

# Executive Leadership Engagement in Safety

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Greg Meyer

President & General Manager, B&W Pantex

Amarillo, Texas



- **We maintain nuclear weapons**
- **We fabricate high explosives**
- **We cannot tolerate certain mistakes**
- **We will use lethal force to protect assets**
- **PANTEX has no choice – we must be an High Reliability Organization**



# ***Characteristics of a HRO***

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- **Preoccupation with failures rather than successes**
- **Reluctance to simplify interpretations**
- **Sensitivity to operations**
- **Commitment to resilience**
- **Deference to expertise**

*Weick, K. & K. Sutcliffe, 2001, Managing the Unexpected: Assuring High Performance in an age of complexity*



# ***Core Values***

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# ***Principles***

- We will perform all work safely and compliantly
- We will protect our workers, the public, and the environment

- Safety is a line management responsibility
- Build safety and compliance in up-front
- Field ESHQ resources are enablers, not policemen
- All injuries are preventable
- Workforce needs to be engaged



# ***Key Steps***

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- **Set expectations**
- **Communicate**
- **Demonstrate commitment**
- **Build trust**



# ***Management Expectations***

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- **Zero injuries**
- **Line management is responsible and accountable**
- **“Safe and compliant” applies to all work, regardless of who performs it (i.e., subcontractors)**
- **Prepare for the unknown**
- **Stop work and re-analyze hazards when conditions change**



# ***Workforce Expectations***

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- **Employees and subcontractors expect to work in a safe and secure environment**
- **Employees expect to actively participate in ensuring their own safety**
- **Employees feel empowered to raise safety concerns without fear of retribution**



# ***Safety Leadership***

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- **Leadership is critical**
- **Leaders communicate a vision**
- **Leaders create a culture**
  
- **You cannot achieve exceptional safety performance with “Safety Managers!”**





# ***Organizational Learning***

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- **Organizational Learning from events requires substantially better analysis and understanding than most organizations are willing to support**





"Figure out what happened to the last crew here, and tell the next crew not to do that."

# ***Individual Accident***

- An accident occurs wherein the worker is not protected from the plant and is injured
- Focus: Protect the worker from the plant

**Human  
Errors  
(receptor)**



**Plant  
(hazard)**

# ***Systems Accident***

- An accident wherein the system fails allowing human errors to release hazard
- Many people are adversely affected
- Focus: Protect the plant from the worker



# ***Continuous Reminder***

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***The most important thing, is to keep the most important thing, the most important thing.***

***Steven Covey, 8<sup>th</sup> Habit***

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- **Focus on what is important**
- **Measure what is important**

# ***Keys to Success***

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- **Keep the most important thing, the most important thing**
- **Daily, Tackle the HRO vs. NAT Struggle**
- **Focus on the Systems Accident, Not Individual Accident**
- **Adopt a Systems Approach to Avoid Catastrophic Event**
- **Improve Organizational Culture**

# Safety, Quality, Production

