyscraper construction, and businesses of all kinds. An intellectual adventure in which lives are lost and saved and one simple idea makes a tremendous difference, *The Checklist Manifesto* is

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essential reading for anyone working to get things right.

Analyzes major disasters in recent history and explains how their deep financial, emotional, and historical impacts could have been avoided.

Outlines how government and private organizations have inadequately addressed the AIDS issue because of the attitude of society toward the population groups most affected by the disease

“Offers a useful reminder of the role of modern science in fundamentally transforming all of our lives.” —President Barack Obama (on Twitter) “An important book.” —Steven Pinker, *The New York Times Book Review* Now also a PBS documentary series: the surprising story of how humans gained what amounts to an extra life, from the bestselling author of *How We Got to Now* and *Where Good Ideas Come From* As a species we have doubled our life expectancy in just one hundred years. All the advances of modern life—the medical breakthroughs, the public health institutions, the rising standards of living—have given us each about twenty thousand extra days on average. There are few measures of human progress more astonishing than our increased longevity. This book is Steven Johnson’s attempt to understand where that progress came from. How many of those extra twenty thousand days came from vaccines, or the decrease in famines, or seatbelts? What are the forces that now keep us alive longer? Behind each breakthrough lies an inspiring story of cooperative innovation, of brilliant thinkers bolstered by strong systems of public support and collaborative networks. But it is not enough simply to remind ourselves that progress is possible. How do we avoid decreases in life expectancy as our public health systems face unprecedented challenges? What current technologies or interventions that could reduce the impact of future crises are we somehow

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ignoring? A study in how meaningful change happens in society, *Extra Life* is an ode to the enduring power of common goals and public resources. The most fundamental progress we have experienced over the past few centuries has not come from big corporations or start-ups. It has come, instead, from activists struggling for reform; from university-based and publicly funded scientists sharing their findings open-source-style; and from nonprofit agencies spreading new innovations around the world.

Safety has traditionally been defined as a condition where the number of adverse outcomes was as low as possible (Safety-I). From a Safety-I perspective, the purpose of safety management is to make sure that the number of accidents and incidents is kept as low as possible, or as low as is reasonably practicable. This means that safety management must start from the manifestations of the absence of safety and that - paradoxically - safety is measured by counting the number of cases where it fails rather than by the number of cases where it succeeds. This unavoidably leads to a reactive approach based on responding to what goes wrong or what is identified as a risk - as something that could go wrong. Focusing on what goes right, rather than on what goes wrong, changes the definition of safety from 'avoiding that something goes wrong' to 'ensuring that everything goes right'. More precisely, Safety-II is the ability to succeed under varying conditions, so that the number of intended and acceptable outcomes is as high as possible. From a Safety-II perspective, the purpose of safety management is to ensure that as much as possible goes right, in the sense that everyday work achieves its objectives. This means that safety is managed by what it achieves (successes, things that go right), and that likewise it is measured by counting the number of cases where things go right. In order to do this, safety management cannot only be

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reactive, it must also be proactive. But it must be proactive with regard to how actions succeed, to everyday acceptable performance, rather than with regard to how they can fail, as traditional risk analysis does. This book analyses and explains the principles behind both approaches and uses this to consider the past and future of safety management practices. The analysis makes use of common examples and cases from domains such as aviation, nuclear power production, process management and health care. The final chapters explain the theoretical and practical consequences of the new perspective on the level of day-to-day operations as well as on the level of strategic management (safety culture). Safety-I and Safety-II is written for all professionals responsible for their organisation's safety, from strategic planning on the executive level to day-to-day operations in the field. It presents the detailed and tested arguments for a transformation from protective to productive safety management.

This book presents WHO guidelines for the protection of public health from risks due to a number of chemicals commonly present in indoor air. The substances considered in this review, i.e. benzene, carbon monoxide, formaldehyde, naphthalene, nitrogen dioxide, polycyclic aromatic hydrocarbons (especially benzo[a]pyrene), radon, trichloroethylene and tetrachloroethylene, have indoor sources, are known in respect of their hazardousness to health and are often found indoors in concentrations of health concern. The guidelines are targeted at public health professionals involved in preventing health risks of environmental exposures, as well as specialists and authorities involved in the design and use of buildings, indoor materials and products. They provide a scientific basis for legally enforceable standards.

Environmental tragedies such as Chernobyl and the Exxon Valdez remind us that catastrophic

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accidents are always possible in a world full of hazardous technologies. Yet, the apparently excellent safety record with nuclear weapons has led scholars, policy-makers, and the public alike to believe that nuclear arsenals can serve as a secure deterrent for the foreseeable future. In this provocative book, Scott Sagan challenges such optimism. Sagan's research into formerly classified archives penetrates the veil of safety that has surrounded U.S. nuclear weapons and reveals a hidden history of frightening "close calls" to disaster.

American society today is shaped not nearly as much by vast open spaces as it is by vast, bureaucratic organizations. Over half the working population toils away at enterprises with 500 or more employees--up from zero percent in 1800. Is this institutional immensity the logical outcome of technological forces in an all-efficient market, as some have argued? In this book, the first organizational history of nineteenth-century America, Yale sociologist Charles Perrow says no. He shows that there was nothing inevitable about the surge in corporate size and power by century's end. Critics railed against the nationalizing of the economy, against corporations' monopoly powers, political subversion, environmental destruction, and "wage slavery." How did a nation committed to individual freedom, family firms, public goods, and decentralized power become transformed in one century? Bountiful resources, a mass market, and the industrial revolution gave entrepreneurs broad scope. In Europe, the state and the church kept private organizations small and required consideration of the public good. In America, the courts and business-steeped legislators removed regulatory constraints over the century, centralizing industry and privatizing the railroads. Despite resistance, the corporate form became the model for the next century. Bureaucratic structure spread to government and the nonprofits. Writing in the tradition of Max Weber, Perrow concludes that the driving force of

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our history is not technology, politics, or culture, but large, bureaucratic organizations. Perrow, the author of award-winning books on organizations, employs his witty, trenchant, and graceful style here to maximum effect. Colorful vignettes abound: today's headlines echo past battles for unchecked organizational freedom; socially responsible alternatives that were tried are explored along with the historical contingencies that sent us down one road rather than another. No other book takes the role of organizations in America's development as seriously. The resultant insights presage a new historical genre.

The Oklahoma City bombing, intentional crashing of airliners on September 11, 2001, and anthrax attacks in the fall of 2001 have made Americans acutely aware of the impacts of terrorism. These events and continued threats of terrorism have raised questions about the impact on the psychological health of the nation and how well the public health infrastructure is able to meet the psychological needs that will likely result. *Preparing for the Psychological Consequences of Terrorism* highlights some of the critical issues in responding to the psychological needs that result from terrorism and provides possible options for intervention. The committee offers an example for a public health strategy that may serve as a base from which plans to prevent and respond to the psychological consequences of a variety of terrorism events can be formulated. The report includes recommendations for the training and education of service providers, ensuring appropriate guidelines for the protection of service providers, and developing public health surveillance for preevent, event, and postevent factors related to psychological consequences.

NEW YORK TIMES BESTSELLER • Read with Jenna Book Club Pick as Featured on Today •
A “dazzling” novel that “will break your heart and put it back together again” (J. Courtney

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Sullivan, bestselling author of *Saints for All Occasions*) about a young boy who must learn to go on after surviving tragedy NAMED ONE OF THE BEST BOOKS OF THE YEAR BY *The Washington Post* • *Parade* • *LibraryReads* • “A reading experience that leaves you profoundly altered for the better . . . Don’t miss this one.”—Jodi Picoult, bestselling author of *Small Great Things* and *A Spark of Light* What does it mean not just to survive, but to truly live? One summer morning, twelve-year-old Edward Adler, his beloved older brother, his parents, and 183 other passengers board a flight in Newark headed for Los Angeles. Among them are a Wall Street wunderkind, a young woman coming to terms with an unexpected pregnancy, an injured veteran returning from Afghanistan, a business tycoon, and a free-spirited woman running away from her controlling husband. Halfway across the country, the plane crashes. Edward is the sole survivor. Edward’s story captures the attention of the nation, but he struggles to find a place in a world without his family. He continues to feel that a part of himself has been left in the sky, forever tied to the plane and all of his fellow passengers. But then he makes an unexpected discovery—one that will lead him to the answers of some of life’s most profound questions: When you’ve lost everything, how do you find the strength to put one foot in front of the other? How do you learn to feel safe again? How do you find meaning in your life? *Dear Edward* is at once a transcendent coming-of-age story, a multidimensional portrait of an unforgettable cast of characters, and a breathtaking illustration of all the ways a broken heart learns to love again. Praise for *Dear Edward* “*Dear Edward* made me think, nod in recognition, care about its characters, and cry, and you can’t ask more of a novel than that.”—Emma Donoghue, *New York Times* bestselling author of *Room* “Weaving past and present into a profoundly beautiful, page-turning story of mystery, loss, and wonder, *Dear*

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Edward is a meditation on survival, but more important, it is about carving a life worth living. It is about love and hope and caring for others, and all the transitory moments that bind us together.”—Hannah Tinti, author of *The Twelve Lives of Samuel Hawley* and *The Good Thief*
Having always prided herself on blending in with "normal" people despite her cerebral palsy, seventeen-year-old Jean begins to question her role in the world while attending a summer camp for children with disabilities.

Uranium mining in the Commonwealth of Virginia has been prohibited since 1982 by a state moratorium, although approval for restricted uranium exploration in the state was granted in 2007. *Uranium Mining in Virginia* examines the scientific, technical, environmental, human health and safety, and regulatory aspects of uranium mining, milling, and processing as they relate to the Commonwealth of Virginia for the purpose of assisting the Commonwealth to determine whether uranium mining, milling, and processing can be undertaken in a manner that safeguards the environment, natural and historic resources, agricultural lands, and the health and well-being of its citizens. According to this report, if Virginia lifts its moratorium, there are "steep hurdles to be surmounted" before mining and processing could take place within a regulatory setting that appropriately protects workers, the public, and the environment, especially given that the state has no experience regulating mining and processing of the radioactive element. The authoring committee was not asked to recommend whether uranium mining should be permitted, or to consider the potential benefits to the state were uranium mining to be pursued. It also was not asked to compare the relative risks of uranium mining to the mining of other fuels such as coal. This book will be of interest to decision makers at the state and local level, the energy industry, and concerned citizens.

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A bestselling modern classic—both poignant and funny—about a boy with autism who sets out to solve the murder of a neighbor's dog and discovers unexpected truths about himself and the world. Nominated as one of America's best-loved novels by PBS's The Great American Read Christopher John Francis Boone knows all the countries of the world and their capitals and every prime number up to 7,057. He relates well to animals but has no understanding of human emotions. He cannot stand to be touched. And he detests the color yellow. This improbable story of Christopher's quest to investigate the suspicious death of a neighborhood dog makes for one of the most captivating, unusual, and widely heralded novels in recent years.

Don't miss Evermore, the first book in Alyson Noël's #1 New York Times bestselling The Immortals series. Enter an enchanting new world where true love never dies. . . After a horrible accident claimed the lives of her family, sixteen-year-old Ever Bloom can see people's auras, hear their thoughts, and know someone's entire life story by touching them. Going out of her way to avoid human contact and suppress her abilities, she has been branded a freak at her new high school—but everything changes when she meets Damen Auguste. Damen is gorgeous, exotic and wealthy. He's the only one who can silence the noise and random energy in her head—wielding a magic so intense, it's as though he can peer straight into her soul. As Ever is drawn deeper into his enticing world of secrets and mystery, she's left with more questions than answers. And she has no idea just who he really is—or what he is. The only thing she knows to be true is that she's falling deeply and helplessly in love with him.

Decades of research have demonstrated that the parent-child dyad and the environment of the family—“which includes all primary caregivers”—are at the foundation of children's well- being

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and healthy development. From birth, children are learning and rely on parents and the other caregivers in their lives to protect and care for them. The impact of parents may never be greater than during the earliest years of life, when a child's brain is rapidly developing and when nearly all of her or his experiences are created and shaped by parents and the family environment. Parents help children build and refine their knowledge and skills, charting a trajectory for their health and well-being during childhood and beyond. The experience of parenting also impacts parents themselves. For instance, parenting can enrich and give focus to parents' lives; generate stress or calm; and create any number of emotions, including feelings of happiness, sadness, fulfillment, and anger. Parenting of young children today takes place in the context of significant ongoing developments. These include: a rapidly growing body of science on early childhood, increases in funding for programs and services for families, changing demographics of the U.S. population, and greater diversity of family structure. Additionally, parenting is increasingly being shaped by technology and increased access to information about parenting. Parenting Matters identifies parenting knowledge, attitudes, and practices associated with positive developmental outcomes in children ages 0-8; universal/preventive and targeted strategies used in a variety of settings that have been effective with parents of young children and that support the identified knowledge, attitudes, and practices; and barriers to and facilitators for parents' use of practices that lead to healthy child outcomes as well as their participation in effective programs and services. This report makes recommendations directed at an array of stakeholders, for promoting the wide-scale adoption of effective programs and services for parents and on areas that warrant further research to inform policy and practice. It is meant to serve as a roadmap for the future of

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parenting policy, research, and practice in the United States.

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