

Example Safety Improvement Plan

Enhanced RESAP – Posted 12-27-2010

Electric Distribution Cooperative – Safety Improvement Plan

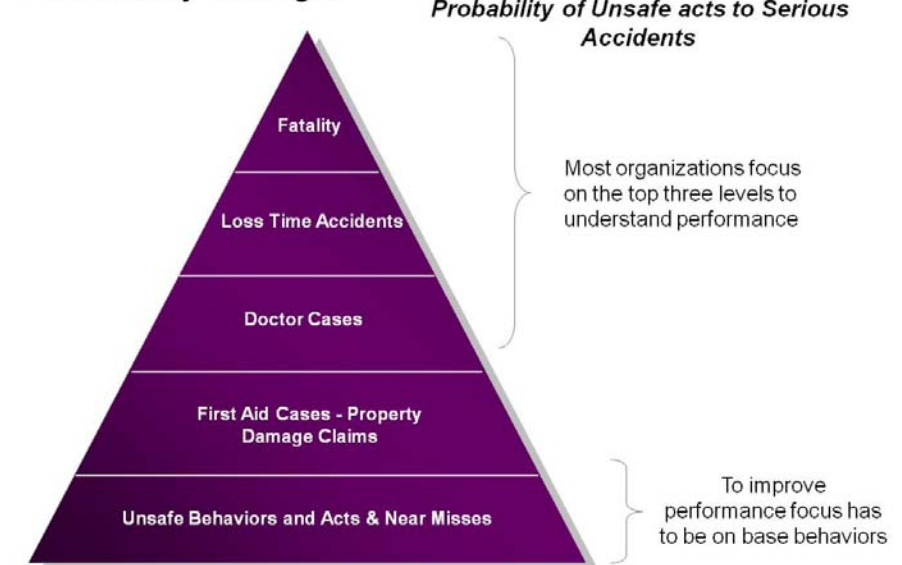
Statement of Direction (Draft):

Our goal is to achieve sustainable, best-in-class, safety performance. We do this by building a strong unified leadership safety culture that engages and empowers employees at all levels to take ownership in reducing unsafe acts and exposure to accidents and injuries. We recognize that our commitment to a culture of safety is based on leadership action in areas of consistency, fairness, teamwork, and cooperation between work areas, effective communication, and our relationship with employees. Our actions and behaviors demonstrate that safety is a core value.

Our Approach: Safety Principles (Draft):

1. We reduce risk tolerance level in all our work applying prevention-based approach to safety (safety triangle).
2. We are productive only when we are safe.
3. We will stop for 3-seconds before acting to be safe.
4. We will work safe one job activity at a time
5. We encourage and enable employee feedback in working safer.
6. We strive to compliment, encourage, and increase safe behaviors in all our work.
7. We will move out of our comfort zone to coach safety and will always accept corrective feedback in working safe.
8. We believe in safety leadership from each person.
9. We strive in doing the “hard right not the easy wrong.”

The Safety Triangle



Measures for Success (Draft):

Measure	Definition	Goal
Total Cases Incident Rate (TCIR) (A measure of frequency of injuries)	Number of OSHA Recordable Incidents X 200,000 man-hours / Actual man-hours worked	Current state: ~ 4 incidents per 100 employees. Target: Achieve consistent performance of TCIR rate below 2 and continuous trend to zero;
Days Away Restricted Duty & Transfers (DART) (A measure of severity of injuries)	Number of OSHA Recordable Incidents resulting in days away, restricted duty or transfer cases X 200,000 man-hours / Actual man-hours worked	Current state: ~ 2.5 incidents per 100 employees (to be confirmed). Target: Achieve consistent performance of DART rate below 1 and continuous trend to zero;
Preventable Vehicular Accident Rate (PVA) (A measure of vehicle safety)	Number of determined preventable vehicular accidents X 100,000 miles / Total vehicular miles driven	TBD
Number of near miss and/or unsafe acts reported (A measure of employee engagement)	TBD	Create a culture where we encourage employees to freely provide information on near misses and unsafe acts for analysis and prevention; Target: Up (TBD)
Percent of employee participation in safety meetings (A measure of employee participation)	TBD	Goal is to maximize employee participation at all levels in meaningful safety meetings and activities; Target: TBD
Safety culture survey results	Organization Culture Instrument Diagnostic Tool that measures 9 factors of leadership safety culture	In 18 to 24 months, we target to see improved results in all areas of the 9 factors but specifically in improved results for procedural justice (PJ), management credibility (MC), perceived organization support (POS), and upward communication (UC),

Safety Improvement Initiative: 1. Finalize a safety management structure to oversee, direct, and manage safety improvement initiatives, communications, engagement of employees, and overall safety performance.

Milestone	Key Actions	Owner
A. Detail the safety management structure design and various roles	<ol style="list-style-type: none"> 1. Confirm the management structure and clarify how it will be applied. 2. Confirm the various roles, responsibilities, and relative skills for each level of the structure. 3. Develop guidelines and criteria for employee participation on safety improvement team and safety task teams. 4. Identify possible advance safety training opportunities for safety improvement team. 5. Confirm ways to increase meaningful involvement by employees in safety performance. 	Manager of Safety and Executive Staff

Safety Improvement Initiative: 2. Understand, analyze, and summarize current safety performance.

Milestone	Key Actions	Owner
A. Analyze and summarize historical data on safety performance including TCIR, DART, near misses, vehicle accidents, and property damage (claims)	<ol style="list-style-type: none"> 1. Gather related historical safety performance data. 2. Categorize and graph types of incidents, injuries, and damage. 3. Prepare multi-year trend charts. 4. Understand and analyze trends. 5. Analyze causes and sources for unsafe acts. 6. Summarize analysis and key findings. 	TBD (possible assignment to safety improvement task team)

Safety Improvement Initiative: 3. Communicate safety principles and current safety performance to employees.		
Milestone	Key Actions	Owner
A. Finalize Cooperative's safety vision, direction, and safety approach	<ol style="list-style-type: none"> 1. Describe and finalize a desired vision and direction for safety. 2. Finalize guiding principles for safety. 3. Describe the Cooperative's approach and basic safety concepts that are most important for all employees to understand and apply. 4. Outline and finalize new safety improvement program. 5. Describe expectations and roles for safety improvement. 6. Finalize safety performance analysis and key findings. 	Manager of Safety and Executive Staff
B. Develop an employee safety communication session	<ol style="list-style-type: none"> 1. Prepare employee safety presentation. Consider covering the following: <ul style="list-style-type: none"> • Guiding principles and safety concepts • Safety culture factors • How we tracks and measures safety performance • Current safety performance • Safety improvement program • Various roles and employee expectations for safety • Initial safety improvement initiatives 2. Select and prepare presenters. 	TBD
C. Present employee safety communication sessions	<ol style="list-style-type: none"> 1. Prepare a schedule employee safety communication sessions. 2. Present employee communication sessions. 3. Evaluate lessons learned from communication sessions. 	TBD

Safety Improvement Initiative: 4. Improve gaps in current safety leadership culture.		
Milestone	Key Actions	Owner
A. Examine current disciplinary practices and find ways to improve consistency and fairness	<ol style="list-style-type: none"> 1. Seek input on recent disciplinary actions (cross-section of practices applied at various levels). 2. Research organization disciplinary best practices (criteria and approaches) 3. Assess strengths and weaknesses with current disciplinary actions. 4. Confirm <u>overall approach and application</u> to discipline. 5. Develop strategies and plan to reinforce disciplinary practices for fairness and consistency. 6. Identify support system (in-house coach) to assist supervisors and managers. 	VP of Human Resources & Administration and Executive Staff
B. For each department, develop a plan to improve organization culture and safety performance	<p>For each Department:</p> <ol style="list-style-type: none"> 1. Assess current strengths and weaknesses. 2. Identify strategies to improve safety culture, leadership, and performance. 3. Develop ways to encourage employee feedback for unsafe acts, near misses, safe behaviors, and safety improvement ideas. 4. Formulate department action plans. 5. Present and confirm department action plan with respective executive manager. 	Department Managers

Safety Improvement Initiative: 5. Improve management-union relationships.		
Milestone	Key Actions	Owner
A. Confirm desired relationship	<ol style="list-style-type: none"> 1. Assess the current management-union relationship. 2. Examine the underlying factors affecting the current relationships. 3. Confirm the desired management-union relationships, approach and guiding principles. 4. Identify required expectations to achieving desired relationships. 5. Identify strategies to strengthen relationship. 	Executive Staff
B. Review safety improvement direction and safety leadership culture survey results to union leadership	<ol style="list-style-type: none"> 1. Review and solicit input for safety direction, guiding principles, and overall safety improvement plan. 2. Review the current culture results and identify mutual opportunities to improve culture results and overall safety performance. 	Executive Staff

Safety Improvement Initiative: 6. Develop a process to reduce exposure to risk and unsafe acts. Initially focus on 2-3 key areas.

Milestone	Key Actions	Owner
<p>A. Understand workplace exposure to risk of unsafe acts and injuries</p>	<ol style="list-style-type: none"> 1. Analyze safety performance data and trends to identify high risk areas to safety. 2. Organize employee input sessions to identify other areas of high risk. 3. Evaluate and prioritize areas of high risk within workplace (utilize JSA's as a starting point and a basis for this evaluation). 4. For each prioritized area of high risk, describe the areas of possible unsafe acts and probability to injury. 5. Select 2-3 areas to analyze and attack for reducing exposure to risk and unsafe acts (consider assigning to employee task team, facilitated by Manager of Safety). 	<p>TBD</p>
<p>B. For each selected area, assess the underlying factors and behaviors to unsafe acts.</p>	<ol style="list-style-type: none"> 1. Describe the current working interface and related work practices for the selected high risk area. 2. Breakdown the steps of the current work practice 3. For each work practice breakdown, describe and define unsafe acts and conditions. 4. Define the behaviors that contribute to unsafe acts. 5. Define safe practices and desired critical behaviors. 6. Outline desired expectations and observable behavior checklist. 	<p>TBD</p>

<p>C. For each selected area, develop an improvement plan and observable feedback mechanism to reduce exposure to unsafe acts and injuries.</p>	<ol style="list-style-type: none"> 1. Outline desired expectations and observable behavior checklist. 2. Identify and document changes to work methods, procedures, and work practices. 3. Develop the feedback mechanism to monitor, track, and reinforce desired critical safe behaviors. 4. Develop implementation plan. 5. Train on desired critical behaviors. 	<p>TBD</p>
<p>D. Implement and monitor improvements.</p>	<ol style="list-style-type: none"> 1. Implement the plan. 2. Measure and monitor improvements through observable behavior feedback mechanism. 3. Recognize lessons learned and adjust the plan as necessary. 	<p>TBD</p>
<p>E. Develop an on-going behavior-based prevention approach to reduce exposure to other high risk unsafe acts and conditions.</p>	<ol style="list-style-type: none"> 1. Outline elements of the an employee-engaged process, including: <ul style="list-style-type: none"> • Identification of critical exposure within the workplace • Job/work breakdown analysis to identify unsafe behaviors and barriers to safety • Identification of safe behaviors and observable behavior checklist • Development of corrective actions and improvements • Develop data collection and feedback mechanism to monitor, track, and reinforce desired critical behaviors 2. Outline process for reviewing, analyzing, and monitoring progress. 	<p>TBD</p>