



Human Performance And Hybrid Work Schedules

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More companies are moving toward a Hybrid work schedule after many organizations were forced to move to a remote posture during the pandemic.

*In a recent report out of Accenture (Accenture Work Study 2021):
Out of 9,326 works around the world, 83% prefer a hybrid work model*

Source: https://www.accenture.com/us-en/insights/consulting/future-work?c=acn_glb_talentandorganimediarrelations_12163686&n=mrl_0521

Remote Work



Top Struggles of Remote Workers



Source: <https://www.businesspundit.com/working-remotely/>



Benefits of Hybrid Work:

- ✓ Better balance at work and home
- ✓ Better mental health
- ✓ Feeling of “Net Better Off”:
 - ✓ Six dimensions are: Emotional & Mental, Relational, Physical, Financial, Purposeful and Employable.



Some Challenges of Hybrid Work:

- ✓ Constant changes with CDC guidance
- ✓ Uncertainty in organization guidance
- ✓ Changes in schedule for commuting
- ✓ Switching between work stations
- ✓ Changes in schedule to coordinate with team members
- ✓ Changes in routine
- ✓ Balancing home responsibilities
- ✓ Connectivity issues at home and the office
- ✓ Tech issues with communication tools while remote and on-site

Impacts of Hybrid Schedules and Impact to Error Traps

Task Demands	Individual Capabilities
★ High Workload	• Unfamiliarity with task / First Time
★ Time Pressure	• Lack of knowledge (faulty mental mode)
★ Simultaneous or multiple tasks	• New technique not used before
• Repetitive actions/ Monotony	• Imprecise communication habits
• Irrecoverable actions	• Lack of proficiency; inexperience
• Interpretation requirements	• Unsystematic problem-solving skills
• Unclear goals, roles, or responsibilities	• “Can-do” attitude for safety-critical task
• Lack of or unclear standards	• Illness or fatigue; general health
Work Environment	Human Nature
★ Distractions / Interruptions	★ Stress
★ Changes / Departure from routine	★ Habit patterns
• Confusing procedure / Vague guidance	• Assumptions
• Confusing displays / controls	• Overconfidence
• Work-arounds / OOS Instrumentation	• Mind set (intentions)
• Hidden system responses	• Inaccurate risk perception
• Unexpected equipment conditions	• Mental shortcuts or biases
• Lack of alternative indication	• Limited short-term memory

*Irrecoverable actions are not necessarily error precursors, but are often overlooked, leading to preventable events.

*OOS – Out of Service

DOE Summary of Error Precursors: https://www.standards.doe.gov/standards-documents/1000/1028-BHdbk-2009-v1/@_@images/file

Threat Error Management Skills



Tools to Help Reduce Human Error

Situational Awareness	<ul style="list-style-type: none"> • Questioning Attitude • Shift Turnover
Planning & Decision-Making	<ul style="list-style-type: none"> • Procedure Adherence & Use • Decision Making
Workload Management	<ul style="list-style-type: none"> • Stress Management • Task Loading
Monitor/ Cross-Check	<ul style="list-style-type: none"> • Checking & Verification • Self-Checking
Communication	<ul style="list-style-type: none"> • Effective Listening • PJM Communication Protocols
Leadership Effectiveness	<ul style="list-style-type: none"> • Conflict Resolution • Leadership

HP&OE Program Goals:

- Reduce the frequency and impact of human error
- Share and learn from internal and external events
- Analyze events to identify corrective actions to prevent and reduce impacts of adverse events.



PJM's Sharing and Learning Culture Focuses on the Following:

- ✓ WHAT happened and WHY the event occurred, NOT WHO failed to do something
- ✓ Sharing and learning, NOT blaming others or pointing fingers
- ✓ Successes and what behaviors led to positive outcomes