

Culture Trumps Strategy, So Why Not Make **Culture** Your Strategy?



NERC Human Performance Conference

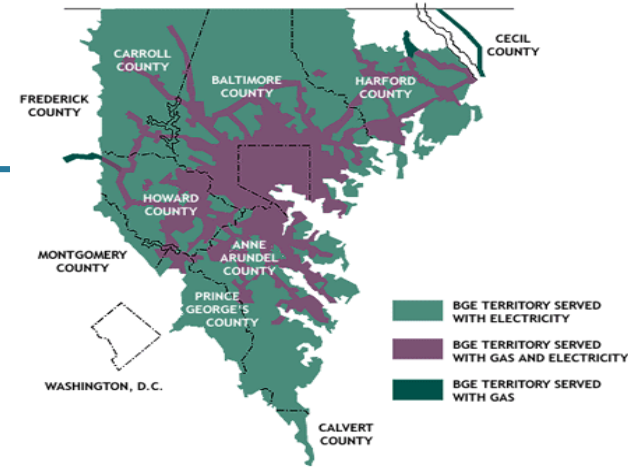
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*Includes Just Culture Principles
pioneered by Outcome Engenuity*



BGE by the numbers

- Oldest utility in the United States
- Non-union
- Merged with Exelon 2012
- Approximately 3,300 employees (~ 1,100 field workers)



	Electric	Gas
Service Territory	2,300 sq miles	3,057 sq miles
Customers	1,241,126	655,055
Transmission (500, 230, 115 kV)	1,292 miles	164 miles
Distribution Miles (4, 13, 34 kV)	25,159 miles	7,054 miles
Stations	244 substations	12 gate / 651 regulator



What we were facing in 2011

“Despite our extensive safety focus we continue to have incidents potentially resulting in serious injuries and fatalities.

Since our traditional approach has not worked, we must find a new approach for cultivating the organizational, cultural and behavioral changes necessary to address the gaps that continue to plague our safety performance.”



We knew this had to be different

**Energize a
grass roots
movement**

**Focus on the
human
component**

**Go beyond
the utilities**

Think OOB



**Build it in, not
bolt it on**

**Make it
personal**

**Make it
“sticky”**



What we learned about our culture



What we concluded

We must address
our culture,
if we are to
achieve a
breakthrough in
safety and
operational
performance



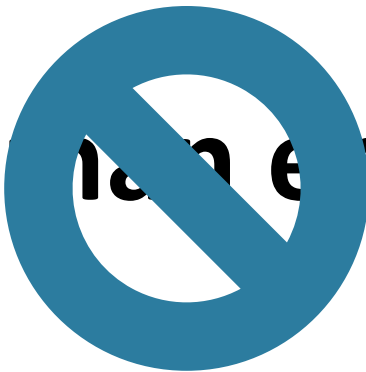
What we learned from other high risk industries

Just Culture



The greatest threat to safety and operational performance

Human error



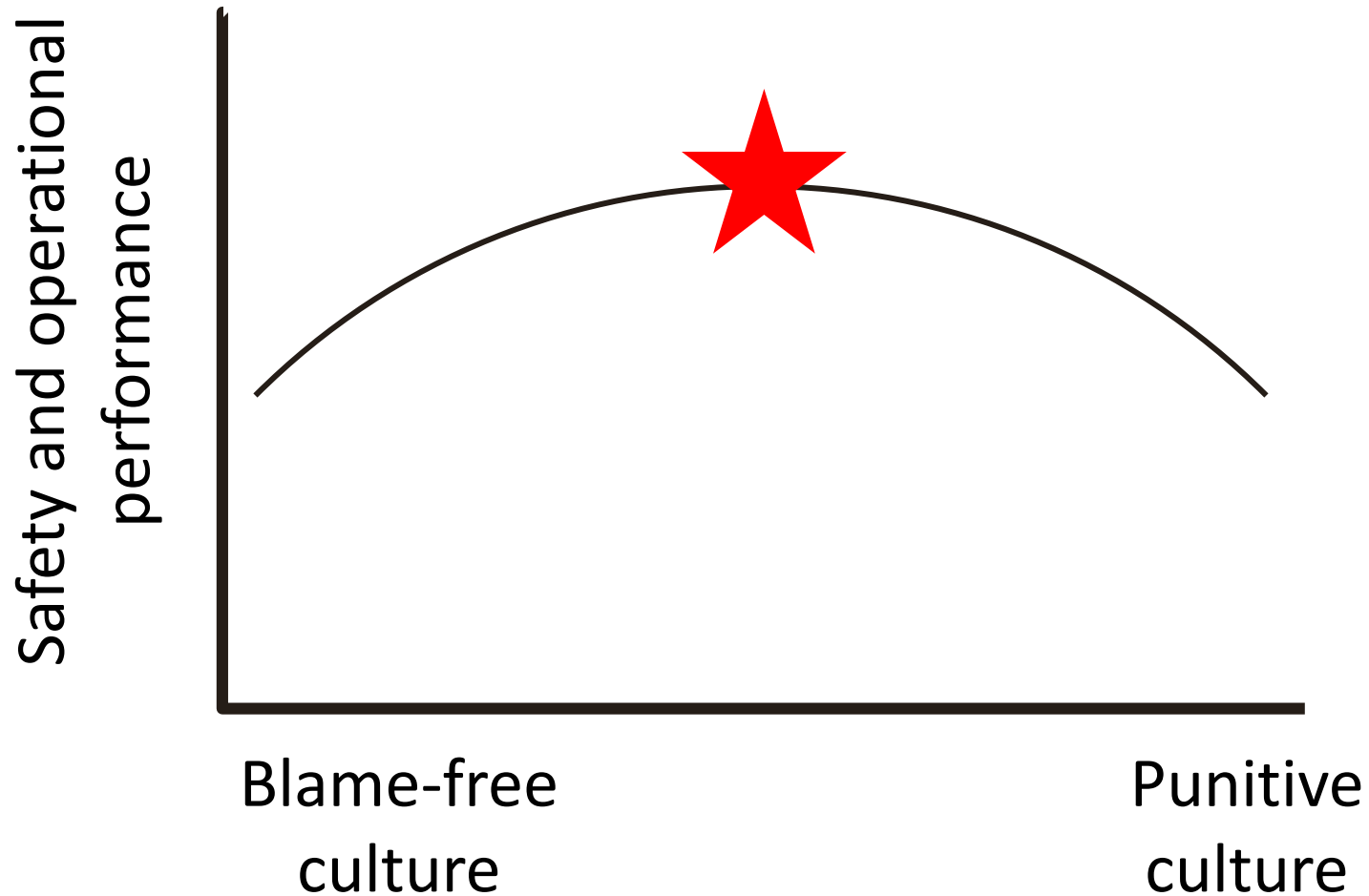
At-risk behavior

Behaviors that introduce risk

- Human error
- At-risk behavior
- Reckless behavior



Ensuring justice and accountability



Justice and accountability is the GLUE



The benefits we can achieve

- Better outcomes
- Improved performance across all operating goals
- Reduction of at-risk behaviors and errors
- Increased reporting, transparency and shared learning
- Increased effectiveness of incident investigations
- Increased trust, engagement, and teamwork
- Enhanced leader development



Workshop topics

- The Just Culture model of risk management
 - Values and Expectations
 - System Design
 - Behavioral Choices
 - Learning Systems
 - Justice and Accountability
- How we are doing it



It's a journey worth taking

