

Safety Leadership



Presented to ASSE Tarheel Chapter

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Objectives



- Have a greater understanding of how leadership behaviors shape employee behaviors
- Review leadership elements identified in OSHA's "Recommended Practices for Safety and Health Programs"
- Recognize a variety of ways for leadership to meaningfully engage with employees relative to safety
- Discuss a variety of best practices effectively used in industry

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Occupational Health & Safety Management Systems (OHSMS)

- 1989 OSHA Voluntary Guidelines
 - Updated 11/2015 draft, Final 10/2016 “Recommended Practices for Safety and Health Programs”
- 1999 OHSAS 18001 Occupational Health and Safety Assessment Series, updated 2007
- 2005 ANSI Z10 OHSMS, updated 2012
- 12/2017 Expected Publication ISO 45001 OHSMS

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7 Core Elements

- Management Leadership
- Worker Participation
- Hazard Identification and Assessment
- Hazard Prevention and Control
- Education and Training
- Program Evaluation and Improvement
- Communication and Coordination on Multiemployer Worksites

From October 2016 OSHA Recommended Practices for Safety and Health Programs

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Management Leadership

- Communicate your commitment
 - Establish a clear, written policy describing commitment
 - Set “Safety” as the **first** agenda item in meetings
- Define goals and expectations
 - Realistic, attainable, and measurable
 - Demonstrate progress toward improving safety and health
- Allocate resources
- Expect and monitor performance – define responsibilities

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Create a Vision

Paul O’Neill, CEO of Alcoa

It’s All About Safety

https://www.youtube.com/watch?v=tC2ucDs_XJY

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Create / Clarify the Vision

- When safety is a value, it shapes decision making
- Review your current safety and health vision
- Re-energize / relaunch your company's commitment to safety
- Personally communicate your vision to your employees and find opportunities to show them you mean what you say

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Examples of Management Commitment

- In one Company, a letter is signed by the CEO each year, sharing the CEO's safety goals/vision and asking for everyone's commitment by signing a commitment letter too
- In another Company, top managers are expected to spend sometime at least once a month on the production floor and at least once every 2 months on 2nd/3rd shifts

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Examples of Communicating Vision

- At the annual Company all hands' safety event, the top executive makes a personal commitment to their safety, and the safety of everyone who works in the organization
- Periodically, one Company refreshes its commitment by kicking off a campaign to remind everyone they have permission to stop work if they can't do a job safely

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Leaders Should Get Personally Involved

- Lead by example
 - Follow the rules; address unsafe practices whenever you come across them
- Be visible: participate in incident investigations, safety meetings, training
- Look for safety and health issues
 - Complete "safety walks" to talk to frontline people
 - Participate in onsite team meetings
- Engage your leadership team
 - Commit to # conversations each month with frontline supervisors about safety

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Set Goals

- Consult with your workforce to identify and set safety and health goals
- Motivate employees to help achieve the shared goals
- Involve employees in planning and decision making

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Examples of Goals

- A Company set the goal for each department to complete 3 JSAs a month
- A Company set a 3-year goal to conduct risk assessments of their most hazardous jobs
 - Identify the job hazards and controls
 - Determine the risks using a risk assessment matrix
 - Establish an action plan to mitigate hazards
- A Company set a goal that all supervisors complete some type of formal safety training (e.g. OSHA 10-hr/30-hr, Safety Supervisors, etc.)

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Establish Safety Key Performance Indicators

Positive Lagging Indicators

- % of productive planned workdays realized
- # of hrs worked without lost time injury
- # of working days since last accident

Leading Indicators

- % managers/workers with adequate OSH training
- % mgmt-worker meetings where OSH addressed
- % of OSH activities completed on time
 - # of JSAs completed
 - # of risk assessments completed

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Examples of Manager Participation

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- A Company includes all managers (operational and nonoperational areas) in their safety system by:
 - Assigning them to champion an activity to improve health and safety
 - Requiring participation in monthly safety meetings

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Worker Participation

- Encourage workers to report safety and health concerns
- Involve workers in hazard identification, risk assessments, training needs, incident investigations, etc.
- Remove barriers to participation; e.g. of barriers:
 - Reprisals/threats of reprisals, policies/practices that discourage or penalize worker participation
 - Failure to respond to worker suggestions
 - Language/literacy barriers

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Examples of Worker Participation

- A Company encourages employees to report hazards to their supervisor or to a safety committee member
 - There are 3 safety suggestion boxes
 - About 20-30 suggestions per month are received, though not all are safety-related
 - All safety suggestions are passed to two managers for review
 - One suggestion per month is selected as the best and the submitter receives a \$100 gift certificate

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Examples of Safety Communication

- One Company has 7 real-time electronic bulletin boards throughout the plant and in the break room that scroll safety messages, safety goals, special emphasis safety issues, etc.
- Some companies send their monthly safety newsletter to every employee in addition to being discussed at a safety meeting during that month

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Recognize Employee Contributions

- Look for safety and health contributions
 - Personally recognize employees privately via phone/email and publicly through a regular Chief Executive column in a company newsletter
 - Formal employee reward system
- Take time to talk to people about their safety practices and achievements
 - Provide immediate, positive feedback for good safety practices

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Examples of Employee Recognition

- A Company recognizes employees in a variety of ways for safe behavior:
 - Provides lunch (for both shifts) when specific safety goals/activities are achieved
 - Recognizes employees on their performance evaluations for exceptional safety performance
 - Recognizes “Safe Employee of the Month” with a parking space located at front of the facility

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Examples of Employee Recognition

- Supervisors, managers, other staff members hand out “safety coins” for use in the Company vending machines to employees for such safety activities as:
 - Participating in safety meetings
 - Performing a job safely
 - Submitting safety suggestions

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Examples of Employee Recognition

- A Company uses a recognition program commonly referred to as "STAR" (Super Tremendous Action Recognition). A supervisor can award an employee with a STAR card for various actions which include safety. When approved, the employee is awarded a \$30.00 gift card.

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Examples of Employee Recognition

- A Company recognizes and rewards an employee of the month and year, based on safety, completion of required training and other factors
 - The employee of the month gets his/her photo posted on the bulletin board, some paid time off and a preferred parking place for the month
 - The employee of the year receives about \$1200, paid time off and a preferred parking place for 1 year

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Examples of Performance Measurement

- A Company includes Safety as a critical element in their Management and Employee annual performance evaluations. As part of the supervisory accountability, each supervisor's personal annual review includes a "Safety Audit" of their performance. Coaching is provided to assure that evaluations are not "pencil whipped".

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Hazard Identification and Assessment

- Collect existing info about workplace hazards
- Inspect the workplace – use checklists that highlight things to look for
- Conduct incident investigations – include near misses – identify root causes
- Identify hazards associated with emergency and non-routine situations
- Assess and prioritize each hazard using a risk management approach

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Examples of Hazard ID / Assessment

- Most companies conduct in-house safety inspections
- Many companies enlist a 3rd party to conduct a comprehensive safety audit every 3-5 years
- Some companies conduct incident investigations of near misses, while most companies only conduct thorough incident investigations of serious accidents
 - Few companies do a good job of getting to the root causes

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Hazard Prevention and Control Actions

- Identify control options
- Select controls – hierarchy that emphasizes Prevention Through Design (PTD), engineering solutions, followed by safe work practices, admin controls, and PPE
- Develop and update a hazard control plan
- Select controls for non-routine operations and emergencies
- Implement selected controls
- Follow up to confirm controls are effective

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Examples of Hazard Prevention/Control

- A Company had a written policy with a checklist that required safety to be considered in all purchases of new equipment/machinery
- A Company set a goal to train a group of managers, supervisors, and employees in how to conduct a comprehensive safety risk assessment
 - They were then to come up with their department goal on how many risk assessments they could reasonably complete in a specific timeframe
 - [Example of Risk Assessment Matrix](#)

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Education and Training Actions

- Provide program awareness training to all managers, supervisors, and workers, as well as contractors and temps
- Train workers on their specific roles and responsibilities
- Train workers on hazard identification and controls – consider JSAs

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Examples of Worker Education/Training

- Many companies have a comprehensive safety training program with a matrix identifying required training
- A Company President wraps up their 10-minute safety video that every employee, contractor, and visitor watches, by expressing that safety is the number one priority at its company and that he is committed to sending every employee home safely at the end of the day and expects everyone else to be committed to safety too

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Program Evaluation-Improvement Actions

- Monitor performance and progress
- Verify program is implemented and operating
- Correct program deficiencies and identify opportunities to improve

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Continuous Improvement

- The journey to your goal of Zero injuries will include intermediate goals
 - Identify the people who are going to help you get to zero
 - Don't be happy if you are not at zero, but be proud of your improvements
 - Include everyone in continuous improvement

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Examples of Continuous Improvement

- A multi-state Company audits one of its facilities every year
 - The results are discussed and shared with each facility
 - Key safety initiatives are established Company-wide where relevant
- Several companies conduct a safety perception survey every few years

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Multiemployer Worksites Actions

- Management leadership
- Worker participation
- Hazard identification and assessment
- Hazard prevention and control
- Education and training
- Program evaluation and improvement

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Examples of Multiemployer Actions

- Many companies treat temporary workers as their own in terms of safety and health training
- Many companies have a contractor safety orientation program
- Many companies pre-qualify their contractors based on safety performance
- Several companies audit their contractors' safety and health programs using a scoring system

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Other Resources

- <https://www.osha.gov/shpguidelines/>
- OSHA Handbook for Small Businesses. OSHA Publication 2209 - inspection checklists
- Safety and Health Add Value - OSHA Publication 3180
- \$afety Pays - OSHA Expert System Software
 - <https://www.osha.gov/dcsp/smallbusiness/safetypays/estimator.html>
- Check with your insurance loss control representative

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Characteristics of Safety Leadership

- Credible – what you say is consistent with what you do
- Action Oriented – act to address unsafe conditions
- Vision – believe that safety excellence is possible
- Accountable – assures everyone is accountable for safety

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Characteristics of Safety Leadership cont'd

- Communication - how you communicate safety creates and maintains the safety climate
- Collaboration – leaders who encourage active employee participation in resolving safety issues promote employee ownership of those issues
- Feedback and Recognition – recognition that is soon, certain and positive encourages safe behavior

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The benefits of an effective OHSMS

- Ultimately the widespread use of effective OH&S management systems will benefit society by
 - reducing the number of incidents and accidents;
 - reducing disruptions to operational processes;
 - reducing the need for emergency medical care provisions;
 - reducing the need for long term care for those unable to return to work following an accident;
 - preventing the removal of people from the workforce;
 - reducing the costs of incidents and accidents or of disruptions.



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