

# “Changing Culture not Changing Humans”

NERC Human Performance Conference

*March 31<sup>st</sup>, 2016*



# What We Do



## Segments

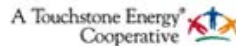
- Transmission
- Substation
- Overhead distribution
- Underground distribution
- Commercial & Industrial

## Services / Capabilities

- Construction and maintenance
- Marine transmission and distribution services (amphibious equipment)
- Hot stick and bare hand work
- Storm restoration
- Fiber installation, testing, and splicing
- Cable testing and splicing
- Directional boring and trenching
- Streetlight installation and maintenance



# Customers



Pointe Coupee Electric  
Membership Corporation  
2505 False River Drive  
P.O. Box 160  
New Roads, LA 70760

A Touchstone Energy Cooperative  
Connecting People...Impacting Lives!



# Background



1955 – 1996

## Family electrical business expanded into powerline construction and maintenance

- Founded in 1955 in Hattiesburg, MS by Bob Chain, Sr.
- Began dedicated utility service division in 1996

1997 – 2010

## Expand customer base and broaden service capabilities

- Current senior management assumes leadership of day-to-day operations in early 2000's
- Regional footprint grows with large utilities and cooperatives in Southeast
- Open offices in Louisiana
- Form Transmission and Substation segment

2011 – 2013

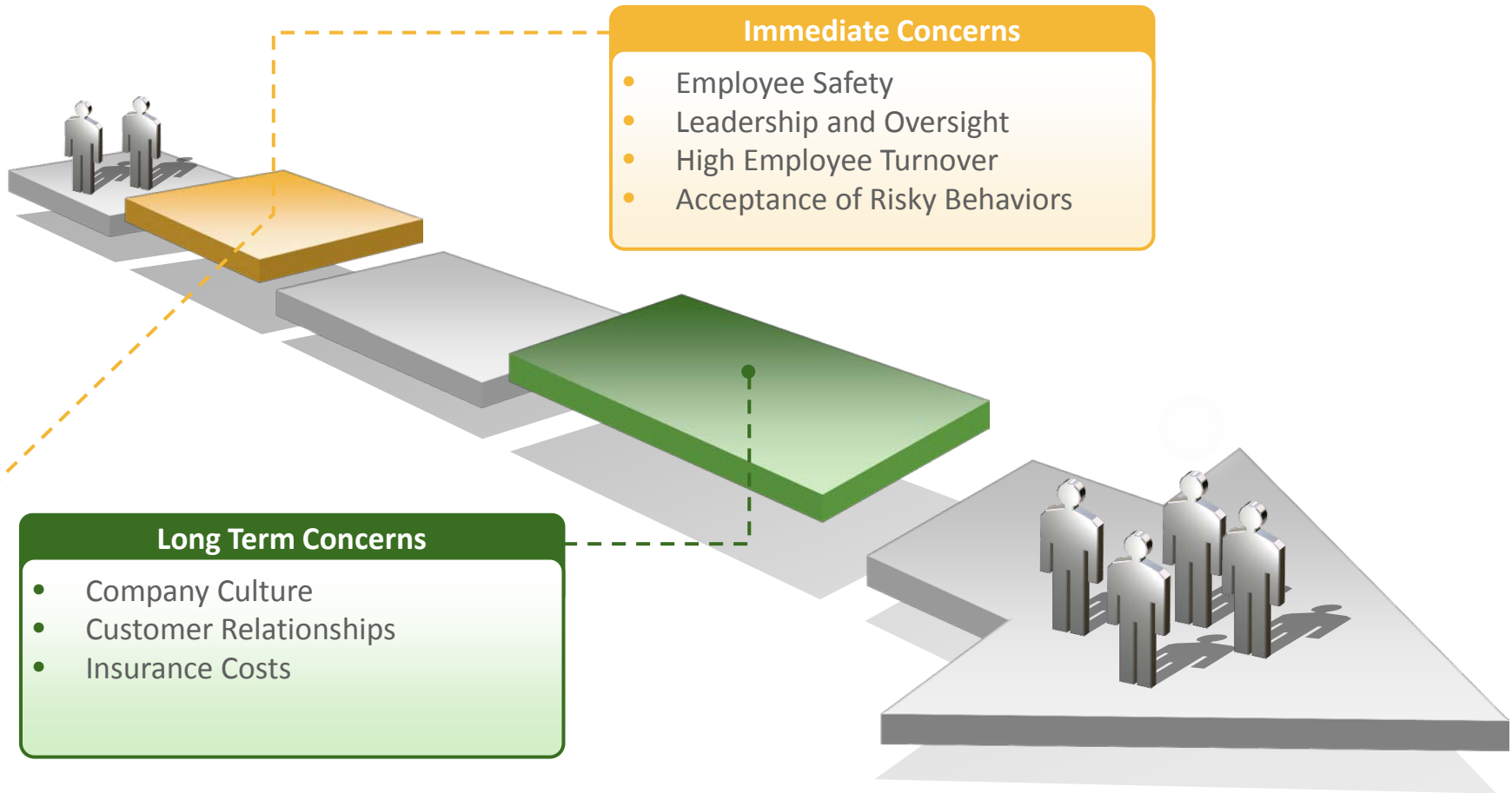
## Customer relationships and performance history drive continued growth

- Increase number of crews in Gulf States and expand geographically beyond Southeast
- Open offices in Texas and Arkansas
- Headcount grows by 100% from 2010 to 2013
- Experience increase in employee turnover and claims frequency
- Expansion environment requires significant investment in safety and training

# Problem Statement



How do we develop our safety and leadership culture during rapid growth to achieve a happier, healthier organization that is aligned and effective?



# What We Did



## Total Organizational Performance Improvement (TOPI)

	Alignment	Accountability	Commitment	Conservative Decision Making
Re	Individuals	Use the HPI tools	Know how what you do supports the Mission / Goals	(KWITTS) Know When It Is Time to Stop
M	Leadership	Inspect what we expect	Know how what you do supports the Mission / Goals and how to coach others to see the value	Help employees understand how, when, and why to stop work
Ed	Organization	Set clear expectations and ensure they are being followed	Provide clear communications for goals met and how it aligned with mission / vision	Generate stop work processes and implement blame-free environment using Just Culture

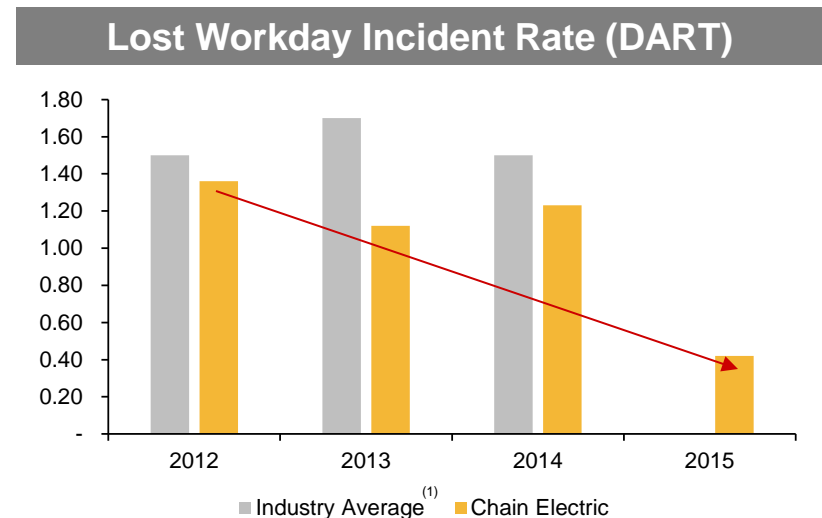
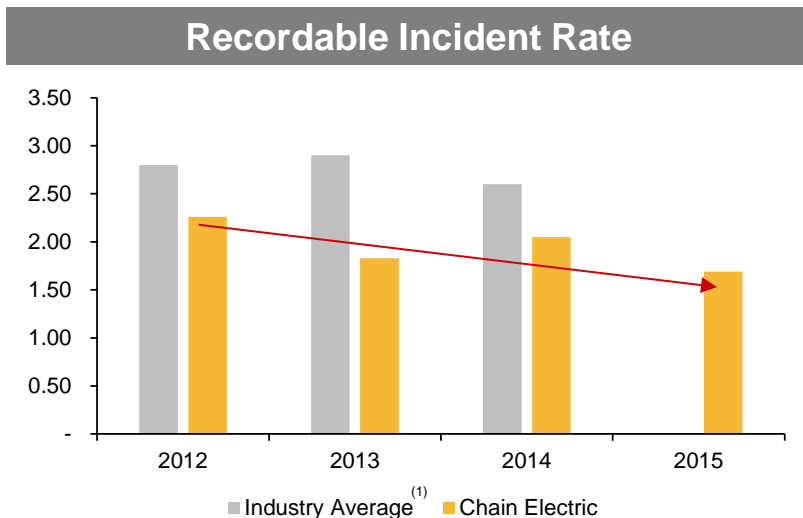
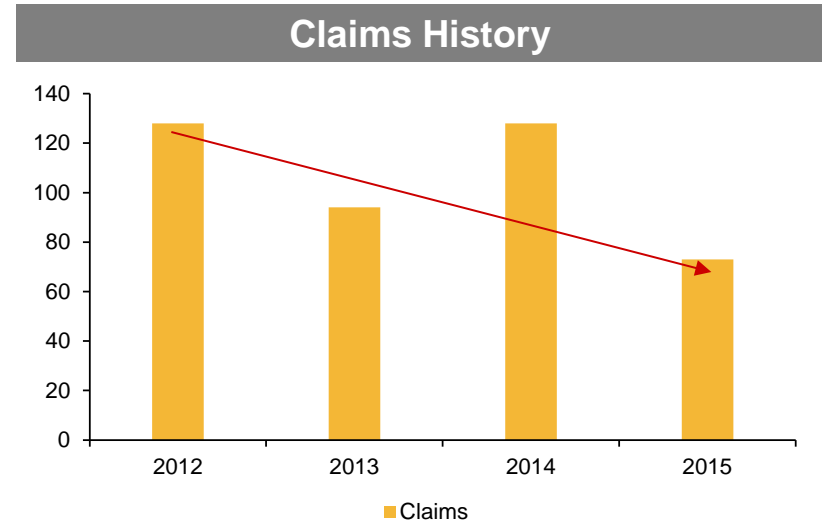
Y = Happier, healthier organization that is aligned and more effective



# Early Results



- Leadership Alignment
- Turnover reduced by 37% since 2013
- Since 2012
  - Claims reduced by 43%
  - Recordable Rate reduced by 25%
  - DART reduced by 69%
- Safety performance exceeds industry average
- *Safety performance demonstrates effectiveness of improved safety and leadership culture*



Source: U.S. Bureau of Labor Statistics. Note that 2015 Data is not yet available for comparison.  
(1) Industry Average reflects Utility System Construction (NAICS code 2371).

# What's Next?



- Grow toward “Error Defense” strategy
- Diagnose why an error happens
- Expand coaching and observations
- Integrate HPI Tools into Observations and Training
- Set clear expectations
- Maintain Commitment to Chain’s Core Values





**Questions?**