Atlantic Alliance

“Avoiding the Disconnect”

April 2007
Munich, Germany
Avoiding the Disconnect

- Knowing what is really going on.
- How can senior management make a difference?
- You must hold everyone accountable for their part in the safety management process
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Knowing what is really going on.
- Perception Survey
- CEO Safety Day
- Corporate Safety Committee
- CEO Injury Reviews
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- Safety Perception Survey
  - Design
  - Categorizing Results
Survey Design

- 67 questions in Yes/No response format with written comments section
- Each question leads to our 8 Safety Principles
- Coded by business unit, job level and location
- Completed by hourly and salaried employees
  - 84% response rate, over 95% in operations areas
  - Completed during safety meetings
Safety Survey Results by Business Segment

- Company: Cultural Value (99%), Strength (94%), Weakness (89%)
- Block: Cultural Value (84%), Strength (79%), Weakness (69%)
- Con/Asph: Cultural Value (79%), Strength (74%), Weakness (69%)
- Quarry/Sand & Gravel: Cultural Value (69%), Strength (64%), Weakness (59%)
## Safety Survey – Safety Principle Breakdown

<table>
<thead>
<tr>
<th></th>
<th>Overall</th>
<th>Production</th>
<th>1st Line Supervision</th>
<th>Operations Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safety Program</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1</td>
<td>Management Commitment</td>
<td>Green</td>
<td>Blue</td>
<td>Green</td>
</tr>
<tr>
<td>2</td>
<td>Line Responsibility</td>
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</tr>
<tr>
<td>3</td>
<td>Safety Training</td>
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<td>4</td>
<td>Audits</td>
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</tr>
<tr>
<td>5</td>
<td>JSA-SOP</td>
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<td>Blue</td>
<td>Blue</td>
</tr>
<tr>
<td>6</td>
<td>Incident Investigation</td>
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<td>Red</td>
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<tr>
<td>7</td>
<td>Safety Communication</td>
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<td>Blue</td>
<td>Green</td>
</tr>
<tr>
<td>8</td>
<td>Employee Involvement</td>
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<td>Blue</td>
<td>Blue</td>
</tr>
</tbody>
</table>

**Green** = Cultural Value  
**Blue** = Strength  
**Red** = Weakness
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CEO Safety Day

- At least one day per month the CEO and a Safety Department representative visit several field locations to do Audits and Inspections.
- Personally communicate expectations.
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- Corporate Safety Committee
  - Headed by CEO
  - Twelve Members
  - Five Hourly Employees
  - Eyes & Ears in the Field
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**CEO Injury Reviews**

- If a reportable/recordable injury occurs, the local operations group investigates with Safety Department review.
- Conference call with the CEO and Safety Director for field investigation team to communicate their findings and planned actions to prevent a reoccurrence.
- Corporate wide communications.
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- **Senior Management** should be held accountable for the outcome.
- **Mid Management** should be held accountable for ensuring that field management follows the Safety Principles.
- **Field Management** should be held accountable for the front line safety management process (Safety Principles).
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“The measure of a leader is the behavior of the followers.”

Aubrey Daniels
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Questions?