



**COMMISSION
AGENDA MEMORANDUM**

Item No. 8c

ACTION ITEM

Date of Meeting April 16, 2019

DATE: April 8, 2019

TO: Stephen P. Metruck, Executive Director

FROM: Michael Ehl, Director Aviation Operations
David Crowner, Manager Aviation Safety Management Systems, Airport Operations
Manette Moses, Director Health and Safety

SUBJECT: One Port Behavior-Based Safety Training Services Procurement

Amount of this request: \$2,350,000

Total estimated contract cost: \$2,350,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute a service agreement for a Port-Wide Behavior Based Safety Awareness and Engagement program for an estimated value of \$2,350,000, with a contract duration of five years.

EXECUTIVE SUMMARY

The purpose of this request is to expand, strengthen and encourage a Behavior Based Safety Program within the Port and with our airfield stakeholder community.

Behavior-Based Safety is a pillar of lean process improvement that creates a safety partnership between the organization and all its employees and associates that focuses people's attentions and actions on theirs, and others', daily safety behavior. It instills a personal ownership and accountability for safety to promote a 'want to be safe' mindset that elicits safe behavior and practices.

The Port of Seattle has a long-standing commitment to safety, implementing numerous countermeasures for annual safety performance improvement. While making significant progress in engaging employees at all levels of the organization, continuous progress must be pursued to maintain relevancy and effectiveness. With expanded growth at the airport and other Port operations, this accountability must also include partnership with our external stakeholders with a shared objective that every employee, tenant and customer goes home safely.

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An expanded deployment of a Behavior Based Safety program will continue to foster and strengthen a strong safety cultural element to those working on our property and further elucidate our commitment to Safety.

To engender a deep and lasting cultural impact, a 5-year commitment is proposed at an estimated value of \$2,350,000. The cost for each year of the contract is budgeted within the Aviation Operations and Health and Safety budgets.

JUSTIFICATION

This project supports and cultivates a behavior-based approach to safety to engender a cultural change in safety attitudes to elicit personal commitment for safety and the safety of others. It aligns with the Port's values to promote a healthy and diverse organization and its inherent obligation to ensure a safe operating environment and work space. A program of this nature requires a sustained approach and delivery over multiple years to effectively inculcate these cultural attitudes Port wide.

DETAILS

This project will consist of four phases that will include the development, standardization and implementation of a sustained cultural change in which a personal commitment to want to be safe is engrained, including initial instruction, awareness and coaching over a 5-year period. It will provide multi-level (Executive, Manager, Supervisor, front-line) instruction to instill and sustain a positive, proactive safety culture and mindset to both internal and external stakeholder staff, that strengthens and aligns cultural and philosophical views around a common safety language and attitude. It will provide tools and materials to support more constructive behaviors around making safe personal choices and decisions.

Port staff is partnering with Diversity in Contracting to determine the aspirational goal and conduct outreach as necessary in support of the program.

Scope of Work

Work will provide consulting, training and engagement services to leverage our existing safety program elements, incorporate industry best practices, eliminate ineffective elements and standardize safety processes for all Port employees and stakeholders with a comprehensive and standardized program that instills a personal commitment to safety. Specific to the Port's Aviation Safety Management System, the consultant will evaluate work flow and engagement pertinent to safety procedures, process and reporting from airport operations tenants.

Schedule

We estimate the contract to be executed in fourth quarter of 2019.

- (1) Phase 1: Gap analysis - Port-wide safety program audit
- (2) Phase 2: Development of standardized safety culture training

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- (3) Phase 3: Implement standardized safety leadership and employee safety training
- (4) Phase 4: Sustain a strong and engaged safety culture

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Status quo

Cost Implications: (Increased exposure/financial losses)

Pros:

- (1) No additional expenses or direct outlay to Port

Cons:

- (1) Increased exposure to legal action
- (2) Stagnant safety culture without meaningful means of change
- (3) Diminished effectiveness of our safety efforts and programs
- (4) Does not satisfy our aspirational safety goals and objectives

This is not the recommended alternative.

Alternative 2 – Engage in only a 1-year effort

Cost Implications: \$550,000 for one year only.

Pros:

- (1) Funds are already budgeted for 2019

Cons:

- (1) Liability exposure
- (2) Program effectiveness would be diminished
- (3) Additional personnel may be necessary to deliver training
- (4) Program licensing would not be accounted for after year-one
- (5) Program would be incongruent and inconsistent

This is not the recommended alternative.

Alternative 3 – Procurement and delivery over 5-year period

Cost Implications: \$2,350,000 over 5 years

Pros:

- (1) Fosters safety engagement and safe workplace practices
- (2) Ensures sustainability of the program
- (3) Imbues common cultural attitudes and behavior
- (4) Strengthens Port’s commitment to safety

Cons:

- (1) Additional Costs

This is the recommended alternative.

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FINANCIAL IMPLICATIONS

Annual Budget Status and Source of Funds

The annual cost would be included in the operating expense budget within the Aviation Division and the Health and Safety Department. The 2019 budget includes \$286,255.

ATTACHMENTS TO THIS REQUEST

Presentation slides

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

None