CONTENTS

| | Acknowledgments | ix |
|--------|---|----|
| I | The Stakes | I |
| PART 1 | THE CASE STUDY: CALIFORNIA INDEPENDENT SYSTEM OPERATOR, 2001-2006 | 15 |
| 2 | CAISO in 2001: The Electricity Crisis from Inside the Control Room | 19 |
| 3 | A Framework for High Reliability Management | 41 |
| 4 | Working in Practice but Not in Theory | 50 |
| 5 | CAISO in 2004: Control Room Reliability Endangered | 69 |
| 6 | 6 CAISO in 2004–2006: New Challenges and Responses | 98 |

VIII CONTENTS

| PART II | HIGH RELIABILITY MANAGEMENT: | |
|----------|---|-----|
| | KEY CONCEPTS, TOPICS, AND ISSUES | 107 |
| 7 | Error, Risk, and Bandwidth Management | 109 |
| 8 | Anticipation, Resilience, and Robustness | 120 |
| 9 | Push-Pull, Real Time, and Cost | 134 |
| 10 | Design, Technology, and Reliability Challenges | 149 |
| II | Measuring High Reliability Management | 164 |
| PART III | THE CHALLENGE OF HIGH RELIABILITY: | 193 |
| 12 | Reliability at Risk | 201 |
| 13 | The Future of High Reliability Management | 209 |
| | Appendix 1: Research Methods Appendix 2: Description of Principal Features | 225 |
| | of High Reliability Organizations | 228 |
| | Notes | 235 |
| | References | 245 |
| | Index | 255 |