



First Things First

**What a Systematic Approach Can Do for a
Construction Contactor's Safety and Health
Program**

Turner

Building L.I.F.E.

Living Injury Free Everyday

Turner has a culture that promotes an injury-free environment and provides the safest workplace possible for our employees, contractors, clients and the communities in which we work.

Safely Building the Future

Guiding Principles

Injuries Are Preventable

Perform a Task Only If It Is Safe

Working Safely Is a Condition of Employment

Practice and Expect Safe Behavior Everywhere, Everyday



Turner

World Class Safety Culture

- Accepts no level of harm as a cost of doing business
- Measures success against our *own* baseline vs. industry benchmarks
- Management and non-management are mutually supportive functions
- *People* are the source of solutions
- No opportunity to improve is “off limits”
- Programs continuous improvement into everything
- Reinforces deliberate incremental improvement

Fundamentals of our System

1. Activities are systems.
2. Risk is universal and part of all systems, though we can make it more acceptable by reducing it.
3. We employ a systematic approach to reduce risk (repeatable & consistent).
4. When we understand the system factors, we can manipulate them to reduce risk.
5. No one knows the risk better than the front line workers (closest to the risk).
6. When those closest to the risk are involved in reducing the risk, they take ownership of it.

Fundamentals (cont.)

7. The behavior we get is absolutely what the system allows or supports.
8. Feedback alone will not optimize the system. It requires a balance of behavior, training, and engineering (integrated) solutions.
9. When we optimize systems and reduce risk, we create the best opportunities to measure progress (leading or upstream).
10. These opportunities to measure progress are the best business argument for using this approach.
11. Loss Cost Stream – Reducing process failures by manipulating the systems which drive the risk

Quality

Safety

Efficiency

**Output
Variance
Reduction**

**Risk
Reduction**

**Waste
Reduction**

Optimized Systems

**Projects
People
Want**

**Workplaces
People
Want to be
In**

**Futures
People
Want to
Invest In**

**Business
Partner
Vendors
Want**

**Corporate
“Neighbor”
Communities
Want**

The Building L.I.F.E.™ Learning Curve



The Loss Cost Stream



Systems Drive Success (Leading)

Thorough examination
& understanding

Physical - working surfaces,
handrails, fall protection, ladders,
lighting, ground conditions,
weather, etc.

Environment

Training &
education,
language or
literacy barriers,
instruction,
orientation, JHA,
SOP, age, shape,
fitness, placement, etc.

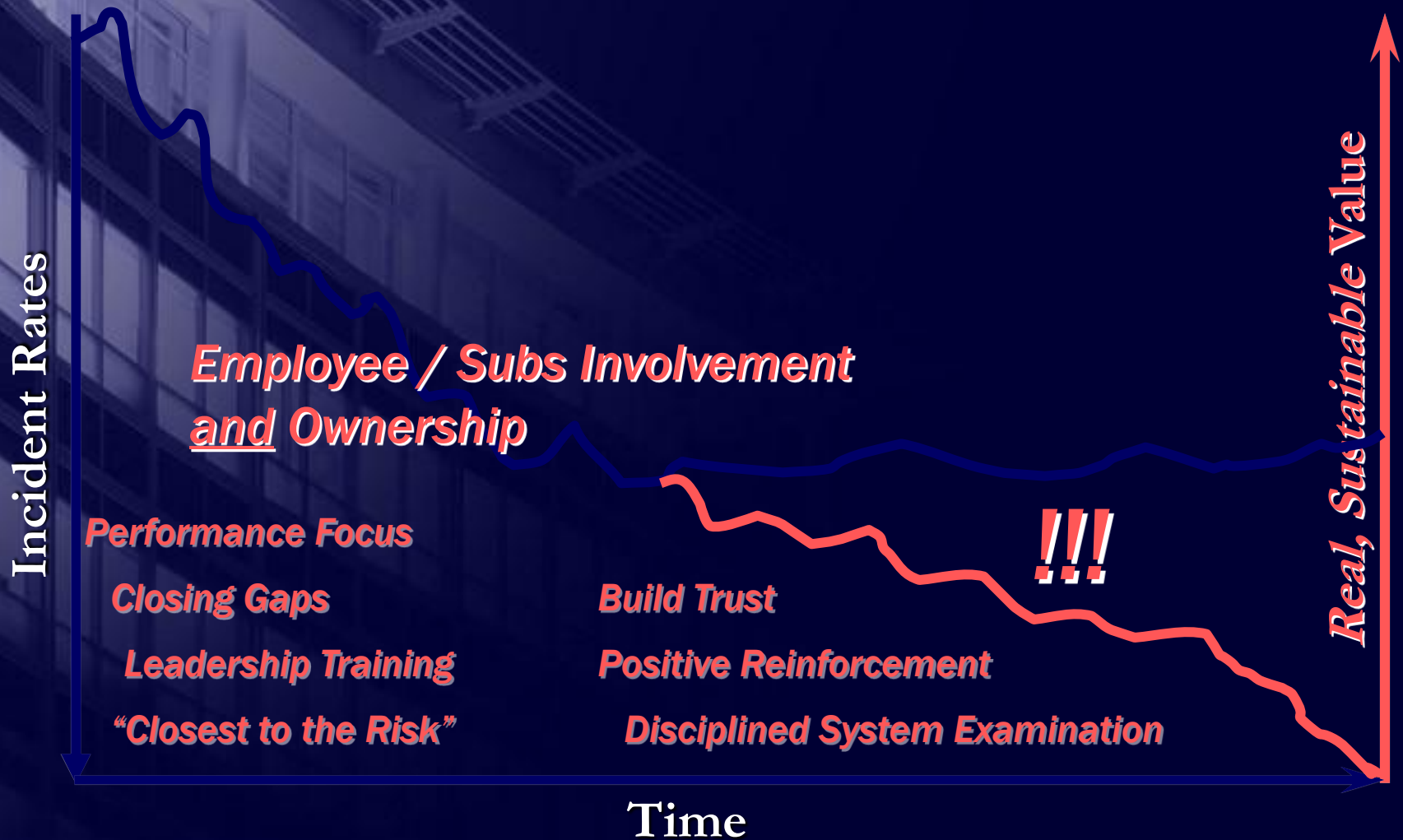
Capability

Optimized
System

Motivation

Performance Mgt. -
Behaviors, short cuts,
feedback, coaching,
pressure - in a hurry,
please the boss,
axe to grind,
old habits,
inconsistencies

The Safety Learning Curve



Building L.I.F.E.™ Model

1. Risk Assessment

What 's wrong?

2. System Analysis

Why is it wrong?

*Management
Commitment,
& Leadership*
CORE DRIVERS
*Employee
Involvement
& Ownership*

What was achieved?

4. Progress Measurement

What do we need to do?

3. Integrated Solutions

What we want to see out of this Process

- Thorough Leadership engagement – Front line to BU
- Shift in safety focus from incidents to risk
- Expanded definition of “Risk” to include safety
- Engrained System thinking into all safety issues
- Solutions to safety issues which are holistic and sustainable
- Focus on optimal performance
- Metrics which move from lagging to leading