

Example Project Proposal for Consideration for WEDA's Safety Excellence Award

PROJECT: Development and Implementation of Company's Project Management Safety Leadership Team (PMSLT)

AWARD ELIGIBILITY

- ✓ Company is in good standing with WEDA.
 - ✓ Company operates within WEDA's jurisdiction of the western hemisphere.
 - ✓ Company's 2019 TRIR was 0.56.
 - ✓ Company illustrates a continuous downward trend in Total Recordable Incidents for 2014-2019:
 - 2014 TRIR – 2.15
 - 2015 TRIR – 1.80
 - 2016 TRIR – 1.43
 - 2017 TRIR – 1.13
 - 2018 TRIR – 0.85
 - 2019 TRIR – 0.52
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PROJECT OVERVIEW

When the Company embarked on their safety journey in 2003, it was established that communication was critical to the success of reducing incidents and creating the much-needed safety culture. The Company had already put Safety Leadership Teams in place for executives, equipment divisions, and safety. The Project Managers, however, were frustrated with having rules and policies pushed; they wanted to be a part of the process and have a voice.

The Project Management Safety Leadership Team's (PMSLT) inaugural meeting was March 2015 and was broadcasted from Staten Island, NY to all project sites. Since then, the PMSLT meeting has taken place every month on the second Friday for two (2) hours for the last seven (7) years and is still going strong.

The PMSLT started with a few guidelines and expectations:

- There are no hard rules. We will agree to make and change rules as we formulate our PMSLT and see what works and what does not.
- We will have a core group of members and cycling members so that we touch all Project Managers and Site Managers.
- We will use a "Buddy System" to share our information.
- We will stay on topic.
- Achieve participation and consensus from everyone when formulating plans to achieve a clear, consistent message.
- Emphasize issues that this PMSLT group can control rather than just pointing out all the issues that are wrong – need to target issues that can be addressed.

This was the start of setting the ground rules of the PMSLT, but there was still the issue of what we could achieve with the PMSLT. The Project Management Team knew they needed to treat their safety leadership like they would on any project: a problem needs to be solved, set forth a clear plan, set expectations, and make sure we have the resources and support needed with clearly defined and desired outcomes. It was important that we recognized that Project Management Teams would need to control all the details of a project, even if it was not a dredging related project.

As the PMSLT began to gain their footing, a few more important things began to emerge:

- PMSLT could be a link between field operations and what is discussed at higher level SLT.
- There were many different SLT groups in the company with many different safety plans – how do we connect all these ideas?
- Too many groups were making rules for other groups.
- By sharing best practices, we can eliminate learning curve.
- Other SLTs can help get information that the Corporate SLT develops out to crews in the field.
- Forget just legislating policy; there's a need to share what is working on different jobs in different divisions so that everyone is using best practices and is actively aware of the best ideas between divisions.
- Sharing best practices between Project Management and fleet divisions monthly helps eliminate the information lag and inevitable bureaucratic nature of organizations making the team nimble.

The above points were the seeds of the PMSLT and from those initial ideas, the PMSLT has continued to grow, thrive and assist with the development of safe operations success, including:

- Improved processes and procedures related to project execution and safety through years of work building safe work tools, such as Job Safety Analysis, Rule Book, and Safety Management System.
- Relating safe work operations to project execution successes. High performing projects tend to be safe projects. This was formulated into a recent new tool, Positive Project Management Model (see image on next page) that is currently being implemented.
- Improved communication on corporate initiatives by PMSLT liaison (Buddy System) working with all of the SLT work groups.
- Inclusion of Site Safety & Health Officers (SSHO) in operations planning to allow them to enhance their knowledge of the operations and plan their day-to-day operations.

WHERE WE ARE TODAY

The PMSLT continues to be a valued working group that produces Safety Action Plans that parallel overall company goals.

Here are few examples of work product that has been a difference maker in safety success:

- Fall and Spring Safety Challenges promote proactive reporting and provides objective metrics for recognizing stellar safety performers. The Challenges use leading indicators like Good Catches, Training Performed, Wellness and Environmental.
- Project Management web page where all best practices are posted and available to the Project Management Teams for reference.
- Implementation of the *Positive Project Management Model* - this will ensure repeatability on projects on both a safety and execution level.
- Supporting Reliability Assured Maintenance (RAM) practices on our projects while striving to improve dredge reliability and eliminate unplanned repairs.
- Leading Multiple Cause Incident Analysis inquiries leading to project level and company-wide corrective actions eliminating hazards found by lagging indicators.
- All employees have a clear and consistent safety message from site to site and manager to manager supporting the "safe way".

IN CONCLUSION

Any of the above strategies can be implemented at any dredging company of any size. Perhaps the two most important initiatives for consideration are:

- **Fall & Spring Safety Challenges** - These are an easy and effective way to engage team members at all levels within your organization. They also offer healthy competition between projects and vessels while providing leading indicators for improvement within your organization. For example, our lagging indicators showed incidents during the start of Spring & Fall which lead our PMSLT to take charge and put together these two specific seasonal challenges.
- **Reliability Assured Maintenance (RAM) Program** – This program can be an essential part in any WEDA members toolbox. Who could of thought planned maintenance would be a leading indicator that would protect our two most valuable assets: team members and equipment. The less need for unscheduled repairs keeps our team members out of harm's way.

The PMSLT has proven itself to be an integral part of our company's safety improvements in recent years. The role they play and the lessons we are learning about bringing safety professionals, operational leaders, and the field crews together will continue to sustain our safety improvements for years to come.

Example Photos:

Safety Commitment Statement

All Project Team Members are committed to an **Incident and Injury Free (IIF) work environment**, in which we return safely to our families. In this work environment:

- We **care for each other** and **treat each other with respect and dignity** through open and honest communication.
- We **work safely** because we want to rather than because we feel we have to.
- We always **seek out a safe course** in performing our daily operations.
- We **take visible and proactive responsibility** for our safety and our co-workers' safety, and we **will not accept unsafe actions** from ourselves or others.
- We **stop unsafe actions** without fear of repercussion.
- We **elevate safety issues** that can't be resolved on our own or with our immediate supervisor to a member of the Safety Leadership Team.
- We **continuously develop, improve, and use tools and resources** to keep ourselves and one another safe.
- We **require all vendors and subcontractors** to participate in IIF work environment.
- We **raise safety awareness** as a part of our everyday life at work and at home.

***“Excellence is
the Expectation.”***

PROJECT MANAGEMENT SAFETY LEADERSHIP TEAM SPRING 2021 SAFETY CHALLENGE

*“IT'S BETTER THAN WHEN WE ARRIVED.
IMPROVE: ENVIRONMENT, SAFETY, & EXECUTION”*

MARCH 15TH
to
JUNE 15TH

TEAMS

HQ HOUSTON - PARKVIEW
REGIONAL OFFICES - NY, FL & TX
MAYPORT
JAX CONTRACT C DEEPENING
BOSTON HARBOR ROCK REMOVAL
CHARLESTON II, IV & V
PASS-A-LOUTRE
FREEPORT CHANNEL
ALASKA DRY DOCKING
OAK ISLAND
TEXAS DRY DOCKING
EMERALD ISLE
BREVARD COUNTY
FORT PIERCE
CAMINADA HEADLANDS
SOUTH ATLANTIC REGIONAL HOPPER
YAZOO CHANNEL IMPROVEMENTS

SAFETY INITIATIVES

- ✓ SALT@WORK TOOLBOX MEETINGS
- ✓ MAN OVERBOARD TRAINING AND AWARENESS
- ✓ RAM RECORDABLE INCIDENT RATE REVIEWS
- ✓ 30 MINUTE WELLNESS CIRCUITS
- ✓ PROJECT EXECUTION MODEL TRAINING
- ✓ COVID-19 VACCINE PLANNING & EXECUTION
- ✓ AUTHORIZED AND QUALIFIED TRAINING

SAFE WORK TOOLS

- ✓ S.A.L.T. SECOND EDITION
- ✓ JOB SAFETY ANALYSIS
- ✓ STOP WORK AUTHORITY
- ✓ SAFETY MANAGEMENT SYSTEM
- ✓ S.H.A.K.E. - HAND SAFETY
- ✓ RELIABILITY ASSURED MAINTENANCE (RAM)
- ✓ POSITIVE PROJECT MANAGEMENT

**PRIZES
INCLUDE
THIS GLDD
MUG!**

**MORE
ON
NEXT
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