

PerspECCtive

Theme:
LEADERSHIP, DIVERSITY AND INNOVATION

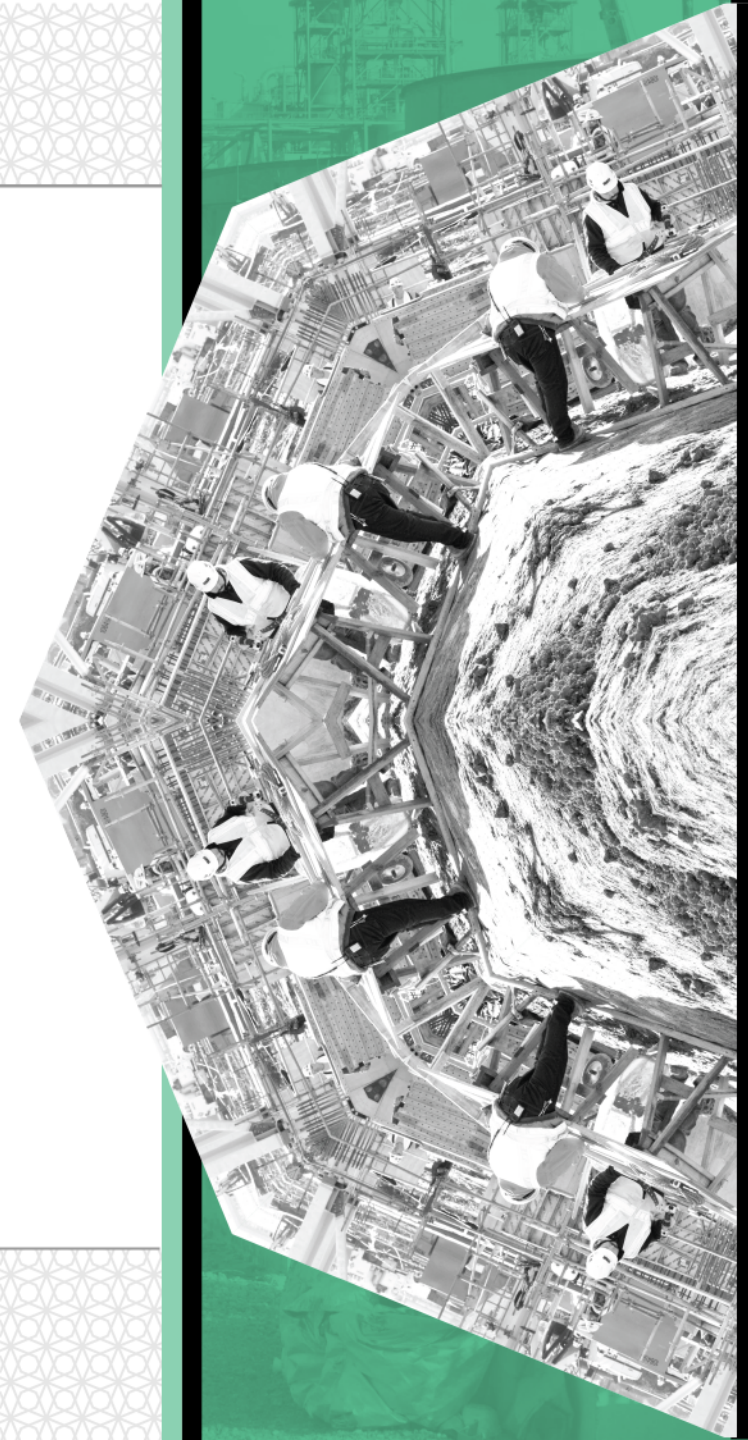
The Next Step Change in Construction Safety Performance



Year:
2017

Date:
Dec. 12-14

Location:
Boca Raton, FL



PerspECCtive

Theme:
LEADERSHIP, DIVERSITY AND INNOVATION

Jeffery P. Zagone
The Dow Chemical Company
Technical Expertise and Support TES
Senior Construction Leader

Thomas H. Collins
S&B Engineers and Constructors, LTD.
Executive Vice President & COO

Marc Younis, P.E.
ExxonMobil Research and Engineering Co.
Global Technology Sponsor - Project SSH&E

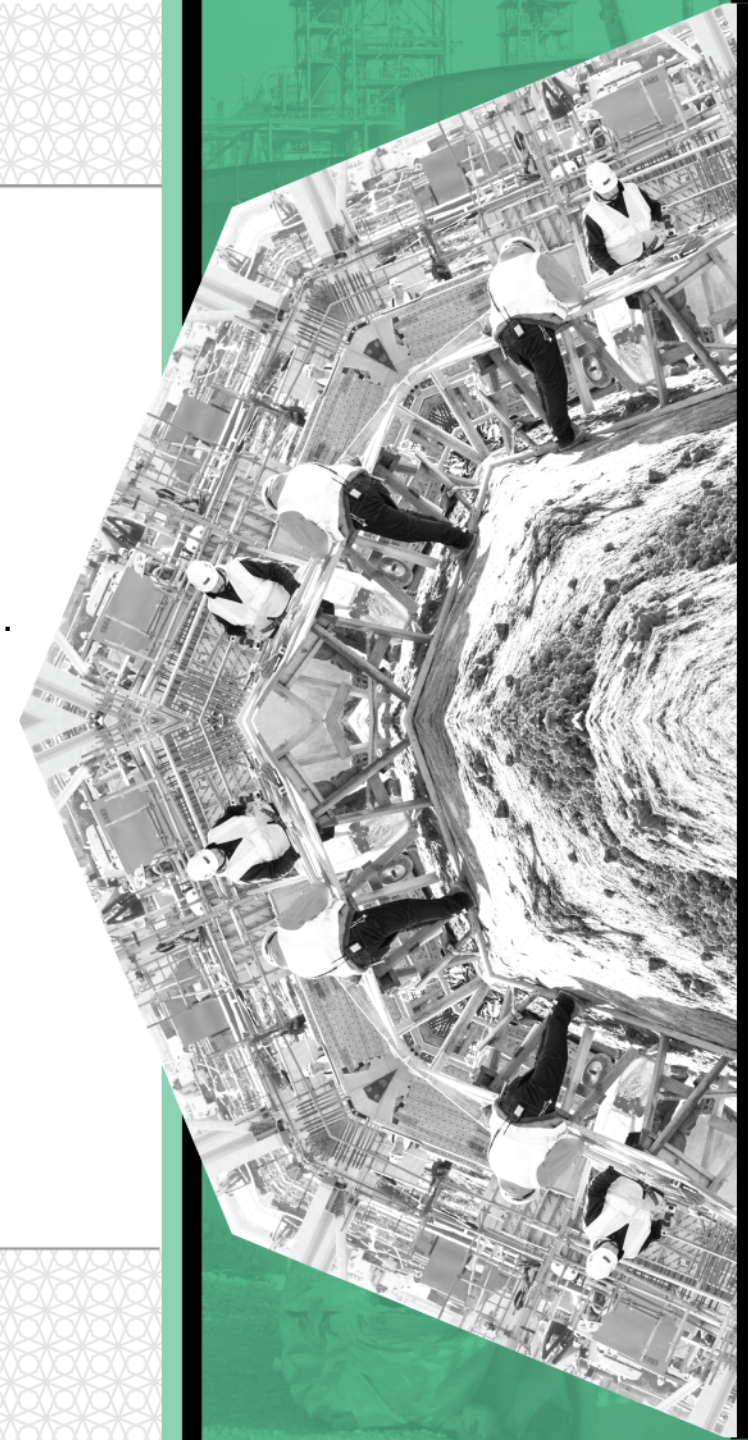
Michael Acuna, CSP
KBR Americas Region
Senior Director of HSSE



Year:
2017

Date:
Sept. 6-9

Location:
Boca Raton, FL



“The Next Step Change in Construction Safety Performance”

This purpose of this session is to engage the Teams’ input to influence continuous improvement in creating safer Work Environments.

Panel Presentations will focus on the Industry Best Practices which Influences Best-In-Class Safety Performance.

- Actions taken by the Owner & Contractor Project **Leadership** to Develop a Robust EHS Culture
- Learn how to establish & maintain a **CULTURE** of “No One Gets Hurt” that positively engages team members, their families, and improves the projects EHS moral and performance.
- Use of validated EH&S **Best Practices** that deliver an incident free work place

Where Should We Spend Our Effort?

Select Effective Leadership

Safety Communication

Develop & Empower Teams

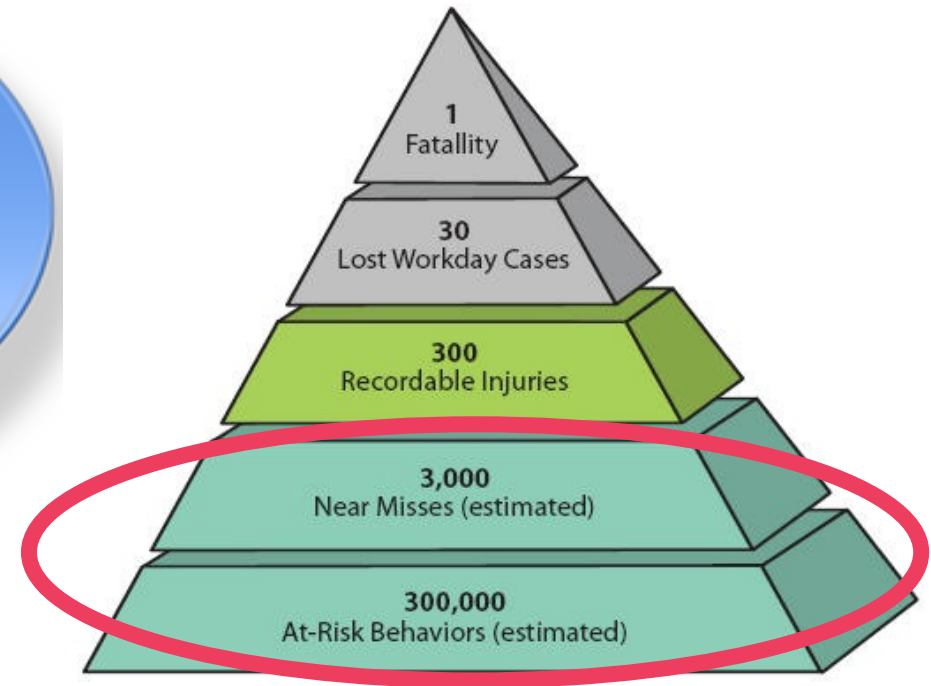
Skill Assessment and Training

Personal Interaction

Assess the Implementation of Best Practices

Team Integration

Leading Indicators



How Do We Get to the Next Step Change in Safety Performance?

**By the Owner and Contractor Management Budgeting and Supporting Resources
That Will Influence the Project's Safety Culture**

"The Challenge"

Fatalities on Gulf Coast Projects Are
An Unfortunate Reality

Our Construction Team Members Will
Not All Come with the Same Robust
Commitment for a Culture of
"No One Gets Hurt"

"Move to the Next Step"

Select Project Leadership that have the Ability and
Compassion to Develop the Culture of
"No One Gets Hurt"

Measure Leadership Engagement :

- Coaching
- Intervention
- Recognition
- Training
- Assess Implementation of "Safety Best Practices"



Actions Taken by the Owner & Contractor Project Leadership to Develop a Robust EHS Culture

Marc Younis

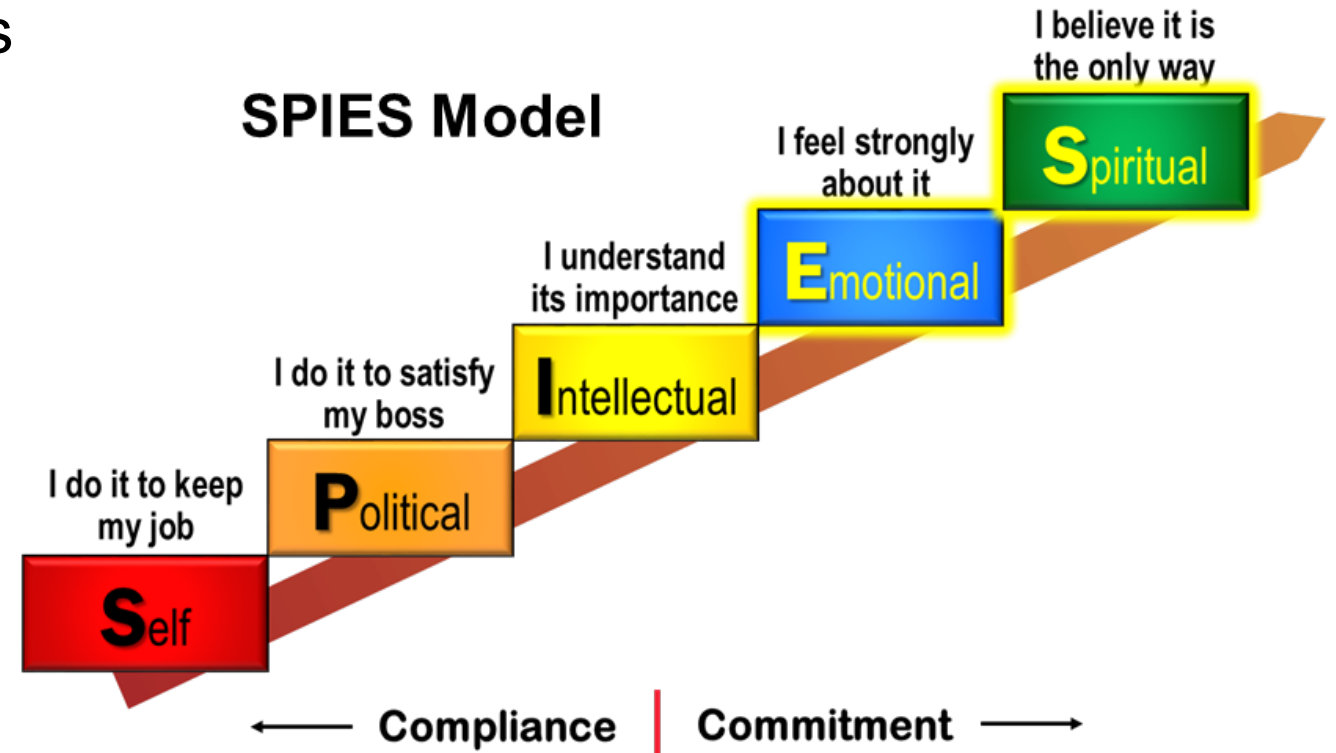
The Next Step Change in Construction Safety Performance

What Defines Safety Leadership

- Characteristics of Safety Leaders

- Demonstrate Commitment
- Highly Visible
- Develops Trust
- Connecting
- Effective Communications

Leadership requires personal commitment before you can build workforce commitment



Workers cannot be “pushed”, they need to be “pulled” (by example)

Cascading Safety Leadership

Safety Leadership Matrix Scorecard


I do it to keep my job
Self

I do it to satisfy my boss
Political

I understand its importance
Intellectual

I feel strongly about the need
Emotional

I believe it's the only way
Spiritual

	Project Team							Contractor / Sub-Contractor(s) Project Team							
	Project Director	Project Managers	Construction Managers	Construction Coordinators / Construction FLS	Sub-Project SHE Leads / Advisors	SSHE Manager	Field Safety Team and SHE Advisors	Project Director	Project Managers	Project / Field Engrs	Construction Managers	Construction Coordinators / Construction FLS	Sub-Project SHE Leads / Advisors	SSHE Manager	Field Safety Team and SHE Advisors
JANUARY	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
FEBRUARY	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
MARCH	Green	Yellow	Green	Green	Green	Yellow	Yellow	Red	Yellow	Yellow	Green	Yellow	Green	Yellow	Green
APRIL	Green	Green	Green	Green	Green	Yellow	Green	Green	Green	Yellow	Yellow	Yellow	Green	Green	Green
MAY	Green	Yellow	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Yellow	Green
JUNE	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green
JULY	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
AUGUST	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
SEPTEMBER	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
OCTOBER	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
NOVEMBER	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Green
DECEMBER	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

Recognize / counsel performance against metrics

Promoting Safety Leadership Effectiveness

- Leadership with the Hurt Free Approach

= Hurt Free Approach as “Caring About People” culture

- Treatment-based Model

= Promotes critical thinking, consistent assessment of incidents based on treatment provided

– Shortcomings

– Does not allow metrics to drive the culture

• Excludes potential injury severity

- Hurt Free promotes ownership by the workforce

• Can be perceived focus on minimizing

– Preventing “hurt” naturally resonates with people

- Hurt Free Approach

– Aligns focus on at-risk behaviors / conditions; particularly high risk exposures

– Events based on actual injury severity

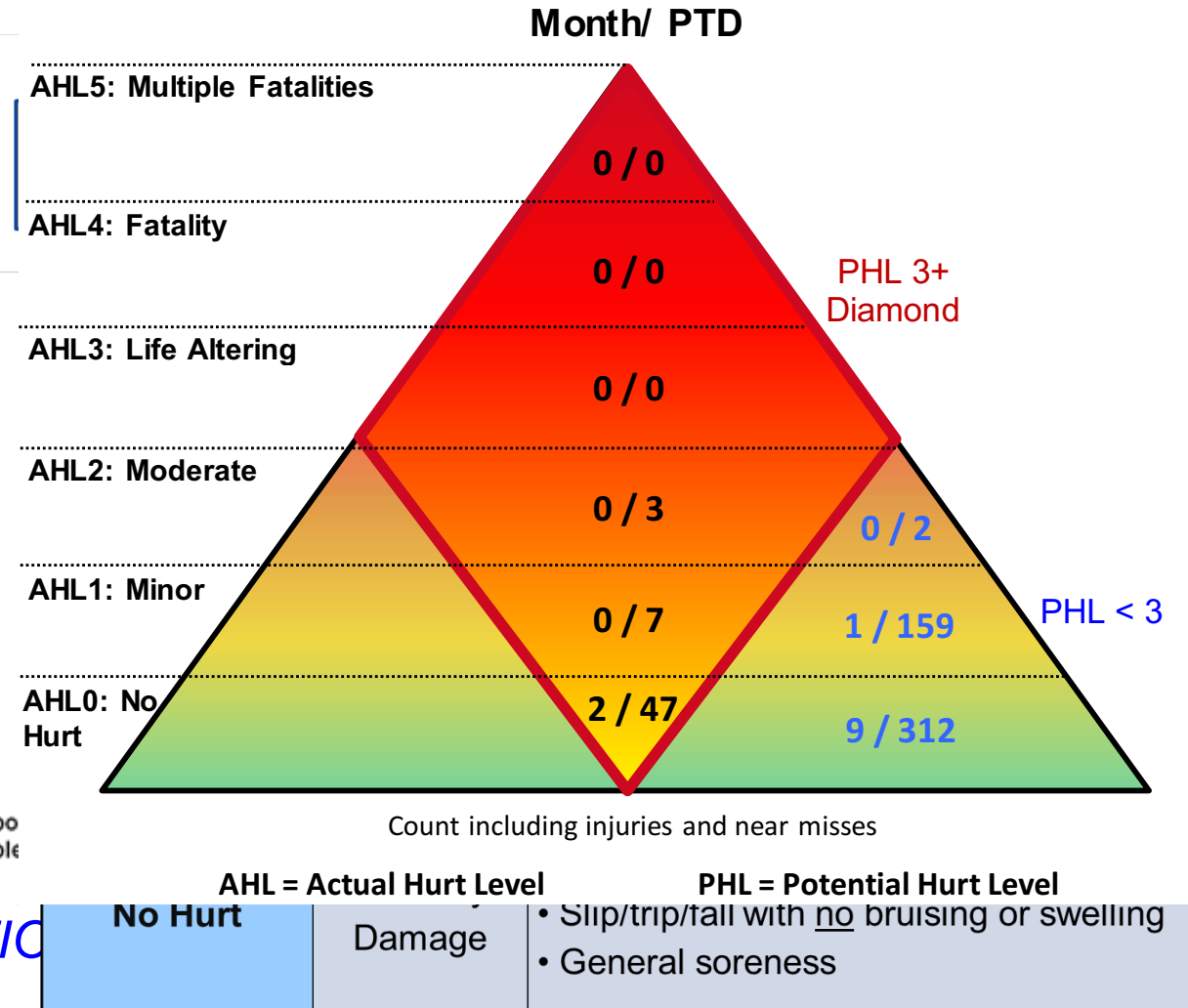
• Enhances recognition on successes; greater focus on learnings

• Consistent assessment of injury severity

- Hurt Free “Diamond” Approach

– Events based on actual & potential impact

– Initial implementation in 2006 (EM Drilling); Corporate-wide in 2016





Learn How to Establish & Maintain a
CULTURE of “No One Gets Hurt”
that Positively Engages
Team Members, Their Families,
and Improves the Projects EHS
Morale and Performance.

The Next Step Change in Construction Safety Performance

Thomas H. Collins

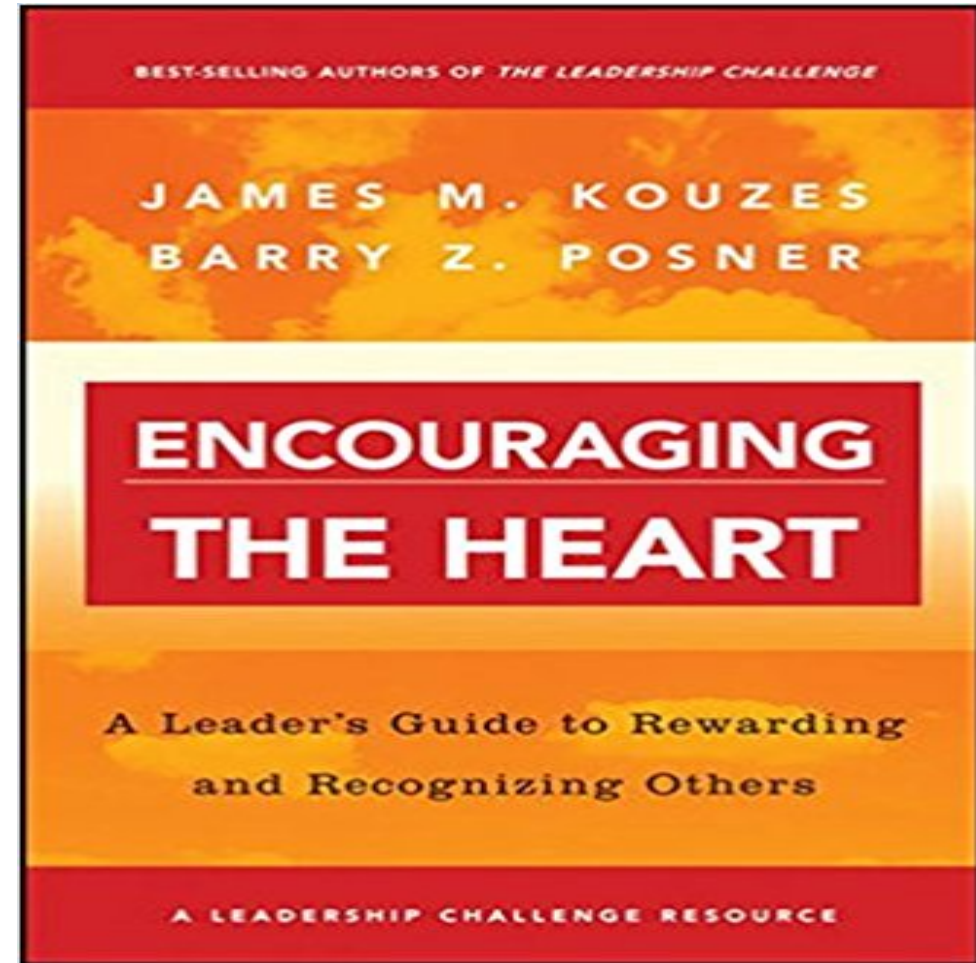
Why is a Positive Safety Culture Important?

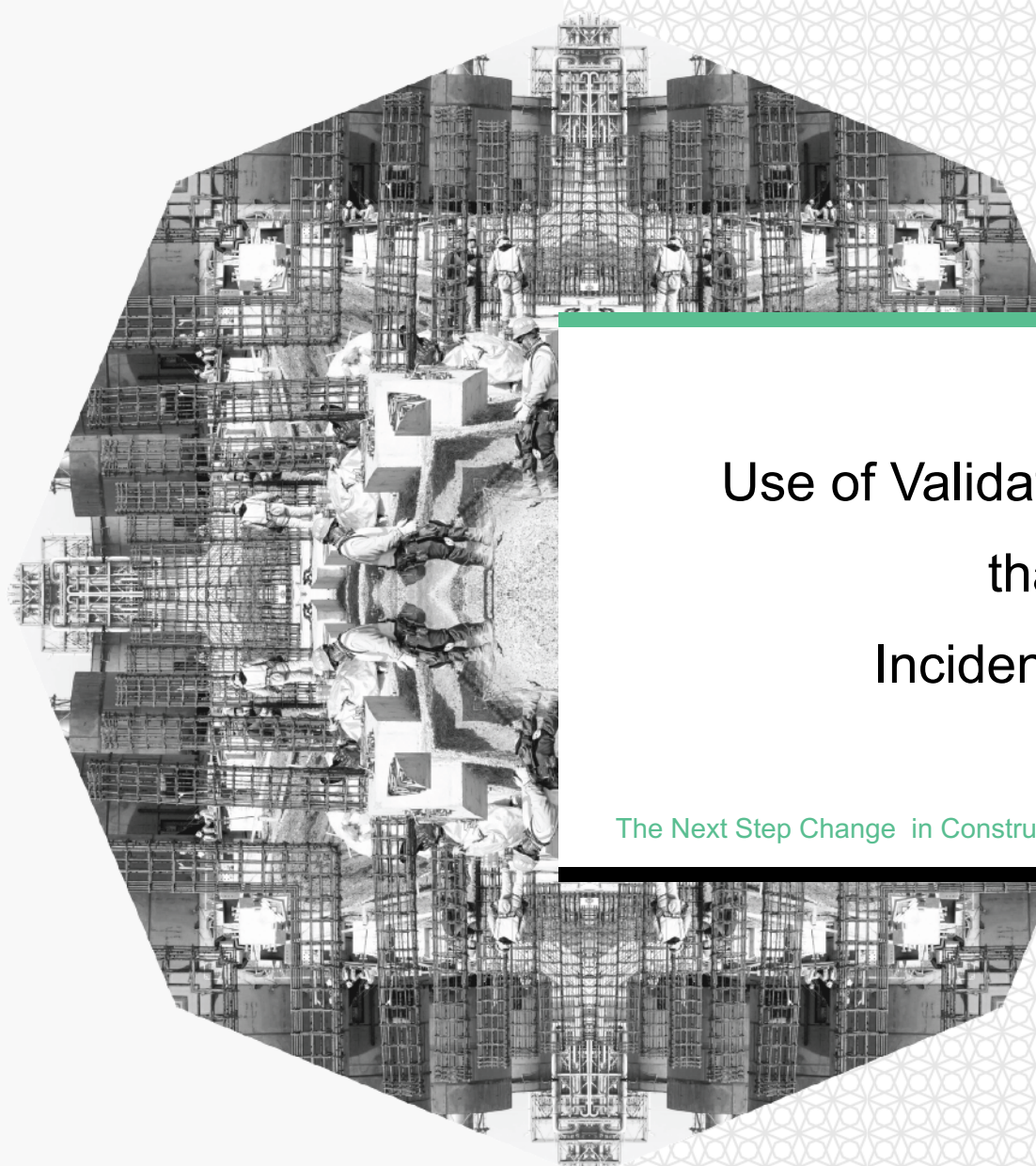
- Opportunity for Employees to Own the Safety Process
- Influences Beliefs, Values, and Behaviors
- Builds Trust and Caring Relationships
- It's the GPS for Making Right Choices
- It Drives Their "Want To"
- It Promotes Accountability
- It's our obligation!



Suggestions for Creating a Positive Safety Culture

- Vision
- Passion
- Integrity
- Transparency
- Relationships – Empowerment
- Effective Communication
- Encourage the Heart





Use of Validated EH&S Best Practices that Delivers an Incident Free Work Place

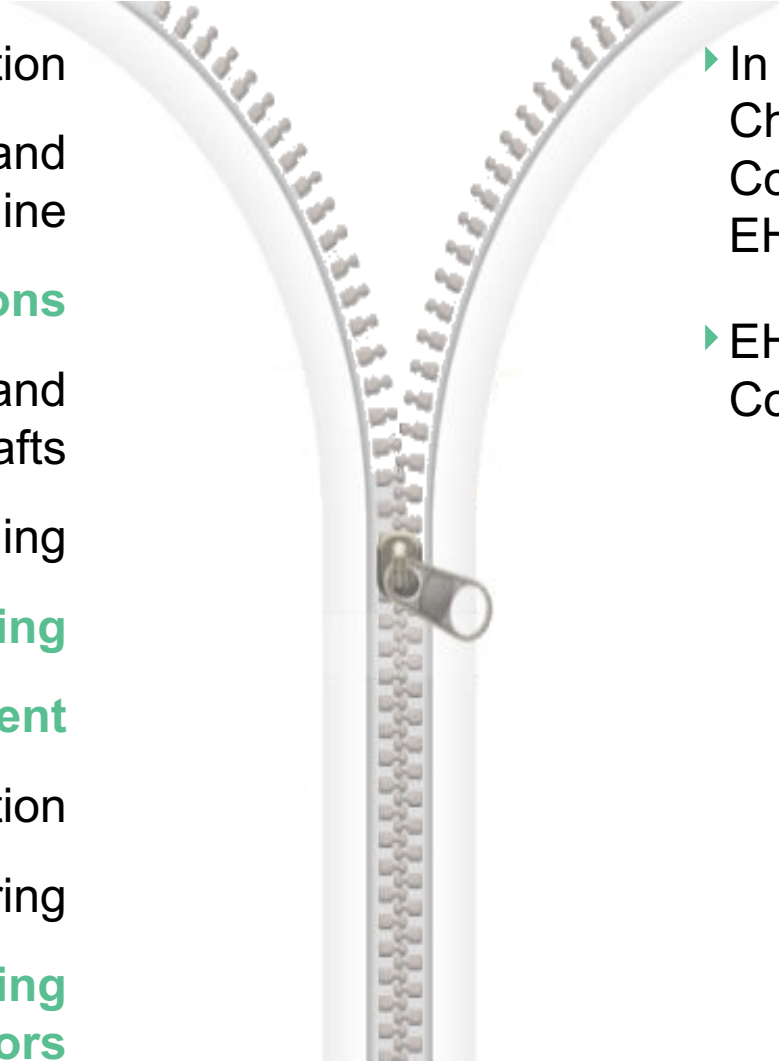
The Next Step Change in Construction Safety Performance

Michael Acuna

Executing “The Next Step Change” with Best Practices

Transactional HSSE Management + Transformational Leadership

- ▶ Contractor Selection
- ▶ Coaching, Counseling and Discipline
- ▶ **HSSE Communications**
 - ▶ Skills Competency and Assessment of Crafts
 - ▶ Orientation & Training
 - ▶ **Pre-Task Planning**
 - ▶ **Incident Management**
 - ▶ Promotion & Recognition
- ▶ Audits, Inspection, & Monitoring
- ▶ **Key Leading and Lagging Performance Indicators**



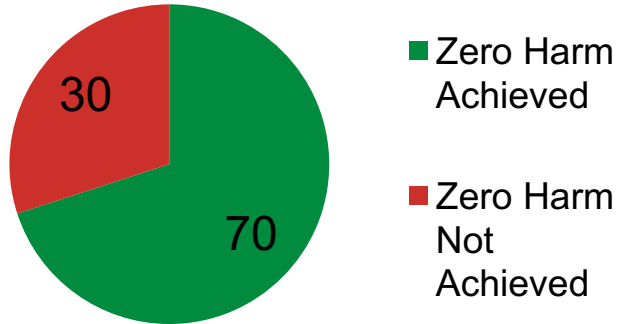
- ▶ In Order to Bring Forward the “Next Step Change”, It is Essential for the Owner and Contractor to Develop and Implement a EHS Professional Resource Plan
- ▶ EHS Resource Ratio for Owner and Contractor Management
 - Project Experience has proven a 1 to 300 Owner / Contractor Senior EHS Professional, per Direct Field Labor Headcount
 - Managing the Best Practices Requires these Additional Resources to support Project Management with Leading Indicator Data, Assessment and Intervention.

Executing “The Next Step Change” with Best Practices

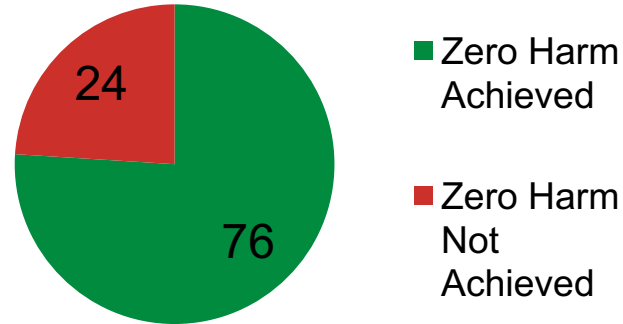
● KBR Results of a Successful “Next Step Change”

- “Collaboration”- Operators & Contractors...very high stakes.
- “Knowledge”-Share what you know...no safety secrets
- “Leadership”- Strong & Sustainable Leadership is critical
- “Simplification & Standardization”- Efficient, Quality, High Impact
- “One consistent message & vision”- Zero is Achievable

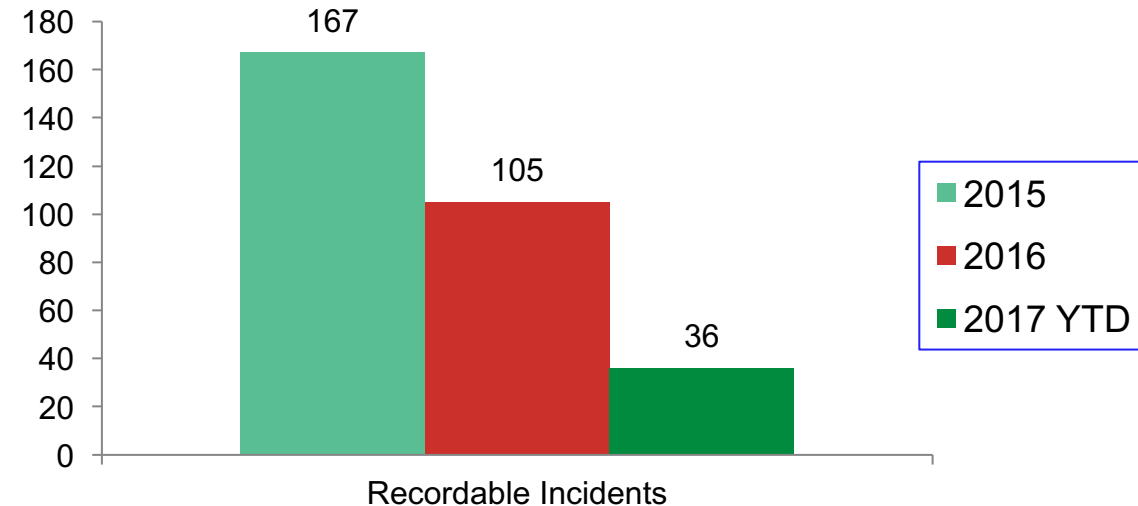
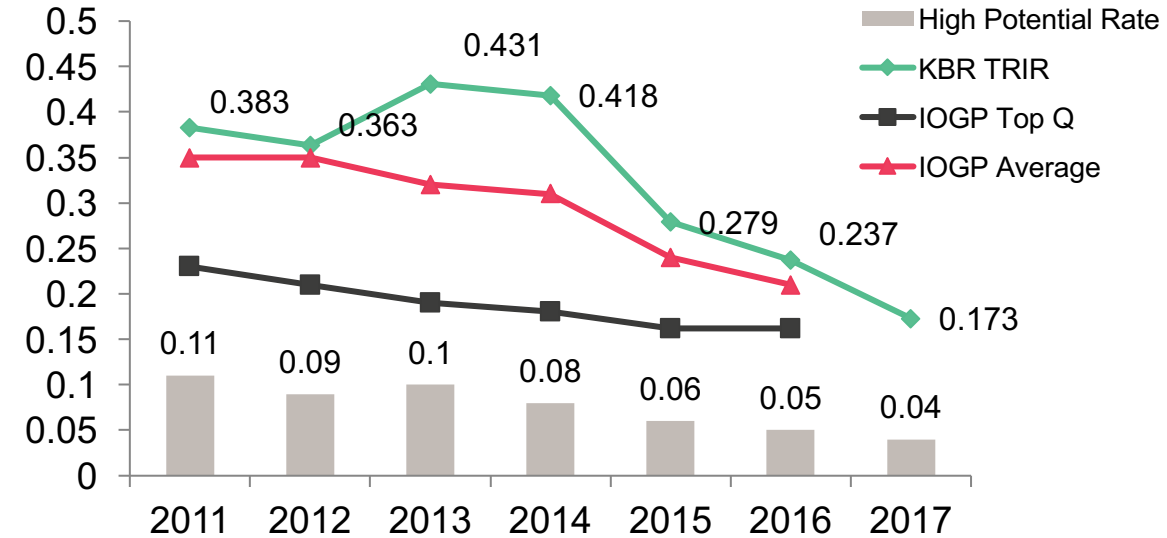
% of Days - 2016



% of Days - 2017



7-Year TRIR Performance



The Next Step Change in Construction Safety Performance

“The Way Forward”

- Allocate Budget for EHS Management Team supporting the Project Team
 - EHS Manager does not report to the Project Manager
 - Both Roles report to the next level Manager
 - Ratio for EHS Managers (Owners and Contractors) 1 to 300
 - Owner Project Leaders and Construction Company Leaders Align as One Leadership Team
-
- Leadership Focus on Leading Indicators - “Hurt Free Approach”
 - Leadership Presence in the Field will Influence Work Practices
 - Positive Reinforcement of Desirable Behaviors
 - Intervention on Unsafe Acts
 - Use of EHS Best Practices (See the ECC APP)

In Closing

*“Do You Accept Your Companies Current
Level of Safety Performance?”*

*“Are Willing to Lead your Company to
the Next Step Change in Safety Performance?”*

This Opens the Session to Questions