University of Michigan Safety Culture Improvements at the Central Power Plant

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AGENDA

- Safety Culture – Industry vs University
- Specific Initiatives
  - Culture
  - Processes and Training
  - PPE
- Measurable Outcomes
- Where to Begin

Safety is our #1 Priority
SAFETY CULTURE: INDUSTRY VS UNIVERSITY

- Injury rates in industry versus the university is very different
- How did we compare to the Power Generation DART value of 1.9?
- Different work cultures
- Procedures
- Previous record for Days Since Last Lost Time Accident was 184 days
Cumulative act affect - The Swiss cheese model of accident causation illustrates that, although many layers of defense lie between hazards and accidents, there are flaws in each layer that, if aligned, can allow the accident to occur.
SAFETY CULTURE: INDUSTRY VS UNIVERSITY

- Dupont Bradley Curve
  - 2017 – Reactive
    - PPE worn at discretion of employee
    - High level of Lost Time Injuries
    - No proactive processes
    - “Safety Police”
  - 2018 – Dependent
    - Initial JSA process rolled out
    - Fear of retribution when “holding up work for safety” prevalent
    - Supervisors emphasize safety goals
    - Hazard and Near Miss Process initiated
  - 2019 – Independent
    - PPE standards are being adhered to
    - Team reviews hazards and suggests safer methods when appropriate
    - Recognition of staff
CULTURE

- Staff Recognition Programs
  - Peer to Peer
- Team meals for milestones
- Positivity Moments prior to team meets
  - Positivity Training and leaders
- Survey with 1:1 discussion on issues and improvement ideas
PROCESSES AND TRAINING

- Right to Know Indoctrination
- Safe Work Permits (SWP)
  - 3-way communication
  - Job Site Hazard Analysis
- Site Attendance Log
- LOTO procedure improvements
- Operations Training Program Overhaul
PERSONAL PROTECTIVE EQUIPMENT (PPE)

Before
- Hearing protection with lax enforcement and safety glasses
- Some PPE available for visitors at entrance in the security guard shack but not always worn
- Varied standards of what was expected
- PPE lockers locked by MGMT key to access

Now
- Added mandatory hard hat inside the plant
- Task specific PPE
  - Gloves
  - Bump caps
  - Face shields
- Individual cubbies at entrance for reoccurring employees

Key Successes and Lessons Learned
- Much more adherence to PPE policy
- Management set clear expectations
- Allow some variation to items for better inclusion
Injury rates in the CPP has improved
- Recent record for Days Since Lost Time Accident was 643 days
- Also now tracking and reporting OSHA Recordable Injuries which has a record of 397 days
- Earned the UM Safety First Award and luncheon
WHERE TO BEGIN

- Outsider perspective
  - Audit/Peer Review each other
  - Contractor POV
- Use your data to identify where your site is on the Bradley Curve
- Honest discussions between management and bargained for staff on what the real issues are
- Celebrate your successes as they come
- Consider new processes that may help reinforce your commitment to safety
- Change takes time, be patient and consistent
QUESTIONS AND DISCUSSION