



Pat Bush, CUSA  
*Culture Change Initiatives* – Industry Panel  
EEI Fall Occupational Safety & Health Conference  
October 4 – 7, 2009  
Henderson, NV



# Westar Energy

- Headquartered in Topeka, KS
- Provide safe, reliable and affordable energy
- Largest electric energy provider in Kansas
- Generating capacity – 6,178 mw
  - 3 coal plants
  - 7 gas plants
  - 1 nuclear plant
  - 3 wind farms



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# Westar Energy

- Serve about 675,000 customers in east and east-central Kansas
- Service territory – 10,130 sq miles
- Employ about 2,400 people



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# Westar Energy

- December 2002 - New CEO, Jim Haines
- Established Safety as a Core Value
  - **Safety** – We strive to provide an environment free of injury.
  - **Integrity** – Our conduct is ethical and honest, inspiring belief that we will meet and stand by our commitments.
  - **Accountability** – We adhere to the highest standards of corporate governance and accept responsibility of our actions and decisions.

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# Westar Energy

- Outside Safety Consulting Group
- Spring 2006 – Assessment of Safety Culture
- Focus Groups and One-on-One Interviews
  - Power Delivery (line, substation, design)
  - Customer Care (meter reader, meter service)
  - Safety & Training
- All Locations Included

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# Westar Energy

- Identified 13 Systemic Findings
- Identified Business Unit Specific Findings
  - 7 in Power Delivery (line, substation, design)
  - 6 in Customer Care (meter reader, meter service)
  - 7 in Safety & Training
- Twenty-two Recommendations
  - Senior Mgmt committed to implementing recommendations
  - Regular communications on progress of implementation

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# Westar Energy

- First Line Supervisors Provided Leadership Training
  - Leader Development Process - classes in 2007 & 2008
  - 9 Groups - 15 supervisors in each group
  - Expectations, Communications, Innovation, Organization, Appreciation, Application
- OSHA 10-Hour for all Supervisors and Field Personnel
  - ET&D Partnership
- Created Manager, Contract Relations Position

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# Westar Energy

- Summer 2007 - New CEO, Bill Moore
  - Former Exec VP Field Operations
  - Emphasis on safety continues
  
- Summer 2007 - New COO Position, Doug Sterbenz
  - Former Exec VP Generation Services
  - Strong emphasis on safety
  - **"We will never trade your health and well being for getting the lights on, generating electricity, or servicing a customer."**

*Doug Sterbenz  
Executive Vice President  
Chief Operating Officer*



# Westar Energy

- Formation of Joint Safety Advisory Committees (JSAC) in 2008
  - Employee involvement
  - Equal representation of management and labor
  - Make recommendations to senior management on various issues
    - Safety manual changes
    - Work practices
- Expanded JSAC format to other standing committees



# Westar Energy

- Signs of improvement

	Incident Rate	OSHA Recordable Injuries
2002	3.25	72
2008	1.56	37

- Continue open communications
- Continue employee involvement



# Westar Energy

- Voluntary Protection Program (Occupational Safety & Health Admin)
  - Management Leadership & Employee Involvement, Worksite Analysis, Hazard Prevention & Control, Safety & Health Training
- Occupational Health and Safety Management Systems (ANSI Z10-2005)
  - Management Leadership & Employee Participation, Planning, Implementation & Operation, Evaluation & Corrective Action, Management Review
- Criteria for Safety Excellence (Potter & Associates International)
  - Management Commitment, Employee Involvement, Worksite Analysis, Hazard Prevention & Control, Safety & Health Training



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**Thank You!**

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