

Changing Safety Culture

Our Journey at Terracon

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Why another talk on safety?

- I am not a safety expert
- I am not going to introduce some new concept for a safety program
- Terracon did not have “Zero Injuries” last year

Why another talk on safety?

- Maybe understanding our challenges and approach will help you
- We believe this model can help us change more than safety culture

Overview

- Early Perspectives
- Where We Are
- Key Successes
- Key Challenges That Remain

Early Perspectives

“The first obstacle of change is getting people to accept that change is needed.”

— Source Unknown

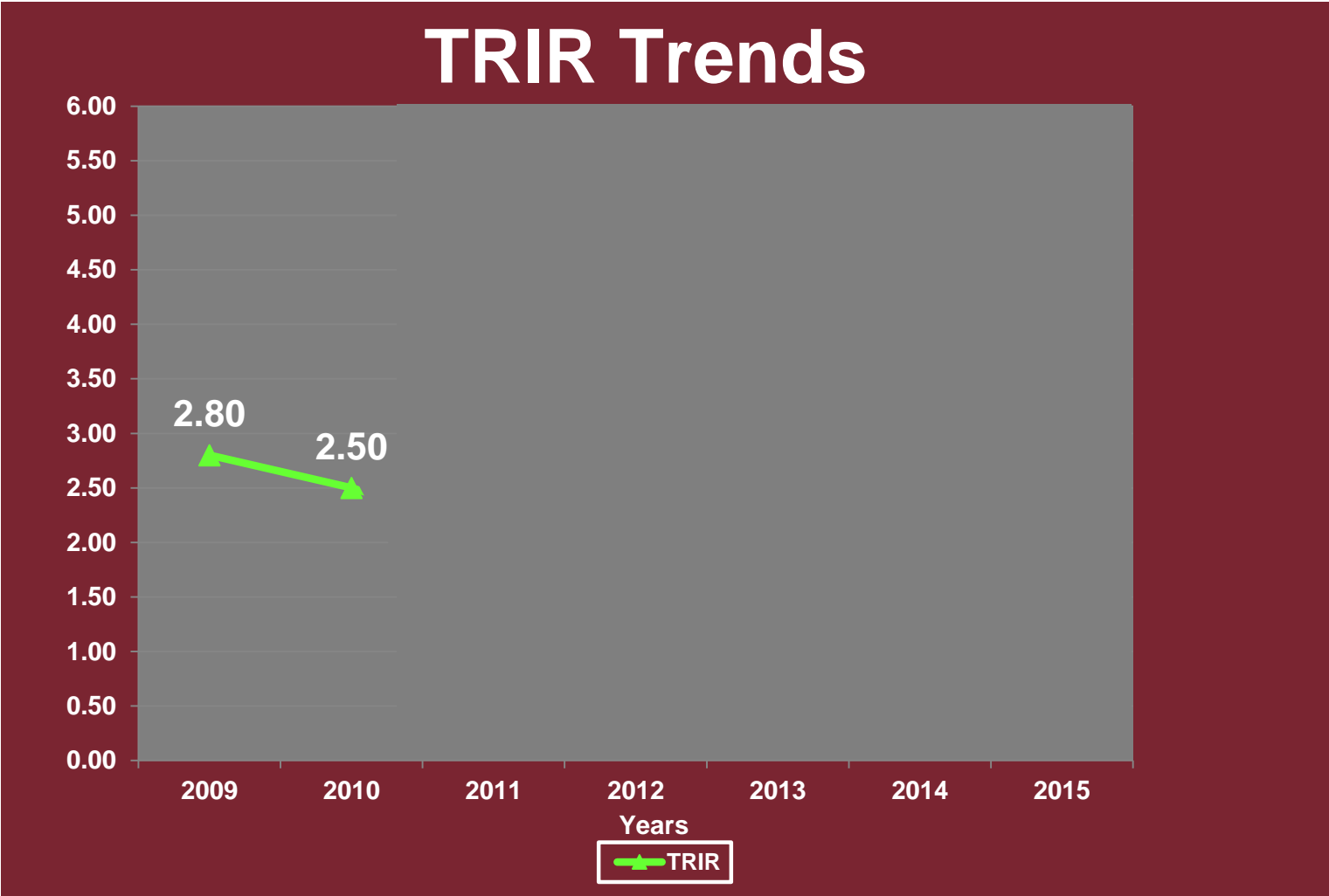
Some Background

- Founded 1965
- Geotechnical, environmental, construction materials, and facilities engineering, testing and consulting
- Significant growth past 15 years
- Nearly 4,000 employees in >140 locations
- 50% of staff in the field majority of their time

Safety at Terracon

- Have always been concerned about worker safety
- Have always had a “safety manual”
- Every few years we would have some kind of safety program focus:
 - “Safety First”
 - “Zero Accidents”
 - “Back Off”
 - “Lift Right”

Where we were



What do we do that is so hazardous?



#safetyweek2016

What do we do that is so hazardous?



What do we do that is so hazardous?



What do we do that is so hazardous?



What do we do that is so hazardous?



What do we do that is so hazardous?



What do we do that is so hazardous?



What do we do that is so hazardous?



Safety but...

Always well intentioned; people still got hurt and our CEO came to characterize our safety culture as “safety but.” Safety but...

- There is only so much we can do
- It is a personal responsibility
- Some amount of accidents are inevitable
- We don't control the project sites
- We built our reputation on getting the job done
- Rationalization

The Epiphany

- Safety needed to be a Core Value
- Realized we needed outside help
- We “thought” we had plenty of policies and procedures
- Be honest about where we were
 - Safety Culture
 - Safety Processes
- Leading Safety v. Managing Safety

The Change Management Process

1. Define the Change
2. Ask questions - get the pulse
3. Create a sense of urgency
4. Focus on the Benefits
5. Find your Champions
6. Look for “Small Victories”
7. Measure Success/Understand Challenges and Adjust
8. Communicate the Message constantly and consistently
9. **Must be integral “to stick”**

An Integral Developmental Path



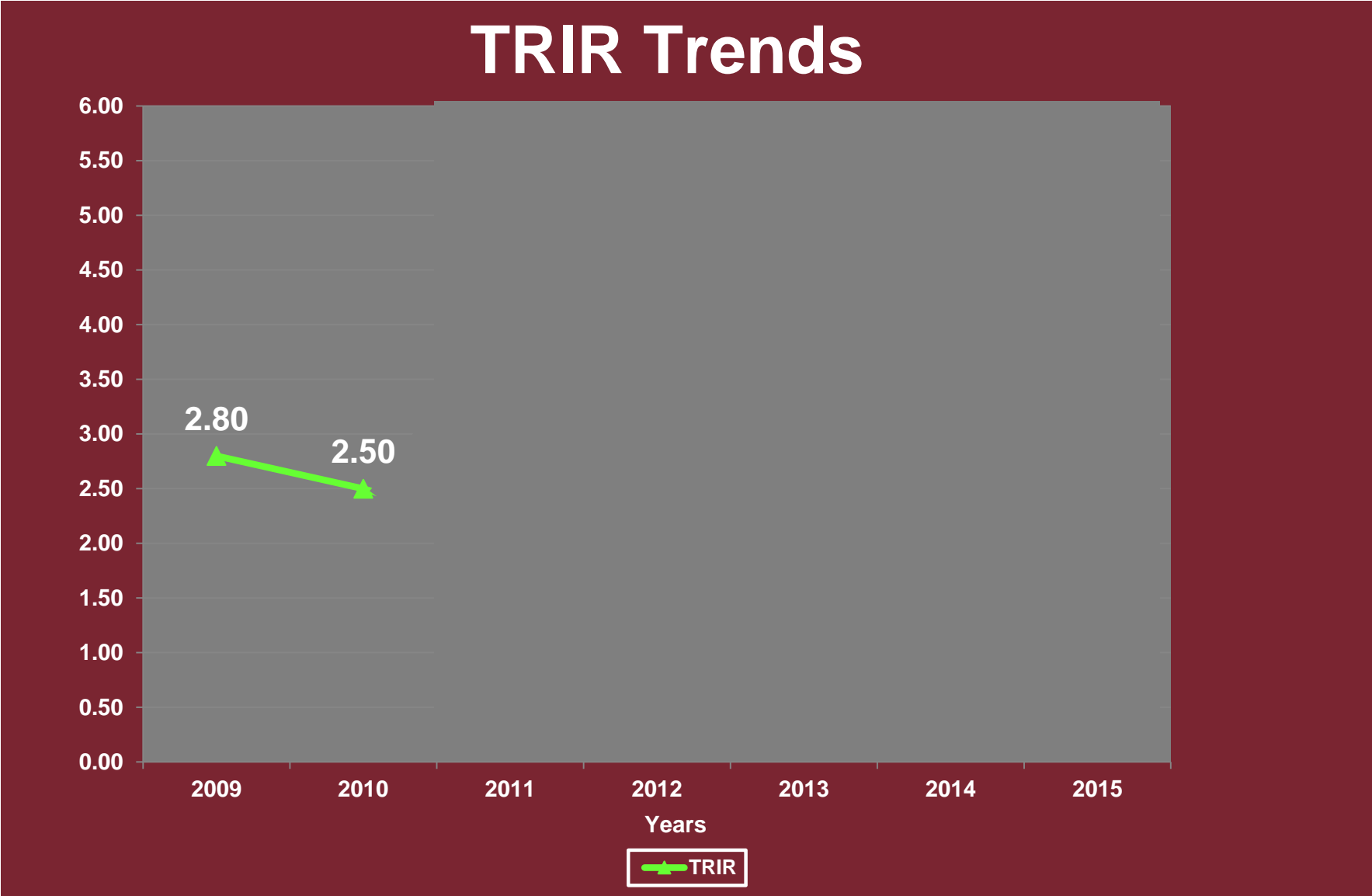
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Where we are

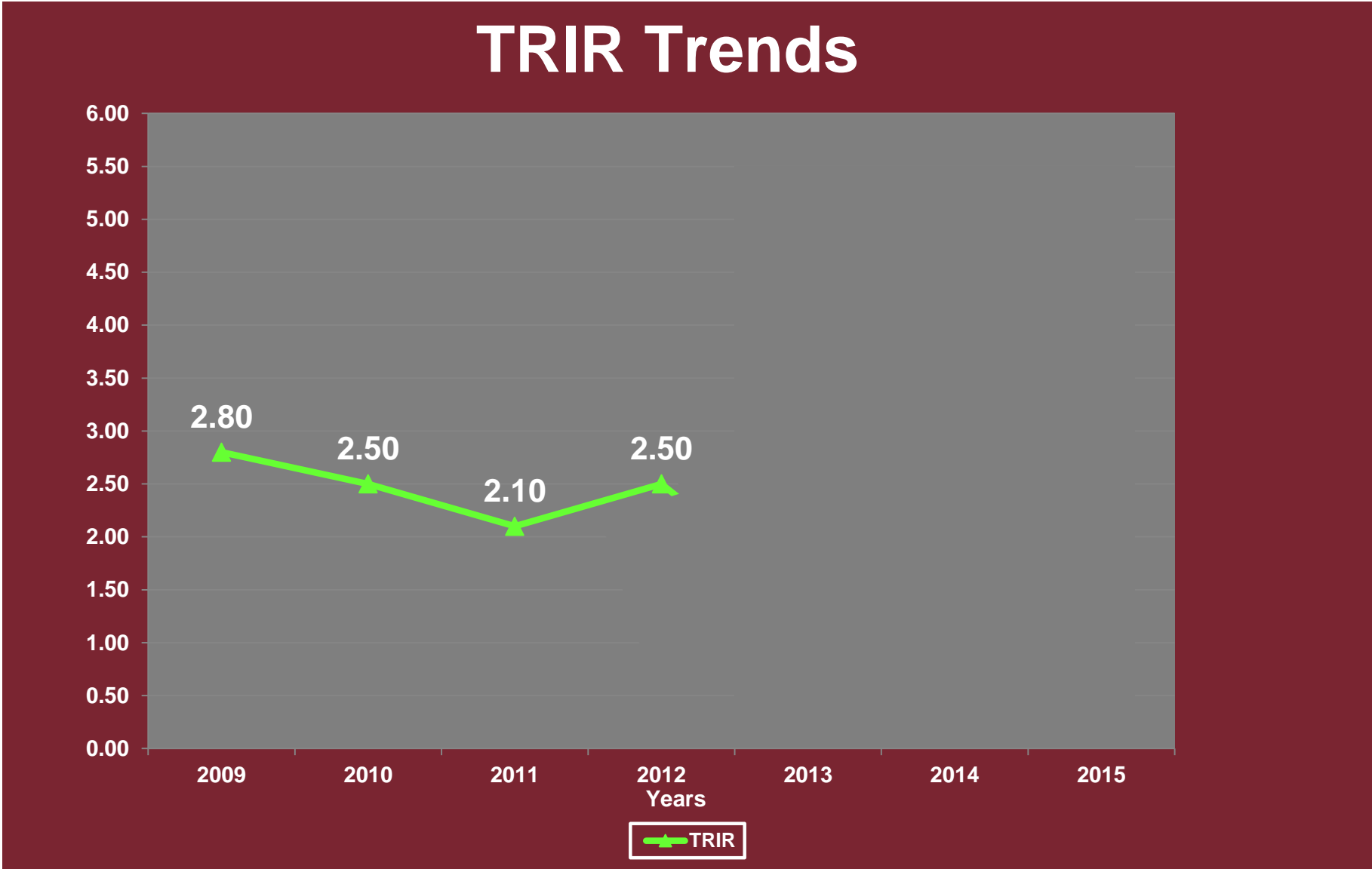
“In early 2014, Terracon established quarterly meetings with our client’s safety managers to address their concerns about our safety record. At the latest quarterly meeting, **they described Terracon as the ‘poster child’ for safety improvements and internal culture.**”

– *Communication from Terracon Client Manager
in reference to statement from a national EPC client*

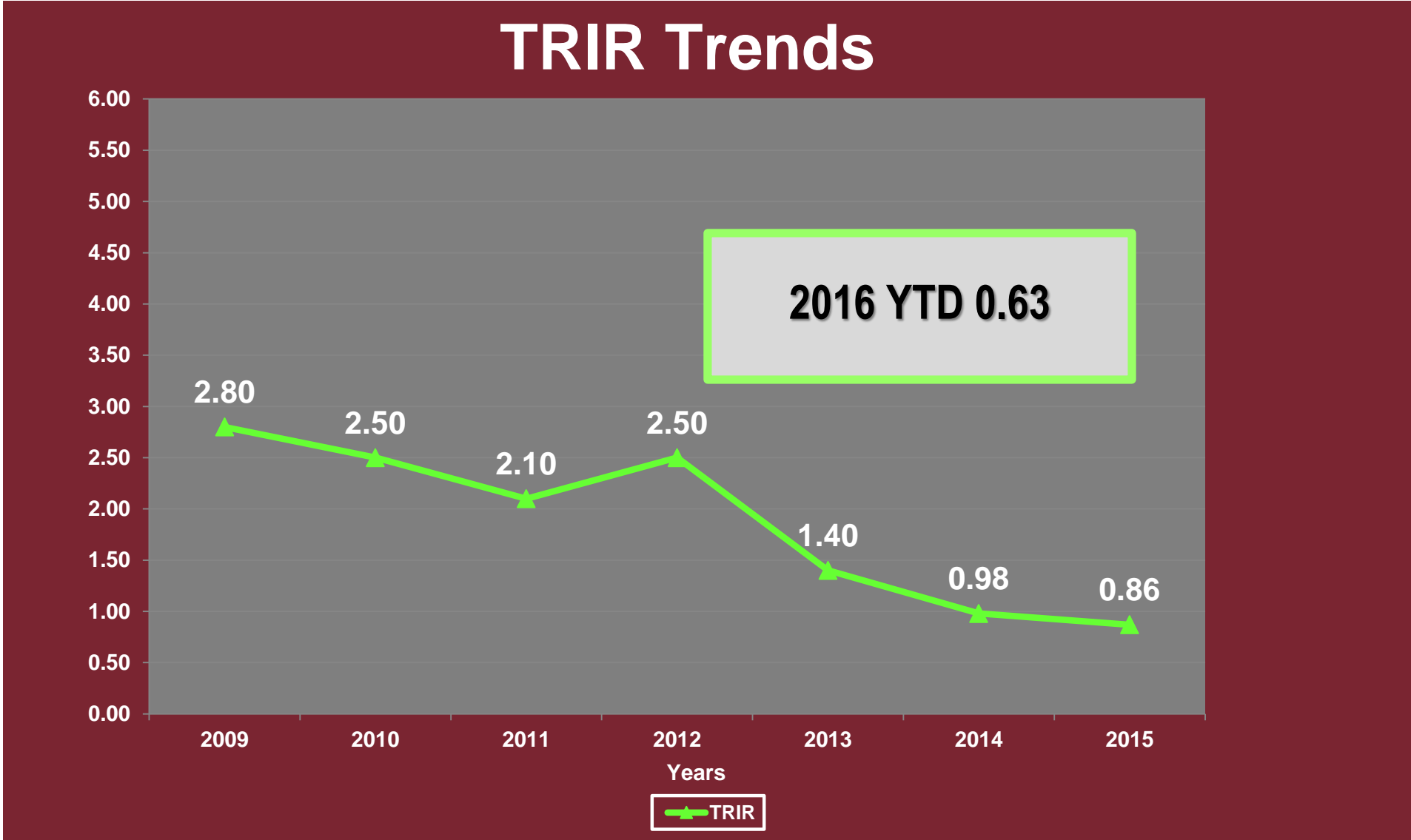
Where we are



Where we are



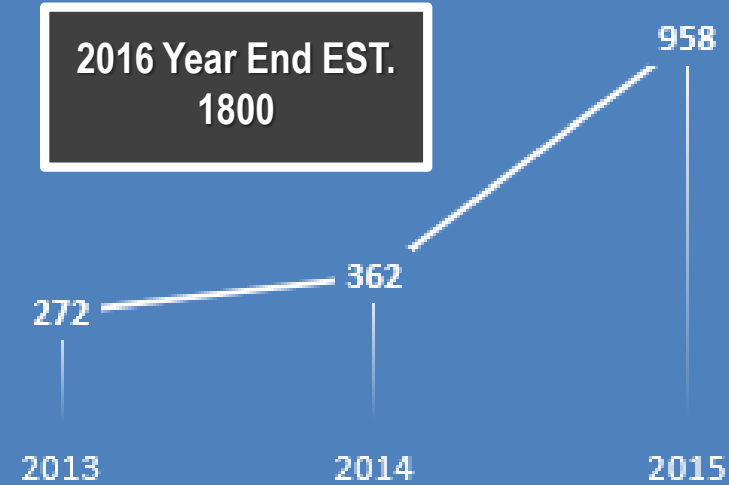
Where we are



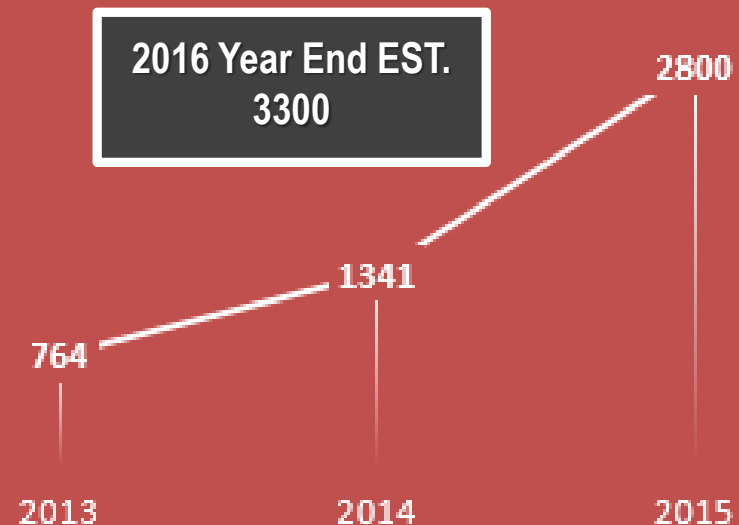
Where we are

- Proactive safety practices
 - Connecting with each other
- Recognizing safe behaviors
 - Both grew > 250%

NEAR MISS REPORTING



SAFETY SPOT BONUSES



Key Successes

- Remember the Integral Model - are we affecting:
 - Culture
 - Systems
 - Behaviors
 - Attitudes

Key Successes

- Safety Leadership
- Collaborative Teams
- Core Safety Rules and Practices
- Safety Check-Ins
- Communication

Safety Leadership

- Operations Led
- Safety Leadership up and down the organization
 - Company
 - Geographic territories
 - Offices
 - Local Safety Coordinators (Volunteer Army)

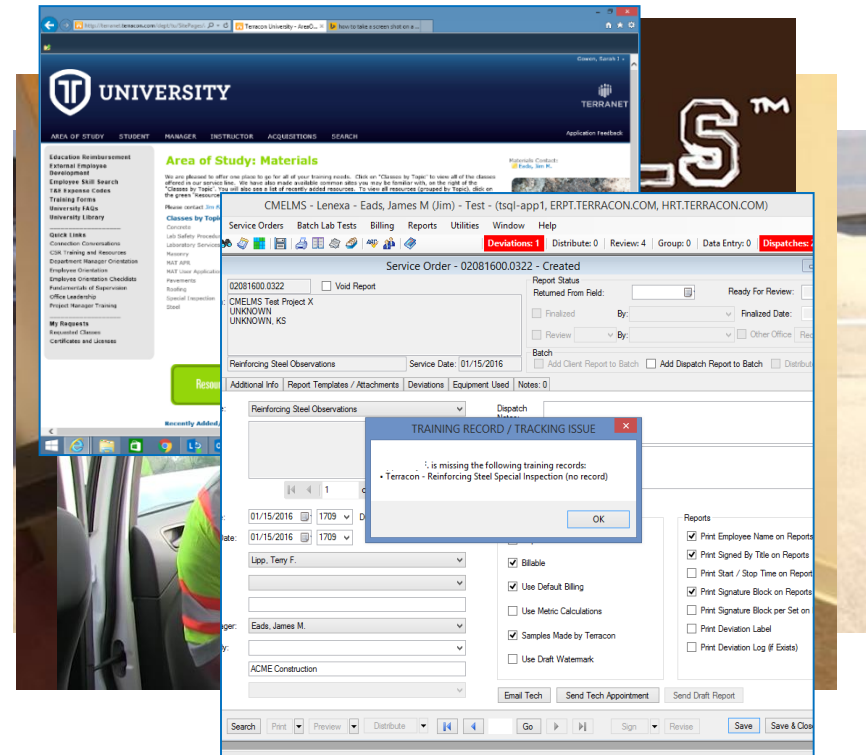
Safety Leadership

“(We have) developed a robust (safety structure) and **improved the process how we roll out safety initiatives with Operations Leadership** - Safety Check-in is a good example of a well implemented change program.”

– *Annual shareholder survey response*

Collaborative Teams

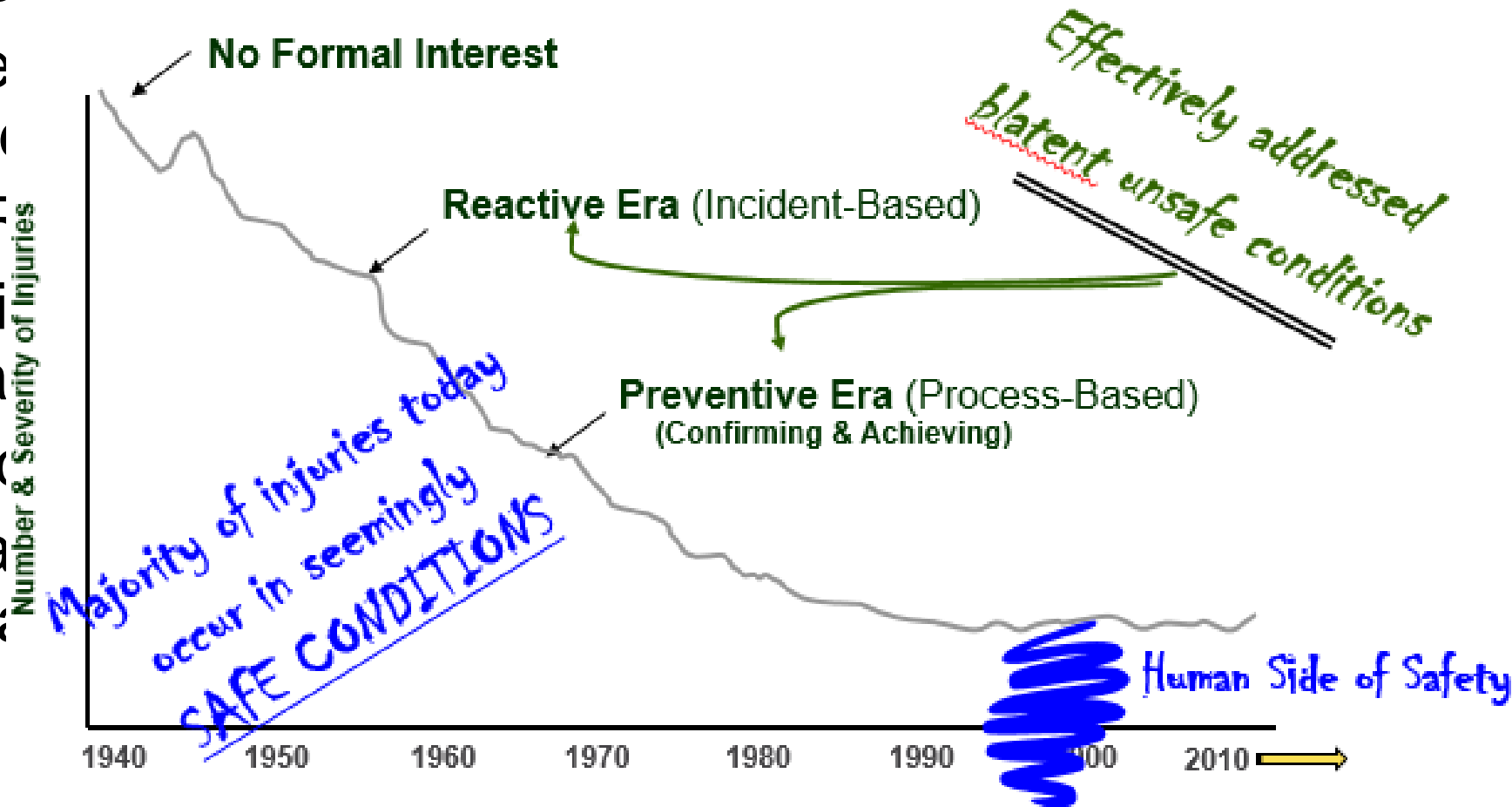
- Small Teams - Front line to Senior Leadership
- Identify key issues that can have practical solutions in a short time frame – Clear Victories/”By the People”
- Some Great Successes
 - Ergonomic Wheelbarrow
 - Safety Wrench for Drillers
 - “Dirty Tools” Video Series
 - Safe and Right Training Certs



Core Safety Rules and Practices

Incident & Injury Rate

- Real safe
- Need exp
- 12 F
- Defi
- (Bl
- Prac
- Coa
- = C



Safety Check-Ins

- Proactive safety practice
- Connecting with each other in conversations:
 - Managers making site visits
 - Reinforce our Rules to Live By
 - touch on project safety issues
 - get real input from employees in the field
 - goes beyond safety
- Operations led successful roll-out
- **Est >5500 Safety Check-ins 2016**



Safety Check-Ins

“The level of care and responsibility that you showed Wednesday at the project site was something I have never experienced. **You were genuinely concerned for our safety**, and it showed. I have four kids, so you taking my safety as seriously as you do means a lot to me.”

— *Email to office manager from field technician following a Safety Check-in*

Communication

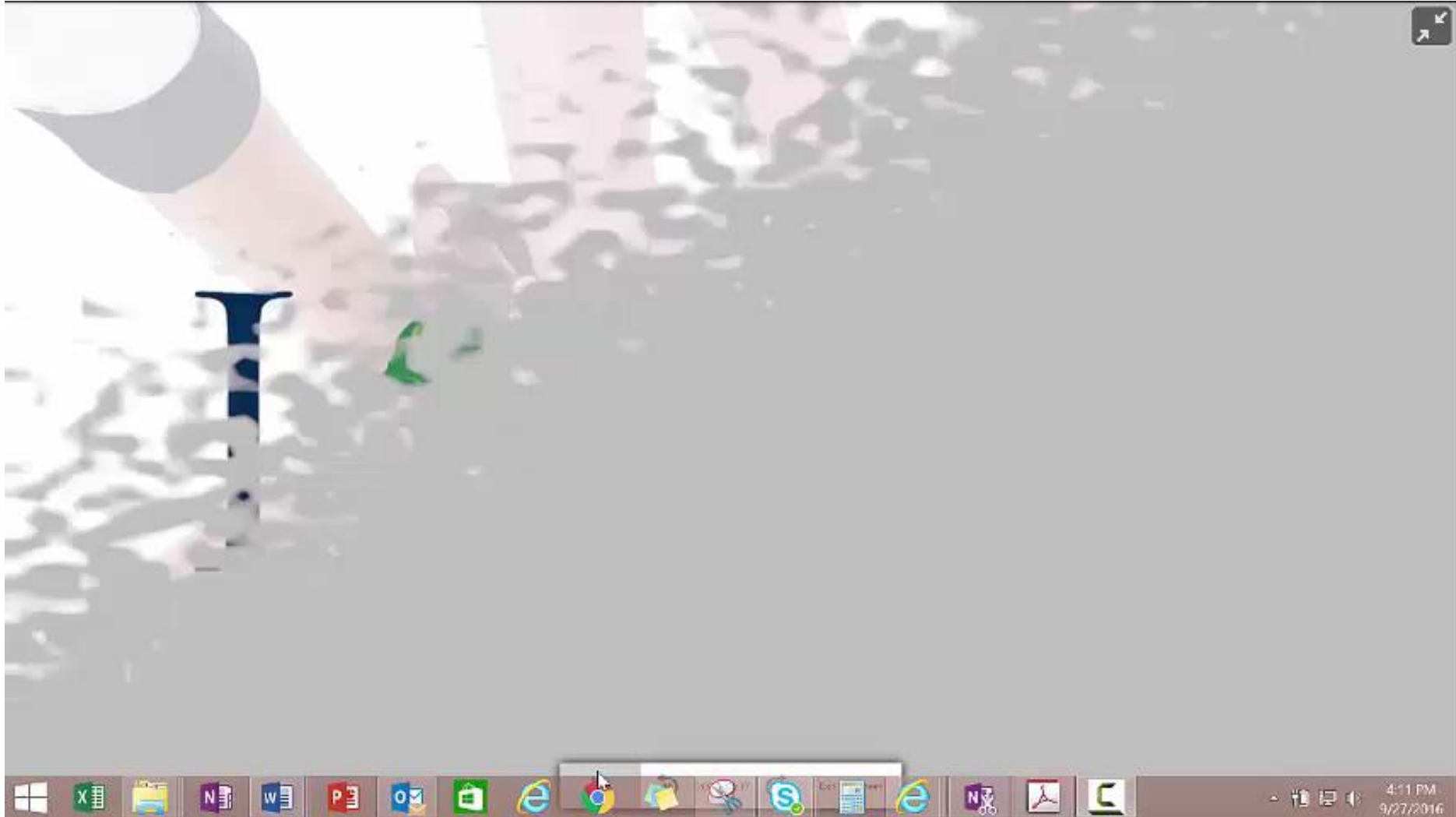
- Consistent Message – Starts with Strategic Plan and Annual Operations Plan
- Safety Dashboard and Other Information Systems
- Internal Communications
 - Publications
 - Sharing Information on Injuries and Near Misses
- Terracon Social Network
- Videos
 - CEO Messages
 - “Dirty Tools”
 - Safety Week – make it fun



A collage of safety-related graphics. At the top left is a poster titled "Our Rules to Live By" with the "Live IIF!" logo. To its right is a video title card for "DIRTY TOOLS™ Episode 3 Wheelbarrow Safety". Below these is a large red banner with the "TSPN" logo and the text "BREAKING NEWS Safety Week 2016". To the left of the banner is a vertical sidebar with a list of regions and a "Grand Total". To the right is another vertical sidebar with a "Bonuses" list.



Sample Safety Videos



Key Challenges That Remain

- Still a challenge with nearly 4,000 staff across >140 offices to get the message delivered consistently
- Management still struggling with trying to balance care and concern with accountability and discipline
- Educating PMs and staff on Pre-task planning as the key to keeping “lone workers” safe
- Balancing how fast we can run v. how much change can stick
- Not getting complacent

Driving Change in your Operation

- What does this mean for you?
- What are examples of other things we are trying to change?
 - Strategic Plan Initiatives
 - Employee Engagement/Connection
 - Project Management
- To continue our success we need to become very good at change

Questions?

