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MINNESOTA SAFETY & HEALTH CONFERENCE

Measuring the Maturity of Your Safety Program & Culture

WELCOME!

May 7, 2019

10:00 a.m. - 11:00 a.m.



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Introduction



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Session Road Map

Welcome!

1. Standards of Practice
2. What is Culture?
 - A. What is Organizational Culture?
 - B. What is Safety Culture?
3. Measuring the Maturity of Safety Culture
4. Culture Survey Results
 - A. Strengths
 - B. Opportunities
 - C. Ways to improve and drive a safe work culture

Objectives/Takeaways

Objectives

1. Define “safety culture”
2. Name the 10 elements of a safety management system
3. Assess your current safety culture
4. Set short- and long-term goals to enhance a positive safety culture

Safety Management Systems

~ Standards of Practice ~





Safety Management System

~ Typical Standards of Practice ~

1. Management Commitment and Leadership
2. Roles, Responsibilities, Accountabilities
3. Hazard Identification, Control, Mitigation
4. Employee Engagement, Motivation, Ownership
5. Training, Competence, Safety Staff Qualifications
6. H&S Communications
7. Performance Verification and Assurance
8. Continuous Improvement
9. Contractor Management
10. Administrative Programs

~ "Pillars of Success" ~

A close-up, low-angle shot of a globe with a wireframe overlay, symbolizing global safety or culture. The globe is partially visible on the left side of the frame, with the wireframe grid extending across it. The background is a soft, out-of-focus grey. The text is centered in the upper right quadrant.

What is Safety Culture?

What is Organizational Culture?

- System of beliefs, practices, norms, values, perceptions, manners, language shared by a group of people
- A “way of working” that shapes behavior



What is Safety Culture?

“The way we do business”

- Shared belief system of work practices that integrate health, safety, security, and wellness into business operations at every level of the organization
- Process - not a fad or program
- Core corporate value (not just a priority)
- Expression of commitment to an organization's EHS programs, policies
- Fabric of how people conduct work



What is Safety Culture?

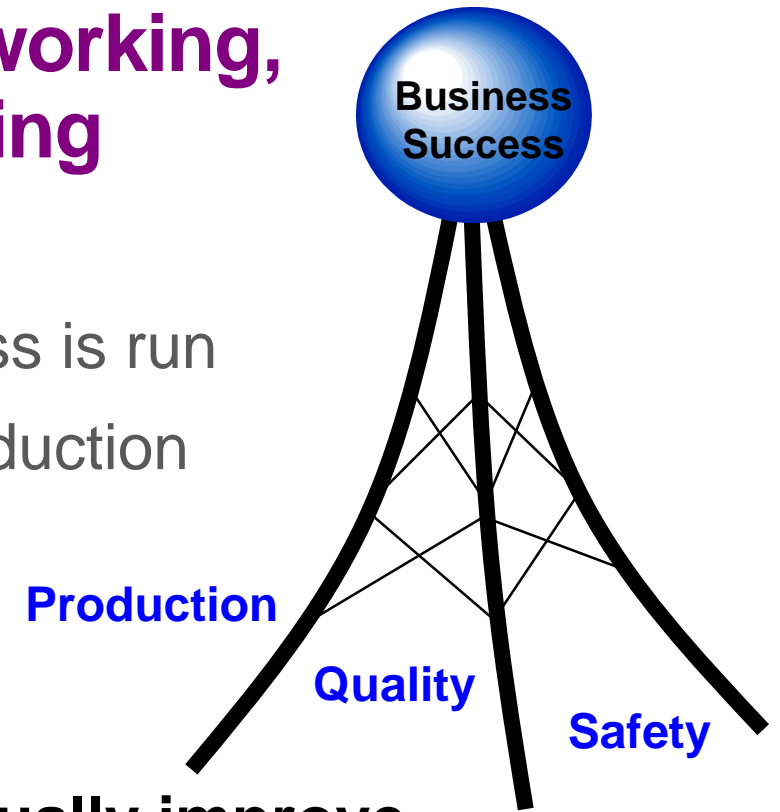
**“The way we do
business”**

- Perceived and executed as a personal value
- Determines how individuals in organization commit to:
 - Personal responsibility for safety
 - Peer accountability
 - Fostering trust in one another
 - Openly communicating safety concerns and successes
 - Adapting and modifying behaviors (work practices) based on lessons learned from failures, successes, and events

Safety Culture - way of thinking, working, communicating, and improving

A Culture of Safety

- **Safety is central** to how business is run
- Safety is **managed** (just like production and quality)
- It's **everyone's** responsibility
- Safety is **recognized**
- We all contribute effort to **continually improve** safety
- Management and employees **follow-through**
- **Trust** develops

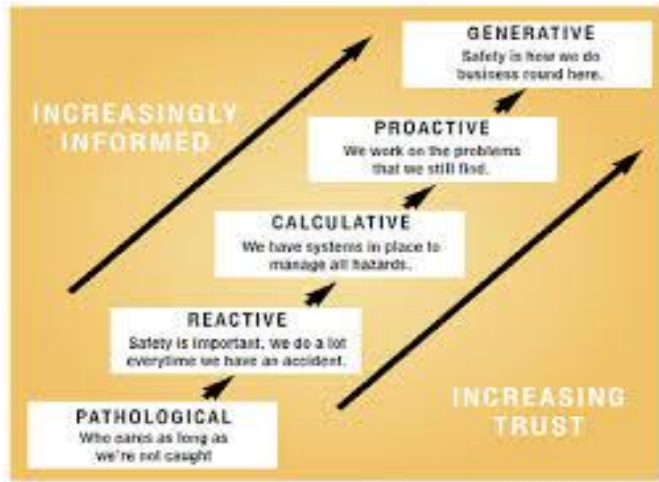




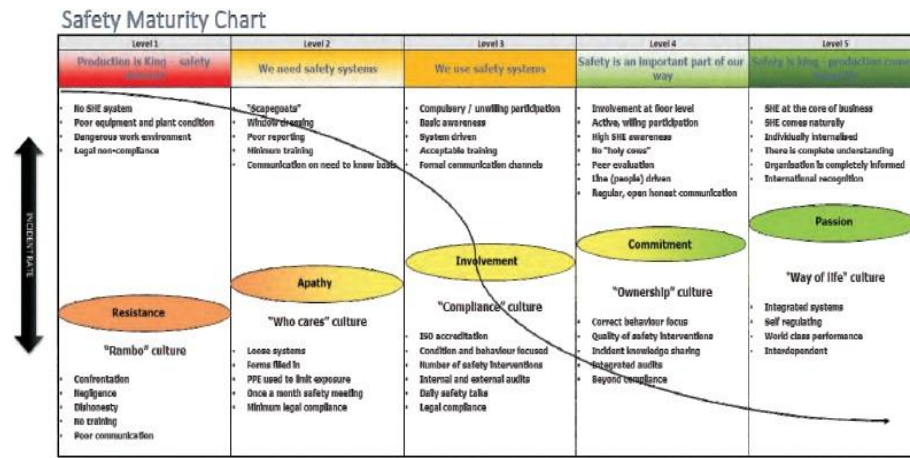
Measuring Your Safety Culture

Where Are We Now?

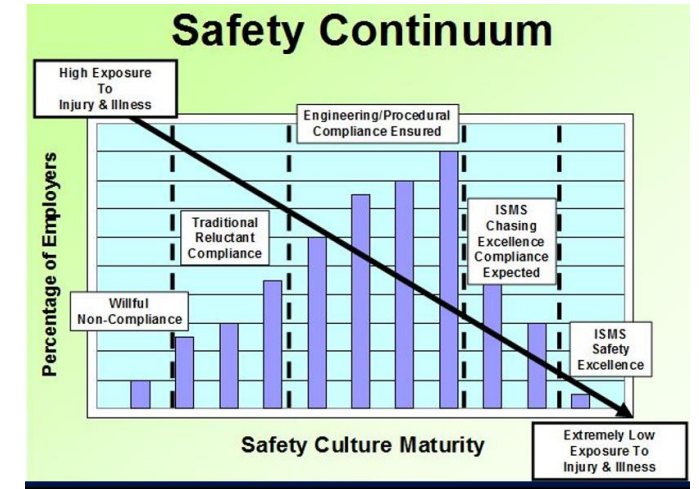
We Can Measure Safety Culture!



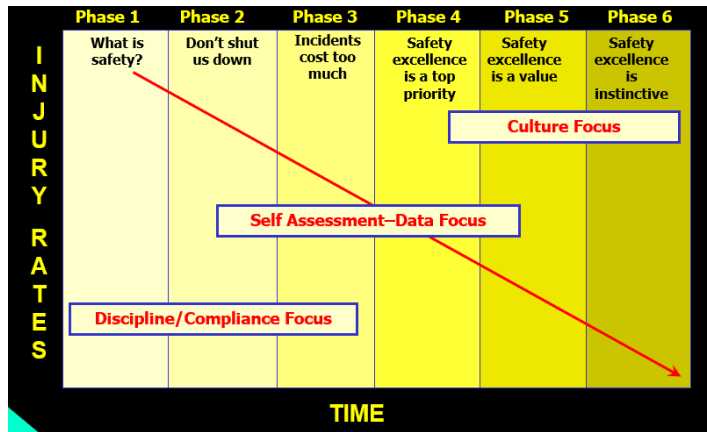
Hudson maturity model, Austr.



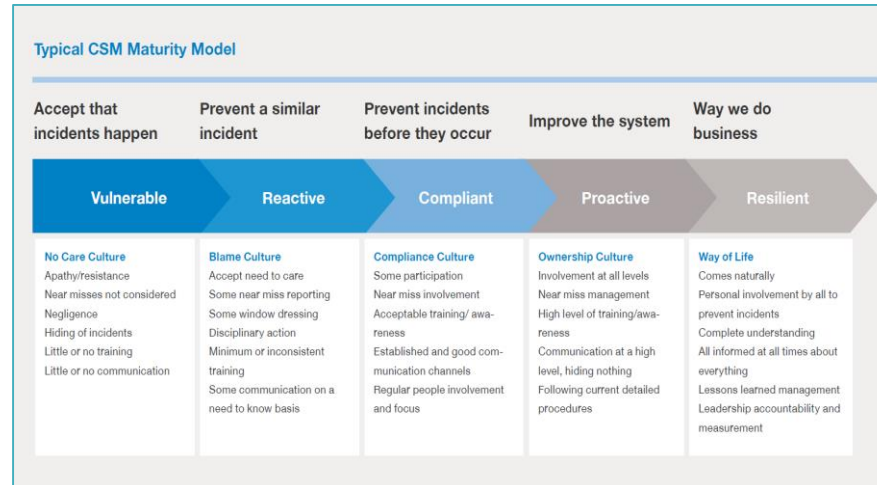
Distinctive Choice, So. Africa



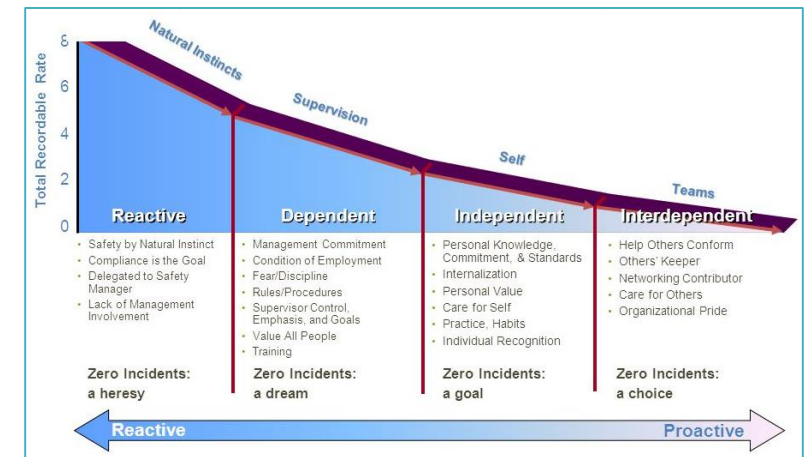
Safety Results, Canada



NSC 6 Phases of Safety Excellence



North Highland CSM Maturity Model

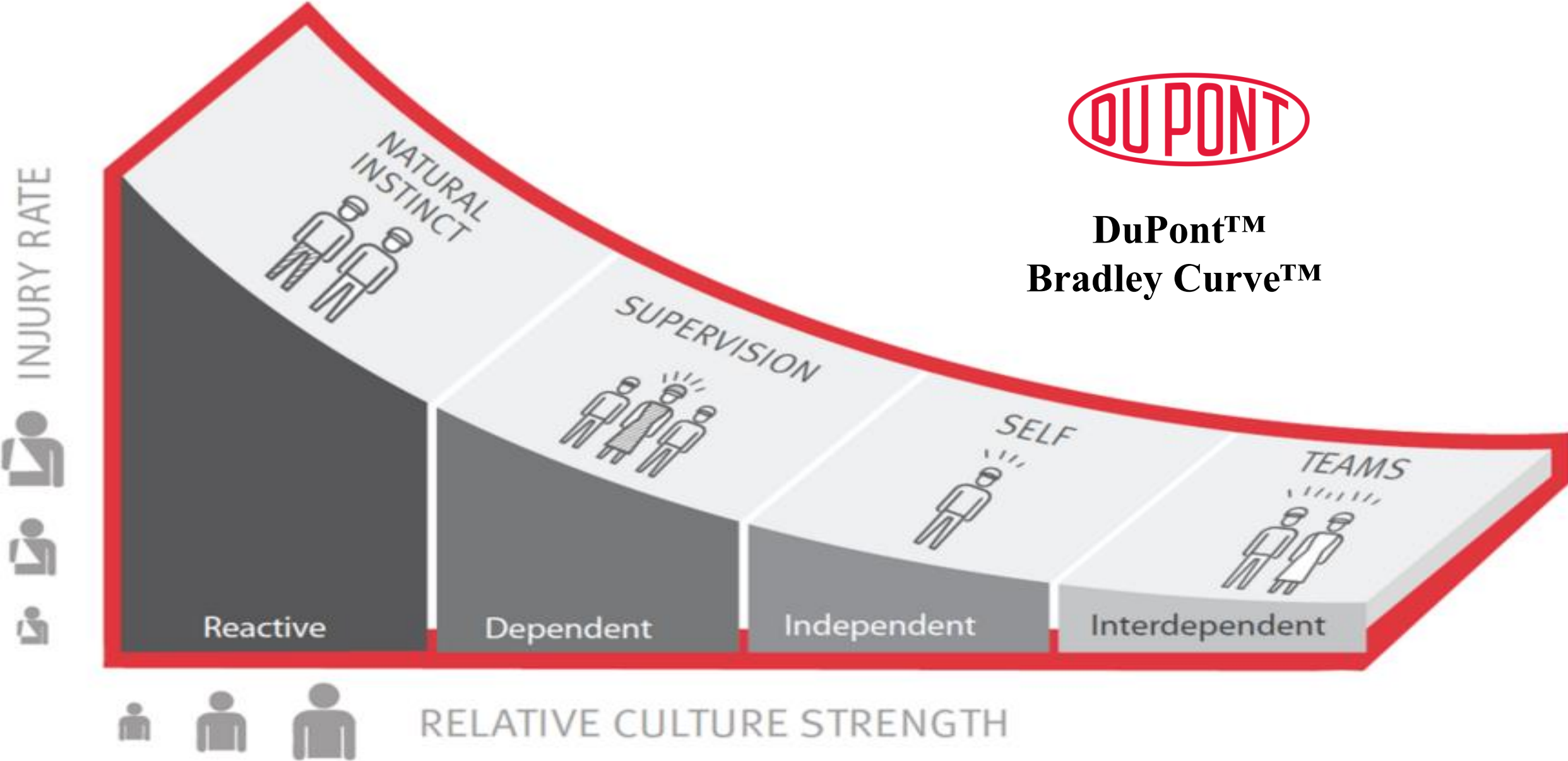


DuPont Bradley Curve

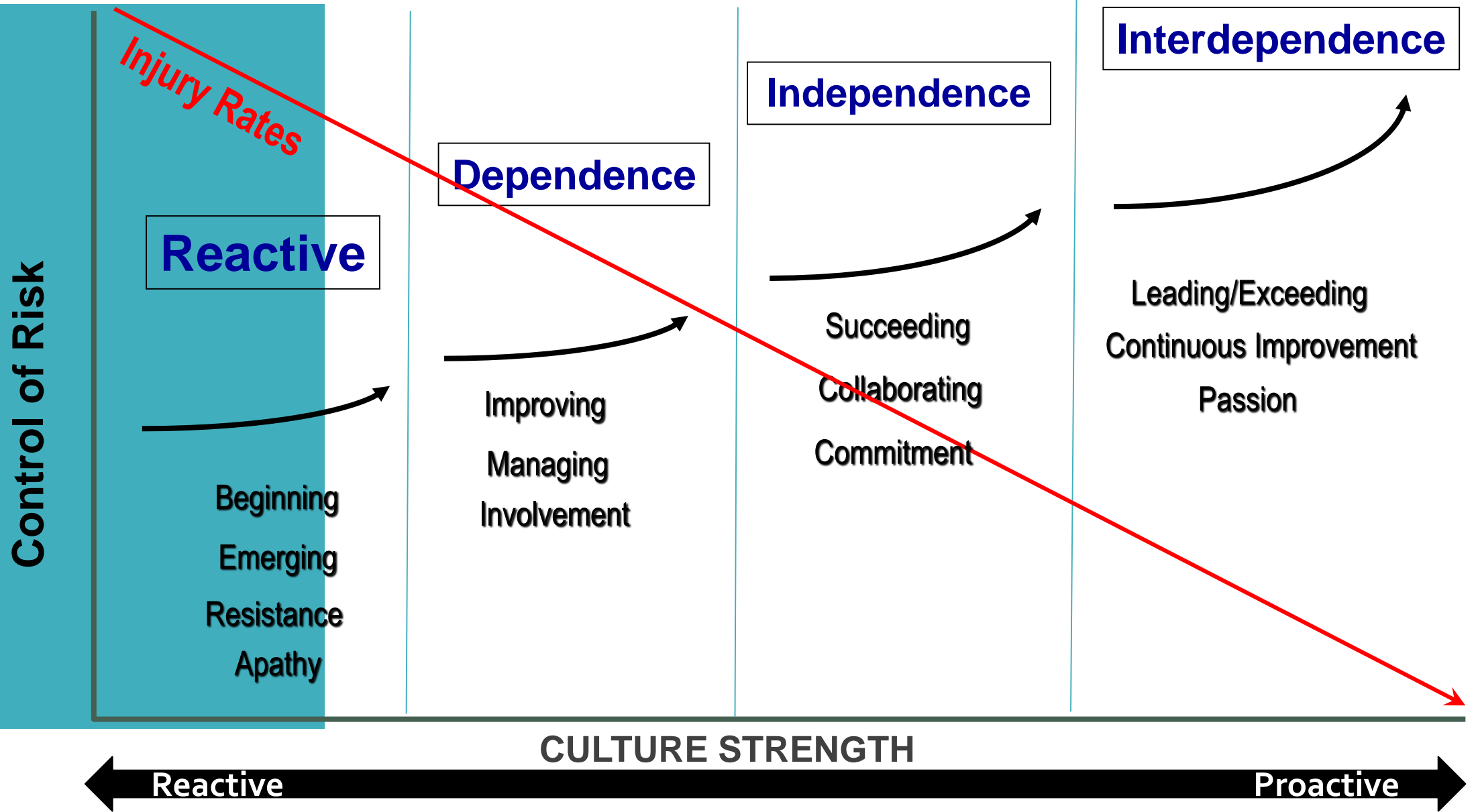
Measuring Your Safety Culture



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Measuring Your Safety Culture





We Can Measure Safety Culture
Warm Up:
Cultural Cues



Cultural Cues: Safety Manual, Written Programs

SAFETY PROGRAM



GENERAL SAFETY RULES AND ENFORCEMENT

OBJECTIVE

Safety rules and procedures are provided as guidelines for safe operations. All employees must follow these rules as a condition of employment.

SCOPE

This manual, and the information provided herein, applies to all employees, subcontractors and material suppliers.

PROCEDURE

Upon initial employment all employees are required to read the following "General Safety Rules" and review all the sections of this Safety Manual. Please sign and return the acknowledgement form (see Section U) after you have had a chance to review the safety rules and ask any questions. The safety manual will be periodically reviewed to ensure it is applicable and current.

ENFORCEMENT

All employees will be subject to disciplinary action for violations of safety rules. Such action may include any one or more of the following depending on the severity of the violation. Employees shall be afforded instructive counseling and/or training to assure a clear understanding of the infraction and the proper conduct under organizational guidelines. However, nothing in this policy or this safety program will preclude management from terminating an employee for a safety violation. This is not a progressive discipline system and any safety violation may lead to an employee's termination without prior instruction or warning. Management reserves the right to impose whatever disciplinary action it deems appropriate:

- Verbal warning with documentation in personnel file.
- Written warning outlining nature of offense and necessary corrective action with documentation in personnel file.
- Termination.

Cultural Cues: Corporate Safety Management Policy

Policy No. 801 ENVIRONMENTAL HEALTH & SAFETY POLICY

Policy Effective Date: May 5, 1999
Version No.: 1.2
Version Effective Date: April 20, 2009

Purpose

PDC Energy has established an *Environmental, Health, & Safety (EHS) Policy* for the reduction and prevention of on-the-job accidents, illnesses, and the protection of the environment. This policy is to be used as the foundation for establishing *PDC Energy's Corporate EHS Manual, EHS Programs, and Safe Work Procedures*.

Implementation

PDC Energy's EHS Policy shall be implemented through a series of manuals and other documents listed below. The Managers of Safety & Environmental shall be responsible for the development, implementation, and maintenance of these manuals, throughout PDC Energy's operations.

- *PDC Energy Corporate EHS Manual (Corporate EHS Policies & Guidelines)*
- *PDC Energy Supervisor Edition Safe Work Procedure Manual (District Office EHS Programs & EHS Procedures)*
- *PDC Energy Employee Edition Safe Work Procedure Manual (District Office EHS Procedures)*

These manuals and documents provide information on *EHS Policy, Programs, and Safe Work Procedures* which employees and contractors must follow at PDC Energy workplaces. This information is intended to provide personnel with the proper information to meet all local, state, and federal guidelines for EHS. The EHS manuals listed above are available for employee review upon the request of each Area Production Manager. All PDC Energy employees holding EHS sensitive positions are required to possess a current copy of PDC Energy's *Employee Safe Work Procedures* for reference.

EHS Policy

In conducting its business, PDC Energy includes EHS considerations as an integral part of its business planning, development, and decision-making. PDC Energy conducts all business activities in a manner that minimizes impacts on the environment and protects the health and safety of our employees, contractors, consumers, and the community. We know that good EHS performance is important to the success of our business and we make it the responsibility of every employee. All PDC Energy employees are responsible and accountable for the successful implementation of this policy.

It is PDC Energy's policy to conduct our business in compliance with all EHS laws, regulations, and standards; which regulate our operations. In order to promote the knowledge and understanding of these current laws, regulations, and standards PDC Energy provides leadership, training, and support resources to our employees. PDC Energy also communicates openly on EHS issues, and work with others within the oil & gas industry regarding these matters.

PDC Energy strives to continuously improve and enhance our EHS performance, through appropriate *Policy, Programs, and Safe Work Procedures*. PDC Energy is dedicated to the company mission statement:

PDC Energy is building a top quality independent oil and gas drilling, production, well services and marketing company by providing safe working conditions and using environmentally responsible operating practices.

PDC Energy is committed to our EHS policy and demonstrates that commitment by practicing the following objectives focused on our mission statement listed above:

- PDC Energy will provide employees with a safe and healthy work environment;
- PDC Energy will create an EHS awareness culture which stresses personnel accountability among employees, contractors and others engaged in work for PDC Energy in order to reduce incidents (work related injuries, property damage, and environmental damage) to a minimum;
- PDC Energy will develop, implement, and maintain effective *EHS Policies, Programs, and Safe Work Procedures* which comply with all state, federal and local governmental agencies laws, regulations, and standards required throughout our oil & gas operations;
- PDC Energy will set and monitor EHS objectives to improve employee health and safety and reduce adverse environmental impacts;
- PDC Energy will strive to develop processes and products which minimize EHS impacts;
- PDC Energy will work in cooperation with government, community, industry groups, customers and suppliers engaged in EHS activities;
- PDC Energy will provide appropriate training for all personnel to ensure that PDC Energy's EHS objectives are understood and achieved;
- PDC Energy will establish and maintain appropriate controls, including periodic review, to ensure the *EHS Policy, Programs, and Safe Work Procedures* are current and effective;

WORKSHOP: *Where Are We Now?*

Scoring Your Safety Culture

Workshop Instructions:

- Review each key element - determine how well your company implements these elements
- Write your score on scale of 1-10 (10 is highest)
- Write your rationale for your score on the Scorecard provided.

SAFETY CULTURE SCORECARD (p. 1)				
1.0 Management Commitment & Leadership	2.0 Roles, Responsibilities, Accountabilities	3.0 Hazard Identification, Evaluation, Control, Mitigation	4.0 Employee Engagement, Motivation, Ownership	5.0 Training, Competence, EHS Staffing
Key Elements	Key Elements	Key Elements	Key Elements	Key Elements
Commitment/vision statement Planning, goals, objectives Policies, programs, procedures Safety management system	Written job descriptions Job solicitations mention safety expectations Roles/responsibilities with measurable expectations Accountability assigned and enforced Performance reviews	Hazard reporting system Routine hazard analysis Pre-project, pre-task planning, JHA/JSA Industrial Hygiene program Hazard control methods stated; use "Hierarchy of Controls" Hazard control programs (LOTO, CSE, Fall Prot.) P.M. process; work orders completed	Participation at all levels; ownership Workers represented in development, planning, implementation, evaluation Time, training, resources for participation Feedback mechanisms for problem ID & joint resolution Employee feedback valued	Scheduled training Training of all employees, FT/PT/temps Orientation for new hire/transfer/return from leave Supervisor leadership Contractor orientation Documentation Staffing and competency of EHS Department.
MY ASSESSMENT SCORE (BELOW)			SCALE 1-10	
WHY THAT SCORE? Rationale, Strengths, Areas of Improvement, Ideas, "Ah Ha" Moments				

#1 Management Commitment and Leadership

Element #1	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Management Commitment and Leadership</p> <ul style="list-style-type: none"> • Commitment/ vision statement • Planning, goals, objectives • Policies, programs, procedures • Safety management system 	<ul style="list-style-type: none"> • Autocratic • No EHS system • No commitment from the leadership • Don't shut us down • Production driven • Spotty safety checks • Policies and procedures non-existent or weak • Minimal expenditures for safety 	<ul style="list-style-type: none"> • Mgt. commitment verbal or written • They "say" safety is important but don't always show it or follow through • Adherence to Safety Program is a must - discipline policy accented • Reactive approach to safety management • Encourage reporting of injuries for WC purpose • Minimal Safety Manual • Use lagging metrics • \$Cost-focused, injuries 	<ul style="list-style-type: none"> • Mgt. Commitment posted • Safety is a priority • Management involvement & visibility intentional • Mgt. leads by example • Employees seen as asset/ part of safety mgt. process • Support recognition events • Encourage reporting • Encourage participation • Safety Manual is ops.-specific • Team commitment visible, real • Use leading & lagging metrics to ID trends • Spend money to enhance safety 	<ul style="list-style-type: none"> • Mgt. commitment/mission/vision written & posted • Safety is a core value • "Safe Production" • Visibility/accountability high • Messaging consistent, directed • Support work teams & collaborative efforts • Use a safety management system • Programs/procedures are ops.-specific • Review metrics regularly • Use leading & lagging metrics to set goals; goals integrated with business planning



#2 Roles, Responsibilities, Accountabilities



Element #2	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Roles, Responsibilities, Accountabilities</p> <ul style="list-style-type: none"> • Written job descriptions • Roles/responsibilities with measurable expectations • Accountability assigned and enforced • Performance reviews 	<ul style="list-style-type: none"> • Written H&S roles/ responsib. non-existent • Discipline defines safety rules • Hearsay of what is expected • Safety is employee's responsibility • Fault-finding after incidents • Safety performance reviews not considered • Safety Manager not usu. FT position 	<ul style="list-style-type: none"> • Condition of employment • Broad reqs. in job descriptions • Safety manual has some roles & responsibilities • Safety performance criteria might be in performance reviews • Discipline defined and used for safety performance • Safety is everybody's responsibility • Accountability and performance measures usu. based on operational outcomes • Exec. leadership often does not have performance measures 	<ul style="list-style-type: none"> • Safety Manual states roles and responsibilities • Job descriptions define some safety expectations • Coaching efforts begin • Accountability for employees and supervisors for H&S reqs. • Performance measures specific to H&S reqs. • Safety is shared responsibility • People hold each other accountable • Perf. reviews broadly assess • Safety committees have written charter with expectations • Safety Director reports to exec. leadership 	<ul style="list-style-type: none"> • Job announcements include safety • Job descriptions with safety-specific responsibilities • Job descriptions have physical demands • Safety management system clearly outlines roles & responsibilities, including exec. leadership • Written process to administer accountability at all levels • Performance reviews have clear, detailed, measurable expectations • Mentor programs in place • Accountability and performance measures established for all levels • Senior leaders have stated measurable expectations - compensation tied to performance

#3 Hazard ID, Control, Mitigation

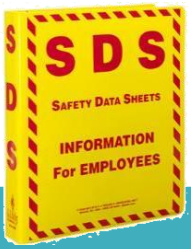
Element #3	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Hazard Identification, Control, Mitigation</p> <ul style="list-style-type: none"> • Hazard reporting system • Routine hazard analysis • Pre-project, pre-task planning, JHA/JSA • I.H. program • Hazard control methods stated • “Hierarchy of Controls” • Hazard control programs (LOTO, CSE, Fall Prot.) • Preventive maintenance process 	<ul style="list-style-type: none"> • Some written procedures • No formal hazard ID or evaluation process • Focus: get the work done • Unsafe conditions exist, are common • Legal compliance an after thought, avoidance • Lots of PPE to manage hazards • “Be careful” and “That’s just common sense” are hopeful controls • No formal control process in place 	<ul style="list-style-type: none"> • Policies and procedures are “off-the-shelf” or “cookie cutter” • Compliance-driven • Minimum legal compliance • Focus: work safely • Hazard ID and eval. are done through inspections • Training - main hazard control method • Serious items addressed as needed • PPE still a main control strategy • “Be careful,” “Safety First,” and “Drive Safely” are hopeful motivators for hazard avoidance 	<ul style="list-style-type: none"> • Easily meet OSHA compliance • Haz./risk assessment planned • Hazard control programs in place • Established methods to ID and eval. hazards • JSA/JHAs used • Pre-project hazard analysis • I.H. monitoring (exposure monitoring) done when needed • Hierarchy of controls considered • Controls are applied • On-the-spot correction • Driver and fleet safety program is written • Lone worker program in place 	<ul style="list-style-type: none"> • Haz./risk assessment ongoing • Process to assure that new potential hazards/risks are identified and addressed in programs and procedures • Stated methods for hazard ID, eval., control • Go beyond compliance • Behavior-Based Safety (BBS) • Occ. Health Program (exposure monitoring) - scheduled monitoring • Security program • Hierarchy of controls used in a systematic fashion • Controls applied and evaluated for effectiveness • Driver and fleet safety programs include POV, leased vehicles • Wellness program



#4 Employee Engagement, Motivation, Ownership



Element #4	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Employee Engagement, Motivation, Ownership</p> <ul style="list-style-type: none"> • Participation at all levels; ownership • Workers represented in development, planning, implementation, evaluation • Time, training, resources for participation • Feedback mechanisms for problem ID & joint resolution • Employee feedback valued 	<ul style="list-style-type: none"> • No ownership • Motivation is keeping job • Afraid to speak up • Fear of reprisal for noting safety hazards or improvements • No employee involvement in planning, inspections • Safety celebrations rare 	<ul style="list-style-type: none"> • Involvement increasing • Safety committees evolve • Some might report unsafe conditions • Some take lead • Some unwilling participation • Some involvement if time allotted • Employees not always involved in inspections or training prep • Incentive programs are basic • Celebrations for goals met 	<ul style="list-style-type: none"> • Empowerment given and sometimes used by employees • Stop Work Authority used occasionally • Unsafe conditions reported • Involved in inspections and training prep • Involvement rewarding and meaningful to individuals • Safety starts to become a personal value • Incentive programs meet OSHA LOI; strategized, meaningful • Celebrations and recognition of efforts are common 	<ul style="list-style-type: none"> • Employees make decisions that affect their health, safety, wellness • Near misses willingly reported • Beyond “expectation of job description” – quality of working • Incentive programs not needed to “entice” workers • Empowerment is constructively used for continuous improvement • Involvement at all levels • Care for peers, BBS • Safety performance coaching • Participation = positive exp. • Participation is acknowledged/ rewarded • Celebrations are common and creative; often developed by employees



#5 Training, Competency, Safety Staff Qualifications

Element #5	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Training, Competency, EHS Staffing</p> <ul style="list-style-type: none"> Scheduled training Training of all employees, FT/PT/temps Orientation for new hires/transfers/return from leave Supervisor leadership training Contractor orientation Documentation Staffing for EHS dept. Competency of EHS staff 	<ul style="list-style-type: none"> Training non-existent or as necessary If training occurs, HR or convenient instructor Lots of videos Competency testing not a priority Records kept but not important No FT safety manager 	<ul style="list-style-type: none"> Scheduled training Driven by compliance Matrix established Mostly classroom training Some canned programs CBT an option Competency testing done occasionally Qualification of trainers not always considered No driver safety training done Training is the main hazard control measure FT or PT Safety Manager position created Safety Manager may/may not have national certification Safety Manager gets training 	<ul style="list-style-type: none"> Training based on risk assessments Matrix includes all levels of employees in organization CBT supplements classroom training Qualified trainers Curriculums developed for compliance & effectiveness Curriculums kept updated Competency testing documented Driver safety training done Safety manager has authority and is recognized as a resource Safety Manager has national certification 	<ul style="list-style-type: none"> Learning Mgt. System (LMS) Crews get 10/30 Hour Courses Multiple methods of training Actively use technology to train Curriculums reviewed and up-to-dated Senior levels attend required training Supervisor leadership training in place Experiential training with "EQ" Competency testing documented in LMS Follow-up competency checks are done after training Driver ride-alongs documented Safety Director has national certification, gets career training

Cultural Cues: #6 H&S Communications

Managing Risk

Reactive Beginning/Emerging

- “A bunch of cowboys out there”
- Why fix what’s not broken
- Just git ‘er done
- Laughing at others in PPE
- Hector the Inspector
- “Safety Shmafety”
- Dangerous work envir.
- “Common sense”
- Heroic efforts

Dependent Improving/Managing

- Slogans: Safety First, Zero Injuries
- We don’t do things that are very hazardous
- Safety is overboard here
- We’ve always done it this way
- H&S Coord. - Safety Cop
- Here comes the safety guy - quick put your glasses on
- Committee – waste of time

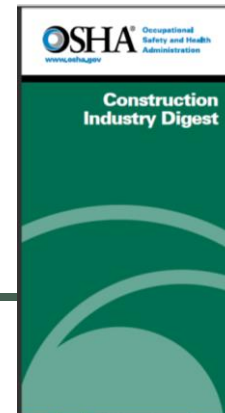
Independent Collaborating/Succeeding

- Safety is a priority
- Written Safety Manual
- Safety Committee is real
- Toolbox talks
- JSAs
- Behavior modification (BBS)
- Shortcuts=near misses
- Supervisors get 10/30 Hour Courses
- Health & Safety Manager
- Incid. Investig. & CA a standard process

Interdependent Leading/Contin. Improvement

- Safety is a core value
- World Class Safety
- Safety Excellence
- Systems thinking
- H&S Mgr. is internal consultant
- Safety Moments by senior mgt.
- Open door policy
- Pre-job analyses, Work Permits
- Participation unsolicited
- Tablets/devices used by crews
- Deficiencies = “opportunities for improvement”
- Competitive advantage
- Joint/team efforts with contractors
- Human performance
- Work Well Manager

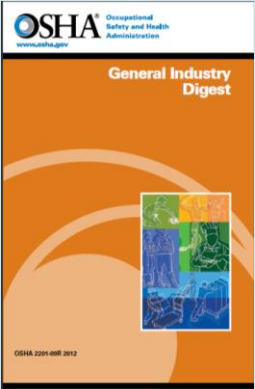
TIME



#6 H&S Communications

Element #6	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>H&S Communications</p> <ul style="list-style-type: none"> • Regulatory agency notifications • Near miss reports • Incident/event reporting • Safety committees • No Reprisal & Stop Work Authority policies • Posters, signs, publications, social media, newsletters, breakroom boards • Targeted campaigns • Safety meetings • Toolbox talks • Feedback opportunities 	<ul style="list-style-type: none"> • No structured safety communication plan • Posters, signs • Verbal, hearsay • Informal safety messaging • Trust is low • Poor reporting of incidents • Verbal cues: “Who cares” “We go Overboard” • No Stop Work Authority or Near Miss Reporting policy • Fear of reprisal for communicating safety concerns 	<ul style="list-style-type: none"> • Communication process is informal, might be in writing • New employee orientation in place • Verbal communication • Incidents usually reported • Safety meetings usually optional but encouraged • Staff meetings with safety mention (“Any questions?”) • Stop Work Authority and Near Miss Reporting Program used with hesitation • Maybe a newsletter • Facilities/departments not sharing info • Anonymous suggestion box 	<ul style="list-style-type: none"> • Formal communication channels; written communication plan • Daily safety talks, tailgate talks required • Multiple ways that employees can report and communicate (e.g., intranet, social media, email) • Employees understand importance of reporting • Active, willing participation • Supervisors trained to encourage communication • Acknowledge others working safely • Stop Work and Near Miss Reporting Programs used without fear of reprisal • Facilities/depts. might share info • Safety Program progress shared with employees 	<ul style="list-style-type: none"> • Deliberate strategy to brand and communicate safe work culture • Open door policy • “Safety Moments” • Sharing incident investigation results • Multiple methods of employee communication, cross directional (e.g., intranet, social media, postings, newsletters, email) • Sharing between facilities • Employees report hazards, incidents, near misses • No fear of reprisal for reporting • Acknowledge others working safely • Near Miss Reporting Program taken seriously; targeted outcomes • Systematic safety updates communicated to all employees


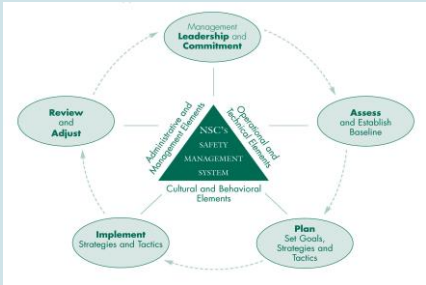
#7 Performance Verification & Assurance

Element #7	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Performance Verification and Assurance</p> <ul style="list-style-type: none"> • Self-inspections • Work area inspections • Equipment inspections • Scheduled compliance & systems audits • Corporate/insurance audits • Third-party audits • Incident investigation • Action tracking and completion 	<ul style="list-style-type: none"> • Workplace inspections informal, rare • Inspections by insurance broker are the main compliance effort • Blame and discipline assigned for issues • Take shortcuts • Fixes made as needed 	<ul style="list-style-type: none"> • OSHA compliance drives inspections • Checklists and forms used • Inspections not always thorough • Supplement with insurance inspections • Equipment inspections done – usually driven by a local leader • Low cost and “easy” CAs addressed • Follow up usually consists of quick fixes • High-cost fixes wait 	<ul style="list-style-type: none"> • OSHA compliance is basic (“easy”) • Self-auditing regularly • Equipment inspections are done on a scheduled basis • Safety interventions • BMPs part of audits • Occasional third-party audits conducted • Incident investigation is a recognized process • Low and high cost CAs addressed • CAs with accountability and assigned time frames • Fixes tied to work order system • High cost fixes are planned 	<ul style="list-style-type: none"> • Beyond OSHA compliance • Safety integrated into operations (comes naturally) • Third-party audits standard • Budget with continuous improvement approach • Serious incidents investigated • CA tracking meticulous with account. Reminders • Software for incident reporting and analysis • On the spot coaching • Cas/fixes planned & budgeted • Fixes tied to work order system • CAs with accountability are tracked to closure • Cost allocation, charge-backs • World class performance



#8 Continuous Improvement



Element #8	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Continuous Improvement</p> <ul style="list-style-type: none"> Regulatory and corporate compliance Annual review of hazard control programs (LOTO, PPE, HazCom) Legal requirements documented – internal and external Incident investigation Metrics: proactive and reactive Metrics: used for trend analysis 	<ul style="list-style-type: none"> Make more money Goal of zero injuries Insurance company drives continuous improvement thinking Not familiar with VPP Incident investigation not in place: “Who did it?” Hazards fixed on the spot – not documented 	<ul style="list-style-type: none"> Some goals set Zero injury campaigns Lots of spreadsheets Thinking about VPP or ANSI Z10 Incident investigation as time permits Hazards and risks usu. addressed; not always documented Little upstream design or planning 	<ul style="list-style-type: none"> Goals set using data Use some aspects of safety mgt. systems (ANSI Z10, ISO 45001) Assessments used for qualitative purposes Trending data used to develop programs Metrics used to prevent injuries Incident investigation & CA procedures written & used Identified gaps are followed up and documented Incident investigation software used Upstream design & planning to reduce hazards 	<ul style="list-style-type: none"> Regulatory and corporate compliance systematically checked for up-to-date Key Performance Indicators (KPIs) used Policy for management system performance & review Safety goals reviewed/revised regularly; used in business plans Using recognized mgt. system (e.g., ANSI Z10, ISO 45001, hybrid) Manage H&S with software Use leading & lagging metrics to guide continuous improvement efforts and decision-making Incident investigation taken seriously, reports read, leaders seek stats to ensure follow up System to support supervisors experiencing increased incidents



#9 Contractor Management



Element #9	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
<p>Contractor Management</p> <ul style="list-style-type: none"> • Written procedures • Selection & prequalification • Pre-bid meetings, bid packages • Performance expectations • Orientation • Pre-project hazard analysis • Site-spec. HASP • Inspections • Performance reviews • Documentation 	<ul style="list-style-type: none"> • No contractor safety program - written or verbal • Low bidder • When on site they are on their own • Take shortcuts • No concern about OSHA coming on site • No knowledge of OSHA Multi-Employer Worksite Policy 	<ul style="list-style-type: none"> • Informal program, at best (might be written) • Selection and prequal. data used (OSHA citations, DART, EMR) • Driven by legal contracts • Minimal safety stipulations in contracts • Little coordination between host & contractors • Rumors about OSHA coming on site • Independent toolbox talks • Minimal recordkeeping • Understanding of OSHA Multi-Employer Worksite Policy • Hazards/risks addressed within crews occasionally 	<ul style="list-style-type: none"> • Contractor Safety Program is written • Selection criteria used • Prequal Checklist • Designated contract manager • Joint toolbox talks occasionally • Contracts include safety criteria • Mutual understanding of OSHA's Multi-Employer Worksite Policy • Stop Work Authority used • Correction of hazards/risk occurs by most crews • Scheduled meetings with labor reps., contractors 	<ul style="list-style-type: none"> • Contractor Safety Program is written • Formal selection process and criteria (e.g., BROWZ, ISNET, OSHA) • Contracts include safety criteria • Contractor management program actively carried out • Team approach on site • Joint toolbox talks standard • Joint problem solving & hazard/risk solutions • Mutual efforts and understanding for cont. improvement • Performance reviews done of each contractor • Scoring mechanism in place for project performance • Contract renewal based on these performance



#10 Administrative Programs



Element #10	REACTIVE Beginning/ Emerging	DEPENDENCE Improving/ Managing	INDEPENDENCE Succeeding/ Collaborating	INTERDEPENDENCE Leading/Exceeding Cont. Improvement
Administrative Programs <ul style="list-style-type: none"> • Recordkeeping • Document control • RTW/light duty • D&A testing • Medical program: pre-hire, first aid, emergency care • Worker Comp. • Agency inspection procedures • Emergency preparedness • Drills • MOC 	<ul style="list-style-type: none"> • W. C. in place • Some records kept but not enough • D&A program usually in place • No cell phone policy for vehicles • Fear of OSHA inspections • Little documentation of safety activities/efforts • MOC never heard of • Facility emergency preparedness considered • Drills not executed 	<ul style="list-style-type: none"> • Records kept for OSHA compliance • Might have hiring policy • Pre-employment checklist maybe • D&A program in place • Cell phone use in vehicles discouraged verbally • MOC not used • Understanding of OSHA inspection process • Documentation of safety activities driven by OSHA requirements • Basic emergency preparedness for facilities and crews 	<ul style="list-style-type: none"> • Diligent H&S recordkeeping • Pre-employment checklist • Background checks done • Pre-employment physicals • D&A program with randoms • Doc. management & archive • Cell phone restrictions for vehicles – in writing • MOC used • Ready for OSHA inspections; see it as opportunity for improvement; written protocol • Safety activities well documented • Emergency plans written, communicated, facility drills done • Security planning – IT, physical 	<ul style="list-style-type: none"> • Electronic platform for docs & recordkeeping • Job descriptions list physical demands • Substance abuse assistance • Hands-free cell phone policy in place and monitored • MOC used systematically • Not afraid of OSHA inspections; may be partnering with OSHA • Safety activities well documented; use software systems and devices in field • Crisis management/active aggressor plans • Field and facility drills documented • Drill accountability; makeup • Wellness program in place

WORKSHOP RESULTS

*Where Are We Now?
Where Do We Go?*



WORKSHOP FEEDBACK:

Where are We Now?

SURVEY SAYS.....

Control of Risk

Reactive

Beginning
Emerging
Resistance
Apathy

Dependence

Improving
Managing
Involvement

Independence

Succeeding
Collaborating
Commitment

Interdependence

Leading/Exceeding
Continuous Improvement
Passion

• **Strengths?**

• **Opportunities for improvement?**

CULTURE STRENGTH



Where Do We Go From Here?

Takeaways to Advance Your Site-Specific Safety Culture

- What strengths can you leverage?
- Opportunities – low hanging fruit?
 - Priority areas?
 - Actions to support your areas?
- What does “positive culture” look like?

What can we
do to
advance our
safety
culture?

Drive
SAFE

Work
SAFE

Live
SAFE

Measuring the Maturity of Your Safety Program & Culture

Review/Summary

Work
Well Done!

1. Define “safety culture”?
2. Name the 10 elements of a safety management system?
3. Assess your current safety culture?
4. Set short- and long-term goals to enhance a positive safety culture?

Drive
SAFE

Work
SAFE

Live
SAFE



THANK YOU!



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