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
	POD.



Barry Boswell, SVP Fossil Generation, Luminant Energy

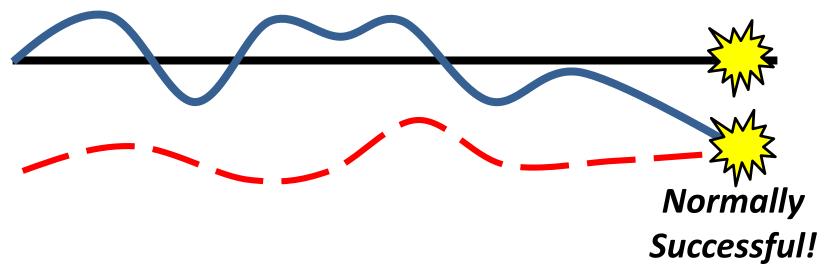
On event learning

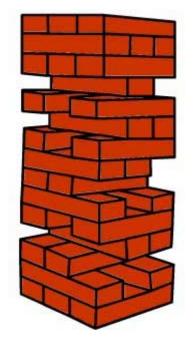
- What is it about the way I am that contributed to this event?
- As leaders in this organization, what is it about the way we are that caused this event?

On Just Culture...



Work as Planned vs. Work in Practice





"Masters of the blue line"



(Conklin / Edwards)

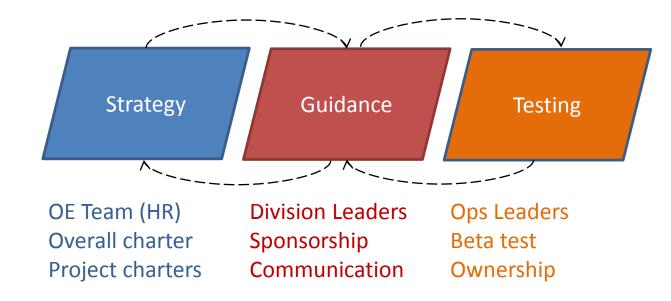
Culture Change: The Waterfall Approach







HPI Strategy: Generation & Transmission Beta Testing





HPI Roadmap: Phase 1 (Beta Test: 2017)

Learning Teams			
Change our	Pre Task Planning (PTP) Goal definition Training Plan	TP) Training Plan	
approach to events and near-events: operational learning	(2016) Champions: Build & communicate best process	Help leaders understand what HPI is, and how, when and why to communicate	

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)

Accountability			
Give leaders	HPI Communication		
SMART goals and	for sharing organizational learning and equipping leaders with more defenses	Champions	-
tools to self-assess their skills and knowledge in HPI		Further refine the role and responsibilities of our crafts HPI Champions	



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

