



# Reinforcing a Safety Culture Through Safety Assurance

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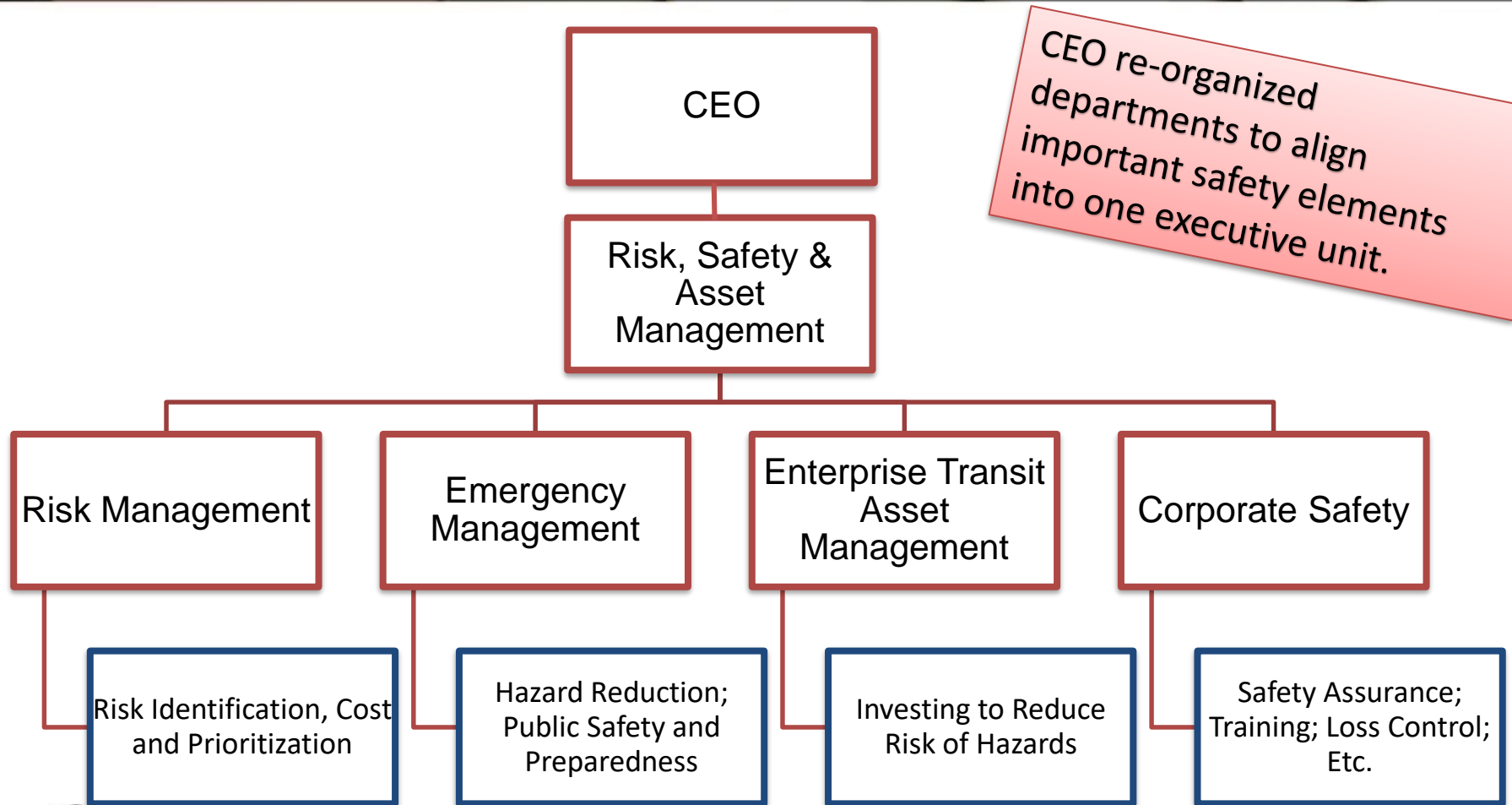


**Metro**

## Here are two elements of Safety Management Systems:

- Increased confidence in ***risk controls*** through structured ***safety assurance*** processes; and
- A ***safety promotion*** framework to support a sound ***safety culture***.

# Risk, Safety & Asset Management Organization Structure



# Positive Safety Culture



## Dr. Reason's Safety Culture Framework

5 elements that define an organization's safety culture:

1. Informed culture
2. Reporting culture
3. Learning culture
4. Flexible culture
5. Just culture

*\*LA Metro Safety Culture and Rail Operational Safety Review , 2018 Workshop*

# Employee Engagement

Employee engagement and communication is critical in transforming safety culture.

*"Don't let the rules interfere with thinking. Use common sense."*

*- an anonymous train conductor -*

## **Poor** Employee Performance

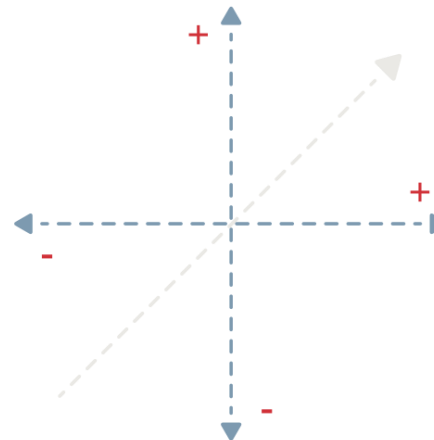
Low engagement | Poor safety record  
Low productivity  
Lack of positive organizational identity  
Unhappy workers undermine engaged co-workers' successes  
High absenteeism | Rule-bound culture

*"For every \$10,000 in payroll, approximately \$3,400 in productivity is lost."*

*- Gallup 2006 -*

## **Positive** Customer Experience

High customer satisfaction  
Strong/consistent safety record | Solid OTP  
Effective communications in routine/crisis  
Issues resolved at appropriate level  
Increase in ridership



## **Negative** Customer Experience

Low customer satisfaction  
Poor safety and OTP records  
Issues escalated unnecessarily  
Decrease in ridership

*"When organizations successfully engage their customers & their employees, they experience a 240% boost in performance-related outcomes..."*

*- Gallup 2013 -*

## **Strong** Employee Performance

High engagement | Strong safety record  
High productivity  
Pride in organization  
Willing to "go the extra mile"  
Low absenteeism  
Empowered employees

# Safety Culture Audit (Assurance)

In 2016, LA Metro partnered with The Wathen Group (TWG) to assess safety culture and provide recommendations for improvement of a positive safety culture. Based on TWG's analysis, a Safety Culture Report was provided to LA Metro containing 117 recommendations for improvement.

## Examples of Key Recommendations:

- ☐ Modify the current practice by issuing a more comprehensive red signal violation report that includes the underlying facts, data and circumstances associated with the violation and all contributing factors to a red signal violation.
- ☐ Implement a process to manage bar/traffic signal violations as intensively as rail signal violations.
- ☐ Commit to conduct improved root cause-based investigations and the discipline of comprehensively identifying contributing factors. The section on signal violation training should be updated to reflect those factors.

\*LA Metro Safety Culture and Rail Operational Safety Review , 2016 Report

# Overview of Progress

Following the 2016 Safety Culture Report, executive management implemented a trial process to address the recommendations in the report through engaging multiple individuals throughout the organization. The objective was not only to address the recommendations, but to facilitate improved decision making through an improved and informed understanding.

To address the 117 recommendations in the report, LA Metro with support from TWG, has:

Established an interdepartmental Safety Culture Steering Committee

Identified and delivered 10 priority initiatives

Established 10 action plan teams

Initiated close out of 93 of 117 recommendations

CEO acknowledged Safety Culture Initiative and emphasis of strong agency wide safety culture

Issued periodic communications on status of progress

# Employee Feedback

In 2017, employees were asked to complete a safety culture related survey. Results of the survey provided employee perspective of LA Metro's current safety culture, how safety culture has improved since the last study in 2012, and identified areas where improvement is needed.

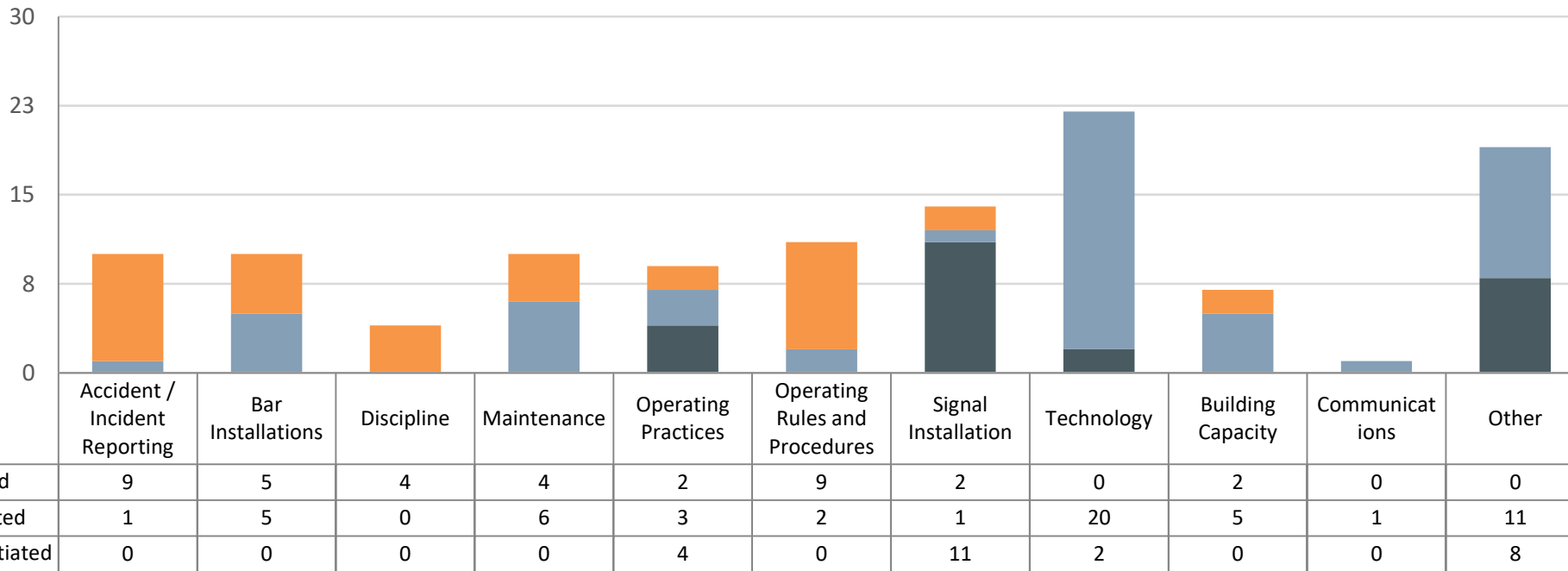
Q: Our team follows the workplace safety rules and procedures

- 78.2% agreed with this statement as opposed to 68.0% in 2012.

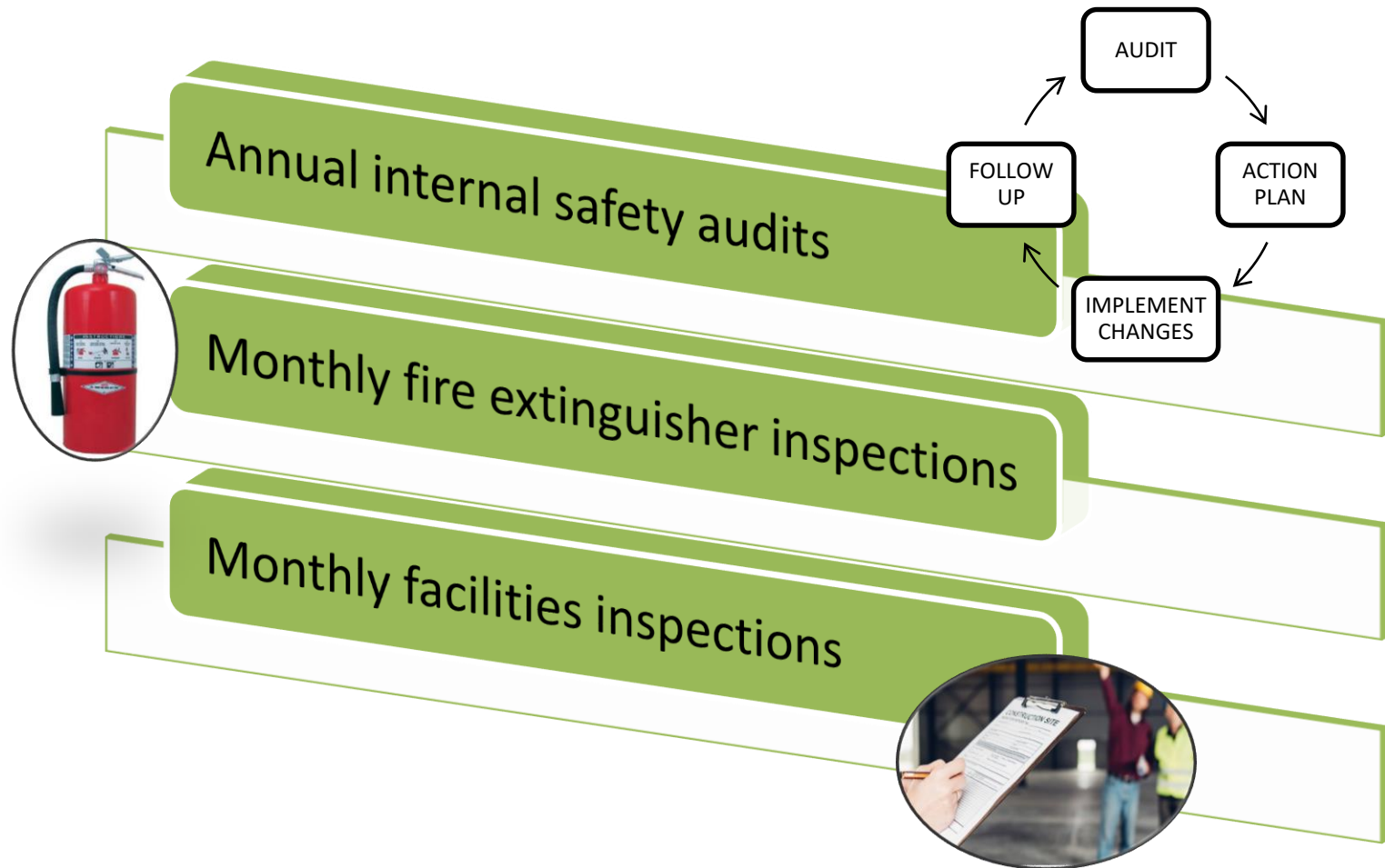
Q: I am provided with useful safety training for my position

- 80.3% responded with the option "Overall initial training in first few months of job was excellent/good" as opposed to 61.5% in 2012.

# Action Plan Progress: Initiated 82% of Recommendations



# Metro's Safety Assurance Activities (Examples)



# Metro's Safety Assurance Activities (Continued)



## "Ride Checks"

Monthly Rail Operator Efficiency Testing conducted by Rail Operator Supervisors to verify compliance of rules and regulations.

## FOFs

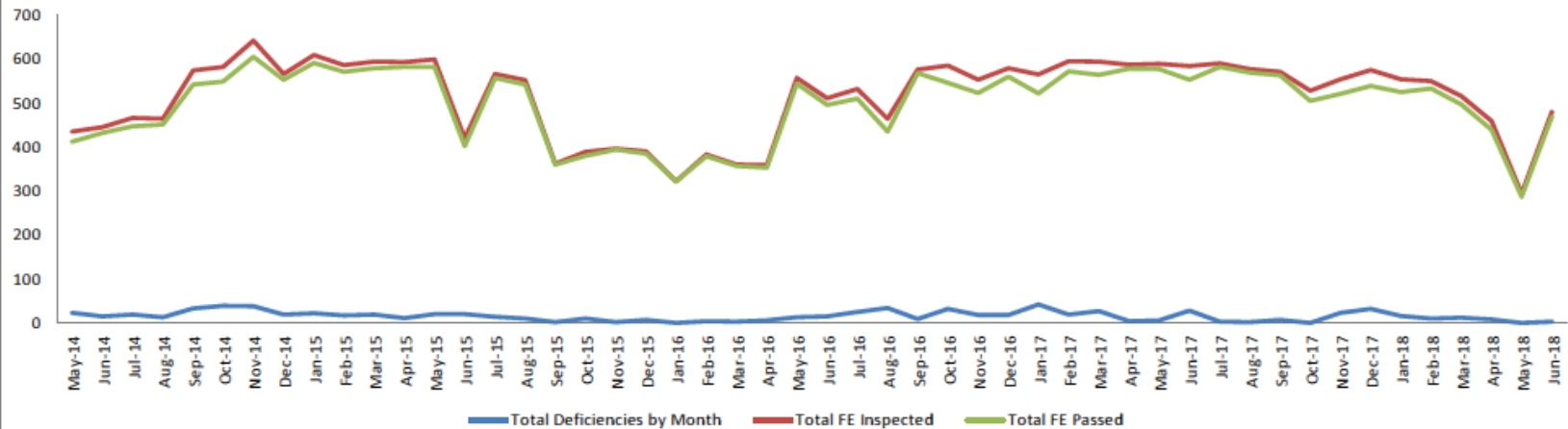
Monthly FOFs (Field Observations and Feedback) are conducted to correct unsafe behaviors and recognize safe practices.

## Speed Checks

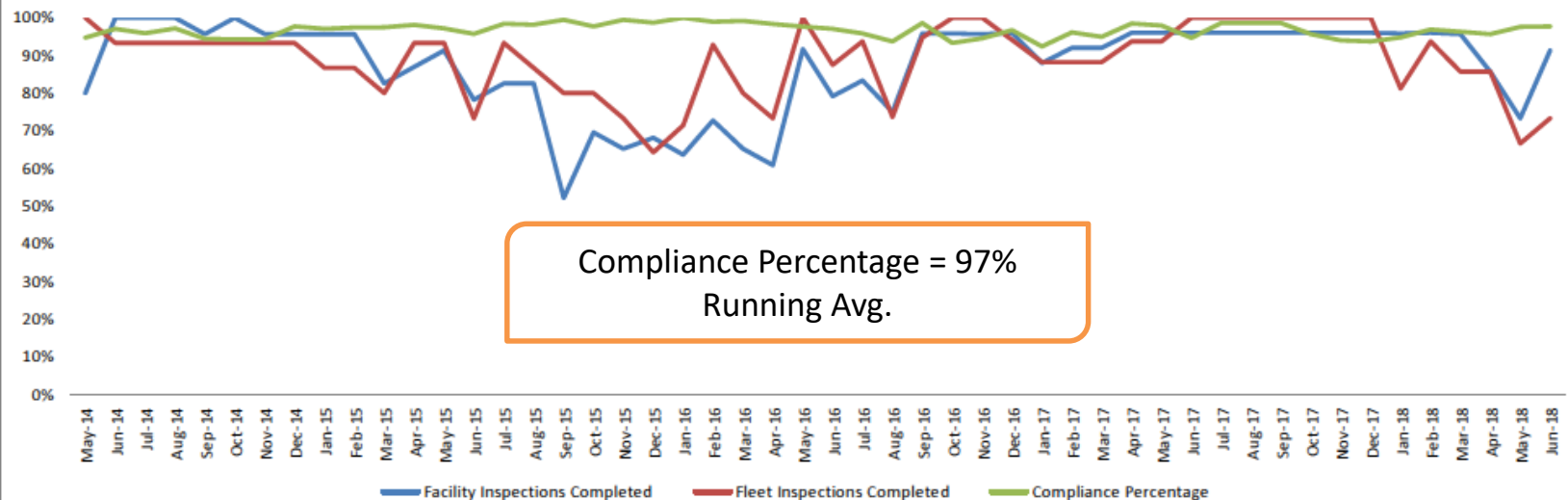
Monthly radar gun speed checks are conducted to verify compliance with speed restrictions.

# Metro's Safety Assurance Activities (Continued)

## Historical View: Fire Extinguishers - Inspected, Passed, & Deficiencies

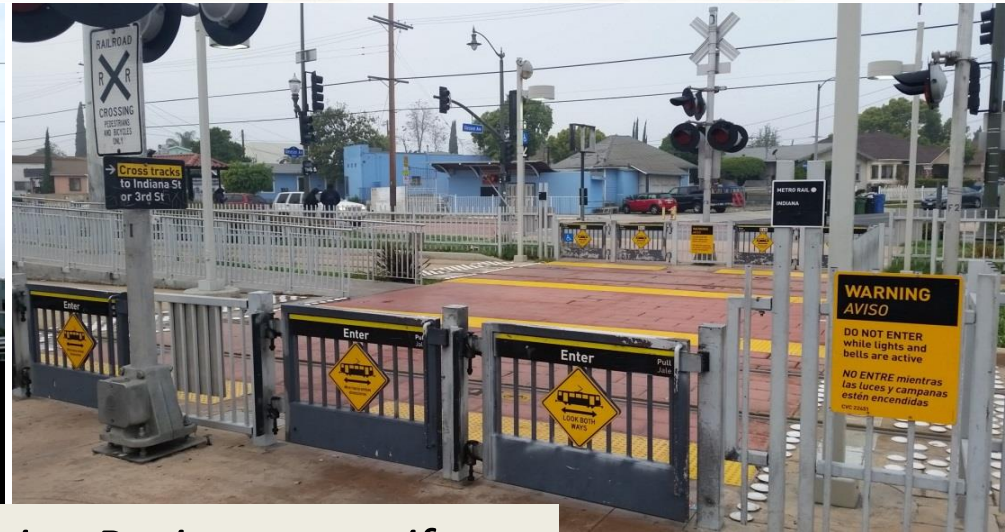


## Historical View: Completed Inspections

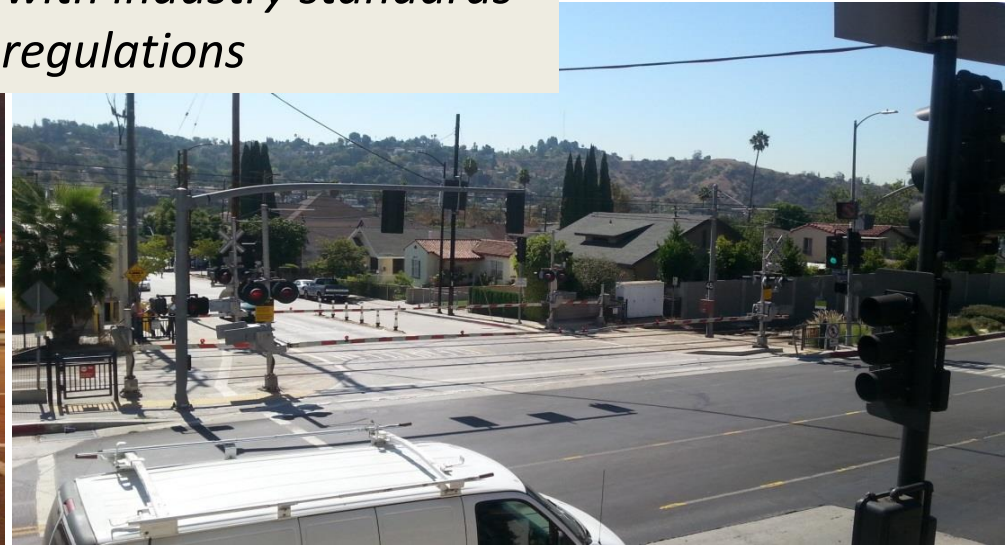
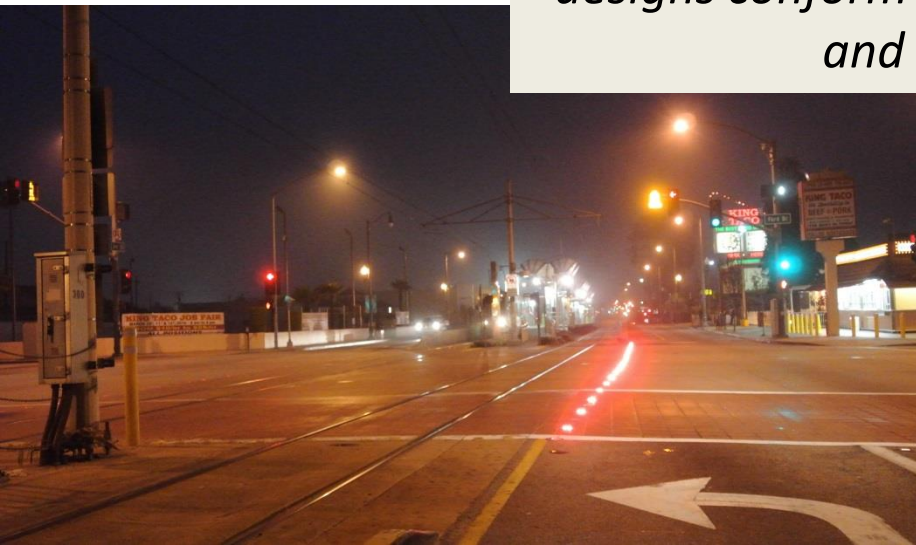


Compliance Percentage = 97%  
Running Avg.

## Metro's Safety Assurance Activities (Continued)

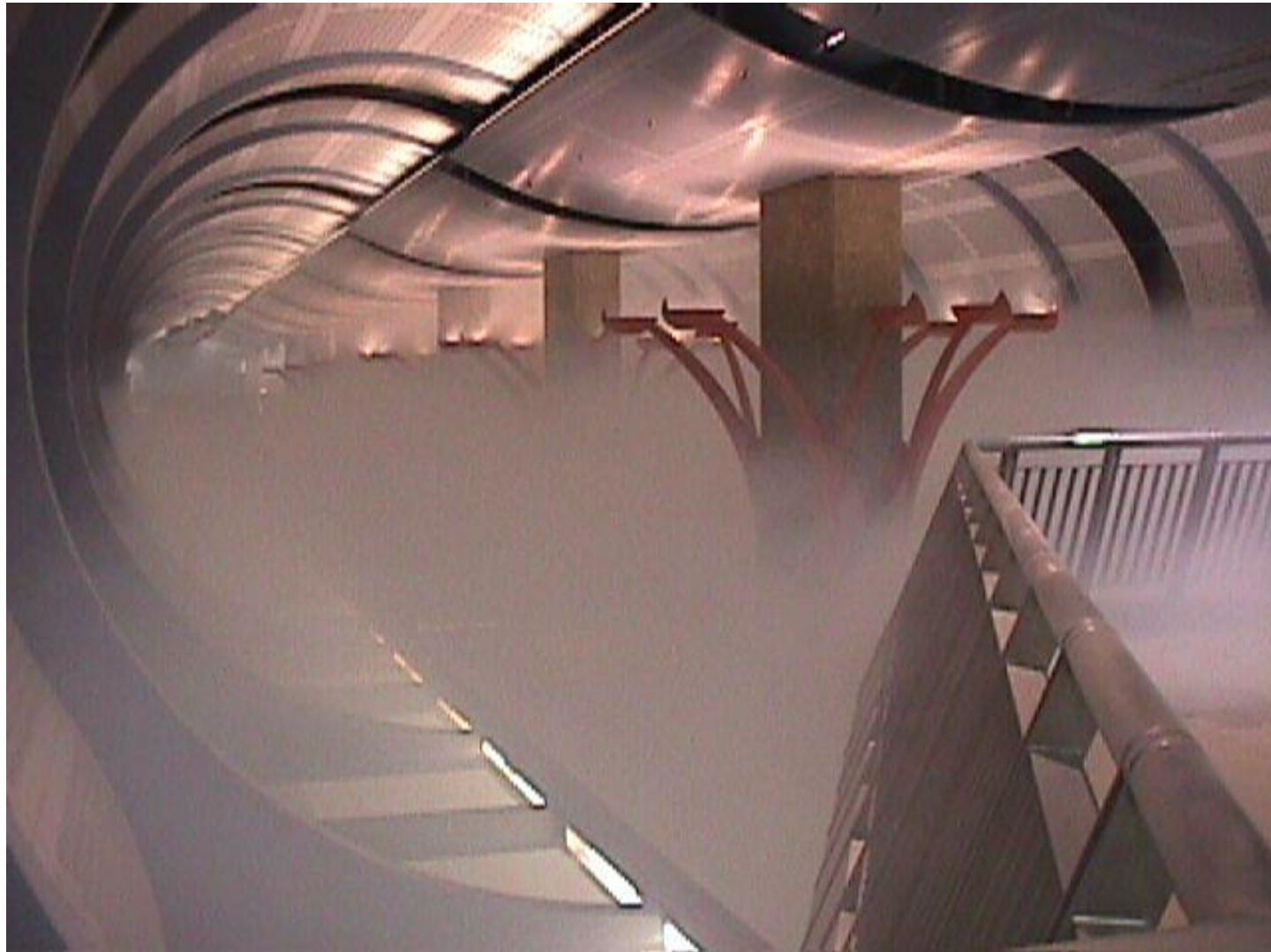


*Rail Safety Design Reviews to verify designs conform with industry standards and regulations*



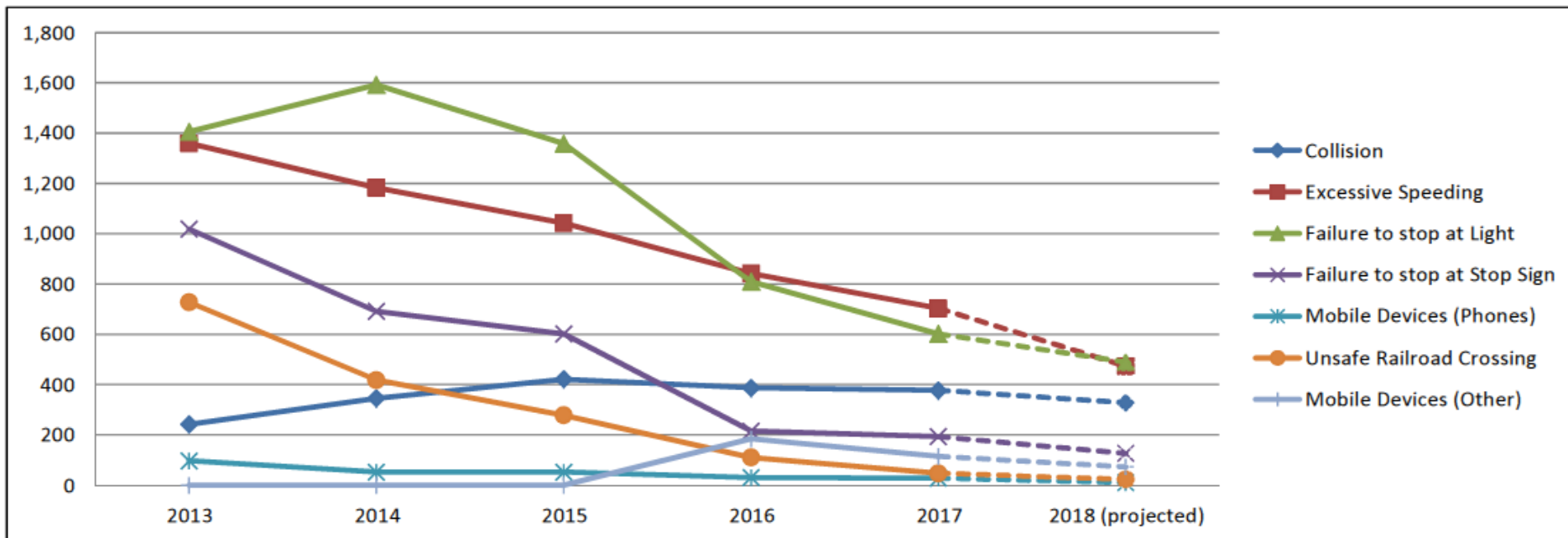
## Metro's Safety Assurance Activities (Continued)

### Emergency Ventilation Testing



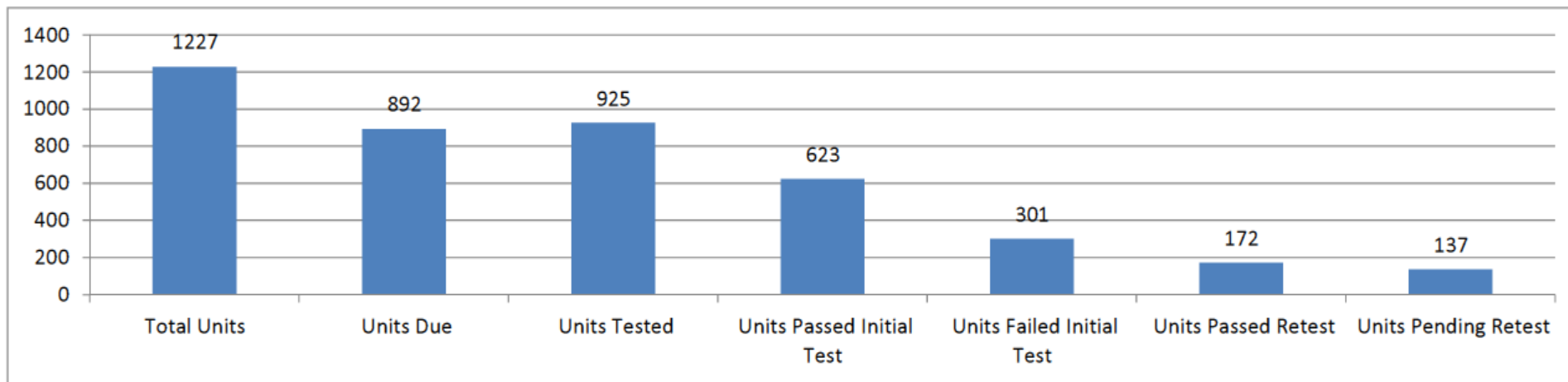
## Safety Assurance Activities Result Trends - SmartDrive Events by Type

Events	2013	2014	2015	2016	2017	2018 (projected)
Collision	242	345	421	387	377	327
Excessive Speeding	1,359	1,183	1,042	842	703	473
Failure to stop at Light	1,406	1,592	1,358	809	602	490
Failure to stop at Stop Sign	1,018	691	602	215	193	126
Mobile Devices (Phones)	97	52	52	30	28	10
Unsafe Railroad Crossing	727	418	278	110	47	23
Mobile Devices (Other)	-	-	-	184	115	73
<b>Total</b>	<b>4,849</b>	<b>4,281</b>	<b>3,753</b>	<b>2,577</b>	<b>2,065</b>	<b>1,521</b>



# Safety Assurance Activities Result Trends - Rail Reg 4 Fire and Life Safety Testing

Testing period: 1/1/18 – 8/22/18



## Summary

Total Locations	Total Units	Total Units Due	Total Units Tested*	Total Units Passed Initial Test	Total Units Failed Initial Test	Total Units Passed Retest	Total Units Pending Retest	% Tests Passed	Total Units Tested Open > 90 Days	
A	B	C	D	E	F	G	H	[(E+G)/D]%	Units	%
575	1227	892	925	623	301	172	137	86%	16	2%

\* Units tested +/- 30 days of test date



# Questions?



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