

# Safety Culture & Leadership

*Why are they important and what do they look like?*

Ben Schoffmann, President & CEO

Kakivik Asset Management, LLC & CCI Industrial Services, LLC

April 2017

## Infrastructure Risk Assessment

Because what's in the system should stay in the system.

- Nondestructive Testing
- External and Internal Corrosion Investigations
- Integrity Program Management
- Quality Program Support



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# Attitudes about Safety



For or Against?

Just Fans or Fanatics?

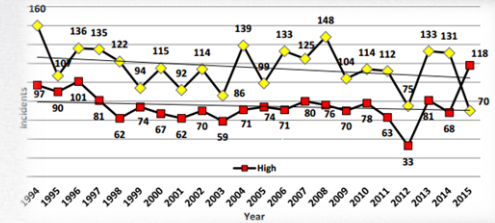
Interested or Invested?



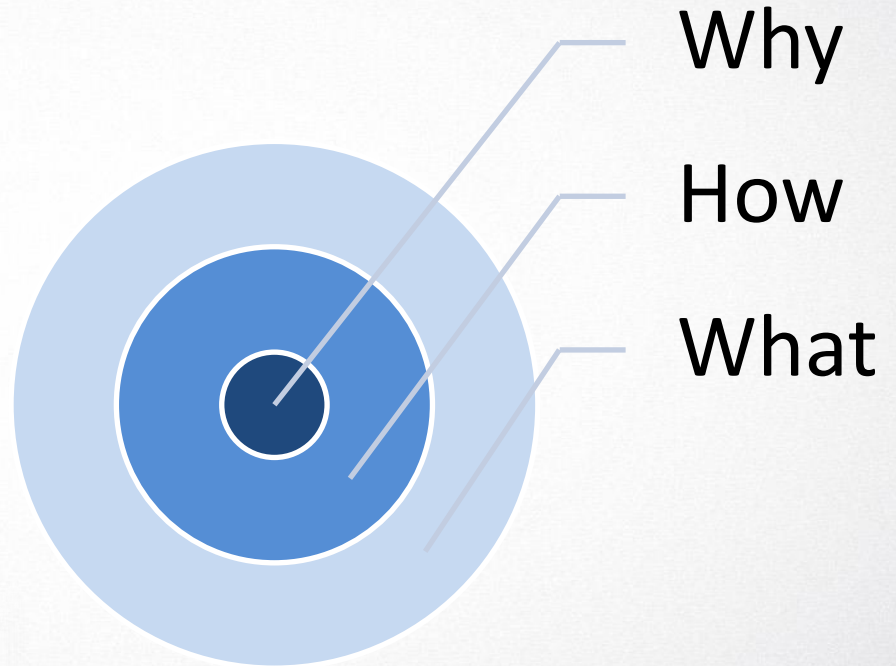
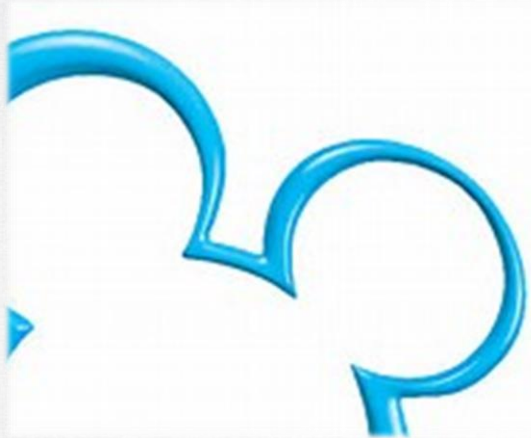
- Checkbook
- Calendar
- Clothing

# Why Safety?

- Statistics Tell a Story
- But not the Whole, or even Main, Story
  - If an employee gets hurt, what really happens?
    - At work?
      - Every Statistic has a story
    - At home?
      - Real people, real lives, real families
- Safety is the right, morale thing to do



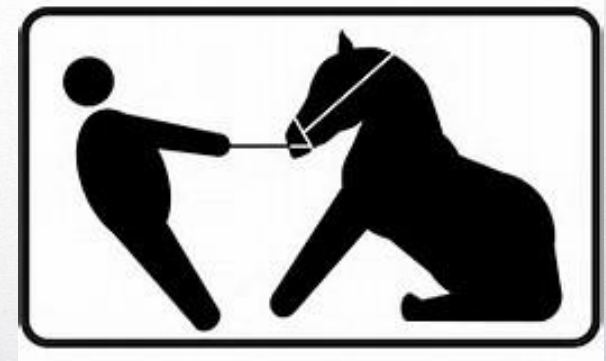
# The Golden Circle



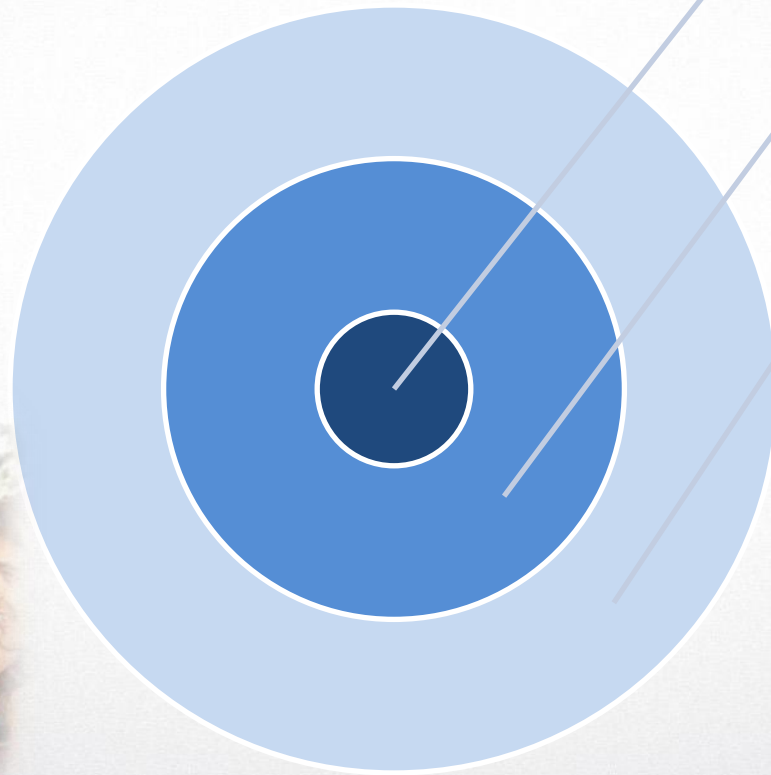
# Messaging is Critical

What happens when we lead with:

- Behavior? (*What*)
- Program? (*How*)



# Behavior & Culture



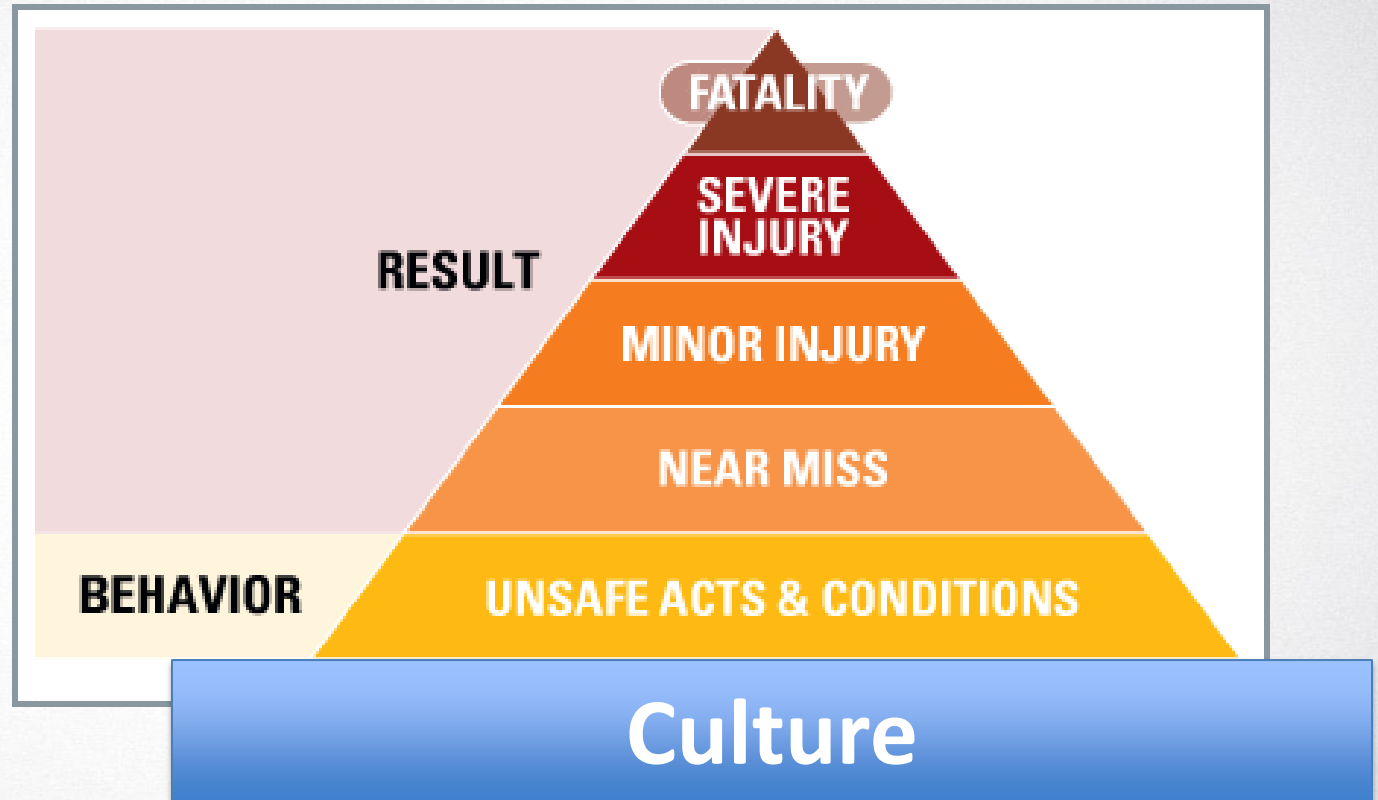
Culture  
*(Why)*

Program  
*(How)*

Behavior  
*(What)*

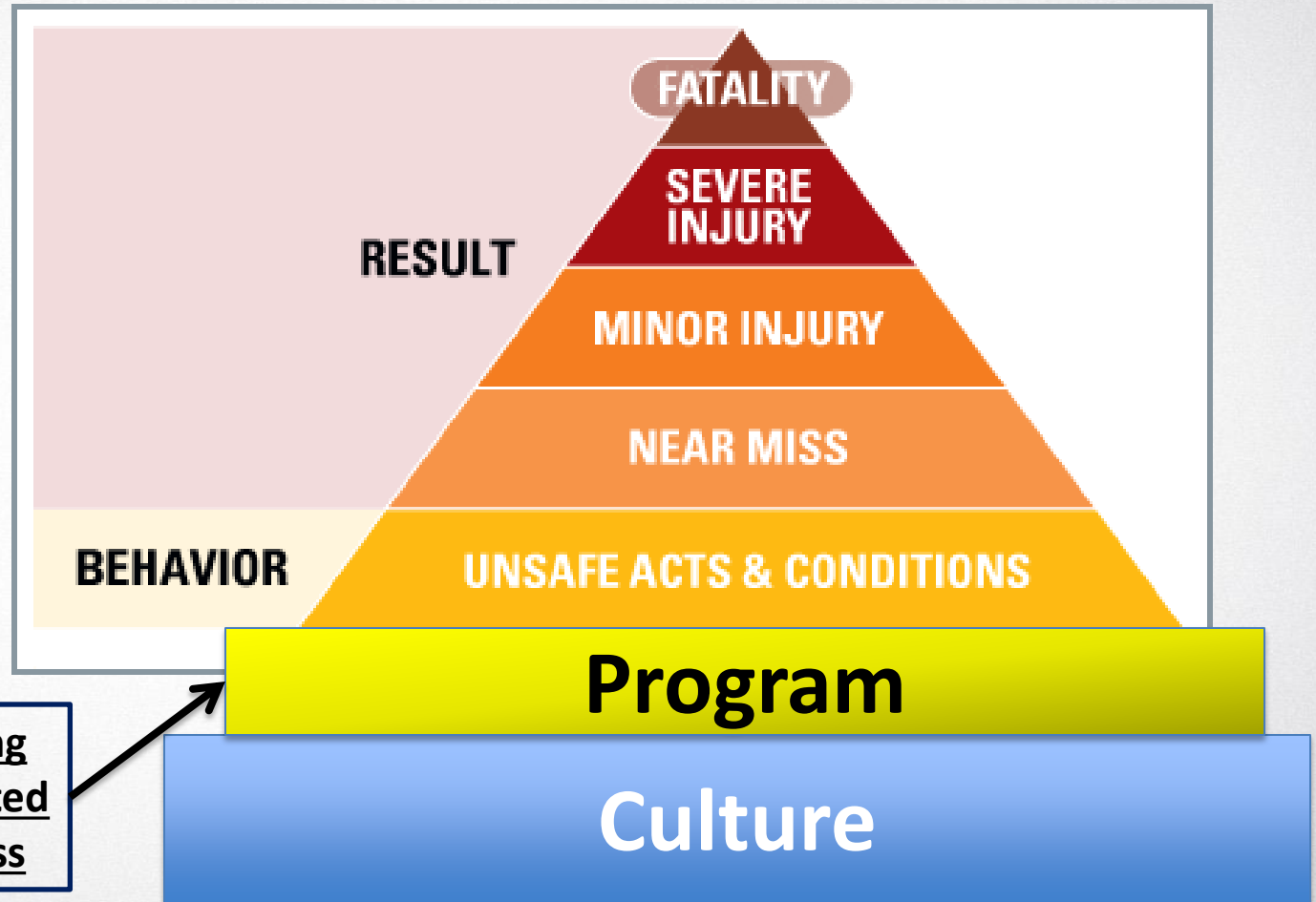


# The Safety Pyramid (Plus)



- Our Beliefs & Identity
- Individual and Group

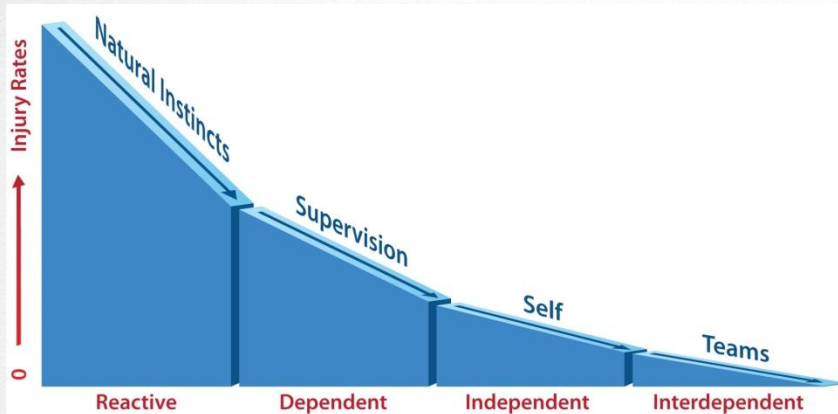
# Foundations for Safety Excellence





# The Evolution of Safety Performance

## The Bradley Curve (DuPont)



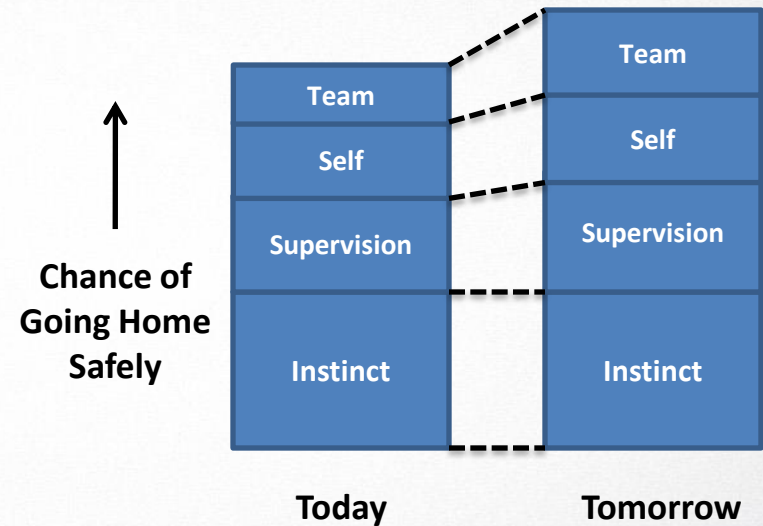
**Reactive** – Instinct, School of Hard Knocks

**Dependent** – Management, Safety Department

**Independent** – Personal Ownership/Investment

**Interdependent** – I am my “Brother’s Keeper”

## Another Perspective



*Building a better future...*

# Building a Better Safety Future (Culture)

## Safety is not merely:

- Adhering to regulations, policies and procedures
  - That is only the “price of admission” (everyone has to do that)
- “Good for business” (the cost of getting it wrong can be high)
- An addition to production, schedule and cost objectives
- A priority, which may change from year to year, based on the market

## Safety must be:

- Doing what it takes to ensure injuries don't occur
  - Not just the minimum
- Good for people (the cost of getting it wrong can be devastating)
- How we do what we do
- A value, not to be affected by year to year market conditions

# True Safety Leaders...

## Passionately hold Safety as a Core Value

- Know and communicate why
- No compromise, shortcuts or exceptions

## Lead by Example

- Walk the talk
- Set the tone (recognize, reward, redeem, remove)

## Stay the Course

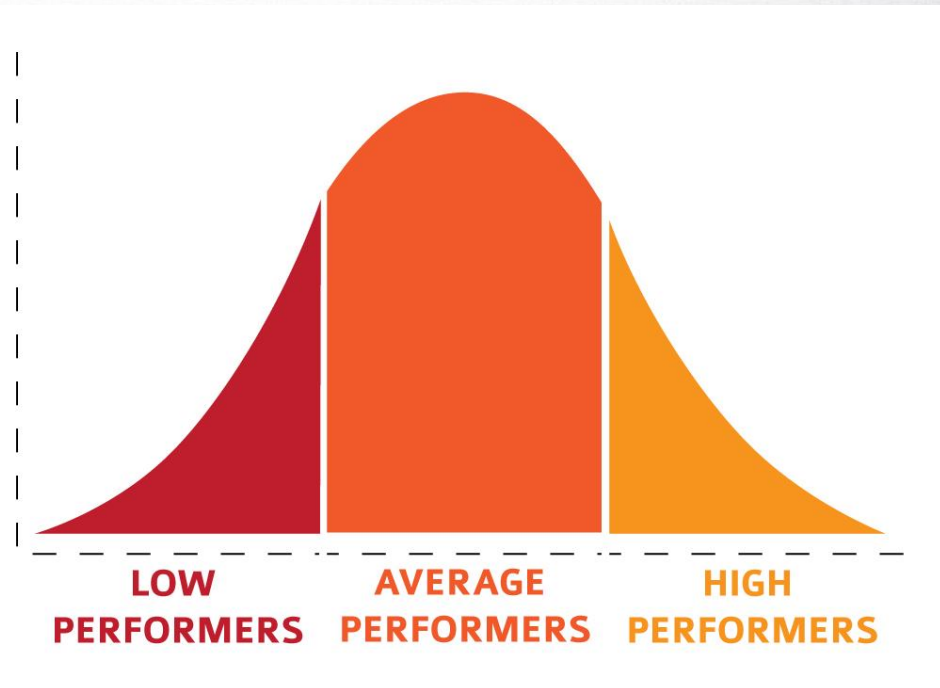
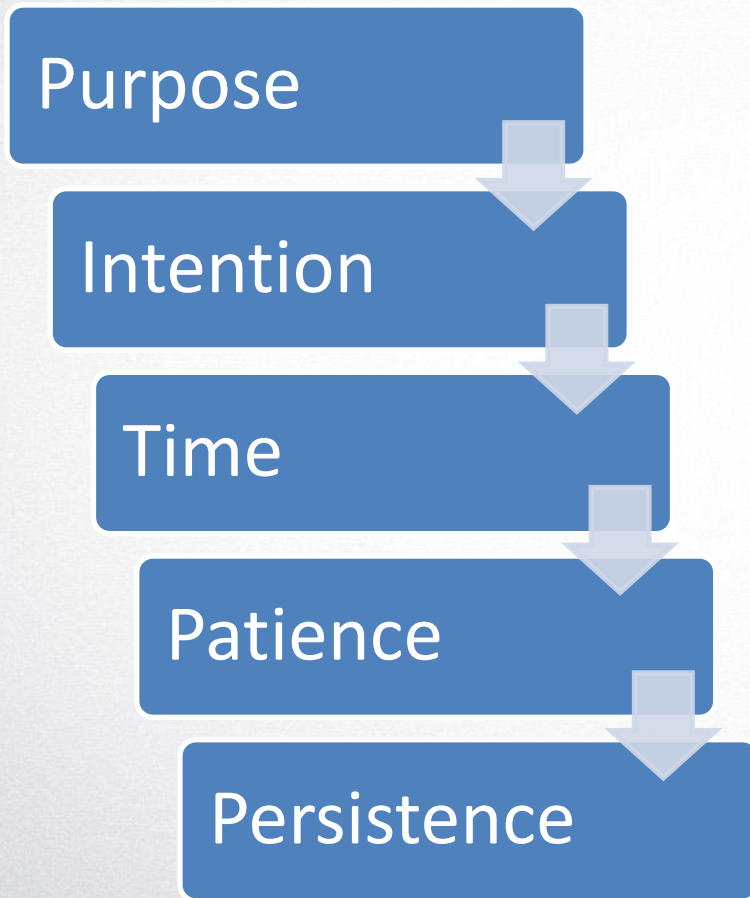
- Learn from mistakes
- Continuously improve

# Safety Leadership Principles

## A Safety Leader:

- ***Builds Trust***
- ***Takes Responsibility***
- ***Communicates Effectively***
- ***Sets Clear Expectations***
- ***Addresses Gaps***

# Changing Culture Takes...



# Vision & Values (Lead with “Why”)

“We believe that doing the right things in the right way is the only way to do business.

We value and empower our employees while striving to set a new standard for customer satisfaction.”

- **Core Values:**
  - **Safety, Integrity, Trust**
- **HSE Beliefs:**
  - Everyone “goes home” safely, everyday
  - We comply with all applicable regulatory, company & client HSE expectations
  - We practice proper care and stewardship for the environment

# More & Better 3Fs (How & What)

## Face Time

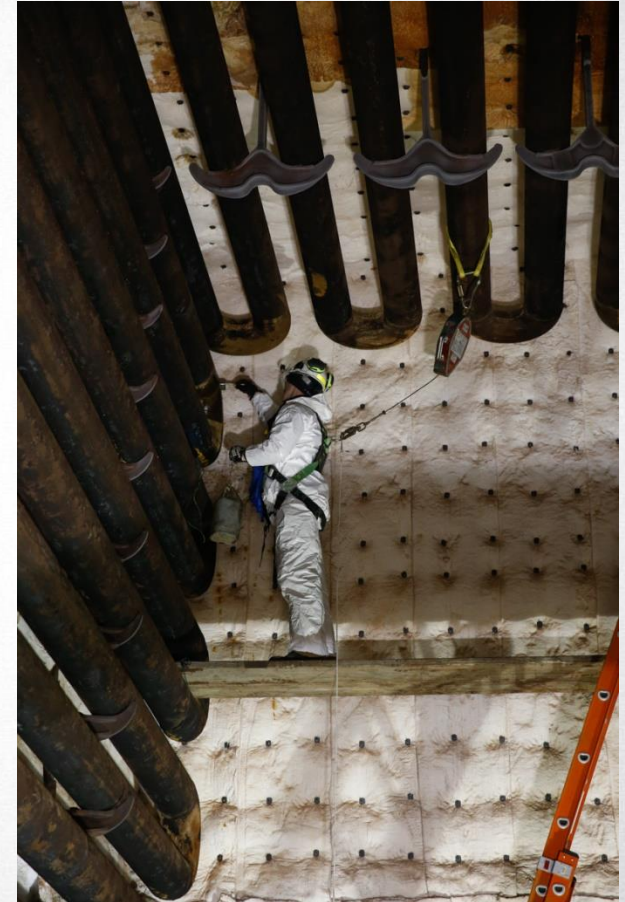
- Visibility, Accessibility, Connection
- Field Visits, MBWA's, Engagement Sessions
- Pre-job safety

## Feedback

- Is it safe and normal to talk about Safety?
- Behavior Based Safety (looking out for one another)
- Reporting (Near Misses, Good Catches, Pre-Incidents)
- Self-Verifications, Competency Assessments, etc.

## Follow Up

- Corrective Actions
  - Doing vs. Talking
  - SMART
  - Hierarchy of Controls
- Improved processes, working SOPs, MOC's



# Keys to Great Safety Performance

## Authentic, Passionate and Visible Leadership - Why

- Core Value Commitment (far more than just a priority)
- Safety is about people, and people have value & purpose
- Show the Way / Walk the Talk (honestly, humbly and consistently)

## Engagement & Empowerment - How

- Invest in your leaders (“make disciples”)
- Invest in your people (teach and train)
- Provide the tools and resources

## Ownership, Empowerment & Accountability - What

- Define what good looks like (KPI’s)
- Don’t just welcome, but actively seek out feedback (the good, the bad, the ugly)
- Do what you say, say what you do, prove it
- Continuous Improvement (it is a journey)



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**ASSET MANAGEMENT**

**A Good Safety  
Culture is No  
Accident!**