



February 2019 Safety Message

A Vision of Safety

- ▶ Compliance?
- ▶ It's personal
- ▶ A promise
- ▶ A case study in error: Taum Sauk

RI Construction, 1930



Safety must be personal

- ▶ It can't be enforced – not really
- ▶ There is something greater: the heart of safety is our “why”



When you know my “why”

- ▶ I'm inviting you to take it seriously, to do whatever it takes to help me protect it

- ▶ A contract, a promise:



Our Values

Safety

*protect public and employee
health and safety*

Stewardship

*acting on behalf of
customer-owners, protecting
public resources entrusted to us*

Trustworthiness

competence, integrity, respect

Operational Excellence

*high-quality innovative
work execution*

A Powerful Team
Chelan County PUD Employees

The Foundation: Science of Error

1 to 7 uncontrollable errors an hour (up to 25)

“UNDERSTANDING”: INVESTIGATE

Management

Communicates time pressure / stress inadvertently

Foreman

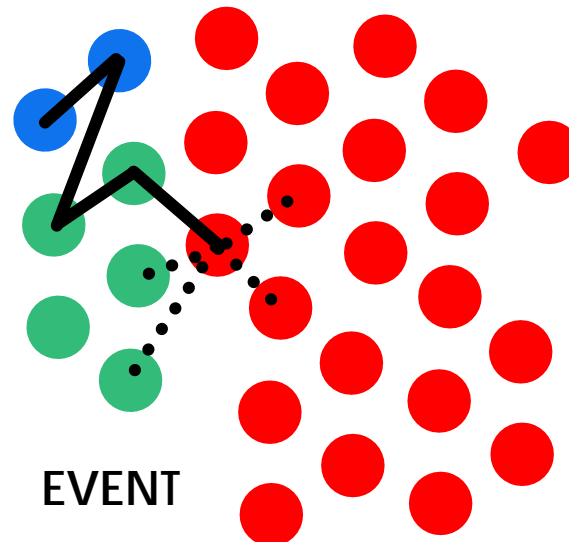
Assigns time-critical job that requires 5 people

Employee

Least experienced employee takes over 2nd role for sick veteran

Customer

In the middle of the job, a customer does something unpredictable that requires a fast, experienced reaction



The Antidote: Stop, Think, Question

- The Theme of Sorrow: “Something didn’t feel right, BUT...”
- Being willing to question, and be questioned
 - “If you don’t communicate your unease or concern, we’ve failed together.”
- It is counterintuitive and uncomfortable (at first)



An invitation

- Our job is protecting your “why”
- Hold us accountable
 - There are a multitude of safety issues, concerns, and latent problems waiting to bite us, just as in the Taum Sauk story
 - This month, we invite you to test us
 - Send them in: through close calls, a safety concern, a phone call, or anonymously through interoffice mail

Some lessons...

- **What struck you about this story?**
- **“Remember”** is the most dangerous word
- **Sub-optimization**: changing one element of a system without considering its effect on the whole
- **“Redhats”**: asking tough questions: where will this fail?
- **“Niagara Falls”** – the frog in the pot
 - How does this happen?