

MCX



Member Communication Experience

Any views and opinions expressed in this article may or may not reflect the

Safety Culture Series

Management Commitment: All Safety Incidents Are Preventable

Key Points

The role of management regarding safety is to demonstrate

Leadership Engagement

Leaders must continuously demonstrate the behaviors they want emulated within their organizations. By actively participating and contributing to safety efforts, leaders set an expectation for every level of leadership. Proactive ways for management leadership to demonstrate their commitment include:

- Lead, or ensure participants lead, a safety moment at the start of meetings. (At Mortenson, morning meetings begin with a safety moment and afternoon meetings with a culture moment.)

- Lead or participate in bend and stretch morning crew meetings.

- Participate in a crew pre-task plan review during a site visit.

- Ask to see and review project high-risk activity plans during site visits.

- Participate in a site safety inspection/hazard recognition reporting.

- Participate in safety incident report outs/reviews.

- Engage site safety committee members during site visits. Listen to and understand their challenges and thank them for their contributions.

Craft Engagement

The greatest untapped resource, experience has shown, is the craft workers themselves. To understand the barriers to success the crafts face, leaders need to get out in the field. Demonstrate an interest in what the crafts have to say by personally talking with them during site visits. Be ready to act on what is heard to reinforce the commitment to removing obstacles and improving outcomes. Some ideas for formal feedback loops include:

- Establish a lead craft person safety committee chaired by the top project leader.

- Track and publish changes made or actions taken in response to concerns and solutions suggested by this group.

- Assign a project team member to meet with each crew at bend and stretch and/or to connect with each crew regularly throughout the day. This team member acts as an additional conduit to ensure communications from management are

- reaching everyone here. 04 Tf1 0 0 1 45 2 2 3 Tm0 g0 G()JTJET0.0000092 0 612 2 reWshown

Bringing together a team of individuals and trade partners with the appropriate experience and approach.

Giving the team adequate time to plan the project and their work.

Establishing open communications and a positive safety culture.

Aligning and following through on expectations for site logistics, quality program execution, and lean practices.

Leaders need to do their part to set project teams up for success. Additionally, in the field, pre-task planning must add value for the crew conducting the work. It should not be an exercise completed for the sake of turning in the documentation.

To be effective, leaders should:

Ensure pre-task plans are created and reviewed with the crew at the location where work is to take place. This enables crew members the opportunity to address current site conditions and adjacent activities in the plan.

Rotate responsibility for plan creation through the crew to support the development of planning and risk mitigation skills in all crew members.

Supervisors should review the plan and coach crew members as part of this effort.

See that supervisors review cards and offer positive feedback and/or coach on how to improve the plan in the field.

Educate crews on how to identify hazards and uncontrolled energy sources as well as

that had been set, communicated, and followed through on by the organization, then disciplinary action may be warranted. By using a structured evaluation tool, organizational responsibility and/or shared responsibility can be identified, where

