

# One Company's Journey to Safety Excellence

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# Today's Take-Aways

- Revisit GLDD's transformative safety story
- Talk further about what the commitment to *safe operations* requires, not just at the beginning but as the organization matures

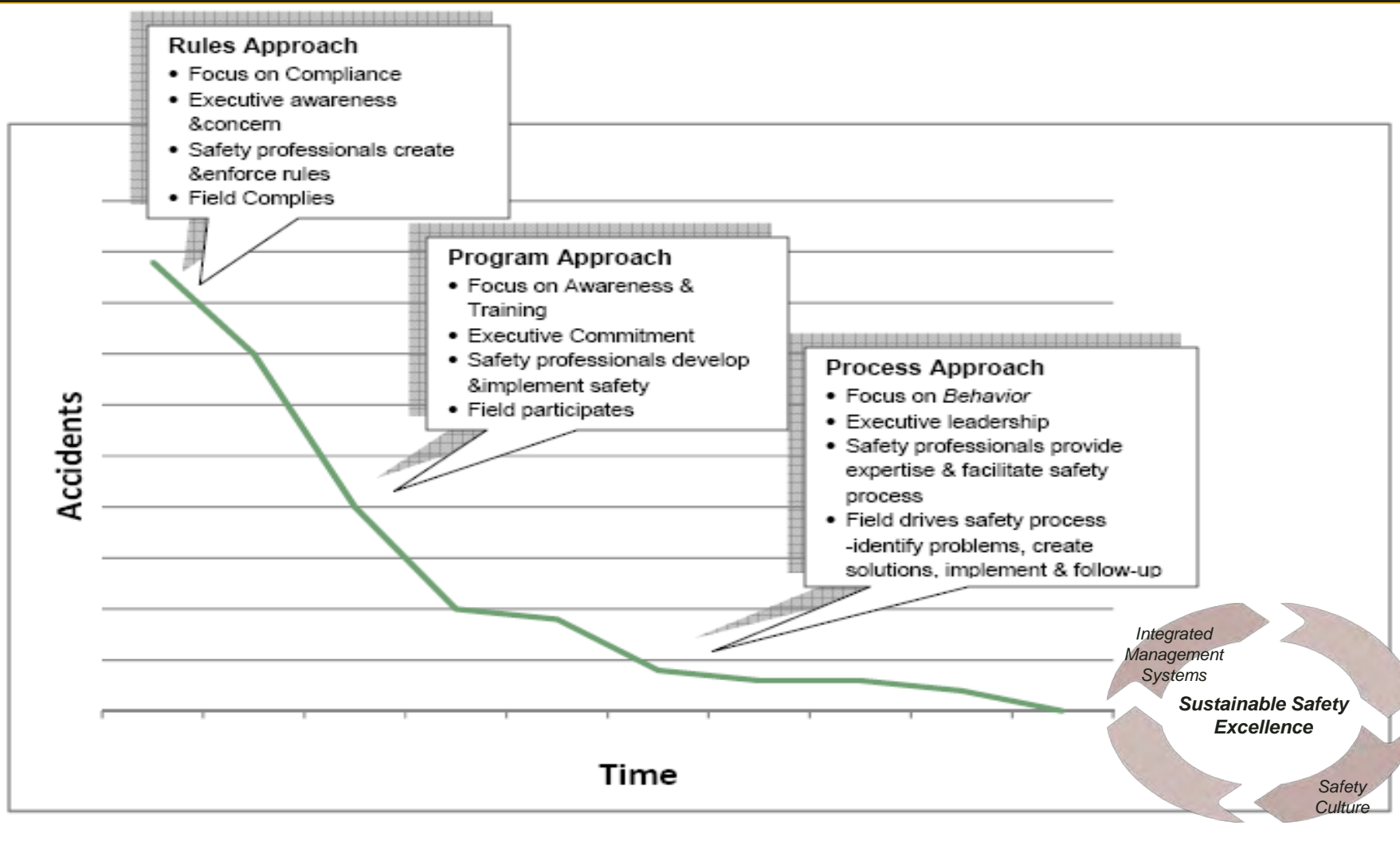


# GLDD Safety Up to 2004

Started to develop formalized <b>Safety Department</b>	Implemented <b>Responsible Carrier Program</b> (Tugboats) Input EM 385	Implemented <b>International Safety Management Code</b> (Hopper Ships)	Implemented <b>Dredging Safety Management Program</b> (All Operations)	Significant <b>progress</b> ; Safety Department (staff of 9); Implemented <b>standardized</b> procedures, policies, and <b>GLDD-wide</b> safety manual; Safety Training
<b>1996</b>	<b>1999</b>	<b>2001</b>	<b>2002</b>	<b>2004</b>

Had a typical traditional safety structure—with a TRIR drop of 50% between 1996 and 2004—and thought we really had dredging safety figured out.

# Stages of the Safety Journey



# During the Rules Approach you might hear people say...

*“Why are safety redirects/interventions seen as confrontations?”*

*“Dredging is dangerous business. But I think with some of our Cowboy behavior we made it more dangerous than it needs to be.”*

*“I want to thank Great Lakes for bringing safety in my life. Now I make my sons wear eye protection when they run saws.”*

*“Most organizations have way too many rules and regulations.”*

*“I realized that the hurry-up, rush-and-get-it-done, going-crazy didn't help. It hurt people. But it was hard to stop because of so many years like that.”*

# GLDD Reaches Out to Popularize Safety

- GLDD partners with JMJ Associates on “Incident- and Injury-Free” safety, commonly referred to as *IIF*
- Implementation of messages, tools, and guidance to embed *IIF* into everything GLDD did

# What Management and Employees Can Expect From Each Other

## Employees

- Common Sense: If it's not safe, don't do it.
- Be Vocal: If you see something unsafe speak up immediately.
- Ask Questions: If you are not sure of something or do not understand something, ask for clarification.

## Management

- Employee Backing: If you stop a task for a safety reason, we will back you up.
- Quick Response: If you bring up a safety concern, we will address it promptly.
- No-Blame Policy: If there is an injury, our focus is on lessons learned and implementing Corrective Actions.

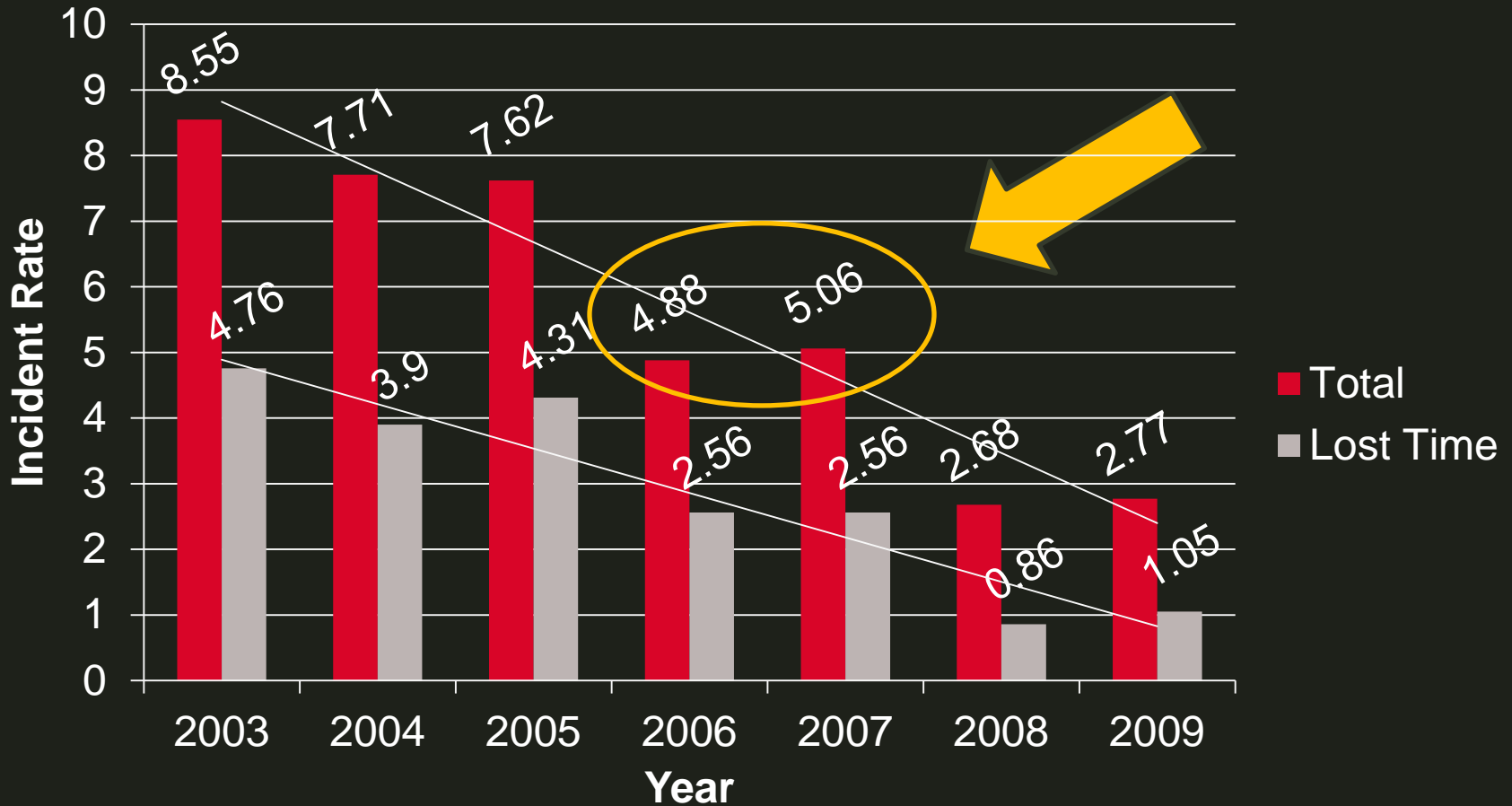




# Behind All the Action: Personal Commitment



# 2007 Plateau— Byproduct of Program Approach



# Redoubled Effort in Systems Safety



# Creating New Norms

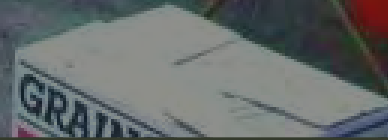
*“It’s very, very difficult to dictate a safety culture. And you have to let all the people in the organization participate in building that culture.”*

*“Whoever is in charge of that vessel or that job has to take charge. That’s your home, your backyard. Other people—vendors—don’t get to just come in there to mess things up...”*

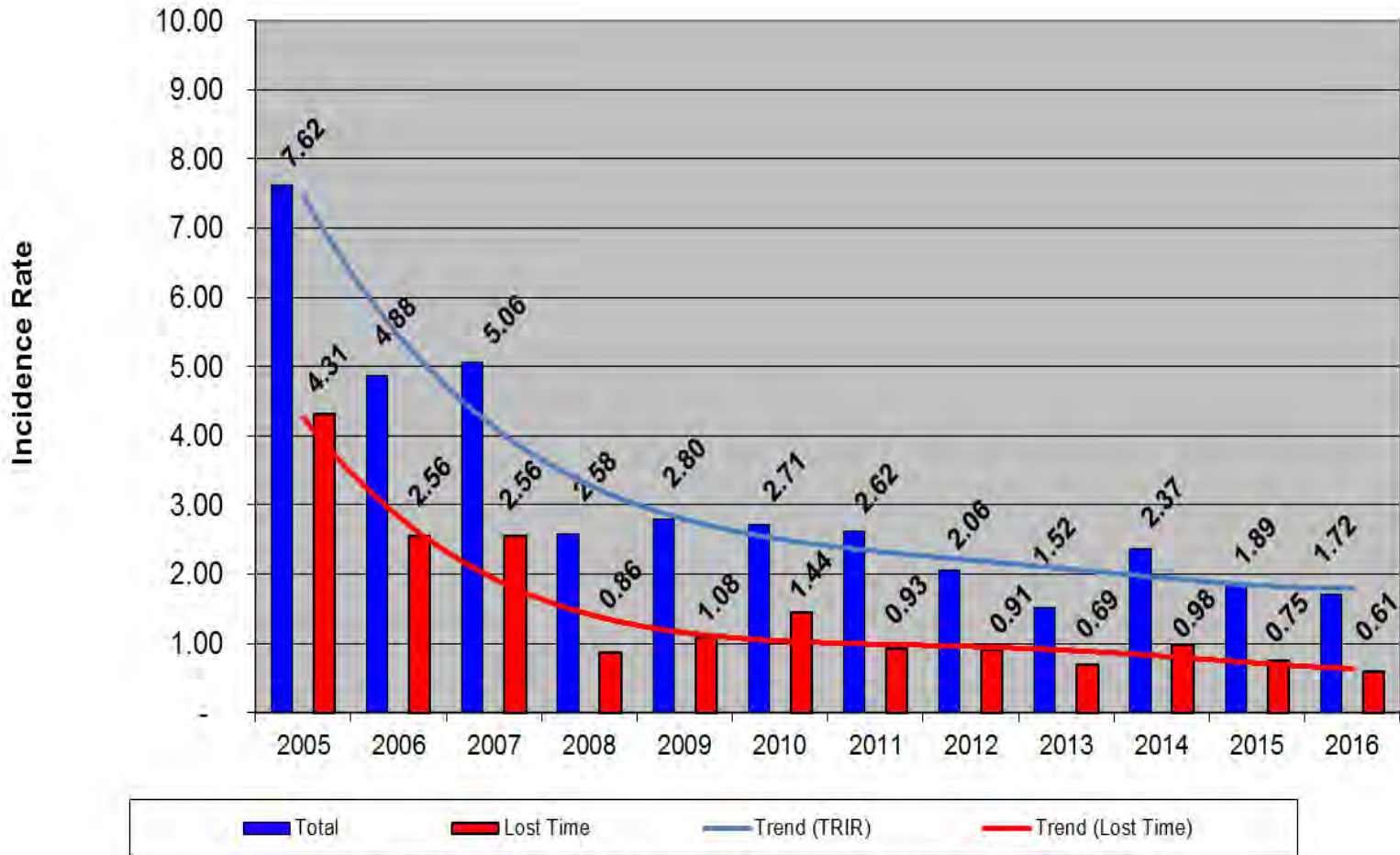
*“It’s all about you. It’s all about people.”*

*“I think the word we need to use here is ‘inspire.’ We have to inspire people to work safely.”*

*“If you believe something is the right thing, then you’ll do it that way all the time.”*



# Breaking through the Floor



Total Recordable Incidence Rate = (# of injuries & illnesses ÷ total hours worked) X 200,000

# Today you might hear people say...

*“Safe. Production. They have to go together. It has to be a balance.”*

*“It might take as much work for us to get from a 2 to a 1 as it took us to get from 7 to 2.”*

*“Sometimes it feels like we are trying to get new people the distance it took us 11 years to go in 30 days.”*

*“Now...our Green Hats don't know the technical parts of the work, but they know the safety culture—and they're taking it to heart from the start.”*

*“There's so much left to do.”*