Field Perspective on Safety Trends When Implementing ES&H Requirements

Panel 17 - Safety Management
Key to Effective Performance Execution

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Outline

• Monitoring and Trending Performance
• New vs. Existing Programs
• Desired End State
• Success Stories and Results
• Contributing Factors to Effective Performance Execution
Monitoring and Trending Performance

• Metrics and Trends
  – Collecting and evaluating information
  – Injuries need to decrease
  – Performance output needs to increase
  – Take action prior to reaching a regulatory or administrative limit
New vs. Existing Programs

• Allocate resources to start up and implement a new program
  – Address a specific void
  – Direction: Regulatory or volunteer

• Enhance an existing program
  – Integrated Safety Management System (ISMS)
DOE P 450.4
Safety Management System Policy

• COMPONENT 3 - Core Functions for Integrated Safety Management
  – Define the Scope of Work
  – Analyze the Hazards
  – Develop and Implement Hazard Controls
  – Perform Work within Controls

  – Provide Feedback and Continuous Improvement
Communication is a Two-Way Street

• Avenues for the workforce to communicate with management
  – Pre- and post-job briefings
  – Safety hotline

• Management presence after an off-normal event or a series of events
  – Safety pause
End State – Establish Communication Mechanisms and Opportunities Early

- Have the workforce involved early when establishing your program and processes
- If there is a disruption in the scope of work, the lines of communication are already in place
- This makes ISMS work for the workforce by reducing barriers
Success Stories

• A management representative leads the 6:00 am Plan of the Day – every morning
  – Standard information
    • Safety topic
    • Weather
    • Historical event (e.g., Veterans Day)
  – Identify and resolve safety issues in the field
  – Discuss project details, metrics, trends
  – Host other departments (e.g., HR)
Success Stories

• Monthly safety meeting
  – Safety manager and site safety & health officers (SSHOs) lead the meeting
  – Supervisors and frontline managers provide input (Line Management Responsibility for Safety – C2, #1)
  – Share Information from other status meetings
  – Food
  – Safety video (e.g., The Halifax Explosion)
Success Stories

• Contract renewal process
  – Potential workforce transition to a new company
  – Discuss the RFP process
    • Technical volume
    • Cost volume
    • Past performance

• Rumor mill
  – “I can neither confirm nor deny….”
  – Deflates the big pink elephant in the room
Results

• Provides meaningful information about the company and current events
• Establishes a level of consistency
• Employee demographics - different needs at different times in their lives
• Goals exceed industry and administrative action limits
• Experience Modification Rate (EMR): 0.94
Provide Feedback & Continuous Improvement - ISMS #5

• Contributing factors to effective performance execution
  – Keeping the workforce informed is just as important as maintaining budget and schedule milestones
  – The ES&H organization maintains its presence in the field
  – Stop/suspend work authority
  – “Involved” Safety Management System