The Next Step Change in Construction Safety Performance
PerspECtive  
LEADERSHIP, DIVERSITY AND INNOVATION

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

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

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

Michael Acuna, CSP  
KBR Americas Region  
Senior Director of HSSE

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Location: Boca Raton, FL
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

- At-Risk Behaviors (estimated) 300,000
- Near Misses (estimated) 3,000
- Recordable Injuries 300
- Lost Workday Cases 30
- Fatality 1

The Next Step Change in Construction Safety Performance
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
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).
### Safety Leadership Matrix Scorecard

**Project Team**

<table>
<thead>
<tr>
<th>Project Director</th>
<th>Project Managers</th>
<th>Construction Managers</th>
<th>Construction Coordinators / FLS</th>
<th>Sub-Project SHE Leads / Advisors</th>
<th>SHE Manager</th>
<th>Field Safety Team</th>
<th>SHE Advisors</th>
</tr>
</thead>
</table>

**Contractor / Sub-Contractor(s) Project Team**

<table>
<thead>
<tr>
<th>Project Director</th>
<th>Project Managers</th>
<th>Project / Field Engs</th>
<th>Construction Managers</th>
<th>Construction Coordinators / FLS</th>
<th>Sub-Project SHE Leads / Advisors</th>
<th>SHE Manager</th>
<th>Field Safety Team</th>
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</tr>
</thead>
</table>

**Monthly Activities**

- Attend Safety Steering Team Meetings
- Deliver Management message at onboarding Orientation
- Leadership Safety Walkthrough with EM and Contractor / Sub-Contractor(s) counterpart
- Attend Contractor JSA / Toolbox Meeting
- Participate in a Project Field & Office Observation Program
- Complete and document Field Last Minute Risk Assessment (LMRA) discussion
- Actively participate in Project Safety Recognition program
- Participate in a Start-of-Day meeting with EM and Contractor / Sub-Contractor counterpart
- Complete Housekeeping Quality Assessment

**Quarterly Activities**

- Recognize / counsel performance against metrics

**Recognize / counsel performance against metrics**
Promoting Safety Leadership Effectiveness

- **Leadership with the Hurt Free Approach**
  - Hurt Free approach vs “Treatment based” culture
  - Supports and drives a “Caring About People” culture
  - Enhanced incident reporting transparency
- **Treatment-based Model**
  - 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 recordables rather than injuries
    - Aligns focus on at-risk behaviors / conditions; particularly high risk exposures
- **Hurt Free promotes ownership by the workforce**
  - Preventing “hurt” naturally resonates with people
  - Aligns focus on at-risk behaviors / conditions; particularly high risk exposures
  - 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

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**Hazard Elimination Focus and Injury PREVENTION**

<table>
<thead>
<tr>
<th>AHL</th>
<th>PHL</th>
<th>Count including injuries and near misses</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHL0: No Hurt</td>
<td>PHL &lt; 3</td>
<td>2 / 47</td>
</tr>
<tr>
<td>AHL1: Minor</td>
<td>PHL &lt; 3</td>
<td>0 / 7</td>
</tr>
<tr>
<td>AHL2: Moderate</td>
<td>PHL &lt; 3</td>
<td>0 / 3</td>
</tr>
<tr>
<td>AHL3: Life Altering</td>
<td>PHL &lt; 3</td>
<td>0 / 0</td>
</tr>
<tr>
<td>AHL4: Fatality</td>
<td>PHL &lt; 3</td>
<td>0 / 0</td>
</tr>
<tr>
<td>AHL5: Multiple Fatalities</td>
<td>PHL &lt; 3</td>
<td>0 / 0</td>
</tr>
</tbody>
</table>

- AHL = Actual Hurt Level
- PHL = Potential Hurt Level
- No physical but actionable
- No Hurt
- Damage
- Slip/trip/fall with no bruising or swelling
- General soreness
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.

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
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

- Zero Harm Achieved: 30%
- Zero Harm Not Achieved: 70%

% of Days - 2017

- Zero Harm Achieved: 24%
- Zero Harm Not Achieved: 76%
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