

WILLBROS



A Good Job On Time

Pipeline Construction Safety; *So now what?*

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How do you define and advance a safety culture?

“What you do speaks so loudly I cannot hear what you say.”

- Ralph Waldo Emerson

“Saying” is important - it is often the antecedent to “doing” -, but
“doing” is what people really “hear”.

So. What are we going to do?

The Brutal Facts

- For many in the professional safety community, pipeline construction safety is perceived as 10-15 yrs behind leading edge industrial construction safety cultures, systems and behaviors.
- Why? Perhaps...
 - Boom and Bust cycles
 - Bumpy transition from a family environment to disciplined pipeline construction workforce performance management approaches
 - Associations, regulators, and owners too quiet on safety; especially when compared to facilities applications (i.e. “inside the fence” vs. “outside the fence”)
 - A business environment that says you can’t be *bad* at safety but why be *great*?
 - A culture where productivity trumps occupational safety
 - Barriers between parties (open/closed shop, owner/contractor, associations, regulators)



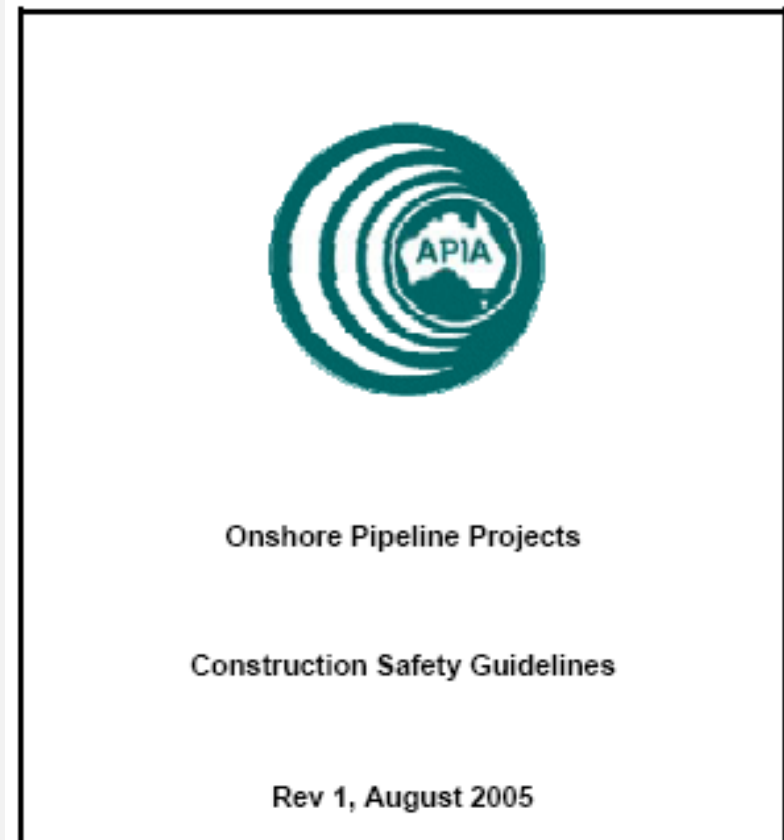
The Path Forward

- Until we start to identify and action a coordinated agenda across all parties, high performance safety will be difficult to achieve. Where it does happen, it will likely only occur in pockets.
- I think the INGAA Foundation is uniquely positioned to leverage a community effort; a coordinated agenda that can help us “catch up” on safety in a way that’s nearly impossible if we’re acting individually.
- One of the greatest safety thought leaders of our generation (Dr. Dan Peterson) taught us that if you really want to make a change on safety, pick out a sacred cow and KILL THAT COW.

What cows have others killed? Where are our cows?

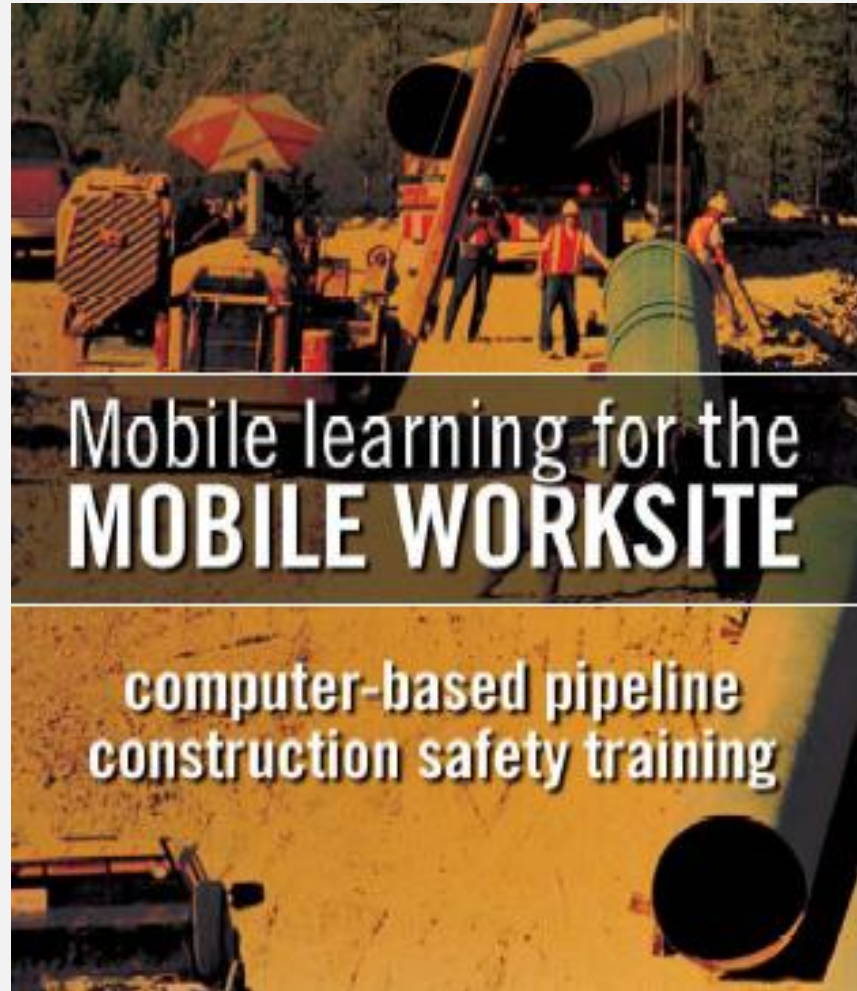
What is possible? (a.k.a. What “cows” have others killed?)

- Australian Pipeline Industry Association
 - Standardized Pipeline Construction Safety Planning product(s)



What is possible? (a.k.a. What “cows” have others killed?)

- Canadian Construction Sector Council
 - Standardized safety orientation



What should we tackle? (a.k.a. Where are our “cows”?)

- Schedule Compression?
- Technical Training?
- Substance Abuse?
- Leadership Skills?
- Standardized safety planning tools?
- Fatigue Management?
- ROW Width?



So now what?

- Pipeline Construction Safety Workshop proposed in June (Richard Stoker from TRC to next discuss methodology, logistics and today's deliverables). But first...
- Rules of Engagement
 - Get the right folks around the table
 - We're not talking about tactical issues
 - Pick one or two (max) really meaningful issues to tackle *as a community*
 - Leave at the door ANYTHING that stands in the way of advancing a collective agenda for safety performance
 - Bring an appetite for beef, 'cause we're-a going cow hunting!

(by the way... When we're done, we need to keep asking "so now what?")

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