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CALACT · MAINTENANCE SAFETY LEADERSHIP

Earning the Right to Influence

How maintenance leaders build trust, engage their people and change the safety culture from within

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LIMITED SHARING

ABOUT YOUR PRESENTER

From the fire service to transit safety

Firefighter → Fire Marshal/Arson Investigator → Fire Chief → EM Director → Chief of Transit Safety & Security





WHAT THE FIRE SERVICE TAUGHT ME…

Respect for the position and respect for the person; two very different things…

Trust your people. If you don't, you have the wrong people...

Be battle ready. Always. Training never stops.

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CALL IT OUT · 2 MINUTES

Think of a leader you trusted. What did they do to earn it?



Think of one specific behavior, then call it out. I'll grab a few of you.

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Compliance or commitment?

Compliance works while we're watching. Commitment works at 2 a.m…

Compliance

- Follows the rule when a leader is present
- Reports only what's required
- Hides the workaround
- Waits to be told

Commitment

- Follows the standard when nobody is looking
- Reports near misses and hazards
- Raises the problem with the procedure
- Looks out for coworkers

Engagement is how we move people from the left column to the right. It's the delivery system for every safety program we have.

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THE IDEA BEHIND TODAY

You have to earn the opportunity to influence

In maintenance, credibility is earned through presence, relationships and a genuine understanding of the job. Our title gives us access. It doesn't give us influence.

Presence
creates opportunity

→

Relationships
create trust

→

Trust
creates influence

→

Influence
changes behavior

There are no shortcuts. Skip a step, and you get compliance at best...

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HOW TODAY FITS TOGETHER

Two sessions. One goal.

Trust without a system fades. A system without trust is a binder on a shelf…



RIGHT NOW · RATP DEV USA

Earn the right

The people side: presence, relationships and trust where the work happens.

UP NEXT · NICOLE THUNICH, MV TRANSPORTATION

Build the system

The structure that sustains it: a shared vision, a closed loop, a leadership rhythm and the right measures.

SHOW OF HANDS · 2 MINUTES

Raise your hand if you've seen a procedure that didn’t truly explain the job as it's really done...



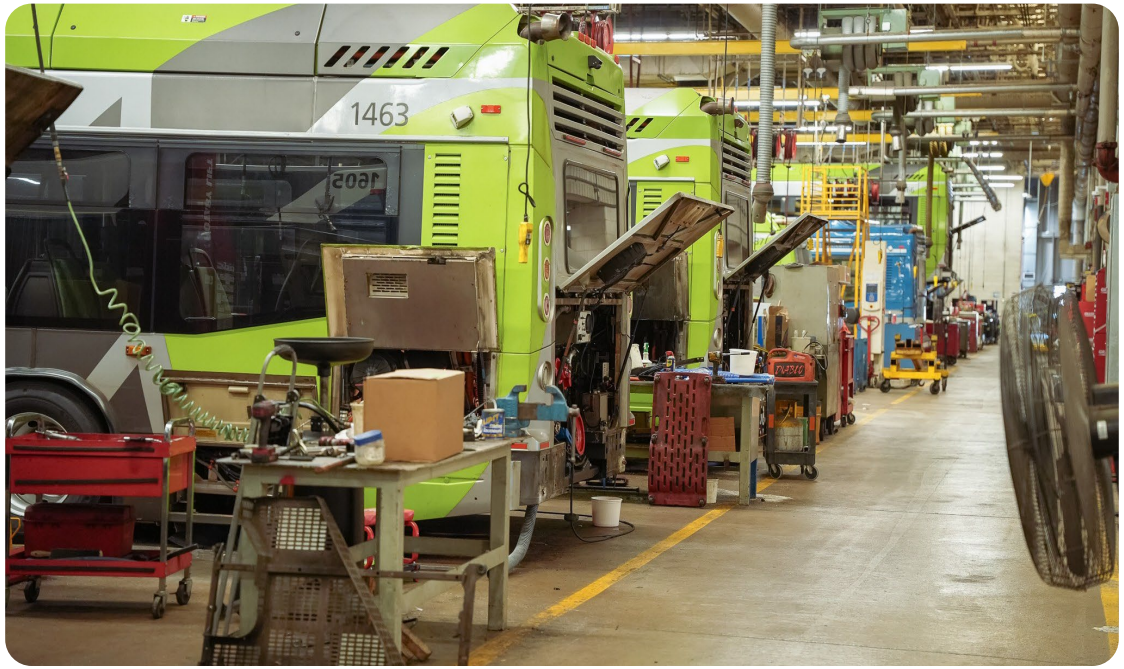
Now keep your hand up if you brought this issue to someone who could fix, modify or change it…

So… what stopped you?

- ✓ Nothing would change?
- ✓ Nobody asked?
- ✓ It just wasn’t my place?

When does the shop usually see us?

Hands up: How many of you regularly tour your shop, talk to your people or hold on-floor meetings with ALL shifts?



- After an incident
- During an audit
- For a disciplinary issue

If that's the only time they see us, we're the tow truck: nobody's happy to see it pull in...

Five steps to meaningful engagement

1

Show up

Every shift, without making each visit an inspection

2

Connect

Learn names and remember what people told you

3

Understand

Ask people to walk you through the work and its hazards

4

Support

Remove the obstacle: the tool, the part, the procedure

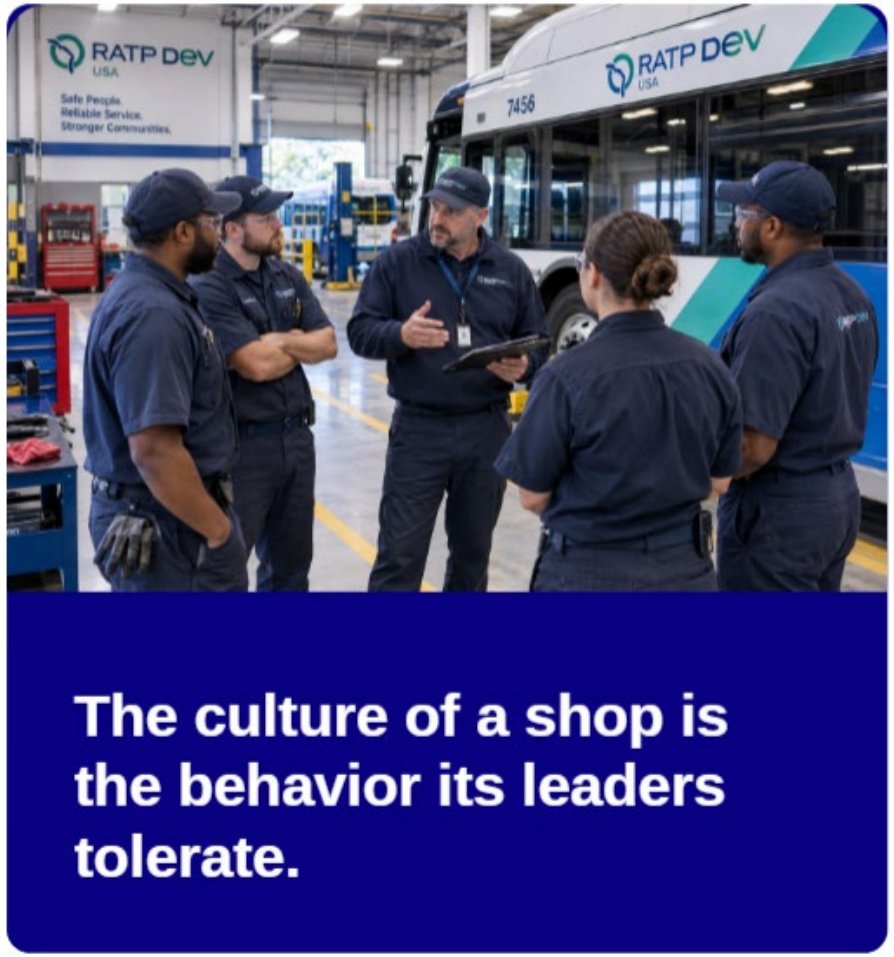
5

Follow-through

Report back, close concerns and recognize contributions

Most of us jump straight to Support. Follow-through decides whether people bother raising the next concern.

Why supervisors make or break the culture



The most trusted voice

Technicians take their cues from the person they work for, not the memo from corporate.

Present every shift

They see the shortcuts, the pressure and the workarounds first, long before we do.

They set the norm

What they reward, ignore or walk past becomes ***“that’s how we do it here."***

Equip supervisors to lead change

What supervisors need from us…

- Involve them before a rollout, not after
- Back them when they stop work for a safety concern
- Give them authority to address problems
- Give them dedicated time on the floor, not just paperwork
- Train them for hard conversations
- Close the loop on what they escalate and follow-through

If supervisors hear about a change at the same time as their crews, they can't lead it. They can only defend it.

Your maintenance safety ambassador

No dedicated safety and training manager for maintenance? Find one. It's the best investment you'll make.



THE RIGHT PERSON

Knows the job

For what it really is, not just what's written

Knows the floor

Understands the daily challenges technicians face

Relates

Credible with technicians; has been there and done that.

Safety-minded

Brings safety into every decision

Teacher

Builds skills and verifies competence

Mentor and coach

Develops technicians and supervisors

This is your maintenance safety ambassador, on the floor every day.

SCALE IT TO YOUR AGENCY

Works at any size: start where you are

Free: start Monday

- Walk a night or weekend shift monthly, with NO agenda
- Brief supervisors before they take the floor
- Give every concern an owner and a date
- Inspect what we expect…

Low cost: protect time

- Cut one report to buy supervisors floor time
- Name a lead tech as safety champion & invest…
- Share a training role with a neighbor agency

Invest: make the case

- Fund a maintenance safety & training lead
- Verify training & competence on high-risk work
- Put lead techs (not just managers and supervisors) on every SOP rewrite

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Negativity spreads like a disease

Hands up: who has seen a shop reach stage 4?



STAGE 1

One voice

"Why bother? Nothing ever changes here."



STAGE 2

The shift

Others echo it. Eye-rolls at every huddle.



STAGE 3

New hires

Learn the shortcuts and the “attitude” on day one.



STAGE 4

The norm

Good people go quiet or leave. Reporting and “doing the right thing” dries up.

The standard you walk past is the standard you accept...

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WOULD YOU RATHER? · HANDS UP · 3 MINUTES

Would you rather…?

Three quick rounds. Left hand for the first answer, right hand for the second. Everybody votes, CEOs included. No fence-sitting.



1 Risk

A tech who has never stopped a job, or one who stopped two last month?

2 Reputation

A perfect audit, or a shop that brings you bad news first?

3 Resources

Fix the broken lift, or give supervisors 4 hours a week back on the floor?

Left hand = first answer · Right hand = second answer. Then: why?

FAIR ACCOUNTABILITY

Accountability without a blame culture

Human error

An unintended slip, lapse or mistake.

OUR RESPONSE

Consult, learn and fix the system.

At-risk behavior

A shortcut where the risk wasn't seen, often driven by cultural habit or pressure.

OUR RESPONSE

Coach, and fix what drives the shortcut. Set a new cultural and procedural standard.

Reckless disregard

Consciously ignoring a substantial, unjustifiable risk.

OUR RESPONSE

Apply consistent disciplinary accountability up to termination.

Ask what happened and why before deciding how to respond. Apply it consistently, no matter who the person is.

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COMMITMENTS

My impact in the next 30 days…

Pick ONE. Be specific: a shop, a shift, a name, a date.

A shop or department I will visit without an agenda

Shop, shift and date

A task I will learn and understand from a technician

Task, and who will teach me

A supervisor I will equip as an ambassador

Who, and what I'll take off their plate

A negativity issue I am aware has been occurring and I will address head-on

What, with whom, by when

An open concern I am aware of and will close

What it is, and by when

A person I will directly recognize in public

Who, and for what

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THE GOAL

Become the leader they trust

The one they're comfortable talking to, learning from and following.

Thank you.

UP NEXT

Nicole Thunich · EVP & Chief Safety Officer, MV Transportation





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