

# Safety & Training Source

BOARD OF DIRECTORS

A monthly resource for members of IMEA's Safety, Education & Training program. **August 2018**

## THE ROADMAP TO SAFETY EXCELLENCE

### 8 ESSENTIAL STEPS FOR CHANGE

#### 1. ESTABLISH VISION AND OBJECTIVES

To achieve any goal it is essential that leaders are clear on what they want to get out of the process. Perhaps they want their utility to be the top performer in the industry, or they want to eliminate exposures to serious injuries and fatalities. Whatever it is, the goal needs to be explicit and owned by leaders. Leaders don't need to be safety experts, but they do need to have a working knowledge of what matters in safety, including the principles of organizational safety, process safety, and data management. The primary focus is to align your staff around a shared vision and to understand the key elements necessary for safety excellence.

#### 2. ESTABLISH GOVERNANCE

Some organizations need to establish safety governance, while most will have to make adjustments to assure its effectiveness. We recommend having both a leadership team for safety overall and a staff team focused on the assessment and roadmap process.



From the Desk of  
**Duane Richardson**

Every 15 seconds, more than 150 workers are involved in a workplace accident. Leaders committed to safety know that the only way to reduce these numbers and create an injury free workplaces is to approach safety as **change management** that engages the entire utility.

Despite substantial efforts, many utilities hit roadblocks on the way to success. Lack of resources, internal pushback, or underlying issues, such as gaps in supervisor skills, can all derail good intentions.

True organizational change requires more than just an assessment of what is working and what is not. Often overlooked in the creation of an improvement process is the role that senior leaders play in advancing safety.

It is easy to skip this step because it involves pulling together senior leaders with very limited time. But executive involvement is critical to the process because it shows they value safety and are committed to assuring the wellbeing of their staff.

## August

- 16 IMEA Board of Directors (Kona Grill)
- 20 -24 IMEA 613 #040615 / 102615 (Lebanon)

## September

- 7 IMEA Safety & Training Committee Meeting (Lebanon)
- 10-12 ACRT / Certification (Gas City)
- 13 ACRT/ Re-Certification (Gas City)
- 19-21 IMEA- Fall Meeting & Tech Expo (Scottsburg, IN.)
- 27 - 29 8th Annual IMEA & Whiskey City Linemans Rodeo (Lawrenceburg, IN.)

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# The Road Map to Safety Excellence

## 3. ASSESS THE CURRENT STATE OF THE ORGANIZATION

It is critical that organizations conduct an assessment that is correlated to safety outcomes, then identify and prioritize the gaps. To get the most out of the assessment process it is essential that key staff are onboard with the process and aligned on the objectives of the organization, especially if there are sensitivities that could present obstacles. The team needs to communicate the vision and objectives to the right people, coordinate tasks, and maintain communication throughout the entire process.

## 4. SHARE INFORMATION APPROPRIATELY

During the assessment, breakdown information to workable tasks and share it with teams and individuals and then present it in total to the staff at the end of the process.

## 5. PARTNER WITH STAFF

Once senior leaders have been briefed and the governance team understands the steps they need to take, it is time to involve the staff critical to defining the roadmap for implementation. These staff members include key safety professionals, managers and department heads.

## 6. DEVELOP THE ROADMAP

A roadmap for safety improvement is a plan that outlines the path to the organization's safety objective and the actionable steps required to achieve that goal. Some initiatives and programs can undermine safety improvement and should be curtailed. But many are beneficial and can be leveraged. Buy-in is critical. By identifying areas with the greatest exposure and immediately applying safety methods and tools to minimize exposure, you can reduce injuries while highlighting the effectiveness of the campaign.

## 7. MANAGE THE EXECUTION

Your safety roadmap needs to be realistic, clearly defined, and actionable. A plan that is vague, doesn't delineate concrete actions, or overcommits with its goals sends the message that leaders don't care about safety.

At each step of the process make sure you have all necessary elements in place and ensure full adoption before moving forward. For every task, staff it, fund it, provide everything it needs to flourish.

## 8. LEAD THE CULTURE

Leaders need to be more than just engaged in the process, they need to be steadfast in their support. When senior leaders show they are serious about safety and are fully committed to creating meaningful and lasting change, they inspire others to follow.



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