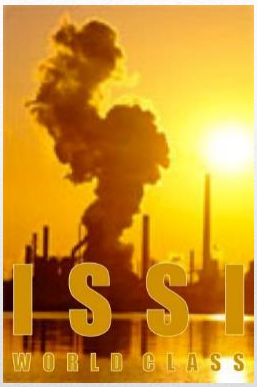
Safety Always

Construction Safety Program versus
Construction Safety Performance

Mr. Jeffery K. Dennis, MS, CSP, ASP, CET, CHMM, CSSM, WSO-CSE – President

Mrs. Shannon L. Dennis, BS – Executive Vice President

Industrial Safety Solutions, Inc.
www.issisafety.com
205.960.9673
"**World Class – Safety Always**"



Introduction

Identify the gaps that exist between what the Construction Safety Program *says* and the actual Construction Safety *Practices*

Learning Objectives

Discuss means available to evaluate, compare, and contrast Safety Program Elements from actual Practices

Learning Objectives

Effectively Adapt the Safety Program, Improve Work Practices, and Instill a *Continuous Improvement Culture* based upon Control, Corrective Actions, and Leading Indicators of Safety Performance

Learning Objectives

- The *Corporate Safety Program*
- The *Site Specific Safety Plan*
- The Actual Work Practices, Supervision, Training, and Performance

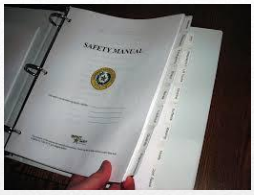
Are they all the Same?

Are they all Different?

Issues

A "**Safety Program**" is a set of policies and work practices specifically designed by your organization for use by your management, supervision, and employees

Safety Program



A **Safety Program** addresses not only the Government Regulations and ways to reduce the exposure to hazards in your work areas, but also organizes a performance driven framework for continued focus and improvement on safety

Safety Program

- Senior Management Policy Statements
- Chain of Command / Communication Channels
- Programs Designed to Identify and Control Specific Hazard Exposures
- Job Safety Analysis - JSA
- Specific Work Practices
- Training / Coaching Requirements and Methods
- Audit / Inspection / Incident Investigation Methods
- Hazard Control / Corrective Action / Preventative Action Methods
- Documentation Methods

Safety Program Elements

- Customized for a Specific Project
- Work Plan and Schedule
- Specific Hazard Recognition Strategies
- Specific Hazard Control Strategies
- JSA Perspective and Process
- Chain of Command / Communication / Competent Persons
- Specific Work Practices / Methods
- Training / Coaching Requirements
- Client Requirements
- Emergency Action Plan – EAP
- Incident Investigation and Corrective Action Methods
- Documentation Methods

Site Specific Safety Plan Elements

The Safety Program and Site Specific Safety Plan:

- Must apply to all managers, supervisors, foremen, employees, contractors, subcontractors, suppliers, engineers, corporate executives
- Serve as a Resource, a Direction, Guidance, Assist in Hazard Recognition and Hazard Control

Requirements

Safety Programs and Site Specific Safety Plans should be designed, written, and implemented to:

- Exceed Regulatory Requirements
- Exceed Customer Expectations
- Document ***Actual*** Work Practices and hazard Controls
- Provide Guidance
- Serve as a Resource
- Serve as a Standard

Requirements

Safety Programs and Site Specific Safety Plans should be designed, written, and implemented to:

- Evolve with the ***Work*** (and as the ***Work*** Evolves)
- Provide Direction, Planning, a ***Standard***
- Be Realistic, Achievable, Measurable, and Timely
- Be Available to all Managers, Supervisors, and Employees

Requirements

Control

•Comparing *Actual Performance and Behaviors* to *Planned Performance and Behaviors*

•Developing, Implementing, and Evaluating Corrective Actions and Preventative Actions When *Actual Performance does not Equal Planned Performance*

Control

Control

Plan – Do – Check – Act

Total Quality Management = Total Safety Management = **Success**

There can be *No Control* without a *Plan* to use as a *Measurement Standard*

Control

Safety Programs and Site Specific Safety Plans establish:

- **Goals** that are Timely, Measurable, and Realistic
- **Objectives** that are Timely, Measurable, and Realistic
- **Tasks** that are that are Timely, Measurable, and Realistic

Plan Your Work – Work Your Plan

- When *Planned* and *Actual* are not the same
- When there is no *Management* - Planning, time, materials, equipment, work practices, hazard identification and control, training, man-power, Evaluation, Corrective Action, Preventative Action
- When there is ineffective or no supervision

Incidents and Injuries

- How can Management and Supervision *Control* if there is no *Plan* to use as a *Standard*?
- How can employees perform in compliance with *Programs and Plans* if they do not know how their performance is being measured? To what standard? To what set of Expectations? With no Training?
- How can we Succeed as an Organization without Leadership, Planning, and Effective Management?

Questions?

What can an Organization do when?

The Written Programs, Written Plans, Written Work Practices, Written Hazard Controls

DO NOT EQUAL

Actual Work Practices?

Questions?

- **A Fatality occurs on the construction site due to unsafe conditions and unsafe behaviors**
  - Regulatory Investigation reveals that the Safety Program and Site Specific Safety Plan clearly addressed each issue; however:
    - Actual performance is discovered to be drastically different than the Written Program/Plan
      - Regulatory Citations and Penalties
      - Potential Civil Litigation Punitive Damages
      - Loss of Business, Public Relations Issues, Organizational Reputation

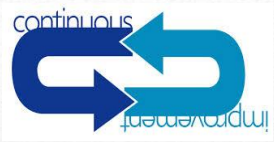
Worst Case Scenario

- **Choice #1** - Change the Written Programs, Written Plans, Written Work Practices, Written Hazard Controls to match the Actual Work Practices, etc.
- **Choice #2** - Change the Actual Work Practices, etc. to match the Written Programs, Written Plans, Written Work Practices, Written Hazard Controls
- **Choice #3** – A combination of Choice #1 and Choice #2
- **Choice #4** – Continue to experience incidents, injuries, costs, and losses due to inaction and lack of control

Choices

- **Review** the Written Safety Program
- **Review** the Written Site Specific Safety Plan(s)
- **Review** the Written Work Practices
- **Review** the Written Hazard Controls

Evaluate, Compare, Contrast, Improve



- **Review** the Actual Performance
- **Review** the Actual Site Specific Safety Plan(s)
- **Review** the Actual Work Practices
- **Review** the Actual Hazard Controls

Evaluate, Compare, Contrast, Improve

In order to identify differences between "Written" and "Actual" we must perform:

- **Work Site Observations**
  - Perform Observations with Supervision
  - Teach and Coach as You Perform Observations
  - Share Ideas
- **Work Site Interviews**
  - Ask Questions
  - Listen

Observations, Measurements, Audits, and Inspections

In order to identify differences between "Written" and "Actual" we must perform:

- **Work Site Audits / Inspections**
  - Tasks
  - Phases
  - Greater Hazard Conditions/Tasks
- **Participate in the Job Safety Analysis – JSA Process**

Observations, Measurements, Audits, and Inspections

- **Routine Observations**
  - Timely
  - Schedule Routine Work Site Observations
  - Numerous
  - Audit all Tasks / Phases as Required
- **Do Not Place *Blame***
  - Emphasize Continuous Improvement
  - Ask for Input from All Supervisors and Employees
  - Do not "Act Like a Safety Cop"

Audit to the Standard

- **Documented Observations**
  - Identify Cues, Habits, Routines, and Truces
  - Interviews, Questions, Communications
  - Digital Video and Digital Photography
  - Written Reports
  - Suggested Corrective Actions
  - Suggested Preventative Actions
  - Follow Up
  - Evaluation

Audit to the Standard

- **Immediate On Site Coaching of Unsafe Behaviors**
  - Immediately Dangerous to Life and Health
  - Positive Attitude
  - Teaching / Learning Facilitation
  - Coaching
  - Continuous Improvement
  - Positive Reinforcement
  - "Be a Part of the Solution"

Audit to the Standard

- **Use the Safety Program / Site Safety Plan as the Standard**
  - Measure actual performance
  - Compare to the Written Programs/Plans
  - Base all Corrective and Preventative Actions on the *Standard*

Audit to the Standard

When the *Actual* Work Practice is a Better Solution than the "Written Program or Work Practice"

- Revise the Written Safety Program
- Revise the Work Practice or Procedure
- Train Management, Supervision, and Employees in all Revisions
- Perform Evaluations of the Revised Work Practice
- Perform Additional Corrective Action "As Required" based upon each Observation

Audit to the Standard

Specific Corrective and Preventative Actions

- Address specific issues
- Teamwork

Timely Performance of Corrective and Preventative Actions

- Reduce and control hazard exposures
- Reduce the probability that an incident or injury will occur

Manage Corrective Action

- **Responsibility and Accountability for Corrective Actions**
  - Communicate Corrective/Preventative Action Tasks
  - Assign a Positive / Negative Consequence for Performance / Non-Performance
- **All based on the "Standard" provided by the Safety Program and Site Specific Safety Plan**

Manage Corrective Action

Program Evolution

- **All Safety Program Elements should be linked to Organizational Goals and Objectives**
  - Operations, Finance, Marketing, Logistics
- **All Safety Program Elements and Site Specific Safety Plan Elements should Evolve as Actual Work Practices Evolve**
  - Realistic, Measurable, Timely, Effective
- **Management, Supervisor, and Employee Training should Evolve as Work Practices, Hazard Controls, and Best Practices Evolve**

Program Evolution

The Safety Program and Site Specific Safety Plans should be "Living Documents"

- Revise as Required so that *Written* equals *Actual*
- Solicit Input from All Levels of the Organization

Audits and Inspections should be performed by "Competent Persons" with the Qualifications to Identify Issues and the Authority to Correct Identified Issues

- Avoid Operational Conflicts of Interest
- Maintain Third Party Objective Stance
- Continuous Improvement – No Political – No *Fault*

Manage the Corrective Action Process

Program Evolution

Requirements to Bridge the Identified Gaps between each include:

- Senior Management Support
- Employee Involvement
- Effective Management
- Effective Supervision
- Resources
- Worksite Analysis
- Hazard Control Strategies
- Training
- Evaluation and Corrective Action

Requirements for Improvement

All Corrective and Preventative Actions should be Performed:

- In the Spirit, and with the Objective, of Continuous Improvement

- To Prevent Incidents and Injuries through Positive Actions

Continuous Improvement

All Corrective and Preventative Actions should be Performed:

- **In a Timely, Measurable, Effective Manner**
- **With the Assignment of Responsibility for each Corrective Action and Preventative Action**
  - Who/Whom
  - When
  - How

Continuous Improvement

All Corrective and Preventative Actions should be Performed:

- **With the Assignment of Accountability for each Corrective Action and Preventative Action**
  - Positive Consequences for Successful Completion
  - Negative Consequences
- **Should Solicit Input from All Levels of the Organization**
  - Management
  - Supervision
  - Employees

Continuous Improvement

All Corrective and Preventative Actions should be Performed:

- With Senior Management Support
- With Input and Involvement of Middle Management, Supervision, and Employees
- Without Placing ***Blame*** **-** Emphasis on Preventing Reoccurrence

Continuous Improvement

Establish Metrics that Allow the Organization to Monitor Performance

- Per Superintendent
- Per Foreman
- Per Project
- Per Trade, Skill, Craft
- Per Task

Continuous Improvement

Establish Metrics that Allow the Organization to Monitor Performance:

- Compare and Contrast Measured Performance
- Apply Successful Strategies Throughout the Organization
- Identify Unsuccessful Work Practices that Suffer High Incidence Rates
- Identify Trends
- Use to Develop Corrective Actions

Continuous Improvement

- **Use Documented Evidence and Data to:**
  - Identify Issues / Gaps
  - Direct Corrective Action
  - Bridge Gaps Between Planned and Actual
  - Track Improvements
  - Track Training
  - Track Hazard Control Strategies
  - Document the Entire Process
  - Prevent Injuries, Illnesses, Costs, Delays, and Losses
  - **Succeed**

Continuous Improvement

- Effective Management
- Effective Supervision
- Plan to Succeed
- JSA
- Hazard Identification and Control
- Resources
- Time
- Materials, Tools, Equipment

Success Through Planning

- Observation, Audits, Inspections
- Suggested Corrective Actions
- Suggested Preventative Actions
- Implementation
- Revision of Work Practices
- Revision of Programs / Plans
- Control
- Success

Success Through Planning

Did we identify the gaps that exist between what the Construction Safety Program *says* and the actual Construction Safety *Practices*?

Review of Learning Objective #1

Did we discuss means available to evaluate, compare, and contrast *Safety Program Elements* from *Actual Practices*?

Review of Learning Objective #2

Did we Effectively Adapt the Safety Program, Improve Work Practices, and Instill a *Continuous Improvement Culture* based upon Control, Corrective Actions, and Leading Indicators of Safety Performance?

Review of Learning Objective #3

Mr. Jeffery K. Dennis, MS, CSP, ASP, CET, CHMM, CSSM, WSO-CSE – President

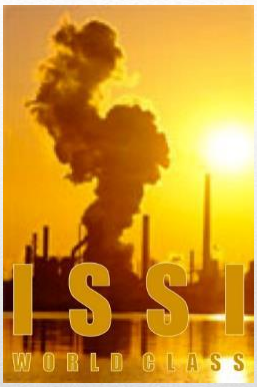
Mrs. Shannon L. Dennis, BS – Executive Vice President

Industrial Safety Solutions, Inc.

www.issisafety.com

205.960.9673

"World Class – Safety Always"



Thank You