

**From:** [Truscott, Grant](#)  
**To:** [Safety Culture](#)  
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As a Co-Chair of the Policy Health and Safety Committee For Spectra Energy I am very encouraged to see the direction and approach the NEB is taking on this important initiative. One area I would like to see developed more is under the category of Empowerment and Accountability. At one of our facilities we implemented a safety initiative that focused extensively on this area and had phenomenal success on changing the culture at that location. We took a bottom up approach as opposed to a top down approach and we witnessed the very things that you describe as a strong safety culture. I won't reiterate all of them (even though we saw all of them in action) but I would like to emphasize two: The most junior employee would not hesitate to take action in response to a safety concern without fear of disciplinary action or reprisal; employees felt encouraged to report safety hazards, including instances where they have committed an error and introduced a threat themselves.

Something I would like to see added would be in the area of Informal leaders. By informal I am referring specifically to employee members of the Health and Safety committees. In most company's eyes they do not acknowledge these people as leaders because they do not have titles. In order to achieve the success we are all looking for I believe we need to rethink Safety Leadership. I believe we should expand Cultural Defense #1 to include those informal leaders. I would point you specifically to bullet #5 in the descriptors under Cultural Defense #1. When the Area Manager at our location accorded equal status and authority of the "employee" members of the OHS committee with that of his Team Leaders we began to see real results. When a Company elevates the status and supports the Informal leaders they send a clear message to the organization about their commitment to safety. I see a very strong correlation between elevating informal leadership and empowerment and accountability.

If you wish to discuss this further or have any questions about our success in transforming our safety culture, feel free to contact myself. I am on vacation until mid February so if you wish to contact me by email please use my home email address: [REDACTED]

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