

# Changing an Organization's Safety Culture

## Safety Challenges & Opportunities in the Dredging Industry

**Manson Construction**



**Great Lakes Dredge & Dock**



**Weeks Marine**



## What led some Dredging Contractors to IIF?

### **HITTING A BRICK WALL!**

- Gains in injury reduction became more difficult to achieve.
- Companies had traditional safety departments, systems, procedures and training in place, but employees were still getting injured.

## What led some Dredging Contractors to IIF?

### **WHERE DO WE GO NEXT?**

- Something was missing and frustration was setting in.
- Management wanted to know how to break through to the next level in safety performance.

## Some Pre-IIF Attitudes about Dredging Safety

**“Hey, we work in rough offshore conditions with heavy floating equipment – people are going to get hurt.”**

**“What do you expect -this is dredging!”**

## This wasn't going to be easy

- High Performance Interviews. What are the crew and project teams perceptions and assumptions about safety?
- Commitment Workshops & Safety Leadership Training
  - Examine current safety efforts
  - Explore individual and collective actions required to effect change
  - Discuss the challenges, issues and barriers to achieving extraordinarily safety performance
  - Provide training to develop skills to translate our commitment into effective action
- The focus needs to be on forming a proactive commitment to creating an incident and injury free work environment

## What is Incident & Injury Free (IIF)

**The focus is on the personal side of safety**

- Caring about one another
- Taking responsibility for one's actions
- Committing to creating a safe work environment
- Adopting the attitude that no injury is acceptable



## THREE KEY CHALLENGES

### To our Crews

1. Observing my co-workers and myself “asleep at the wheel” or preoccupied.
2. Speaking up when I see someone At-Risk.
3. Being open to change when someone speaks to me.  
Being approachable

## What leadership expects from all employees

### COMMON SENSE

- If it's not safe, don't do the task, and don't let your co-worker do it either.

### BE VOCAL

- If you see something that is unsafe, **speak up** immediately to your supervisor, no matter whom – no matter what.

### ASK QUESTIONS

- If you are not sure of something, or don't understand something, **speak up and ask.**

## What employees can count on from management

### **EMPLOYEE BACKING**

- If they stop a task for a safety reason, we will back them up.

### **QUICK RESPONSE**

- If they bring up a safety concern, we will address it promptly.

### **'NO-BLAME' POLICY**

- If there is an injury, we will conduct an Incident Investigation in such a way that the person is NOT blamed. We need to learn from an incident so that we can eliminate a recurrence.

## Taking dredging safety in a different direction

### ➤ Traditional Direction

- Discipline / reprimand
- Employees comply with safety policies & procedures
- Reactive response to incidents and injuries
- Safety Officers (perceived as "cops")
- Top-down safety solutions by Safety Department
- Management dictates goals

### ➤ Transformational Direction

- Coach / counsel
- Employees commit to work safely
- Track at-risk behavior and injury trends and initiate remedial measures
- Safety advisors to operations: seen as members of the operations team
- Bottom-up: Safety problems identified and solutions developed by crewmembers with support from Safety Department
- Front-line supervisors set goals

## Examples of IIF tools used at project sites

- Increase in training programs, IIF, OSHA, professional development
- Company-wide injury broadcasts
- Incident analysis and trends
- Safe work practices videos
- Familiarization checklists
- Project launch meetings with crew and management
- Safety Performance Weekly Reports
- IIF Safety Action Alerts & bulletins
- Contractor safety stand-downs
- Pre-shift meetings
- Job safety analysis
- Site safety advisors partner with operations personnel

### Great Lakes Dredge & Dock Company, LLC

#### Safety Commitment Statement

All GLDD employees are committed to an Incident- and Injury-Free (IIF) work environment, in which we return safely to our families.

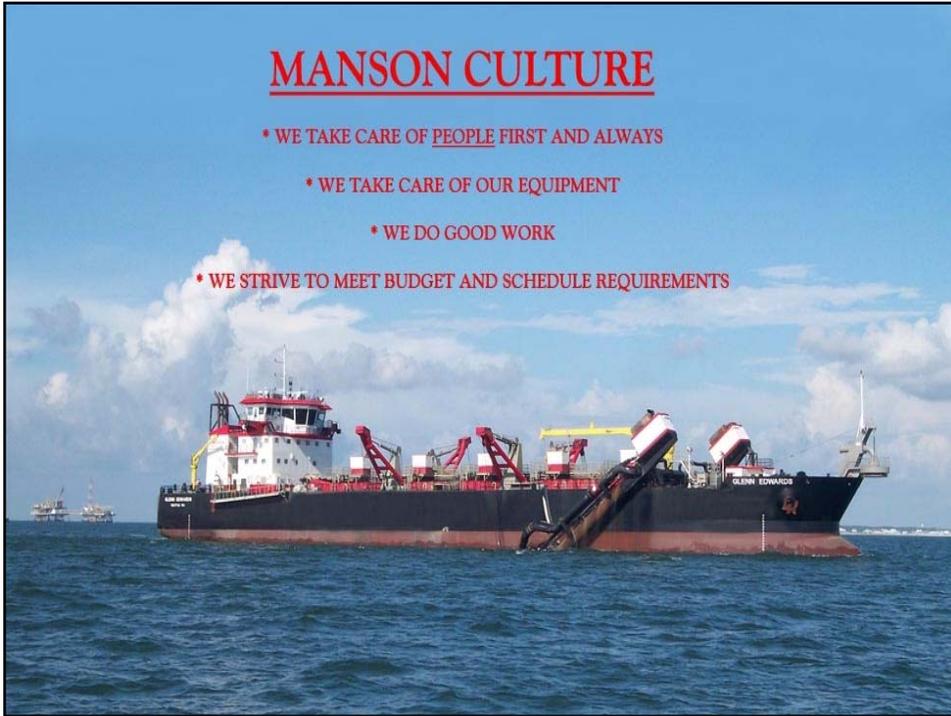
In this work environment:

- We **care for each other** and **treat each other with respect and dignity** through open and honest communication.
- We **work safely** because we want to rather than because we feel we have to.
- We always **seek out a safe course** in performing our daily operations.
- We **take visible and proactive responsibility** for our safety and our co-workers' safety, and we **will not accept unsafe actions** from ourselves or others.
- We **stop unsafe actions** without fear of repercussion.
- We **elevate safety issues** that can not be resolved on our own or with our immediate supervisor to a member of the Safety Leadership Team.
- We **continuously develop, improve, and use tools and resources** to keep ourselves and one another safe.
- We **require all vendors and subcontractors** to participate in GLDD's IIF work environment.
- We **raise safety awareness** as a part of our everyday life at work and at home.



## MANSON CULTURE

- WE TAKE CARE OF PEOPLE FIRST AND ALWAYS
- WE TAKE CARE OF OUR EQUIPMENT
- WE DO GOOD WORK
- WE STRIVE TO MEET BUDGET AND SCHEDULE REQUIREMENTS



### **WEEKS MARINE, INC.**



Weeks Marine is committed to creating and sustaining an incident and injury free culture that ensures the well being of every member of the Weeks Marine community.



# IIF Reduces Injuries

**Live it everywhere!**

**Live it every day!**

