

2017 HUMAN PERFORMANCE CONFERENCE

March 28—30, 2017 | Ritz-Carlton Buckhead

SIXTH ANNUAL Conference and Workshops

Improving Human Performance
and Increasing Reliability on the
Bulk Power System

NERC
NORTH AMERICAN ELECTRIC
RELIABILITY CORPORATION

 North American Transmission
FORUM

Schedule of Events

The conference begins with two days of plenary sessions and culminates with a third day of workshops. Conference participants who stay for the third day can choose from FIVE different sessions (one full-day session and four half-day sessions). Detailed workshop information is provided in the Workshop Overview.

Monday, March 27, 2017

5:30—9:00 **Welcome Reception for all conference attendees**
(Rear parking deck of the Ritz-Carlton)

Please be our guest for a genuine Louisiana crawfish boil served family style, right out of the pot. This event is one you just can't miss!

Prepare for the conference

Your homework for Monday night is to take a short quiz at <http://www.equilibria.com/pdi> to find your E-colors and personality tendencies! Stickers will be available for you to put your colors on your name tag during check-in.

Tuesday, March 28, 2017

7:00 – 8:00 **Registration and Breakfast**

8:00 – 8:10 **Logistics, Safety, and how to get the most from the next three days**

Conference staff

8:10 – 8:30 **Welcome Address**

Gerry Cauley, *NERC, President and CEO*

Tom Galloway, *NATF, CEO*

8:30-9:00 **Tone at the Top: The Importance of Leadership in the HP Journey**

Nelson Peeler, *Duke Energy*

9:00 – 10:00 **HP is about Leadership**

Mark Hoog, *Vector Academy*

10:00 – 10:15 **Break and Networking**

10:15 – 11:15 Exercise in Personality Diversity

Rob Fisher, *Fisher IT, Inc.*

Rob will use the E-Colors system, which provides a framework that allows people to better understand themselves and those around them. Fisher integrates this system with human performance concepts through a method called AERO ([Advanced Error Reduction in Organizations](#)) to improve quality, effectiveness, efficiency, and productivity, and the prevention of error-likely situations.

11:15-12:15 The PDC Model: Where are you in the Journey?

Facilitator – L.D. Holland, *Duke*

Prevention – Pat Fischer, *ATC*

Detection – Laura Redenshek, *FirstEnergy*

Correction – Chris Overman, *NPPD*

12:15 – 1:10 Lunch

1:15 – 2:00 Predict and Prevent: the Art and Science of Proactive Design

Monika Bay, *Baltimore Gas & Electric*

2:00 – 2:40 Resolving the Confusion: How the Three Opposing Models of HPI Make Sense Together

Dr. Jake Mazulewicz, *JMA*

2:40 – 3:00 Break and Networking

3:00 – 3:35 Bridging the Gap between Task Performance and Job Performance

Dr. Pamela Ey, *The Center for Innovative Decision Making*

3:45 – 4:20 Employee Engagement and Reliability

Riz Shah, *DOE*

4:20 – 5:00 Human Interface Design: Human Factors in the Control Room

Ian Nimmo, *User Centered Design Services Inc.*

5:00 – 5:10 The Man between You and Dinner: Day One Wrap Up

James Merlo, *NERC*

5:30 – 7:00 Evening Reception

Wednesday, March 29, 2017

- 7:00 – 8:00** **Breakfast**
- 8:00 – 8:05** **Logistics and Safety**
James Merlo, NERC
- 8:10 – 8:55** **Coaching, Making Adjustments before Halftime**
LD Holland, Duke Energy
- 9:00 – 10:00** **Detecting Faint Signals: Now What?**
Sam Reno, MidAmerican Energy
Wally Groff, Bonneville Power Association
Vincent Vincek, Exeloncorp
- 10:00 – 10:15** **Break and Networking**
- 10:15 – 10:45** **Learning to Walk**
Pammie Rapp | Dave Cummings | Willie Deglman | Dallas McCormick, Basin Electric Power Cooperative
- 10:45 – 11:15** **Activating Human Performance Programs and Avoiding Perverse Incentives**
Dr. Michael Legatt, Resilient Grid
- 11:20 – 12:00** **HP for the Knowledge Worker: The Write Stuff**
Shari Heino, Brazos Electric Power Cooperative, Inc.
- 12:00 – 1:00** **Lunch**
- 1:05 – 1:40** **Correction is a Team Endeavor**
Honorable Chris Hart, Chairman of the NTSB
- 1:40 – 2:20** **Firefighters Near Miss Program**
John Ross | Tommy Bishop, International Assoc. of Fire Chief's Firefighter Near Miss Reporting System
- 2:20 – 2:30** **Break and Networking**
- 2:30 – 3:15** **Teamwork in Support Organizations**
Lewis Senior, Equilibria
- 3:15 – 4:00** **Total Organization Performance Improvement**
David W. Bowman, Knowledge Vine

- 4:00 – 4:30** **Why does Human Performance Fail in Organizations?**
Dr. Jake Mazulewicz, *JMA*
- 4:35 – 4:50** **WECC Human Performance Work Group Update**
Deveny Bywaters, *WECC*
Norman Szczepanski, *SMUD*
- 4:50 – 5:00** **Closing Comments**
James Merlo, *NERC*
- 5:30 – 7:00** **Evening Reception**

Thursday, March 30, 2017

- 7:15 – 8:00** **Workshop Registration and Breakfast**
- 12:00 – 1:00** **Lunch**

Full Day Workshop | 8:00 a.m. – 5:00 p.m.

- Session A** **NERC Cause Analysis Training**
Ben McMillan | Ed Ruck | Andy Slone, *NERC*

Half Day Workshops | 8:00 a.m. — Noon | 1:00 – 5:00 p.m.

- Session B** **HPI 101 – A New Introduction to Human Performance Improvement**
Dr. Jake Mazulewicz, *JMA*
- Session C** **Deviation Analysis**
Rob Fisher, *Fisher, IT*
- Session D** **Observation and Coaching**
LD Holland, *Duke*
- Session E** **Benchmarking: How to determine where you are**
David Bowman, *Knowledge Vine*

Workshop attendees will choose either the full day workshop or two (2) half day workshops to attend. Attendees will submit their choices by Wednesday morning and will be given their workshop assignments on Wednesday night by email or Thursday at the registration desk.

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SPEAKER BIOGRAPHIES

Speakers are listed in order of presentation

Gerry Cauley



Gerry W. Cauley assumed the role of President and Chief Executive Officer of the North American Electric Reliability Corporation in January 2010. Mr. Cauley oversees NERC's mission of ensuring the reliability of the North American bulk power system. As President and CEO, Mr. Cauley directs key programs affecting over 1,900 bulk power system owners, operators, and users, including mandatory reliability standards, compliance monitoring, enforcement, situation awareness, event and risk analysis, reliability assessments and forecasting, physical and cyber security, and government relations. Mr. Cauley also oversees the operations of eight Regional Entities who support the reliability mission across North America by implementing delegated responsibilities at the regional and local levels. From 2007 to 2009, Mr. Cauley served as President and Chief Executive Officer of the SERC Reliability Corporation, one of the reliability regions covering 16 states in the southeastern and central United States. During this time he established new programs for monitoring and enforcing compliance with mandatory standards, developed training and educational programs, and a program to track reliability recommendations. Prior to his CEO career, Mr. Cauley served as Vice President and Director of Standards at NERC and was instrumental in preparing NERC's application to become the government-certified electric reliability organization. He spearheaded the development of an initial set of mandatory standards to ensure the reliability of the bulk power system in North America. Mr. Cauley was also a lead investigator of the August 2003 Northeast blackout and coordinated the NERC Y2k program, supervising the reporting and readiness of 3,100 electric organizations in the United States and Canada. Over a 35-year career, Mr. Cauley has been driven by a keen interest in serving the public while performing roles of increasing responsibility in the areas of electricity reliability and nuclear safety. He served as the program manager for grid operations and planning at the Electric Power Research Institute. He was a training consultant and established comprehensive reliability and safety training programs at dozens of electric utilities for electric system operations, nuclear and fossil plant operations, substations, and distribution systems. Prior to his career in the power industry, Mr. Cauley served five years as an officer in the U.S. Army Corps of Engineers. Mr.

Cauley earned a bachelor's degree from the U.S. Military Academy at West Point, a master's degree from the University of Maryland in nuclear engineering, and a master's degree in business administration from Loyola College - Baltimore. Mr. Cauley is a registered Professional Engineer in the Commonwealth of Virginia. Mr. Cauley also serves on the Board of Directors for the United States Energy Association.

Tom Galloway



Thomas J. Galloway serves as the president and CEO of the North American Transmission Forum (NATF). As CEO, Mr. Galloway leads staff and facilitates member activities to achieve the NATF's mission: to promote excellence in the reliable operation of the electric transmission system.

Mr. Galloway began his professional career in 1981 with Northeast Utilities, holding a variety of engineering and managerial roles. Mr. Galloway continued his career with the Institute of Nuclear Power Operations (INPO) for the next 10 years, gaining valuable experience and skills related to human performance, organizational effectiveness, operational excellence, and performance improvement. Mr. Galloway subsequently served as interim president and CEO for SERC Reliability Corporation and SERC's vice president and director of compliance. In this role, Mr. Galloway was responsible for the implementation of the NERC Compliance Monitoring and Enforcement Program (CMEP) within the SERC region. Immediately prior to joining NATF, Mr. Galloway was NERC's chief reliability officer and the senior vice president for the Reliability Performance organization. Mr. Galloway continues to be driven by his passion for electric system reliability and the recognition of the critical role electricity plays in everyday life.

Dr. James Merlo



Dr. James Merlo is the Vice President and Director of Reliability Risk Management at NERC. Joining NERC in July 2011, James works with the talented professionals in the electric reliability organization to promote the understanding and learning from events and occurrences that are experienced on the Bulk Electric System, assess the industry status and needs with regard to human performance challenges affecting bulk power system (BPS) reliability and provide world class training for the ERO staff and industry. In this role, he identifies opportunities and methods for improvement based on proven methods from other industries, and develops and promotes industry-wide sharing and collaboration to improve human performance components of BPS reliability.

James served in a variety of leadership roles in the US Army including combat tours in Desert Storm and Operation Iraqi Freedom. Significant positions include: Deputy Brigade Commander in Baghdad, Iraq 2004-2005 and as an assistant professor and program director at the United States Military Academy.

James has his B.S. in Human Factors Psychology from West Point, his M.S. in Engineering Psychology from the University of Illinois and his PhD in Applied Experimental and Human Factors Psychology from the University of Central Florida. He is the author of over 50 publications and book chapters on the subjects of human factors engineering and human performance.

Nelson Peeler



Nelson Peeler serves as senior vice president and chief transmission officer for Duke Energy. He oversees the safe, reliable and efficient operation of Duke Energy's electric transmission system, which includes over 32,000 miles of high-voltage power lines and more than 3,000 substations in six states.

Prior to assuming his current position in October 2016, Peeler served as vice president of transmission system planning and operations, where he had responsibility for real-time monitoring and control of the company's bulk electric transmission system.

Peeler has more than 28 years of experience in the energy industry. He joined Duke Energy in 1988 and has held a variety of leadership positions in power delivery, system planning and operations, performance support, engineering, construction, business planning, contract management, process improvement and training. Peeler also served on the power delivery merger team leading up to the Duke Energy/Cinergy merger in 2006 and the transmission and distribution merger integration team for the Duke Energy/Progress Energy merger in 2012.

The Faith, N.C., native graduated from North Carolina State University with a bachelor's degree in electrical engineering and an MBA from Queens University. He is a registered professional engineer in North Carolina and South Carolina.

Peeler currently serves on the boards of directors of the North American Energy Standards Board, SERC Reliability Corporation and as the board chair of the North American Transmission Forum. He represents the investor-owned utility sector on the North American Electric Reliability Corporation (NERC) Members Representative Committee. Additionally, he is a member of the board of directors for the North Carolina State Engineering Foundation and serves as chair of the advisory committee of the Electrical and Computer Engineering department.

He and his wife, Lorie, have a son and a daughter.

Mark Hoog



Mark Hoog is a successful entrepreneur, a sought-after motivational speaker, a bestselling author, the Executive Director of the Children's Leadership Institute, and a Captain with United Airlines.

Having launched his career in the aviation field, Mark has delivered command and leadership training to the aviation industry's top pilots. With an emphasis on leadership, human potential, and achievement, Mark has trained pilots from around the world.

Inspired by the loss of friend and mentor Jason Dahl (Captain of United Flight 93 on September 11) Mark authored the bestselling Growing Field children's leadership book series and founded the Children's Leadership Institute. Through the Growing Field series, Mark is introducing children across the globe to the life-changing messages of personal growth, self-empowerment, and leadership. A National Award Winner, recognized in 2008 as the "Most Inspirational Youth Author," Mark has established the Growing Field as the voice in children's leadership literature.

With a presentation that transcends age and industry, Mark's powerful message of Conscious Leadership is changing lives. Invited by corporations, professional organizations, and students of all ages, Mark travels the country inspiring people of all walks of life to make their own conscious decisions to live life without limit.

Rob Fisher



Rob Fisher is currently the President and Director of Operations for *Fisher IT, Inc.* a Native-American (Cherokee) owned business that was recently awarded a Top-100 Native-American Owned Business in the US and a Top-50 Emerging Business in North Carolina by

DiversityBusines.com. Rob has extensive experience in performing event investigations, designing performance improvement systems, designing and improving corrective action programs, designing and running

procedure programs, and educating staff. He is a sought after trainer, and is routinely invited to speak at international, national and regional conferences on safety, procedures, performance improvement, human performance and event investigation. Fisher IT has most recently been recognized internationally as instrumental in reducing fatalities and serious / life-altering injuries in high hazard industries using human performance and procedure concepts.

Fisher IT, Inc. provides training and consulting services in Human Performance Improvement, Root Cause, Corrective Action Program and Procedures / Programs / Processes for multiple industries. Current projects include US Nuclear, Non-Nuclear power generation and transmission, US Industrial and Petrochemical, Department of Energy and international clients.

Fisher IT, Inc. is known world-wide for the creation of practical application error reduction tools for use from the Senior Leaders to the hands of the field worker.

L.D. Holland



L.D. Holland has over 36 years of experience within the electrical utility industry, including the nuclear electrical generation side of the industry.

L.D. is a qualified:

- Human Performance Management Consultant
- Total Quality Management Certified Consultant
- PII Certified Human Error Reduction Instructor
- INPO Certified Human Performance Fundamentals Facilitator
- Duke Energy Nuclear Accredited Instructor

In 1995 L.D. began developing leadership case studies based on real life situations to highlight and define essential human performance and leadership behaviors. He believes that Human Performance can focus management and worker on the importance of the interdependence between ***prevention, detection, and the correction of human errors***

within the workplace. These case studies have been used throughout the country to promote and develop these behaviors for the purpose of improving utility performance.

Mr. Holland has also done extensive research and provided lectures on human performance issues of how leaders (*management and workers*) can adequately address demographic challenges within the workplace; diverse work groups of today, such as, traditionalists, baby-boomers, generations X'ers and millenials.

During his years with the utilities, he has served as:

- I&C Technician (Westinghouse Certified)
- I&C Supervisor
- Qualified ISS Plant Systems Instructor
- Qualified Classroom and Simulator Instructor - Operations and I&C
- INPO E&A and Training Accreditation Auditor
- Nuclear Site Maintenance Human Performance Supervisor
- Nuclear Site Human Performance Manager
- Transmission and System Ops. Training Specialist
- Transmission System Operations Consultant (current position)

In addition to these qualifications and experiences L.D. is also a pilot instructor, pilot, motorcycle safety instructor and enthusiast, FATHER, and HUSBAND.

Patricia Fischer



Pat Fischer is a Sr. Human Performance Program Specialist at American Transmission Co. She has worked in the utility industry for over 30 years. Pat is a Certified Safety Professional and Certified Utility Safety Administrator. She is currently a member of the North American Transmission Forum Human Performance Practices Core team.

Laura Redenshek



Laura Redenshek is Director of Safety and Human Performance for FirstEnergy Utilities, a subsidiary of FirstEnergy Corp.

As Director of Safety and Human Performance, she is responsible for serving as trusted advisor and counsel to FEU management teams and employees, developing and managing the FEU Safety and Human Performance Strategy with focus areas that supports a Zero Injury safety culture; leading, owning and sustaining the Human Performance initiative, and enforcing/maintaining compliance with regulations and company programs.

Laura joined the company in 1984, serving in various Human Resources roles, and a variety of leadership roles, including Director of HR and Safety for the Cleveland Illuminating Company, Director of Leadership Development for FEU, corporate roles as Director of HR Services for all FirstEnergy, Director of Recruiting and Compliance. In 2011, Laura re-joined the utilities organization as Human Performance Project Lead before accepting her current role in 2014.

Laura is currently the Chair of the Human Performance User Group for the North American Transmission Forum (NATF).

Laura earned a Bachelor of Business Administration from Baldwin-Wallace College.

Chris Overman



During his career, **Chris Overman** has served in many technical and leadership roles. It was during Chris' time on line crews and volunteer fire departments in the late 80's and early 90's where he experienced eye-opening events that ignited his deep passion for helping people to avoid injuries and worse. Over the past several years, Chris led the integration of Human Performance Improvement into non-nuclear areas of his organization.

Chris currently serves as Director of Safety and Human Performance for his organization where he champions and oversees the corporate Safety, Human Performance and (non-nuclear) Corrective Action functions at NPPD. Chris is an active member of the NATF Human Performance Practices group's core team. Chris lives in Kearney, Nebraska with his wife Yvonne; they have one married daughter and two young grandchildren.

Monika Bay



Monika Bay leads BGE's innovative efforts around serious injury and fatality prevention. This portfolio of initiatives includes BGE's holistic risk management approach called Just Culture as well as a set of targeted risk modeling and risk reduction initiatives. First pioneered in the aviation and healthcare industries, these unique approaches and tools are designed to deliver a real breakthrough in safety and operational performance by better understanding and addressing system design and behavioral choices, and the interaction between the two. Monika delivers a high-energy, interactive and engaging perspective on this precedent-setting approach within the utility industry.

Monika's 36 year career with BGE includes experience in nuclear and fossil generation, environmental land use management, military contracts and utility privatization, distribution pole asset management, and business transformation architecture. Monika earned her BES degree in Civil Engineering from the Johns Hopkins University in Baltimore, MD.

Dr. Jake Mazulewicz



Before launching his consulting practice in 2015, **Dr. Jake Mazulewicz** led all Human Performance Improvement (HPI) initiatives for a 3,500+ person business unit within Dominion Energy, a Fortune 500 utility.

In that role, Jake partnered with technical experts in Distribution, Transmission, Substation, Switching, System Operations, System Protection, & Generation. He researched, taught, and advised leaders in

these groups how to manage human errors by applying classic Human Performance Improvement (HPI) tools including: Situational Awareness, Checklists, and 3-Way Communication. Jake also applied advanced concepts including Just Culture, and traits of High-Reliability Organizations.

Using teaching techniques pioneered by business schools, Jake pioneered the use of interactive case-based training modules that dramatically increased application of human performance concepts and helped reduce one technical group's error rate by more than 60% over three years.

Jake also served as the founding chairman of the North American Transmission Forum's Human Performance Core Team. That group created initial principles of HPI excellence for transmission entities.

Jake served on reliability-driven teams as a firefighter, an emergency medical technician, a wilderness search & rescue field team leader, and a military paratrooper.

Jake now teaches companies across the country how to reduce, mitigate and learn from human errors.

Contact Jake at 540-466-1357 or jake@reliableorg.com or visit www.reliableorg.com

Dr. Pamela Ey



For more than twenty years, **Dr. Pamela Emerson Ey** has been pursuing the questions that are central to job performance. Toward this end, her journey and her work focus on the levers of change – how and when to change, what can be changed, and the criteria for working around the natural energy of individuals – in order to achieve our potential as individuals, teams and companies. To give the work a dedicated platform, Dr. Ey founded The Center for Innovative Decision Making, an organization with a commitment to helping organizations make decisions about identifying

and applying the changes with the greatest positive impacts on job performance.

She teaches Research Methods to MSOD students in the McColl School of Business at Queens University in Charlotte, where she loves learning from her students as much as giving to them. Collaborating with students on Capstone projects provides a rich source of research adding to the body of knowledge, and applied research on Human Performance, Job Performance, and Person-job fit. Dr. Ey is a Research Fellow with the Center for Applied Cognitive Studies in Charlotte NC working directly with Dr. Pierce Howard. Her collaboration with Dr. Howard includes projects with the aim of optimizing people through trait infrastructure, and track-by-level job competency modeling. Most recently, Dr. Ey is lead researcher of the 4th edition of *The Owner's Manual for the Brain*, authored by Dr. Howard. She is a certified master trainer for the CentACS Workplace Big Five and Workplace 360°.

Dr. Ey is Training Program Strategist at SOS Intl where she works to put research into practice, providing solutions for the challenges of working in electric utilities. Believing that one of the most meaningful changes that people can undertake is to broaden our perspective, Dr. Ey served as Managing Editor and Academic Editorial Board member of a peer-reviewed journal with a focus on diversity research, *The Business Journal of Hispanic Research*, sponsored by the National Society of Hispanic MBAs (NSHMBA).

Dr. Ey holds a PhD in Business Administration, an MBA, and a B.S. degree in Accounting. This academic background provides Dr. Ey with a strong connection to practical business fundamentals, and the discipline that comes from the detailed work of analyzing financial statements and conducting academic research. Her personal interests are widely varied. But fitness, mindfulness and the creative arts are rich sources of our power to adapt, so Dr. Ey is a Certified Personal Trainer and Certified Group Exercise Instructor through American Council of Exercise (ACE). She practices and sometimes instructs at Reed's Karate Academy, creates outlandish floral designs, and plays several string instruments poorly.

Riz Shah



Rizwan Shah is the Organizational Culture Advisor for the Department of Energy. He provides direct consultation and assistance to Federal and Contractor senior officials and their organizations on the assessment, management, development, and improvement of organizational culture and performance improvement programs and interventions. He has earned a Masters in Social-Organizational Psychology from Columbia University, a Bachelor's of Science in Technical Management from Embry-Riddle Aeronautical University with a minor in Aviation Safety (Event Investigation), and is a graduate of the Eisenhower Leadership Development Program. He also an active member of the Association of Talent Development.

He serves as the Department's staff level liaison with other government, international and professional organizations in the area of Organizational Culture, High Reliability Organization, Human Performance Improvement, and Safety Culture. He is also the DOE liaison to the Institute of Nuclear Power Operations (INPO).

As a Soldier in the United States Army he demonstrated exemplary leadership abilities conducting operations in austere conditions, hostile areas, and multi-cultural environments in 13 countries. Prior to his retirement from Military service, he earned the reputation of building high performing teams in any mission profile. Mr. Shah's experience spans 25 years and he is considered a subject matter expert in Organizational Culture, Leadership and Human Resource Development, Human Performance Improvement, and Strategic Organizational Improvement. He provides authoritative advice to and coach's senior Department officials on issues that affect organizational culture, continuous improvement, and promoting organizational resilience.

Most recently Mr. Shah was the Acting Director of the Corporate Workforce Engagement and Effectiveness Division. He assisted the Office of the Chief Human Capital Officer in kick starting their efforts in Employee Engagement. He developed a strategic plan which establishes, supports, and monitors strategic and tactical approaches to achieving

and sustaining continuous improvement in DOE workforce engagement and organizational effectiveness. Mr. Shah resides in Springfield, Virginia and works in Washington D.C. He is an avid wood worker and his motto is “Let me not fail them.”

Ian Nimmo



Ian Nimmo - President of User Centered Design Services for 17 years providing human Factor Engineering solutions.

Spent 10 years with Honeywell as a Senior Engineering Fellow with responsibility for NIST funded Research Consortium as Program Director for the Abnormal Situation Management Consortium. This Consortium provided understanding into major incidents, abnormal event technologies and management systems and developed best practices in control room design, alarm management, HMI and training.

Before this he spent 20 years as an Electrical Engineer for Imperial Chemical Industries Ltd at Teesside Operations. Ian has a degree in Electrical Engineering has worked, and is a member with IET, a Fellow with ISA, member HFES, a member of NSPE.

Sam Reno



Sam Reno is the manager of performance improvement and emergency preparedness at MidAmerican Energy Company, an electric transmission and distribution and gas distribution company of Berkshire Hathaway Energy based in Des Moines, Iowa. Sam has a Master’s of Science in Adult Learning and Organizational Performance from Drake University and a Bachelor of Science in Occupational Safety from Iowa State University.

Sam has served for 14 years at MidAmerican Energy, previously in roles as gas operations supervisor, electric operations planner and safety supervisor. Sam also serves as a core team member of the human performance practice group the North American Transmission Forum.

Wally Groff



Wally Groff has worked for BPA 16 years, starting as a Substation Operator Apprentice. He has held jobs within transmission substation operations, NERC certified system operator, technical trainer, and technical services specialist. He currently works in the BPA Safety Office as their Human Performance manager responsible for managing BPA's agency Human Performance Improvement.

Wally is very passionate about helping people, and feels rewarded being given the opportunity to be an advocate for the front line worker, and being able to integrate Human Performance philosophies into all parts of the organization. Wally is also active in the North American Transmission Forum's Human Performance Practices Group, as well as the WECC Human Performance Working Group.

At home Wally enjoys spending time with his wife Amber, and two children Lillian (8) and Ethan (14), as well as fishing, carving wood, and gardening. He is also a veteran of the United States Marine Corps.

Vincent Vincek



Vincent Vincek Currently serves in the role of Performance Assessment Principle Specialist at ComEd with over 20 years of Organizational Human Performance experience. Vince holds a BS in Management. While at ComEd Vince has developed a comprehensive Human Performance Dashboard that is currently delivered to over 50 groups and HP roadshows designed to engage field personnel with the "system" concept of performance improvement. Vince has previously served in Human Performance roles at several nuclear sites including site Human Performance lead. Performance and leadership are Vince's passion.

Pammie Rapp



Pammie Rapp works at Basin Electric in the Human Resources headquarters department as a Learning and Development Administrator. However, she covers the Wyoming region providing support to multiple facilities and employees. She is stationed at Laramie River Station in Wheatland but works with Dry Fork Station in Gillette and TSM facilities in both locations as well. She

joined Basin Electric in November 2015 and has the opportunity to work with an amazing group of individuals providing learning and development opportunities throughout the cooperative. She has a BS in Business Management from the University of Wyoming and has many years of experience in human resources, leadership, and learning & development.

Dave Cummings



Dave Cummings was born into the Air Force life in Colorado Springs, CO. After traveling the world in his early years, he retired to Colorado Springs at 14 to attend high school, followed by a BS in Biological Sciences from Colorado State University. His professional career began as an analytical chemist in the sugar industry, and progressed into management

and then environmental compliance, largely because no one else was willing to get dust in their eyes while being knee deep in mud. This journey culminated with a transition from sugar to power, where Dave has been the Environmental Coordinator for Basin Electric at the Laramie River Station for nearly ten years now.

Willie Degleman



Willie Degleman is a Training Representative with Basin Electric's Laramie River Station since October of 2014. At LRS, Willie is responsible for the implementation, facilitation and coordination of training for the stations 360 employees. Originally from Milwaukee, Wisconsin, Willie is a Veteran of the United States Army and retired in 2014 from municipal law enforcement where he served as a patrol officer, undercover narcotics agent, tactical medic, patrol sergeant, and finished his career as a detective. Willie has served as an adjunct instructor for both Wyoming's State Law Enforcement and Fire Academies. He has been a member of the Wheatland Volunteer Fire Department since 1999. He holds Certificates of Technology in fire science and criminal justice from Eastern Wyoming and Casper Colleges.

Dallas McCormick



Dallas McCormick is a laborer at Laramie River Station in Wheatland, Wyoming. He joined LRS in January 2016 and works in the coal yard at the plant facility. He is a part of the coal yard team which provides support to the overall operations of the facility. Since his employment began, he jumped right in and has proven to be an asset to the cooperative. He works well with the team, takes initiative, is a hard worker, and has a positive attitude. He has an Associates in Power Plant Technology from Casper College in Wyoming.

Dr. Michael Legatt



Michael E. Legatt is the CEO and founder of ResilientGrid, Inc., whose mission is to grow resilient infrastructures by optimizing the human side of the infrastructure management, including situational awareness, decision making support and collaboration tools in normal and emergency operations, and in fostering the kinds of organizational culture (high

reliability, just culture) that empower humans to work more efficiently and effectively, lowering human error rates. Dr. Legatt has been a programmer for over 20 years, and worked in the energy, financial, medical, neuroscience research and educational sectors. He has a Ph.D. in Clinical Health Psychology/Neuropsychology, a Ph.D. in Energy Systems Engineering, and is a Certified Performance Technologist.

As an amateur (ham) radio operator, he received a commendation for helping to provide emergency communications during the 2003 blackout in the northeastern United States, which sparked his interest in the psychology of energy management. He works to build systems designed to provide operators with needed information, optimizing for perception, speed, comprehension, and stress management. He also works at the organizational level to support the growth of the industry's high reliability culture.

Prior to founding ResilientGrid, Michael spent ten years as the principal human factors engineer for the Electric Reliability Council of Texas (ERCOT), which manages the flow of electricity to over 24 million Texas customers, about 90% of Texas' load. There, his development of the Macomber Map[®] has been featured in the New York Times, National Public Radio, T&D World, and Forbes. The Macomber Map has helped ERCOT operators for over eight years, and Southwest Power Pool operators for over a year to maintain situational awareness in a variety of grid conditions, in training, simulations, and real-time operations, including the top two records of wind integration in US history (52% SPP, 48% ERCOT).

He also works on the behavioral aspects of consumer electric use, researching electric vehicle to grid integration, behavioral aspects of conservation and consumer awareness in grid management, and the cybersecurity, behavioral, and reliability issues that arise with integration of new technologies across layers of the grid. He was the principal investigator on a collaborative research project between ERCOT, University of Texas at Austin, EV-TEC and Pecan Street Project, studying the integration of electric vehicle charging and driver behavioral patterns with the bulk electric system. This research project studied the viability of EVs to intelligently charge in a distributed fashion and provide ancillary services, enhancing grid stability and resiliency.

Shari Heino



Shari Heino joined Brazos Electric, a Texas generation and transmission cooperative, in 2011 as its Compliance Manager. In 2016, she was promoted to the role of Chief Risk & Compliance Officer. In this role, she oversees Brazos Electric's enterprise risk management program, electric reliability compliance, environmental compliance, pipeline compliance, safety and OSHA compliance, contract negotiation, records management and insurance. Shari started her career in the electric industry in 1999, serving as an attorney for the Electric Reliability Council of Texas, Inc. ("ERCOT") for eight years. She then spent another five years practicing utility law with Mathews & Freeland, a small Austin utility law firm. Shari graduated with a Bachelor of Arts Degree in Plan II/Philosophy *cum laude* at the University of Texas at Austin and received her J.D. from the UT School of Law. She is licensed to practice law in the State of Texas. Shari's hobbies include ballroom dancing and dog training.

Honorable Chris Hart



Christopher A. Hart was appointed Chairman of the National Transportation Safety Board on March 17, 2015. He became a Member of the Board in August 2009, and was subsequently designated Vice Chairman by President Barack Obama. Hart was nominated for a second term as Board Member in August 2013, and his nomination for a third term as Vice Chairman was confirmed by the Senate in October 2013. He served as Acting Chairman from April 26, 2014, until he was appointed as Chairman.

From 1973 until 1990, Chairman Hart held a series of legal positions, mostly in the private sector. He joined the Board for the first time in 1990 and served until 1993. From 1993 until 1995, he was Deputy Administrator of the National Highway Traffic Safety Administration, then went on to serve as Federal Aviation Administration (FAA) Assistant Administrator for System Safety and FAA Deputy Director for Air Traffic Safety Oversight before returning to the Board in 2009.

Chairman Hart holds a law degree from Harvard University and Master's and Bachelor's degrees in aerospace engineering from Princeton University. He is a member of the District of Columbia Bar and the Lawyer-Pilots Bar Association, and is a licensed pilot with commercial, multi engine, and instrument ratings.

Chairman Hart's family has a tradition of accomplishment in transportation. In 1926, his great uncle, James Herman Banning, was the first African-American to receive a pilot's license issued by the US government.

Hart's 2-year appointment as Chairman will end March 17, 2017. His 5-year term as Member will end December 31, 2017.

John Russ

John Russ is an eighteen-year veteran of the fire service, currently working for the Brentwood (TN) Fire & Rescue Department as a Firefighter/ Paramedic. He has been the Program Manager for the International Association of Fire Chief's Firefighter Near Miss Program since January 2016. Before that, he has worked in various facets of the Firefighter Near Miss Reporting System since its inception in 2005. John has worked for numerous career and voluntary fire and emergency service providers. He has a Master's Degree from Middle Tennessee State University in Professional Studies and two Bachelor's Degrees from Eastern Kentucky University; one in Fire & Safety Administration and one in Pre-Hospital Emergency Care. John also is a veteran of the United States Marine Corps.

Tommy Bishop

Tommy Bishop retired from the Marietta (GA) Fire Department after 30 years of service, where he was assigned as Assistant Chief of the Fire Suppression Division. He is a Subject Matter Expert with the International Association of Fire Chief's Firefighter Near Miss Reporting System. Tommy is one of the first Subject Matter Experts, helping to transition the Firefighter Near Miss Program from concept to reality. He has served the Marietta (GA) Fire Department as a Paramedic, Station Officer,

Training Officer and Safety Officer. His assignments also included supervision of the department's technical rescue team and chairman of the risk management committee.

Lewis Senior



Lewis Senior is the co-founder and co-CEO of Equilibria. He is a highly sought-after Senior Executive Performance Coach with a passion for people. He is committed to helping people understand themselves and those around them better, so they can live and lead with conscious intent.

Prior to starting Equilibria in 2004, Lewis was the Global Head of HSE for Transocean, where he was responsible for the lives of over 18,000 people working in hazardous environments. He managed to cultivate positive cultural change within the organization. He has been instrumental in integrating the Equilibria personality diversity elements into traditional human error reduction and Human and Organizational Performance (HOP) strategies through the creation of Advanced Error Reduction in Organizations (AERO).

In 2013, he started volunteering his time to coach principals, teachers and students in Independent Schools in Houston Texas. In 2015, he launched a non-profit organization called the E-Colors in Education to help improve the lives of students and teachers. The results have been remarkable with schools who have embraced The E-Colors and Personal Intervention coaching tools seeing improved graduation rates and reduced incidents of bullying.

David Bowman



David Bowman has over 25 years of industrial experience with a strong focus on operations, maintenance, safety engineering, and organizational alignment. David served in the United States Marine Corps and has held various leadership roles with R&R

Marine Maintenance, Chevron, Chevron-Phillips, and Entergy. David started Knowledge Vine, LLC and is the CEO.

David is a subject matter expert in Human Performance and led those efforts for Entergy Corporation for over 12 years. David has a proven track record in organizational effectiveness and alignment which led Entergy to its best record in the history of the company in 2013. David gained his experience and knowledge in the petro-chemical, nuclear power, fossil fuel generation, utility transmission and distribution industries. David has a Bachelor of Science in Safety Engineering.

David is an effective leader and dynamic speaker. He can engage audiences at any level and is ready to help any organization achieve their full potential. David believes you can have safety, reliability, and quality if you seek to eliminate errors.

Deveny Bywaters



Deveny Bywaters is the Training Manager for the Western Electricity Coordinating Council (WECC), responsible for the Outreach Training Program and staff liaison for the Human Performance Work Group (HPWG).

With 27 years of experience in Training and Talent Development, Deveny finds Human Performance a fascinating element of training. What does it take to motivate a learner? What is the best way to facilitate knowledge transfer? How are hidden biases affecting performance? These are the kinds of questions that keep a trainer on their toes!

After a career in several different software training companies, Deveny entered the electric utility business at Bonneville Power Administration. Throughout her career, she has trained hundreds of end users, developed corporate training programs, implemented a corporate online university, and managed cross-functional teams on topics ranging from electric utility GIS, substation, communications and protection asset management, billing, diversity, leadership, and performance management.

In her spare time, when Deveny is not reading about human performance or training techniques, she retreats to the garden for relaxation in the summer, and can be found on the ski slopes burning off energy in the winter. As often as possible, Deveny spends time with her two 5-year old granddaughters who prove to be a rich resource of inspiration for how people learn.

Whether it is field training, human performance training, or 5-year-olds training adults, Deveny is always exploring creative ways to learn. In her spare time, when Deveny is not reading about human performance or training techniques, she retreats to the garden for relaxation in the summer and can be found on the ski slopes burning off energy in the winter. As often as possible, Deveny spends time with her two 4-year old granddaughters who prove to be a rich resource of inspiration for how people learn.

Whether it is field training, human performance training, or 4-year-olds training adults, Deveny is always exploring creative ways to learn.

Norman Szczepanski



Norm Szczepanski has worked in the electric utility business for 34 years. He has been a Nuclear Power Plant Operator, Electric System Operator, Electric System Operator Supervisor, System Dispatcher, System Dispatcher Supervisor, and System Operator Instructor.

In 2013, Norm began exploring the world of Human Performance Improvement. He has been a member of the WECC Human Performance Work Group since 2015.

Norm is also active in the North American Transmission Forum's Human Performance and Operating Experience Practices Groups. He is currently in the process of designing and implementing a Human Performance Improvement Initiative at SMUD for the Power System Operators, Distribution System Operators and Support Groups.

Ben McMillan



Ben McMillan joined NERC staff on June 20, 2011 as a Risk Analysis Engineer. Prior to this, Ben spent time in the manufacturing industry, working in the fields of quality and process improvement, as the Division Quality Manager. A naval officer for 20+ years, he served in the surface warfare and nuclear power community, certified as a Naval Nuclear Engineer. Additionally he held positions in the operational testing of weapons and command /control systems. He holds a Bachelor of Science in Mathematics from the United States Naval Academy and a Master of Engineering Management degree from Old Dominion University.

Ed Ruck



Ed Ruck is a Senior Reliability Engineer and is responsible for performing event analyses of power system events and reviewing the Event Analysis reports written by the industry. Ed joined North American Electric Reliability Corporation (NERC) as a Regional Compliance Program Coordinator in October 2004 and was responsible for oversight of regional entities in their implementation of the mandatory compliance program, and since then has held roles in compliance auditing and compliance investigations prior to joining the Reliability Risk Management team.

Prior to joining NERC, he worked as a Senior Engineer at Mid-America Interconnected Network performing the Reliability Coordinator function. He also worked on EMS maintenance projects and regional planning studies.

Ed has a Bachelor of Science degree with a major in Electrical Engineering from the University of Illinois Champaign – Urbana.

Don LeKang



Don LeKang is a program manager for the North American Transmission Forum (NATF) Practices Program, where he leads and facilitates the activities of various practices groups with a focus on performance improvement and enhancing customer (member) value by providing an interactive, confidential venue for the participants to share experiences and create superior practices. Over the past several years, Don has facilitated the Operator Tools, System Operations, Operator Training, Compliance, and Human Performance practices groups.

Prior to joining the NATF, Don spent over 11 years in a variety of roles and positions at the Federal Energy Regulatory Commission (FERC). As acting director, division of reliability and engineering services, Don provided technical policy options to the Commission and directed engineering staff who served as technical advisors on complex electric regulatory issues, rulemakings, ISO/RTO developments, and reliable electric system operations.

Don received a bachelor's degree in electrical engineering with a power systems option from Northeastern University and a master's of science in electrical engineering from George Washington University.

Sandy Shiflett



Sandy Shiflett is a Senior Program Specialist for Reliability Risk Management at NERC. She joined NERC in November 2010 and works alongside many talented professionals in order to promote the reliability and security of the bulk power system.

Sandy has played a role in the planning and implementation of the NERC Human Performance Conference since its inception six years ago. She has been instrumental in the development of this community of practice for human performance for our stakeholders and industry.