National Transportation Safety Board

“Zero Harm”: Rhetoric or True Commitment?

Robert L. Sumwalt, III

March 8, 2016

Presentation to Koppers

SEA STAR

Worldwide Services
Synchronizing the world o

HESTER inc.

NTSB

"It may not be readily apparent to people, but operating safety is critical to our success as a company."

"Most great companies that have realized a sustainable level of success started with a strong focus on safety."

- Leroy M. Ball, Jr.
  President and CEO, Koppers

Accidents Involve Many Factors

Errors by Individuals

Organizational Factors

Washington DC Subway (WMATA)

The environment at WMATA

- Punitive culture – employees feared retribution from management and co-workers for reporting safety-related problems
- WMATA managers were reactive rather than proactive in assessing and addressing the agency's most serious safety hazards
- WMATA did not learn from prior events
  - A similar problem occurred in 2006, but procedures to have prevented it were never institutionalized
- Widespread procedural non-compliance

NTSB finding

"The WMATA Board of Directors did not exercise oversight responsibility for the system safety of the WMATA system."

- Viewed themselves solely as a "policy board"
- Relied on the General Manager to bring safety-related information to them
- Did not insist in following-up on prior audit findings, despite a requirement to do so
- Placed much of the blame for causing accidents on frontline personnel

Where was safety?

WMATA mission statement:

- "Metro provides the nation's best transit service to our customers and improves the quality of life in the Washington metropolitan area."

WMATA Board of Directors By Laws

- "…determines agency policy and provides oversight for the funding, operation and expansion of transit service …"

Washington, DC
June 2009

"WMATA's lack of a safety culture…"

"Ineffective oversight by WMATA Board of Directors"

Near Koehn Dry Lake, CA
October 2014

"Scaled Composites fail[ed] to consider and protect against the possibility that a single human error could result in a catastrophic hazard to the SpaceShipTwo vehicle."

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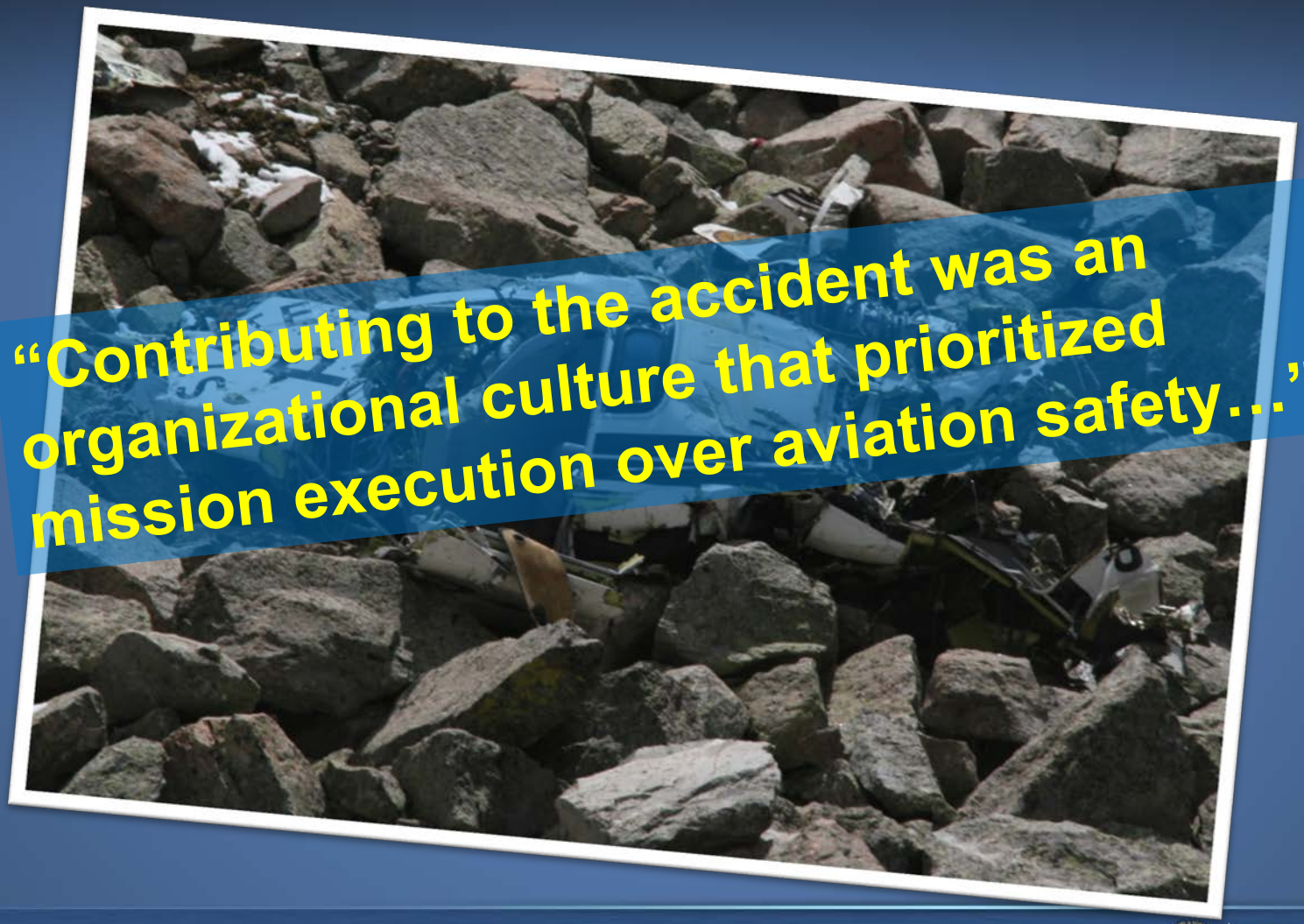
Near Santa Fe, NM

June 2009



"Contributing to the accident was an organizational culture that prioritized mission execution over aviation safety…"

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Talkeetna, AK
March 2013

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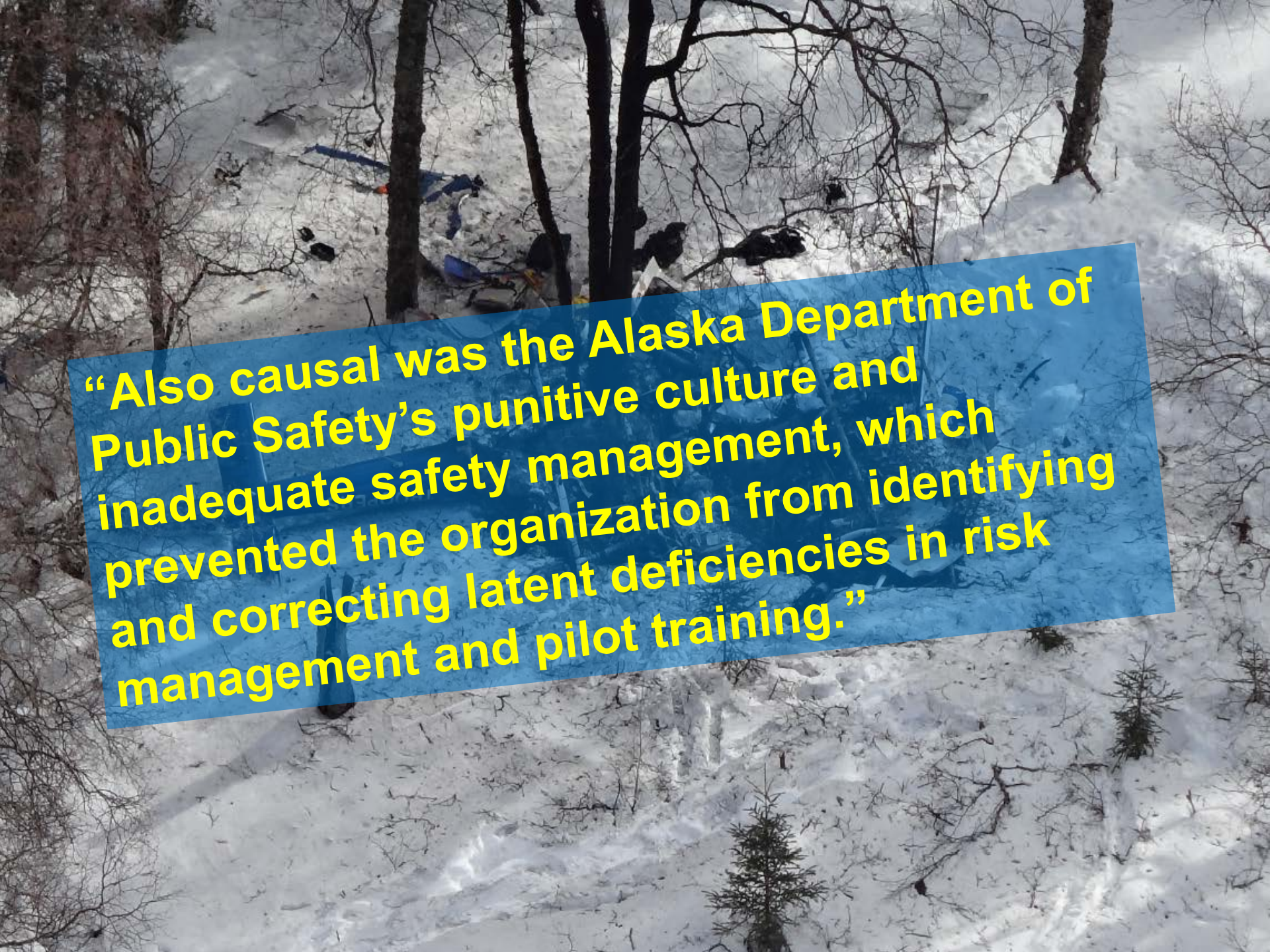


“Also causal was the Alaska Department of Public Safety’s punitive culture and inadequate safety management, which prevented the organization from identifying and correcting latent deficiencies in risk management and pilot training.”

Roswell, NM
April 2011

NTSB

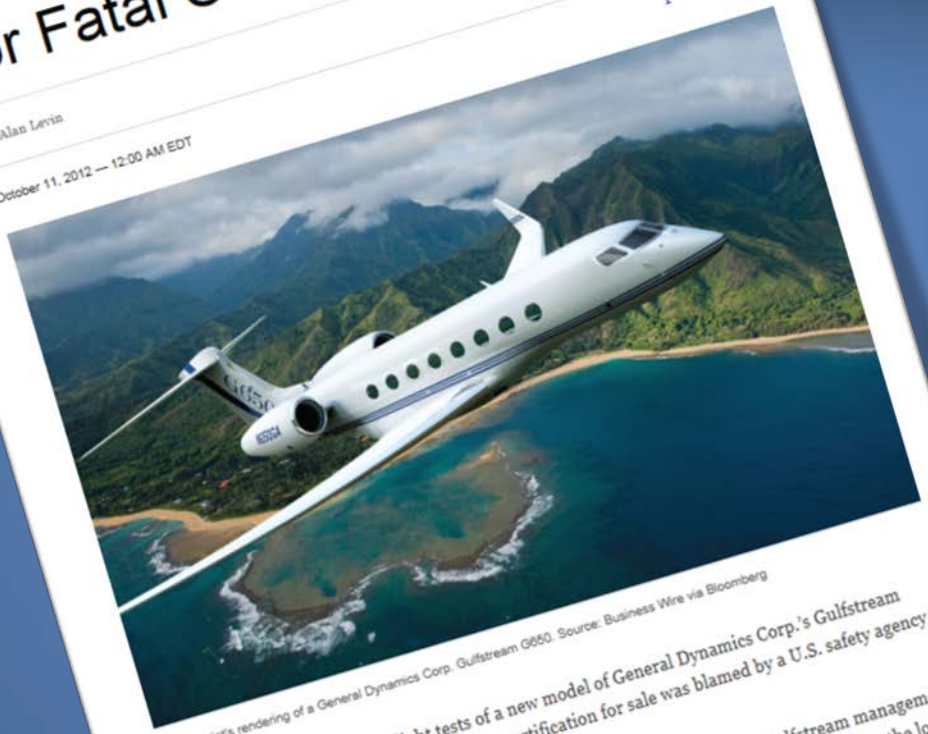
"Gulfstream's focus on meeting the G650's planned certification date caused schedule-related pressure that was not adequately counterbalanced by robust organizational processes to prevent, identify, and correct the company's key engineering oversight errors."

BloombergBusiness | News | Markets | Insights | Video

Gulfstream Managers Blamed for Fatal Crash on Test Flight

by Alan Levin

October 11, 2012 — 12:00 AM EDT



An artist's rendering of a General Dynamics Corp. Gulfstream G650. Source: Business Wire via Bloomberg

Pressure to speed flight tests of a new model of General Dynamics Corp.'s Gulfstream business jet so it could win U.S. certification for sale was blamed by a U.S. safety agency for crash that killed four employees.

The National Transportation Safety Board yesterday ruled that Gulfstream management wa responsible for the accident that sent a G650, which costs $65 million and has the longest range of any private aircraft, sliding off a Roswell, New Mexico, runway in flames on April 2 2011.

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BloombergBusiness | News | Markets | Insights | Video

Koppers Managers Blamed for Fatal Explosion

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Could this be you?

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“The best way to predict the future is to create it.”

- Peter Drucker

Creating a Future of Safety: Four Leadership Questions

1. How strong is our safety culture?
2. Are we really living our values?
3. Are we fooling ourselves?
4. Are we measuring and rewarding the right things?

Creating a Future of Safety

HOW STRONG IS OUR SAFETY CULTURE?

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Safety Culture is:

"Safety culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment."

Source: U.S. Nuclear Regulatory Commission

Do you have a good safety culture?

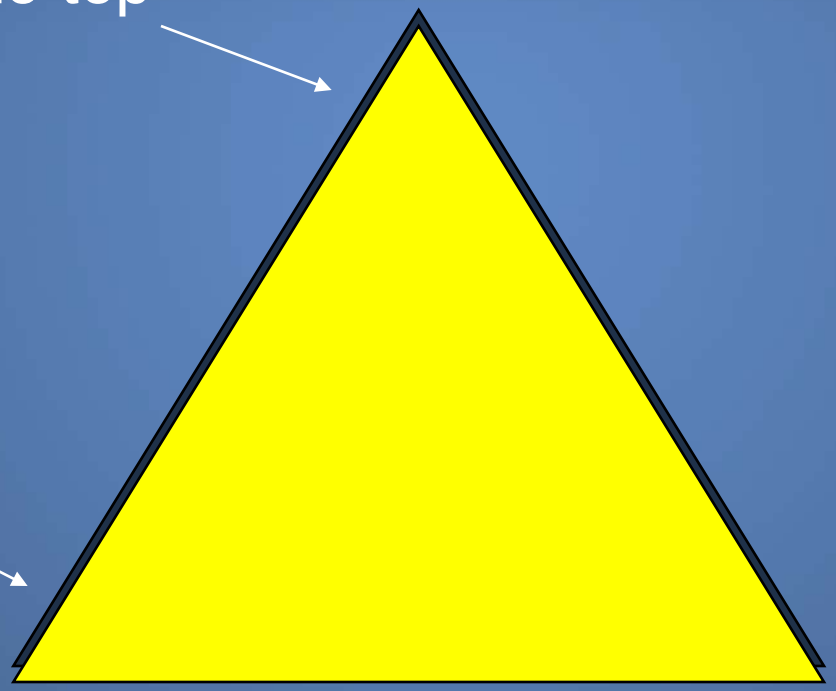
Do you have a good safety culture?

- "… it is worth pointing out that if you are convinced that your organization has a good safety culture, you are almost certainly mistaken."
- "… a safety culture is something that is striven for but rarely attained…"
- "… the process is more important than the product."

- James Reason, "Managing the Risks of Organizational Accidents."

Safety Culture is:

Triggered at the top

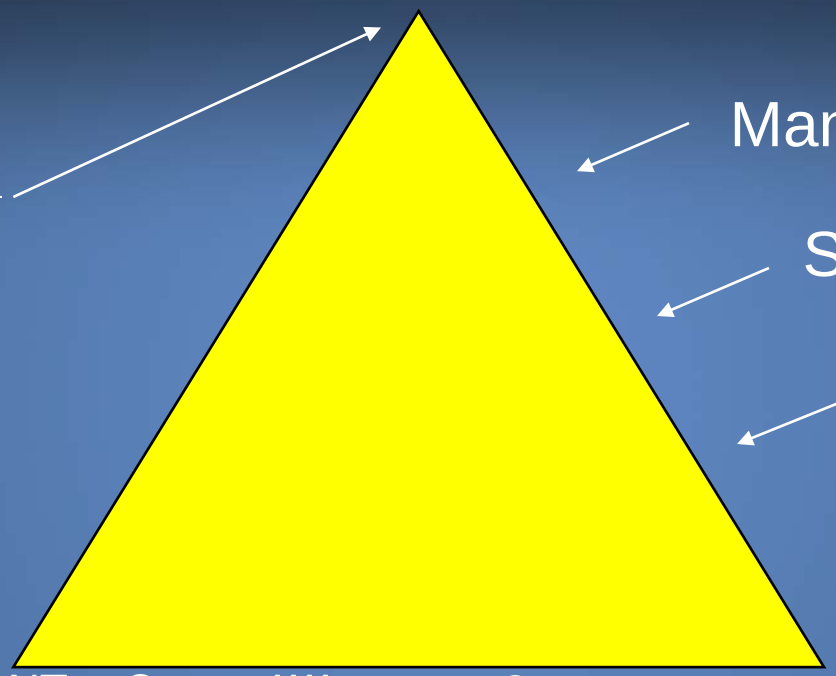


Measured at the bottom

Safety culture starts at the top of the organization and permeates the entire organization.

Sometimes the Message gets Distorted

Accountability
Customer Focus
Excellence
Innovation
Integrity
Respect
Simplicity
Sustainability
Teamwork
Transparency



Managers

Supervisors

Coworkers

MOST IMPORTANT – Output!!!!

Cut corners to save money

Fear of retribution

Get job done at all costs

Unfair discipline

Work sucks

Call in sick for extra vacation day

WORD OF THE DAY

Tuesday, March 8, 2016

align·ment *noun* \ə-ˈlīn-mənt\

Where the leaders and front line employees, and everyone in between, share and practice the same values.

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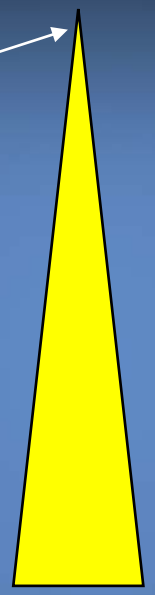
Alignment

Accountability
Customer Focus
Excellence
Innovation
Integrity
Respect
Simplicity
Sustainability
Teamwork
Transparency



Managers

Supervisors

Coworkers

Accountability

Customer Focus

Excellence

Integrity

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Transparency

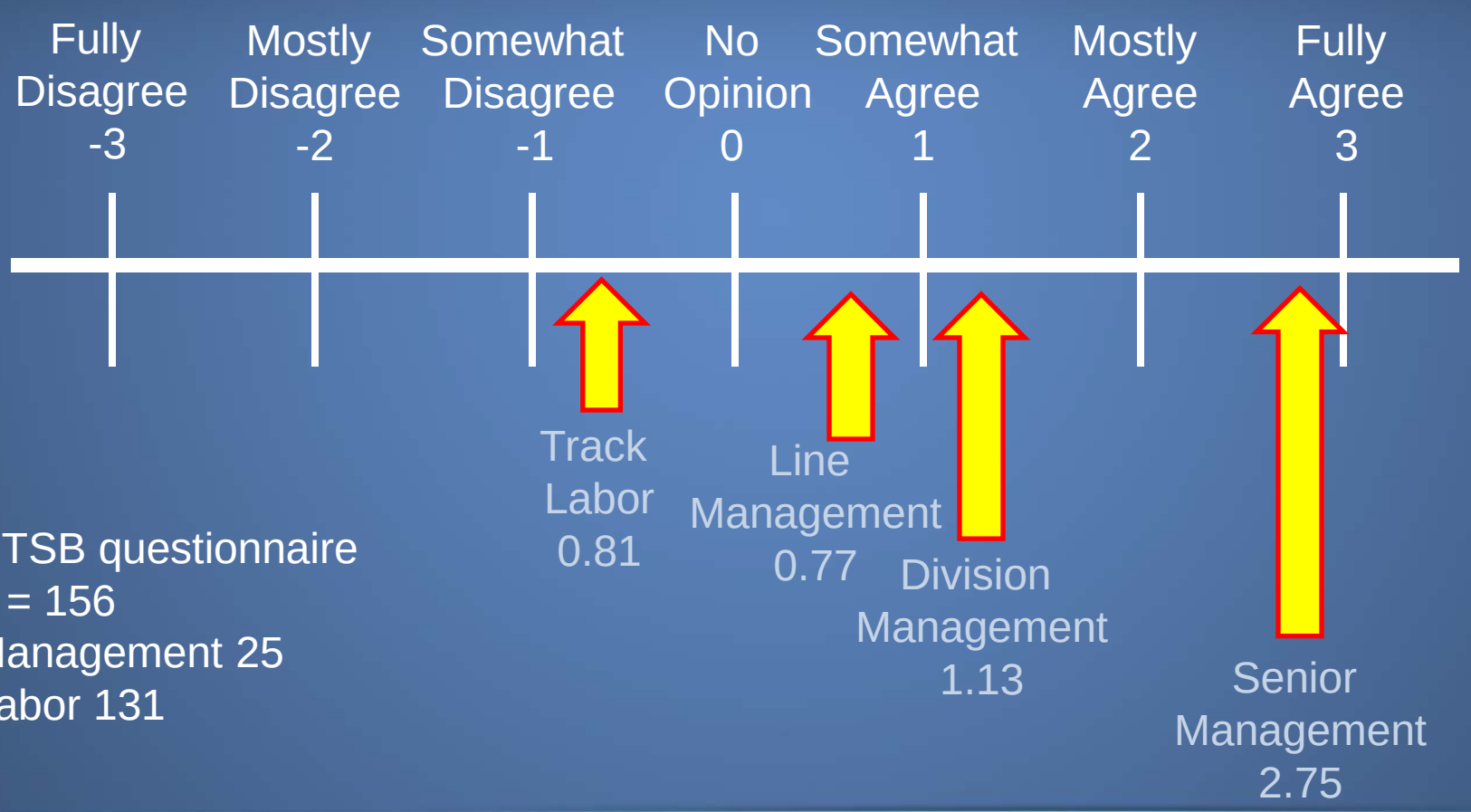
How leaders influence safety

"The safety behaviors and attitudes of individuals are influenced by their perceptions and expectations about safety in their work environment, and they pattern their safety behaviors to meet demonstrated priorities of organizational leaders, regardless of stated policies."

- Dov Zohar, as cited in NTSB accident report

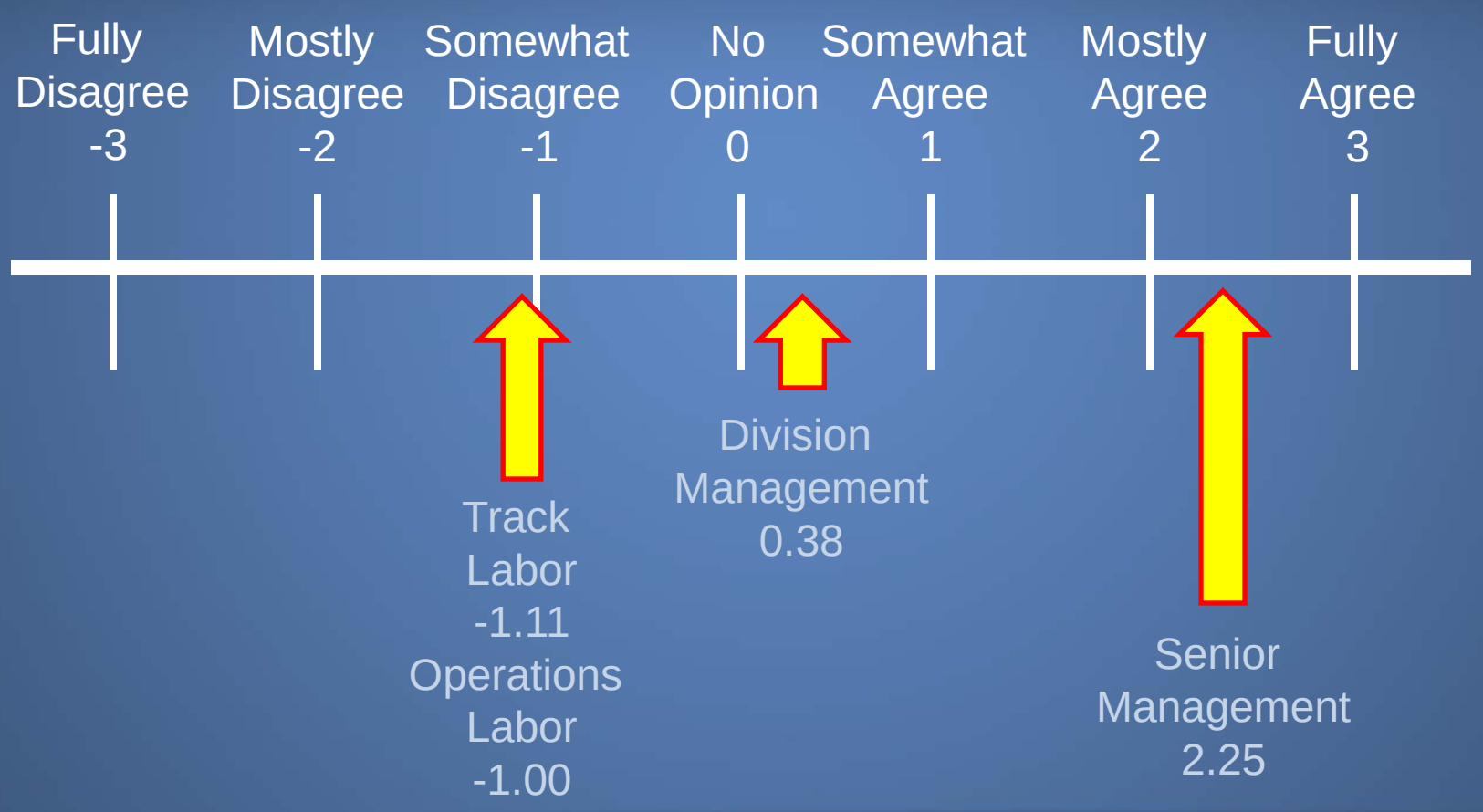
Metro-North Railroad

Metro North management is committed to workplace safety and participates regularly in safety events.



NTSB questionnaire
n = 156
Management 25
Labor 131

Management does not pressure staff to maintain service or operations, potentially at cost of safety.



Employee Comments

- “Sometimes I feel safety is priority one as long as it's convenient.”
- “Metro-North pays lip service to safety. On time performance & budgets take precedence over safety.”
- “The railroad only cares about the on-time performance.”
- “It’s all about on-time performance and safety rules are thrown out the window to keep on time performance. Management has no clue.”

December 10, 2015

We aspire to be:

- Most loved airline.
- Most flown airline.
- Most profitable airline in the world.

December 16, 2015

Southwest Airlines jet hits another aircraft at Bob Hope Airport; no injuries reported

December 20, 2015

Southwest settles FAA complaint for $2.8M

TODAY IN THE SKY | Bart Jansen, USA TODAY | 5:51 p.m. EST December 21, 2015

WASHINGTON – Southwest Airlines agreed to pay a $2.8 million civil penalty to settle a lawsuit over maintenance of dozens of its Boeing 737 aircraft, the Justice Department announced Monday.

A Southwest Airlines jet lands Feb. 3, 2014, at Love Field in Dallas. (Photo: AP)

Southwest could still face $5.5 million in deferred penalties if the airline doesn't enhance its oversight and control of other companies, which perform maintenance on its aircraft, to

ARUBA
See why so many people return to Aruba every year.
SEE DEALS

MOST POPULAR

Sen. McCaskill introduces bill against hidden resort fees

236 Shares

Favorite world airports: Top picks

December 21, 2015

December 10, 2015

We aspire to be:

- Most loved airline.
- Most flown airline.
- Most profitable airline in the world.

Purpose and Vision

Values

Southwest Citizenship

Culture in Action

Live the Southwest Way

Warrior Spirit

- Work Hard
- Desire to be the best
- Be courageous
- Display urgency
- Persevere
- Innovate

Servant's Heart

- Follow The Golden Rule
- Adhere to the Principles
- Treat others with respect
- Put others first
- Be egalitarian
- Demonstrate proactive Customer Service
- Embrace the SWA Family

Fun-LUVing Attitude

- Have FUN
- Don't take yourself too seriously
- Maintain perspective
- Celebrate successes
- Enjoy your work
- Be a passionate Teamplayer

Work the Southwest Way

- Safety and Reliability
- Friendly Customer Service
- Low Cost

- Low Cost

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Koppers Corporate Values

We updated our Corporate Values in January 2015 to better represent how we conduct ourselves with one another and with our customers, shareholders, partners, the community, and others.

Accountability

Customer Focus

Excellence

Innovation

Integrity

Respect

Simplicity

Sustainability

Teamwork

Transparency

In addition to our financial performance, Koppers is accountable for employee health and safety, stewardship of the environment, support for local communites, and the ability to deliver innovative solutions for our customers.

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Creating a Future of Safety

ARE WE REALLY LIVING OUR VALUES?

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Values

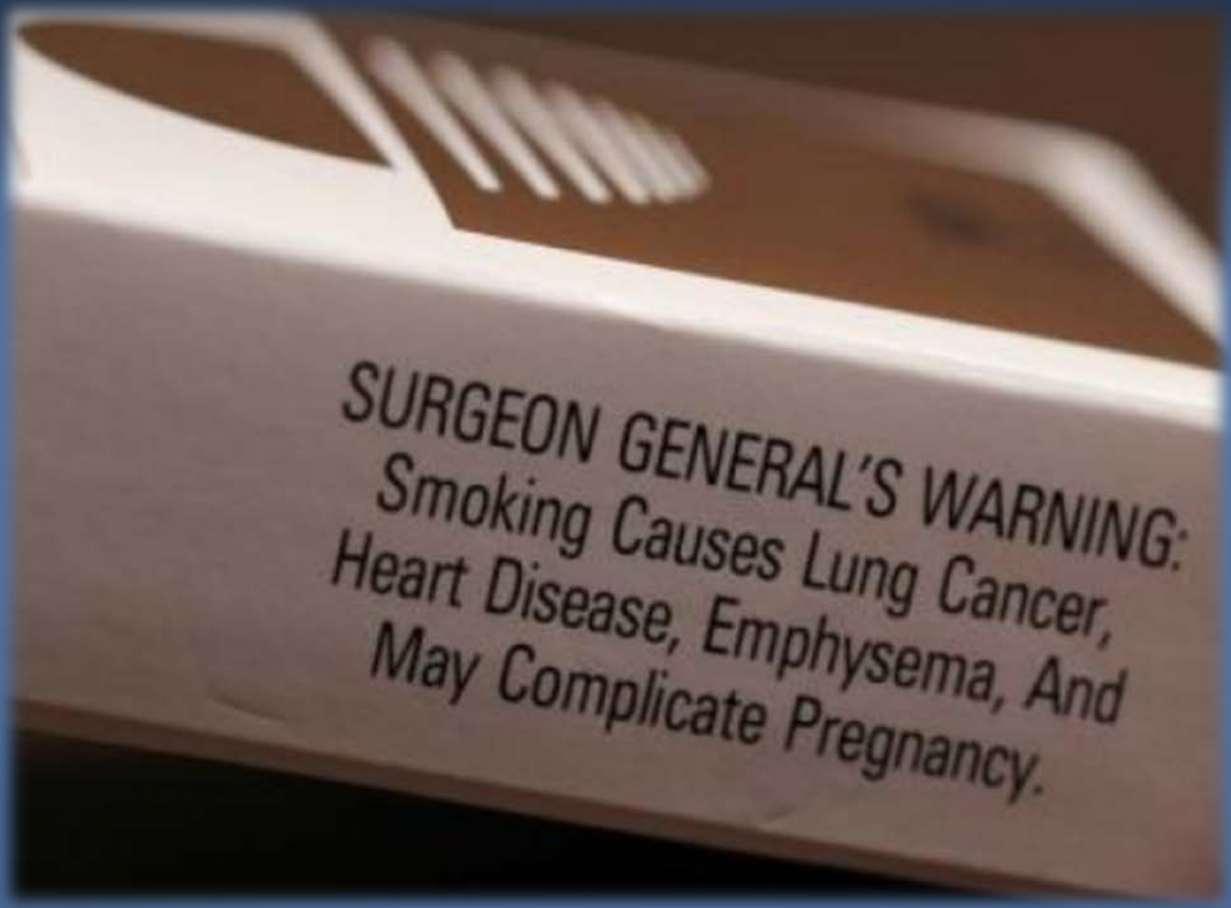
- Is safety the top priority of your organization?
- Don’t make it a priority – make it a core value.

Living the Values

- In a successful organization, everything you do is run through the filter of your core values to make sure you are being true to them.
- And, most importantly, you must <u>live those values</u>.

The Leader's Role

- As a leader, your role is to ensure that your organization has safety as a core value and then, most importantly, you do everything you can to <u>live those values</u>.


SURGEON GENERAL'S WARNING:
Smoking Causes Lung Cancer,
Heart Disease, Emphysema, And
May Complicate Pregnancy.

neighborhood health center

Well trusted since 1901.
Walgreens
BIG DIG
Marlboro

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CVS Stops Tobacco Sales

This move will cost CVS an estimated $2 BILLION in revenue

"The sale of tobacco products is inconsistent with our purpose – helping people on their path to better health."

- Larry J. Merlo, CEO, CVS Health

“This move is clearly in-line with their stated purpose and values, a move we don’t see often enough today in corporate America. Relying on a strong foundation of values is often what sets market leaders apart from the pack.”

- Michael Woody, Ph.D. for Fox Business

“Think of values as the core guiding principles that act as the foundation of your organization. These principles should guide every decision and serve as your fallback in times of uncertainty.”

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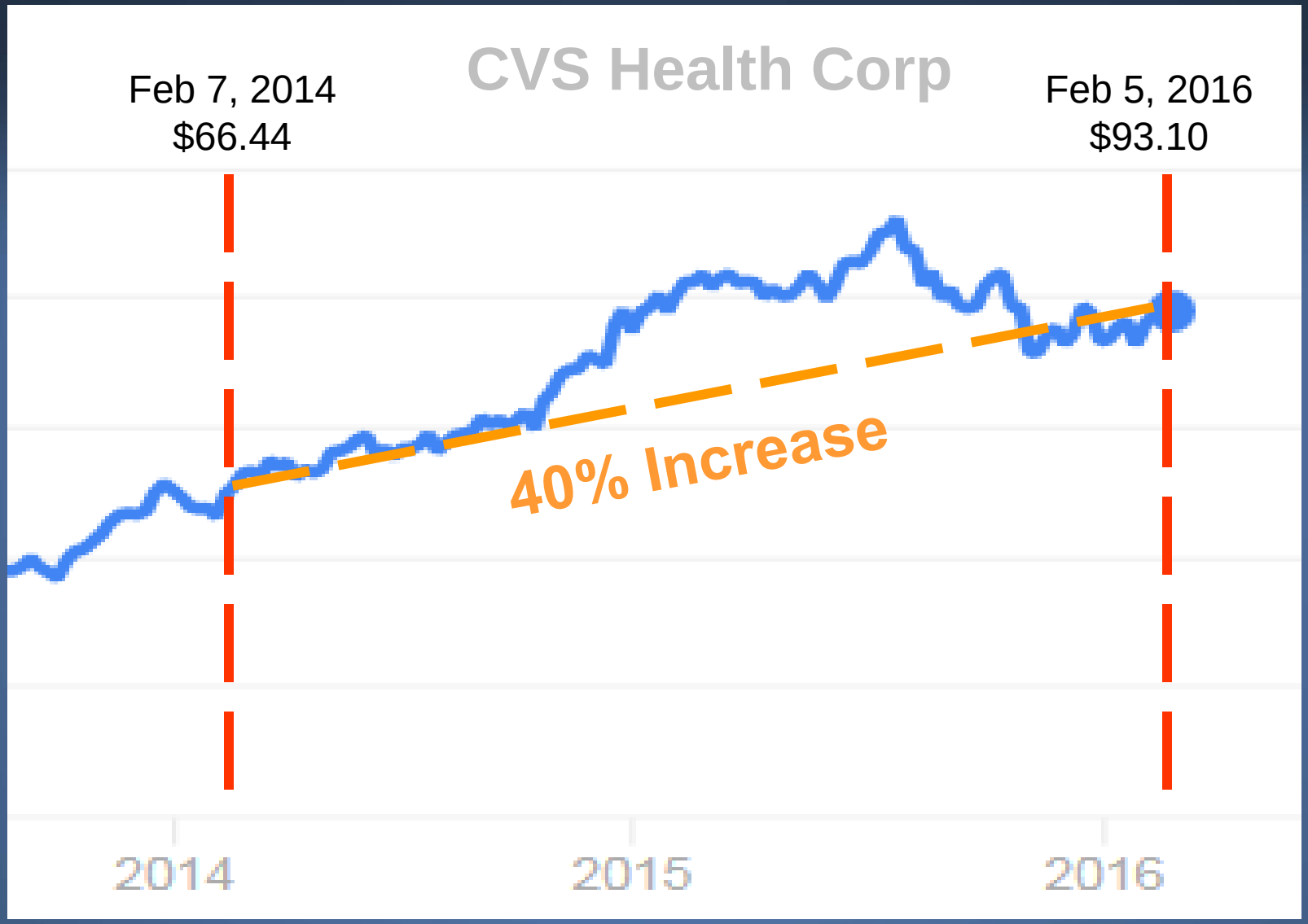
CVS Health Corp
Feb 7, 2014
$66.44
Feb 5, 2016
$93.10
40% Increase
2014
2015
2016

NTSB

- Organizations with strong leaders are those organizations that ensure their values are aligned and lived throughout the organization.
- They do the right things by caring for the safety and health of their employees and customers.
- Because of their commitment to values and caring, they have greater potential to perform well financially.

Creating a Future of Safety

ARE WE FOOLING OURSELVES?

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An Impressive Operation

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An Impressive Operation

- Full time crew
- Impeccable maintenance
- High training standards
- Going above minimum standards
- Positive audit comments

Positive Audit Comments

- “The [Safety Management Systems (SMS)] of this operator is well-developed”
- “Best practices are consistently employed in all facets of the program”
- “Continuous SMS improvement is actively pursued”
- “The Flight Ops Manual is remarkably well-written and comprehensive”
- “Safety culture within the department is shared among all team members”
- “Open reporting of hazards is consistently encouraged by management”
- “Solid safety program, maturing nicely”

“You can fool the auditors, but never fool yourself.”

- John Fenton

And, fool the auditors, they did…

Gulfstream G-IV Crash
Bedford, MA
May 31, 2014
7 Fatalities

NTSB

And, perhaps they even fooled themselves.

“Good can be Bad”

- With good safety performance, people/organizations can easily become complacent.
- Don’t ever believe that a lack of accidents means you are “safe.”
- To counter this complacency, there must be a leadership obsession with continuous improvement.

- Courtesy of Jim Schultz

Are you on the right track?

“Even if you're on the right track, you'll get run over if you just sit there.”

- Will Rogers

WELCOME TO THE
LAPORTE PLANT
SAFETY IS A CORE VALUE
DUPONT
LAPORTE PLANT

Find it in OSHA

A to Z Index | Contact Us | FAQs

UNITED STATES DEPARTMENT OF LABOR

Occupational Safety & Health Administration

En Español

For Workers | For Employers | Law & Regulations | Data & Statistics | Enforcement | Training & Education | News & Publications

OSHA Regional News Release

U.S. Department of Labor
Office of Public Affairs

Region 6

July 9, 2015

"DuPont promotes itself as having a 'world-class safety' culture and even markets its safety expertise to other employers, but these four preventable workplace deaths and the very serious hazards we uncovered at this facility are evidence of a failed safety program.... We here at OSHA want DuPont and the chemical industry as a whole to hear this message loud and clear."

Today, OSHA issued citations to DuPont for three willful, one repeat and four serious violations at their chemical manufacturing plant in La Porte. The agency has proposed penalties of $273,000 for

"DuPont promotes itself as having a 'world-class safety' culture and even markets its safety expertise to other employers, but these four preventable workplace deaths and the very serious hazards we

and the chemical industry as a whole to hear this message loud and clear."

A complete list of the citations from the expanded inspection under the emphasis program is available here.

Headqu

$99,000. The company has contested the citations. In addition, the company was cited at their Darrow, Louisiana facility in November 2014 and Deepwater, New Jersey facility in December 2014 for

similar process safety management violations.

DuPont employs about 63,000 people with operations in about 90 countries globally. The La Porte location employs 313 workers who manufacture pesticides and other chemicals for the company.

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Creating a Future of Safety

ARE WE MEASURING AND REWARDING THE RIGHT THINGS?

Metro North Railroad

Metro North Railroad

"We were geared towards using the on-time performance number as a metric. And the philosophy was if we can deliver trains on time, all of the supporting activity that we did, track maintenance, signal maintenance and rolling stock maintenance must be performing well if we can deliver that high degree of service reliability."

-Metro North SVP Operations

What do you measure and reward?

- Are you measuring the right things?
- Are they the most appropriate predictors of catastrophic events?

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National Transportation Safety Board