



Strategic Safety Planning: Step 1 Conducting a Thorough Assessment

March 15, 2016

In This Session We Seek To:

- Identify the reasons to conduct an assessment.
- Outline what to assess.
- Outline the elements of a Strategic Safety Plan.

Polling Question

- Which best describes your situation:
 1. My leadership understands what we need to do to improve safety performance and why
 2. My leadership wants improvement and are asking what to do and why
 3. My leadership wants improvement and is not really interested in the what or why
 4. My leadership doesn't understand we need to improve

Assessment Signals

- Leadership is:
 - Requesting a strategic safety improvement plan.
 - Setting significant improvement targets.
 - Frustrated with current performance or pace of improvement.
 - Talking about a dysfunctional safety approach.
- Organization has experienced life altering injury or fatality and/or serious near miss events.
- Significant variation in safety performance, systems and/or safety standards across business units.

Strategic Safety Plan

- Strategy is defined as a plan or a technique for achieving some end.
- Safety strategy is the plan for achieving the organization's safety vision or goals.

Strategic Safety Plan

- Helps everyone see where the organization is moving.
- Allows everyone to see and understand their role.
- Allocates resources against the most impactful activities.
- Allows the organization to maintain focus against the plan.
- Provides clear indicators of success, that are both activity and outcome based.
- Provides a process for course correction.

Improving Safety

- You do not improve safety by chasing the numbers.
- You improve safety by:
 - Managing, leading and sponsoring the safety programs and organization
 - Removing instability from the operational processes and
 - Leading the organization toward the desired culture.
 - Staying focused on reducing exposure at the working interface, is paramount to having fewer incidents.

Assessment Focus Areas

- Safety Data Management and Analytics
- Safety Leadership and Oversight
- Safety Enabling Systems
- Sustaining Systems
- Culture
- Focus and Structure of the Safety Organization

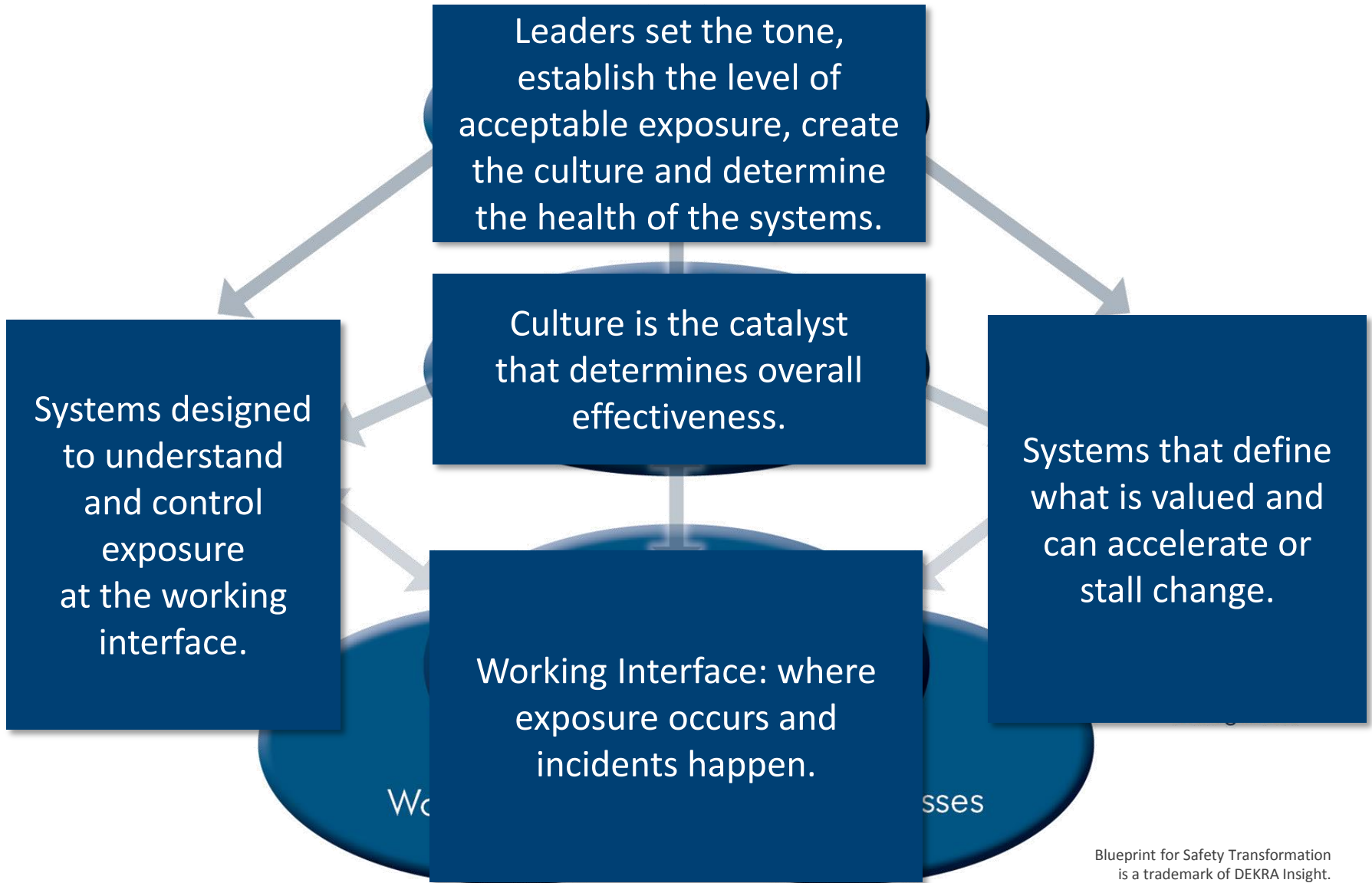
Polling Question

- The areas my organization needs to focus the most is:
 1. Safety Data Management and Analytics
 2. Safety Leadership and Oversight
 3. Safety Enabling Systems
 4. Selection, Development, Performance Management
 5. Culture
 6. Focus and Structure of the Safety Organization

High Level Assessment Questions

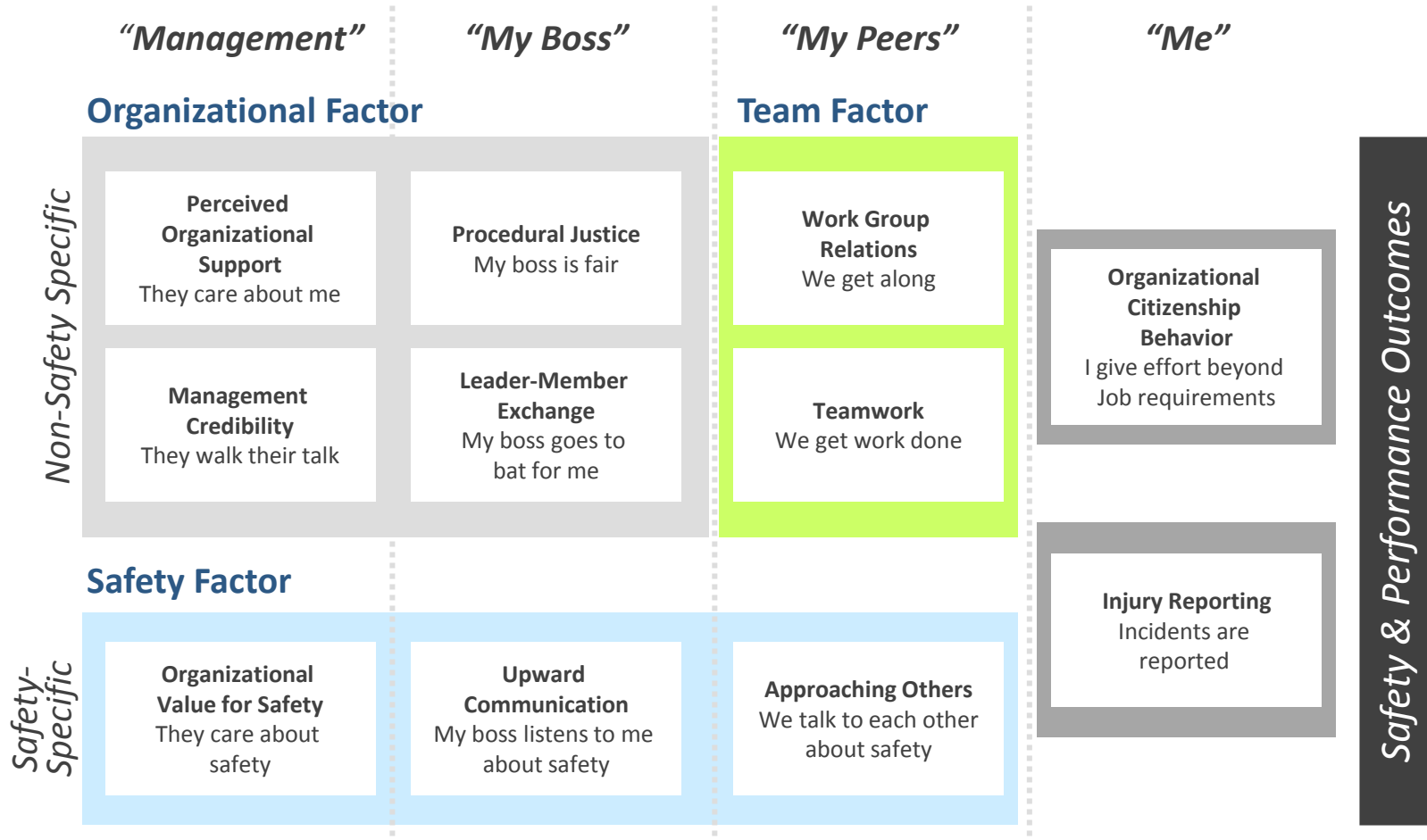
- How effective are the current approaches, structures and systems at identifying, controlling and continuously reducing exposure?
- How do the approaches, structure and systems align with and support the desired future state?
- What basic beliefs are likely to impede progress to the desired future state?
- What are the most crucial recommendations for closing the gap between current state and desired state?
- What strategic improvement plan has the highest probability of achieving the objectives, safety excellence and sustainable change?

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Cultural Attributes that Predict Safety Performance



Cultural Factors tied to High Reliability Organizations

- Anticipation: Organization seeks to identify increasing exposure.
- Inquiry: Methods related to how the organization uncovers and addresses bias.
- Resilience: Organization's effectiveness in building the capacity to respond in a crisis and for preventing escalation to a catastrophe.
- Execution: Confidence employees have about:
 - Effectiveness of safety systems.
 - Operational soundness.
 - Confidence in the testing and monitoring that is done on equipment.
 - System reliability.

Safety Data Management System and Analytics

- How does the organization utilize data to:
 - Understand, control and reduce exposure?
 - Quantify potential?
 - Overcome cognitive bias?
- What data is collected?
- What data is missing or could be collected but isn't?
- What reports do leaders and other review and why?
- What type of analytics are performed?
 - Data reporting
 - Statistics
 - Analytics
 - Predictive analytics

Safety Organization and Focus

- What safety and health positions exist (salaried and hourly); where do they spend their time and what is their primary focus?
- How aligned are the various safety groups?
- To what extent do the safety staff perceive that they are receiving the sponsorship and support they need for the programs and recommendations they generate?
- What are the perceptions, by the safety staff, about the benefits and potential disadvantages to the reporting structure?

End Result

- The identification of the most crucial factors:
 - Strengths that can be leveraged
 - Challenges that must be addressed
- Information needed to complete a strategic safety plan.

Critical Success Factors

- Collaboration – Assessment must be done with, versus done to
- Executive sponsorship
- Multiple touch points with key leaders and influencers
- Be aware of cultural beliefs and norms that stifle learnings
- If you have discussions about things you cannot report out, then get to your sponsor



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Thank You

If you want more information
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