Safe and Just Culture
Heartland Consumers Power District Winter Conference
Flandreau, SD | Nov. 15, 2018

Mark A. Gabriel
Administrator and CEO
Who we are

- Serve 40 million Americans
- 15-state footprint
- 1.4 million square miles
- 49 offices
- ~700 customers
- Top-10 largest transmission utility in country
Mission breakout

**RELIABILITY**
- 651 people
- and
- 28 percent
- of dollars invested in maintenance and related areas

**MARKETING**
- including purchase power and wheeling
- 158 people
- and
- 42 percent
- of dollars committed to power marketing areas

**DELIVERY**
- 334 people
- and
- 22 percent
- of dollars dedicated to power operations and engineering areas

**COST-BASED**
- and related services
- 298 people
- and
- 8 percent
- of dollars applied to support the mission
Core Values

Listen to understand, speak with purpose
Seek. Share. Partner.
Be curious, learn more, do better. Repeat.

Respect self, others and environment.
Do what is right. Do what is safe.
Serve like your lights depend on it.
Human Performance & Just Culture

• HP: The people side of process
  • Three-way checks
  • Near-miss reporting
  • Job hazard briefings/tailboards

• Just Culture: Handling HP in a fair & objective way
  • Human
  • At-Risk
  • Reckless
FY 2018 safety record

- Safety incident rate of 1.0
- Zero-incident safety culture
- Safety Incentive Program
- Increase in near-miss reports
- Confined space training
- 18 Learning Summaries
- 2 Incident Root-Cause reports
FY 2018 OSHA accomplishments

Recordable Incident Rate

Green Target: <= 1.5 (at year-end)

RIR = 1.0

Days Away, Restricted or Transferred

Green Target: <= 0.8 (at year-end)

DART = 0.5
## FEVS results

<table>
<thead>
<tr>
<th>Question</th>
<th>FY18 Positive</th>
<th>5-year trend (FY14 thru FY18)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response Rates</td>
<td>65.0%</td>
<td></td>
</tr>
<tr>
<td>Employee Engagement: Overall</td>
<td>70.7%</td>
<td></td>
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<tr>
<td>Employee Engagement: Leaders Lead</td>
<td>56.6%</td>
<td></td>
</tr>
<tr>
<td>Employee Engagement: Supervisors</td>
<td>78.6%</td>
<td></td>
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<tr>
<td>Employee Engagement: Intrinsic Work Experience</td>
<td>76.8%</td>
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<tr>
<td>Global Satisfaction</td>
<td>71.8%</td>
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<tr>
<td>New IQ: Overall</td>
<td>63.6%</td>
<td></td>
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<tr>
<td>New IQ: Fair</td>
<td>50.7%</td>
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<tr>
<td>New IQ: Open</td>
<td>61.0%</td>
<td></td>
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<tr>
<td>New IQ: Cooperative</td>
<td>59.3%</td>
<td></td>
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<tr>
<td>New IQ: Supportive</td>
<td>80.6%</td>
<td></td>
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<tr>
<td>New IQ: Empowering</td>
<td>66.6%</td>
<td></td>
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</tbody>
</table>
Communicating about safety

Staying Out of “the Bite”

A

Almost half of injuries at WAPA during 2017 were “stuck-by” incidents that involved employees being hit by equipment or other objects — also known as being “in the bite” or in “the line of fire.”

Stuck-by incidents represent some of WAPA’s more serious injuries. An employee was killed in an accident caused by a disconnector switch containing stored energy and another was struck by a wooden crossarm. WAPA has averaged five stuck-by incidents per year since 2014. We are not alone in facing this challenge. “Stuck-by” is one of the highest causes of death nationwide in the construction industry, according to OSHA. The agency also reports that 72 percent of stuck-by fatalities involve heavy equipment. Other hazards include objects in the region, including electrical systems, uncontrolled equipment, and unstable equipment or materials.

Injury prevention methods include:
- Use of proper rigging, effectively securing equipment, safely releasing tension, and storing equipment safely.
- Avoiding distractions, such as cellphones or talking to others while working.

Other prevention strategies focus on situational awareness, hazard identification, and communication. These include evaluating job-specific settings, identifying project hazards such as stored energy or heavy equipment, and implementing site-specific control measures.

Safe Driving Tips:
- Distraction Driving: Drive defensively, be aware of your environment, and avoid distractions such as cellphones, music, or other activities that can take your attention away from the road.
- Backing Up: Be aware of your surroundings, and use your mirrors and sensors to ensure you do not hit anything or anyone.
- Weather: Be prepared for changing weather conditions and adjust your driving accordingly.

At WAPA, we are dedicated to enabling our employees to practice safe working habits. As part of this effort, we consider ourselves to be an integral part of learning and improving continuously.
Near-miss reports

U.S. DEPARTMENT OF ENERGY  
WESTERN AREA POWER ADMINISTRATION  
“NEAR-MISS” REPORT

To include information that would identify you or your location is optional (it may help if we need more details or to return feedback to you.)

Date of Incident: 10/4/2018

Location of Incident: Grape Vine Pass (GVP) communications site

Equipment Involved (If any): 2016 Ford Expedition

Describe, in detail, exactly what happened (continue on back of sheet or add pages if necessary):
I was going to the site to perform microwave maintenance. There is a rugged dirt/gravel road going to the site, with the upper half having some steep sections. It had rained a few days before but the current road condition was dry and no rain was forecasted. I placed the vehicle in 4WD (my usual procedure) and proceeded up to the site. About 2 hours on site, it started to rain hard for about 20 minutes. I completed my work 2 hours later and prepared to depart the site. Still in 4WD, I started down the hill slowly and immediately started to slide. I was able to stop the slide and tried to back up but was unable due to the slope and thick road. I decided to proceed with caution down the hill, inclining my way down. The rear-end of the vehicle started coming around several times and I had to “gloss it up” to keep it on the road. What normally takes 10 minutes took me 35 minutes.

Recommended Actions and/or Lessons Learned:
Don’t assume that making it up a grade is hard part. Coming down is just as important.
I recommend the road be regraded with more rock base to prevent mud from clogging the tires and providing better traction.

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U.S. DEPARTMENT OF ENERGY  
WESTERN AREA POWER ADMINISTRATION  
“NEAR-MISS” REPORT

To include information that would identify you or your location is optional (it may help if we need more details or to return feedback to you.)

Date of Incident: 2/22/18

Location of Incident: I-10 west bound and 51st Ave.

Equipment Involved (If any): Ford F-350

Describe, in detail, exactly what happened (continue on back of sheet or add pages if necessary):
A lineman turned his F-350 in for an oil change and tire rotation/balance to the DSW fleet department. On February 22 he was informed by fleet that the work on his vehicle was completed so he and a fleet rep went to the dealership to get the vehicle. The lineman then drove the vehicle back to the shop and fixed up with no issues. As he left the shop he heard a noise and felt some vibration. The lineman then pulled over and called fleet to report that he was taking the vehicle back to the dealership. After merging onto I-10 going west the vibration worsened and in the process of coming to a stop the tire fell off the vehicle leaving him stranded in heavy traffic. The dealership admitted failing to tighten the lug nuts and excepted full responsibility.

Recommended Actions and/or Lessons Learned:
When vehicles are taken in for service by fleet management they should verify that the service work is properly done before returning the vehicle to the owner. Although the work is done by professionals the operator should always make sure the vehicle is safe to drive.
Fall protection
Drone work
Human external cargo
Disaster response
Our loss
Contact/follow me

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