

Purpose-Driven (not rule-driven)

What's Our Culture?

RULES

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people

- Regulations
- Ritual
- Rebellion

PEOPLE

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rules

- Relationships
- Engagement & Ownership
- Active Caring

(Scott Geller)

Supreme Industries Mission

Do The Job Right & Go Home Unharmed Today.

Supreme Industries Vision

Be the preferred workplace by workers and the preferred contractor by clients.

Supreme Industries Values

Do what's right for people, the environment, and quality.

Start with *Why*

- Find out why your people work.
- Find out why they choose to do this type work.
- Find out why they choose to work at your company.

Connect Choices to the Reality of Consequences

- Use real-life examples of how the consequences of shortcuts affect workers, families, and the company.
- Motivate them to think, *"If that was my brother, sister, son, or daughter, what would I do?"*



## Principle 1: Competency

### Question

Is the right person doing the right task?

### Goal

All supervisors and workers are competent for the task at hand.

### Expectations

- Recognize hazards and properly perform the work.
- Stop Work, when required.
- Be authorized to complete the work.

### Boots on the Ground

Competency guidelines and evaluation methods.

### Common Competency Traps

- An operator is an operator – He can run anything.
- Gray hair and a “seasoned” vocabulary = Competent.
- A worker who “*does a great job*” can just be thrown into a leadership role.



## Principle 2: Fit For Duty

### Question

Is THAT person able to do THAT job TODAY?

### Goal

All supervisors and workers are fit for the task at hand.

### Expectations

- Physically capable.
- Mentally prepared.
- Emotionally stable.

### Boots on the Ground

- Look in their eyes.
- Watch them move.
- Ask them questions.
- “*If that was your son/daughter, what would you do?*”

### Common Fit For Duty Traps

- Age and/or appearance are great indicators of physical capability.
- A worker who has “*done this 1,000 times*” is surely mentally prepared to do the same task today.
- Emotion doesn’t matter on the jobsite.



## Principle 3: Hazard Management

### Question

What on THIS SITE, for THIS JOB could keep us from going home unharmed TODAY?

### Goal

Safety is deliberately planned and executed.

### Expectations

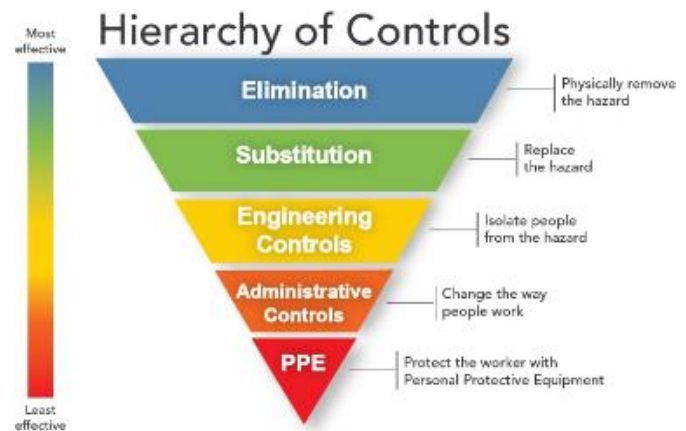
- Describe the work.
- Identify hazards.
- Mitigate risk.

### Boots on the Ground

- Tailgate planning meetings.
- Weekly safety meetings.

### Common Hazard Management Traps

- “It’s all the same” – cutting trees is cutting trees – building roads is building roads – drilling holes is drilling holes.
- Location isn’t important – We can do the same job the same way, regardless of location or site conditions.



## Principle 4: Emergency Preparedness

### Question

What will we do if something goes wrong on the jobsite?

### Goal

Minimize the effects of emergencies.

### Expectations

- Plan for and recognize possible emergencies.
- Take action and stop work.
- Call EMS and provide 1<sup>st</sup> Aid, if necessary.

### Boots on the Ground

- Coordinate with EMS.
- Include emergency planning in the tailgate meeting.
- Check emergency communication and trauma kit.

### Common Emergency Preparedness Traps

- If there’s an emergency, we can just “figure out” how to contact EMS and tell them how to get to us.
- EMS will be able to find us and come to our location on the ROW... that’s their job.



## Principle 5: Communication

### Question

Does everyone understand how we're getting the job done today?

### Goal

Everyone understands how we're going to accomplish the mission.

### Expectations

- Ensure everyone can understand.
- Reduce distractions.
- Encourage participation.
- Check for understanding.

### Boots on the Ground

- Tailgate meetings.
- Directions and clarifications throughout the day.

### Common Communication Traps

- The new guy said he understood – “We're Good”.
- We've got a spotter guiding the trucks and equipment – “We're Good”.
- I gave the Spanish-speakers a translated handout – “We're Good”.



## Principle 6: Situational Awareness & Stop Work Responsibility

### Questions

- What's going on and why?
- What's about to happen?
- How is what's about to happen going to interact with what's going on right now?

### Goal

Action is taken when there is confusion or jobsite conditions change.

### Expectations

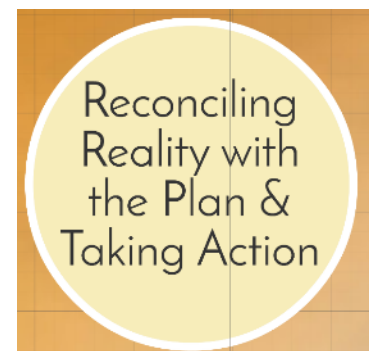
Be vigilant and take action when required.

### Boots on the Ground

Stop work procedure.

### Common Situational Awareness & Stop Work Responsibility Traps

- *THAT GUY* is seeing the same thing I am – If it was important, *HE* would stop the work.
- I've done this 1,000 times – I'd notice it if something wasn't right.
- That *NEW GUY* doesn't know what's going on – He won't see any issues.
- I don't need to watch over Joe – He's the best operator I've ever worked with.



## Principle 7: Safety Reporting

### Questions

- Why did it happen?
- How can we prevent future occurrences?
- Who needs to know about it to prevent future occurrences?

### Goal

Report, analyze, and distribute lessons learned.

### Expectations

- Report the issue.
- Have integrity and be honest.
- Don't accuse or punish.

### Boots on the Ground

Safety reporting procedure with each crew.

### Common Safety Reporting Traps

- No one got hurt and nothing was messed up too bad – Let's keep this quiet.
- If I report this, then I'm going to draw attention to our crew, and they'll be mad at me.
- I'm busy right now, but I'll bring this up at the safety meeting on Friday.



## Call To P2-Driven Action

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- Join the E-Mail List  
[jhardy@supremeindustries.com](mailto:jhardy@supremeindustries.com)
- Attend the Monthly P2-Driven Group in CT  
[jhardy@supremeindustries.com](mailto:jhardy@supremeindustries.com)