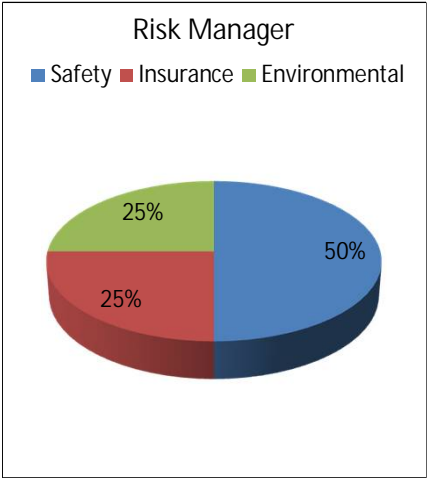
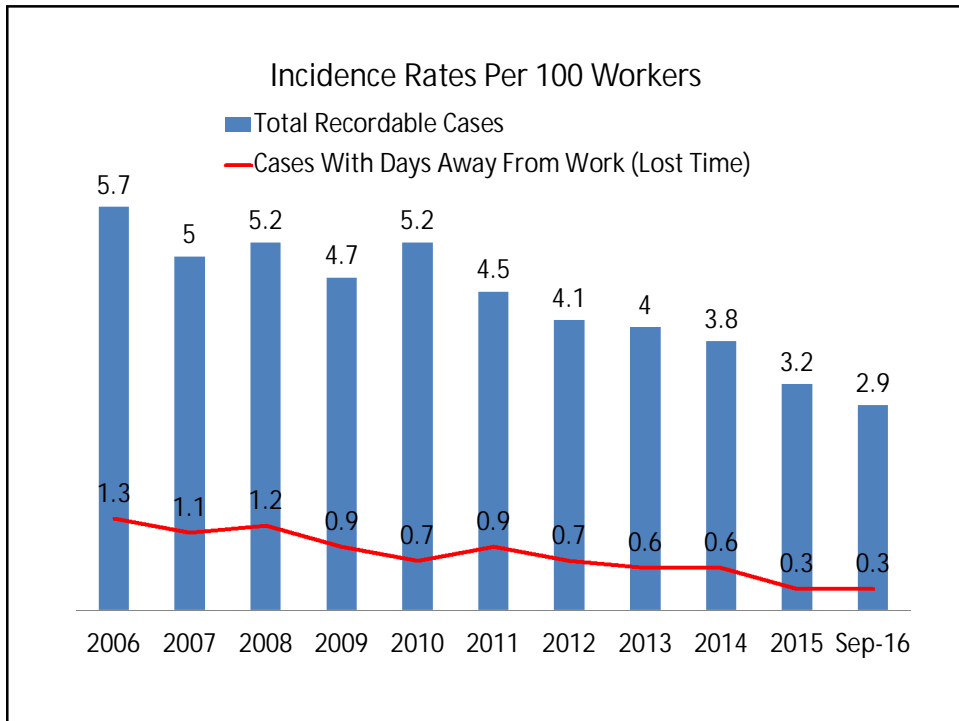



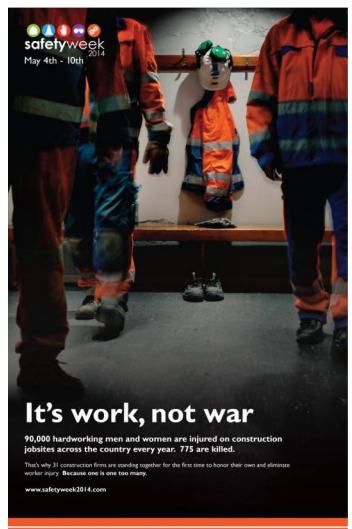
Chris Kirby, Colas USA







safetyweek
2014
Many Roles, One Goal – Building Safety Together





It's work, not war
90,000 hardworking men and women are injured on construction jobsites across the country every year. 775 are killed.
That's why 31 construction firms are standing together for the first time to honor their own and eliminate the risk. Because one is one too many.
www.safetyweek2014.com



CATERPILLAR SAFETY SERVICES
SAFETY.CAT.COM

BECOMING A BENCHMARK
A Case Study in Safety Performance Transformation





One Big Hairy Audacious Goal

A strategic business statement similar to a vision statement created to focus on a single medium-long term organization-wide goal which is audacious, likely to be externally questionable, but not internally regarded as impossible. A BHAG is more strategic and emotionally compelling.



DAY 1 - RAPID IMPROVEMENT WORKSHOP

Colas Goal Zero Process
Caterpillar Safety Services (ZIP)



Colas Goal Zero Process




- ENGAGE**
 - Leadership Report-Out
- ASSESS**
 - Steering Team Meetings
 - Safety Summits
 - Monthly Updates
 - Safety Perception Survey
 - Interviews Assessments & Analysis
- BUILD**
 - Steering Team Training
 - Strategic Planning
- DEVELOP**
 - Culture Excellence Workshops
 - Form/Train CI Teams
 - Rapid Improvement Workshops
- IMPLEMENT**
 - Communication & Recognition
 - Safety Process Excellence
 - Pilot RIW Processes
 - Skills Training/Rollouts
 - Six Sigma Performance
- CHECK**

Six Criteria for Safety Excellence

- Top management is visibly committed
- Middle management is actively involved
- Front-line supervision is performance focused
- Employees are actively participating
- System is flexible to accommodate the culture
- Safety System is positively perceived by the workforce

– Dan Petersen Ed.D.

Shifting from hazard-finding to hazard-correcting

- Safety Culture Model
- Focus Expectations on Activities
- Communicating Safety Expectations
- Unsafe Conditions vs. Risky Actions
- Fact Finding vs. Fault Finding
- Four Steps of Accountability
- Forms of Recognition

Why Injuries Happen

Root Causes

CULTURE
NORMS → ATTITUDES BELIEFS IDEAS → AT-RISK BEHAVIOR → INCIDENT

Focus Expectations on Activities

The Safety River

On-going Safety Conversations

Just as you talk about production and quality every day, you also need to be talking about safety.

- Coaching
- Recognizing
- Correcting
- Responding to near misses or incidents

Look for **teachable moments**.

Opportunities to have everyday safety conversations are all around us; but we need to be looking for them, not waiting for a formal safety violation or incident investigation.

Notice and Investigate

Focus on the Positives – Catch people *doing things right!*

Be alert to both **Unsafe Equipment/Situations** and **Risky Actions**

Unsafe Conditions = any physical hazard related to equipment, materials, structures or other physical elements of a worker's environment

Risky Actions = any hazard caused by human action or behavior *whether purposeful or not*

Risky Actions 90%
Unsafe Conditions 10%

Characteristics of Positive Recognition

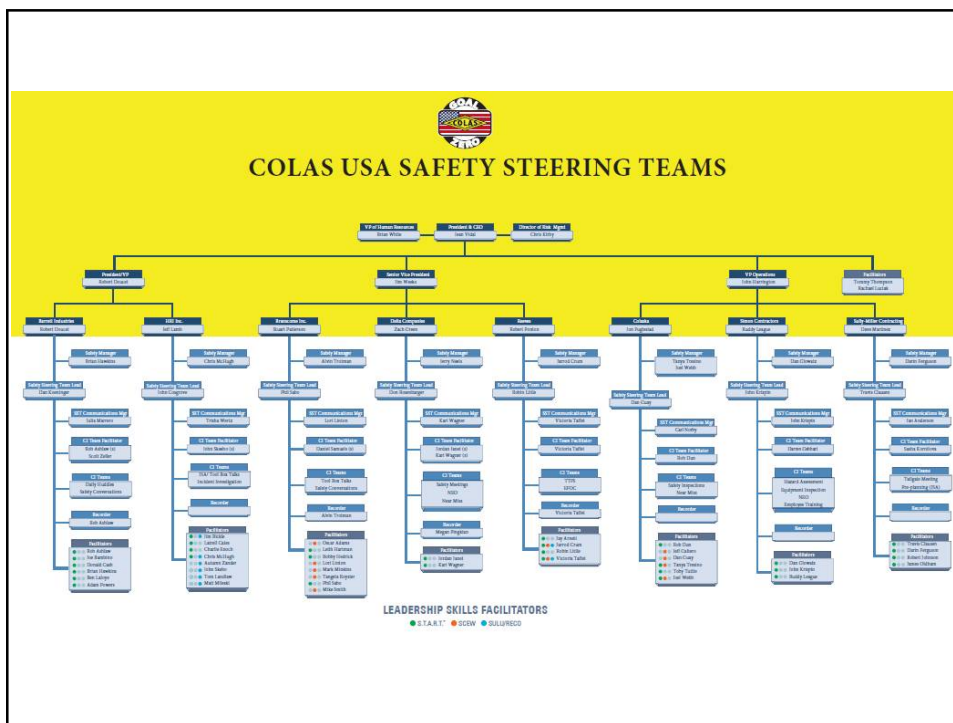
List five characteristics of positive recognition.

- Timely
- Relevant
- Sincere
- Confirmed
- Frequent

What Makes an Effective Safety Culture

Accountability is shared in effective cultures - everyone engages in and helps build the system.

- I know what is expected (my role)
- I have the ability to do it (skills)
- Someone checks on whether I did it
- And I get feedback.



Organizational Change - Success/Failure Points



Complacency

- Have we created an adequate sense of urgency?



Guiding Coalition

- Have we identified the appropriate leadership coalition? (must contain both leaders and managers)



Underestimating the Power of Vision

- Is it concise and direct, aligned and inspiring? (rarguable, desirable, feasible, focused, flexible, and communicable)



Under-communicating the vision

- Do we communicate powerfully and often, both in words and deeds?



Permitting obstacles to block the vision

- Have we identified possible blockers and a plan to deal with them (management systems, individuals)?



Failing to create short-term wins

- Have we created rather than hoped for opportunities to celebrate and keep employees focused?



Declaring victory too soon

- Are we coasting after completing the first major project? REAL, lasting change is slow to occur.

Our (Video) Journey to Goal Zero



Key Messages

- Journey Video
 - Culture
 - Accountability
 - Involvement
 - Family
 - Integration
 - Continuous Improvement
- Subsidiary Examples
 - We've made improvements in safety over time, but it's time to take our safety performance to the next level – by focusing on our safety culture.
 - We are building an open communication safety culture. Training in safety conversations will be provided at all levels.
 - Change is challenging, but continuous improvement is necessary. We may need to shift our behavior to focus on incident prevention, positive recognition and personal accountability for safety.



Success Breeds Success

