

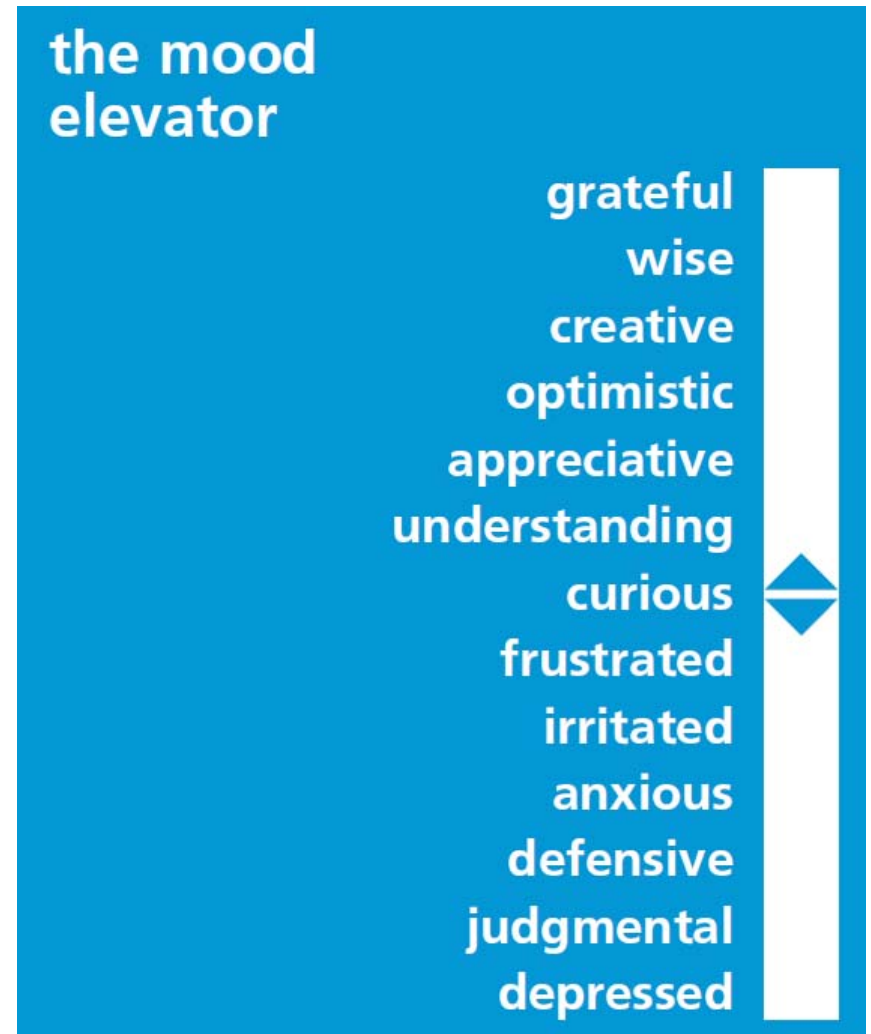
# Excellence In All We Do



## Safety Excellence

# Mood Elevator

Where do you stand on the mood elevator?



# Agenda

- Journey
- Who are we
- Safety Excellence Foundation
- Vision
- Performance/Trends
- System of Safety
- Culture Tools
  - Senn Delaney
  - CCC
- Questions/Discussion



.....

EVERYTHING MATTERS

# Safety Excellence Journey

- Who? Union and Management leaders
- What? Significantly enhance our work environment
- When? August 17, 2009
- Where? Union Office
- Why? Ensure employees go home the same way they came in
- How? Central Operations Union and Management safety leaders participated in a workshop designed to develop vision, strategy and program

# Central Operations – Our People our Work

Central Engineering



Construction



Steam Operations



Substation Operations



S&TO



# Safety Excellence

## Central Operations Zero Accident Culture



## Our People/Relationships





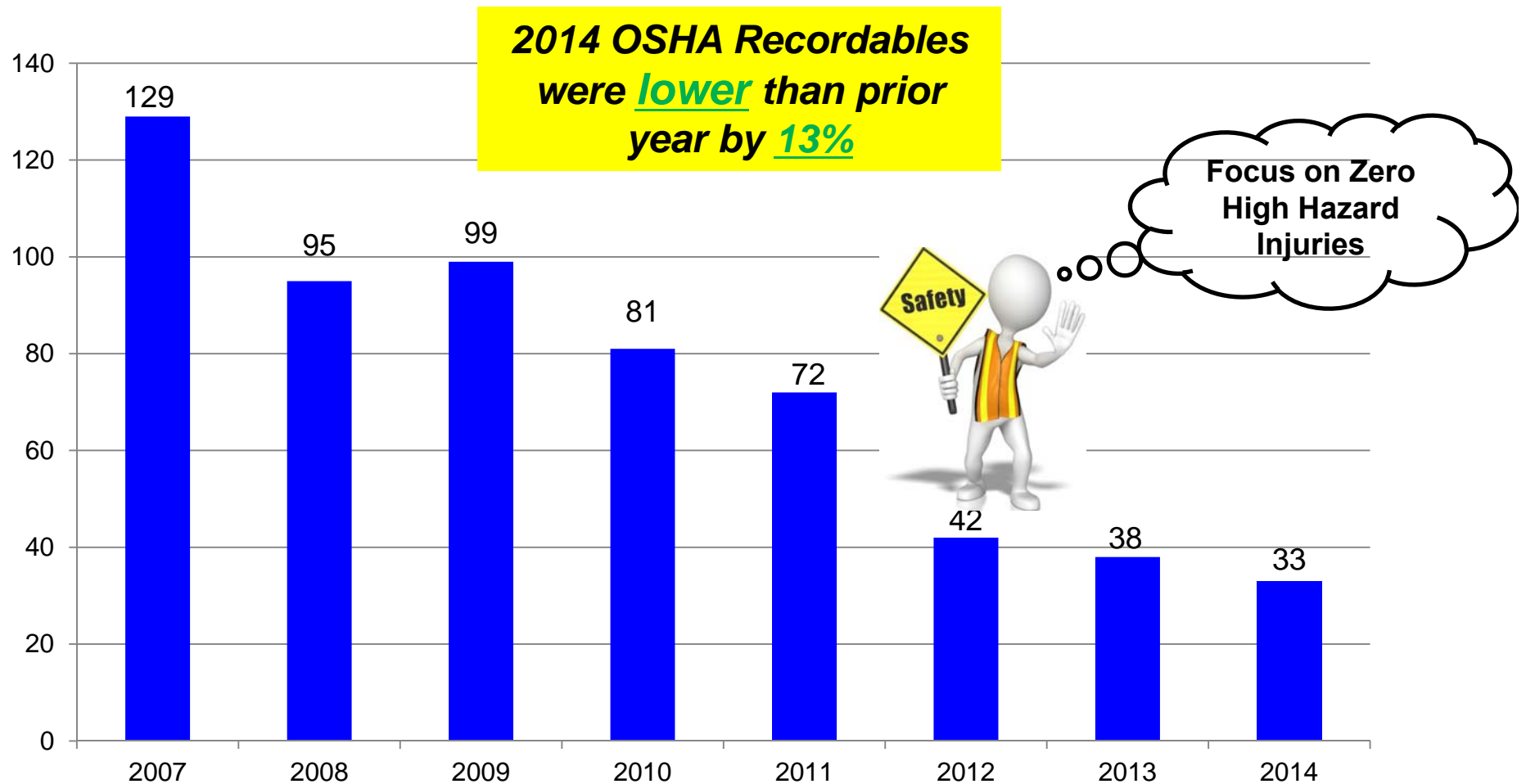
# Central Operations Safety Vision



- Central Operations is committed to creating and sustaining an accident-free culture for our employees, customers, and members of the public
- To achieve this, we will:
  - *Communicate openly through questioning, listening, understanding, and feedback*
  - *Incorporate human performance tools and concepts into our daily activities*
  - *Be accountable for ourselves and those around us*
  - *Safely design, construct, operate and maintain our systems*

## Safety Performance Trends

### OSHA Recordable Injuries/Illnesses



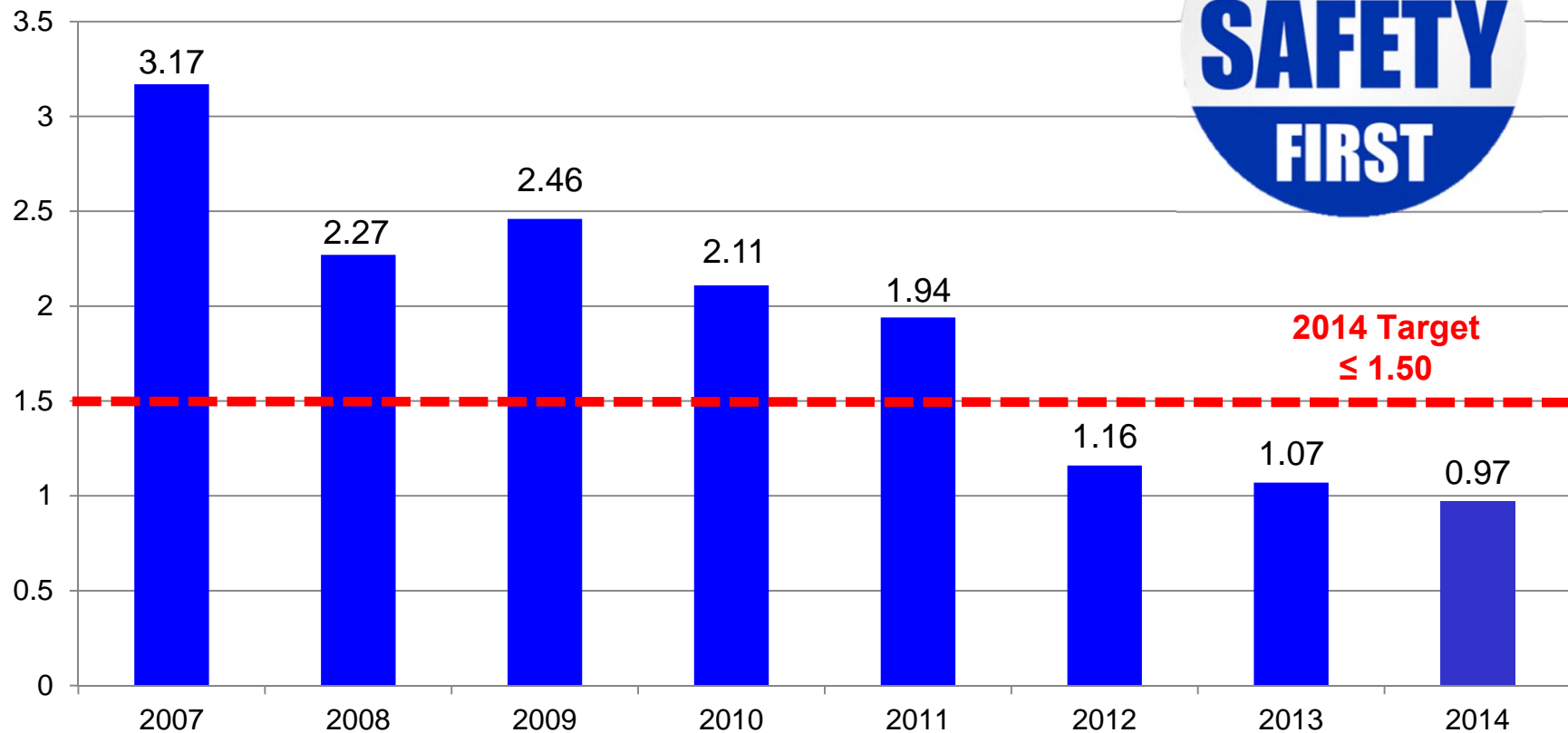


## *Safety Performance Trends*

### OSHA Recordable Injuries/Illnesses

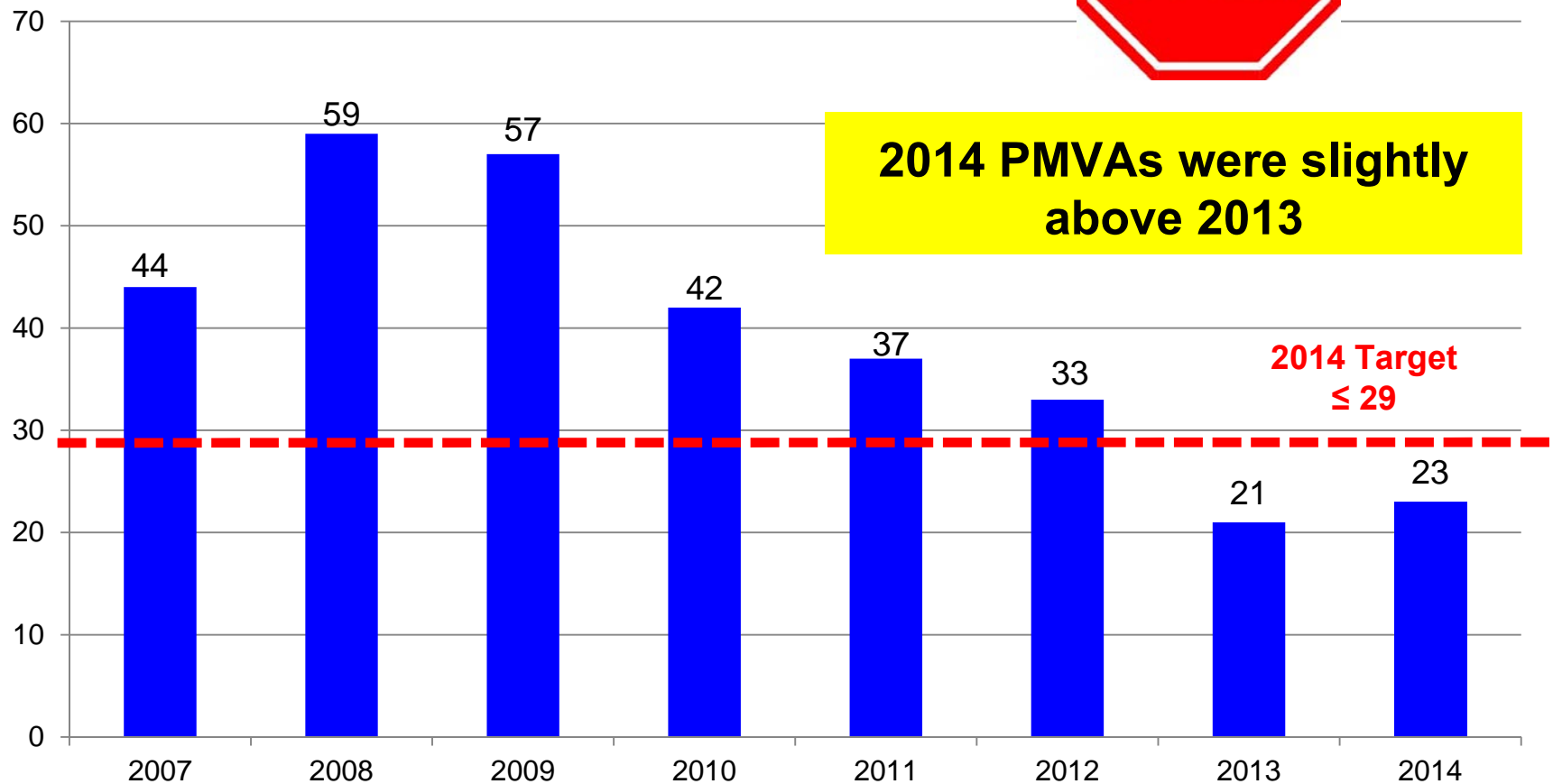


OSHA Incidence Rate



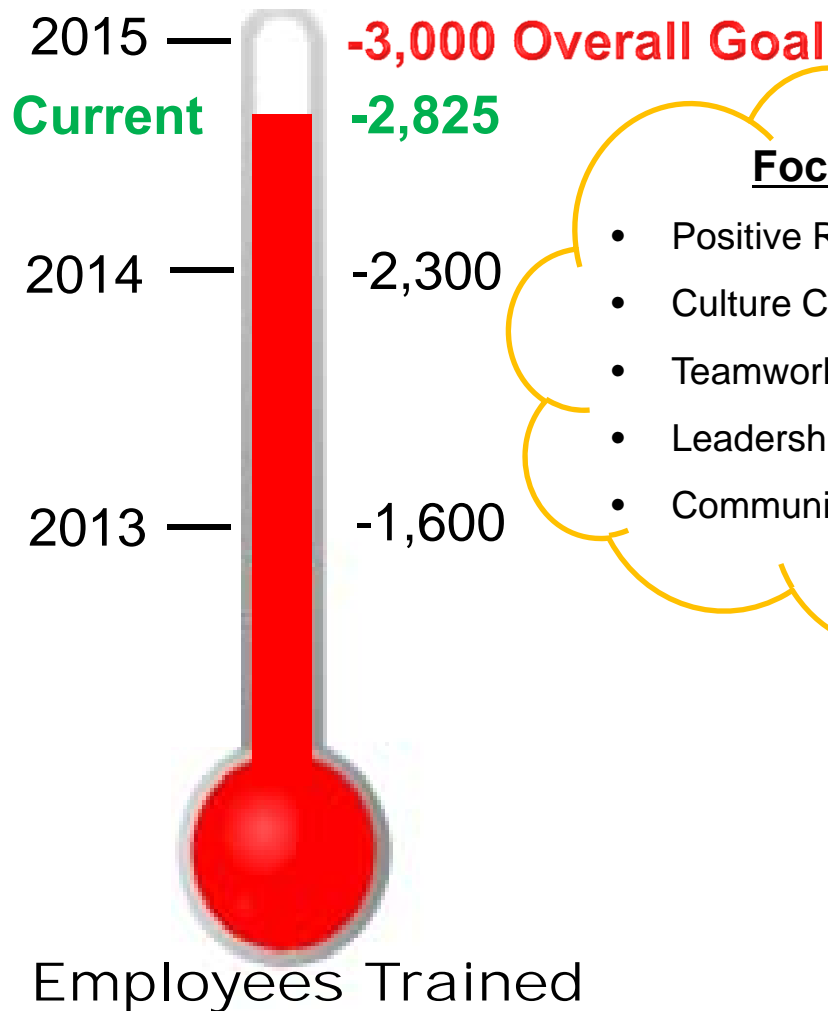
# *Safety Performance Trends*

## Preventable MVAs



# Systems of Safety Training Goal

1. Expanded to Electric Operations, CFS, and Gas
2. 65 Certified Union Trainers
3. 4000 Trained Total
4. November 2014: Train the Trainer
5. December - Trainer Midyear Review



## Focus on:

- Positive Relationships
- Culture Change
- Teamwork
- Leadership
- Communications



# Shaping the Culture of Central Operations

“An organization's culture plays a significant role in its ability to successfully execute strategic plans”



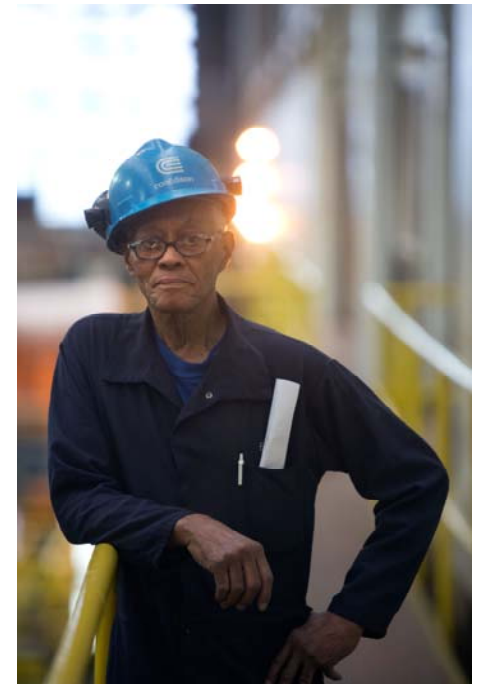
# Business Objective

- **Create and sustain positive culture change throughout Central Operations**
  - Create multiple Culture change and transformational leadership programs.
    - a multi-program initiative designed to create a positive work culture that is in line with the company's business strategies.
  - Build on existing successes
    - SOS training
    - Safety culture Orientations/Changing Norms session (CCC)
  - Introduce New programs
    - senn delaney- Shaping culture
    - The CCC Internal Capability Build™
  - Align program with the Corporate Cultural Imperatives

# Safety Culture training

- Based on the premise that Culture drives behaviors
  - Two factor theory for safety excellence
- Union/Management leader trained
  - Use Culture Based Tools:
    - Help to diagnose existing culture
    - Strategy for change is below-the-waterline
    - Provide opportunity to use the group to change the group
    - Give those who are most at risk the opportunity to own their own culture and to effect change

# The Journey to Safety Excellence



Our People  
Relationships  
Caring



# Safety Excellence



## Questions and Answers