

## Promoting Safety

Performing management observations is the single most important activity Management can take to promote safety and improve Brookhaven Lab's safety culture. Performing will:

- ◆ **Enhance** employee morale & awareness
- ◆ **Build** a better understanding of operations
- ◆ **Build** positive management/employee relations
- ◆ **Identify** opportunities for improvement

Brookhaven National Laboratory Practices

## THE SAFE CONDUCT OF RESEARCH



*"Safety is a core value at Brookhaven. That means we plan our work, perform it safely, and take responsibility for the safety of ourselves, our coworkers, and guests, as described in the Safe Conduct of Research."*  
- **Doon Gibbs, Laboratory Director**

## Management Observations at Brookhaven National Lab

### Guidance and Questions for Performing Management Observations

**BROOKHAVEN**  
NATIONAL LABORATORY

**70** YEARS OF  
**DISCOVERY**  
A CENTURY OF SERVICE

## Tips for Performing Management Observations

- ◆ Minimize personal filters (e.g., bias or assumptions).
- ◆ Ask what it's like to be in the other staff's situation. Listen intently.
- ◆ Ask open-ended questions such as:
  - \* Can you tell me about your work and what you do?
  - \* What is the most challenging aspect about your work?
  - \* What do you enjoy most? Least?
- ◆ Avoid "why" questions which tend to assign blame.
- ◆ Go beyond facts and ask for staff perspectives.

**The following questions can be asked during an observation. They are based on the eight principles outlined in the Safe Conduct of Research:**

## Safe Conduct of Research Principles

- 1. Everyone is personally responsible for ensuring safe operations.**
  - ◆ How do you model safe conduct of work on the job?
  - ◆ What do you do if you observe unsafe behavior by others?
- 2. Leaders value the safety legacy they create in their discipline.**
  - ◆ How can I (or Management) make your work environment safer?
  - ◆ What can I do to make your job even better, such as communicating expectations around safety?
- 3. Staff raise safety concerns because trust permeates the organization.**
  - ◆ How is your safety input sought and recognized?
  - ◆ Is there open dialogue about safety within your area?
- 4. Cutting-edge science requires cutting-edge safety.**
  - ◆ What would you do if you were in a situation when the impact of a hazard(s) was uncertain?
  - ◆ What steps have you taken to reduce or eliminate barriers to safety?



## Safe Conduct of Research Principles

- 5. A questioning attitude is cultivated.**
  - ◆ Are your questions/concerns adequately addressed?
  - ◆ How do you avoid complacency and continually challenge existing conditions and activities?
- 6. Learning never stops.**
  - ◆ How often is your activity reviewed for safety?
  - ◆ What one improvement has had the greatest impact on your work?
  - ◆ If you could change one thing to improve safety in your job, what would it be?
- 7. Hazards are identified and evaluated for every task, every time.**
  - ◆ What do you feel are some of the hazards or risks associated with your job?
  - ◆ Are there adequate resources to safely accomplish your work?
  - ◆ What barriers prevent greater levels of safety in your job?
- 8. A healthy respect is maintained for what can go wrong.**
  - ◆ When are accidents most likely to happen in your job? Why?
  - ◆ If you could predict the next serious injury, how would it happen?

