Creating a Safety Culture

Practical Tools to get the Management Behaviors Focused on Prevention
Background

What is the Secret to Creating a Positive Safety Culture?
Health and Safety Management Systems

Safety Management Systems Perceptions
- Complex….
- Documentation heavy….
- "Systems Approach" confusion

Simply Stated….
- Standards of Performance
- Management Activities and Behaviors

LAFARGE
NORTH AMERICA
Cement
Operational Integration

Operational Management
- Plans the work
- Assigns the workers
- Provides the resources

Safety is the responsibility of Operations

Safety Professional must be considered “Expert Resources” not Safety “doers”
The Tools

- Leadership Engagement
- Accident/Incident Investigation and Analysis
- Job Hazard Analysis/Risk Assessments
- Leadership Audits
Leadership Engagement

- Walking the Talk
- Leading by Example
- Demonstrated, Visible Commitment to Safety and Health
- Engagement is required, not Involvement
  - In the field—not a memo or policy statement
Setting the Stage

- Basic Management Training
  - Roles and Responsibilities
  - Health and Safety Management Systems
  - Accident Investigation and Root Cause Analysis
  - Risk Assessment/Hazard Analysis
Accident/Incident Investigation and Analysis

Must be Systematic
- Each Investigation/Analysis should find failures in the management system

Must be Reviewed
- As high in the management structure as possible
- LTAs should be reviewed at the Vice President level

Leadership must Drive this process
- Questions must be asked of each investigation/analysis
Job Hazard Analysis/Risk Assessments

- Accident Investigation before it happens
- Required for non-routine, high hazard and construction tasks
- Must not be “complex” or burdensome
- Once an Incident occurs, Senior management should ask:
  - Was a Job Hazard Analysis conduct prior to this activity?
When it comes to safety, the only acceptable number is **zero**.

Our goal: zero accidents in Lafarge North America.
Leadership Audits

- Designed to drive engagement
- Focus on critical activities and behaviors
- Must be conducted with site management

How site management reacts to unsafe conditions or behaviors creates and opportunity for Leadership to engage zero
2003 Regional Safety and Health Initiative Winner

When it comes to safety, the only acceptable number is zero.
Narrow Focus

- Operations has many Competing Objectives
  - Financial, HR, Environment, Quality, etc.
- Resist changing/adding Safety initiatives each year
- Stay the course with initiatives until 80% implementation is achieved
  - Management tends to expect 100% of the result with 20% implementation
- No more than 3 to 5 Safety and Health processes
Results

From 2001 to 2002 improvements Lafarge AC&A Safety and Health performance:
- Lost Time Accidents 7.5% Reduction
- OSHA/MSHA Recordables 5% Reduction
- Medical Only 17% Reduction
- Total Injuries 11% Reduction
- KPI Incident Rate 19% Reduction

From 2002 to 2003
- Lost Time Accidents 60% Reduction
- OSHA/MSHA Recordables 5% Increase
- Medical Only 44% Reduction
- Motor Vehicle Accidents (MVA) 43% Reduction
  - Including a 58% reduction in Mixer Truck Rollovers
- Total Injuries 29% Reduction
- KPI Incident Rate 18% Reduction

From 2003 to 2004
- Lost Time Accidents 7% Increase (13 to 14)
- OSHA/MSHA Recordables 23% Reduction
- Medical Only 3% Reduction
- Motor Vehicle Accidents (MVA) 26% Reduction
- Total Injuries 13% Reduction
- KPI Incident Rate 4.7% Increase
The 6 Elements of the Lafarge North America Cement Safety Program

1. Management Commitment and Leadership
2. Safety Teams at all Locations
3. Mandatory Audit of the Safety Systems
4. Adherence to the Division Critical Safety Rules
5. Regular Safety Training for all Employees
6. Near-Miss and Risk Identification Reporting

Safety is Everyone’s Responsibility

- Seat Belts
- Personal Protective Equipment (PPE)
- Working at Heights
- Lockout/Tagout/Tryout
- Confined Space
- Disabling of a Safety Device