

APTA Rail Conference – Vancouver – June 07, 2010 Dennis Bonney, Director, Regulatory Compliance North America

The Climate is Right For Trains



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# **Safety Culture**



### **Defined:**

Safety culture is a term often used to describe the way in which safety is managed in the workplace, and often reflects "the attitudes, beliefs, perceptions and values that employees share in relation to safety" (Cox and Cox, 1991).



# Safety Culture & Management Systems



- An organization's safety culture is ultimately reflected in the way in which safety is managed in the workplace.
- Though it is important to note that an organizations safety management system does not just consist of a set of policies and procedures on a bookshelf.
- The safety management system is the manner in which safety is handled in the workplace and how those policies and procedures are implemented into the workplace also assert that the nature by which safety is managed in the workplace (i.e. resources, policies, practices and procedures, monitoring, etc.) will be influenced by the safety culture/climate of the organization.
- It is easy to see how the management system and culture of an organization is closely related.

Kennedy and Kirwan, (1998)

# **Safety Management Systems**



# **Compliance Programs:**

- System Safety Program Plan APTA/FTA/FRA (soon)
- Safety Management System Transport Canada

## **Voluntary Programs:**

- Occupational Health Safety Assessment Series (OHSAS) 18001-2007
- Voluntary Protection Plans (VPP) OHSA
- American National Standards Institute Z10-2005
- Canadian Standards Association Z1000-2006

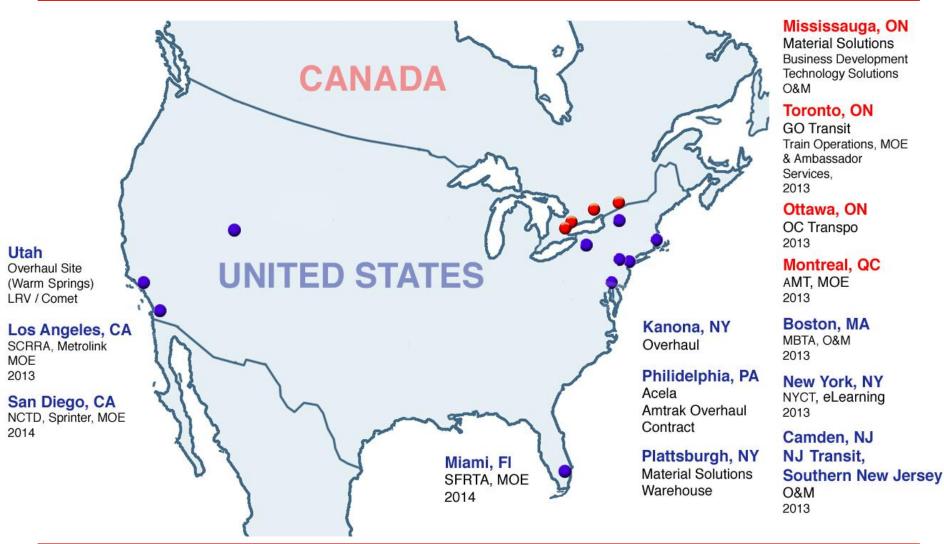
# **Our Experience**



- While many transit systems try to create a culture that treats safety as a key value, without a management system in place it is often difficult to create structure and a consistent focus on safety.
- Bombardier has certified many sites in the US and Canada to the OHSAS18001 standard; a leading safety management system and a precursor to an ISO standard.
- This system, as with other safety management systems, requires auditing and re-certification to retain the standard.
- Our auditing goes deep into the organization to ensure that systems are in place to manage leading indicators, that hazards are identified and acted upon, and most importantly, that the staff are completely engaged in creating and maintaining a safe work environment.
- As a global corporation this system works around the world in the many different parts of Bombardier.

# Our Experience Bombardier Services, North America





# **Deployment**



# 1: How to deploy a Safety Management System like OHSAS 18001

- Education
- Leadership
- Participation

## Resources



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# 2: The price of admission - what you must have to get started

# **Commitment and participation**

 The components of a safety program normally by regulation and good safety practices are the same components of a Safety Management System.

### Commitment





Bombardier Inc. and all of its subsidiaries consider the protection of health, safety and environment a fundamental corporate responsibility and a value governing all its activities.

#### **OUR PRINCIPLES**

We take pride in designing, manufacturing and servicing products and systems that facilitate the sustainable mobility of people and goods. We are dedicated to continuously protecting our employees from occupational ilines and work-related accidents, and promoting their wellness, it is furthermore our permanent challenge to continuously improve the environmental performance of our activities and products and to gradually apply a total lifecycle view in their design while maintaining lifecycle view in their design while maintaining

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President and Chief Executive Officer

September 2008

### Health, Safety and Environment Policy

#### **OUR COMMITMENTS**

In support of these principles, we make the following commitments and require all employees at all levels to act accordingly:

- 1 TO INTEGRATE these principles throughout our activities from a life cycle perspective.
- TO COMPLY WITH and, whenever possible, to go beyond the standards established by applicable laws, regulations and other requirements, and adopt the required standards, procedures, contingency measures and management systems in order to ensure our operations are managed safety, ecologically and in a sustainable way.
- TO TAKE APPROPRIATE ACTIONS to foster employee health and to prevent all occupational accidents and illnesses.
- TO TAKE NECESSARY MEASURES in order to prevent pollution and mitigate climate change, conserve and use rationally the natural resources and the energy required for our operations and implement relevant emergency response plans and procedures.
- 5 TO COMMUNICATE to management, employees and contractors our commitment to improving health, safety and environmental performance and to provide training adapted to their needs.
- 6 TO MAKE THIS POLICY AVAILABLE to all stakeholders and interested parties, and to promote health, safety and environmental awareness and good practices, including the implementation of management systems, through the supply chain.
- 7 TO SYSTEMATICALLY EVALUATE our health, safety and environmental performance through audits, and report on our achievements to all stakeholders and interested parties.

This Policy shall be endorsed locally by the site management.

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### Local Endorsement of the Health, Safety and Environment Policy

In support of the Health, Safety and Environment (HSE) Policy of Bombardier Inc., the Los Angeles site commits to continuously improve its HSE performance. Based on the site's activities and associated HSE impacts, Los Angeles pledges to achieve world-class HSE standards by practicing the principles outlined below.

It is the responsibility of all employees and other parties working on behalf of the Company at this site to adopt and integrate these principles into their work culture, to support Divisional and Corporate commitments.

2010 Goals and Targets for our site:

Frequency = 0 Severity = 0 Safety Observation Reporting = 1 per Employee HSE Training = 8 hours per employee Management Observation Program in Place 50% Reduction in Recordable Injuries 33% Reduction in First Ald Incidents

#### PRINCIPLES

www.hombardier.com

- TO PROVIDE and maintain a safe, secure and healthy environment for employees, contractors, partners, customers and visitors.
- 2 TO ADOPT a zero-tolerance policy to incidents, accidents and non-conformity with legal obligations.
- 3 TO ENSURE that the commitment to HSE is safeguarded and not compromised for profit.
- TO UNDERTAKE the necessary measures to mitigate the effects of design, manufacturing and services activities on the natural environment while taking into account the technological and economic viability of these measures.
- TO ESTABLISH meaningful and challenging goals to achieving world-class HSE performance.

On behalf of the Los Angeles leadership team, I encourage you to personally commit to the principles of the Corporate HSE Policy and to our site's HSE Endorsement Statement.

Craig Everty
Site General Manager, Los Angeles , BTNA Division
Date: March 30, 2010

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Raymond Bachant, President, BTNA Division

Date: March 30, 2010

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# **Engagement**



### 3: Engaging employees in the process

Safety is every employees responsibility

### Our employees are actively involved:

- Joint Health Safety Committee
- Risk Assessments / Job Safety Analysis
- Accident / Incident Investigation
- Training
- Safety Observation program
- Workplace inspections and audits
- Surveys



We look for every opportunity to celebrate our successes!!

# Leadership



# 4: The role of your Leadership in creating a safety culture

- The leadership of an organization has the primary responsibility for identifying the need for, and fostering, cultural change and for sustaining a sound safety culture once it is established.
- Acceptable behaviors must be modeled at all levels of the organization through leadership by example.
- Values must be communicated and reinforced frequently.
- The rationale for, and anticipated benefits of, sanctioned behaviors must be made evident to all.
- Positive reinforcement and accountabilities for behaviors must be certain.
- Leaders in our organization are able to "walk the talk".

# Change



# 5: Managing change and a safety culture

- Our Management teams and HSE Professional are change agents, they continually work to change and foster the behavior through training, modeling and coaching.
- With managing change it is important to recognize the role of leadership to inspire, enable, and nurture cultural change.
- Positive reinforcement and accountabilities for behaviors must be certain.

# **Focus**



6: The value of a registered and certified Safety management system

- A certified system ensures the <u>focus</u> is on continually improving the system.
- Audits are essential in continually assessing the health of the system.
- These audits have moved beyond the inspection/compliance phase and we use them as educational and an improvement tools.
- Through transition and growth a certified Safety Management System ensures that safety performance remains intact.

## Results



### 7: Leading Indicators - what are they and what can they tell me?

### Leading indicators we track and analyze:

- Near Miss Reporting
- Unsafe Acts / Unsafe Conditions
- Risk Assessments
- Efficiency /Operational Tests
- Workplace inspections / Audits
- Hours of HSE Training
- It is not the numbers that are important but the quality of the information that is gathered and what is then done with the information that will make the difference.

### Leading Indicators should tell us:

- what is happening around us,
- how well we are doing,
- what has happened so far,
- warning of impending problems or dangers that we may need to take action to avoid.

# **Continual Improvement**



## 8: Lessons Learned and next steps

- Employee involvement
- Ownership is essential
- Building and designing your safety system is easy!!!
- Continual improvement is always the challenge





# Thank you