

Making the Most of Your Time in the Field and on the Floor



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It's About Leadership (not mere management)



Build relationships of trust



Engage workers on a personal level



Make *conversation* a natural part of
your visit

It's About Process Safety (not just occupational hazards)



Lower incident / higher consequence



Focus on safety-critical activities



Focus on behaviors, not just conditions



Stop-work authority for processes

Causes of Missed Opportunities safetyBUILT-IN



Focus on conditions rather than behaviors



Concern over disrupting, distracting or slowing down



Reluctance to verify or challenge competency



Lack of direction in questions asked



"Can't see the trees for the forest"



Maximizing Your Time in the Field



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Prepare

- Process-safety hazards, past incidents, special activities
- Ask about, monitor and verify these when in the field
- Schedule visits to coincide with safety-critical procedures

Engage

- Build relationships of trust
- Refuse to limit your time based on perceived interference
- Don't neglect on-call or late shifts

Verify

- Test knowledge and competency
- Ask workers to explain what they are doing at each step of the process

Question

- Ask "intelligence gathering" questions that sustain a meaningful dialogue
- Avoid questions that invite the "right" response

Asking the Right Questions



- Closed-ended questions
 - "Are you taking adequate precautions with this?"
- "Loaded" questions
 - "Everything going okay here?"
 - "Things going as planned?"
 - "Not having any problems, are we?"
 - "Everyone working safely today?"

Don't



- Use open-ended questions
 - "What are we doing to ensure safe operations with this procedure?"
- Get elaboration
 - "Can you walk me through what you're doing with this?"
 - "Tell me how you are controlling / monitoring the hazards?"
- Watch for "red flag" statements
 - "We're having a little trouble with the pressure on this valve, but it's no big deal"

Do



Safety-Leadership Walk-Through Scenario

(Briefly describe the scenario)

Identify safety-critical tasks and potential process hazards in this scenario:

Identify specialized competencies and behaviors needed to perform these tasks:

Identify recommended controls and operator/technician courses of action to mitigate hazards:

Identify questions you will ask to gain "intelligence" and disclose "hidden" information:

Who?	Questions? Follow-up Questions?	Expected Outcome?

Identify leadership actions you will need to take in this situation to ensure process-safety integrity:
