

**LUCAS**

ORGANIZATIONAL PERFORMANCE TRAINING

# CCPUD Safety Assessment Executive Summary



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# LUCA

ORGANIZATIONAL PERFORMANCE

## Background

Lucas was contracted to perform an assessment into CCPUD's reporting system for safety concerns, close calls and events



# Executive Summary

## Overall Recommendations



- Define, formalize and institutionalize the Issues Management System
- Increase employee involvement in the process
- Investigate events with a team approach
- Employee feedback and buy in on remedies



# Assessment Tools

- Employee Safety Concerns (SC) and Close Calls (CC) survey
- Focus group and individual interviews.
- Benchmarking to gain perspective on how CCPUD compared with other industries
- Comprehensive review of CCPUD's SCs and CCs electronic reporting system (PeopleSoft)

# CCPUD Survey Analysis and Summary

## Overall Response Averages

- ▶ Percentages
- ▶ Feedback Categories and Recommendations



# Question Results

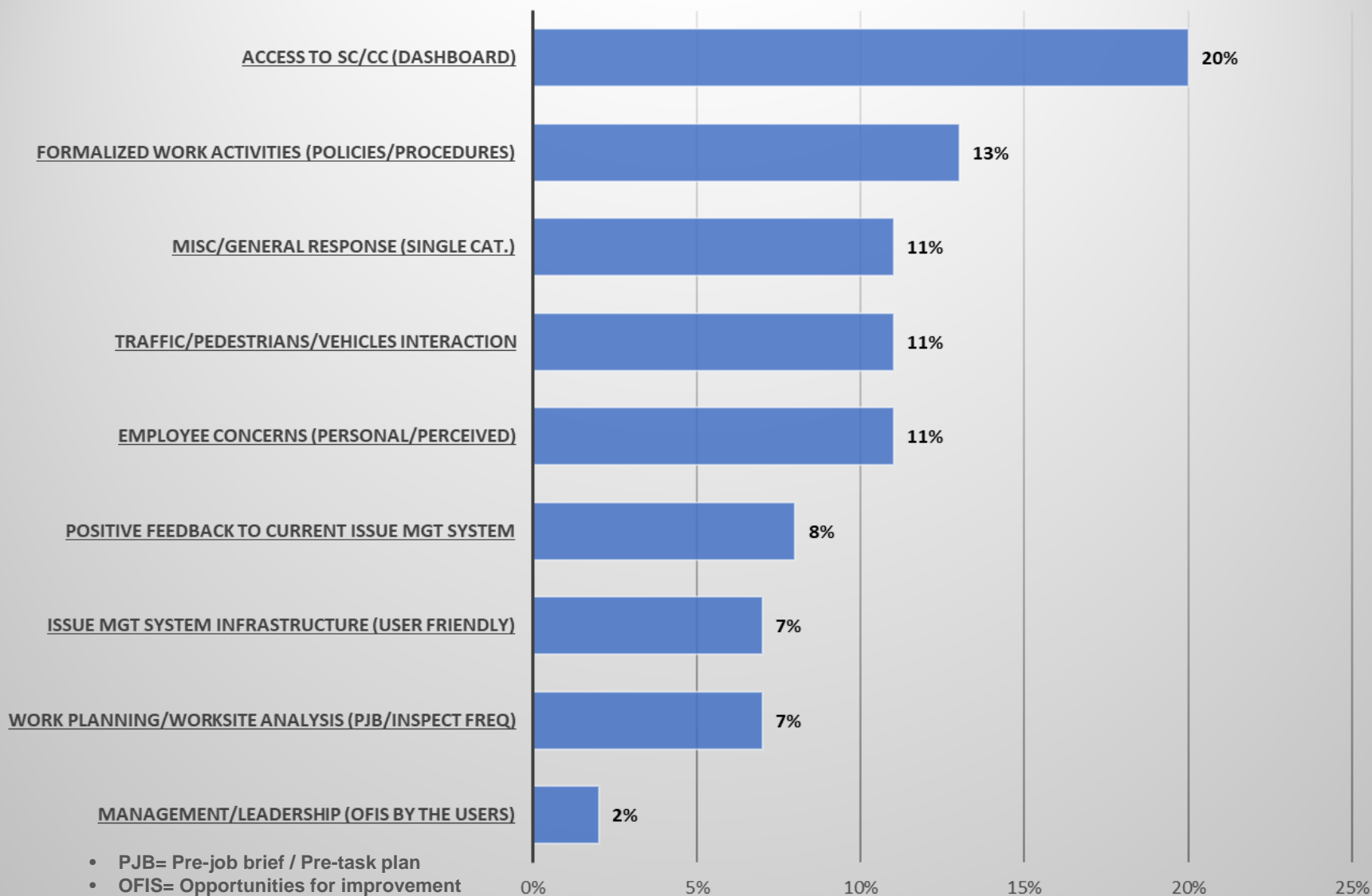
- ▶ 40 of 500 (8%) of CCPUD employees believe that submitting a SC or CC would have a negative impact on themselves or others.
  - ▶ 35 or 7% were unsure and 425 or 85% positive response
- ▶ 42 of 500 (8%) of CCPUD employees do not feel they are encouraged by leadership to use the SC system, nor do they believe the leadership does as well.
  - ▶ 49 or 10% were unsure and 410 or 82% feel encouraged
- ▶ 55 of 500 (11%) of CCPUD employees are not confident, should they submit a SC or CC, that their organization will understand and solve their issue in a timely manner.
  - ▶ 50 or 10% were unsure and 395 or 79% feel confident

# Question Results

- ▶ 58 of 500 (12%) of CCPUD employees are not convinced their organization solves CCs and SCs with long-term, strategic solutions.
  - ▶ 80 or 16% were unsure and 362 or 72% were convinced
- ▶ 34 of 500 (7%) of CCPUD employees feel skeptical about stopping work in the district if they see a potential safety issue.
  - ▶ 47 or 9% were unsure and 420 or 84% were not skeptical
- ▶ 57 of 500 (11%) of CCPUD employees do not understand when and how to submit a SC or CC, nor do they understand the process of how leadership begins to solve those concerns.
  - ▶ 56 or 11% were unsure and 387 or 77% feel they understand the process

# CCPUD Survey Analysis and Summary

## CCPUD Employee Response Categories







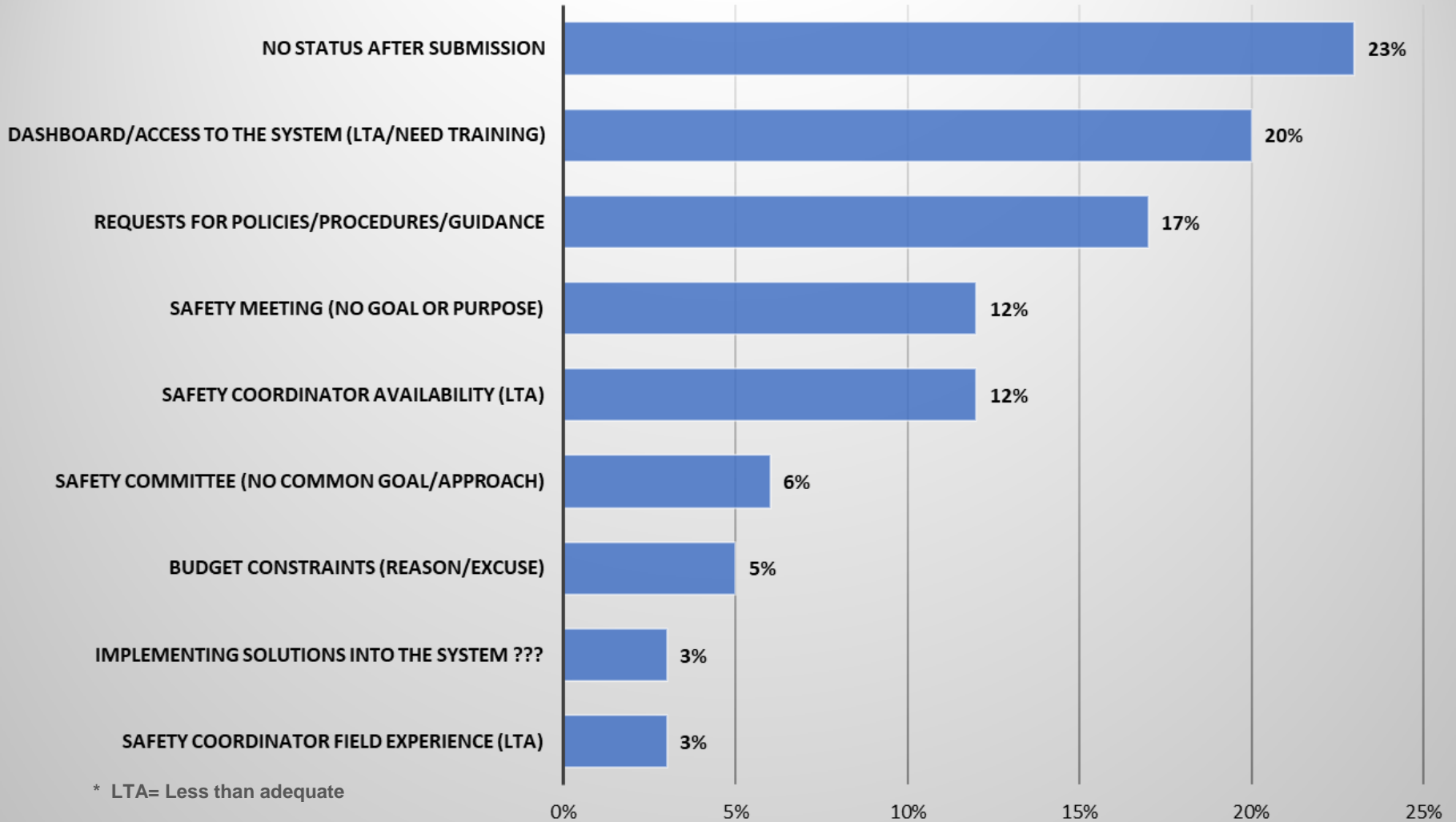
## CCPUD Interviews and Summary

- ▶ Feedback Categories and Recommendations
- ▶ Compliance Issue with Safety Committees



# CCPUD Interviews and Summary

## ***CCPUD Employee Interview Concerns***



# Benchmarking Analysis and Summary

- In-depth benchmarking with external companies
  - ▶ Results
  - ▶ Recommendations



# Recommendations

Benchmark Answer  
Needing Improvement

When an issue is reported, who is the primary responsible party?

Who manages issues until they are resolved?

Who receives feedback for the approval and closure of the issue?

Benchmark Answer Recommendation

The operations organization is responsible for the issues that are reported. This could include first line supervisors, field work supervisors, superintendents and department managers. As each company defines operations titles differently, this list is not inclusive.

The operations organization and/or the department manager manages the issues until they are resolved.

The approval and closure of the issue needs to include the initiator, the responsible party that managed the issue, and management. For issues that are not approved by the initiator, management and/or the bargaining unit safety representatives must meet with the initiator to come to an agreement for closure.

# SC/CC System Deep Dive

- ▶ Deep Dive of PeopleSoft (2004 - 2019)





# SC Analysis and Summary

- Analysis
  - Incidents categorized as SCs
  - Timeliness in Addressing SCs

# Close Call Analysis and Summary

- A large number of CCs are closed quickly (this may not be a good thing...)



# Recommendations



- ✓ Continue tracking, trending and comparing SCs and CCs once both are clearly defined by the organization
- ✓ High quality well defined metrics are key for predictive monitoring

## \*NOTE\*

*It is important to note a decrease in SC can indicate the increased potential for a more significant event to take place*



## Recommended Long Term Goals

- ▶ Define SCs and CCs
- ▶ Empower Safety Committees
- ▶ Re-align Safety Meetings
- ▶ Continuous Improvement efforts

# Safety Concern/Close Call System Recommendations

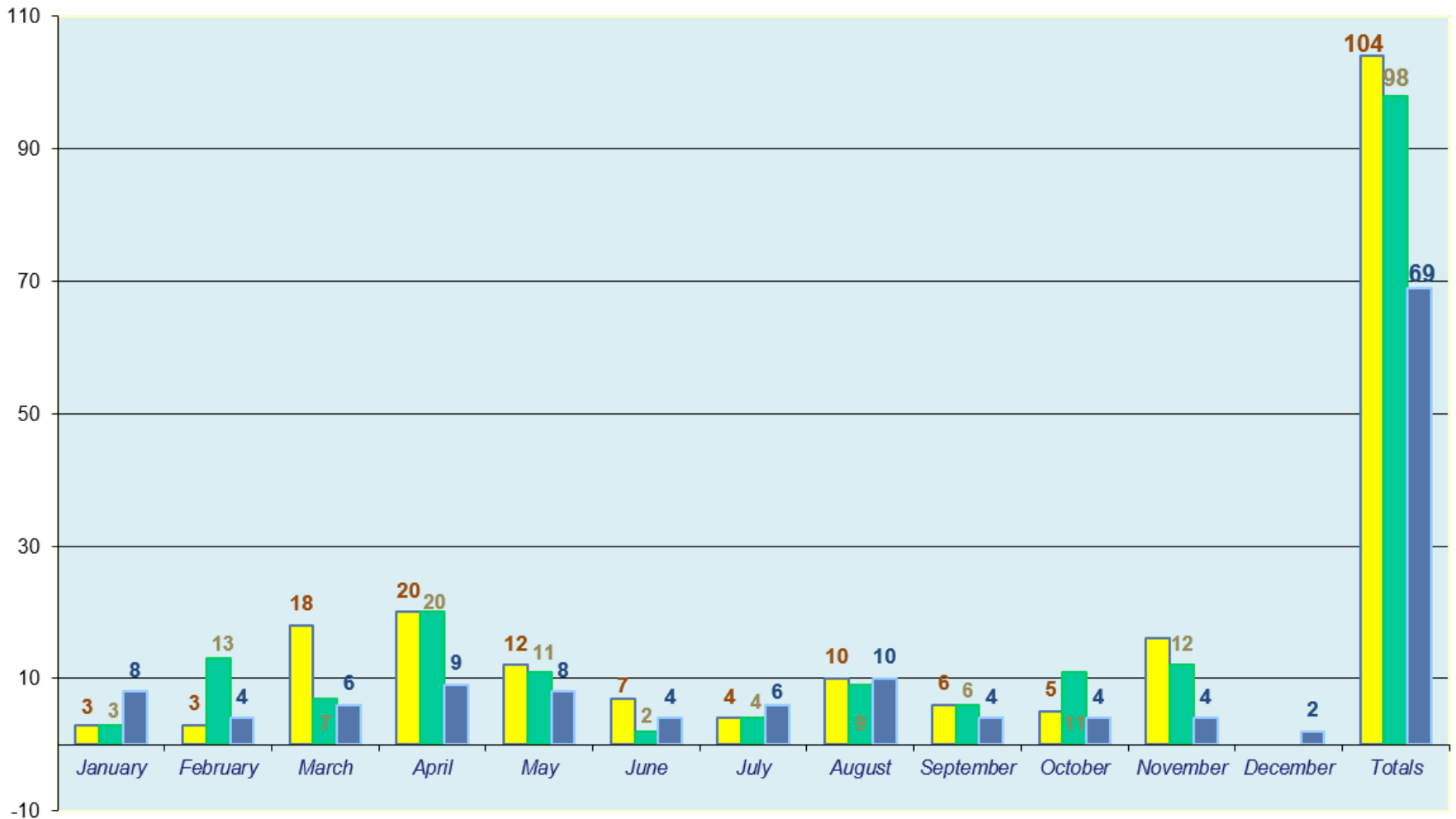
1. Modernize Issues Management System
2. Safety Concerns / Close Calls Communication
3. Safety Coordinator Role
4. Event Response Team
5. Safety Committees
6. Employee perceptions
7. Safety Concern Historical Trend
8. Historical Employee Safety Concerns
9. Survey Issue Analysis

Event Learning Standard



All recommendations are currently  
in process or complete

Description given of SC/CC through interviews	Status
1. Abnormal hold on closed breaker helps identify equipment is energized but no consistent policy	Researching
2. Short term fix was the abnormal tag and is not consistent. Long term fix is live GIS system for electrical	In Progress
3. Tagging system is still behind and needs to be addressed	95% Complete
4. Juvenile fish bypass rakes have a problem with cable spans	Researching
5. In 04/2012 worker was “electrocuted “by 40v not grounded. Instead of fixing the relay panel, engineering wanted review of all like equipment	Research
6. Some of the problems have not been district wide like removing wooden ladders	Ongoing
7. Tower on Hamlin Road 110 has been in system for 8 years	Researching
8. Having to borrow CS entry tools doesn’t work well	Complete
9. Headlights on line trucks during winter are an issue	90% Complete
10. Summit substation fence is not high enough, skiers can enter if snow is high enough	In Progress
11. training program for fleet involving specialized gear need to be assessed	Researching
12. Multiple authorized employee lists floating around with no master	Complete
13. Group has members that are concerned working alone in remote areas as it pertains to emergencies	Researching
14. Once and event is in the system, it should not be owned by the safety department. It should be tasked to the operations group involved	In Progress
15. Dryden platform was constructed out of wood but needs permanent fix	Researching
16. Duplication of SC/CC in order to track recommendations	In Progress
17. Tech shop needs clarification on which standard to follow IEEE or SCADA	Researching
18. SC/CC system needs access levels to prevent edits by unauthorized people	In Progress
19. Contractors brought in to complete work, did work wrong and facilities must fix	Researching
20. Parks department has a septic issue at a non-specified location	Complete
21. 36 auto close gates that do not operate as designed.	W.O. Created work Complete by 02/24/2020



■ 2019 Safety Concerns    
 ■ Safety Concerns Completed    
 ■ 2018 Safety Concerns