

# Human & Organizational Performance

In IT

*Public Outage Portal*



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People have dignity

Error is normal

Blame fixes nothing

Context drives behavior

Learning is deliberate &  
vital

Our response matters





“You can either learn and improve or blame and punish, you just can’t do both.”

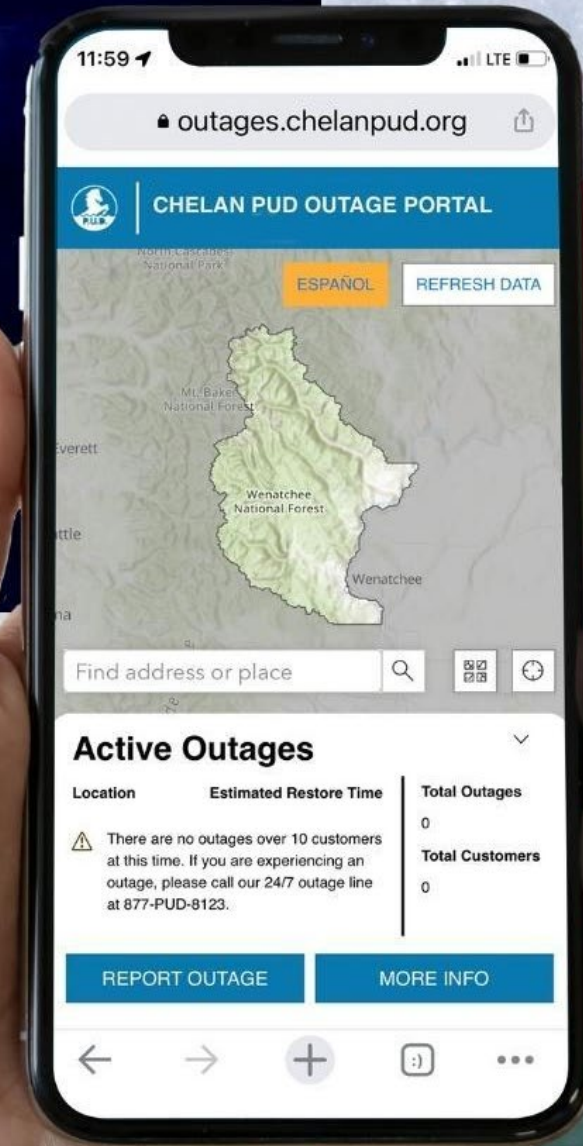
—Todd Conklin, *The 5 Principles of Human Performance*



CHELAN COUNTY

# Outage Portal

A key 24/7 customer-facing information application designed to assist customers in making informed decisions during electric outages.



CHELAN COUNTY

# The Incident

## Outage Portal Down

Outage in Lake Wenatchee/Plain did not display on the Public Outage Portal.

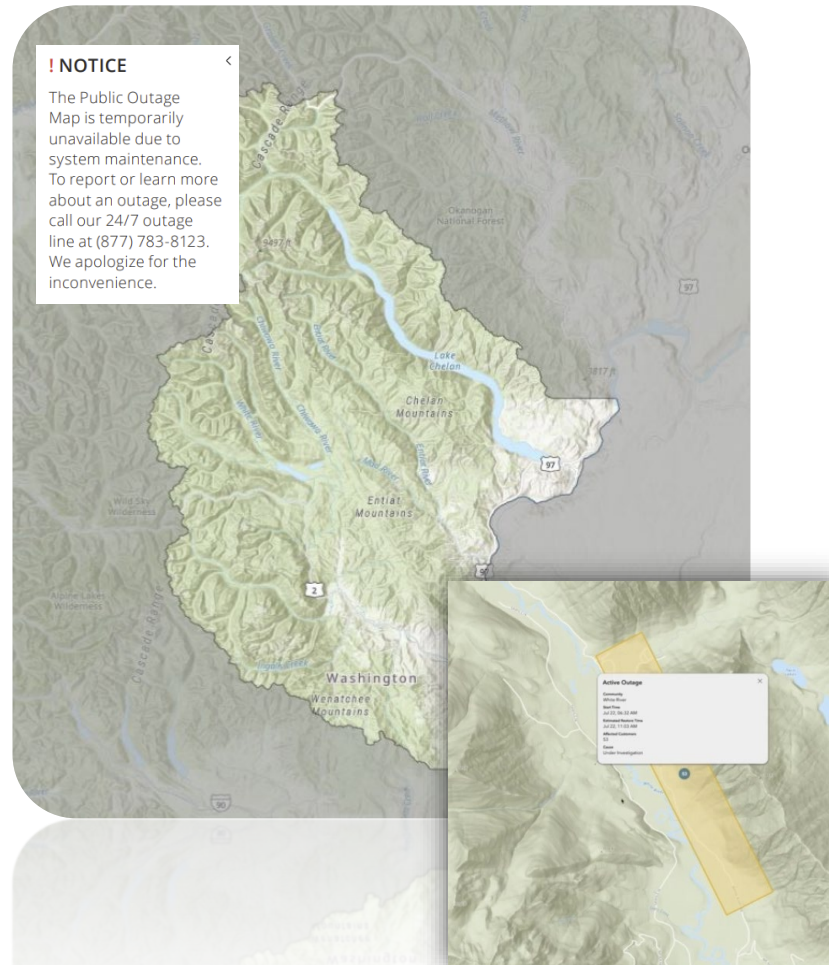
### Response

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Our Public Outage Portal is supported 24/7 with reduced capacity after hours.

To mitigate any software issues, an after-hours duty supervisor communicates with SysOps and manually triggers a downtime notification .

IT Teams are requested to respond immediately or follow-up the next morning – depending on outage impacts to customers.



### Resolution

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The Team then:

Performs a root cause analysis & identifies corrective actions.

Creates a plan enhance future resiliency and executes on the plan.

Conducts a retrospective to learn from the event and document changes.



# Error is Normal

## People Have Dignity

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- Computer systems can fail, and we recognize that errors are a normal part of complex processes.
- The focus is on the solution, over blame.
- Customers come first. We provide timely information while respecting staff well-being and the reduced capacity of after-hours support.

### **Key Lessons:**

Mistakes happen even in well-designed systems. We must anticipate them and build safeguards.

Respecting people's dignity ensures a culture of trust, engagement, and continuous improvement.





## Active Outages

Location Estimated Restore Time



Harbor

MEV

5

Tulalip Reservation

Everett

2

2

Redmond

Seattle

Bellevue

Renton

Mount Si NRCA

Kent

Green River Gorge State Park Conservation Area

Tacoma

South Hill

White River

**! NOTICE** <

The Public Outage Map is temporarily unavailable due to system maintenance. To report or learn more about an outage, please call our 24/7 outage line at 877-783-8123. We apologize for the inconvenience.

⚠ There are no outages over 10 customers at this time. If you are experiencing an outage, please call our 24/7 outage line at 877-PUD-8123.

Total Outages	Total Customers
0	0

REPORT OUTAGE

MORE INFO

# Blame Fixes Nothing

- Instead of blaming individuals, we focus on understanding the “why” the system failed.
- We focus on collaboration across our teams:
  - Cybersecurity, IT Ops, and Customer Delivery Team worked together to resolve the issue.

## Key Lessons:

The systemic breakdown was addressed without singling out individuals.





# Context Drives Behaviors

- The Public Outage Portal is supported 24/7, at reduced capacity after hours influencing an after-hours duty supervisor to manually trigger the downtime notification to inform our customers that we are aware of software issue and working to resolve.
- Customers knowing we know of an issue is often enough to build and maintain their trust.
- We now gain time to permanently fix the issue, as opposed to implementing short-term band-aids.

## **Key Lessons:**

Operational context influenced the team's action.





# Learning is Deliberate & Vital

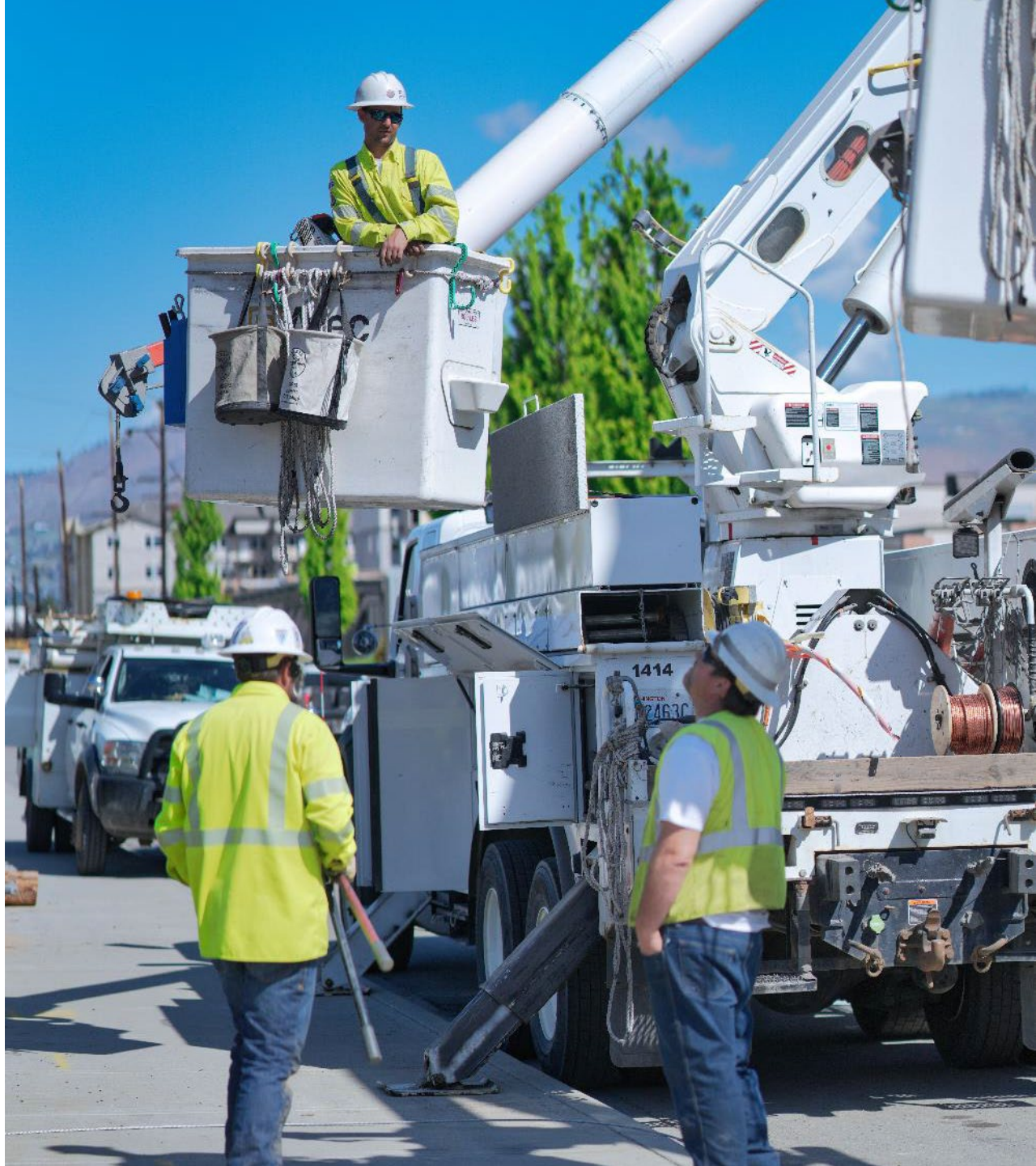
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We implemented improvements to prevent future incidents:

- Leaned into each other's expertise and collaborated.
- Enhanced checks to identify communication issues.
- Expanded email group for faster notifications.
- Knowledge transfer and access for additional resources

## Key Lessons:

Errors revealed opportunities for systemic improvements to prevent future incidents.





## Our Response Matters

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- The team's quick actions and collaboration ensured the customer's confidence in the system.
- A focus on solutions, not blame, enabled effective resolution and systemic improvements.

### **Key Lessons:**

Quick teamwork and solution-focused actions build trust and strengthen communication with our customers.





# TAKEAWAY

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1. When systems don't operate as designed, we focus on learning to drive improvement and prevent future issues.
2. Collaboration is Key – Teamwork drives success.
3. Our Response Shapes Outcomes and Customer Trust.
4. Drive Continuous Improvement to better serve our customers.

# CALL TO ACTION

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- **Reflect:** Review your current processes. Are they designed to catch and mitigate errors effectively?
- **Collaborate:** Encourage open communication and teamwork to strengthen responses and share lessons learned.
- **Lead:** As a leader, model problem-solving mindset and drive systemic improvement.





**Thank you!**

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