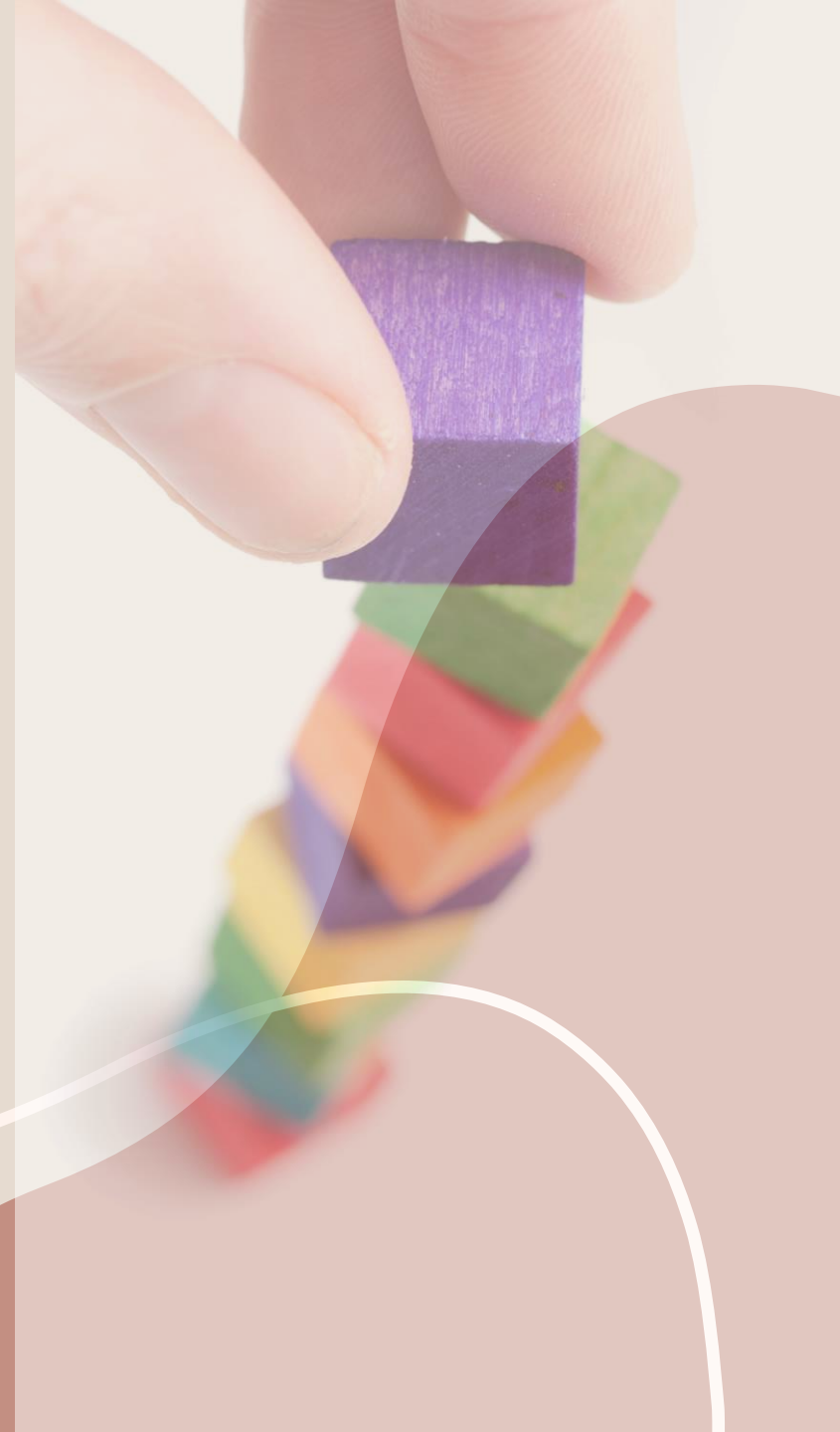


The Building Blocks of Safety Culture

How Do I Stack Them?



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Attitude:

Position as indicating action, feeling, or mood. "State of mind."

Behavior:

Manner of behaving, whether good or bad; mode of conducting one's-self; conduct; deportment.

Commitment:

The act of pledging or engaging; the act of exposing, endangering, or compromising; also, the state of being pledged or engaged.

Safety:

The condition or state of being safe; freedom from danger or hazard; exemption from hurt, injury, or loss.

SAFETITUDE

The state of mind where an individual considers the consequences of their behaviors (actions) with regards to their Safety performance.

What exactly is World Class?

According to Merriam-Webster:

“being of the highest caliber in the world.”



Who developed the term and why was it important to them?

Who sets the standard?

Who am I judged against?

Why is this so important?

Does anyone really care?

Heard around the office

- Zero incidents is the only possible goal
- Our employees are always involved
- We provide a hazard free work environment
- All our hazards are safeguarded

A is for Attitude

A = Attitude

Good attitude:

- Important employee trait
- Contributes to work environment & how employees get along
- Positive attitude can improve morale & increase productivity

Bad attitude:

- Destructive to the work environment, can kill morale
- Excuses:
 - Bad hair day
 - Woke up on wrong side of the bed
 - Murphy's law

Evolution of attitude changers

Don't talk to Strangers

Look both ways before crossing

Eat your carrots and you will never have to wear glasses

Wear your bike helmet

Wear your protective gear (mouthpiece, shin pads, helmet, etc.)

Always wear your seatbelt

Study hard and you will get somewhere in life

Wear your PPE – steel toed shoes, hard hat, safety glasses

Lift properly

Influential People in Our Life:

- Parents
- Grandparents
- Siblings
- Teacher/Professor
- Aunt/Uncle
- Religious
- Friend/Co-worker



Categorized in positive and negative phrases

Examples from job performance reviews:

- + Enthusiasm; emulated; positive mind-set; attribute; constant; accentuates the positive; atmosphere of trust; steady hand; want to be around; consummate team player
- Gives off air of superiority; unpleasant; dreadful outlook; instigator; sporadic bout of attitude problems; kept in check; erratic; outbursts; not fully connected

Safety Goals - feel good or feel bad

Total Recordable Incidence Rate – TRIR

Days Away, Restricted or Transferred - DART

Days Away From Work Case Rate – DAFWCR (Lost Time)

Experience Modification Ratio (EMR)

Preventable Vehicular Incidents/Accidents

First Aid

Near Miss/Close Call

Observations (behaviors/actions)

Leading versus Lagging indicators

The Cycle of Safety Culture

- **Anything goes**
- **Discipline, Discipline, Discipline**
- **Observations - Employee involvement**
- **Behavior Based – Group hugs**
- **Human Performance – everybody makes mistakes**
- **SIF's – Severe Injuries and Fatalities**
- **Leading/Lagging Indicators**

Usual Leading Indicators

- **Near miss reports**
- **Hazard identifications**
- **Pre-shift briefings**
- **Walk abouts**
- **Inspections**
- **Pre-trip inspections**
- **Employee suggestions**
- **Risk assessments**
- **Leadership communication**
- **Job Safety/Hazard Analysis**
- **Behavioral observations**
- **Safety Meeting attendance**

Different leading indicators for different companies.

There is no one size fits all!

How you manage your risk!!

Integrity

Training & Education

Workforce – orientation/job skills

Supervision – moving on up/skills set

Leaders – dynamic decision makers

How does my Safetitude affect my life?

Family

Activities



**THINK
SAFE
ACT
SAFE**



Think Safe Act Safe

Don't-Walk-By Attitude

- See Something?
Say Something.
- Peer Check one another.
- Constructively
give feedback.
- Keep each other safe.
- Have the courage to
speak up about
safety deficiencies.

Safety AND Productivity

- We can be safe and
productive at the
same time.
- Short cuts are not
an option.
- The safest employees
are usually the most
productive.
- No job is so urgent that
we can't take the time
and use the necessary
tools to do it safely.

Personal Responsibility and Trust

- The most important
person accountable for
your safety is YOU.
- Supervisors and Safety
Professionals are
not the police.
- Management Role -
Provide the training ,
tools, and a constructive
work environment.
- Coach, Learn, & Share.
Discipline is not a primary
tool for driving safety.

B is for Behavior



What you do when no one's holding you accountable is self-motivated.

“The best kind of pride is that which compels people to do their very best work, even if no one is watching.” - Unknown

The Tom Post story



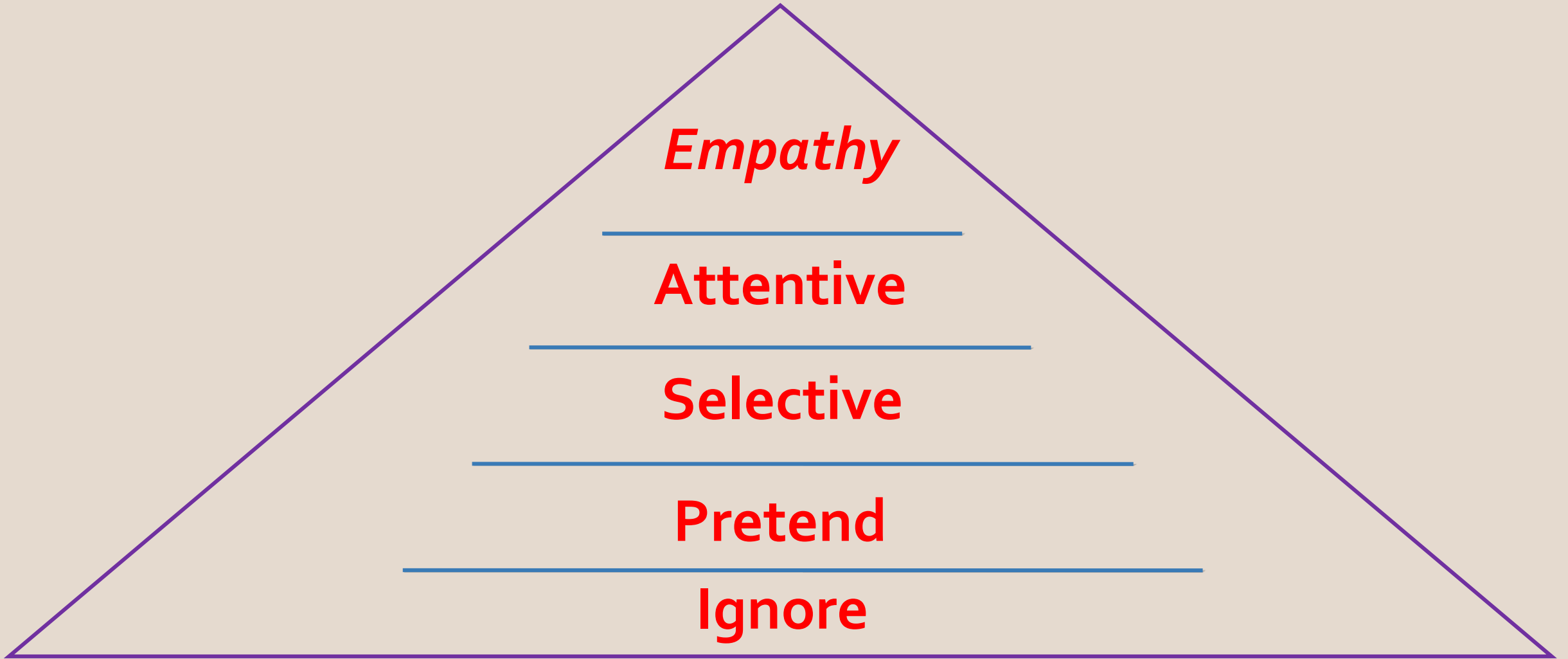
Adults feel included and self-motivated when they believe they:

- 1. Are Heard**
- 2. Contribute**
- 3. Belong**
- 4. Achieve**
- 5. Choose**
- 6. Are Appreciated**
- 7. Feel Empowered**

“Don’t blame people for problems created by the system.”

W. Edwards Deming

Listening Has Five Levels



B = Behavior

Continuous self-improvement starts with:

- a behavior-based commitment;
- opportunities to perform the target behavior,
- self-congratulating occurrences of that behavior,
- reflecting on relevant success and
- opportunities for improvement.

Barriers to Safe Work



Direct Causes



Severe Fatigue

Alcohol/Drug use

Intense/Prolonged Illness

Stress



Indirect Causes



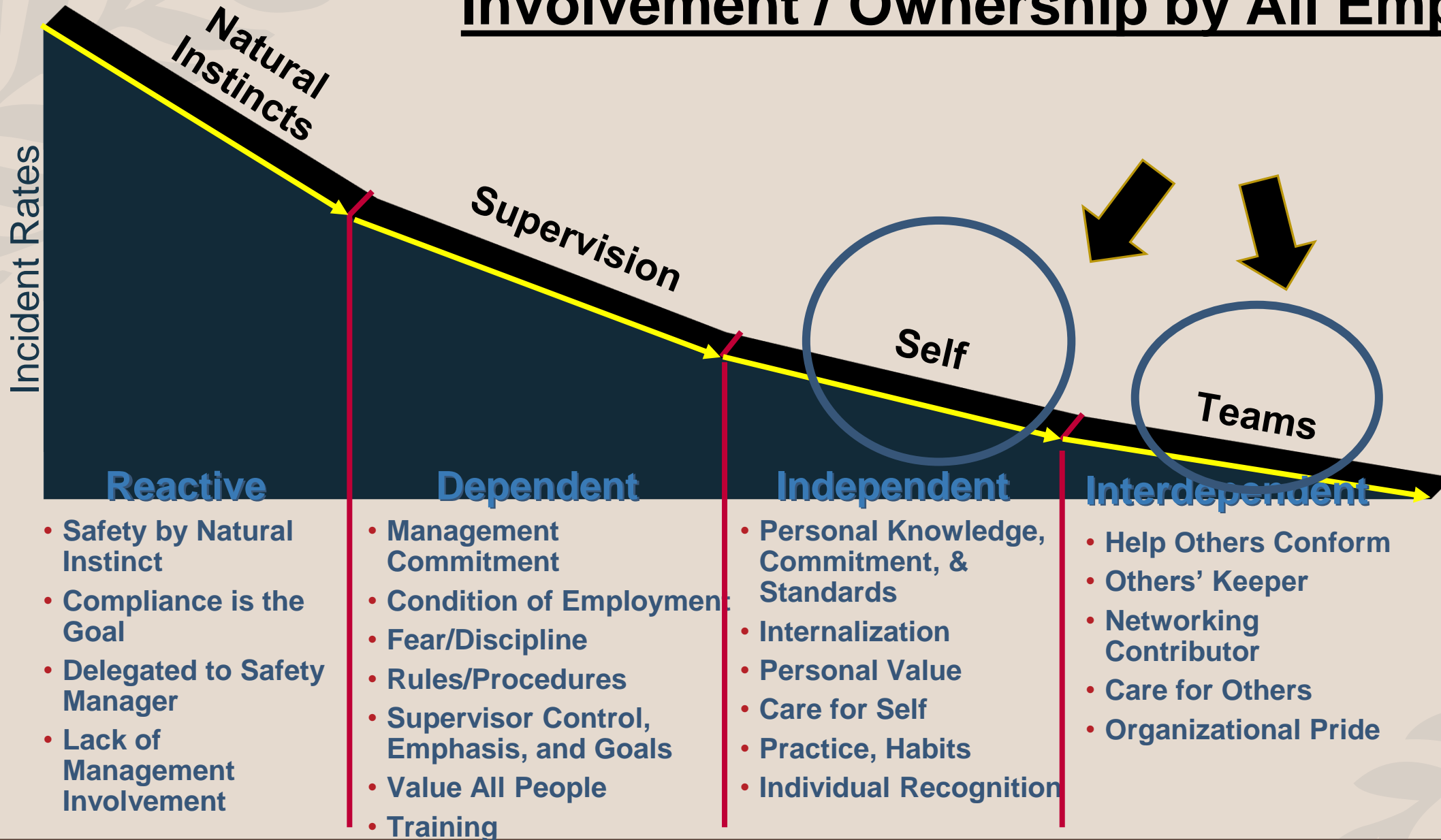
Workplace Stressors

- Shift Schedule
- Interpersonal Conflicts
- Role Conflicts
- Production Schedules
- Cultural Change
- Unclear Policies

Individual Stressors

- Family Conflict
- Financial Problems
- Reaction To Change
- Personality Factors

Involvement / Ownership by All Employees



Pre/post task planning card



APSI Pre-Task Planning Check List

PPE - do I have a...	Yes	No	N/A
Hard hat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety glasses with side shield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grinding/welding shield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grinding - double eye protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hearing protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respirator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gloves	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fall arrest harness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harness/lanyard inspected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working flashlight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Steel toed boots	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FR rated work dothing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Life Critical Procedures - Does the job include...	Yes	No	N/A
Lock, Tag & Try	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confined Space Entry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Is the space tested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Is ventilation required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Is ventilation adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hot work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Is a fire watch required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Is a charged fire extinguisher close	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working at heights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Do I need a harness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Do I need a handrail/swing gate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rigging & Lifting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Is a lift plan needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Did I check rigging gear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Body use/Ergonomics	Yes	No	N/A
Are there pinch points	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do I have to climb	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Will I be:</i>			
Lifting/Lowering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling/Twisting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gripping/Forcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do I need assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do I have a clear path of travel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is my vision obstructed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Work Environment	Yes	No	N/A
Did I check ABBI?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are holes covered/protected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are ladders tied off	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is ladder the correct size	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is staging inspected	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is housekeeping ok	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arc flash protection needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is lighting adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there adjacent hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personnel working above/below	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do I need barricades/warnings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tools/Equipment	Yes	No	N/A
Do I have the required tools/equip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did I inspect them/in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extension cords in good condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are my hoses drop tested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Do I need to do a pre-op check on:</i>			
Jockey truck	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crane	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Forklift	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High reach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other hazards/comments: _____			

POST JOB CHECKLIST	Yes	No	N/A
Are hoses, cords, wires coiled/hung up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was housekeeping performed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Were the floors swept	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tools/equipment shut down/stored	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear pathways established	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hazards identified and communicated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other hazards/comments: _____			





I am accountable for protecting the Big 5 of my co-workers

Name _____ Team _____

Work location _____ Date _____

Job task _____

Aker Phillips Shipyard, v1. January 2013

C is for Commitment

C = Commitment

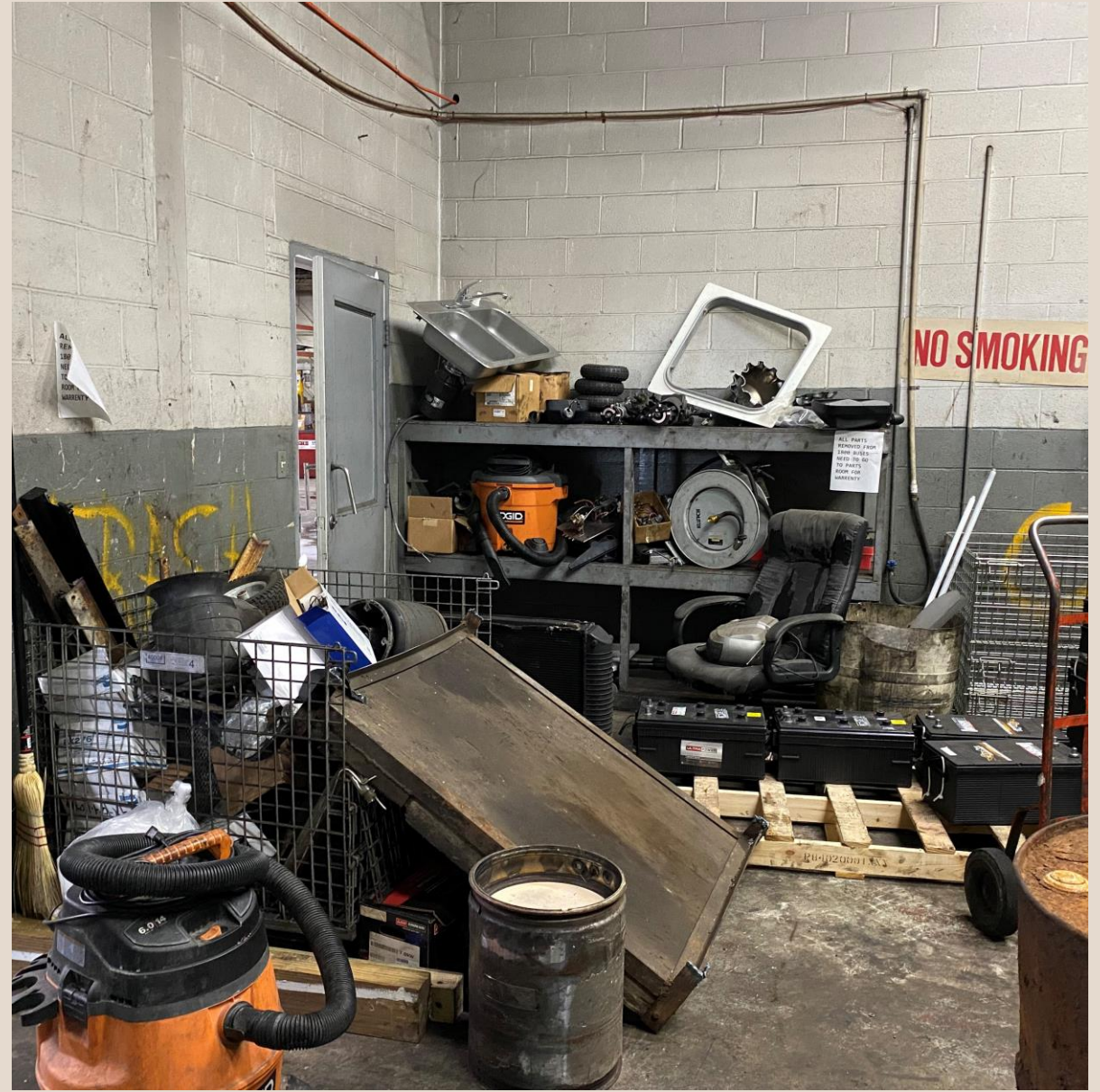
Employees at all levels of the organization must be committed to perform every job task safely and return home the same way they came in every day!

Family involved (safety events)

C = Commitment

The basic tenets of a personal safety commitment philosophy should include:

- **Safety is everyone's responsibility.**
- I am responsible for my own workplace safety.
- I will go above and beyond the minimum safety standards required of my job.
- I will continually improve my safety behaviors.
- I will work with management to decrease my exposure to risk.
- I will set an example of safe behavior for my coworkers.
- Every incident can be prevented.
- Every job can be done safely.
- **Working safely is a Condition of my Employment!**



STOP Work Authority

Do we really mean it.....



EHSS Operating System

Management
Commitment,
Caring &
Leadership

Organizational
Roles &
Responsibilities

Hazard
Recognition,
Evaluation &
Control

Training &
Development

Policies &
Procedures

Incident Reporting,
Investigation &
Analysis

Emergency
Preparedness &
Response

Employee
Involvement &
Expectations

Martz Bus Environmental, Health and Safety Mission Statement

As employees of the Martz Bus, we are dedicated to living out Frank Martz Sr.'s credo of "Safety, Courtesy, Service" in everything we do.

The Martz Bus is committed to the health, safety and well-being of all employees and customers. We believe that all incidents that can cause personal injury, loss of company assets, or harm to the environment can be prevented. Based on that belief, we will maintain and build upon our commitment to our Transportation and Occupational Environmental, Health and Safety (EHS) policies, programs and practices.

The Company will provide a safe and healthy working environment, establish safe and productive operating practices, and deliver training and education designed to assure the safety of our Customers, Employees, Contractors, and Service Suppliers. Cooperation, dedication and leadership from all employees is expected and essential.

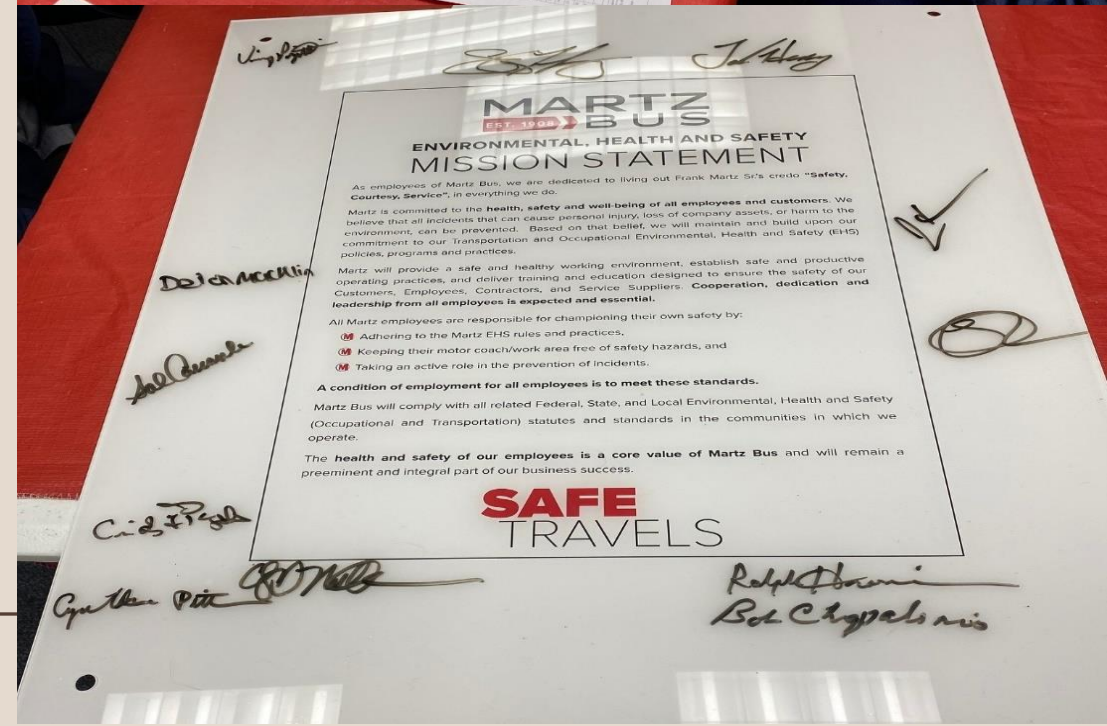
All Martz Bus employees are responsible for championing their own safety by:

- Adhering to the Martz Bus EHS rules and practices,
- Maintain their motor coach/work area free of safety hazards, and
- Taking an active role in the prevention of incidents.

It is a condition of employment for all employees that they meet these standards.

The Martz Bus will comply with all related Federal, State, and Local Environmental, Health and Safety (Occupational and Transportation) statutes and standards in the communities in which we operate.

The health and safety of our employees is a core value of the Martz Bus and will remain a preeminent and integral part of our business success.



Martz Bus Environmental, Health, Safety & Security Responsibilities

Responsibilities

The environmental, health, safety and security (EHSS) program is not only the responsibility of the EHSS function but by every person employed and contracted by **Martz Bus**. The following outlines the minimum responsibility for all functions in the company.

1. Executive Staff

- Establish and maintain an EHSS program that is protective of the environment and encourages a safe and healthful workplace
- Ensure all management levels are held accountable for compliance with EHSS policy
- Ensure allocation of adequate resources to support EHSS policy
- Support EHSS process by conducting executive inspections during facility/field visits

2. EHSS/DOT Training Group

- Coordinate EHSS functions between all **Martz Bus** facilities.
- Develop and facilitate effective EHS/DOT training programs.
- Conduct/coordinate regular assessments to verify regulatory compliance.
- Perform EHSS/DOT program evaluations using requirements of all applicable regulatory agencies and company policies.
- Ensure lessons learned from incident reports and observations are properly communicated across the company.
- Manage **Martz Bus** Loss Prevention Program
- Conduct periodic workplace EHSS inspections and assessments.
- Evaluate and monitor PPE program as it pertains to safety and health related conditions
- Manage **Martz Bus** Crisis Management process.
- Develop and lead EHSS selection and orientation process for contractors/sub-contractors
- Establish specific EHSS metrics to measure and report on company's EHSS performance
- Coordinate **Martz Bus** EHSS due diligence and transaction review process in conjunction with any potential transaction or disposition.

3. General/Department Managers

- Support and promote environmental, health, safety and security processes and policies
- Ensure compliance with regulatory requirements and company EHSS procedures in their department (operating, maintenance, office, etc.).
- Incorporate EHSS considerations into operating decision-making process.
- Ensure all employees within their respective department are aware of their roles and responsibilities to fulfill and sustain EHSS policy.

4. Frontline Supervisors

- Promote a positive EHSS attitude and culture in respective department/shift.
- Act as point contact for all department/shift related EHSS issues.
- Work to ensure safe and healthful working environment for employees and contractors
- Identify hazardous and/or unsafe environments and request/provide engineering corrections
- Work to ensure regulatory compliance in department and surrounding property.
- Maintain a file of Safety Data Sheets (SDS) for all materials used in the department
- Ensure all employees are trained in accordance with regulatory and company procedures
- Ensure applicable environmental permit compliance is maintained (waste, storm water, etc.)
- Ensure **Saucon** camera system is fully utilized, and lessons learned are addressed.
- Ensure EHSS enforcement and disciplinary actions are carried out.
- Ensure contractors, visitors and vendors are provided with and understand Company department EHSS requirements prior to working.

5. Motor Coach Operators

- Attend required EHS/DOT training and meetings
- Promote **Martz Bus** professionalism while at customer locations, terminals, and on public highways
- Ensure all equipment is appropriately inspected and in compliance prior to entering public roadways.
- Ensure DOT hours of service regulations are followed (where applicable).

5. All Martz Bus Employees: (Mechanics, body shop, administration, washers/cleaners)

- Comply with all **Martz Bus** EHSS policies and procedures.
- Strive to work and act safely in all environments.
- Attend required EHSS/DOT training and meetings.
- Drive safely while operating a company vehicle or driving on company business.
- Comply with PPE requirements that apply to the work situation, including its use, inspection, and care.
- Participate fully in the **Martz Bus** EHSS Management process.
- Ensure timely notification on all incidents including near miss events.
- Work to ensure all visitors, vendors, contractors, and carriers are working safely within **Martz Bus** premises.

All Martz Bus Employees can:

- Participate in EHS program activities.
- Request inspection of unsafe/unhealthy work conditions by supervisors, EHSS Group
- Have access to applicable regulatory or consensus (*OSHA, EPA, DOT, ANSI, ASHRAE, NFPA, TSA) standards, injury and illness statistics, safety, fire protection, health program procedures and their own exposure and medical records.
- Decline to perform an assigned task because of a reasonable belief that the task poses an imminent risk of death or serious bodily harm.
- Notify department leadership or EHSS Group of EHSS issues that require attention

*	OSHA	Occupational Safety and Health Administration
	EPA	Environmental Protection Agency
	DOT	Department of Transportation
	ANSI	American National Standard Institute
	ASTM	American Society of Testing Materials
	NFPA	National Fire Protection Association
	TSA	Transportation and Security Administration

***Effective* safety leaders have the *courage* to ask for candid feedback and the *humility* to accept and apply suggestions for reasonable change.**

LEAD BY
EXAMPLE



Always lead by a positive example.

- ✓ Attitude
 - ✓ Behavior
 - ✓ Commitment
- Integrity

Integrity

Being an ambassador for safety no matter what level of the organization

Working safely is a condition of employment

Committing to a Safer Attitude each and every day!

where? how? discover questions why asking questions challenge who?

QUESTIONS

ask
who?
discover

what?

when? knowing investigation

clues how

why? ask knowing

investiga