



# The Journey of Strengthening Safety Culture



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# Measuring & Benchmarking Safety Culture Perceptions

## Safety Culture Survey Background & Benefits

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- ✓ Based on an established survey approach developed in 2013 by INGAA. Adopted by API, CEPA, INGAA Foundation, CEPA Foundation and individual pipeline operators, including NJNG.
- ✓ Tangible indicator of safety that allows companies to benchmark compared to industry norms.
- ✓ Allows organizations to implement improvements and measure progress over time.
- ✓ Incorporates contractor organizations in the assessment.
- ✓ Organizations analyze results by organizational and demographic attributes.
- ✓ Includes partnerships with leading safety culture industrial psychologists.

## KEY PARTNERSHIPS

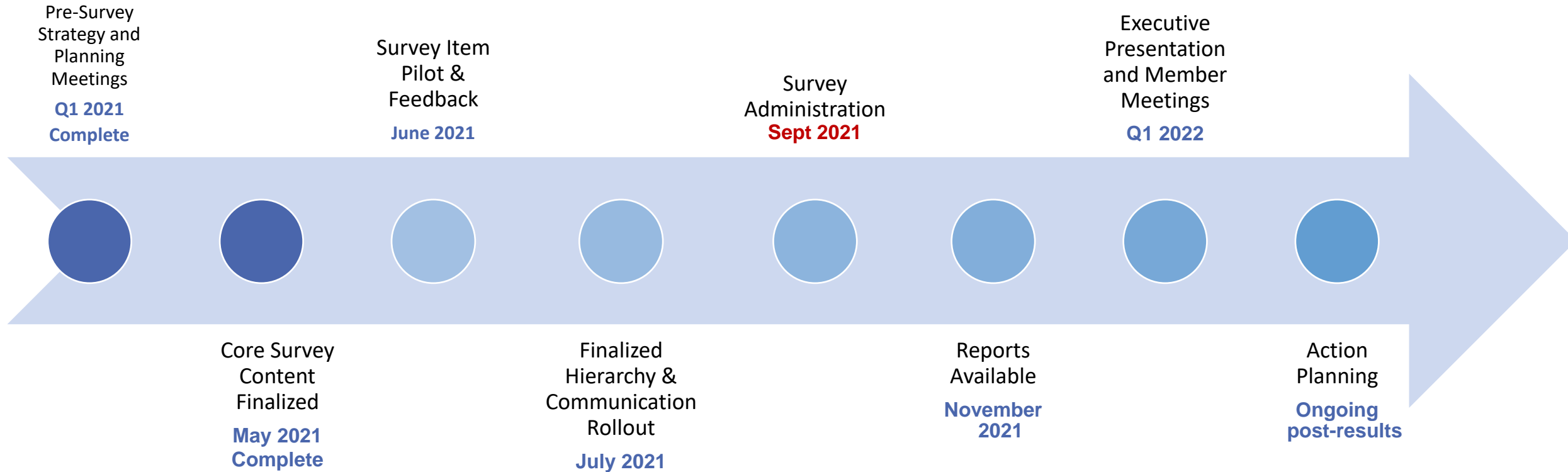


Dr. Christiane Spitzmueller PhD, University of Houston, Industrial Psychology Dept.

Dr. Dov Zohar PhD, Australia (developed 1<sup>st</sup> safety climate survey in 1980)

Dr. Ben Schneider PhD, Fellow, Society for Industrial and Organizational Psychology

# Safety Culture Survey Milestones



Pre-Survey Strategy and Planning Meetings  
Q1 2021  
Complete

Survey Item Pilot & Feedback  
June 2021

Survey Administration  
Sept 2021

Executive Presentation and Member Meetings  
Q1 2022

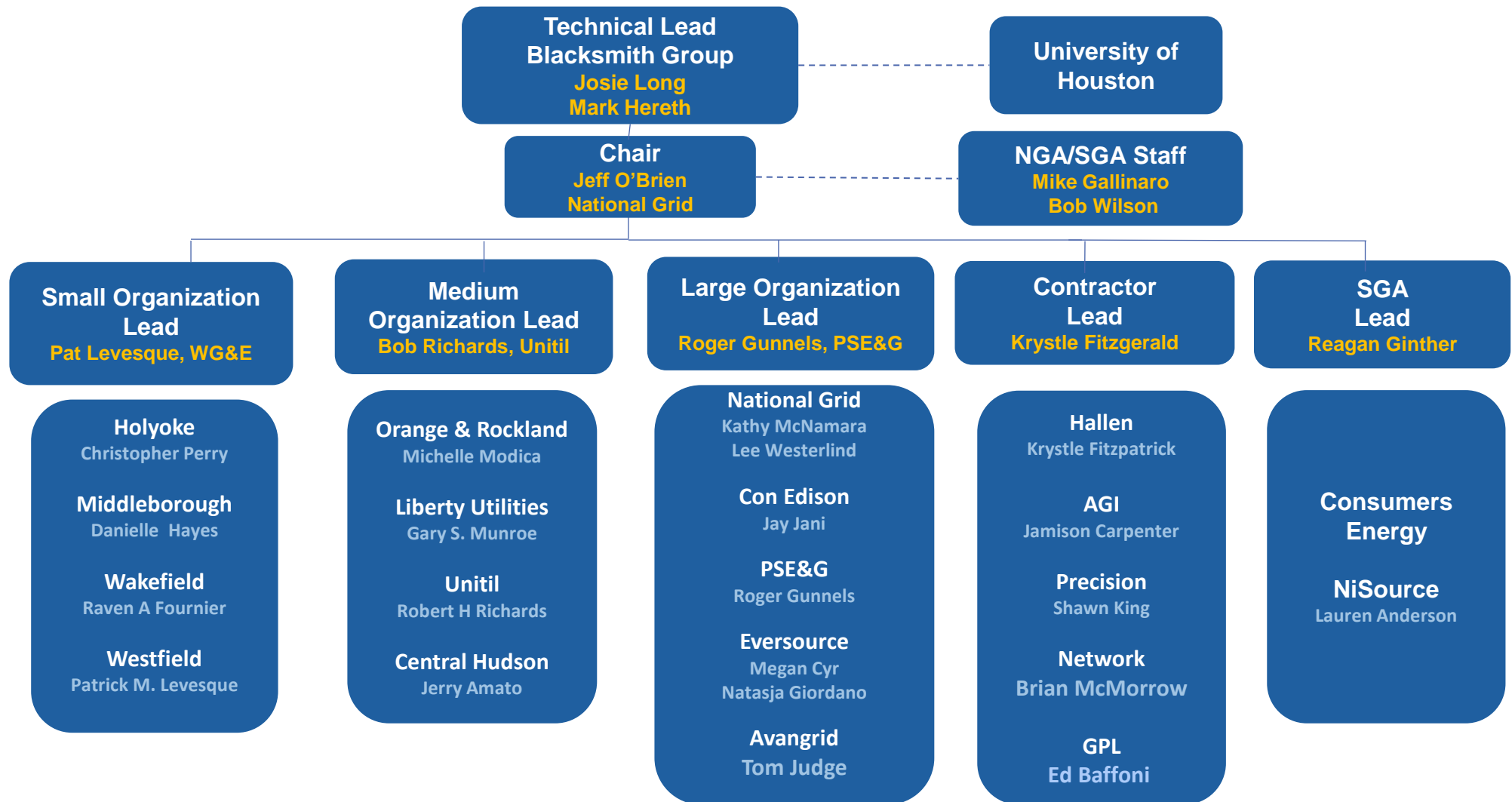
Core Survey Content Finalized  
May 2021  
Complete

Finalized Hierarchy & Communication Rollout  
July 2021

Reports Available  
November 2021

Action Planning  
Ongoing post-results

# Safety Culture Working Group



# Safety Culture Responses by Groups

4 Small Operators



=  
**138**

+

4 Mediums Operators



=  
**771**

+

7 Large Operators



=  
**4990**

+

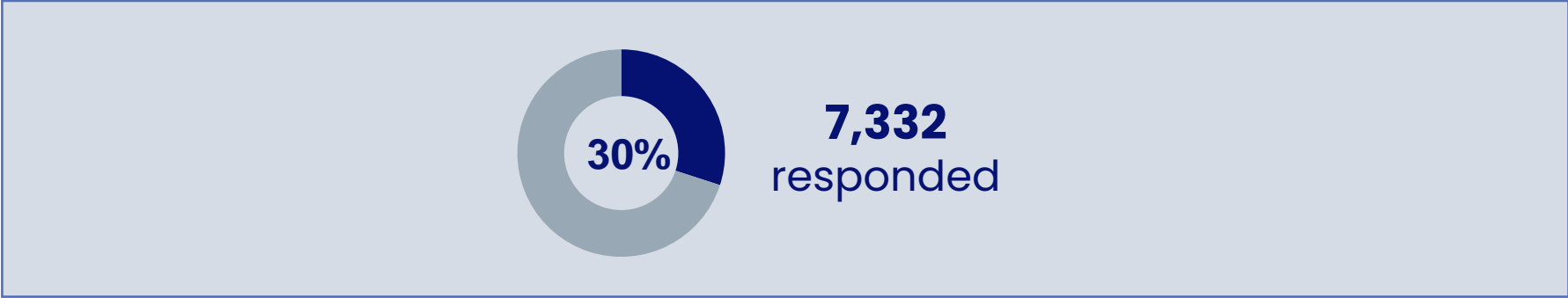
5 Contractors



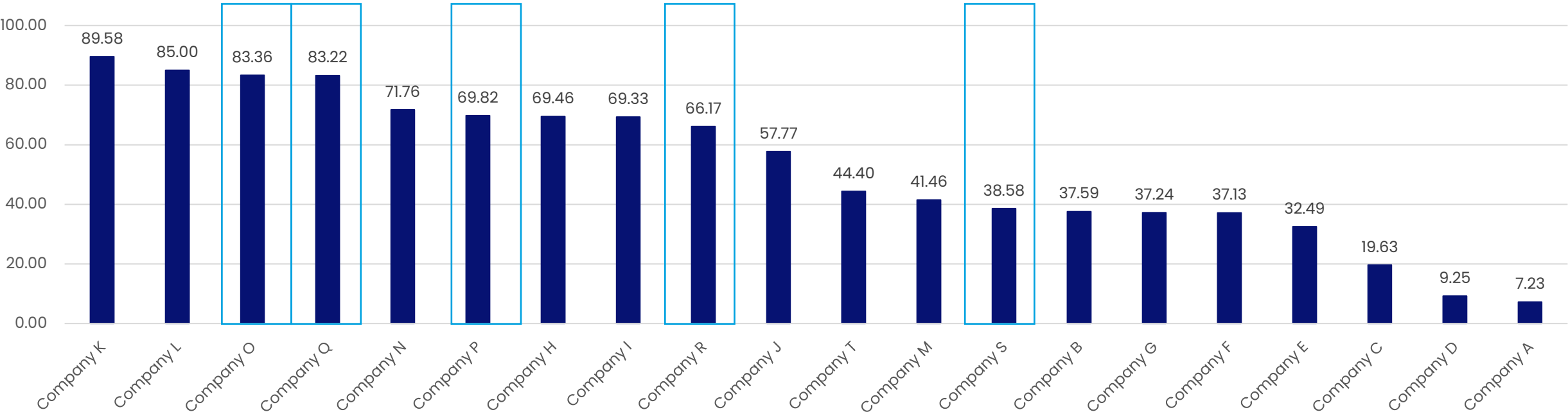
=  
**1433**

Over **7,300** NGA/SGA responses

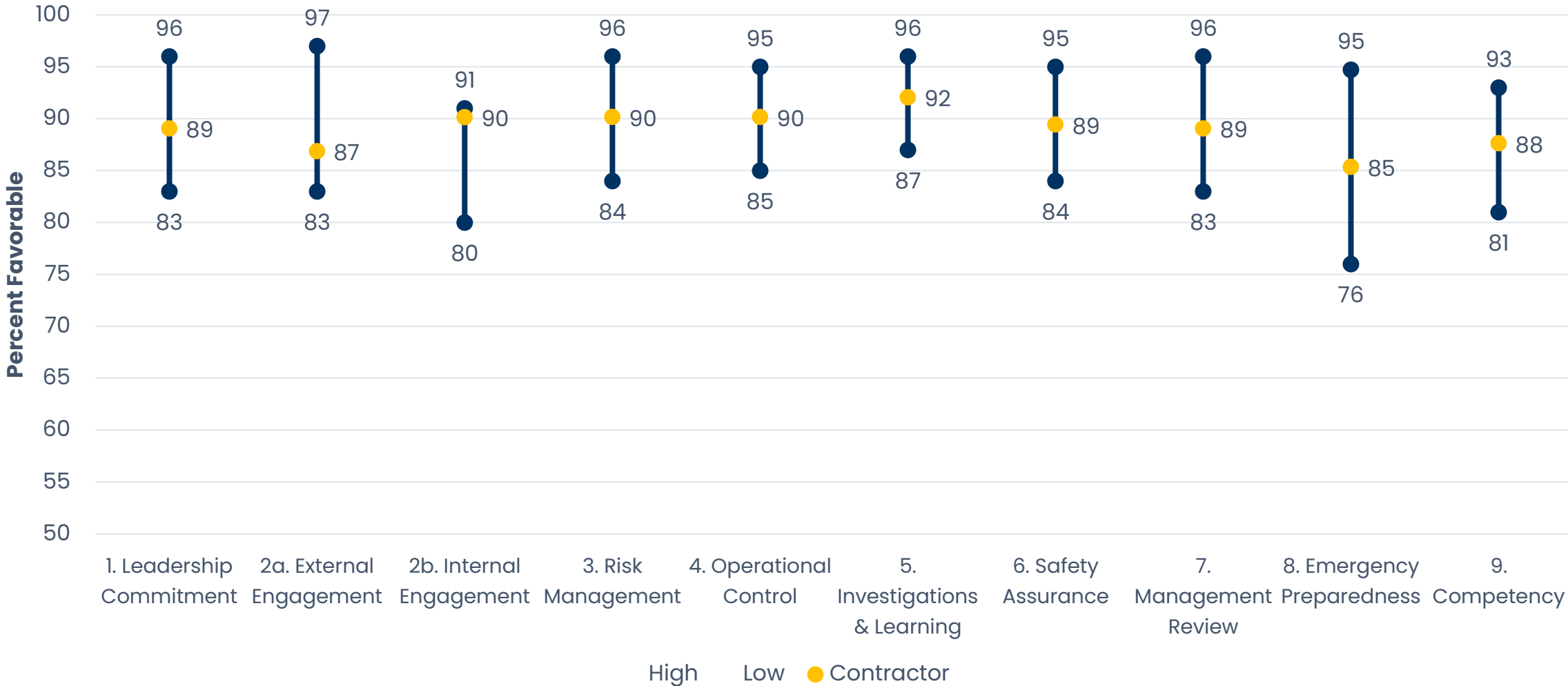
# NGA Survey Participation



Response Rates and Number of Completed Surveys



# Benchmark Results



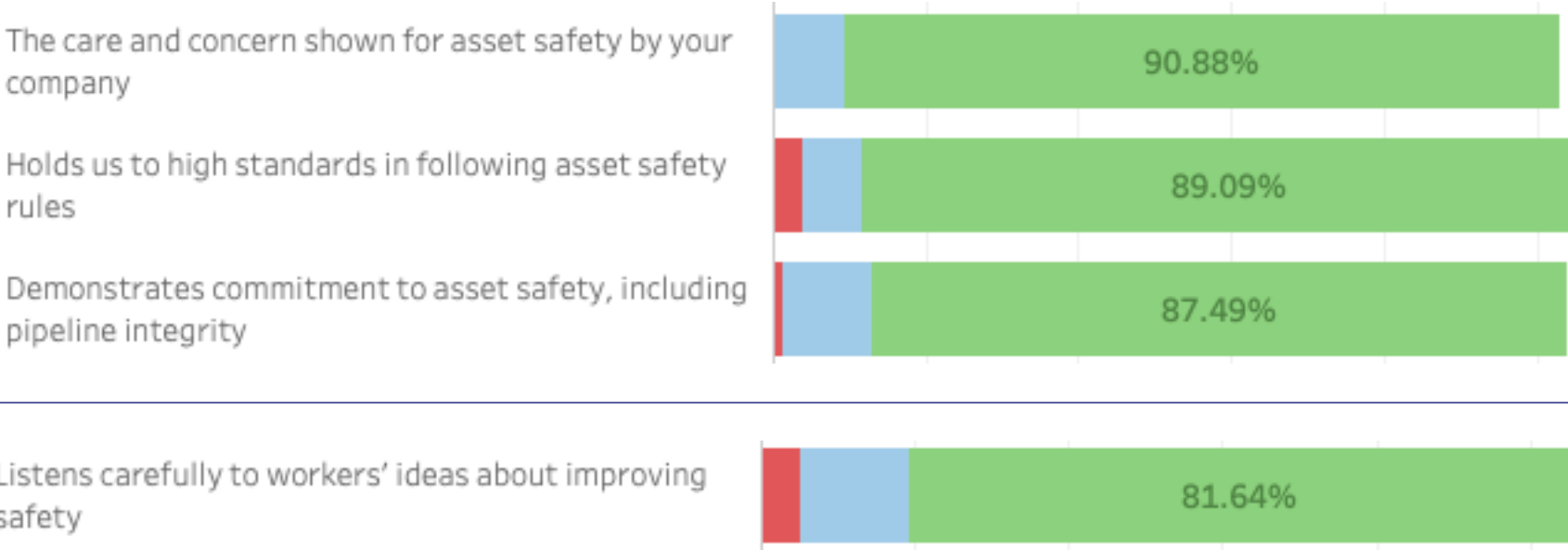
# Driver Analysis Effects

PSMS Elements & Items	Outcome							
	All scheduled maintenance on our equipment is current.	Creates opportunities for learning and awareness from pipelines incidents (i.e., near misses/close calls and accidents).	Gives all employees the authority they need to take action when they identify potential risks.	Warning and alarm systems are working.	We always use appropriate and correct procedures to do our jobs.	We consistently report all incidents, accidents, and other safety issues.	We feel empowered to achieve a high level of safety.	We seek to reduce safety risks & hazards in our work environment
Competency/Training/Awareness: Ensures open positions are filled with competent employees to maintain safety; Develops teams that are diverse in experience and knowledge to effectively manage and address risk	■	■		■	■	■	■	
External Engagement: Ensures dedicated resources are in place to actively work with public officials, residents, and emergency respondents about construction and maintenance activities		■	■	■	■	■	■	■
Internal Engagement: Recognizes employees for achieving safety goals on the job; Recognizes workers who pay special attention to safety	■	■	■	■	■	■	■	
Leadership Commitment: How familiar are you with your company's safety management system(s) or other program(s) to continuously improve safety?	■	■	■	■	■	■	■	■
Operational Controls: Ensures that processes/procedures are routinely assessed; Reinforces the same safety standards are used by (sub)contractors as regular company employees	■	■	■	■	■	■	■	■
Risk Management: Values asset safety as much or more than schedule and cost; Considers safety when setting production speed and scheduling; Champions working safely when work falls behind schedule	■	■	■	■	■	■	■	■



# Finding: Listening to Workers on Safety Improvements

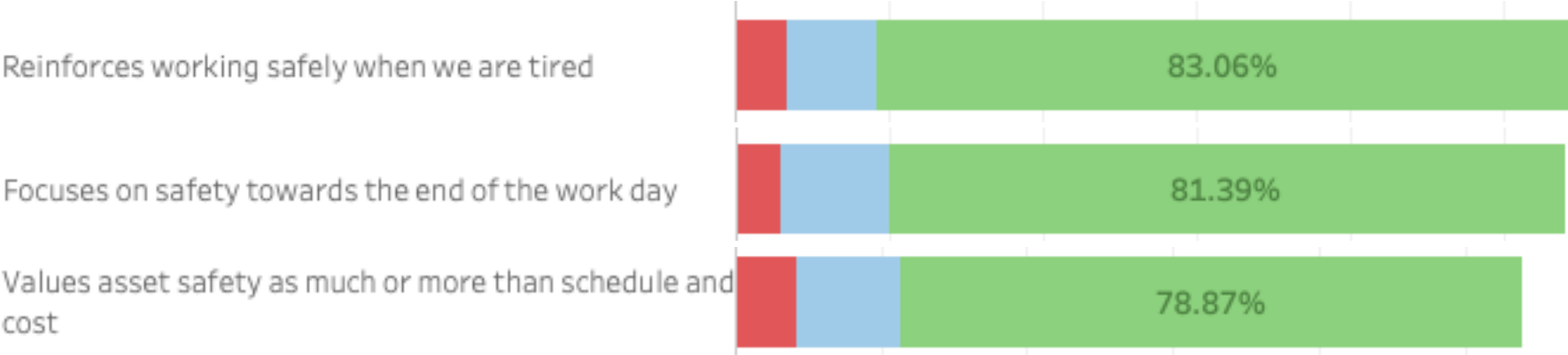
**Strong leadership commitment to asset safety practices, opportunity to showcase follow-up on employee ideas/suggestions**



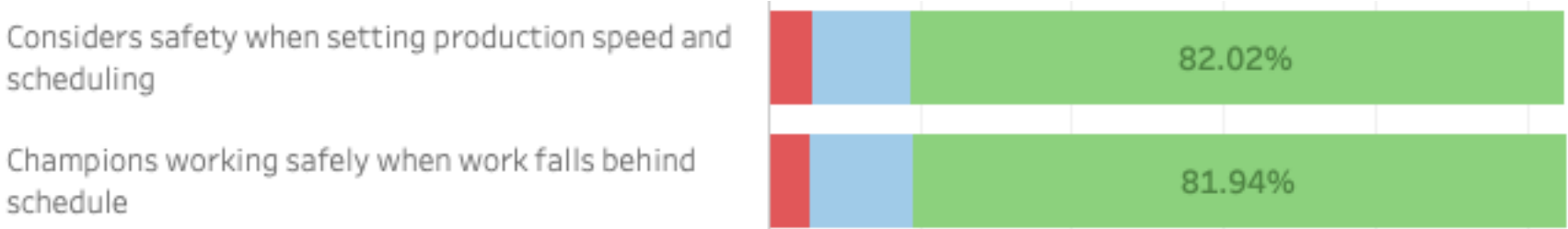
# Finding: Prioritizing Safety Over All Else

**First line supervisors are critical in maintaining safety and operational excellence:** The data show opportunities to increase supervisor safety priority (the degree to which supervisors prioritize safety during challenging operational times, including at the end of shifts and around breaks, and when workers are tired).

## My Supervisor...

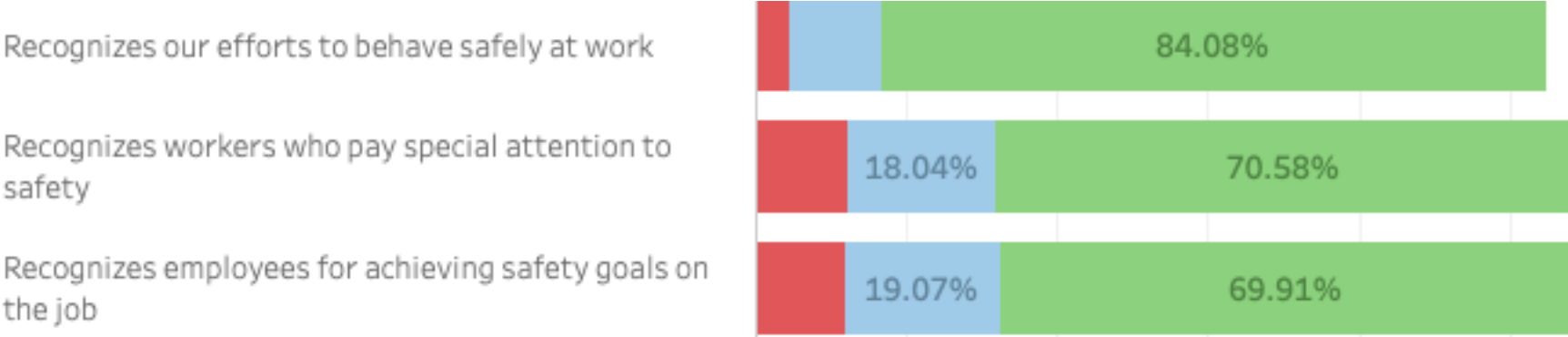


## Senior Leadership...



# Finding: Employee Recognition

First line supervisors can strengthen immediate recognition for modeling strong safety performance. Approximately 27% of employees did not recall supervisors recognizing safe job behaviors or the attainment of safety goals.



# Next Steps

- **NGA 2022 priority initiatives (2-3 initiatives)**
- **Individual organization initiatives (1-2 takeaways) or by departments/groups**
- **BE SURE every person that participated sees the results of the survey**
- **Share results at safety meetings or townhall meetings**