

HUMAN NATURE ROOT CAUSE WORK ENVIRONMENT TRENDS
PEER CHECKING EXPERTISE KNOWLEDGE JUST CULTURE

2018 HUMAN PERFORMANCE CONFERENCE

DISTRIBUTION INTEGRITY INDIVIDUAL CAPABILITIES
NERC RISK ASSESSMENT ACCOUNTABILITY
SITUATION AWARENESS BEST PRACTICES GENERATION
LESSONS LEARNED M.A.R. HUMAN PERFORMANCE MENTAL MODEL ADVISORY ALERTS

7th Annual Conference & Workshops

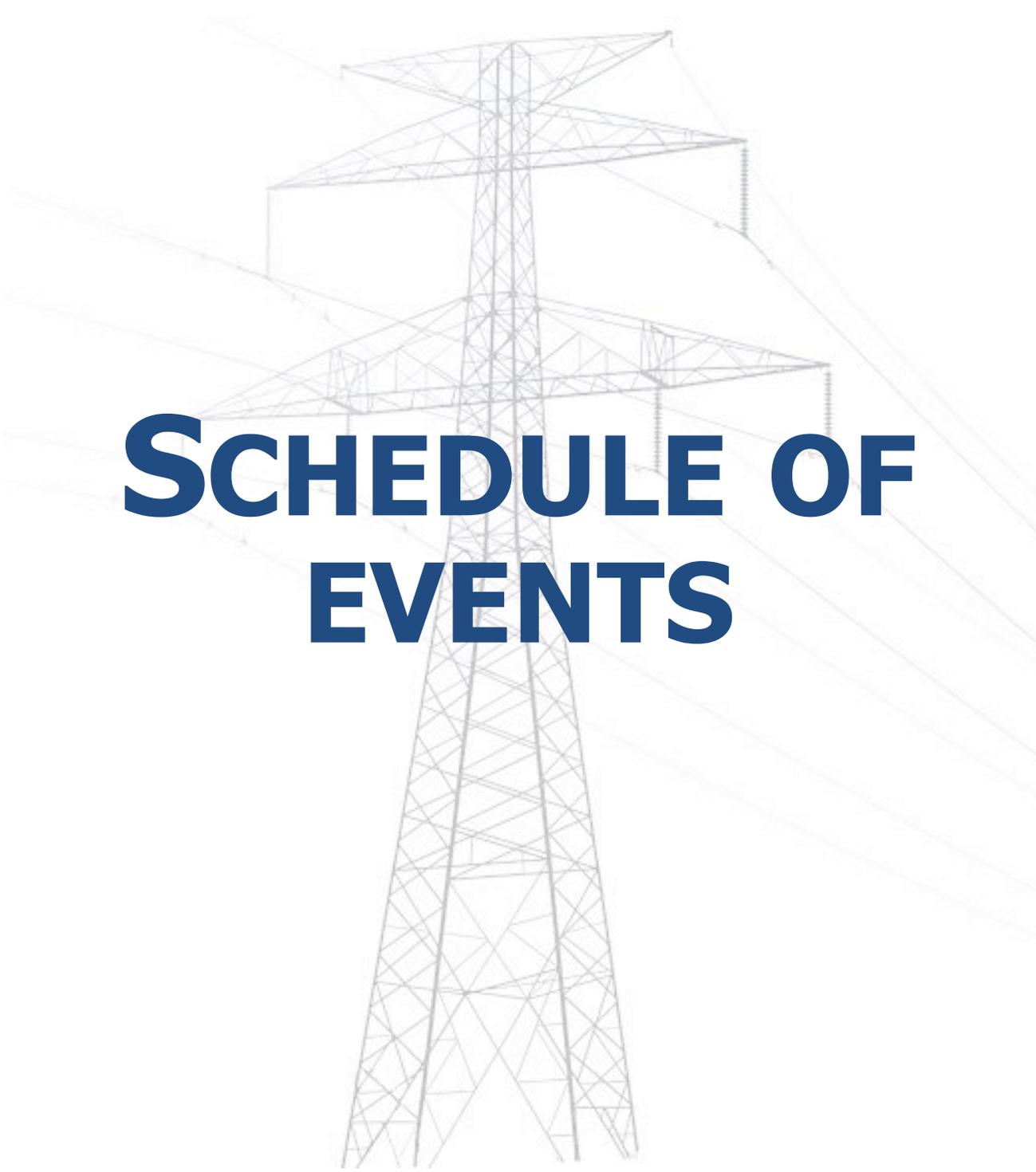


RELIABILITY BULK POWER SYSTEM REPUTATION
CUSTOMER SATISFACTION BENCHMARKING
AFTER ACTION REVIEW PREJOB BRIEF DEPENDABILITY

March 27-29, 2018 | Atlanta, GA

NERC
NORTH AMERICAN ELECTRIC
RELIABILITY CORPORATION

North American Transmission
FORUM



SCHEDULE OF EVENTS

Monday, March 26, 2018

5:30—9:00 Welcome Reception for all conference attendees
(Rear parking deck of The Whitley hotel)

Please join us for a genuine Louisiana Crawfish Boil* served family style, right out of the pot. This event is one you just can't miss!

*Non-seafood options also available

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 27, 2018

Time	Topic	Presenter
7:00 – 8:00	Registration and Breakfast	
8:00 – 8:10	Logistics, Safety, and how to get the most from the next three days	James Merlo, NERC, Vice President
8:10 – 8:20	Welcome	James Merlo, NERC, Vice President Roman Carter, NATF, Director
8:20 – 10:00	Just Culture: Strategic, Operational, and Tactical Perspectives. From the Book, to the Board Room, to the Field.	David Marx, Outcome Engenuity Ken W. DeFontes, Jr. Vice Chair, NERC Board of Trustees Monika Bay, BGE
10:00 – 10:20	Break and Networking	
10:30 – 11:15	Deepwater Horizon Presentation	LD Holland, Duke
11:20 – 12:00	Managing HP Data Panel Discussion: Dominion Pre-job Brief Database Trending	Bill Parrish, Dominion Energy Matt Sacks, DevonWay
12:00 – 1:00	Lunch	
1:00 – 1:40	Sustaining High Levels of Engagement	Chris Lazzaro, MetaMythics Lisa Carrington, Arizona Public Service
1:40-3:15	Get Real – The Use of Animation and Augmented Reality	Doug Hill, Consumers Energy Brian Doubinin, 3DInternet David Claussen, Westar Energy Dan Arczynski, Index AR Solutions
3:15 – 3:30	Break and Networking	
3:30 – 4:05	Delta Air Lines and HP	Christian Vehrs, Delta Air Lines
4:05 – 4:30	HP Updates: EPRI Projects	Eric Bauman, EPRI Paula Traynor, EPRI Patricia Fischer, EPRI
4:30 – 4:50	Maturity Model Initial Results	Dr. Pamela Ey, The Center for Innovative Decision Making
4:50 – 5:00	WECC HP Working Group	Deveny Bywaters, WECC
5:00 – 5:10	The Man Between You and Dinner	James Merlo, NERC
5:30 – 7:00	Evening Reception	

Wednesday, March 28, 2018

Time	Topic	Presenter
7:00 – 8:00	Breakfast	
8:00 – 8:10	Logistics and Safety	James Merlo, NERC,
8:10 – 9:00	Principles for Managing the Uncertainty of Human Error in Operations	Tony Muschara, Muschara Error Management Consulting
9:10 – 9:55	Root Cause Analysis versus Shallow Cause Analysis; What's the Difference?	Bob Latino, Reliability Center, Inc.
10:00 – 10:30	Changing the Way we Respond to Failure: Some A-ha Moments from our Learning Teams	Stephanie Swindle, Southern Power Jeff White, Jeff White Consulting
10:30 – 10:45	Break and Networking	
10:50 – 11:30	Reducing the Risk of Electrical Contact: The difference between going home and not!	Monika Bay, BGE
11:30 – 12:10	Intentional Communications and Leadership Engagement	Rob Fisher, Fisher IT Lewis Senior, Equilibria
12:10 – 1:00	Lunch	
1:00 – 1:30	National Fire Protection Association NFPA 70E	Dave Sowers, Knowledge Vine
1:30 – 2:00	Why is it JUST so difficult?	Dr. Jake Mazulewicz, JMA, LLC
2:00 – 2:45	Cracking the Culture Change Code: Strategies for Influencing Senior Leaders	Carole Napolitano, Synergies
2:50 – 3:10	Break and Networking	
3:10 – 3:50	Alarm Management Distilled: How a Simple Tool can Change Everything	Brandon Harrington, AECI
3:50 – 4:20	Remodeling and Rethinking Human Performance in the Control Room	Dr. Michael Legatt, Resilient Grid Dan Custer, MidAmerican Energy Co
4:20 – 4:50	Could this Happen Again? A Resilience Engineering View of a NASA Event	Beth Lay, Applied Resilience, LLC
5:00—5:10	The Man Between You and Dinner	James Merlo, NERC
5:30 – 7:00	Evening Reception	

Thursday, March 29, 2018

7:00 – 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, NERC
Richard Hackman, NERC
Ed Ruck, NERC
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, LLC

Session C Advanced Causal Analysis- Extent of Condition Reviews, and Managing Incident Teams
Rick Foote, Fisher IT

Session D Establishing a Just Culture
David Marx, Outcome Engenuity

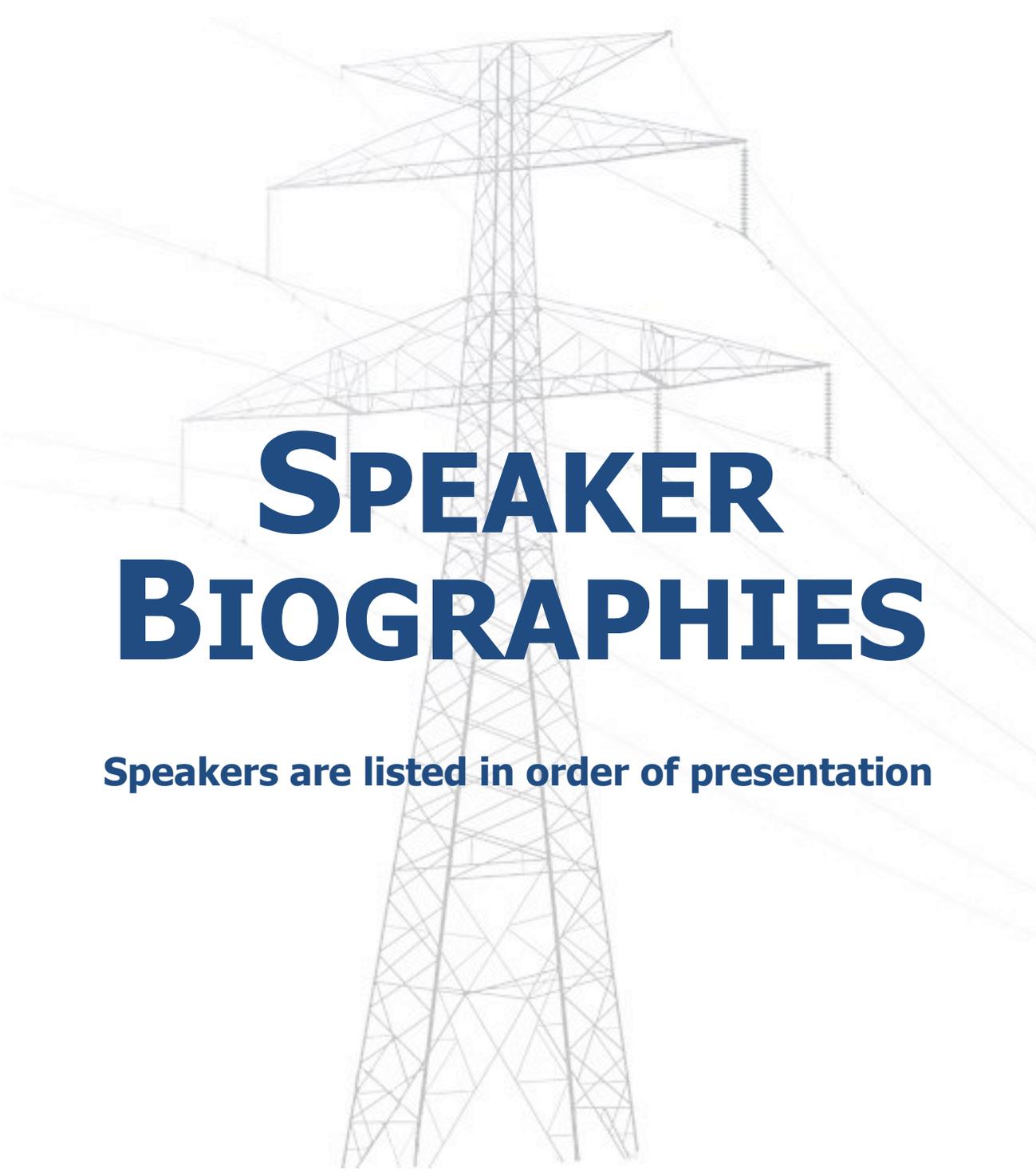
Session E Staff Rides (Highly Reliable Organizing Event Analysis)
Beth Lay, Applied Resilience, LLC
Laurin Mooney, Be Highly Reliable
Alex McLellan, Quality Business Consulting

Session F Learning Activities for HP
Dave Sowers, Knowledge Vine
Ken Hallaran, Knowledge Vine

Session G* Engaging and Influencing Senior Leaders: Taking a Deeper Dive
Carole Napolitano, Synergies

*AM Session only

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.



SPEAKER BIOGRAPHIES

Speakers are listed in order of presentation

Dr. James Merlo

North American Electric Reliability Corporation



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.

Roman Carter

North American Transmission Forum



Roman Carter serves as director of reviews, assists and training for the North American Transmission Forum (NATF). As director, Roman leads the Peer Review and Assistant Visit Program staff, who are responsible for coordinating and enhancing these programs for member electric utilities in North America. Additional responsibilities include training and promoting excellence in the operation of our members' electric transmission system.

Roman began his professional career with the Southern Company, holding various positions of engineering and managerial roles in marketing, power delivery, generation, and transmission during his 26-year tenure. He then spent four years at the North American Electric Reliability Corporation (NERC), serving leadership roles in compliance, events analysis, and situation awareness. Roman was responsible for the real-time monitoring of the bulk electric system and for implementing NERC's situational awareness software, known as SAFNR. He also published numerous NERC Alerts.

Roman holds a bachelor's degree in mechanical engineering from Auburn University and a master's degree in mechanical engineering from the University of Alabama (minor in mathematics). He also completed many hours towards an MBA from the University of South Alabama.

David Marx

Outcome Engenuity



David Marx is a true pioneer in the internationally recognized safety practice of Just Culture. He draws on experience that spans more than two decades of examining laws, regulations, and industry practices to help lawmakers, regulatory authorities, and organizational leaders fulfill their responsibilities to produce safer outcomes. Marx currently leads Outcome Engenuity, formerly Outcome Engineering, in the development and implementation of values supportive practices and culture within high consequence organizations.

Just Culture is the hallmark of risk management for which Outcome Engenuity is known. A Just Culture encourages open reporting that can lead to improved systems and behaviors within complex socio-technical environments. Marx believes that to create better outcomes, regulatory authorities, regulated organizations, and staff must work within a fair and just system—and hold each other accountable for choices they make within that system.

Marx's Just Culture algorithm advises to console true human errors, coach against risky behaviors, and ultimately discipline reckless behavior. A strong Just Culture puts a premium on critical decision-making skills—and asks the organization to continually evaluate the risks inherent in the systems it creates, and staff members to do the same with the choices they make.

Marx's expertise in aviation/aerospace is supported by his experience at Boeing, where he was an aircraft design engineer. He organized a human factors and safety group at Boeing and was awarded the International Federation of Airworthiness' Whittle Award for his development of a human error investigation process used by airlines around the world. The Federal Aviation Administration's Human Factors Research Program and the NASA Space Shuttle Program used Marx as a primary advisor, and he was NASA's principal consultant in the development of the agency's major mishap investigation process. Marx was also an outside team leader in benchmarking space shuttle processing quality.

In the healthcare sector, Marx authored Patient Safety and the 'Just Culture': A Primer for Healthcare Executives for the US National Institutes of Health. He also advises the US Agency for Healthcare Research and Quality in its efforts to improve patient safety.

Kenneth DeFontes

Vice Chair – NERC Board of Trustees



Kenneth W. DeFontes, Jr. was elected to the Board of Trustees of the North American Electric Reliability Corporation in February 2016 and was elected to vice chair in February 2017. Mr. DeFontes is the liaison to the Standards Committee and serves on the Compliance and Technology and Security Committees.

Mr. DeFontes served as president and chief executive officer of Baltimore Gas and Electric Company (BGE) from 2004 to 2014, and prior to that served in a number of different positions at BGE beginning in 1971. While at BGE, he led a major transformation effort to position BGE for a fast-changing operating environment and future opportunities, implemented major investments in energy conservation, peak demand reduction and

smart grid, and served as a witness in a number of regulatory matters before the Maryland Public Service Commission, as well as testifying before the Maryland General Assembly.

In addition to serving on the Board of Directors of BGE, Mr. DeFontes served on the Board of Reliability *First* from 2006 to 2012, and on the Boards of a number of different organizations, including the Southeastern Electricity Exchange, the American Gas Association, the Baltimore Symphony Orchestra (where he also served as chair), the Greater Baltimore Committee, and St. Joseph Medical Center.

Mr. DeFontes earned a bachelor's degree in Engineering from Swarthmore College and a master's degree from Loyola College.

Monika Bay

Baltimore Gas and Electric



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 37 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.

L.D. Holland

Duke Energy



L.D. Holland has over 38 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 millennials.

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.

Bill Parrish

Dominion Energy



Bill Parrish has been employed with Dominion Energy for the past 8 years, currently serving as a Safety and Performance Consultant. In 1994, he started his own business, PBM Safety Consultants, and still operates it today. He recently received his 30 year service award with the Dolphin Volunteer Fire Department, where he has served as Chief for the last 12 years. He also holds an Emergency Medical Technician Certification.

Bill has a passion for teaching and coaching others. He teaches numerous health and safety classes, including: Human Performance, Forklift Safety, Boater Safety, Fall Protection, MSHA (Miner Safety training and annual refresher) Medic First Aid, CPR and AED, Safe Driving, Leadership Development, OSHA 10 and 30 hour classes, Confined Space and Confined Space Rescue, Trench Rescue, Rope Rescue, Active Shooter, Incident Command and Fireground Strategy and Tactics.

Bill earned an AS in Business, from Louisburg College, Louisburg, NC; an AS in Fire Science from J. Sargent Reynolds College, Richmond VA; and a BS in Safety and Risk Administration from Virginia Commonwealth University, Richmond VA. Bill currently resides in southern Virginia with his wife and three children where he enjoys farming, firefighting, coaching baseball for his 12 year old twin boys, and tea parties with his 4 year old daughter.

Matt Sacks

DevonWay



As the Vice President of Sales, **Matt Sacks** is responsible for the development and execution of DevonWay's global sales strategy. Prior to this role, Matt was the Director of our Continuous Improvement Product Suite. He was responsible for growing the Continuous Improvement product line by listening to DevonWay's customers and responding to reduce time to deployment and increase user experience.

Chris Lazzaro

MetaMythic



Christopher Lazzaro's passion lies at the place where technology intersects with people, design, and science. He is the founder and CEO of MetaMythic, where his team helps companies take employee engagement to the next level for important, but challenging areas like compliance and cyber-security awareness. Christopher's deep belief is that people are ready to be heroes, and just need to be called to a higher purpose, well equipped, and empowered to do what only they can do. This has caused him to be branded by some as a rebel and troublemaker. He's happy to oblige these titles by shaking things up whenever and wherever necessary to make good things happen for organizations.

Christopher and his MetaMythic team are recognized internationally for thought-leadership in the cyber-security and human performance space. MetaMythic's learning products have won four international awards for advancing the state of the art in training content, technology, and compliance. Chris and the team are also popular keynote speakers, presenting at many national human performance, cyber-security, and serious gaming conferences. These awards and speaking engagements are the result of MetaMythic's proprietary engagement methodology that uses immersive storytelling to smash typical 5-15% training engagement levels, frequently attaining 85% engagement or higher—a great review even by Rotten Tomatoes standards.

Christopher enjoys living in multiple parallel universes. In one, he founds MetaMythic to help organizations engage and equip their employees. In another, he directs an IT organization at Associated Electric Cooperative where his teams build the technology that operates a three-state power grid, fourteen power plants, and a commercial power sales division. In parallel universe #3, he provides product development and lean business strategy coaching to startups in the Midwest. In a final universe, Christopher was adjunct professor for five years, teaching and developing the business programming curriculum at Drury University's Breech School of Business.

Christopher and his wife Courtney, along with their two boys Atticus and Tolkien, live, play, and have grand adventures together near downtown Springfield, MO

Lisa Carrington

Arizona Public Service



Lisa Carrington has been in the utility industry for over 15 years. She is passionate about the role of technology in meeting the demands of a rapidly evolving and politically challenging energy landscape.

Since 2013 she has been at Arizona Public Service in a variety of roles. From 2014-2016 she lead the company's transition to new Critical Infrastructure Protection Regulations. She provided operational and security enhancements while preparing the company to face strict new regulations. In 2017 she moved to the Office of the CTO to build a new organization focusing on strategy, governance and metrics. With the goal of strategically positioning the IT organization to support the utility of the future.

Prior to coming to APS, Ms. Carrington spent close to a decade at Chelan Public Utility District in Washington State. Where she developed and led the company's first NERC reliability compliance and security programs. She earned her NERC system reliability operator certification and later assumed the duties of system operations training as well. She has also spent time in power sales/marketing, and utility governance related activities.

In 2010-2013 she worked for EnergySec as the Vice President, Policy & Strategy. This role focused on shaping national cybersecurity policy decisions and fostering security program development in the energy sector. She continues to serve as a corporate officer and board member of this non-profit today.

Ms. Carrington is active in a number of national energy organizations. She represents the Western Interconnection on the NERC Critical Infrastructure Protection Committee which provides guidance to both industry and government. She was also one of the founders of the Western Interconnection Compliance Forum (WICF). This successful information sharing forum is currently the largest and most robust forum of its kind in the country.

Prior to coming into the electric utility industry she spent ten years in local government where she directed and managed elections for Chelan County. During her tenure, Ms. Carrington moved the organization from manual to electronic voting and served on the Secretary Of State's advisory team as well as a state task force to reform election law. She also won the state's highest election award twice; once for election innovation and once for voter outreach.

She has a bachelor's degree in Business Administration and Organizational Leadership from Eastern Oregon University.

Doug Hill

Consumers Energy



Doug Hill has worked in the utility industry for over 30 years as an Electric Lineworker, with extensive experience in Transmission and Distribution systems at Consumers Energy. He has a Bachelor's Degree in Business from Northwood University, and has spent the last nine years being involved in the safety culture. He serves as a local Co-Chair of Safety Teams and Incident Investigation Teams, and is a full-time instructor and electric representative for the Michigan State Utility Workers Council.

Doug is the author of several articles and theory around a concept called L.I.V.E.S. (Look, Investigate, Visualize, Execute, Safely), which was featured in the IP magazine for Certified Utility Safety Professionals (CUSP), where it was well received.

He has been married to his high school sweetheart, Stacey, for 27 years. They have three daughters, Lyndsay, Madison and Baleigh. He has dedicated his career and time to change the safety culture within the workforce, and is glad to share his experience with others to make them successful on the ROAD TO ZERO.

Brian Doubinin

3DInternet



Brian Doubinin is the CEO and co-founder of 3DInternet, a leading supplier of 3D simulations and interactive courseware to the energy sector world-wide. 3DInternet specializes in the areas of 3D interactive safety simulation, virtual reality, app development, and electrical / gas / oil courseware development.

David Claussen

Westar Energy



Dave Claussen has worked for Westar Energy for nearly 30 years. Most of his career has been in power generation in the roles of engineer, operations superintendent, maintenance superintendent, and plant manager. He moved to his current role in power delivery six years ago. As executive director of system maintenance, he oversees transmission & substation maintenance and vegetation management. He earned his electrical engineering degree from the South Dakota School of Mines & Technology.

Dan Arczynski

Index AR Solutions



Dan Arczynski is the President and CEO of Index AR Solutions.

Prior to Index, for 19 years Dan held a series of executive positions in the shipbuilding industry. He served as corporate vice president of both business development and strategy at Huntington Ingalls Industries as well as sector vice president of strategy at both Northrop Grumman Shipbuilding and Northrop Grumman Newport News. During this period Dan had staff responsibility for both strategic and growth initiatives and served on the board of directors for Continental Maritime of San Diego, AREVA Newport News and Savannah River Nuclear Solutions.

Prior to shipbuilding, for five years Dan was vice president of strategy and vice president of mergers and acquisitions for Shawmut, a large New England regional bank. He was also a management consultant for Marakon Associates, a firm focused on creating shareholder value for its clients.

Dan is a veteran of the US Army and served for 12 years attaining the rank of Major. During this time, he led five platoon size units and commanded a light infantry company. He also taught economics, finance and investments at West Point.

Dan is a 1978 graduate of the United States Military Academy where he was on the Dean's List, Commandant's List and Superintendents List. He is a 1986 graduate of the Harvard Business School where he was a graduate of Highest Distinction and was elected Baker Scholar.

Christian Vehrs

Delta Air Lines



Christian Vehrs served as a Field Supervisor and Inspector for Nuclear Power Services during the construction of South Texas Nuclear Project units 1 and 2 in Bay City, Texas. During this same time, he also provided inspection services for the construction of Laguna Verde Nuclear plant in Alto Lucero, Veracruz, Mexico.

After the completion of STNP, he provided inspection services for various fossil fuel power generating stations targeting Inter-granular Stress Corrosion Cracking (IGSCC) of main steam lines.

Mr. Vehrs joined Delta Air Lines in 1991 where he provided inspection oversight for Delta's turbine jet engine rotors and blades. He is currently the Lead Instructor for Delta Air Lines' Human Factors program. In addition, he also delivers Delta's Accident / Incident Investigation training.

Mr. Vehrs sits on Delta's Event Review Committee in partnership with the Federal Aviation Administration (FAA) to review incidents of safety and compliance violations. In this capacity, he performs investigations internal to Delta Air Lines in partnership with the FAA.

Eric Bauman

EPRI



Eric Bauman is Senior Technical Leader at the Electric Power Research Institute (EPRI). Since February 2017, Bauman manages research in Occupational Health & Safety (Program 62) in areas of injury/illness surveillance, workplace exposures, heat stress, driving safety, ergonomic interventions, noise characterization and hearing loss, predictive data analytics, human performance and sensors.

Previously, he served EPRI member companies in the Central and Eastern United States and Canada on environmental, health and safety project development, client relations, and technology transfer. Bauman was an EPRI member advisor from 1991 to 1997, including Vice Chair of the Electric & Magnetic Fields Advisory Committee.

Bauman has worked for over 40 years in environmental management, regulatory affairs, occupational health, siting, and risk communications. Before joining EPRI, he held positions at Baltimore Gas & Electric in Corporate Strategic Planning and Environmental Affairs. Earlier he was Manager of Transmission at Maryland Department of Natural Resources, Manager of Occupational Health & Safety at the Edison Electric Institute, and Supervisor of Environmental Planning at Cooperative Power (now Great River Energy).

In 1985, Bauman was Guest Scientist at Research Center Juelich, Germany. He has also served in a variety of governmental and industry advisory capacities in Michigan and Minnesota.

Bauman completed his bachelor's degree in geography and his master's degree in geography and resource development at Michigan State University.

He is a charter member of the Society for Risk Analysis, associate member of the Environmental Law Institute, and member of the Human Factors & Ergonomics Society and affiliate member of the American Industrial Hygiene Association.

Paula Traynor

EPRI



Paula Traynor is a Technical Executive at the Electric Power Research Institute. Joining EPRI in 2007, Paula manages Switching Safety & Reliability, transmission arc flash and transmission ratings research. She works with leaders in the electric industry to identify needs and carry out research to determine best switching practices, improve switching training and assess the safety impact of use of new technology and HP practices. She identifies opportunities and methods for improvement based on independent research and testing methods. Through Task Force Meetings, Workshops, Conference and webcasts, she provides industry-wide sharing of switching issues and advancements.

Paula has served in a variety of leadership roles in the industry including managing electric utility system protection and transmission control center departments and worked in multiple technical areas at ABB. She is active in IEEE Committee and Industry Standards efforts and has served as Chair of multiple technical committees and as the Vice President of IEEE Power & Energy Society Technical Activities.

Paula has her B.S. in Electrical Engineering from the University of Illinois and she is the author of numerous technical publications.

Patricia Fischer, CSP, CUSA

EPRI



Pat Fischer is a Human Performance Senior Analyst currently supporting several projects for the Electric Power Research Institute (EPRI), including "Switching Safety & Reliability" and "Assessing Human Performance & Behavior Approaches to Reduce Serious Injuries and Fatalities." Pat has worked in utility safety and human performance for over 30 years, most recently at American Transmission Company, and also at We Energies. As a utility employee, she represented her employers on the NATF Human Performance Core Team, EEI Safety & Occupational Health committee, and served as an officer on the EPRI Switching Safety & Reliability Task Force and AGA Safety & Health Subcommittee. She is a Certified Safety Professional and Certified Utility Safety Administrator.

Dr. Pamela Ey

The Center for Innovative Decision Making



Dr. Pamela Emerson Ey is a behavioral scientist working in the business world, where the research rubber hits the road. Her focus is behaviors making the most performance difference in jobs where high risk and high effectiveness must coexist.

Her current area of research focus includes the Western Interconnection Human Performance Working Group Maturity Model Task Force project. The research team plans to expand the project across the industry to increase reliability and validity, and identify practical applications.

Dr. Ey is a Research Fellow and Certified Consultant for Paradigm Personality Labs, with active projects exploring personality, job competencies and stress. These research findings are applied through improving performance practices for jobs, tasks (and people) that give us energy or drain us. Practical application impacts critical thinking, decision-making, and situation awareness. Dr. Ey served as Lead Researcher for "The Owner's Manual for the Brain", 4th edition, an ongoing project tracking and reporting everyday applications from brain research. She teaches Research Methods and Capstone, and also supervises academic and applied research for students in the MSOD program at McColl School of Business, Queens University in Charlotte NC.

Her research is primarily applied in practice helping utility clients across North America, as an advisor with SOS Intl.

Dr. Ey holds a PhD in Business Administration, MBA, and a B.S. degree in Accounting. Reading books and journal articles for lifelong learning is first on her list of hobbies. But fitness, mindfulness and the creative arts are rich sources of our power to adapt our behavior, 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 a karate

academy, creates outlandish floral designs, attempts to master dive bar and comfort food recipes, and plays several string instruments poorly.

Deveny Bywaters

Western Electricity Coordinating Council



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

With 28 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 training career in several different medical software 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 6-year old granddaughters and 1-year old grandson who prove to be a rich resource of inspiration for how people learn.

Whether it is field training, human performance training, or 6-year-olds training adults, Deveny is always exploring creative ways to learn.

Tony Muschara

Muschara Error Management Consulting, LLC



Tony Muschara is a specialist in the field of human error risk management for mostly industrialized enterprises. Tony is the author of ***RISK-BASED THINKING: Managing the Uncertainty of Human Error in Operations*** (2017). Tony's recent clients include U.S. DOE, Amgen, Babcock and Wilcox (B&W), Biogen, SI Group, PPL EU, and General Electric.

Before starting his business in 2007, Tony was employed by the *Institute of Nuclear Power Operations* (INPO) from 1985 to 2007. INPO, sponsored by the commercial nuclear industry, is an independent, nonprofit organization whose mission is to promote the highest levels of safety and reliability in the operation of nuclear electric generating plants. While at INPO, Tony developed his expertise in human and organizational performance, which has applicability to any human endeavor especially hands-on work. He developed extensive guidance for the nuclear electric generating industry around the world as well as the U.S. Department of Energy. In 2003 and 2004, Tony served a temporary assignment from INPO at *Tennessee Valley Authority* (TVA) as TVA's lead for human performance, overseeing



human performance initiatives at all TVA nuclear stations (Browns Ferry, Watts Bar, and Sequoyah nuclear plants).

Before joining INPO in 1985, Tony trained nuclear plant operators as a control room simulator instructor at *Farley Nuclear Plant* from 1983 to 1985, while employed by *Westinghouse Electric Corporation*. Tony certified as a senior reactor operator instructor in 1983.

An active member of the *International Society for Performance Improvement (ISPI)*, Tony is a certified performance technologist (CPT) awarded in 2006. The CPT designation is awarded by ISPI to experienced practitioners in the field of human and organizational performance improvement, whose work meets both the performance-based Standards of Performance Technology and application requirements. Recertification is required every 3 years.



Captain Muschara, USN-Ret., served seven year's active duty in the *U. S. Navy submarine service*. While on active duty, Tony was qualified as an "Engineer of Naval Nuclear Propulsion Plants," by Naval Reactors during the Admiral H. G. Rickover tenure. In 2000, Tony retired from the U.S. Naval Reserve with the rank of Captain (O6).



Tony holds a Master's Degree in Business Administration (MBA) from *Kennesaw State University* (1989) and a Bachelor of Science degree in general engineering (mechanical) from the *United States Naval Academy* (1975).

Robert Latino

Reliability Center, Inc.



Robert J. Latino is CEO of Reliability Center, Inc. (RCI). RCI is a 46 year old Reliability Consulting firm specializing in improving Equipment, Process and Human Reliability. Mr. Latino received his Bachelor's degree in Business Administration and Management from Virginia Commonwealth University.

Robert J. Latino has been facilitating RCA & FEMA analyses with his clientele around the world for over 33 years and has taught over 10,000 students in the PROACT[®] Methodology. Mr. Latino is author or co-author of five (5) books related to Reliability, FMEA, Human Error Reduction and/or RCA.

Mr. Latino has applied his RCA methodology to the field of Terrorism and Counter Terrorism via a published paper entitled "*The Application of PROACT RCA to Terrorism/Counter Terrorism Related Events*" (Muresa, Gheorghe., The Application of PROACT RCA to Terrorism/Counter Terrorism Related Events, in Proc. IEEE International Conference on Intelligence and Security Informatics, Kantor, P., Roberts, F., Wang, F., Merkle, R., Zend, D., and Hsinchun, C., Spring, Atlanta, 2005, 579-589

Mr. Latino is an internationally recognized author, trainer, software developer, lecturer, and practitioner of best practices in the field of Reliability Engineering and specifically in Root Cause Analysis.

Stephanie Swindle

Southern Power



Stephanie Swindle has been with Southern Company for 17 years. She is currently the Maintenance Support Manager for Southern Power where she supports the wholesale gas and biomass fleet. Prior to her current role, she served as the Human Performance Coordinator for Georgia Power – Distribution and worked with the Human Performance team in Generation where she coached over 150 learning teams. Previously, she has served in several manager positions at coal and gas plants in Georgia and North Carolina. Stephanie served as the Operations & Maintenance Lead on designing and building Plant Cleveland County Combustion Turbine site while working with Southern Power. She has worked as a team leader in Maintenance, Operations, and Instrument and Controls with Alabama Power. Stephanie started with Southern Company in engineering where she led performance, capital and O&M projects.

Stephanie graduated from The University of Alabama with a mechanical engineering degree and received her MBA from UAB. She is still involved with Alabama serving on the Industrial Advisory Board for the ME Department.

Originally from Birmingham, she currently resides in Birmingham, AL with her husband, Brandon and their two children, Summer (12) and Cooper (10).

Jeff White

Jeff White Consulting



Jeff White recently retired as the Human Performance Coordinator for Southern Company Services. Jeff and his HP Champions introduced Human Performance throughout Southern Company, beginning in 2012.

Jeff began his career with Alabama Power in 1978 as a helper and progressed to journeyman lineman. During his time as a lineman, Jeff was a member of the winning Lineman's Rodeo team at Alabama Power and was the first Southern Company Lineman to compete in the International Lineman's Rodeo in Kansas City, Kansas.

Jeff attended Troy University at night while a lineman, receiving a BS in Business in 1991.

Jeff worked in Alabama Power's Corporate Safety and Health Department from 1993-2006.

In 2006, he transferred to Gulf Power Company as an Engineering and Construction Supervisor and in 2008 became a District Construction Supervisor.

In 2010, White transferred to Mississippi Power Company as the Corporate Safety and Training Manager, where he worked prior to accepting the HP Coordinator position.

Jeff has chaired the Southeastern Electric Exchange's (SEE) Accident Prevention Section and served as a core team member of the North American Transmission Forum's (NATF) Human Performance Practices Group.

Rob Fisher

Fisher IT, Inc.



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 incident analysis, 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

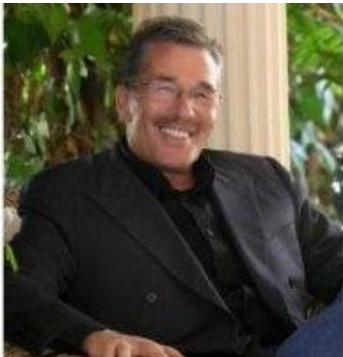
regional conferences on safety, procedures, performance improvement, human performance and incident analysis. Fisher IT has most recently been recognized internationally as instrumental in reducing fatalities and serious / life-altering injuries in high hazard industries using human performance and procedure concepts.

Fisher IT, Inc. provides training and consulting services in Human Performance Improvement, Incident Analysis, 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.

Lewis Senior

Equilibria



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.

Dave Sowers

Knowledge Vine, LLC.



Dave Sowers is a founding member of Knowledge Vine; a Human Performance Training and Consulting organization. Dave has almost 30 years of experience in power generation and the utility industry.

He started his career in the U.S. Naval Nuclear Power Program where he served aboard the aircraft carrier USS George Washington (CVN-73). After the Navy, Dave started working in commercial nuclear power as an operator and trainer in New Jersey and Louisiana. Dave returned to government service with US Army Corps of Engineers at a hydro-electric dam in Alabama. Throughout his career, Dave has served in many diverse roles including Plant Operator and Trainer, Emergency Responder, Control Room Supervisor, and Power Plant Manager.

In addition to the technical training received in the US Navy, Dave has a Bachelor of Science degree in Resources Management from Troy University, a Master of Science in Management degree from Troy University, and a Master of Science in Emergency Management and Homeland Security from George Washington University.

Dave's work and education experience gives him a unique perspective and the ability to bridge the gaps between an organization's frontline workforce and their management team. Since he has lived Human Performance from both perspectives he is an effective, relatable, and credible communicator of its principles and methodologies.

Dr. Jake Mazulewicz

JMA, LLC



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 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 also 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.

Carole Napolitano

Synergies



As Principal and founder of Synergies, **Carole Napolitano** provides facilitation, executive coaching, and consulting in leadership and organizational effectiveness. Carole holds a master's degree in English from the University of North Carolina at Chapel Hill, and has pursued advanced studies in public and organizational communication at the University of Maryland, College Park. She is a certified coach through the Newfield Network and a member of the International Coach Federation and the Chesapeake Bay Organizational Development Network. She has completed the ground-breaking *Organization and Relationship Systems Coaching* program through the Center for Right Relationship and holds advanced certification as a coach for the *Tilt 365* Leadership Predictor, a strengths-based approach to assessing leadership presence and impact.

Carole has worked with a variety of public and private sector organizations. A sampling of her clients includes the World Bank Group; the UN Foundation; RAND Corporation; Optical Society of America; Inova Loudoun Hospital; the Council of Institutional Investors; the Darden School of Business at UVA; NASA; FEMA; Constellation Energy; the U.S. District Court in Nevada, the U.S. Probation Offices of the District of Columbia and the District of Connecticut; the Federal Judicial Center; Farm Credit Administration; HUD; the Social Security Administration; SAIF; Loudoun, Montgomery, & Prince George's County Governments; Montgomery College; the Smithsonian Institute; Lockheed-Martin; USDA Forest Service; Meeting Professionals International; Okidata; Freddie Mac; Glaxo; Marriott; the Capital Financial Group; Shirley Contracting; Clark Construction; Willamette University; Red Hat, and Xerox Corporation where she co-authored several internal publications and functioned as lead designer for the corporate first level manager program, "Navigating Planet Xerox." For a period of eight years (1994 – 2002), Carole served as Educational Consultant for the Seaboard Region of State Farm Insurance Companies. Over the past 12 years she coached members of the executive team at Baltimore Gas & Electric and consulted to several major initiatives including organizational redesign and *SIFT* – a grass roots effort to reduce serious injuries and fatalities.

Carole provides facilitation and consulting services in many areas including, but not limited to,

- Strategic Planning & Visionary leadership
- Organizational change
- Teambuilding/group process
- Appreciative Inquiry
- 360° assessment instruments
- Executive coaching & Leadership development
- Systems thinking
- Dialogue
- Learning organizations
- Personal Profile System (*DiSC*)

Carole is known for her high-energy style and for the warmth and passion with which she motivates individuals and teams to consider new possibilities for their organizations, their teams, and themselves.

Brandon Harrington

AECI



Brandon Harrington spent over 15 years armchair-critiquing the usability of the technology around him before deciding to get a degree in Computer Engineering to design things himself, the right way. With a decade of academic and applied design experience building human computer interfaces, it's just the way he is.

Brandon is Associated's Usability Fellow, envisioning and leading all design-oriented projects for the EMS and System Operations. His desire to create tools that improve people's lives lead him to advocate designing all technology from-the-operator-out, and every initiative reflects this. That includes his current project, directing a complete overhaul of the EMS information and display architecture based from the ground up on Human Factors principles. Not too long ago, Brandon completed

another major initiative – his speaking topic – fixing a critically underperforming alarm system through good design and a simple tool.

Brandon likes to be behind-the-scenes learning systems, tinkering with new interfaces, understanding users, and discovering ways to make work easier and more effective for everyone around him. So after long preparation for his talk this year he plans to go back behind-the-scenes and take a small vacation to catch up on a few novels, *Breath of the Wild* Master Mode, and woodworking projects he's been putting off for months.

Dr. Michael Legatt

ResilientGrid, Inc.



Dr. 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. 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 organizational culture.

Prior to founding ResilientGrid, Michael spent ten years as the principal human factors engineer for the Electric Reliability Council of Texas (ERCOT), where his development of the Macomber Map® helped ERCOT operators for over ten years, and Southwest Power Pool operators for over three years to maintain situational awareness in a variety of grid conditions, in training, simulations, and real-time operations, including region's top records of wind integration (52% SPP, 48% ERCOT).

Michael also works in several other areas of organizational resiliency, including organizational culture, collaboration in emergency situations, and the role of creativity and anticipatory resiliency/antifragility in

reducing organizational costs and risks. For one client, through a variety of organizational changes, he supported their moving from a bottom 10th percentile to top ten “Best Places to Work” culture in under two years. He has built the roadmaps for, and facilitated several organizations’ transformations towards improved organizational culture. Michael has presented at several industry and government events around the roles of organizational culture and the needs to focus on human-computer interaction within complex sociotechnical systems, and has contributed to several articles, research projects, and books on the subject.

Dan Custer

MidAmerican Energy Company



Dan Custer is director of system control at MidAmerican Energy Company in Des Moines, Iowa. Dan’s operations include electric distribution control serving 760,000 customers, transmission control of 4400 transmission miles and groups responsible for outage coordination, compliance, switching plans and system control software. Dan has worked at MidAmerican Energy for 16 years in electric system planning and in the control room, has a bachelor’s of science in electric engineering from Iowa State University and is a professional engineer.

Beth Lay

Applied Resilience, LLC



An experienced leader who helps develop resilient, reliable organizations. Four years’ experience as Director of Human Performance at Calpine Corp – an owner / operator of 80+ electric utility power plants. Seven years’ experience as the leader of Siemens Energy Field Service Risk Management team. A Practitioner in Resilience Engineering & Highly Reliable Organizing for 10+ years. She is a mechanical engineer with a graduate certificate in cognitive science. She has worked with companies such as NASA, Los Alamos National Labs, ThyssenKrupp, and contributed to development of EU crisis management guidelines through the Darwin project. Areas of Expertise Include:

Resilience Engineering (RE), Highly Reliable Organizing (HRO), Safety 2, Human Performance (HP), Operational Risk Management.

Ben McMillan

North American Electric Reliability Corporation



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

North American Electric Reliability Corporation



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.

Rick Foote

Fisher Improvement Technologies, Inc.



Rick Foote is a Senior Consultant with Fisher Improvement Technologies, Inc. and a co-author of IEEE Standard 1707-2015, *Recommended Practice for the Investigation of Events at Nuclear Facilities*. Rick has successfully led incident investigation teams for over 25 years across various industries, including power generation, transmission and distribution. During that period, he also conducted numerous initial and advanced training sessions for root cause analysts on three continents. Rick was among the first to integrate human performance principles with incident analysis approaches, and also successfully managed the Corrective Action Program for a major corporation. Rick, a veteran of the US Navy submarine service, enjoys outdoor activities and resides with his family in Kent, Ohio.

Alex McLellan

Quality Business Coaching, LLC / Quality Business Consulting



Alex McLellan is the founder and Principal Executive Coach/Consultant for Quality Business Coaching, LLC and Quality Business Consulting.

Quality Business Coaching is an executive coaching practice, focused on the success of business leaders and their businesses using performance frameworks, such as: systems thinking, management systems standards, transformational leadership strategies, agile systems (thinking), Socratic leadership, and servant leadership.

Quality Business Consulting is focused on organizational culture development using selected measurement systems, specifically high reliability organizing (HRO) measurement systems designed to develop an organizational culture that supports high performance and high reliability and the development of strong safety culture.

Mr. McLellan retired after 20 years as a senior technical military officer, followed by 25+ years in private sector leadership and management. Mr. McLellan is internationally recognized for his work on resilience, bringing together researchers, practitioners, and policymakers to collaborate on improvements in community and societal resilience to disruptions from all sources. Mr. McLellan guided the U.S. Federal government's creation of a national program to help private sector entities improve sustainability and reliability to continue functioning in the face of significant and frequent disruptions. Mr. McLellan's expertise includes strategic planning, systems engineering, systems analysis, requirements analysis, and key performance metrics. In addition, he has expertise in operational analysis, program analysis, training, and professional and organizational development.

Mr. McLellan has 20-years' experience as a senior emergency manager and has provided leadership and management of scores of emergency incidents.

Mr. McLellan has a Master of Engineering in Systems Engineering and a Bachelor of Applied Science in Computing Studies. He is certified as a Professional coach (CPC), a Project management professional (PMP), a Management systems standard lead auditor, and an Incident Commander – Type I (emergency management).

Laurin Mooney, RN MS

Be Highly Reliable



Laurin Mooney is committed to helping people understand and integrate High Reliability Organizing strategies into healthcare. A career in off-shift hospital clinical and administrative supervision, and training in legal nurse consulting led her to study the problem of unintended outcomes for patients. She is driven by the question, "How can it be that we are harming the very patients we intend to help?" She believes that misconceptions about the nature of the elements that combine in complex socio-technical systems are foundational in producing unintentional outcomes. She is convinced that High Reliability Organizing strategies better align thinking, behavior and system design with the unchangeable natures of the elements present. Pushing towards solutions, she leads an incredible team working towards addressing misconceptions and making learning and embracing High Reliability strategies fun, relevant and memorable.

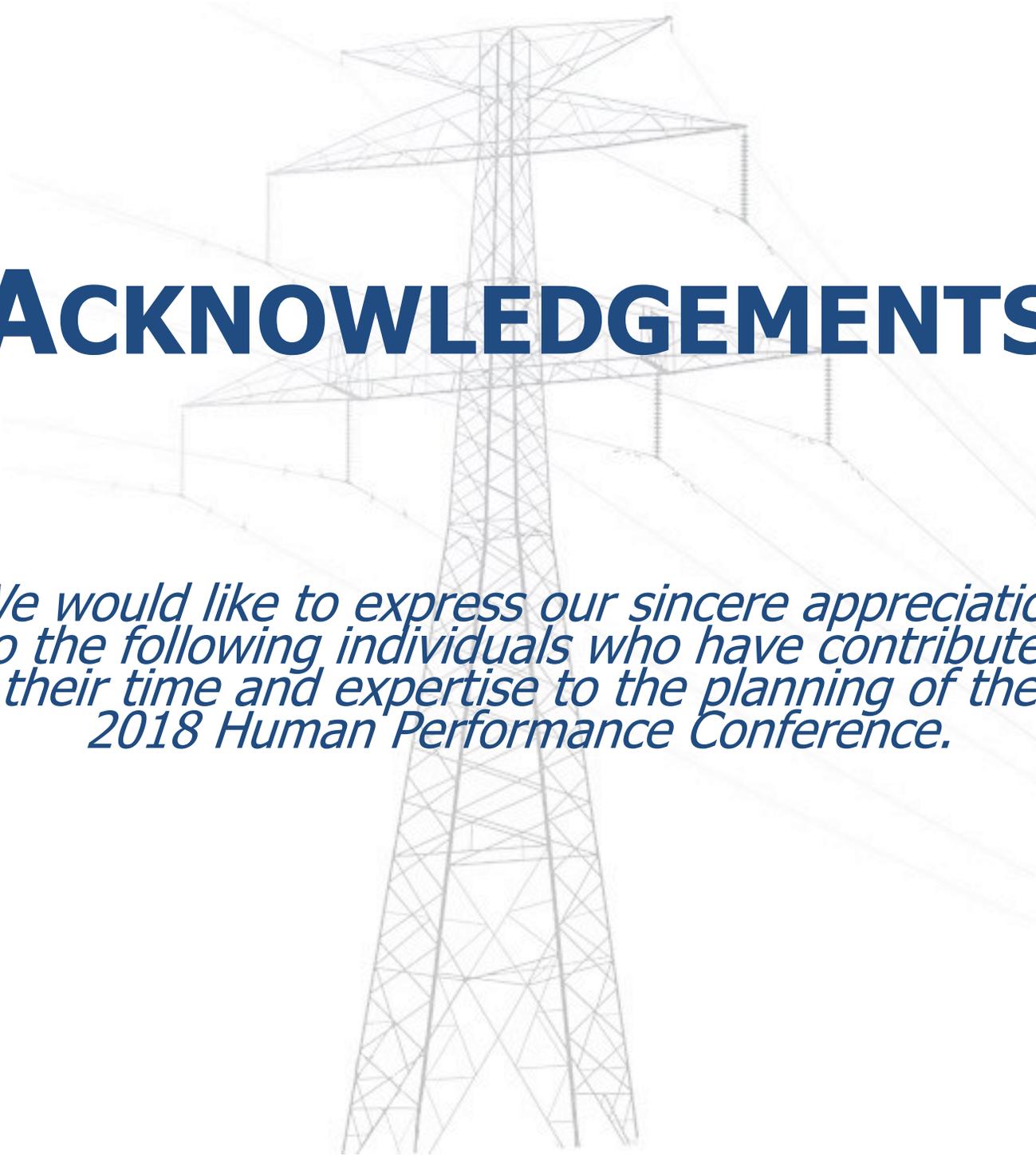
Ken Hallaran

Knowledge Vine, LLC



Ken Hallaran has spent 18 years in the nuclear power industry. He started his career in the Naval Nuclear Power Program as a 1st Class Petty Officer in the Reactor Laboratories Division. After six years in the United States Navy he moved into the commercial nuclear industry as an Equipment Operator at Entergy's River Bend Nuclear Station. Ken has also held the positions of Chemistry Technician, Chemistry Supervisor, and Chemistry/Environmental Manager and obtained a Bachelor's degree in Nuclear Engineering Technology.

Throughout his career Ken has become well versed in human performance, organizational improvement, leadership, and causal analysis. His experience as a field worker, supervisor, and manager has given him the ability to be effective in multiple areas and levels of an organization. Whether it is through class room training, field observations, organizational assessment, or causal analysis, Ken can help your organization reach the next level of performance.



ACKNOWLEDGEMENTS

We would like to express our sincere appreciation to the following individuals who have contributed their time and expertise to the planning of the 2018 Human Performance Conference.

Jerry Allen

Outcome Engenuity



Jerry Allen is the Director of Transportation and Energy at Outcome Engenuity working with both industries to achieve better outcomes through the application of the Five Skills and Just Culture model. Jerry has three decades of experience in safety and risk reduction in high consequence industries. He has worked extensively in commercial, industrial, and corporate aviation; aerospace maintenance and flight operations; manufacturing; utility industries; and rail operations.

David Bowman

Knowledge Vine, LLC.



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 is the founder and CEO of Knowledge Vine, LLC.

David is a subject matter expert in Human Performance and led those efforts for Entergy Corporation for over 12 years. He 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. He gained his experience and knowledge in the petrochemical, 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.

Wally Groff

BPA



Wally Groff has worked for BPA 17 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 (9) and Ethan (15), as well as fishing, carving wood, and gardening. He is also a veteran of the United States Marine Corps.

Kevin Harris

Eversource Energy



Kevin E. Harris has 30 years of service with Eversource Energy (formally Northeast Utilities) in the field of Test and Commissioning of Generation, Substation and Switchyard facilities. As the Field Engineering Manager, Kevin Serves a Team of 10 Supervisors, and 70 Union Field Engineers and Test Specialist maintaining, troubleshooting and commissioning Transmission and Distribution Substations to include Electric Field Operations support with Distributed Generation and Distribution Automation technology deployed throughout the distribution systems. He is responsible for NPCC/NERC regulatory maintenance of the Eversource Energy system in Connecticut and Western Massachusetts.

In 2012, Kevin presented on Electric Utility Industry Practices with Human Performance Tools at the first annual NERC conference on Human Performance in Atlanta, GA. In 2013, he presented at the first WECC Human Performance Working Group Conference: Job Briefings, Creative Defense Barriers and HP Metrics. In 2014, Kevin was invited back to the WECC Human Performance Working Group Conference and presented on Effective Pre Job Briefs, co-presented with Mike Carden of Dominion Power on Creative Defense Barriers and co-presented with Wally Geoff of Bonneville Power (DOE) on new perspectives around the Safety Pyramid, Iceberg model and SIF. In 2015, at the WECC HPWG Conference Kevin, working with Tom Neary, co-presented on the WECC Pre Job Brief Tool Box, an excellent tool to build or benchmark a PJB form. He has also presented on these subjects at the 2015 and 2016 NATF HP Symposiums now merged with the NERC HP Conference. At the 5th Annual NERC Conference on Human Performance in Atlanta, GA, Kevin presented on the HP Journey using Metrics to show the story. Most recently, He has presented on Human Organizational Performance as it relates to PRC-005 at the 21st NPCC Fall Workshops (2017).

Don LeKang

North American Transmission Forum



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 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.

Tom Neary

OpCon Technologies



Tom Neary, P.E. the CEO and Co-Founder of OpCon Technologies, Inc. Tom pioneered the use of on the job video collaboration software to make field service and plant work force teams more resilient. Tom is an iOS developer and is fluent in applying Apple's ecosystem to businesses and corporate enterprises. Tom also volunteers time to promote and strengthen Human Performance across the Transmission and Distribution (T&D) business units of the North American electric utilities industry.

Prior to founding OpCon Technologies, Tom designed and installed industrial process control systems for 17 years. Tom holds a bachelor's degree in Chemical Engineering from University of New Hampshire and a Master's degree in Chemical Engineering from Tulane University in New Orleans, LA. Tom is a Registered Professional Engineer in the state of California.

Kent Peterson

Xcel Energy



Kent Peterson is the Human Performance Improvement (HPI) Program Manager at Xcel Energy. He is responsible for leading the HPI efforts and initiative within the Transmission organization. He has held previous roles and duties within Transmission Technical Compliance Training, Fossil and Alternative Energy/ Generation Training, and Nuclear training and operations. In addition, he works with company stakeholders and committees focusing on Root Cause and Event Analysis, is chair of the Human Performance Advisory Committee for Transmission, sits on the HPI Sub-Team for Energy Supply and Generation, and is a Core Team member of the NATF Human Performance Practices Group. He has been active in presenting Human Performance Improvement

to other utilities, regulatory and oversight groups, and various organizations. Kent has earned a Bachelor of Science in Applied Physics from Winona State University.

Laura Redenshek

FirstEnergy



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 and 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, 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.

Sandy Shiflett

North American Electric Reliability Corporation



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 seven years ago. She has been instrumental in the development of this community of practice for human performance for our stakeholders and industry.

Vince Vincek

ComEd



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.