

# SAFETY REBRANDING AND CULTURE CHANGE

DETROIT WATER AND SEWERAGE DEPARTMENT

FEBRUARY 2019

## CURRENT STATE

- The Safety Team is viewed as the enforcer of Health & Safety rules
- Weak accountability process for supervisors who do not discipline employees who violate safety rules
- Weak accountability process for supervisors who do not discipline employees involved in vehicle accidents
- No central location for training: records, compliance status, tracking, monitoring accountability and budget
- More collaboration required on safety violation abatement

## FUTURE STATE

- Organizational sponsorship of DWSD Health & Safety policies and procedures
- “Safety is Everyone’s Business” rebranding campaign
- A Health & Safety performance objective on everyone’s Performance Evaluation
- Assessment of Health & Safety Training requirements and a plan for compliance, if necessary
- Documented safety training plans for all classifications along with a verification process/Education Management System/UltiPro
- Annual Health & Safety Training requirement budget reviews
- Reward & Recognition for “Caught Acting Safely”
- Health & Safety Violation Accountability



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## PROCESS IMPROVEMENT INITIATIVES

1. Ensure organizational sponsorship of the DWSD Health & Safety rebranding and culture change
  - a. Ensure buy-in from the Executive leadership team regarding the process and implementation plan
2. Launch a “Safety is Everyone’s Business” rebranding campaign
  - Work with Public Affairs and Marketing Professionals on posters, banners, etc.
3. Implement a weekly Safety Walk process for all yards which will include members of Management, Team Leaders, Union officials and a member of the Safety Team.
  - The findings during the Safety Walk will be recorded by a member of the Safety Team and included on the Safety Metric Board at the respective yard. These findings and related follow-up will be discussed at the daily Start-Up Meetings.
4. Integrate Safety Talks at the daily Start-Up Meetings at each Yard
  - This start-up meeting would include members of Management, Team Leaders, Union officials and a member of the Safety Team
  - Implement Safety Metrics Boards in each Yard which will focus on Red/Yellow/Green status of the weekly Safety Walk findings, Safety Stand Down progress, related Key Performance Initiatives and Incident reporting data (anonymous Near Miss/Hotline)
5. Implement Monthly Safety Stand Downs or conduct more frequently based on incident reporting.  
[See Example](#)
6. Launch the Employee Ethics/Health & Safety Hotline (Anonymous)
  - Communicate how the data is collected and disseminated
7. Develop a Required Safety Training Matrix (by classification) that includes frequency and establishes an annual budget. [See Example](#)
  - Ensure Contractor safety practice compliance with all safety training
  - Conduct re-training based on trend analysis data (Incident Reports, Safety Walks, Near Miss Hotline, Safety Stand Downs)
  - Assessment of Health & Safety Training requirements and a plan for compliance, if necessary
  - Documented safety training plans for all classifications along with a verification process/Education Management System
  - Annual Health & Safety Training requirement budget reviews
8. Develop a communication strategy regarding the Safety Rebranding and Culture Initiative for all of DWSD and the Union
9. Include a Health & Safety metric/objective in all employee Performance Evaluations for fiscal year 2019/2020

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## PROCESS IMPROVEMENT INITIATIVES (Continued)

10. Establish monthly KPI reporting including EPA/MIOSHA Complaints, Lost Time Cases, Monthly Safety Training: Completed, Upcoming, Overdue, Incident Reporting, Vehicle Accidents
  - Work with Fleet Services and utilize accident damage analysis data to use for accountability, reporting and re-training *Accountability Model is under development*
11. Implement an Accountability process that includes a disciplinary component for violation of Safety Rules and Vehicle Accidents [See Example](#)
  - Implement a “Caught Acting Safely” Reward and Recognition Program
  - HR Budget for \$2,000 annually for organization-wide Reward & Recognition (\$10 Tim Horton’s Card for “Caught Acting Safely”).
  - Document all recipients and schedule recognition events quarterly with the Director, Deputy Director
13. Reward Yards for “Zero Safety Incidents” with a Pizza lunch event with the Director and Deputy Director (*currently, the West Yard, West Payment Center and MOB all had zero recordable injuries for 2018*).
14. Work with IT to ensure that all Managers have radios to improve communications related to H&S and reporting incidents, drills and real evacuations
15. Implement a Driver’s License Check procedure
16. Implement a Random Drug Screen procedure

