

Leading Indicators



Murphy Company Leading Indicator Program

Murphy has been driven over the last few years to become more proactive in preventing unsafe behaviors and unsafe conditions.

Like many companies most of our data and tracking statistics were very reactive. Although we had excellent results with our investigations and corrective actions we were very reactive and still learning lessons once an incident had already taken place.

We begin more aggressively looking at leading indicators to assist us in taking deliberate and measurable actions to prevent injuries.

leading indicators are measurements of safety events or behaviors that precede incidents and have a predictive quality

Murphy Leading Indicator- Unsafe driving behavior

Leading Indicator:

Collection and Review of Unsafe Driving behavior data

Goal:

1. Assure all company vehicles have NexTraq installed
2. Daily and weekly reports being generated
3. Scorecards sent out and coaching sessions taking place
4. Recognition and reinforcement for safe drivers

Communicate:

- Met with team leaders from all driving groups in the organization to relay goals of the new driver tracking program. Discussed specifics on roles and responsibilities in implementing and overseeing the program.
- Met with all company drivers and reviewed the NexTraq system and how it tracks driver behavior. Explained how the system will grade them and what our expectations and goals are for the year.

Murphy Leading Indicator- Unsafe driving behavior

Implemented Program:

- Tracking devices installed in all company vehicles
- Safety and team leaders trained in tracking software
- Developed coaching program and trained supervisors

Data:

- Reports generated daily for a number of high risk behaviors
- Weekly score cards generated to identify top performers and coaching candidates
- Driver Score Card Reports sent to team leaders on a weekly basis

Action:

- Post score cards and implement coaching sessions with poor performing drivers
- Low ranked drivers required to take additional driver training
- Employees unwilling to eliminate unsafe behaviors referred for disciplinary action
- Positive recognition given to top performing and drivers showing improvement

Murphy Leading Indicator- Unsafe driving behavior

Real Results:

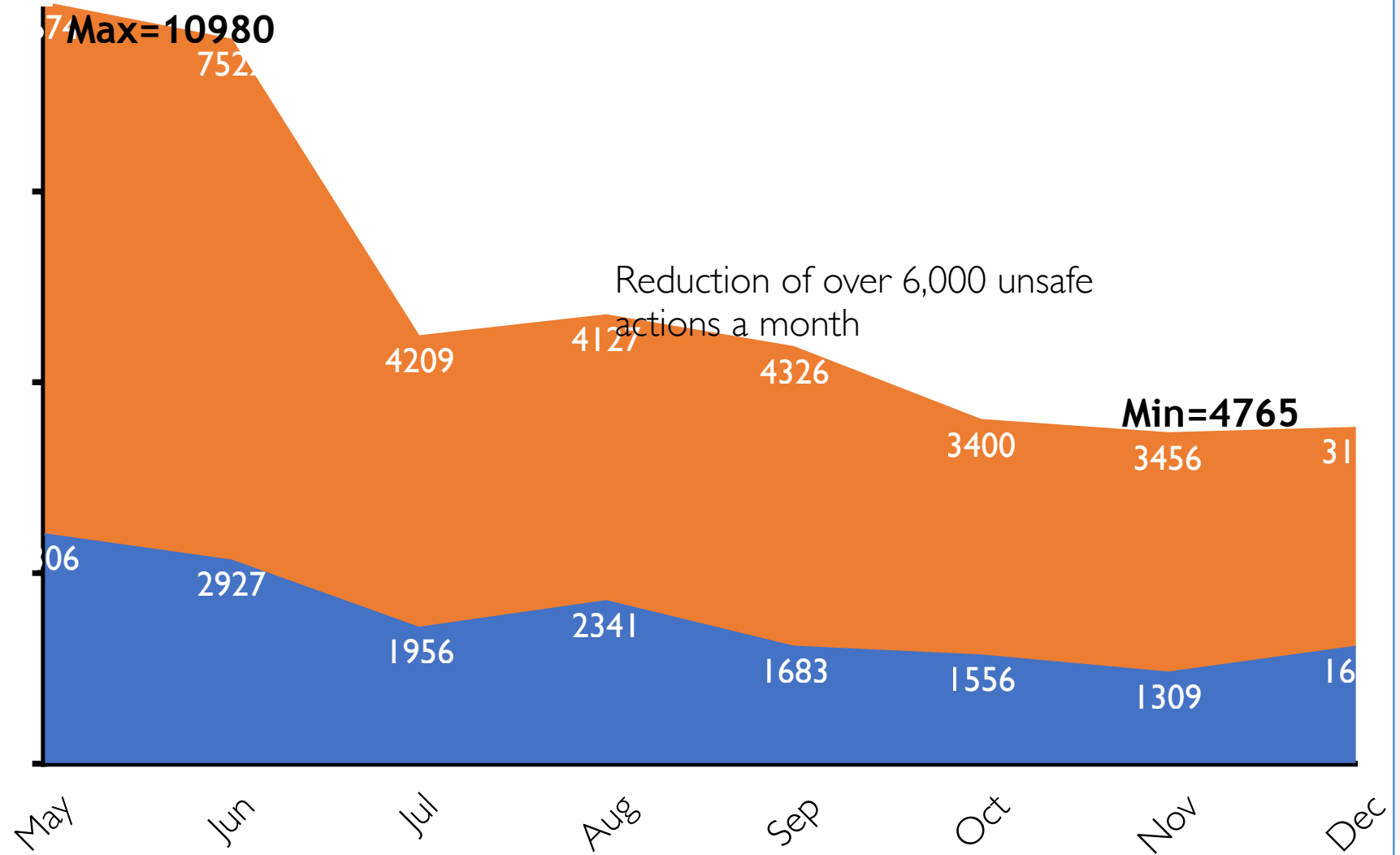
- From May 2019 to December 2019 we had a 57% decrease in the number of safety violations on a monthly basis
- Decreased monthly diving violations (Unsafe Driving Actions) by over 6,200 a month.
- Driver score cards went from an average 3.5 violation score to slightly over 1.0
- Over 100 drivers received additional coaching or training on their driving habits
- At-Fault accidents decreased by 60% from 2018.



Missouri (211) & Colorado (98)

NexTraq/GPS

2019
violations



Murphy Leading Indicator- PM/ Foreman Safety Observations

Leading Indicator:

Quality and Completion % of Safety Observations

Goal:

- Achieve 90% completion on weekly Safety Observations
- Reduce Safety Observations that are scored at 100%
- Make submitting reports more timely and easier to track data

Communicate:

- Developed an electronic version of the Safety Observation form that is hosted on an existing app that all PM's and Foreman use daily and trained all users.

Murphy Leading Indicator- PM/ Foreman Safety Observations

Implemented Program:

- Beta tested and then rolled out live version of the new Safety Observation form with firm and clear expectations
- Developed training material to define the process and expectations

Data:

- Reports generated real time to see progress of all Observations
- Track data per craft, project, or leader
- Weekly participation and grading report sent to group leaders

Action:

- PM's or Foreman not submitting weekly Safety Observations are met with to discuss the issue .
- PM's and Foreman have tracking scores accounted for in their review process
- Coaching is conducted for Observers that consistently submit 100% audits
- High deficient categories are identified and corrective action plans are implemented

Murphy Leading Indicator- PM/ Foreman Safety Observations

Real Results:

- In the first 3 months of the new Safety Observation program we had over 1500 safety observations completed. This is more documented observations than we saw in all of 2018.
- Last month we had over 90% of PM's and Foreman meet their goal
- The average observation score has dropped each month with continued coaching on the importance of accurate information. (Dropped is a good thing at this time)
- Safety Committee using data to focus on low performing areas

Murphy Leading Indicator- Tracking Behavioral Based Safety Observations

Leading Indicator:

Tracking matrix for BBS observations and coaching

Goal:

- Better identify potential unsafe conduction or behaviors that could lead to an incident
- Reinforce positive behavior
- Achieve 95% completion rate for weekly BBS submittals
- Track positive and improvement data weekly

Communicate:

- Developed new training modules and coaching videos to support the new program

Murphy Leading Indicator- Tracking Behavioral Based Safety Observations

Implemented Program:

- Training conducted in 1st Q 2019

Data:

Data is collected weekly in the Operations departments and entered for analysis

Action:

PM's are held accountable for assuring coaching is conducted properly throughout the process

PM's review trends during weekly toolbox meetings

Employees are required to submit one BBS card weekly and are held accountable if not submitted. Additional coaching is conducted for employees at any level not active in the BBS Process

Murphy Leading Indicator- Tracking Behavioral Based Safety Observations

Real Results:

- We have achieved at least a 95% participation every month of 2019
- Nearly 4000 BBS observation made each month
- Roughly 600 hours a month and 7,200 a year spent conducting safety observations by the craft level employee
- 40,000 plus coaching opportunities a year