

The Safety Success Team was chartered to develop actions or initiatives that would be valuable to the people performing the physical work at the five DOE, OFO sites. Although primarily designed for employees in the field, the Team recommends that the Campaign be extended to all employees, including DOE staff at each site.

This is an employee-driven awareness Campaign whose purpose is to enhance existing safety training, policies, and programs. This effort applies theories of adult learning, an interactive process focusing on application of knowledge, and strategic methods designed to more fully engage the workforce in safety, on an individual and personal level.

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The "Safety Success Team" would like to express its deep appreciation to the sponsors of this project for their confidence, patience, and support.



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Recognizing the



A Safety Awareness Campaign

MANAGEMENT OVERVIEW

Developed through a special project sponsored and funded by the US Department of Energy, Ohio Field Office and its Contractors.

Recommended format for the “Weak Moment in Time” Campaign

The core process for this Campaign is a series of facilitated discussions in individual Work Groups. Although the Campaign can be adapted for each site, the following general recommendations should apply to all.

1. The Safety Success Team member from your site should act as “Site Rep”--coordinator of the effort--and should begin with a *Site Implementation Plan* for your review.
2. Certain preliminary actions should be completed prior to launching the full Campaign, including:
 - a) an overview presentation to Top Managers and certain other “Need to Know” individuals, to acquaint them with the process, enlist their support, and address concerns;
 - b) a planning meeting with safety managers and leaders to discuss timing of the site-wide launch (striving to “reduce the noise and clear some space”) and develop strategies to integrate efforts;
 - c) “Champions” will be selected from your own site’s employees and will be trained to facilitate Work Group discussions.
3. A brief all-hands presentation will be scheduled to deliver an overview of the *WMT* concept and process.
4. Champions will then begin facilitating the core process for the Campaign: a series of *WMT* discussions in individual Work Groups.

WMT discussion sessions are intended for groups of no more than 15 to 20 employees. Each session should last for 10 to 15 minutes, once a week, for a minimum of six weeks. These sessions can occur during regularly scheduled, weekly safety meetings.
5. *WMT* promotions should support--and not compete--with other safety programs and/or initiatives.
6. After the initial minimum *WMT* discussion sessions, an evaluation form should be completed by participants and plans made for next steps.

What benefits can we expect?

The primary purpose of the *WMT Campaign* is to enhance the efficacy of your existing safety policies and programs. If employees are talking about *Weak Moments*, the effort should be considered successful.

Primary Concepts

“Weak Moments in Time” (“WMTs”) occur when these 3 conditions are present: When an individual...

1. Knows the right thing to do,
2. Is tempted to take a short-cut, and
3. Makes a choice to act.

- ◆ The choice made at a *Weak Moment* can be right or wrong.
- ◆ There are a vast number of right choices being made every day by your employees. The Campaign will acknowledge them.
- ◆ Some wrong choices are a result of predictable distractions.
- ◆ Wrong choices don’t always result in an incident or accident.
- ◆ Problems tend to occur more when a series of *Weak Moment failures* line up (occur) in sequence.
- ◆ The *Weak Moment Campaign* will be successful if (a) it helps individuals make better use of the skills and knowledge they currently possess, and/or if (b) it can help insert even a single *right choice* to interrupt a potential chain of events that would otherwise progress to an accident.

Employees can make “bad” decisions for “good” reasons.

Although some poor choices at *Weak Moments* can be attributed to human error or bad judgment, most times people have good intentions behind their actions.

Your employees understand that they’re here to get a job done. Your workforces are full of examples of concern for project costs and deadlines, “can-do” attitudes, devotion to duty, and a willingness to “go the extra mile.”

These otherwise commendable attributes can sometimes place an individual at odds with making the “safest choices.”

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The *WMT Campaign* is designed to keep employee awareness up -- especially when distractions are high, to encourage right choices, and to help merge the directives “to work” and “to be safe.”

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“Lessons Learned” by the Development Team

1. “Management support” is critically important for this effort, but is difficult to apply in balance.
2. Facilitated discussions at the individual work group level will produce the greatest impact.
3. Fear of reprisals for *WMT* stories shared will be an issue, even when discussions are limited to success stories or home-based *WMTs*.
4. Data tracking and/or statistics on impact should not be required of the Campaign:
 - (a) formal tracking could diminish discussions;
 - (b) because the effort is dependent on existing safety structures, it would be impossible to isolate its independent impact.
5. “Saturation” with safety messages is common; mandatory safety training is often perceived as punitive. Both can have a counterproductive, unintentionally negative impact on safety.
6. If the *WMT* process is allowed to mature, additional benefits and opportunities for improvement can be expected and developed.

How can Managers best support this effort?

- ◆ Help keep the process visible and valuable by talking about it, sharing your own stories, noticing and acknowledging the efforts.
- ◆ Allow the process to remain employee-driven.

What does it cost?

The development team designed a delivery model that makes use of existing safety meetings. Minimally, the required “cost” to implement the *WMT Campaign* is employee time — much of which is already allotted to safety. Some additional time will also be needed for “Champions” training, facilitation time, and support.

Additional costs to implement this Campaign may include a budget for promotional items, and requests for development team members to continue to support one another in their individual site roll-outs.