



# Journey Toward Safety Excellence

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NECA Safety Professionals' Conference  
May 19, 2026  
Atlanta, GA

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## Today's Continuous Improvement Targets

- Define "world-class"
- Understand the core elements of an effective SHMS
- Build the path to achieve world-class performance & processes



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## DISCLAIMER – What this presentation IS NOT About:

- Compliance
- Enforcement
- Solving your EH&S issues today
- Me talking for 75 minutes
- The Atlanta Braves
- VPP\*



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What does “world-class” mean in construction safety & health terms?

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## Definitions of “World-Class”

- “...embodies leadership commitment to not only developing a safety culture where each person is accountable for the safety and well-being of all, but providing the means and methods for each employee to leave work in the same—or better—condition than which they arrived.” – *Associated Builders and Contractors*
- “...a world-class system uses the **Plan-Do-Check-Act** cycle to anticipate and prevent injuries, diseases, and near-misses.” – *International Organization for Standardization (ISO)*
- “A world-class safety culture is an organizational environment where safety is a core value, not just a rulebook compliance requirement, characterized by shared ownership, proactive hazard elimination, and high employee engagement at all levels.” – *Safesite*
- “...being of the highest caliber or degree of excellence in the world.” – *Merriam-Webster*



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## No, really—what is “world-class” in safety terms?!?

- A **culture** where safety is a **core value** and where employers & workers actively **work together** to **prevent injuries and illnesses** through **training, hazard identification & prevention**, and **continuous improvement**.



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## What is safety culture?

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## The Nuclear Angle on Safety Culture

...the product of **individual and group values**, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety management system."

- Advisory Committee on the Safety of Nuclear Installations (1993)

How an organization—and its people—**behave** when **no one is watching**.



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## Aspects of a Foundational Safety Culture

- **Psychological** – “how people feel”
  - Safety climate (individual's values, attitudes and perceptions)
- **Situational** – “what the organization has”
  - Policies, procedures, structures, etc. within the organization's SHMS
- **Behavioral** – “what people do”
  - Safety-related actions and behaviors

Our behavior – what we do – is directly influenced by our attitude toward, and perception of, what our employer does to protect us.



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## Culture

vs.

## Climate

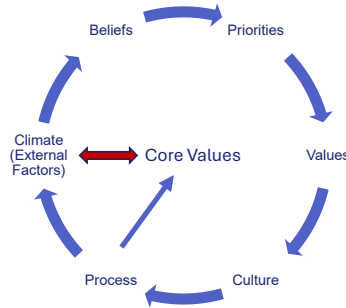
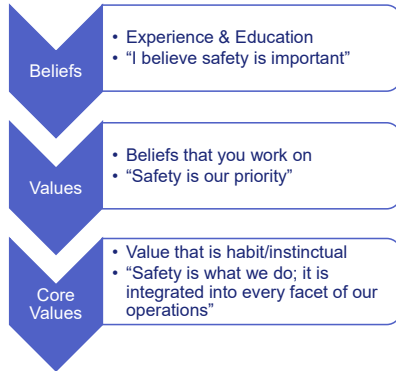
- Every company has an existing culture (good or bad)
- Core values determine culture
- Culture is the foundation of structural elements that manage day-to-day operations
- Culture is typically established over many years.

- Climate can be created or changed in a very short period of time and can produce results rapidly
- Climate can be influenced by internal and/or external factors
- A strong culture should be able to adapt to external forces and overcome unacceptable internal issues
- Climate is not a replacement of culture.



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## The Progression from Climate to Culture

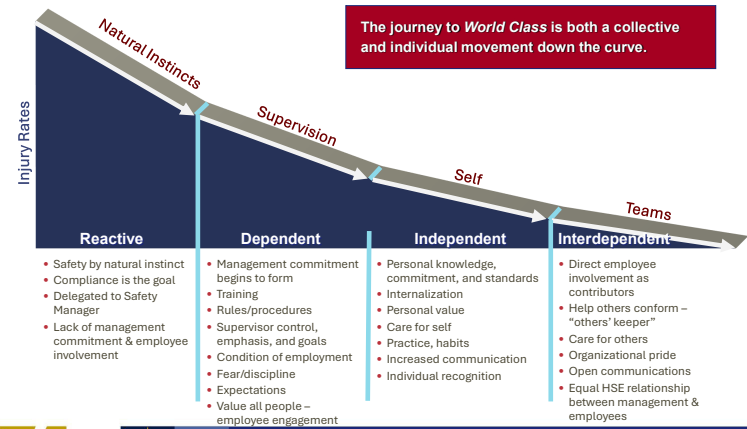


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## Evolution of Safety Culture – The DuPont Bradley Curve



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### Where is your culture on the Bradley Curve?

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## If you're not Interdependent, it's OK!

- Building a strong culture—and EH&S program—doesn't happen magically
- It can take years (decades) to achieve interdependent...and it's much more difficult for larger construction companies.
- But...the world expects us to be there. How do we reach that point? (hint: it's a journey with mileposts)

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## What is a "SHMS"?

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## Safety & Health Management System (the written things that keep us safe)

- A systematic and organized approach to manage and reduce safety and health hazards by integrating safety and health programs, policies, and objectives into the organization. ([MOSH](#))
- A system which not only addresses safety and health hazards, but implements long-term solutions and tracking to ensure continuous improvement.
- ...a structured framework—often following the Plan-Do-Check-Act cycle—used by organizations to proactively manage risks, ensure legal compliance, and prevent workplace injuries. (GoogleAI)
- Processes + Culture = SHMS



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## What are the elements of a “world-class” SHMS?

- Exceptional lagging indicator performance?
- Company-wide culture where safety is a core value?
- Continuous program evaluation & improvement that involves management leadership AND worker participation collaborating together to establish & evaluate programs and processes.
- Worksite analysis, hazard identification & assessment, and hazard prevention & control processes that address potential hazards before work and in real-time.
- Effective education & training that teaches for the audience, not to the audience.
- Communication & Coordination among all players – host employers, contractors, and labor.



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## The 7 elements of a “world-class” SHMS

- Exceptional lagging indicator performance
- Company-wide culture where safety is a core value
- Continuous **program evaluation & improvement** that involves **management leadership** AND **worker participation** collaborating together to establish & evaluate programs and processes.
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## Examples of Current SHMS

- ISO45001
- ANSI Z10
- OSHA/DoE Voluntary Protection Programs (VPP)



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## What is VPP? (Hint: a SHMS model)

- Formally established by OSHA in **1982**
  - **1979:** San Onofre Nuclear Power Generating Station
- Safety & health management system
  - Built on 3 pillars: **front-line employee involvement, management commitment** & regulatory oversight
- **Four** Seven core elements\*
  - Management Leadership
  - Worker Participation
  - Hazard Identification & Assessment
  - Hazard Prevention & Control
  - Education & Training
  - Program Evaluation & Improvement
  - Communication & Coordination for Host Employers, Contractors, and Labor Providers



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## How does VPP work?

**When participating in VPP, management, employees (company and contracting), and OSHA work in a cooperative relationship at a workplace that has implemented a strong effective safety and health program.**

- Management agrees to operate an effective safety and health program meeting established criteria with employees to continuously improve the program.
- Employees agree to actively participate in the program and work with management to assure a safe and helpful workplace.
- OSHA requires annual self-evaluations and performs a series of audits and inspections to ensure the program meets VPP criteria.



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## VPP Participation: Requirements

- VPP Application
  - Union sign-off
  - Assurances to OSHA
- Certification audit
- Annual self-evaluation
- Recertification audit every 3-5 years

**Process:** 6-24 months from application submission to approval



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## Ok, cool—but how do we get there?

- Tiered “journey” with benchmarks to acknowledge **continuous improvement** towards world-class
  - Engage with broader user base by tailoring components of the pathway by industry (see: Construction)
- Incorporation of **crosswalks** between VPP & third-party SHMS to streamline on-ramps
- “Interchanges” – participants choose the best path (pursuit of VPP or continuing their safety journey) **based on their needs**
- **Expansion** of SGE program (numbers and responsibilities)



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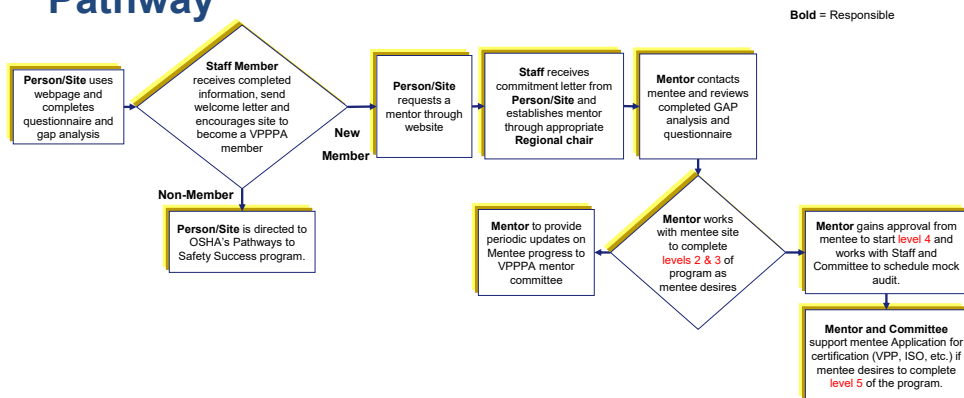
## The Journey Toward Safety Excellence

- Level 1**
  - Complete Gap Analysis
  - Request a Mentor
- Level 2**
  - Sign Commitment Letter
  - Review Gap Analysis with Mentor
- Level 3**
  - Safety & Health Management System (SHMS) Implementation
  - EHS Self-Evaluation
  - Remote Paperwork Review
  - Progress Check-In
- Level 4**
  - Mock Audit & Site Visit
  - Site Visit Feedback
- Level 5**
  - Apply for Safety & Health Recognition (If Desired)



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## Journey Toward Safety Excellence – The Pathway



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## The Journey’s “Fork in the Road” – Beyond Level 4

- Completion of level 4 brings a **choice** for companies/sites
  - Prepare for a VPP application & audit process
  - Meet or exceed requirements for many third-party SHMS/standards (ISO45001, ANSI Z10, ABC STEP, etc.)
- Do we pursue VPP or proceed on continuous improvement journey with fully-implemented SHMS, annual self-evaluation and regular audit process?
- **No right or wrong answer** – performance & process improvement has already been achieved.



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## VPPPA's Journey Toward Safety Excellence



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## Resources

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[www.vpppa.org/journeys](http://www.vpppa.org/journeys)



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