

FERMI HUMAN PERFORMANCE

DTE Energy®



Kevin Hlavaty
Fermi 2 Plant Director

Ed Kokosky
Performance Improvement Manager

Kent Scott
Operations Manager

Kirk Snyder
Systems Engineering Manager

Rod Johnson
Compliance Supervisor



Meeting Agenda

- **Plant Management Introductions**
- **Management Actions for improved Human Performance**
- **Actions completed**
- **Future Actions**



Overview of Management Actions

- Clear management owner for human performance
- Industry Standard Program through station formal processes and procedures
- Major actions to address Procedure Adherence and Adequacy
- Improved internalization by the workers
- Monitoring performance



Management Ownership

- Station human performance is aligned under the Plant Director
 - Chairman Human Performance Steering Committee
 - Oversight of the Human Performance Excellence Plan
 - Oversight of station and site department resets
 - Chairman for Performance Improvement Review Teams to ensure appropriate ownership of actions



Industry Standard Program

- Benchmarked and established formal site procedure on human performance
- Developed a set of field worker human performance tools using industry standards and Fermi workers input
- Conducted training for site personnel on these tools
- Established approved site human performance supervisor to implement the program



Major Actions to address Procedure Adherence and Adequacy

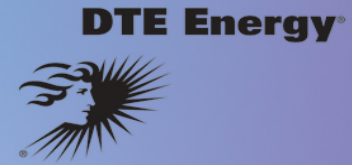
- Revise station processes to include a section on addressing risk during emergent work/operating situations. This revision includes how to review risk impact during emergent work situations such as troubleshooting.
- Provide training to managers supervisors and workers on how to identify elevated risk during plant work and use in-field decision making tool READE (Recognize, Express, Appraise, Decide, Evaluate).
- Revised Pre-Job Brief template to verify adequate guidance and content exists in the station procedures for conducting walkdowns to ensure work package quality prior to field work.
- Planner training to improve quality and metrics developed to drive accountability for work package quality
- Observations and metrics to monitor procedure adherence and adequacy
- Established low level trending to track procedure adherence and adequacy



Improved Worker Internalization

- Operations communicated expectations
 - Provided examples of good and bad human performance usage
- Reinforced training
 - Dynamic Learning Activity (DLA)
 - Practicing human performance tools
- Follow up with focused observations by Leadership
- Maintenance Excellence Board (MEB) established for First Line Supervisor and General Maintenance Journeyman

Improved Worker Internalization - continued



- **Internal Excellence Plan**
 - Engineering HU Excellence Plan
 - Steering committee – manager oversight and alignment
 - Developed FBP-66: “Engineering Human Performance Program” – standards and fundamentals
 - Implemented Engineering Product Quality Reviews
 - Improved performance indicators
- **Human Performance training**
 - FBP-66 JIT: Engineering Human Performance Program
 - Continuing Training for Engineering Decision Making
- **Created “Procedure of the Month” Program**
 - Reinforced procedure compliance and identified procedure adequacy issues
 - PM Program, Design Calculations, and Risk & Pre-job briefs

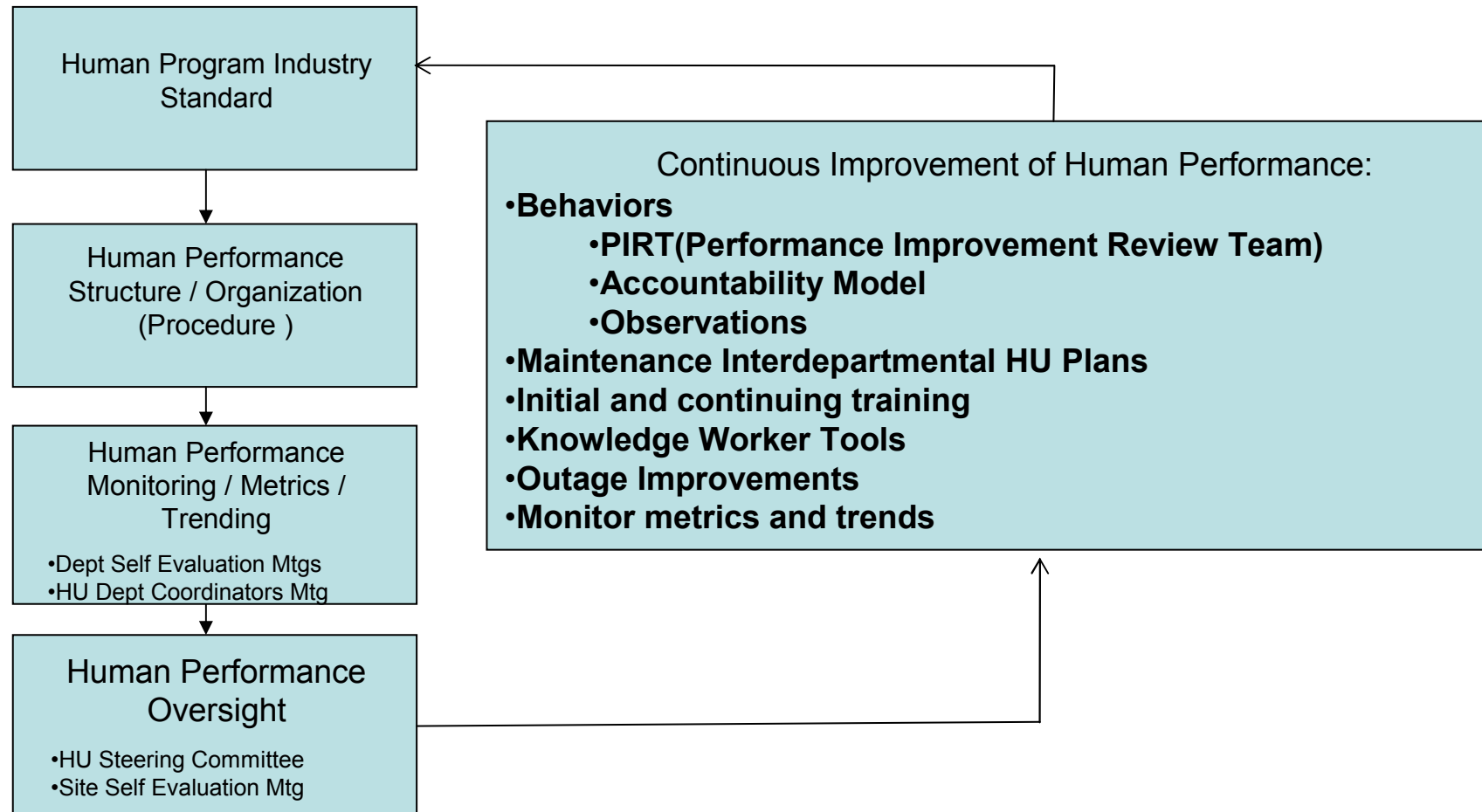


Monitoring performance

- Site Event Free Day Resets
- Department Event Free Day Error Rate
- Specific Department Event Free Day Resets
- Crew Group Resets
- Procedure Use and Adherence Quality Metrics
- Corrective Action Trends
- Observation Trend Data



Sustained Performance





Closing Remarks

- Management engagement ensure the right focus and urgency
- Senior management sponsorship of the program
- Established human performance as a top site issue to ensure we are learning from low level errors
- Formalized the Human Performance Program and Tool Usage is established
- Extensive benchmarking has been conducted and implemented with outside assistance
- Sustainability including our metrics ensures previous operating experience is not repeated