

Field Perspective on Safety Trends When Implementing ES&H Requirements

Panel 17 - Safety Management
Key to Effective Performance Execution

James M. Hylko
EC Government Services, LLC

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Outline

- Monitoring and Trending Performance
- New vs. Existing Programs
- Desired End State
- Success Stories and Results
- Contributing Factors to Effective Performance Execution

Monitoring and Trending Performance

- Metrics and Trends
 - Collecting and evaluating information
 - Injuries need to decrease
 - Performance output needs to increase
 - Take action prior to reaching a regulatory or administrative limit

New vs. Existing Programs

- Allocate resources to start up and implement a new program
 - Address a specific void
 - Direction: Regulatory or volunteer
- Enhance an existing program
 - Integrated Safety Management System (ISMS)

DOE P 450.4

Safety Management System Policy

- COMPONENT 3 - Core Functions for Integrated Safety Management
 - Define the Scope of Work
 - Analyze the Hazards
 - Develop and Implement Hazard Controls
 - Perform Work within Controls
 - Provide Feedback and Continuous Improvement

Communication is a Two-Way Street

- Avenues for the workforce to communicate with management
 - Pre- and post-job briefings
 - Safety hotline
- Management presence after an off-normal event or a series of events
 - Safety pause

End State – Establish Communication Mechanisms and Opportunities Early

- Have the workforce involved early when establishing your program and processes
- If there is a disruption in the scope of work, the lines of communication are already in place
- This makes ISMS work for the workforce by reducing barriers

Success Stories

- A management representative leads the 6:00 am Plan of the Day – every morning
 - Standard information
 - Safety topic
 - Weather
 - Historical event (e.g., Veterans Day)
 - Identify and resolve safety issues in the field
 - Discuss project details, metrics, trends
 - Host other departments (e.g., HR)

Success Stories

- Monthly safety meeting
 - Safety manager and site safety & health officers (SSHOs) lead the meeting
 - Supervisors and frontline managers provide input (Line Management Responsibility for Safety – C2, #1)
 - Share Information from other status meetings
 - Food
 - Safety video (e.g., The Halifax Explosion)

Success Stories

- Contract renewal process
 - Potential workforce transition to a new company
 - Discuss the RFP process
 - Technical volume
 - Cost volume
 - Past performance
- Rumor mill
 - “I can neither confirm nor deny....”
 - Deflates the big pink elephant in the room

Results

- Provides meaningful information about the company and current events
- Establishes a level of consistency
- Employee demographics - different needs at different times in their lives
- Goals exceed industry and administrative action limits
- Experience Modification Rate (EMR): 0.94

Provide Feedback & Continuous Improvement - ISMS #5

- Contributing factors to effective performance execution
 - Keeping the workforce informed is just as important as maintaining budget and schedule milestones
 - The ES&H organization maintains its presence in the field
 - Stop/suspend work authority
 - “Involved” Safety Management System