Organizational Effectiveness

Phase 2 of “HU”
Organizational Effectiveness

- The measured ability of the organization to achieve stated goals

Reference: Google images, random selected photos with no known relation
The formula...

\( \text{Re} + \text{Md} \rightarrow \emptyset \rightarrow E \)

(Reducing Errors)  (Managing Defenses)  (Leads to)  (Zero Events)

Organizational Effectiveness

Reference: Tony Muschara and Jon Summers (INPO)
Do we really believe *he* caused *this*?
Organizational Effectiveness and Goal Alignment

One way communications, reduced visibility of goals

Goals

Leadership

Management

Supervisor

Worker
Goal Alignment and Organizational Effectiveness Roadmap

Goals
- Goals are clearly stated and visible

Leadership
- Leaders focus on the goals and hold themselves and others accountable. Leaders do not say one thing and then do something else.

Management
- Management informs employees of goals and how they relate. Management ensures that all business functions are created to allow employees to perform duties in a manner that makes goals attainable. Managers inform leaders of process changes made to achieve goals, or the need to adjust goals.

Supervisor
- Supervisors understand the goals and work with the manager to ensure that expectations are clearly stated on how work shall be performed. Work can never be done outside of alignment with goals. If goals cannot be achieved, supervisors acknowledge this and inform the manager of needs.

Worker
- Workers understand the goals, align with goals, and adhere to work practices that enable them to obtain the goals. Deviations are looked for through observations and are dealt with and corrected promptly.

Managing Defenses
- (90)

Reducing Errors
- (10)
Develop

Quality Assurance

Oversight Committee

Leadership Team

Analysis

Improvement Cycle
Alignment Targets

Instead of talking about these, we are training every employee on what they mean.
Standards

• Developed standards for “Organizational” behavior to look at how we are doing with these....
Scorecard

- Measures created on how well the overall Organizational Effectiveness is progressing...

**Implementation Guide: Commitment**

<table>
<thead>
<tr>
<th>Element of Commitment: Never tolerating unsafe behavior from any employee or contractor</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees demonstrate a clear expectation of their unwillingness to allow any person to violate safety rules as they pertain to _______________. This is demonstrated in daily discussions, it is demonstrated through actions in the workplace, and can be seen in recent work orders or business unit plans.</td>
<td>A</td>
</tr>
<tr>
<td>Employees sometimes stop work when they think it might result in someone getting hurt but for the most part when it comes to ________________, they will allow the behavior to continue if no one is watching.</td>
<td>B</td>
</tr>
<tr>
<td>Employees really do not value the ________________ initiative and cannot understand why it is being implemented. Since they have not internalized the change, they are willing to walk by unsafe behavior.</td>
<td>C</td>
</tr>
</tbody>
</table>
January 2014 Safety Report

Entergy Performance

Wrap Up

<table>
<thead>
<tr>
<th>YTD December</th>
<th>2012</th>
<th>2013</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatality</td>
<td>1</td>
<td>0</td>
<td>- 1</td>
</tr>
<tr>
<td>LT</td>
<td>24</td>
<td>17</td>
<td>- 7</td>
</tr>
<tr>
<td>RD</td>
<td>26</td>
<td>21</td>
<td>- 5</td>
</tr>
<tr>
<td>MA</td>
<td>67</td>
<td>39</td>
<td>- 28</td>
</tr>
<tr>
<td>Total</td>
<td>118</td>
<td>77</td>
<td>- 35.0%</td>
</tr>
<tr>
<td>RAI</td>
<td>0.78</td>
<td>0.52</td>
<td>- 33.0%</td>
</tr>
<tr>
<td>LWDIR</td>
<td>0.33</td>
<td>0.25</td>
<td>- 24.0%</td>
</tr>
</tbody>
</table>

* RAI = Recordable Accident Index = Fatalities + Lost Time Accidents + Restricted Duty Accidents + Medical Attentions
* LWDIR = Lost Work Day Incident Rate = Lost Time Accidents + Restricted Duty Accidents
Questions /Comments?

David Bowman
225-305-5983