

CREATING A SAFETY CULTURE & CLIMATE

Matt Bunner, CSP, CMSP

Mulzer Crushed Stone, A CRH Company

An Overview



2000 TO 2022

- 2000 9 Lost Time 44 Recordable
 7 Near Miss Reports
- 2022 0 Lost Time 1 Recordable
 72 Improvement Reports
 108% Engagement Points

Last lost time accident was **November 1, 2016**



REMEMBER YOUR GREATEST RESOURCE

- Your people.
- Recruit, Retain, and Develop great people.
- Mentoring program.



FROM GOOD TO GREAT

- **Provide your people an opportunity to fail safely and let them tell their story.**
 - Even the best make mistakes!!!!

AIRLINE PILOTS MAKE 15 MISTAKES PER HOUR





FROM GOOD TO GREAT

- Provide your people an opportunity to fail safely and let them tell their story.
- **Engage your people in the process.**
 - We quit focusing on lagging indicators
 - We began tracking engagement points and opportunities of improvement.

MY ENGAGEMENT STORY





WHO HAS EVER...

- Been in a motor vehicle accident.
- Personally known someone injured or killed by a drunk driver.
- Driven without a seatbelt.

460 SAFETY PEOPLE

- Provide your people an opportunity to fail safely and let them tell their story.
- Engage your people in the process.
- **Everyone is a safety person.**
 - Your people know where the next incident is going to occur or where your greatest risk is located. (Error likely situations.)



Location: _____ Date _____
Task: _____
Time: _____ AM PM

To Keep **Safety** on **TRACK**, before every job, **STOP** and:

Think through the task:

T

1. _____
2. _____
3. _____

Recognize the hazards:

R

1. _____
2. _____
3. _____

Assess the risks(check)

A	Consequences	Probability
	<input type="checkbox"/> Could kill, disable or cause serious damage <input type="checkbox"/> Could cause major injury or damage <input type="checkbox"/> Could cause LTI or minor damage <input type="checkbox"/> Possible 1 st aid injury or minor damage <input type="checkbox"/> Couldn't cause injury or damage	<input type="checkbox"/> Almost certain to happen <input type="checkbox"/> Likely to happen <input type="checkbox"/> Moderate to happen <input type="checkbox"/> Unlikely to happen <input type="checkbox"/> Rare practically impossible

Control the hazards:

C

Elimination: _____
Substitution: _____
Engineering: _____
Administration: _____
PPE: _____

Keep safety first in all tasks

K

Exact Location: _____ Today's Weather: _____
Housekeeping: _____
Changes in scope or work conditions: _____

In case of fire, injury, and/or other emergency:

Supervisor's Phone No. : _____
 Brian Peters (812)449-8526 Matt Bunner (812) 431-0202 Taylor Boone (812) 550-7388
Emergency point to meet: _____
Signature of TRACK leader: _____
CLOCK NOS: _____

TRACK IT...

TASK RISK ASSESSMENT

THOUGHTS?

- Provide your people an opportunity to fail safely and let them tell their story.
- Engage your people in the process.
- Everyone is a safety person.
- **Evaluate your processes and stay the course. Monitor for drift.**

THINGS THAT WORK

- LTs (Learning Teams)
- Cultural Assessment Surveys
- HP Jenga



LEARNING TEAMS



CULTURAL ASSESSMENT

- 20 Questions in a rubric with 1 to 5 rating.
- 2 **Required** personal comments per person.
- Assessment conducted by outside firm by non-Mulzer facilitators.
- Anonymously completed.
- Sealed, mailed and data is tabulated for Mulzer management team.
- Every two years. (Each survey is compared to previous survey.)

CA QUESTION SAMPLE

- Does management take safety seriously and is leadership's investment in safety visible?

Never Rarely **Seldom** Often **All the time**



Cultural Jenga



OFTEN, IT'S ABOUT YOUR
VIEW.

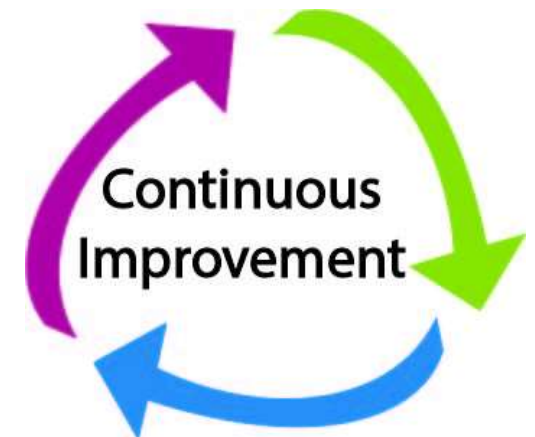




**View from
The Top**

YOU GET WHAT YOU GIVE

- Provide your people an opportunity to fail safely and let them tell their story.
- Engage your people in the process.
- Everyone is a safety person.
- Evaluate your processes and stay the course.
- **Inputs affects outcomes.**



LAST HITCH



FROM GOOD TO GREAT

- Provide your people an opportunity to fail safely and let them tell their story.
- Engage your people in the process.
- Everyone is a safety person.
- Evaluate your processes and stay the course.
- Input affects outcomes.
- **Cheer successes and learn from opportunities for improvement.**



WINS

- Employee engagement has skyrocketed.
- Communication has improved.
- Risk assessments have poured in.

- Accidents have reduced.
- Property damage incidents have reduced.
- Rolling stock incidents have decreased.
- Citations per inspection day have reduced by more than 50%.





KEY TAKEAWAYS

- People make mistakes and will eventually drift.
- Let people tell their story and engage them in the process.
- Allow them to win or fail safely.
- See things as your people see things.
- Invest in your people.

EVERYDAY IS ANOTHER
OPPORTUNITY TO WIN.

