



Distribution Contractors Association

101 Renner Trail # 460, Richardson, TX 75082

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Dear Evaluation Team:

It is with great pleasure I nominate Mr. George S. Bunker for consideration for the 2017 Distribution Contractors Association Safety Director of the Year Award in recognition of his outstanding leadership and tireless efforts in the prevention of harm to the people, the environment, and the industry.

The first and most impactful task George took on was that of developing a safety management system (BESMP_L or Be Simple) for the company. This system is the designated safety blueprint that delegates safety efforts in a practical and applicable manner, while preventing wasteful or even destructive distractions.

Although Blackeagle was a strong competitor within its peer group prior to the introduction of the Be Simple, the company did not have a comprehensive safety management system that would propel them to best in class. Be Simple has proven to be that system. The plan drives safety performance improvement by utilizing four primary disciplines- Goals, Accelerators, Accountabilities and Results. All of which, working together, are the greatest contribution to an increased safety performance of the Blackeagle team.

Goals- the plan initially identified four world class companies who implemented similar plans and tracked their benchmarked quarterly improvement trends. Those quarterly improvement trend percentages were then applied as the Blackeagle safety improvement goals. In a nutshell, we were committing to improve at a rate comparable to the four leaders in our industry sector.

Accelerators- Be Simple identifies all company safety requirements within eight key elements, from Management Commitment & Employee Involvement to Continual Improvement. Each of the requirements are risk ranked and then organized in the order of their threat level. The top risks are then translated into lead accelerators (maximum of four), enabling workers to focus most on the tasks with the highest level of risk.

Accountability- The goal tells us where we want to go, while the accelerators are the vehicles that drive us there. Accountability is assessed by two measures. 1) Lagging measures including TRIR, LTIR, EMR and VIR, and a new measure of LSIR or (Line Strike Occurrence Rate), and 2) Leading performance metrics of planning and mitigation activities to keep everybody apprised of individual and collective contributions while rewarding desirable behaviors and deterring destructive behaviors.



Results- Maintaining a compelling scoreboard is critical to the success of any team sport. Imagine you and your friends all gathered at your home to watch the Super Bowl. Your guests are evenly split fans between the two teams. Now, use masking tape to cover the score on the TV screen and mute the TV. What should be a great time loaded with excitement and competitive spirit will likely turn into an empty room? Team members at work are no different than sports teams, they naturally want to know what is expected of them, they want to know how they personally contribute, and they will excel if equipped with the proper tools and kept apprised of the current score and stats. The scoreboard provides compelling performance feedback and improvement guidance. A RASCI system is also implemented to identify roles and responsibilities at all levels, including third party subcontractors.

The efforts of the BES team utilizing the Be Simple plan resulted in reducing the company incident rate of 0.59 in 2015 to ZERO recordable accidents in 2016; 1.2 million man hours without a recordable incident, and two million man hours without a lost time accident, and counting.

What George has done to demonstrate safety leadership:

If you ask George how he developed the Be Simple plan he will likely tell you “Well, we all only have one job to do if we want to get closer to perfection, and that is to provide our stakeholders, the employees, our customers, and most importantly, our ownership, what they want and need. In the case of Blackeagle’s stakeholders, that means world-class safety performance.”

George often tells a story of a young man he met on a helicopter flight to an offshore drilling rig years ago. It was the young man’s first job in the energy industry. “Do you feel the training and orientation we gave you was adequate to do the job, and we’re our expectations clearly lined out? Do you understand what is expected of you?” George asked the young man “the training was good but at the end of the day the most important thing to me is making a paycheck. The first thing I will do is find the boss and then listen real close and do whatever I’m told.” Said the young man.

That conversation changed the way George approached safety. If all the stakeholders were aligned on expectations for performance, then all of them, the employees, customers, and ownership, will succeed. But if that rig manager was running rogue or the expectations don’t make it to the field, then the entire workforce on that rig will constantly fail. And it won’t matter how good the training or orientation is. Front line leadership being in tune with the highest expectation is the key to success. George likes to say “A managers minimum expectation will be your workers’ maximum participation.”

This system was developed out of a necessity to communicate stakeholder’s expectations- from senior management down to the front-line laborer and even the subcontractors. Almost as if the CEO and owners are the foreman on every job. The only way to accomplish this is for those expectations to be well articulated, then translated into tasks that are then organized into actions, complete with follow-up and accountability. The Be Simple is a blueprint utilized by the Safety team to direct and guide management at all levels in a synchronized, orderly fashion through aligned goals.

The single greatest challenge with launching this system is normally the task of getting everybody on the same page. In the previous development of similar systems George says the task of aligning the people has been a very painful process. He will tell you that only one individual in the company can make this



happen, and that is the CEO. "At Blackeagle, the expectations of the most senior leaders are aligned and the team agrees on the vision, so the framework of the system was very easy to construct. The greatest task from that point was to communicate those expectations in a systematic and compelling way. The leadership team here at BES have embraced this plan and they don't hesitate to do the right thing at the right time, even when it is costly or painful. With a team like this it is no wonder this system has been so successful in such a short period of time.

One key thing to Implementing a system like this, which often necessitates a company cultural change, is to pace the implementation at a calculated speed to avoid overwhelming an already very busy workforce by acting on the most important and greatest threats at a manageable and palatable rate.

With all that said, if you were to ask George, he would say that the real credit for making 2016 such a wonderful success goes to the front line leadership and the workers in the field. He sums it up nicely by saying "99.9 percent of accidents occur in the field, on the handle end of the tools- not in the office or the corporate board room. So the real hero's who drove the change in this company are the front line supervisors and the workers with the tools in their hands. They share a common goal with senior management, and the hands holding those tools have committed to insuring they themselves and their teammates will go home safe every day"

Thank you,

Todd Erickson

Vice President Corporate Development

