

The Impact of Expectations and Culture on Project Safety Performance



Outline

- Safety Expectations
- Project Safety Performance
- Impediments
- Lessons Learned
- Conclusions
- Questions

Safety Expectations

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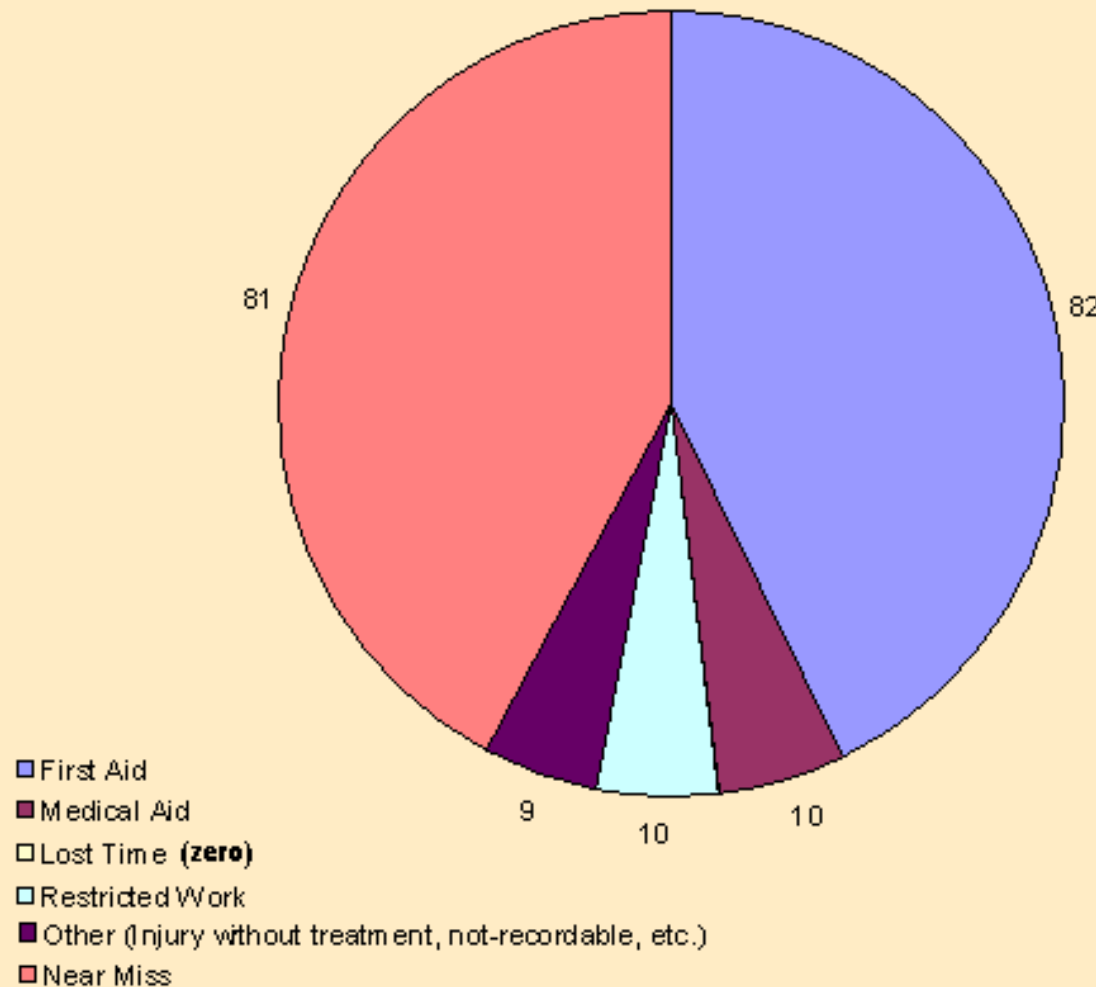
- Complete project with zero injuries
- Contractor senior management safety commitment
- Contractor provide supervisors that are committed to safety
- Workforce participate in safety program

Contractor

- Improve on previous safety performance
- Complete project without seriously injuring anyone

Project Safety Performance

Figure 2: Breakdown of Incidents by Severity



Project Impediments

The following factors negatively affected the project safety performance:

- Contractor management promoted supervisors based on production achievements over safety.
- Expectations were aimed higher than the local workforce was capable of meeting.
- The workforce was not included in the development of safety procedures and policies.

Lessons Learned

The South Venture Topsides Project produced the following safety lessons:

- 1) Sub-contractors that were screened via an Invitation to Tender (ITT) processes were far superior to those brought to site under a purchase order.
- 2) An audit of the major sub-contractors is required to verify work practices.
- 3) Provide an extensive safety orientation for all parties prior to commencing work.

Lessons Learned

- 4) Safety stand-downs to coincide with high-risk activities is recommended.
- 5) The case management program should provide meaningful alternate or slightly modified work for injured parties.
- 6) A partnership approach with the contractors is more beneficial than mandating company procedures to them.
- 7) Supervisors require additional training to build the confidence needed to change the safety culture of the shipyard workforce.

Conclusions

To ensure acceptable performance on upcoming projects, the following criteria must be attained:

- All participating parties must express the same expectations towards safety and be dedicated to meeting those expectations.
- All parties must work together to establish a mature safety culture to ensure a safe and successful project.
- It is recommended to hold historical safety performance as the most important criteria when selecting a project contractor.

Questions



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