

# Best Practices

Changing the culture of an organization requires persistence. Based on survey results and analysis, the team believes that the summary below represents "best practices" for implementation of this guidance. Using these practices, could drive and sustain culture change.

- In-person, daily, morning safety meetings, with all staff engaged, should be conducted in a face-to-face manner, and could be done electronically for those not available for the in-person meeting. This should not be a top-down approach, but an overall effort from all levels.
- Safety meeting topics could include AHA review, a look back at the previous day, events to come, and looking at improvements or specific relevant topics provided by the Safety Office, CDSO, or as found on-line.
- If documentation of safety meetings is required by local policy, this should be done electronically either by SharePoint, Teams, FEM or other electronic means.
- Challenges of getting to implementation should not be dismissed, rather a solutions-based effort should be used to meet the overall intent of improving our safety culture. Methods for getting to yes on conducting daily briefings should be sought to help drive culture change.



# Problems and Solutions

Problem	Potential Solution
Not all employees start or end at the same time	Perform face to face meetings with as many as you can in a single meeting. If this is not possible, augment as necessary with electronic means, whether texts, emails, FEM WO, etc.
Visiting employees may not have gotten a brief	Go over the AHA with them or their PHA prior to starting work and discuss current daily hazards
Top-down approach could lead to complacency	Keep a rotating involvement of who discusses safety for the day. Assign it to employees and ask what they saw the previous day that could have been done more safely
How do we have it be relevant and not repetitive	Do not just pull things from the manual or recite things chapter and verse, engage people with real things encountered at the project, find fun safety videos, etc...
Staying relevant with topics can be difficult	Many web sites have free toolbox topics that can be found with a simple internet search of "Free safety Topics". Some examples (not an endorsement) include: <a href="https://safetytoolboxtopics.com/Toolbox-Talks/">https://safetytoolboxtopics.com/Toolbox-Talks/</a> <a href="https://oshatraining-usa.com/osa-toolbox-talks/">https://oshatraining-usa.com/osa-toolbox-talks/</a> <a href="https://www.safetytalkideas.com/safety-talks/">https://www.safetytalkideas.com/safety-talks/</a>
Contractors may not have daily meetings written into their scope	This may not be able to be fixed under this contract as we do not want to do contract mods, but future contracts should require doing daily safety briefs, or participation in USACE ones
Volunteers are often at remote sites and there is greater risk of them driving for an hour to attend a 5-minute safety briefing	Ensuring that volunteers get weekly updates and are adhering to AHAs, and as appropriate, a phone call if service is available, helps to meet the intent
Volunteers are not always available to be in meetings	If one volunteer can attend, then they can let the remaining volunteers know what the safety topic was and distribute amongst themselves

For a full copy of the report and or data can be obtained from Leigh Ann Ryckeghem or Paul Ocker

## USACE - Operations Community of Practice

OPM Board of Advisors  
 Champion - Mr. Thomas Smith  
 Champion- Meg Gaffney-Smith  
 Chair - LeighAnn Ryckeghem  
 Team - Paul Ocker , Brian Nail, Thomas Zikmund, Jake Severns



## Ideas and Practices for Implementing Daily Safety Meetings at Operating Projects



US Army Corps of Engineers®

## *Why Daily Safety Briefings?*

LTG Spellmon recently stated that “nothing we build or operate is worth a limb or a life”. Towards enhancing our safety culture, all projects within the Corps are to conduct daily safety briefings to help protect people working at these facilities.

## *What was done following the order?*

Mr. Thomas Smith, Chief of Operations and Regulatory reinforced our commitment to improve the safety culture across our projects. The O&M Advisory Board then developed a survey to better understand how leaders at CW projects were implementing safety briefings, and to determine if there were practices that could be shared to benefit the enterprise.

## *What did the survey reveal?*

- 88% full/partial implementation
- 37% safety office was consulted
- 17% also included contractors and volunteers
- Best practices and ideas to share

## *Good Ideas*

### Meetings

- Make Safety Meetings a part of what is already done such as Daily Morning Meetings
- Take "5 for Safety"! - Before every shift , muster and discuss safety for upcoming tasks for 5-minutes.
- Check in with employees throughout the day, specifically for safety topics.

### Inclusivity

- Ensure that this is not top down, include the whole crew, for both attendance and presenting topics.
- Face to face meetings are most effective, however, electronic means to include remote staff is possible.
- If you need to cover multiple sites, rotate your leads at each site to develop a daily safety brief.
- Use your CDSO or Safety Office to assist as needed.
- Put out a safety notice via email to cover more staff.
- Ask individuals for input based on briefing, have an involved discussion.

### More engagement

- Rely on those with the expertise in special jobs to add to the discussion on particular safety topics.
- If safety issues are persistent, follow up to resolve them to drive culture change.
- Conduct additional safety meetings (i.e. toolbox meetings) as needs arise during the day.

### Techniques and Topics

- Keep messages simple, relevant and to the point.
- Emphasize taking your time, evaluating the situation and ensuring everyone goes home safe.
- Discuss what to do in an emergency, who to call and routes to medical facilities should an accident occur.
- Gather Topics from Safety Offices.
- Adjust topics for current conditions, e.g., weather, upcoming jobs, work locations, etc.
- Conduct a quick walk around of a job site to do real time assessment of hazards.
- Perform a hands-on training (e.g. fire extinguishers).
- Discuss the work to be conducted and potential hazards.

### Activity Hazard Analysis (AHAs)

- Review/sign AHAs for actions prior to executing them.
- Incorporate into FEM WO's by listing their review as Step 1 at the start of every task at the project.
- Gather input on seldom visited work sites from local stakeholders to discuss safety topics.
- Discuss work completed prior and how to do it better.

### Additional topics

- Find safety topics online that relate to project operations.
- Develop a Mantra (e.g.) “Stop, Think, Communicate.”
- Invite Contractors and Volunteers to attend daily meetings as appropriate and necessary.