Learning to Walk: Human Performance Implementation

Dave Cummings - Willie Degelman - 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

“The future ain’t what it used to be.”
Yogi Berra
1925–2015
Laramie River Station - Wheatland, WY

Owned by Missouri Basin Power Project

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

“If you don’t know where you are going, you’ll end up someplace else.”
-Yogi Berra
First Solo Steps: Pre-job Briefing Upgrade

Historically - “All over the place”

Significant area of opportunity for rapid improvement

I KNEW I WAS GOING TO TAKE THE WRONG TRAIN SO I LEFT EARLY
Yogi Berra
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

"If you ask me anything I don't know, I'm not going to answer."

Yogi Berra
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