Supporting and Sustaining Operational Excellence

Cliff Roberts
“Supporting and Sustaining Operational Excellence”

HSE: No Longer Simply A Priority – Must be a Core Value

Cliff Roberts, CSP
Global HSE Director
What is Safety?

• "Every day in America, 13 people go to work and never come home. Every year in America, nearly 4 million people suffer a workplace injury from which some may never recover…" – Secretary of Labor Hilda Solis
Most Common Causes of Incidents

1) Shortcuts
2) Overconfidence
3) Poor or Lack of Housekeeping
4) Beginning a task unprepared
5) Neglecting Safety Procedures
6) Being in a Hurry and Distractions
No Incidents + No Injuries = ROI

- No Harm to Personnel
- No Harm to the Environment
- No Harm to Assets/Property
- No Harm to Reputation
- No Incidents and Non-Productive Time

Process Over Outcome!

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Safety depends on the **Actions** of people.

Starting with Senior Management Commitment!
As Leaders, we all have the **responsibility** to keep our team safe:

*In the workshop...*  
*and on the job.*
Dan Petersen says – put your stats aside and start listening to the experts – Your Employees!

“People are our Obstacles
People are our Opportunities”

S - See the Hazard
A - Act on it
F - Fix it
E - Eliminate it
Control of Work
“Analyze Behaviors”

1. Clear Expectations
2. Accountability and Responsibilities
3. Key Leadership Positions (PIC)
4. Risk Assessments & JSA’s
5. Permit to Work
6. Conditions of the Worksite
7. SWA / UWA
8. Know your Top Threats
Top Threats

• Top threats are hazards which, if not properly managed, have a high probability of resulting in:
  1) Fatalities
  2) Injuries
  3) Significant property damage
  4) Damage to company’s reputation

• The importance of understanding “top threats” is to provide sufficient warning to all personnel (especially SSE’s), consequently allowing everyone an opportunity to ensure safety nets are in place before operation continues.

• Know the difference between Competent and Confident vs. Incompetent and Arrogance.
A Glimpse Of The Future...

Meeting or exceeding our customers requirements

Customers’ ever increasing requirements

We need to know where we’ve been...

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LESSONS LEARNED

GPS

INSTRUMENTS FOR SUCCESS

Safety
Performance
Quality
Innovative Equipment

You/We are in the Driver’s Seat
What are your Instruments?

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Health: Focus on elimination of risks through the controls of potential workplace exposures to disease, noise, vibration, fit for duty, etc.

Safety: Providing a workplace where people can work without harm.

Environment: Delivering efficient resource use; reducing and preventing pollution; enhancing protection.

Sustainability: Effective… However Ever Challenging

- Top Management commitment with visibility
- Delivering the SMS policy, objectives, and targets to ensure hazards are identified to assess risk and mitigate
- Implement the changes worldwide consistently
- Measure / Monitor / Evaluate HSE performance, risk and preventive measures
- Competence – Design / Implement / Sustain

If we keep doing what we have always done,

We will always get the same results!
Benefits To ZERO:

NO ONE GETS HURT!

One can Manage Without Safety but you cannot Have Safety without Managing.
** Protect your most valuable asset – PEOPLE

** Don’t take this lightly, people are and will always be our #1 and most valuable asset.

** Your goal shall always be to first protect the employee, better known as a TEAM member.

** We cannot be productive without team players. We can repair any tool or piece of equipment to 100% BUT we cannot repair people to 100% and we certainly cannot bring people back to life!
Thoughts
Beliefs
Words
Behaviors
Habits
Character

Success

Planning, Compliance & Execution

Teamwork
Determination
(Drive) \times \text{Passion} = \text{Success}

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A Safety Leader can be defined as:

_a person who **CARES** enough to take action to keep others free from danger or injury through guidance, persuasion, direction and/or setting the example._

- A good leader takes personal accountability for his / her actions.
- It’s up to each individual to get results.

**We must invest our time and energy on employees and their behaviors in order to get to the next level of safety.**

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**Safety Moment**

- Create a culture that is HIGH HAZARDOUS to LOW RISK.
- Risk Tolerance
- Risk Potential
**Culture Change**

- Safety culture is universal across the board.
- You may hear, “We are different here,” or “We do things differently here,” or “The people here only know one way…”
- The **truth** is that no one wants to get hurt, regardless of where you are.

**Teamwork**

- TEAMS win championships, not individuals.
- Contracts and jobs **are awarded** to companies with the best overall team records for:
  - Safety / HSE,
  - Quality,
- **Etc…**

**Passion and Caring drives Innovation and Change!**

- Contracts and jobs **are NOT awarded** to companies with a lot of good employees not playing as one team.
A Strong Safety Culture

A Strong Safety Culture…

• Must have strong leadership and management commitment.
• Recognize safe behavior.

Every mistake has a lesson and every lesson has an opportunity to change a behavior.

• Demonstrates safety as a **Core Value**, not just as a priority. This demonstrates to our employees that getting the job done safely is more important than getting the job done quickly.
Decision-Making Approach to Hazard Avoidance

Most Effective
- Eliminate, Eliminate, Eliminate
- Engineering Controls
- Eliminate hazards and risks through system design and redesign
- Safety guards, switches, safety devices
- Provide warning systems
- Substituting less hazardous methods and materials

Least Effective
- Administrative Controls
- JSA's, SWP's, Training, SMS, Checklists, etc.
- PPE – a last resort.

Decision making, you are ALWAYS in control of your decisions and Rarely in control of the consequences.

Keep safety simple!

Hazards:
- If you see it, you own it! **Eliminate it!**
- When a situation seems wrong… **it probably is!**
- Ensure that line employees know what is expected.

December 2-3, 2014
Safe Lifestyles

• Keep in mind that “CULTURE” means PEOPLE.

• Transforming a Culture to a “Safe Lifestyle.”

• It’s about YOU making safety personal and forever important.

• Getting to Zero is no longer just a typical safety meeting, it’s about creating a caring culture that supports a “Safe Lifestyle” on and off the job.
PZ – A belief that will Save Lives

• PZ will only be as good as you allow it and only as good as management commits to it. Both employee and employer have a key role. Neither role can wait on the other one.

• Remember – Injury Prevention is a “People Problem” which means it’s a People Solver.

• It will take involvement from all levels of the organization to be successful.
When you work with your **HANDS** only…
You are a general laborer

When you work with your **HANDS** and your **HEAD**…
You are a skilled technician/craftsman

Not until you work with your **HANDS**, your **HEAD**, and your **HEART**…
Are **YOU** a True Professional!
Thank YOU Questions?