

DuPont Safety Resources

BUILDING A SAFER WORLD®

“Personal coaching from the DuPont consulting team gave our contract teams at the management and worker levels the confidence to know what to do and when to do it as well as when to question what they didn’t know. The ability to execute a managed process effectively, to partner with contractors, and to influence their performance, that’s what’s really generating results.”

— JIM WILLIAMS, VICE PRESIDENT OF CONTRACTS AND PROJECTS, COMMONWEALTH EDISON

DUPONT SAFETY RESOURCES PROGRAM HELPS THE UTILITY GIANT REDUCE ITS CONTRACTOR INJURY FREQUENCY RATE BY MORE THAN 70% IN TWO YEARS.

CHALLENGE

During the late 1990’s, the Energy Delivery Company of Illinois’ Commonwealth Edison (ComEd), one of the largest electric utilities in the U.S., was experiencing a high frequency of injuries among its contractor population — including 2 fatalities from electrocution. The trend was extremely troubling to ComEd executives. People were getting hurt and the company’s public image was suffering.

SOLUTION

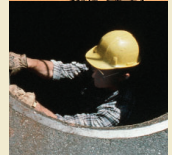
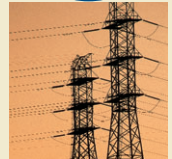
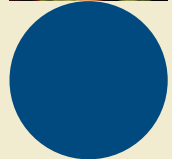
ComEd put DuPont Safety Resources into the grid. Our well-established Six-Step Process, specifically aimed at reducing contractor injuries, successfully energized contractor safety performance from senior executives to on-site workers. The Process eliminates unsafe contractors at the outset of the bidding process and enforces contractual expectations by holding safe contractors accountable for their safety behavior and performance in pursuit of zero workplace injuries. Yet it avoids direct management or supervision of outside/contract workers by working through the contractor managers to motivate their workers in achieving established safety goals.

RESULTS

- Confidence within ComEd management to build and implement an effective contractor safety program.
- 70% reduction in contractor injury frequency rate, from 10.4 to 2.8 within 2 years.
- Company executives are confident of sustained reductions well into the future.

DUPONT’S SIX STEPS TO CONTRACTOR SAFETY

1. Pre-qualify and select safe contractors.
2. Make safety performance a contract requirement.
3. Communicate safety expectations to the pre-qualified contractors prior to award.
4. Orient and train contractor workforce in the safety rules prior to start of work.
5. Audit and monitor work in progress to assess contract compliance.
6. Owner and contractor periodically issue reciprocal report cards.



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SAVVY APPROACH SYNERGIZES COMPANY AND CONTRACTORS IN FULL COOPERATION.

Establishing a coordinated safety program between ComEd and its contractors was challenging because each contractor group has its own risk management approach.

With the guidance of DuPont Safety Resources, ComEd began to include safety performance as one of several criteria by which to pre-qualify and select contractors. Criteria also included evaluations of:

- Safety training of contract workers related to electrical grid maintenance
- Workers' success in applying those lessons on the job
- Extent of safety accountability at contractor organizations, whether this lay with one person or all employees
- Degree of safety knowledge and leadership among contractor senior executives

The DuPont consulting team helped ComEd improve their contractor safety process as well as leadership skills to more effectively:

- Define in-house skill sets needed to draw up contractual terms and conditions related to safety that are specific to each contractor's scope of work
- Verbally communicate expectations for safe behavior to the contractors in bid meetings
- Orient and train contractors by working with ComEd safety managers to improve their instructional methodology and learning approach to maximize contractor comprehension and buy-in
- Audit and monitor worker behaviors by identifying leading and trailing metrics of safe behavior and performing effective incident investigations

Williams says process management is critical to influencing and aligning contractors to a firm's safety standards. "The six steps by themselves are the foundation of the process. But there is also the 'how' we put that foundation into place and then 'how' we hold the system together. The 'how' is making sure people within ComEd and our contractor partners know what their role is so there is accountability. Not only did we eliminate unsafe contractors up front, but we also began holding approved contractors accountable for their safety behavior and performance."

Commonwealth Edison is a unit of Chicago-based Exelon Corporation (NYSE: EXC). Through its Energy Delivery Group, ComEd provides energy transmission and distribution to more than 3.4 million customers across Northern Illinois, or 70 percent of the state's population. ComEd employs up to three thousand contract linemen and maintenance workers in its \$300 million contractor program.

CONTACT US TODAY

visit solutions.dupont.com.au and submit an enquiry

THE STAYING POWER FOR CONTINUED SUCCESS

Contractor orientation, training and testing based on proven DuPont methodologies occur prior to the start of all ComEd work. ComEd then keeps safety performance on track by auditing and monitoring worker behaviors on the job through ongoing:

- Identification of leading and trailing metrics of safe behavior
- Incident investigations
- Communication of learnings that facilitate continued improvement
- Planning of job safety analyses

According to ComEd's Williams, results go well beyond the 70% reduction in the injury incidence rate. "We know we are achieving significant savings through improved productivity, and we are working to understand these additional benefits," Williams said. "Improved ongoing safety performance is the best single indicator of better management practices and work planning."



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