HPI LEADERSHIP AND EVENT LEARNING

February 12-13, 2019
The Westin Phoenix Downtown
Phoenix, AZ

RELATED EVENT:
HUMAN PERFORMANCE IMPROVEMENT FOR UTILITIES
February 11, 2019 | Phoenix, AZ

EUCI is authorized by IACET to offer 1.1 CEUs for this course
At the date of this posting, IACET is approved by the Society for Human Resources Management (SHRM) for continuing education.
OVERVIEW

This course explores the principles of HPI, how and why people deviate and events happen in systems, and key concepts of event learning. The course will begin with an interactive dynamic learning activity (DLA) that will require participants to apply HPI’s error-reduction tools to succeed. The DLA will also illustrate the complex interactions between organizational systems, error precursors, and individual choices to yield unwanted events, which will set the stage for a new approach to event learning.

Participants will then learn the basics of two new event-learning processes proven to generate engagement, process improvement, and real accountability: (1) The Learning Team process pioneered by Dr. Todd Conklin at Los Alamos National Labs, and (2) the Latent Cause Analysis process developed by Bob Nelms with the Failsafe Network. Participants will then simulate a Learning Team based on a case study of an actual event in the power generation industry.

When something goes wrong, people expect accountability, fairness, and justice.

Unfortunately, in the aftermath of events, most organizations struggle with achieving all of these expectations. To aid in this significant challenge, participants will review and apply two different decision-making tools designed to aid leaders in selecting a just response to the behaviors leading to events.

This course will also review the principles and basic skills associated with the Enhanced Cognitive Interview process, and participants will practice these skills in multiple interview simulations. Participants will also explore how to develop effective action items in response to the types of conditions leading to an event and learn the most common mistakes made in developing action items.

Participants will then return to the DLA they encountered at the beginning of the course and apply new lessons learned during the course to improve performance. Finally, participants will explore the specifics of HPI implementation and sustainment.

*It is strongly suggested that you attend the previous course, Introduction to Human Performance Improvement for Utilities as a pre-requisite for this course*

LEARNING OUTCOMES

This course enables the participants to reduce events caused by human and system error by:

1. Simulating event learning processes that engage participants in the learning process, creating engagement, buy-in, ownership, and real accountability
2. Demonstrating effective investigative interviewing skills through application of the Cognitive Interview process
3. Distinguishing between retributive justice and restorative justice and determining when and how best to apply each of those
4.Applying various culpability decision-making models and discussing the advantages and disadvantages of each
5. Reviewing strategies and pitfalls for implementing and sustaining HPI

This a very interactive and experiential course, achieving the learning outcomes through simulations and case studies rather than just lecture. It is fast-paced and fun.

WHO SHOULD ATTEND

From Power Generation, Transmission & Distribution Plants and Substation Directors, Managers, Supervisors, Technicians and Coordinators of:

- Outage
- Front-Line
- Safety
- Operational Experience
- Human Resources
- Human Performance
- Maintenance
- Operations Support
- Combustion Turbine
- Electrical Engineer
- Hydro Operations
- Operations
- Power Supply Engineering Services
- Plant
- Substation Technical Services
- Thermal Assets
- Wind Assets
- Planner/Scheduler
- Engineering
# AGENDA

**TUESDAY, FEBRUARY 12, 2019**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:00 – 8:30 am</td>
<td>Registration and Continental Breakfast</td>
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<tr>
<td>8:30 am – 5:00 pm</td>
<td>Course Timing</td>
</tr>
<tr>
<td>12:00 – 1:00 pm</td>
<td>Group Luncheon</td>
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Dynamic Learning Activity Setting the Stage for Event Learning

Learning Methods

How to Conduct a Learning Team
- Case Study with Learning Team Simulation
- Overview of the Latent Cause Analysis

Just Culture
- Restorative and Retributive Justice
- Assessing Culpability Using DOE Culpability Matrix and the Just Culture Algorithm

Introduction to Cognitive Interviewing
- Memory Models and Memory Fallibility
- History, Principles, and Key Concepts of Cognitive Interviewing
- Understanding and Developing the Skills for Conducting Effective Cognitive Interviews
- Cognitive Interview Skills Practice Following a Stimulus Event

**WEDNESDAY, FEBRUARY 13, 2019**

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Cognitive Interviewing Skills Demonstration - Continued

Beyond Blame, Shame, and Retrain: Developing Effective Action Items
- Best Practices
- Pitfalls and Lessons Learned

Dynamic Learning Activity – Round 2: Applying Lessons Learned

HPI Implementation & Sustainment
- Best Practices
- Pitfalls and Lessons Learned

HPI Resources, Q&A, & Wrap-up
HUMAN PERFORMANCE IMPROVEMENT FOR ELECTRIC UTILITIES

The average American company wastes $637 per year per employee on human errors. Due to the nature of the work we do and the service we provide, the cost of human error in the electric utility industry is much higher. After deploying a robust Human Performance Improvement effort, companies typically see more than a 40% decrease in human errors and the costs associated with them. This course will give you the information you need to start down that path.

Human Performance Improvement (HPI) enables us to work safer and more reliably. “To err is human...” but does human fallibility doom us to failing over and over again? “Human error” is often attributed as the cause of events, whether we are talking about injuries, equipment damage, unit trips, environmental releases, etc. This leaves everyone wondering, “How can we reduce events caused by human fallibility?” For too long, there hasn’t been a good answer to that question.

HPI is the application of principles and techniques specifically designed to reduce organizational events at all levels of the organization. This course will give you the information you need to begin practicing and leading HPI in your facility.

LEARNING OUTCOMES

This course enables the participants to reduce events caused by human and system error by:
1. Exploring how and why people make mistakes, choose at-risk behaviors, and violate rules
2. Equipping participants with a robust set of error-reduction tools proven to reduce human error
3. Developing an understanding of the principles of learning from events, the barriers to learning from events, and a proven philosophy for improving

This a very interactive and experiential course, achieving the learning outcomes through simulations and case studies rather than just lecture. It is fast-paced and fun.

WHO SHOULD ATTEND

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Directors, Managers, Supervisors, Technicians and Coordinators of:
• Outage
• Front-Line
• Safety
• Operational Experience
• Human Resources
• Human Performance
• Maintenance
• Operations Support
• Combustion Turbine
• Electrical Engineer
• Hydro Operations
• Operations
• Power Supply Engineering Services
• Plant
• Substation Technical Services
• Thermal Assets
• Wind Assets
• Planner/Scheduler
• Engineering

“If you want to energize your established thought about HPI...come spend 2-days with Wes Harvard.”

Corporate Safety Director, Asplundh
AGENDA

MONDAY, FEBRUARY 11, 2019

8:00 – 8:30 am Registration and Continental Breakfast

8:30 am – 5:00 pm Course Timing

12:00 – 1:00 pm Group Luncheon

Overview of Human Performance Improvement
- Benefits of Implementing HPI: Safety, Reliability, Cost Reductions, Engagement, etc…
- Defining and Refining the Scope of HPI
- Review of HPI History, including Application in Electric Utilities
- Principles of HPI and Exploration of Human Fallibility
- Performance Modes & Error Modes
- Error Precursors
- Human Error Traps, their Triggers, and the Tools for Reducing Error

Philosophy of Event Learning
- How our Response to Failure Leads to More Failure
  - Blame Cycles
  - Biases that Hinder Learning: Hindsight Bias, Better-than-Average Bias, Severity Bias, Confirmation Bias, Pattern-Matching Bias, and Fundamental Attribution Error
- The Shortcoming of Newtonian Cause-and-Effect Analyses in Organizational Errors
- Revising our Response to Failure to Negate the Blame Cycles and Biases
- Creating Real Accountability

Error-Reduction Tools Workshop
Human Error Traps, their Triggers, and the Tools for Reducing Error
- Dynamic Learning Activity: Buzzard Repellant Dispersal Device Repair – Teaching and Reinforcing:
  - Phonetic Alphabet
  - Pre-Job Brief
  - Place-Keeping
  - Peer Check
  - Post-Job Review
  - 3-Way Communication
  - Procedure Use & Adherence
  - Self-Check/TV-STAR
  - Stop (and Get Help) When Unsure

“I came into the training skeptical on what truly HPI was involved with. After working through Wes’s training, I have a very different approach and will be able to use these aspects!”

Manager, Operations, Westar Energy

“The hands-on material took this training from educational to useful, I’m ready to take this back to my workplace.”

Business Analyst, CenterPoint Energy
COURSE INSTRUCTOR

Wes Havard
Operational Excellence & Human Performance Improvement, Luminant

Wes Havard is a leader of the Operational Excellence and Human Performance Improvement activities at the largest generator of electricity in Texas. He works out of the Martin Lake Steam Electric Station with 3 850MW/hr units. His experience includes Continuous Improvement, Operations Management, Cause Analysis, OE, and HPI. He has a B.S. in Business Management and is completing his Ph.D. in Industrial and Organizational Psychology.

REQUIREMENTS FOR SUCCESSFUL COMPLETION

Participants must sign in/out each day and be in attendance for the entirety of the course to be eligible for continuing education credit.

INSTRUCTIONAL METHODS

The course will use a combination of dynamic learning activities, PowerPoint slides, and case studies.

EVENT LOCATION

A room block has been reserved at the The Westin Phoenix Downtown, 333 N Central Ave, Phoenix, AZ 85004, for the nights of February 10-19, 2019. Room rates are $174 plus applicable tax. Call 1-602-429-3500 for reservations and mention the EUCI event to get the group rate. The cutoff date to receive the group rate is January 11, 2019 but as there are a limited number of rooms available at this rate, the room block may close sooner. Please make your reservations early.

IACET CREDITS

EUCI has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET). In obtaining this accreditation, EUCI has demonstrated that it complies with the ANSI/IACET Standard which is recognized internationally as a standard of good practice. As a result of their Authorized Provider status, EUCI is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standard.

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REGISTER 3, SEND THE 4TH FREE

Any organization wishing to send multiple attendees to this conference may send 1 FREE for every 3 delegates registered. Please note that all registrations must be made at the same time to qualify.
PLEASE REGISTER

**BOTH HUMAN PERFORMANCE IMPROVEMENT FOR ELECTRIC UTILITIES AND HPI LEADERSHIP AND EVENT LEARNING COURSES**
- FEBRUARY 11-13, 2019: US $2195
- Early bird on or before January 25, 2019: US $1995

**HPI LEADERSHIP AND EVENT LEARNING COURSE ONLY**
- FEBRUARY 12-13, 2019: US $1395
- Early bird on or before January 25, 2019: US $1195

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Substitutions & Cancellations
Your registration may be transferred to a member of your organization up to 24 hours in advance of the event. Cancellations must be received on or before January 11, 2019 in order to be refunded and will be subject to a US $195.00 processing fee per registrant. No refunds will be made after this date. Cancellations received after this date will create a credit of the tuition (less processing fee) good toward any other EUCI event. This credit will be good for six months from the cancellation date. In the event of non-attendance, all registration fees will be forfeited. In case of course cancellation, EUCI’s liability is limited to refund of the event registration fee only. For more information regarding administrative policies, such as complaints and refunds, please contact our offices at 201) 871-0474

Please make checks payable to “PMA”