

Maximizing Success on the Road to a World-Class Safety Culture

2013 ASFE Spring Meeting, Isle of Palms, SC

John Mazur, CIH, CHMM



Review from Fall – Why???

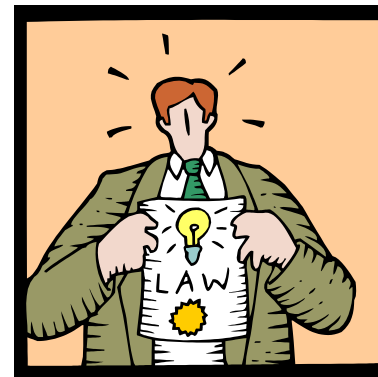
■ Right Thing To Do

■ \$\$\$\$\$\$\$\$

- Direct Costs
- Indirect Costs

■ Requirements

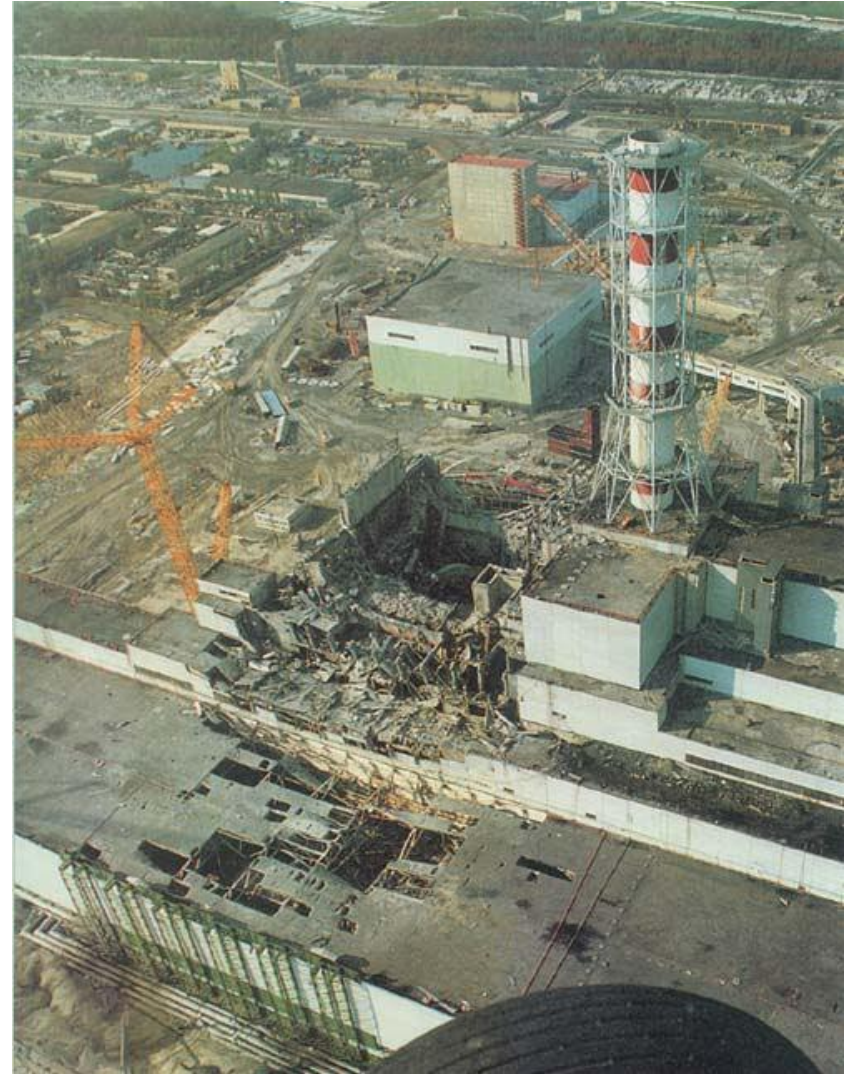
- Regulatory – OSHA
- Industry Standards
- CLIENTS



What is Safety Culture?

Safety Culture -- Origins

- "That assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance."



- Webster's Defines Culture as "Growth of Bacteria"
- We'll Skip This One



Definition of Safety Culture

Individual



+

Group



A collection of values, attitudes, customs, skills, ideas, and behaviors that are communicated and passed along.

Safety Cultures -- Ideals

- What are our Ideals? What do we care about?
 - Everybody Goes Home
 - If it can't be done safely we will not do it.
 - The safety and well being of employees, the public, and the environment is the our primary consideration, everything else is secondary.
 - Truly believe that every incident is preventable.
- Develop a Policy Statement

AMEC

Health, Safety, Security and the Environment Policy 2013

Purpose of this policy

To ensure that every employee holds health, safety, security and environment as a cultural value and believes every incident is preventable; and that employees work safely, protect the environment and lead the company to a sustainable future.

Commitment

The board is committed to, and has responsibility for creating a culture where a strong and sustainable HSSE approach is in operation.

AMEC is therefore committed to:

- Going 'Beyond Zero' by creating an organisation that has a positive impact on the health, safety and security of employees, those that we work with and the communities in which we live
- Establishing and maintaining excellence in HSSE leadership at all levels
- Setting and implementing clear HSSE standards across our company
- Getting everyone involved in delivering world-class HSSE performance

To meet our commitment

At group and business unit level, AMEC will:

- Deploy a high performing leadership and management structure to provide an unbroken chain of responsibility and accountability for HSSE
- Identify and control the HSSE risks arising from our work activities
- Implement systems for the management of HSSE, ensuring they are communicated and maintained in accordance with the AMEC HSE and Security Management Frameworks
- As a minimum, comply with applicable HSSE legislative and industry requirements
- Set and monitor clear HSSE performance objectives that use both leading and lagging measures
- Audit HSSE performance to ensure that the organisation is compliant with its standards
- Require a transparent reporting culture to underpin improvement through learning and applying lessons from all relevant experiences
- Implement effective processes for consultation and engagement throughout AMEC, including between functions, in order to improve performance and reduce HSSE risk
- Require that all activities are undertaken by competent people and teams
- Consult with our stakeholders and regulators to promote continuous improvement in HSSE performance
- Work with clients to secure excellent HSSE performance in their operations



Semir Brikho

Semir Brikho
Chief Executive

01/01/2013
Date



AMEC Safety Culture - Beyond Zero

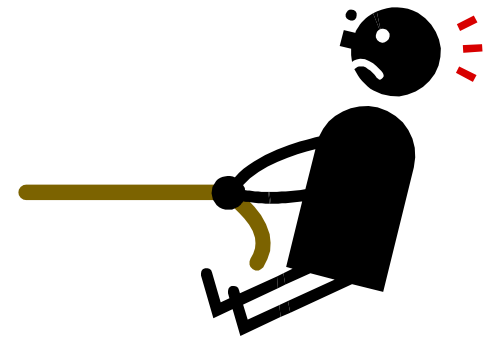
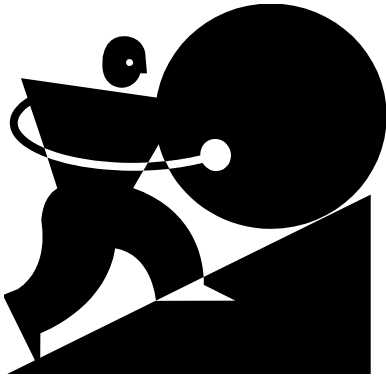


- AMEC's philosophy is not to just aim for zero incidents, but to go beyond.
 - Incorporate safety into all work activities
 - Have employees take safety principles into their homes and off work activities.
 - Strive for a 24 hours, seven days a week safety philosophy



You have a Safety Culture, but what kind?

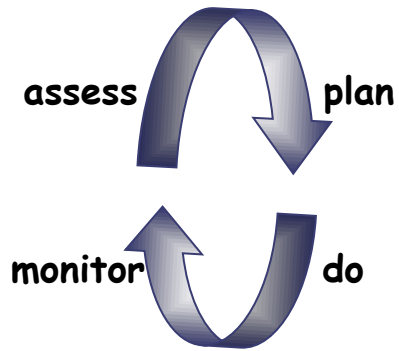
Reactive
or
Proactive



Levels of maturity with respect to a 'safety culture'



Safety Culture Ladder



Improving safety culture -
Increasingly informed

GENERATIVE

PROACTIVE

CALCULATIVE

REACTIVE

PATHOLOGICAL

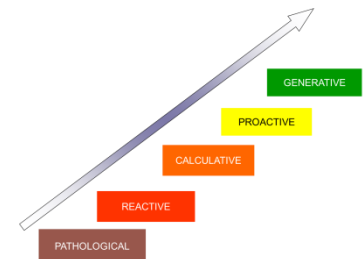
Increasing trust and accountability -
Improving consistency



Safety Culture Maturity -- Levels

PATHOLOGICAL

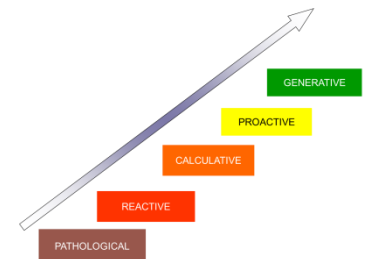
- People don't really care about safety - if the lawyers/regulator said it was okay then they can go ahead.
- They believe that there are bound to be accidents as it's a dangerous business.
- If someone is stupid enough to have an accident then they get fired.
- Bad news is ignored and the messenger is punished.



Safety Culture Maturity -- Levels

REACTIVE

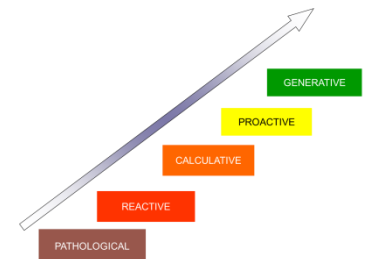
- Safety is taken seriously, but only for a short period of time after an incident.
- There are lots of discussions to re-classify incidents.
- Managers feel they need to force the workforce to comply with rules and procedures.
- People say that “it’s different here” when they are told about safety.
- Bad news is kept hidden.



Safety Culture Maturity -- Levels

CALCULATIVE

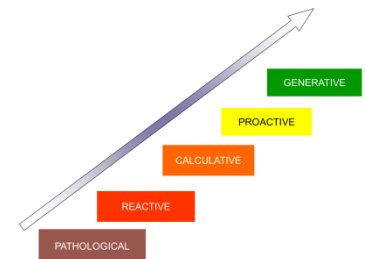
- Lots of data is collected and analysed, and lots of statistics are generated from them but it is mostly descriptive.
- People think that because they have a safety management system in place then that is enough to ensure safety and are surprised when incidents occur.
- Bad news is tolerated, but still unwelcome.



Safety Culture Maturity -- Levels

PROACTIVE

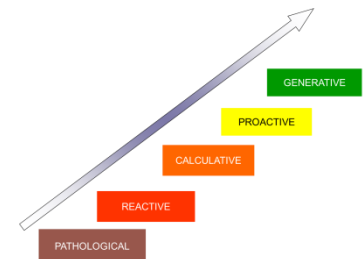
- People start to try to predict what the next incident might be, and resources are made available to fix things before incidents occur.
- Management is open to bad news but they still focus on statistics.
- The workforce is trusted and involved – they influence the way that work gets done.



Safety Culture Maturity -- Levels

GENERATIVE

- Management knows what is really going on in the business, because the workforce trusts them and is willing to tell them.
- Bad news is sought out so that the business can learn from its failures and new ideas are welcomed from everyone.
- People are mindful of what could go wrong, even when they are not having any incidents or near-misses.
- Safety is seen as good business.



Safety Culture – Elements of Maturity



- ✓ Communicating
- ✓ Commitment level of workforce
- ✓ Rewards of good HSE
- ✓ Who causes accidents?
- ✓ Balance between profit and safety
- ✓ Contractor

Safety Culture – Elements of Maturity



- ✓ Are workers interested in competency?
- ✓ Size & status HSE
- ✓ Work
- ✓ Worksite safety
- ✓ Purpose of
- ✓ Incident

Safety Culture – Elements of Maturity



- ✓ Hazard and unsafe act
- ✓ What happens after an incident?
- ✓ Who checks HSE on a day-to-day basis?
- ✓ How do HSE meetings feel?
- ✓ Audits
- ✓ Benchmarking trends and statistics

Safety in You Organization



- Objectively identify where you are now
- Define your ideal and goals
- Management commits – Sets the example
- Develop tools and systems to meet the goals
 - Communication
 - Staffing
 - Audits
 - Investigations
 - Contractor Selection
 - Training
 - Etc.

2013 Beyond Zero Action Plan

Name: Samir Brikho



I commit to undertake the following leadership activities in 2013 as part of my commitment to achieving Beyond Zero:

	Q1	Q2	Q3	Q4
Commit to a personal health and fitness plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek 360° feedback on personal safety leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmark AMEC's HSSE approach against two external organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call Safety Best Performers once per quarter in 2013 and share good practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct a safety review across each of the Divisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

“A good safety culture is the embodiment of effective programs, decision making and accountability at all levels.

When we talk about safety culture, we are talking first and foremost about how managerial decisions are made, about the incentives and disincentives within an organization for promoting safety.

One thing I have often observed is that there is a great gap between what executives believe to be the safety culture of an organization and what it actually is on the ground. Almost every executive believes he or she is conveying a message that safety is number one. But it is not always so in reality.”

- Carolyn W. Merritt - *U.S. Chemical Safety Board*
November 2005

Questions?

