



QSE SOLUTIONS
QUALITY ▲ SAFETY ▼ ENVIRONMENTAL

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Creating a Safety Culture

Panel Discussion

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Facilitator: Dione Lee, QSE Solutions

Panel Members: Robert Sumwalt, NTSB; Peter Stephaich, Campbell Transportation; Dale Sause, Sause Bros.; Igor Loch, Foss Maritime, Russ Johnson, Dunlap Towing; Sam Pounds, Tidewater Barge Lines; David Olson, Moran, Ron De Bruyne, EDOC

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How do Safety Management Systems help to create Safety Cultures?

- Provides a framework for managing safety.
- Helps further define “World Class” – What does this mean? How do you measure?
- Promotes consistent communication and teamwork.
- Promotes a “just culture”.

What are potential fatal flaws (road blocks) to building a Safety Culture?

- Not having management commitment and buy-in at the top. Difficult for one company representative to take the message back from the AWO Safety Committee Meetings. It would be helpful to have more people from the Company attend the meetings versus just one representative.
- Not walking the talk.
- Not closing the loop and responding to requests, feedback, and lessons learned in a timely manner.
- Perceived as too complicated of a process – not breaking it down for easier consumption.
- Inconsistent communication and message – not defining terms initially.
- Pencil whipping exercise (check the box mentality).

How do you go from a reactive to a proactive Safety Culture? (lagging and leading indicators)

- Need to identify what you are going to measure.
- Need helpful tools to manage information.
- Look at reactive statistics.
- Requires management skills, competence and leadership shoreside to process (track, trend and analyze) information accurately.
- Implement ways in which to collect and analyze the following data:
 1. Reactive
 2. Proactive
 3. Predictive

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What does it take for an organization to make the shift from “Always Ready” to “Always Safe” (Foss)?

- Safety Leadership, direction and commitment from Top Management.
- Transparency and honesty.
- Talking JSAs – get the conversation going – keep it dynamic and provide the opportunity to verbally discuss versus having to complete a JSA form before every evolution.
- Provide an easily accessible library of JSAs to refer to.
- Involvement from crews critical – set-up your SMS so the crews feel ownership, it is their system; they are empowered to effect change for continual improvement.

How does safety become fully integrated and woven into the fabric of the Company – Behavioral Based Safety?

- Commitment from the Top – Have the Belief that it is possible to have incident free operations.
- Safety needs to be a core value within the Company. It is who you are as a Company.
- Integrate your SMS throughout the Company to ensure it isn't perceived as a “program” but the way in which we do our jobs.
- Facilitate the process.
- Engage the employees.
- Train on at-risk-behaviors.
- Set-up a culture where employees look out for one another and report unsafe behaviors in a positive framework for continual improvement.
- Consider adding a Chief Safety Officer (CSO) position.
- Ensure the SMS documentation is a living document versus a static document.
- Creating a “just culture” to ensure perceived fairness across the board.

How do you provide useful outputs (e.g. “Lessons Learned”) from inputs (incidents, near miss, non-conformity reporting, feedback, etc.)?

- Implementing effective management to ensure that employees are involved and part of the solution.
- Consolidate audit protocols – custom the SMS to fit your company.
- Working groups to reduce the amount of forms.
- More efficient and effective managing of information.
- More experience companies share best practices with less experienced companies – huge challenge in our industry.