

Just Culture: From the Book to the Boardroom to the Field



NERC
NORTH AMERICAN ELECTRIC
RELIABILITY CORPORATION



Human Performance Conference

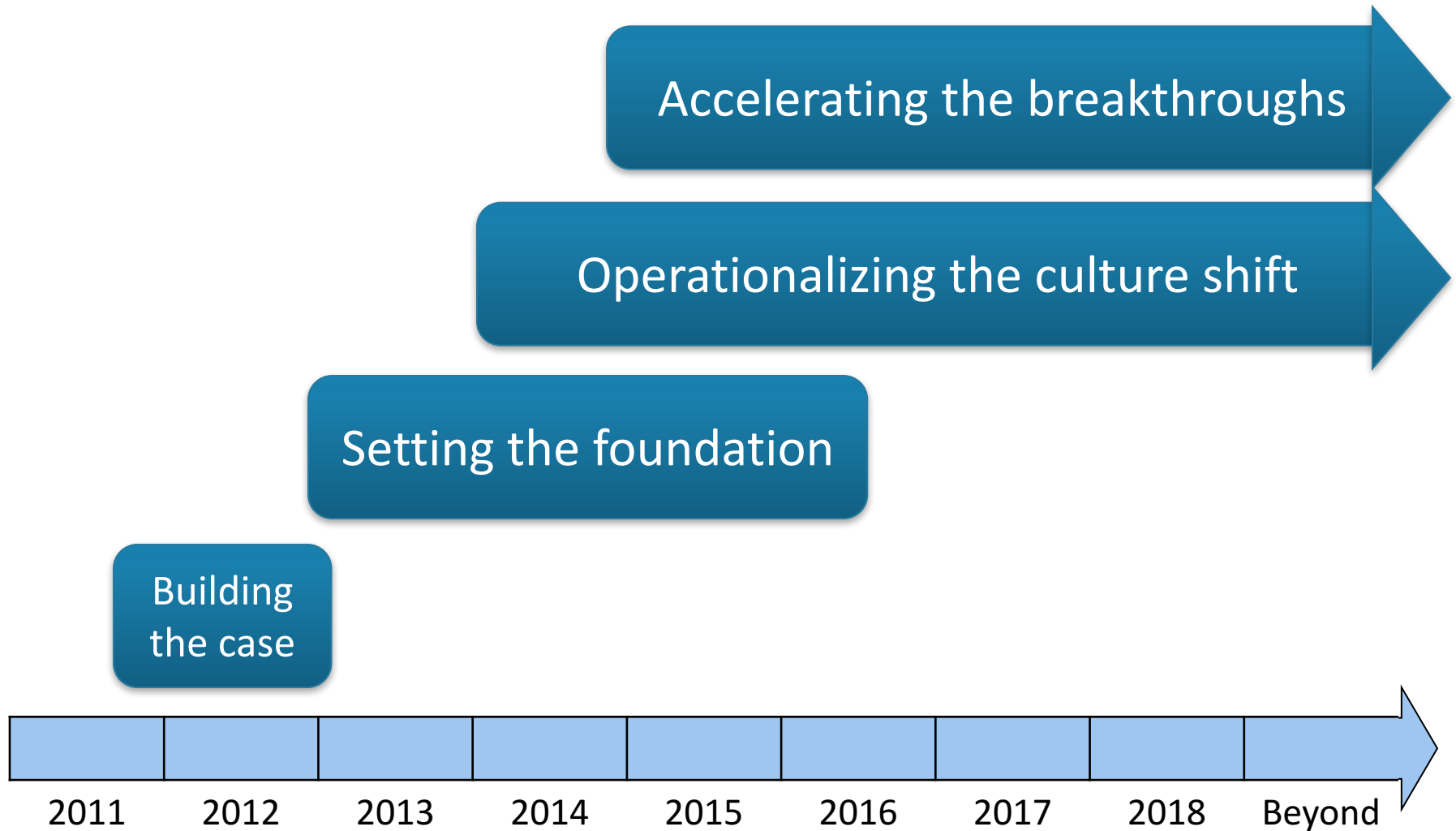
**Monika Bay, BGE
March 27, 2018**



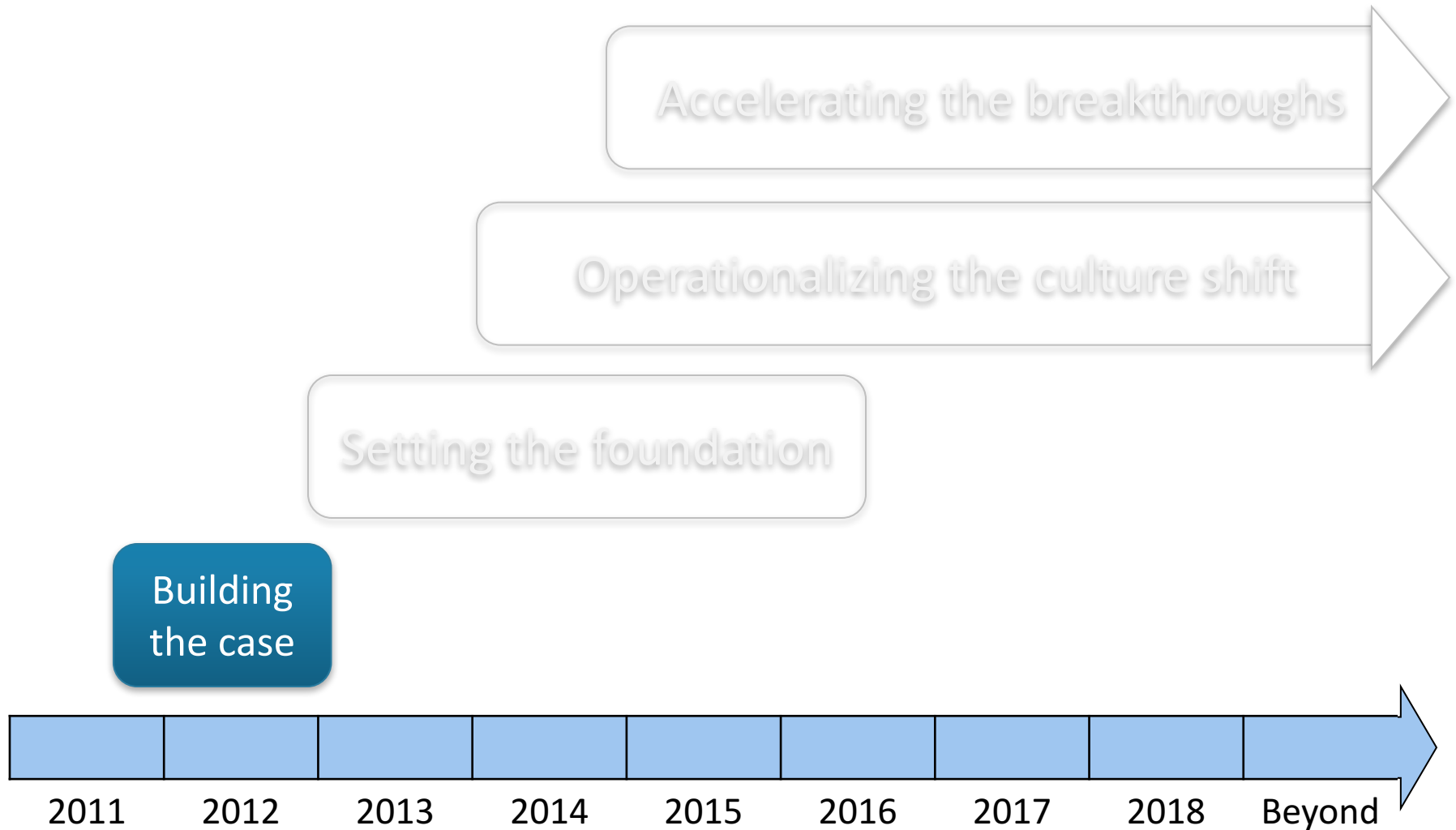
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Our journey...



Our journey...



The promise of what is possible

- Improved performance across all operating goals
- Reduction of at-risk behaviors and errors
- Increased reporting, transparency and shared learning
- Increased effectiveness of incident investigations
- Increased trust, engagement, and teamwork
- Enhanced leader development

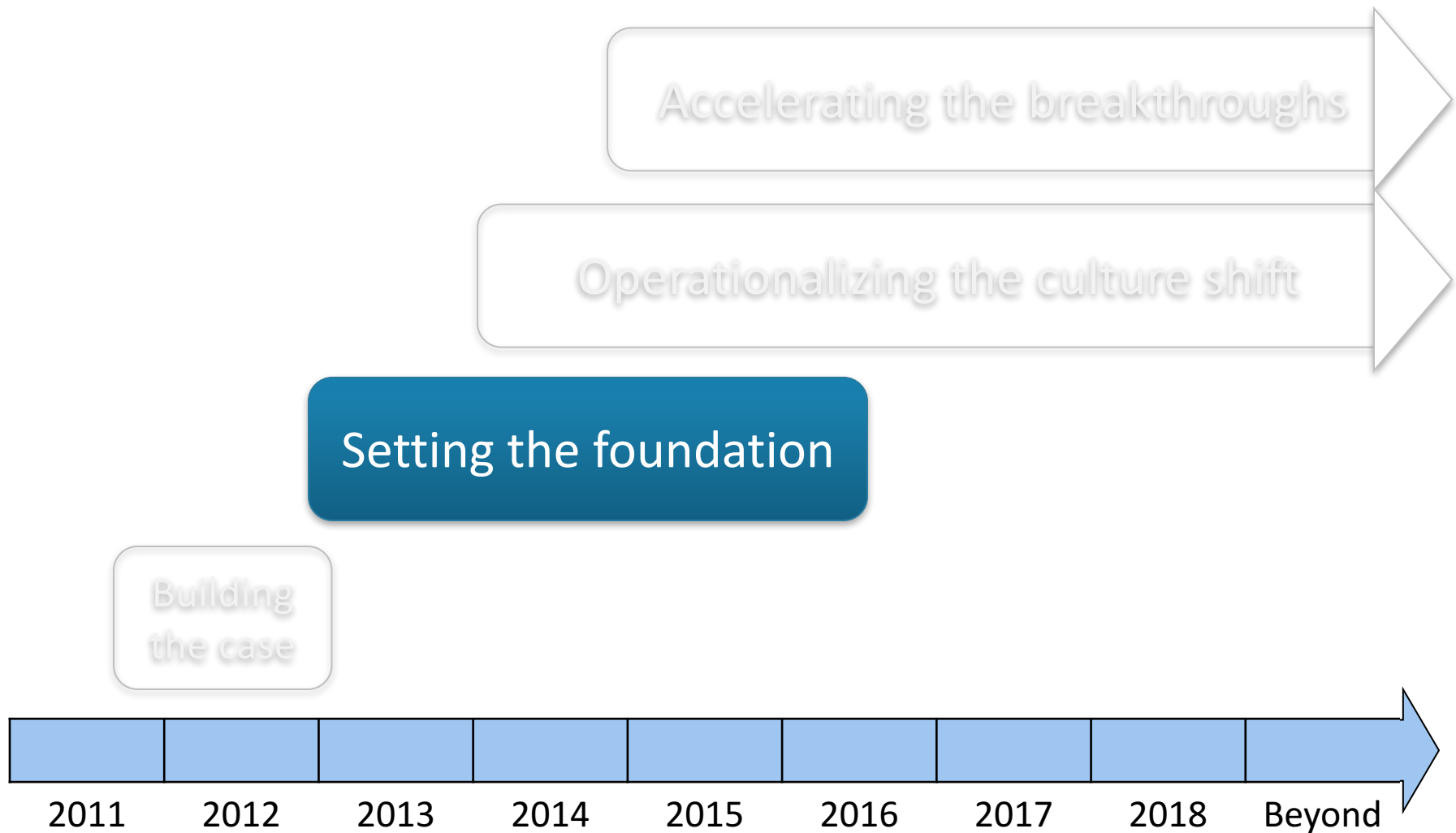


What it's going to take

- Strong senior leadership champions
- Willingness to shift mental models
- Persistence and patience
- Discipline to stick with it, especially after a bad incident
- Willingness to be transparent
- Enhancing coaching skills for all leaders
- Dedication of resources
- Courage to reassign leaders and / or employees where needed



Our journey...



The foundational pivot:

We do not manage safety, we manage risk

- Core principles
 - Humans are fallible
 - Systems are not perfect
 - Risk is everywhere
- Identification of risk
 - After something bad happens
 - Before something bad happens
- How risk is managed
 - Designing better systems
 - Managing behavioral choices



Training is an element, not a solution



All leaders:
CEO through
crew leaders /
work leaders



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Learning all five key elements of Just Culture*: ***Our enterprise-wide risk management approach***

- Values and Expectations
- System Design
- Behavioral Choices
- Reporting and Learning
- Justice and Accountability



How well we manage these five elements will dictate whether we get good or bad outcomes

Teaching the behaviors

Human error

60-80%

At-risk behavior

Reckless behavior

Learning how to shape behaviors

Human Error

**At-Risk
Behavior**

**Reckless
Behavior**

**Repetitive
Error**

**Repetitive
At-Risk**

Console

Coach

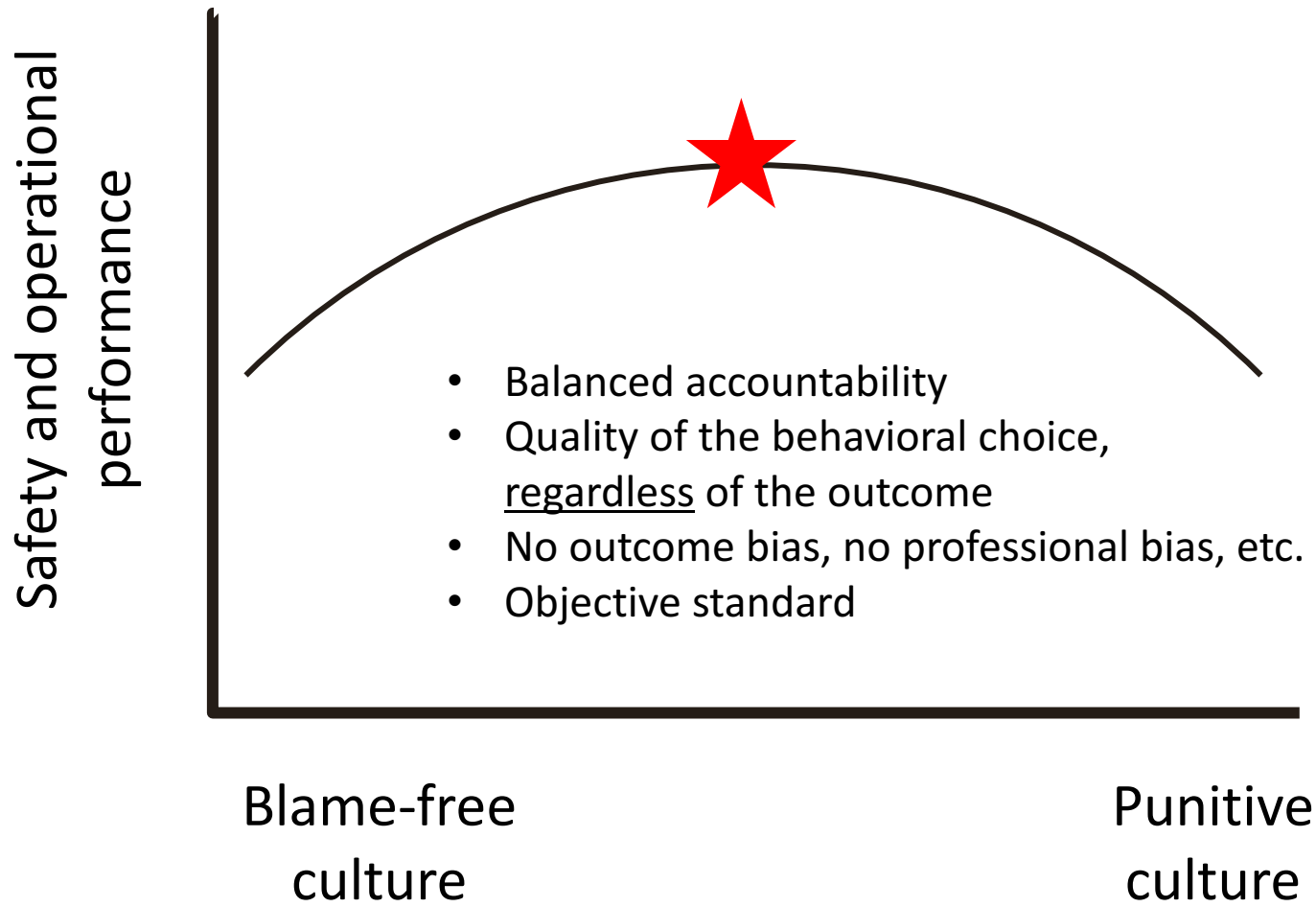
Discipline

*Remediate
or Discipline*

*Remediate
or Discipline*



Reframing the concept of accountability



Emphasizing why “justice and accountability” is so critical



Enhancing coaching skills at all levels



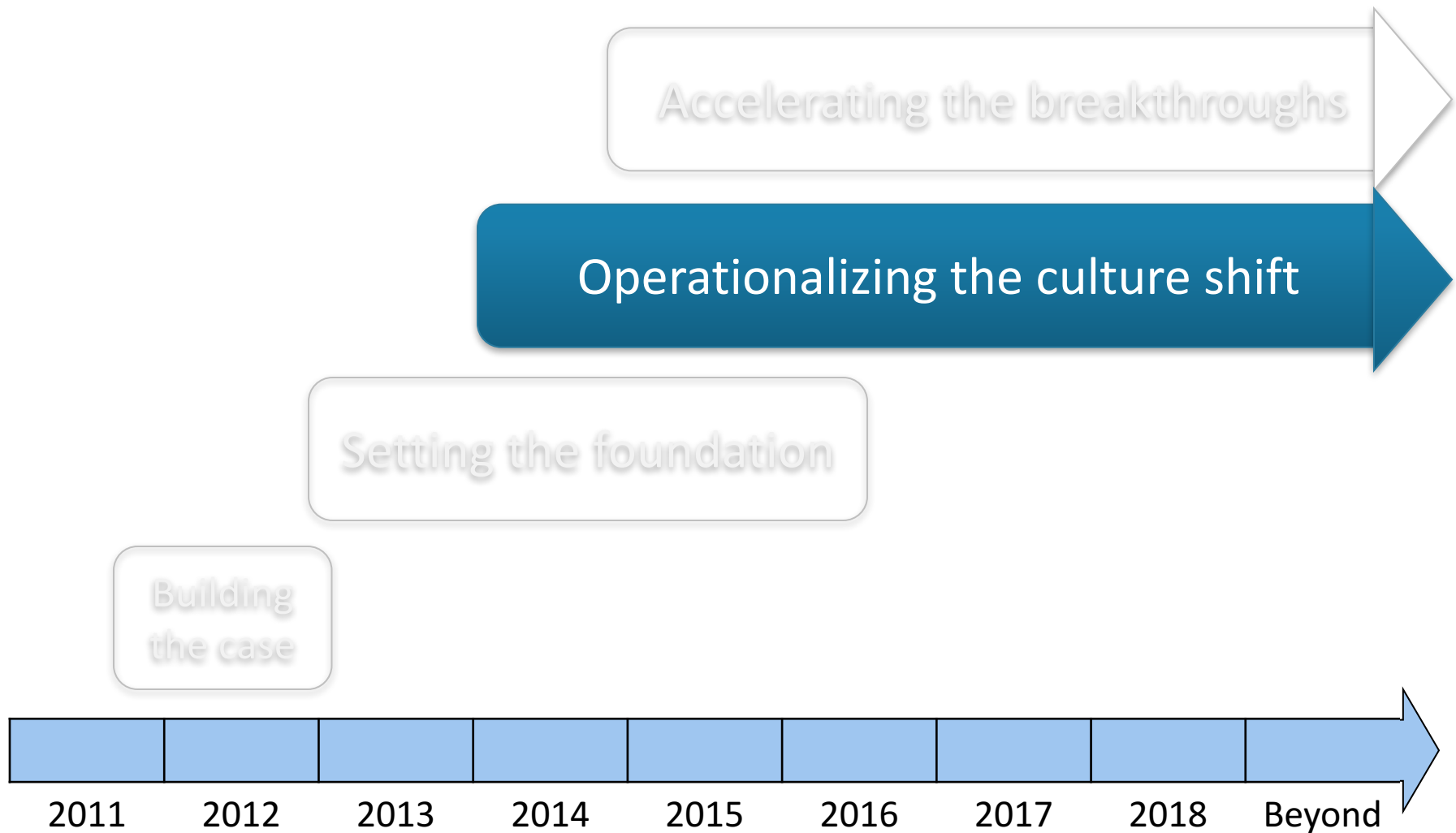
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What we asked of leaders

- Talk about it
- Start swinging the bat
- Focus on managing risk
- Report the risk that you see
- Provide supportive coaching
- Recognize your own errors and choices
- Share what you learn

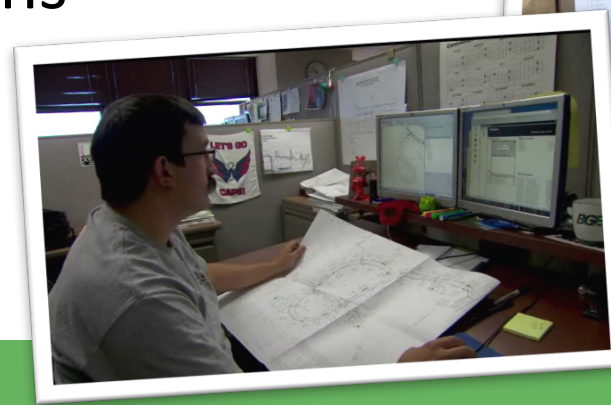
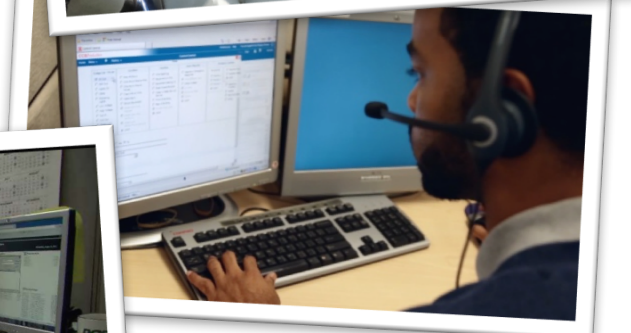


Our journey...



Building it in, not bolting it on

- HR processes
- Human performance programs
- Safety programs
- Utility training modules
- New employee / new leader training
- Leadership / department meetings
- Incident investigations
- Business decisions



Pushing through the choppy waters

- Overcoming skepticism
- Line ownership and consistency
 - Hands-on practice and reinforcement
 - Job aids and reference materials
- Calibrating outcome expectations
- Reassigning leaders / employees

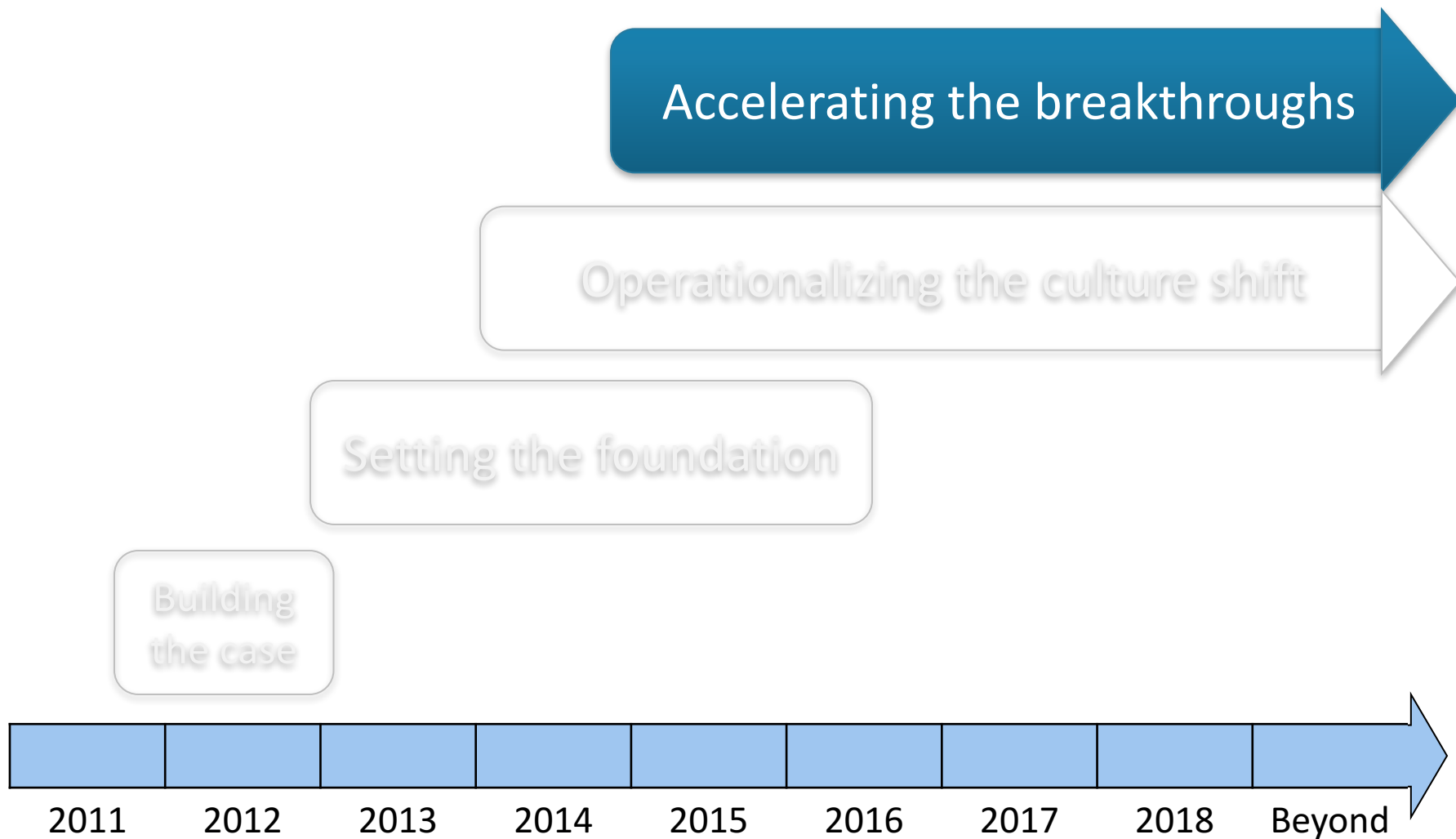


The movement we began seeing

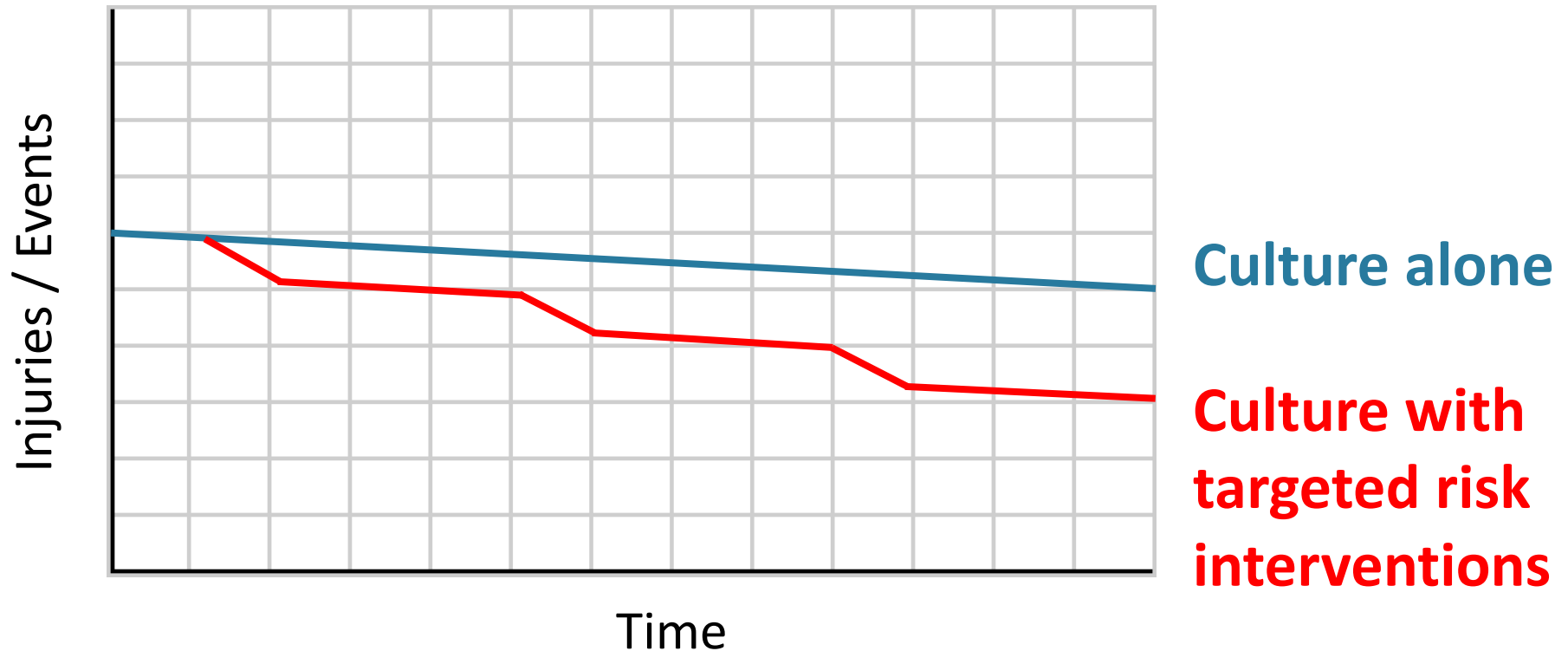
- The language is changing
- Leaders are pulling for more information
- Employees are reporting more openly
- Investigations are incorporating the principles
- We are coaching more, and discipline is well-vetted
- Employees and leaders are speaking about the positive change
- Employees are willing to challenge decisions that introduce risk
- We are responding to behaviors that introduce risk even when nothing bad happens



Our journey...



Accelerating progress through targeted risk interventions



ST-PRA* risk modeling uncovers the real risk drivers

- Predicts how failures can occur
- Shows how systems and behaviors are interconnected
- Leverages field employee input
- Assigns probabilities so we can quantify the risk
- Points to the primary risk drivers
- Helps us evaluate what's changeable
- Helps us develop interventions that actually reduce the risk



Our STPRA demonstration project

86%
reduction



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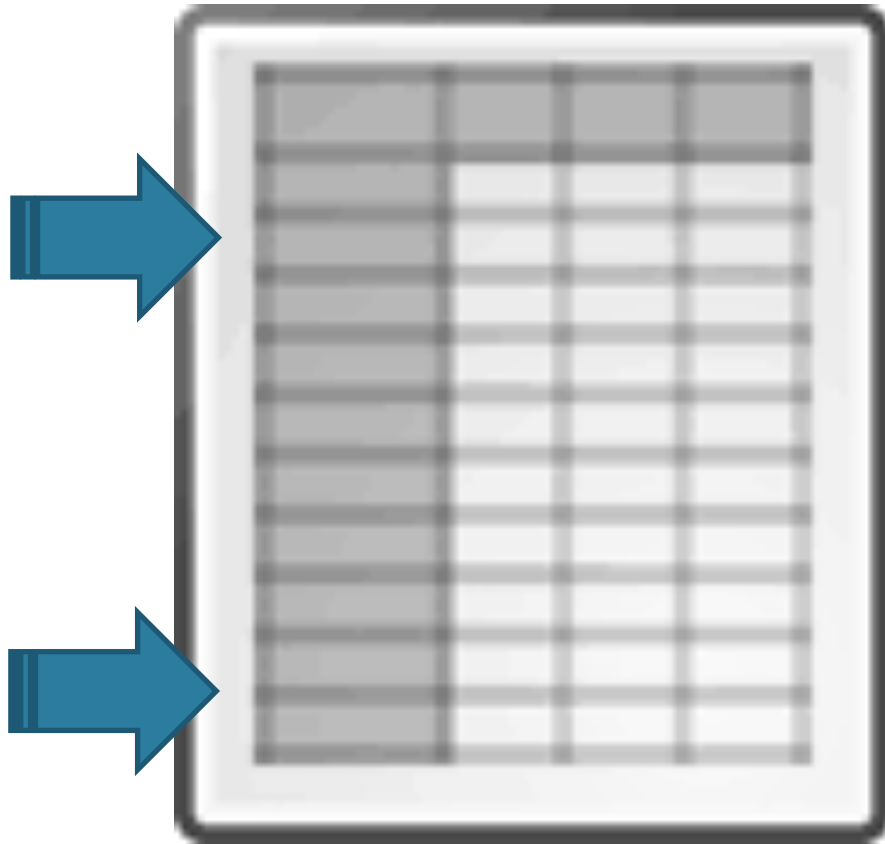


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Building the Safety Event Risk Inventory (SERI)



- Based on quantitative risk modeling (ST-PRA)
- Reflects prioritized view of risk
- The basis for making risk-based decisions
- Helps ensure prudent allocation of resources

Which brings us to...

**The secret
sauce?!**



It's all about the front line employees!!!



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Going where some said we couldn't go

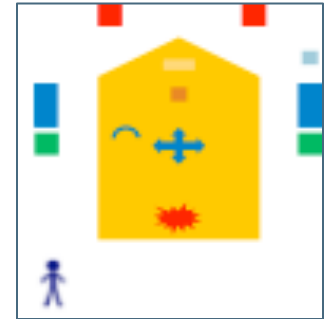
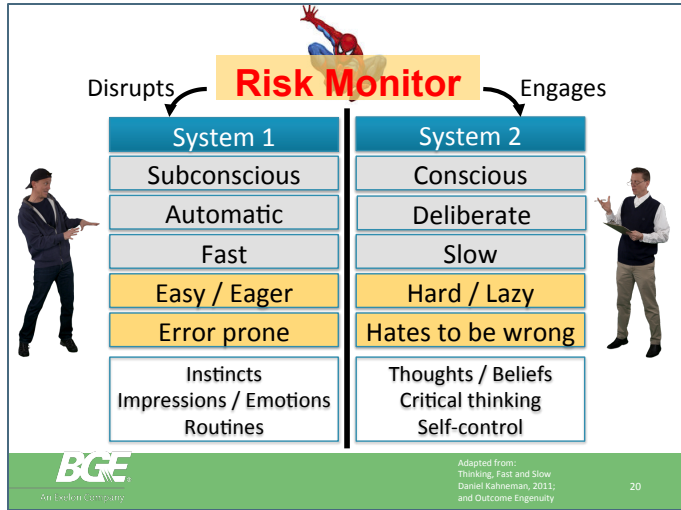
System 1

System 2

Risk Monitor

Confirmation bias

Anchoring



Tunneling

Distraction

Risk tolerance

Mental models

Switch-tasking



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In closing...

You are never done!

**Dare to go
where they say
you can't!**



Questions

