

Human Performance Improvement: A Culture of Operational Excellence

HPI Strategy Team
Chelan County PUD 2017

Informational board update – no action required

Human Performance Improvement: A Culture of Operational Excellence

The purpose of implementing Human Performance Improvement/High Reliability Operations principles is to change our management and work cultures to recognize that human errors will occur and we need methods that help us acknowledge and build defenses in order to:

- Improve operations;
- Improve compliance;
- Improve reliability;
- Protect employees;
- Protect the public; and,
- Protect equipment.

Chelan County PUD: HPI Philosophy & 5 Principles

Through continual learning, we constantly improve the defenses that protect us from the errors all of us can make

- 1 We all make errors – it's a matter of when, not if
- 2 These errors follow a recurring pattern, and are predictable and manageable
- 3 Curiosity drives us to examine our practices and learn from our errors
- 4 As employees, we are the solution, not the problem
- 5 Safety is not the absence of accidents - it is the presence of defenses

Barry Boswell, SVP

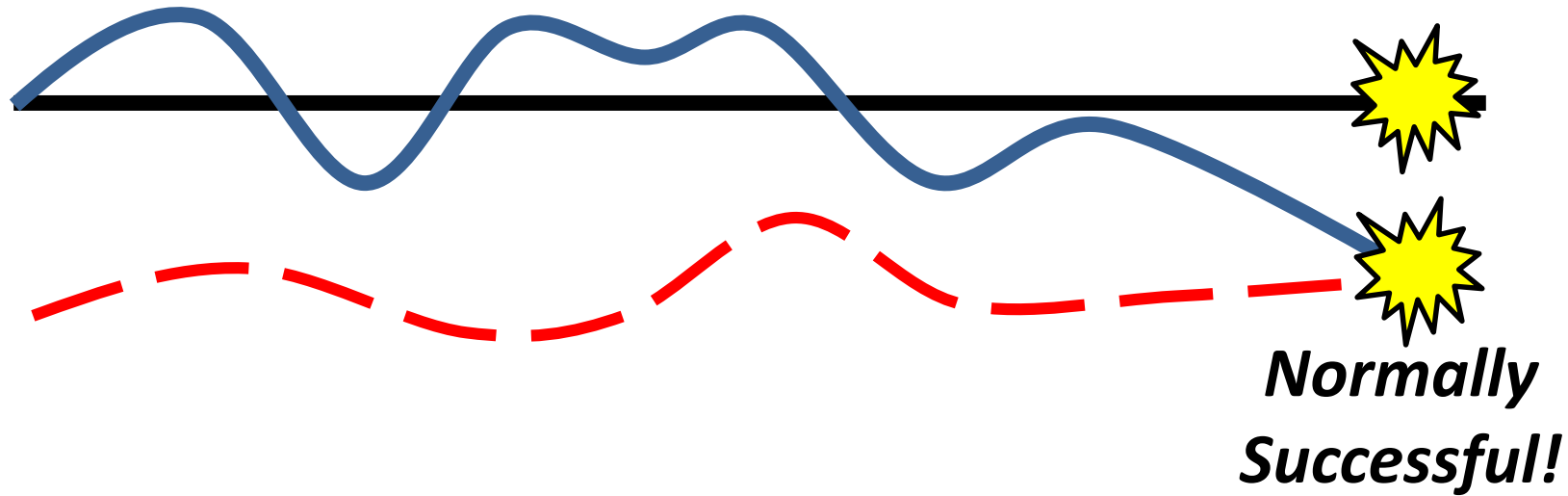
Fossil Generation, Luminant Energy

On event learning

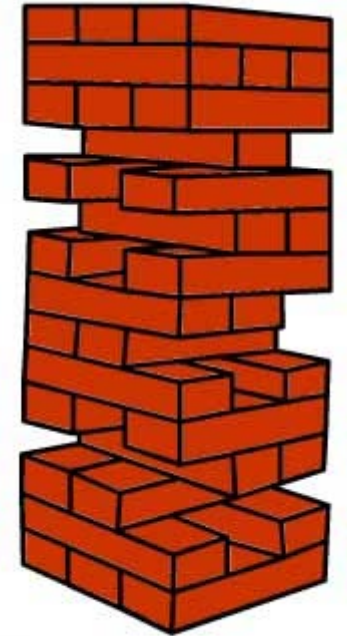
- What is it about the way I am that contributed to this event?
- As leaders in this organization, what is it about the way we are that caused this event?

On Just Culture...

Work as Planned vs. Work in Practice



“Masters of the blue line”



(Conklin / Edwards)

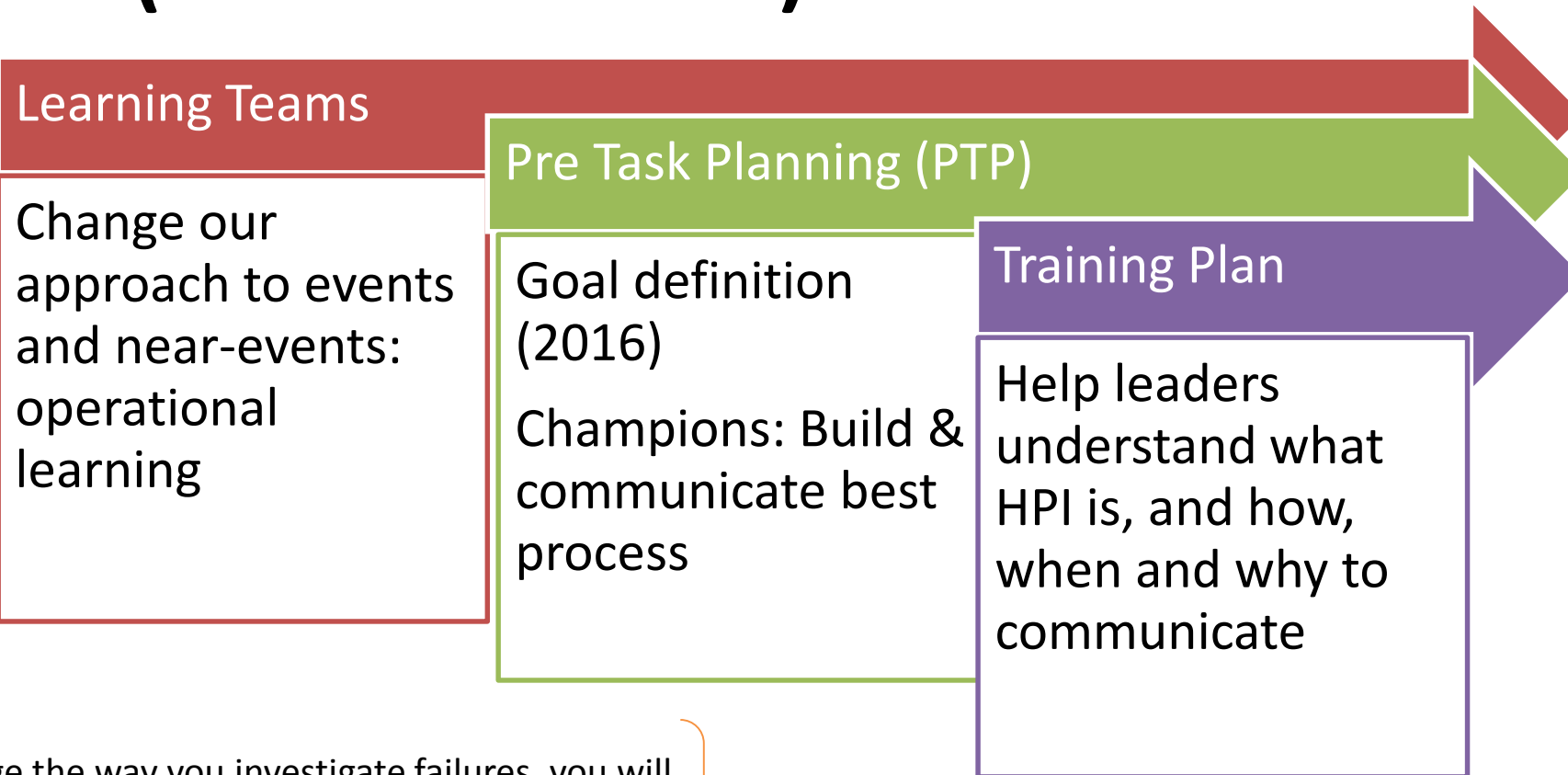
Culture Change: The Waterfall Approach



HPI Strategy: Generation & Transmission Beta Testing



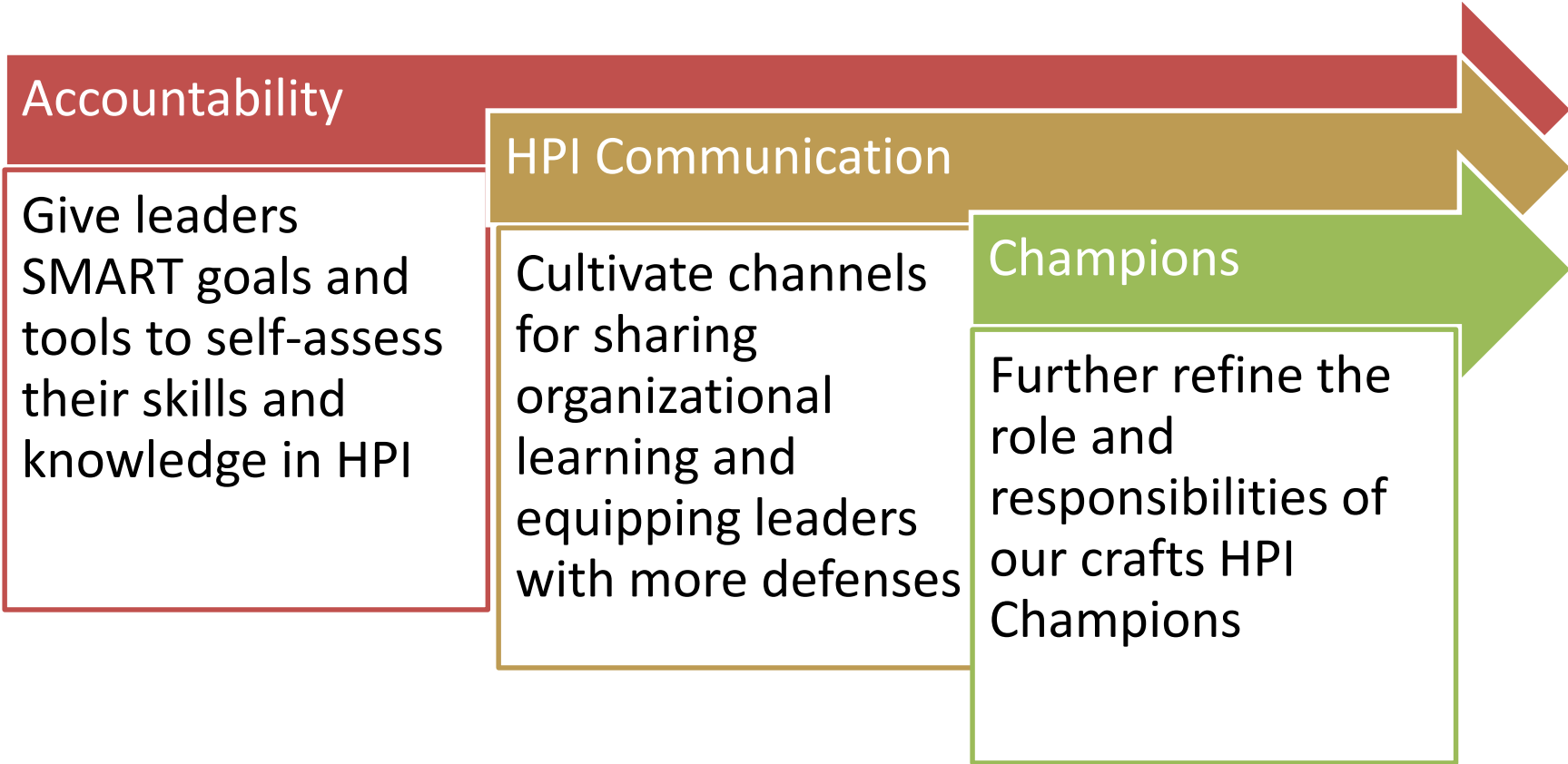
HPI Roadmap: Phase 1 (Beta Test: 2017)



If you change the way you investigate failures, you will change the way you manage safety. It is that simple, and it works. We must care more about learning from events than we do about finding blame.

--Todd Conklin

HPI Roadmap: Phase 2 (Beta Test: 2018)



State of HPI, 2017

- G&T has received training down to foremen & champion level
- Developing craft level training
- Engaging champions in improving the PTP process
- Melded supervisor field observations into learning process
- Providing facilitated operational learning sessions
- Preparing two additional business units for waterfall training