Building a Safety Culture

February 7, 2017
Introduction

- **Speaker: Mike Caro**
  - TRC Safety Director
  - 11 years as full time safety professional
  - 7 years as union safety rep
  - 17 ½ years as a journeyman lineman
Session Overview

- Industry Safety Statistics
- What is Safety Culture?
- Safety Leadership
- Planning - Setting Expectation for Safety
- Execution/Practical Application
- Benefits of Improving Safety Culture
Safety Statistics

National Estimate of Work Zone Crashes (GES, 2006-2013)

- 2006: 84,980
- 2007: 90,491
- 2008: 73,444
- 2009: 84,046
- 2010: 87,215
- 2011: 90,589
- 2012: 75,510
- 2013: 67,523
Injuries in Work Zones – Road and Bridge Construction

- More than 20,000 workers injured in road construction work zones each year
- Approximately 55 per day

TRC Incidents

- 88% slips and falls
- Training, communication, awareness, follow-up
- 89% reduction in incidents in 2016

Safety Statistics – Road and Bridge Construction

<table>
<thead>
<tr>
<th>Injury Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact With Objects or Equipment</td>
<td>35%</td>
</tr>
<tr>
<td>Slips, Trips, or Falls</td>
<td>25%</td>
</tr>
<tr>
<td>Overexertion</td>
<td>15%</td>
</tr>
<tr>
<td>Transportation Incidents</td>
<td>12%</td>
</tr>
<tr>
<td>Exposure to Harmful Substances or Environment</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
</tbody>
</table>

Injury Category Pie Chart

Contact With Objects or Equipment: 35%
Slips, Trips, or Falls: 25%
Overexertion: 15%
Transportation Incidents: 12%
Exposure to Harmful Substances or Environment: 5%
Other: 8%
# Workers’ Compensation Claims

<table>
<thead>
<tr>
<th>Incident Type</th>
<th>Percent of Total Claims</th>
</tr>
</thead>
<tbody>
<tr>
<td>Struck By / Struck Against</td>
<td>33%</td>
</tr>
<tr>
<td>Material Handling and Ergonomic Factors</td>
<td>20%</td>
</tr>
<tr>
<td>Slips, Trips and Falls on Same Level</td>
<td>14%</td>
</tr>
<tr>
<td>Caught In, On, or Between</td>
<td>9%</td>
</tr>
<tr>
<td>Exposure To/Contact With Chemical Agents</td>
<td>8%</td>
</tr>
</tbody>
</table>

# Top Five Incident Types, Shown as a Percentage of Total Claim Dollars

<table>
<thead>
<tr>
<th>Incident Type</th>
<th>Percent of Total Claim Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Struck By / Struck Against</td>
<td>44%</td>
</tr>
<tr>
<td>Caught In, On, or Between</td>
<td>17%</td>
</tr>
<tr>
<td>Slip, Trip and Falls on Same Level</td>
<td>13%</td>
</tr>
<tr>
<td>Fall from Elevation</td>
<td>9%</td>
</tr>
<tr>
<td>Material Handling and Ergonomic Factors</td>
<td>8%</td>
</tr>
</tbody>
</table>
Safety Culture – What is it?

It refers to the extent to which individuals and organizations will commit to:

- A personal responsibility for safety
- Act to preserve safety
- Respond to and communicate safety concerns
- Modify behaviors based on lessons learned from near misses/incidents
- Rewarding employees in a manner consistent with these values

“Doing the right thing – even when nobody else is watching...”
Elements of Driving a Safety Culture

- Safety Leadership
- Planning – Setting Expectation for Safety
- Execution – Practical Application
You Influence Safety When You...Lead

- **Executive Level Engagement**
  - Driving expectations
  - Empowering
  - Setting the example

- **Mid-Level Management**
  - Mentoring
  - Supporting executive expectations
  - Providing resources

- **First Line Supervision**
  - Enforcing expectations
  - Leading by example
  - Drivers of change

*Who are your influencers within the organization?*
You Are Managing Safety! You Are Driving Culture!
- Are you doing it intentionally?
- How well are you doing it?

- Process/Procedures
- Programs

There is no magic bullet/One size does NOT fit all!
TRC’s Health and Safety Management System

Follows OHSAS 18001

System to manage H&S at TRC

Developed in connection with TRC’s Quality and Sustainability Programs
Execution / Practical Application

- Employee Involvement
- Communication
- Training
- Accountability
- Documentation
- Verification
- Feedback and Recognition
- Subcontractor Safety
What are the Benefits?

- Fewer Injuries
- Improved Morale
- Engagement
- Efficiencies, Profitability, and Cost Savings

Doing the right thing!
How will you recognize that you have made progress?

- Top management will be visibly committed
- Middle management will be actively involved
- Employees are actively participating
- System is flexible to accommodate change
- Safety system is positively perceived by workforce
- Cost savings and improved profitability
What are the Benefits?

Table 2. Medical and Lost Wage Costs of Workers’ Compensation Claims Filed by Employees of State Agencies during Fiscal Years 2010-2012 by Executive Department

<table>
<thead>
<tr>
<th>Executive Department</th>
<th>Claims Incurring Cost</th>
<th>Medical</th>
<th>Compensation</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Office of Health and Human Services (EOHHS)</td>
<td>3,115</td>
<td>$5,374,869</td>
<td>$10,893,053</td>
<td>$16,267,923</td>
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<tr>
<td>Executive Office of Education (EOE)</td>
<td>2,406</td>
<td>$3,473,786</td>
<td>$4,606,870</td>
<td>$8,080,655</td>
</tr>
<tr>
<td>Executive Office of Public Safety and Security (EOPSS)</td>
<td>1,037</td>
<td>$1,791,055</td>
<td>$5,371,969</td>
<td>$7,163,025</td>
</tr>
<tr>
<td>Mass Department of Transportation (MassDOT)</td>
<td>664</td>
<td>$2,742,918</td>
<td>$4,075,973</td>
<td>$6,818,891</td>
</tr>
<tr>
<td>Executive Office of Energy and Environmental Affairs (EOEEA)</td>
<td>438</td>
<td>$682,197</td>
<td>$899,830</td>
<td>$1,582,027</td>
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<tr>
<td>Executive Office of Administration and Finance (EOANF)</td>
<td>47</td>
<td>$171,800</td>
<td>$319,137</td>
<td>$490,938</td>
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<td>Executive Office of Labor and Workforce Development (EOLWD)</td>
<td>44</td>
<td>$63,681</td>
<td>$155,932</td>
<td>$219,613</td>
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<td>Executive Office of Housing and Economic Development (EOHED)</td>
<td>12</td>
<td>$28,703</td>
<td>$48,492</td>
<td>$77,195</td>
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<tr>
<td>All Executive Departments</td>
<td>7,763</td>
<td>$14,329,010</td>
<td>$26,371,256</td>
<td>$40,700,266</td>
</tr>
</tbody>
</table>
What are the benefits?

- From 2008 to 2016 TRC was able to reduce workers’ comp costs by 68%
- In 2016 we were able to switch to a captive group insurance program that reduced insurance costs across all lines of insurance by $2.8M/year
Questions?

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