

Supervisor Safety Leadership: *Foundations for Success*

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Teamwork: Foundations for Success

Southern California Edison

- ✓ Corporate Safety
- ✓ Human Resources
- ✓ Business Unit Leadership
 - Generation (Nuclear & Hydro)
 - Customer Service
 - Transmission & Distribution
 - Operations Support

Root Learning

Supervisor Safety Leadership: *Foundations for Success*

1. Helping to support SCE's safety culture shift
2. An element of 'human performance management' tools
3. Learning Objectives and Instructional Design
4. Build or Rent? – Stakeholder Ownership
5. Course Delivery & Feedback
6. Supervisor Leadership → Employee Leadership
7. Support our safety culture transition

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Evolution of SCE Safety Goals

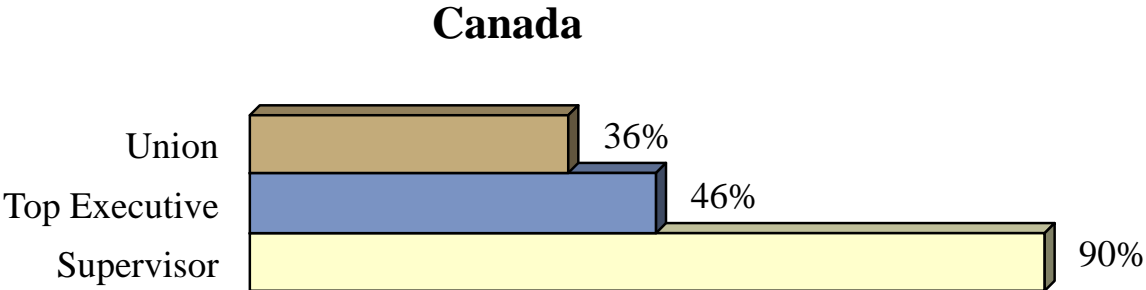
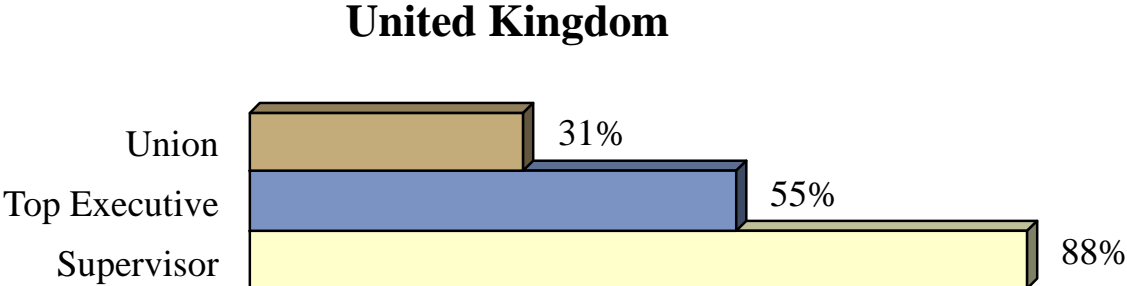
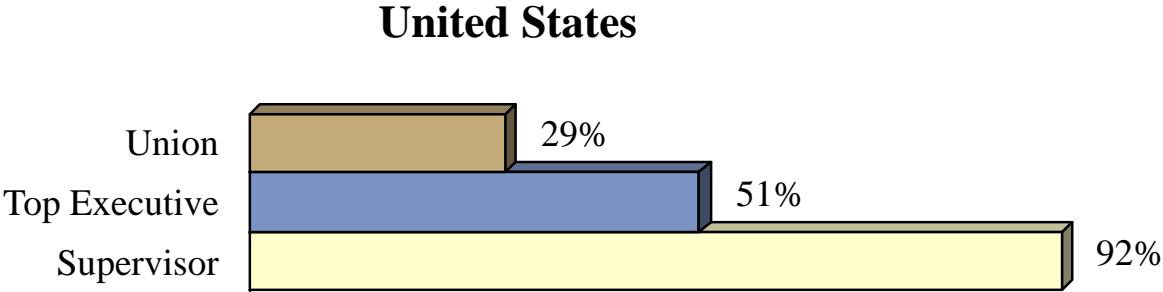
- 2007: “Strengthen the safety culture to achieve an injury-free workplace”
- 2006: “Enhance SCE’s safety performance through improved safety management practices and leadership training”
- 2005: “Improve safety performance by enhancing safety management systems and the program’s focus on prevention of work injuries”
- 2004: “Achieve a 5% improvement per year in OSHA recordable rate over a three-year program (2003-2005), achieving 2.83 in 2004”

SCE's 2006 Safety Goal

Enhance SCE's safety performance through improved safety management practices and leadership training

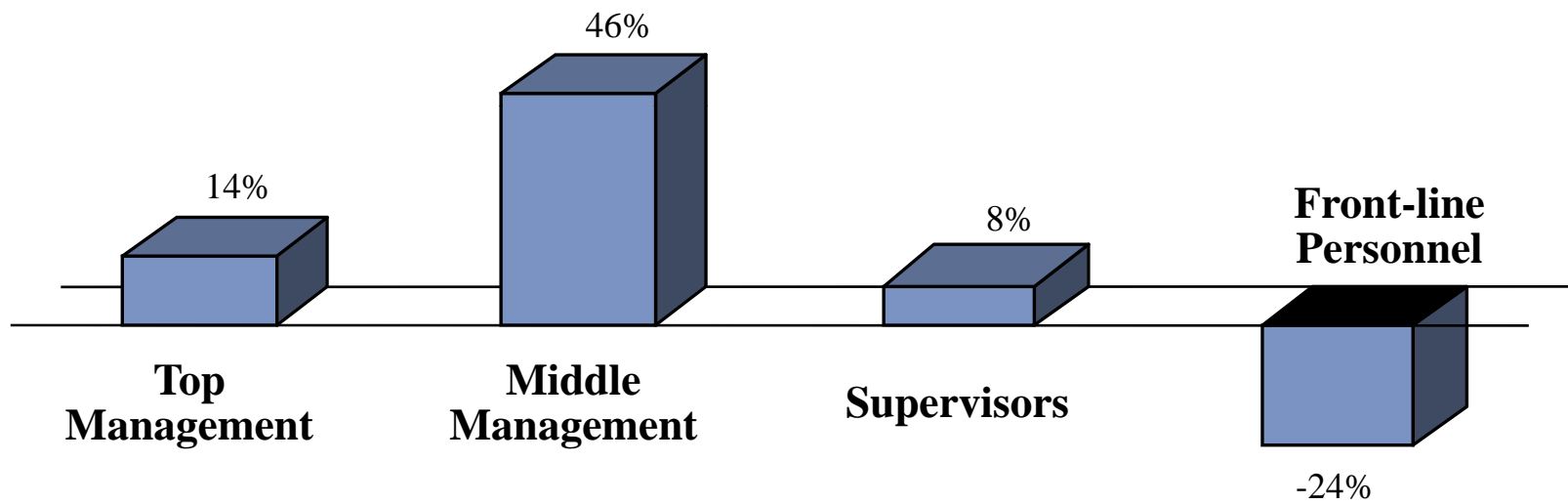
- Deliver safety leadership training to 90% of all targeted supervisors and managers.
- Achieve 85% "On Time & Complete" work injury reporting.
- Improve effectiveness of core safety programs
- Achieve OSHA Serious Injury Rate less than or equal to 0.49

Employee's Preferred Source of Information



Source: Ref. 1

Percent Increase of Real Power Over Delegated Power

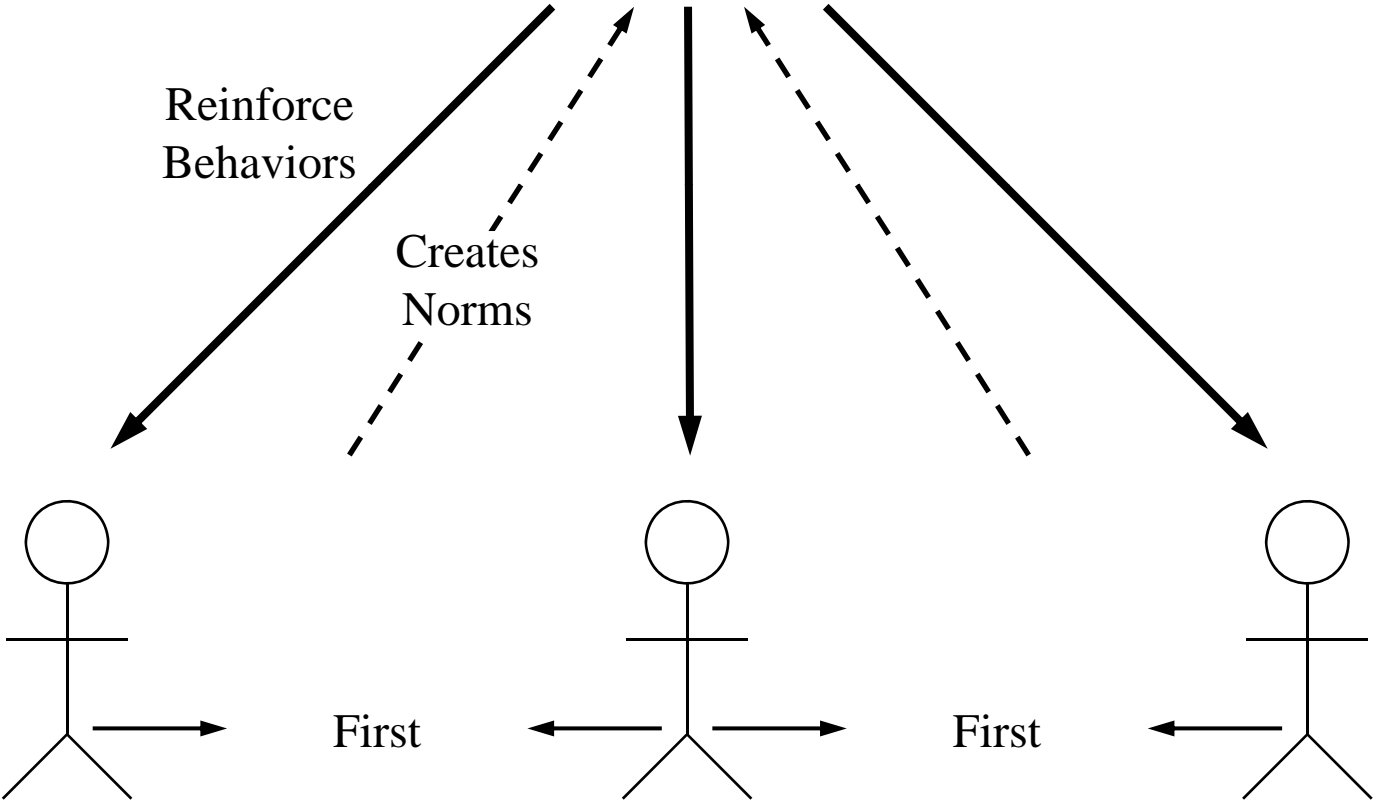


Source: Ref. 3

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Safety Behavioral Norm



Within the Workgroup

Supervisors have a direct link to EH&S performance at the work site

EH&S responsibilities and accountabilities are to:

- ✓ Champion the use of EH&S “situational awareness” and human error reduction programs;
- ✓ Incorporate effective prevention tools:
 - Job hazard analyses (JHAs)
 - Maintain situational and consequential awareness
 - Consistently reinforce the use of EH&S work practices during day-to-day operations.
 - Ensure that employees use and maintain all personal protective equipment (PPE) devices, equipment, and safeguards.
- ✓ Explain EH&S practices and rules to the workgroup and ensure their understanding;
- ✓ Ensure that employees in the group receive the appropriate EH&S training;
- ✓ Perform EH&S inspections and surveys in the work area;
- ✓ Report all “close calls,” injuries, and incidents;
- ✓ Assist in accident investigations and analyses;

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Our policy is to ***operate safely, protect the environment, and perform our work injury free.***

Our policy is implemented by following EH&S principles:

- ✓ We integrate EH&S protection and prevention into our work processes.
- ✓ We identify and mitigate hazards and unsafe conditions before we start the work.
- ✓ No job is considered successfully completed if there is an injury or an environmental event.
- ✓ If the job cannot be completed safely, we stop the job.
- ✓ We watch out for each other and speak out to protect fellow employees from injury and to protect the environment.
- ✓ We always follow regulatory requirements and safety rules.

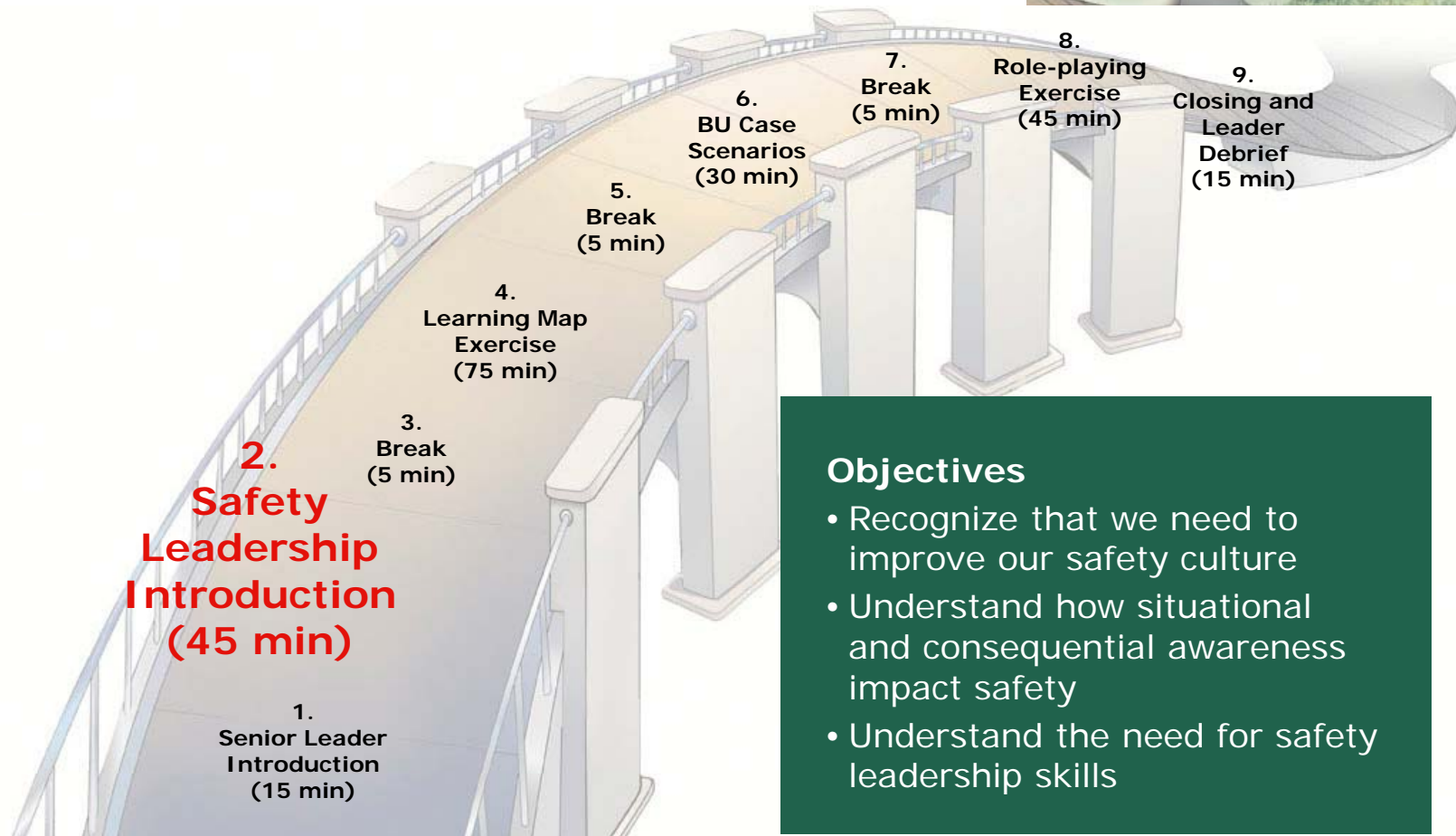
Learning Objectives

Strengthen safety leadership tools:

1. Maintain situational and consequential awareness
2. Effectively use human performance management skills:
 - a) Job Hazard Analysis
 - b) Effective Crew Communication
 - c) Model the right behaviors
 - d) Hold yourself and others accountable

Agenda

Everyone Goes Home Safe!



Objectives

- Recognize that we need to improve our safety culture
- Understand how situational and consequential awareness impact safety
- Understand the need for safety leadership skills

Course Outline

Used a variety of adult learning techniques:

1. Senior Leader Introduction
2. Safety Leadership Introduction
3. Learning Map Exercise
4. BU Case Scenarios
5. Role-playing Exercise
6. Closing & Leader De-brief

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Stakeholder Input & Buy-in Were Essential

- Core team developed learning objectives
- Used internal/external instructional design
- Pre-release testing with focus groups
- Were willing to change based on input
- Encouraged local management changes

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Met the 2006/2007 Success Measures

1. Delivered course to 1,050 supervisors
2. Positive feedback:

EVALUATION STATISTICS

1 = Poor

3 = Good

5 = Excellent

Course achieved stated objectives

4.21

Increased my understanding to improve safety culture

4.24

Resources will be useful back at job

4.12

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Next Steps

- Develop an 'employee version'

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SCE's 2007 Safety Goal

Strengthen the safety culture to achieve an injury-free workplace

- Achieve 90% “On-Time & Complete” Work Injury Reporting
- Strengthen our safety culture by improving 10 corporate and business unit safety programs
- Assess and track improvements in the safety culture
- Perform incident analysis and implement corrective actions for all serious work injuries

What is safety culture?

