

wood.

Measuring Safety Culture

January 2018

Creating a culture

How do we define a culture?

- A common set of attitudes, values and beliefs shared by an organization
- The way things are around here



Leadership – The Starting Point

- Establish company values
- Clearly communicate expectations
- Establish and enforce company policies
- Demonstrate your commitment
- Do what you say you are going to do



Leadership Obligations

- **Management**
 - Assume primary ownership of the safety program
 - Establish the ground rules and objectives
 - Create shared leadership with supervision
- **Supervisor**
 - Know the safe work practices pertaining to the job
 - Except responsibility to ensure the application of safe work practices
 - Trust but verify – ensure the application of safe work practices
 - Consistently focus on safety
 - If you see it, you own it!



Deliver Expectations

- Regardless of the type of work you are doing, do you know that you can never deviate from an established safe work procedure?
- Do you know you have the obligation to discuss any work assignment with your supervisor that you think is At-Risk or you are unsure of?

If You See it, You Own It!



Safety culture benefits

- At-Risk behavior stands out
- At-Risk behavior is unacceptable
- Safe work is influenced through peer pressure – people actively engage
- Consistent planning and task execution



Where are common weaknesses?

Where are common
weaknesses
that don't support
Our Safety Culture



General Foremen & Superintendents

(Self-perform)



Link in the process chain

- Reviewing, scoring, providing feedback on JSA
- Ensuring support systems (tools, materials, training, etc.) are available
- Inspecting what you expect



Weakening the system

- JSA not including all task
- Not all hazards identified & controlled
- Needed support systems not available
- People not held accountable



Forging a stronger link

- Improving both JSA process & skills
- Better hazard identification & control
- Leadership by walking around

Site Manager



Link in the process chain

- Leaders of site safety process
- Understands the safety execution plan
- Owns the success & failure of site safety systems



Weakening the system

- Not getting in the field during work hours to show visible support for safety
- Not looking for hazards
- Not holding people or subcontractors accountable



Forging a stronger Link

- Get out there: walk, talk, observe, correct, praise
- Avoid “other priorities” until this is done.

President, VP's & Directors

Link in the process chain

- Supreme Leaders of the HSSE Process

Weakening the system

- Ignorance: allowing subordinates to filter perceptions, “Paint a pretty picture”
- Denial: When your experts tell you there are issues, but you know better.
- Apathy: Making excuses for performers who contaminate the HSSE Process because of other reasons

Forging a stronger Link

- Be visible & verbally committed to safety
- Get in the field to validate your perception
- Not only listen to your experts but get engaged in improvements
- Hold your subordinates accountable. When was the last time you did that?



How do we measure our success?

How Do We Measure Our Success?



Key Elements of A Project Safety Culture



1. Leadership Engagement
2. Planning for Safety
3. Training and Education
4. Front Line/Craft Engagement
5. Incident Reporting/Effective Solutions



1. Operations Leadership Engagement Elements

Operational leadership:

- Addresses all new hires and delivers safety expectations.
- Is visible and vocal during all site wide safety meetings.
- Is engaged in all safety walks / assessments
- Coaches JSA's in the field frequently
- Promotes and ensures recognition process
- Ensures the team is following the Site Safety Plan



2. Planning for Safety

- Task JSA's are approved within 2 hrs of task start
- JSA's are graded/coached in the field while the work is being performed
- The project safety plan is distributed and reviewed with front line supervision
- Foremen are developing their plan of the day (POD) by the prior afternoon
- POD is shared with crews prior to start of task
- Pre-work task plans are undergoing group reviews prior to scope of work commencing.



3. Safety Training/Education

- An approved site specific training plan is developed and followed
- A weekly/monthly training schedule is posted.
- Project is using a training assessment tool for instructor feedback
- A process exists to validate safety training
- Supervisors are current on required training.



4. Front line craft engagement

- The project has implemented an Observation / Feedback process
- Has all observers been properly trained and rotation schedule developed
- Are actions being taken by leadership to address observation trends
- Are those actions communicated to the craft
- Project has established observation goals / objectives
- Observers are provided adequate time for observation/feedback



5. Incident Reporting and Investigation

- Employees understand and are executing the reporting process
- A 5-Why is being conducted on near miss, FA and minor equipment incidents.
- Effective solutions and best practices are implemented.
 - Prevent reoccurrence
 - Exist within your control
 - Meet goals and objectives
 - Measurable
- Project is developing/sharing Best Practices and lessons learned.



Measuring project safety culture

Overall Project Safety Culture Status		0.0%	
SECTION 1: Operations Leadership Commitment (Safety Manager, Project Manager)		0=Never/No 1=Sometimes	
Expectation: Site Management champions the overall safety process and culture.		2=Always/Yes	
		Potential Points	Points Earned
1. A member of operations leadership addresses all new hire employees at the Site Orientation and communicates expectations for safety performance.		2	0
2. A member of operations leadership is visible and vocal during site-wide safety meetings.		2	0
3. A member of operations leadership leads AND attends meetings of the Project Safety Committee.		2	0
4. A member of operations leadership is involved in jobsite Safety Walks.		2	0
5. A member of operations leadership meets with supervision to communicate expectations.		2	0
6. Safety is the starting topic at every site meeting.		2	0
7. A member of operations leadership champions the PBS process. (0 or 2 only)		2	0
8. Members of operations leadership attend gang box meetings daily.		2	0
9. A member of operations leadership is involved in the Jobsite Compliance Inspection.		2	0
10. Operations leadership has a regular meeting (i.e.: Safety Committee) to analyze project safety data (injury trends, RCA's, PBS info, site assessment data, etc.) and develop effective solutions.		2	0
11. Project has a written recognition process.		2	0
12. Project regularly recognizes the safe behaviors and accomplishments of individuals.		2	0
13. Project regularly recognizes the safe behaviors and accomplishments of groups.		2	0
TOTALS		26	0
		0.0%	
COMMENTS			



Eight Essential Steps to Change

1. Establish a sense of urgency
2. Create a leadership team and a coalition of allies
3. Develop clear vision and strategy
4. Communicate the vision of change
5. Empower broad-based action
6. Generate short-term wins
7. Consolidate gains, produce more wins
8. Anchor new approaches in the vision and values



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Thank you