



Atlantic Alliance

“Avoiding the Disconnect”

April 2007

Munich, Germany

Avoiding the Disconnect



- ◆ Knowing what is really going on.
- ◆ How can senior management make a difference?
- ◆ You must hold everyone accountable for their part in the safety management process

Avoiding the Disconnect



- ◆ Knowing what is really going on.
 - ↳ Perception Survey
 - ↳ CEO Safety Day
 - ↳ Corporate Safety Committee
 - ↳ CEO Injury Reviews

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◆ Safety Perception Survey

↳ Design

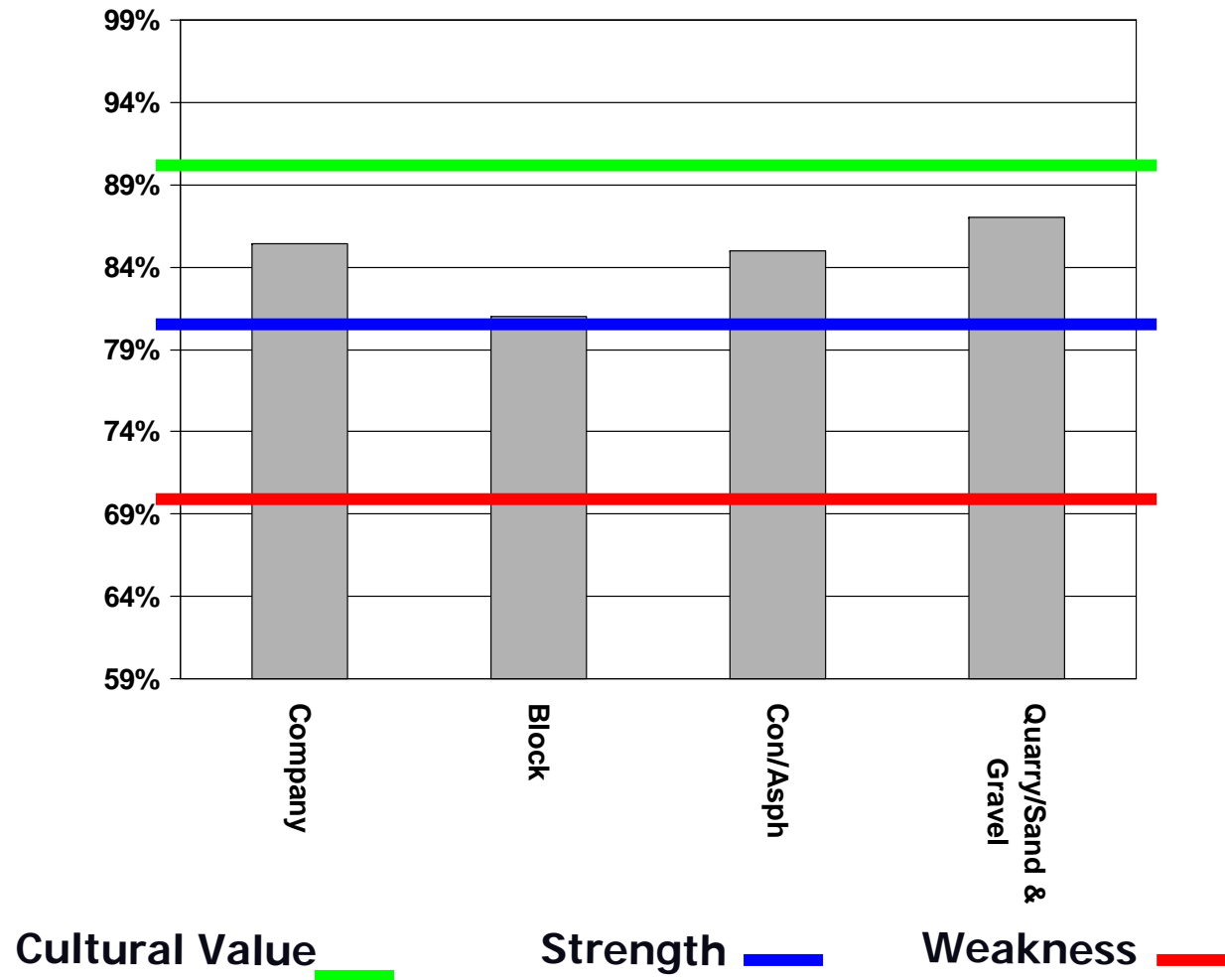
↳ Categorizing Results

Survey Design



- ◆ 67 questions in Yes/No response format with written comments section
- ◆ Each question leads to our 8 Safety Principles
- ◆ Coded by business unit, job level and location
- ◆ Completed by hourly and salaried employees
 - ↳ 84% response rate, over 95% in operations areas
 - ↳ Completed during safety meetings

Safety Survey Results by Business Segment



Safety Survey – Safety Principle Breakdown



		Overall	Production	1st Line Supervision	Operations Leader
	Safety Program	Blue	Blue	Green	Blue
1	Management Commitment	Blue	Blue	Green	Blue
2	Line Responsibility	Blue	Blue	Blue	Blue
3	Safety Training	Green	Green	Green	Blue
4	Audits	Blue	Blue	Green	Blue
5	JSA-SOP	Blue	Blue	Green	Green
6	Incident Investigation	Red	Red	Blue	Blue
7	Safety Communication	Green	Green	Green	Green
8	Employee Involvement	Blue	Blue	Green	Blue
	Green=Cultural Value				
	Blue=Strength				
	Red=Weakness				

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◆ CEO Safety Day

- ↘ At least one day per month the CEO and a Safety Department representative visit several field locations to do Audits and Inspections.
- ↘ Personally communicate expectations.

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◆ Corporate Safety Committee

- ↳ Headed by CEO
- ↳ Twelve Members
- ↳ Five Hourly Employees
- ↳ Eyes & Ears in the Field



◆ CEO Injury Reviews

- ↪ If a reportable/recordable injury occurs, the local operations group investigates with Safety Department review.
- ↪ Conference call with the CEO and Safety Director for field investigation team to communicate their findings and planned actions to prevent a reoccurrence.
- ↪ Corporate wide communications.

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- ◆ Senior Management should be held ***accountable*** for the outcome.
- ◆ Mid Management should be held ***accountable*** for ensuring that field management follows the Safety Principles.
- ◆ Field Management should be held ***accountable*** for the front line safety management process (Safety Principles).

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“The measure of a leader is the behavior of the followers.”

Aubrey Daniels



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Questions?