It's All (Safety) Data:

Harnessing Meaningful, Accessible Lagging and Leading Indicators That Drive Safety Culture

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Margaret Davis, Vice President
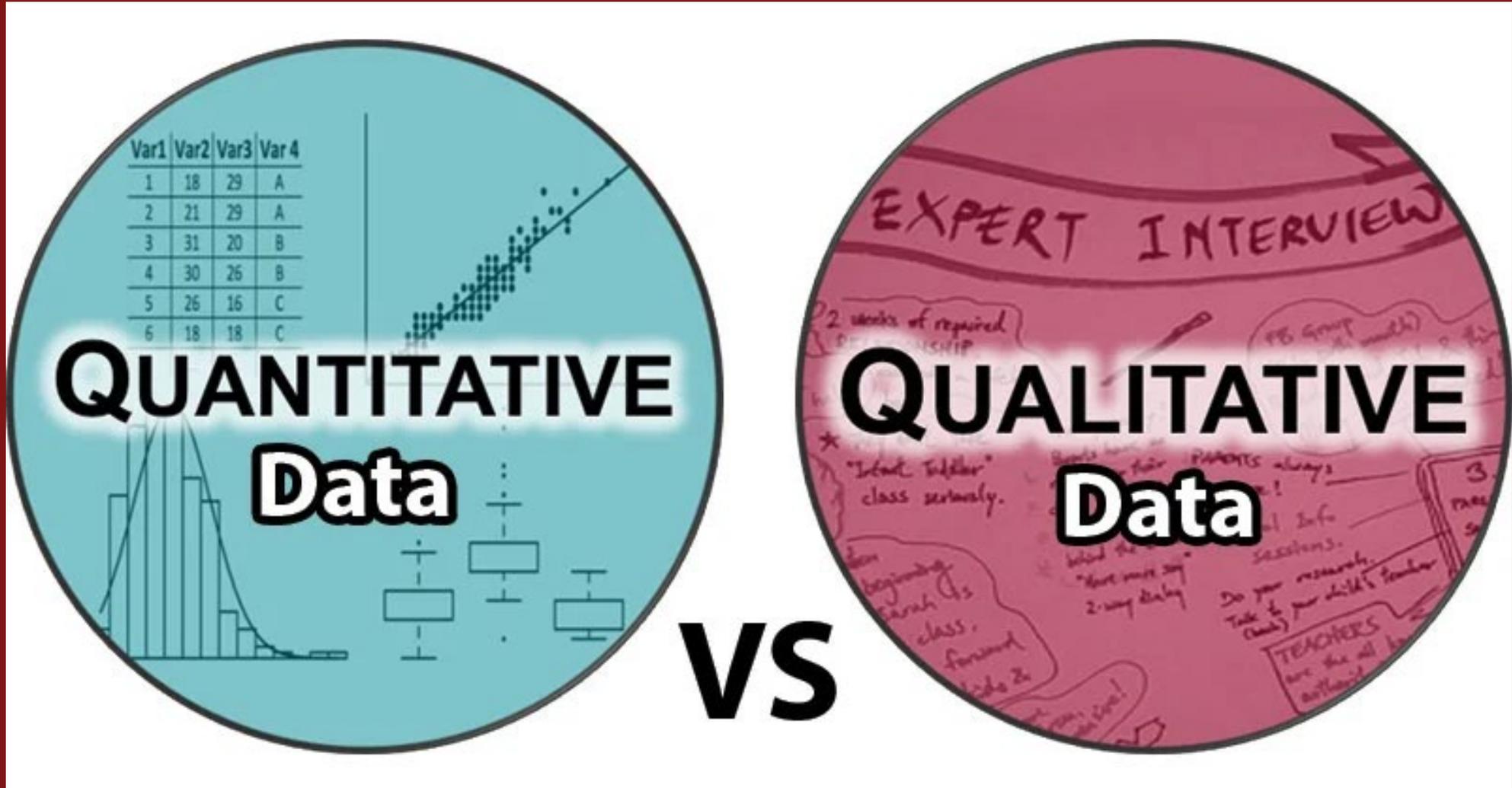Presented at WEDA Virtual Dredging Summit & Expo
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The Power of Measurement

Why is data so important?

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Quantitative Safety Data

- Easy(er) to track

- Numerically represented

- Organizations generally talk about incident rates, days away, etc.

- Help find which areas need immediate focus and urgent attention

- Likely tracking a whole bunch of these currently, even if you're not aware of it!

- Much harder to track, analyze, and communicate

- Typically, not easily represented numerically

- Makes up the bulk of safety related data, but not generally talked about or reflected in company safety dashboards

Qualitative Safety Data

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Think safety _performance_ data (quantitative)
vs.
safety _culture_ data (qualitative)

Picking the Right *Lagging* Indicators

Traditional lagging indicators like Total Recordable Injuries (TRIR) or Days Away/Restricted/Transfer (DART) rates can provide a consistent number to communicate across your entire company and are also useful to benchmark how your company stacks up to others in industry.

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Picking the Right *Leading* Indicators

- Management and leadership commitment to safety

- Employee attitudes and motivation to work safely

- Communication and feedback effectiveness

- Value of current safety programs and initiatives, including incentive and recognition programs, incident investigations, audits and inspections, safety meetings, etc.

Considerations when customizing your safety data:

- ✓ Measure the positive

- ✓ Have a short list

- ✓ Create vigilant observers at every level

- ✓ Consider *not* publishing scores from site audits

- ✓ Predict the future by looking at the present – Incident Analysis

- ✓ Track open/closed Corrective Actions

- ✓ Focus on impact vs. intention

- ✓ Adjust your requests

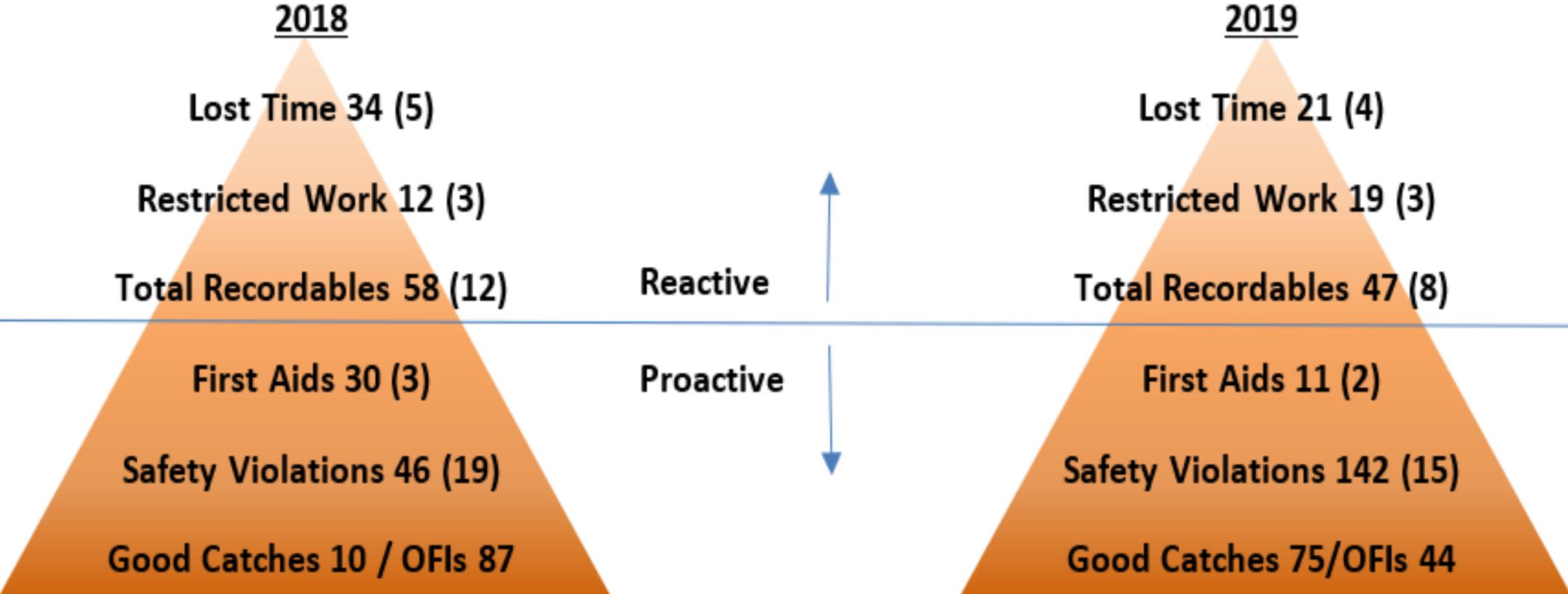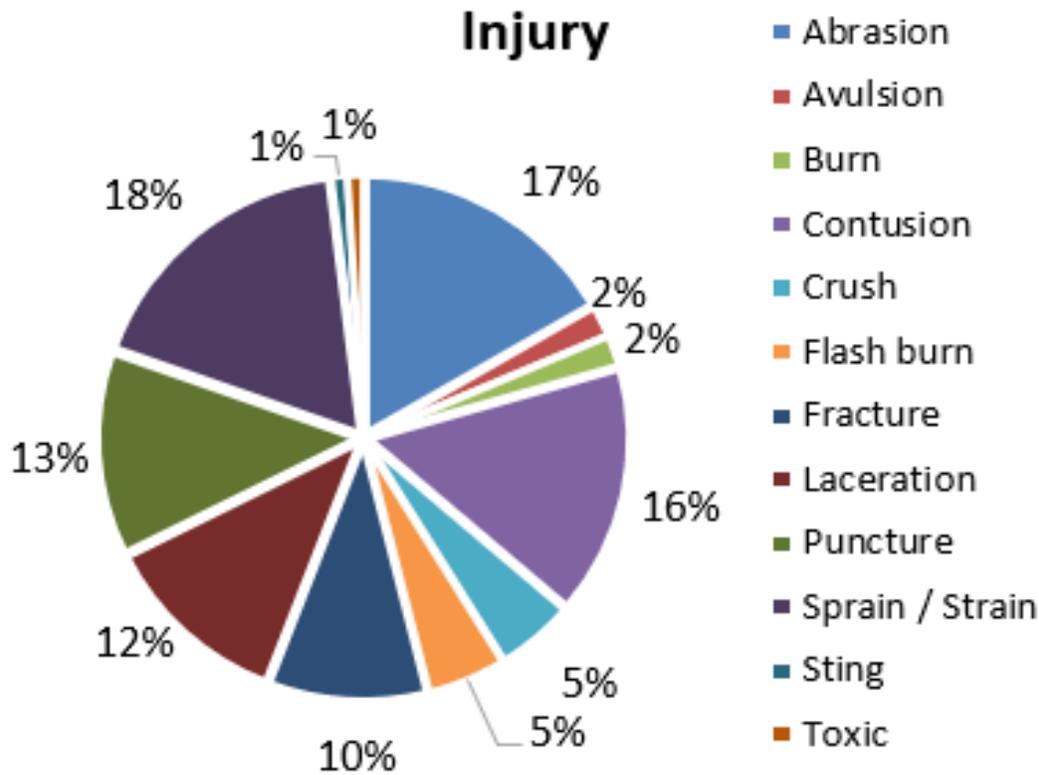- ✓ Motivate behavior through feedback

- ✓ Think innovative and scalable

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It's not just about *what* you're collecting, but how you're *sharing* and *acting* on it.

Sample Data Share: Year Over Year "Nuts & Bolts" Comparison

Safety Pyramid: *Total (Temp Labor Total)*

	2018	2019	
	Lost Time 34 (5)	Lost Time 21 (4)	
	Restricted Work 12 (3)	Restricted Work 19 (3)	
Reactive	Total Recordables 58 (12)	Total Recordables 47 (8)	
Proactive	First Aids 30 (3)	First Aids 11 (2)	
	Safety Violations 46 (19)	Safety Violations 142 (15)	
	Good Catches 10 / OFIs 87	Good Catches 75/OFIs 44	

Sample Data Share: Injury Type Trending

Injury	2017	2018	YTD 2019	Cumulative
Abrasion	9 (24%)	8 (14%)	2 (11%)	19 (17%)
Avulsion	2 (5%)	0	0	2 (2%)
Burn	1 (3%)	1 (2%)	0	2 (2%)
Contusion	4 (11%)	10 (17%)	4 (21%)	18 (16%)
Crush	3 (8%)	2 (3%)	0	5 (5%)
Flash Burn	3 (8%)	3 (5%)	0	6 (5%)
Fracture	0	7 (12%)	4 (21%)	11 (10%)
Laceration	3 (8%)	11 (19%)	0	14 (12%)
Puncture	0	15 (26%)	0	15 (13%)
Sprain / Strain	12 (32%)	0	9 (47%)	21 (18%)
Sting	0	1 (2%)	0	1 (1%)
Toxic	1 (3%)	0	0	1 (1%)

Case Study #1: Vice President from International Dredging Company

- The focus in recent years has led to details they can share with domestic and international fleets and easily create talking points about - *"Before it was just a bunch of numbers, now we have easy ways to share them with crews and have real conversations about what's going on in the fleet, and that has been really helpful."*

- Daily reporting of field leading indicators from the project level creates a lot of opportunity to drill down and actively monitor trends.

- Good Catch! *"That was $100,000-$200,000 we didn't have to fix last year because the crews were engaged in reporting and acting on the data!"*

Case Study #2: Division Manager from Nation-wide Geotechnical Engineering Firm

- Focus on New Hire Safety Orientation

- If it is not getting the weekly attention and the weekly challenge, then it is not going to change - *"It's not all in the numbers, it's all in the mindset. But, if you're not tracking the numbers, you're not tracking the mindset."*

- Explicitly made it a point to set expectations that the offices in his Division will be better than company rates and follows up regularly w/ Documented Coaching - *"We thought we were doing the right thing before by talking about it, and we were, but we're doing the <u>better thing</u> now by documenting it."*

Case Study #3: Senior EHS Manager from Nationwide Dredging and Marine Construction Company

- Autonomy in letting projects decide who will and will not create the reports has been beneficial

- *"The easier you make the stuff to report, the more information you're going to get."*

- Following up when crews submit quality data is a key component to continued *quality* data collection - *"These Near Misses were always happening; people are just reporting them more regularly now. The data is a gift to our system."*

Your safety data challenge:

- Set expectations.

- Be consistent.

- Provide education.

- Benchmark your data.

- Ask leading questions.

- Go slow and steady.

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