



**MISSOURI BASIN
POWER PROJECT**
LARAMIE RIVER STATION

Learning to Walk: Human Performance Implementation

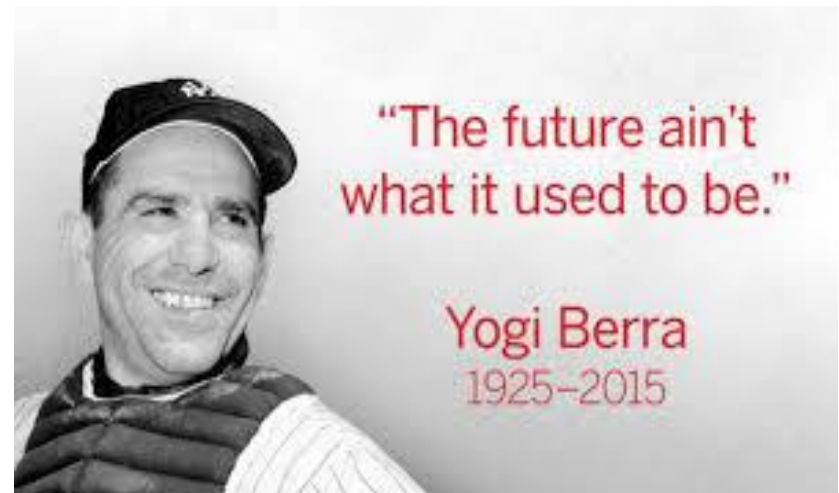
Dave Cummings - Willie Deglman - Dallas McCormack - Pammie Rapp

Additional Guest Speaker

Yogi Berra

Bio

- ✓ WWII Veteran - 2 years US Navy
- ✓ 18-Time All Star, 10 World Series Rings (most ever by a single player)
- ✓ Coached or Managed Mets, Yankees and Astros
- ✓ 11 World Series as Coach/Manager
- ✓ Won 13 Championships Total
- ✓ Proudest of “Yogi Berra Museum and Learning Center” - teaching life skills and sportsmanship to kids



Laramie River Station - Wheatland, WY

Owned by Missouri Basin Power Project

(Basin Electric Power Cooperative, Heartland Consumer Power District, Lincoln Electric System, Tri-State Generation and Transmission Association, Western Minnesota Municipal Power Agency, Wyoming Municipal Power Agency)

Three Units, each 570 NMW, PRB - Base Load
Generation

Unit 1: Eastern Interconnection

Units 2&3: Western Interconnection

Permit to Construct in 1976

On-line 1980, '81 and '82



Our Problem: Culture

How do you add another program to a culture that is already saturated?

- Background Noise
- Resistance/longevity
- Buy-in

Our Solution:

Don't add another program!



The Early Steps: Holding Onto the Couch

- LRS Operations had policies in place and had done some training.
 - Written program development 2013-2015
 - Implemented 3-Way Communication between dispatch / CROs (June 2016)
- Team formed Spring 2016
 - Deliverable: Implement Human Performance concepts at LRS
- Plant Manager sponsored a small, diverse beginning group:
 - Dave Cumming - Environmental
 - Willie Deglman - Safety & Training
 - Melodee Bassett - Engineering
 - Pammie Rapp - Basin HQ HR
- Attended first conference last year.

From the Couch to The Coffee Table

- Left last year's conference with one thought: "WOW!"
- Team meetings weekly to digest and begin planning
- Worked on team charter and started reviewing existing policies and procedures.
- Added Reena McCoy - Safety Dept. to the team.
- Plant wide high level overview of HP to 'plant the seed': Todd Conklin visit

CONCIOUS DECISION for a slow implementation
What is an attainable goal?

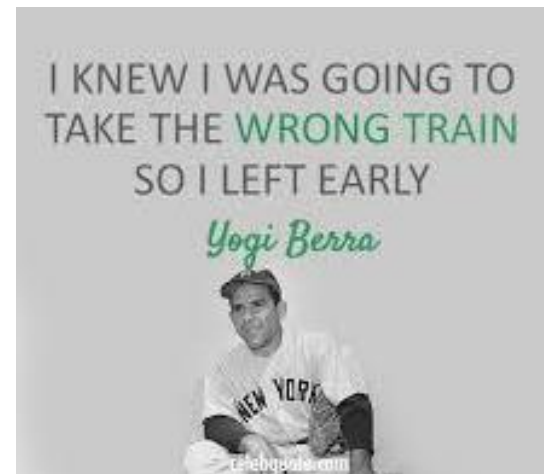
Dallas and Willie



First Solo Steps: Pre-job Briefing Upgrade

Historically - “All over the place”

Significant area of opportunity for rapid improvement



Toddling: Review of the Coal Yard pre-job briefing improvement process

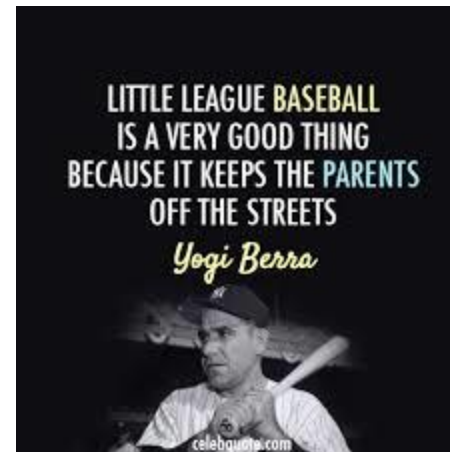
- Team met with supervisors and a few coal yard employees to discuss HP and what we were proposing.
- We discussed importance of HP and ways that we could all make it better together.
- Solicited CY Employees to be successful in the field.
- Worked with them over several months.
- They included more employees into their discussion and brainstorming sessions.
- They have new form and requested badge ID cards and laminated sheets.

Walking!

- Encouraging employee involvement creates buy-in and enthusiasm.
- Small successes become contagious and will grow.
- Other shops heard what we were doing and have requested the same opportunity:
 - Machine shop
 - Mechanic / Welders
 - Electric shop
 - Operations
- Headquarters showing interest in LRS activities.
- Team added Randy Wagner - NERC and Kori Lower - Administration

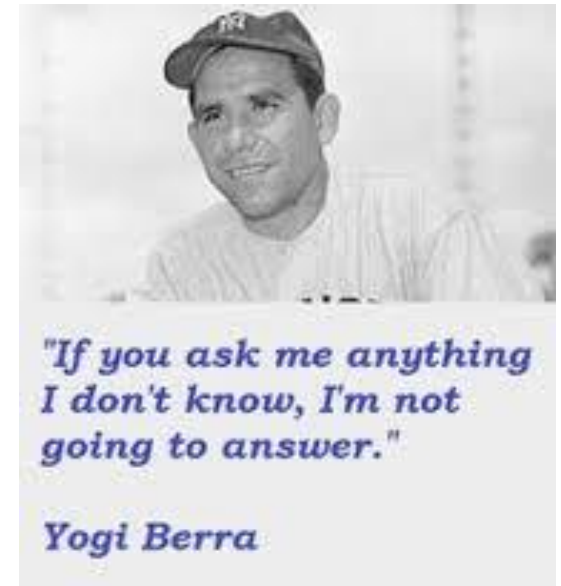
Now we are running

- Build off the plant-wide awareness initiated by T. Conklin
 - Plant Safety Meeting
 - Team meetings
 - Executive meeting
- Setting up training schedule for HP tools
 - Fall 2017



Tips as you start implementation....

- Be deliberate
- Stay motivated
- Be adaptable
- Be relevant
- Rely on team members
- Always ask and include employees/those that it affects
- Mistakes are OK!
- Create the WIIFM for employees



QUESTIONS?



"I tell the kids, somebody's gotta win, somebody's gotta lose. Just don't fight about it. Just try to get better."

Yogi Berra