

Ethics of Safety Leadership:

Supervisor Accountability: Safety Coach and Mentor

**Cathi Marx, ALCM, COSS, COSM, CHPP
Principal / President
Aspen Risk Management Group**



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Objectives: You will -

- Understand that each decision you make, will fall into the moral, legal or financial “bucket”.
- Articulate the difference between managing and leading.
- Know that in the world of safety; you are much more than their mere leader. You have now become their safety coach, mentor, manager, protector and advocate.



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Ultimate Purpose of Safety Leadership

- To Save Lives
- To Prevent Injuries & Illnesses
- To Keep your Company from Financial Harm

Moral Obligation

Legal Obligation

Financial Obligation



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Secretary of Labor; 1968

“people can't see the blood on the food that they eat, on the things that they buy, and on the services they get”.

OSHA Act: 1970



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	1970's	1980's	1990's	2000 - Present
	" Regulatory"	" Total Quality"	" Behavior"	" Accountability"
Learning	OSHA Standards	TQ Principles	Behavior Psychology	Humanistic Psychology
Orientation	Reactive	Prevention	Proactive	Creative
Goal	Zero -Non Compliance	Zero Injuries	100% safe Behaviors	Safety: Expressed through core values
Motivation	Avoid Consequences of Non -Compliance	Avoid Costs of Incidents & Injuries	Grow Extraordinarily Safe People	Grow Extraordinarily Safe Communities
Emphasis	Environment: Equipment & Processes	Environment: Programs & Systems	Behavior: Words & Actions	Person: Attitudes, Beliefs
Tools	Rules, Regulations, Inspections	Training, Investigations & Audits	Observation, Reinforcement & Intervention	Leadership & Actively Caring
Measure	Citations & Fines	Injury Rates & Audit Findings	% Safe Behaviors & Near -Hit Reporting	% Safe Attitudes & Perceptions



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Ethical Safety Leadership Guiding Principles:

- To **assess hazards** in the workplace and implement controls,
- To **communicate, educate, protect** employees,
- To **manage an injury case with sincere** effort,
- To speak to an injured employee **with respect**,
- To **return that employee to the workforce** as quickly as possible,



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A Principle Driven Culture - Leaders

First and Foremost - **Leaders must be fair.**

- **Open and Candid upward Communications:**
Leaders respond well to communications from levels of the organization.
- **Profess support for organizational values:**
Leaders visibly demonstrate a commitment to stated values



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A Principle Driven Culture - Leaders

- **Management Credibility:** Employees who see their managers as credible are more likely to take personal responsibility for their own and others safety.
- **Encourage workers to approach peers on sensitive issues:** Leaders foster a culture where it is acceptable for employees to approach other employees on sensitive safety issues.



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Dave Mitchel – “Your Four”

“The Power of Understanding People”

and

“The Leadership Difference”



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News for bumble bee tuna death



Mystery over Bumble Bee tuna worker cooked to death continues

Los Angeles Times - 5 days ago

Authorities are still trying to solve the mystery of how a Bumble Bee seafood worker was cooked to death in an industrial oven last week.

Family seeks answers after death at tuna plant

Businessweek - 6 days ago

Santa Fe Springs Bumble Bee Foods plant had clean record for safety prior to emp...

Whittier Daily News - 5 days ago

Bumble Bee tuna worker cooked to death was 'hard worker' - latime...

latimesblogs.latimes.com/.../bumble-bee-tuna-worker-baked-to-death...

6 days ago - The Bumble Bee seafood worker cooked to death in an industrial oven last week was remembered as a hard worker who gave everything he ...

Death at Bumble Bee tuna plant devastates Wilmington man's family...

www.dailynews.com/.../family-attempts-cope-wilmington-mans-deat...

6 days ago - Jose Melena's relatives gathered Monday to comfort each other at his Wilmington home, smiling as they recalled his life and his beloved ...

Tuna Worker Cooked To Death On The Job Identified « CBS Los ...

losangeles.cbslocal.com/.../tuna-worker-cooked-to-death-on-the-job...

Oct 14, 2012 - It is still unclear how the accident happened at the Bumble Bee plant in ... Uncategorized Tagged With: bumble bee, death, food, tragic, tuna « 5 ...

Jose Melena, Bumble Bee tuna worker, accidentally cooked to deat...

www.globalpost.com/.../jose-melena-bumble-bee-tuna-cooked-to-dea...

Oct 14, 2012 - A worker at a Bumble Bee Foods factory in Santa Fe Springs, Calif., died in industrial oven accident in which he was cooked to death this week.

Tuna Plant Employee Cooked to Death in Oven | TIME.com



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"This is a horrendous tragedy," Cal-OSHA spokesperson Erika Monterroza told the Daily News, adding that Bumble Bee could incur civil penalties if a probe uncovers violations.

The company could face criminal charges from the Los Angeles County District Attorney's office as well."

Time Newsfeed 10/15/2012

August 13, 2015 - Update

YOU ARE HERE: [Home](#) → [Business](#) → [2015](#) → [August](#) → [13](#) → Bumble Bee settlement: Company To Pay \$6 Million In Employee Death UPDATE

Bumble Bee settlement: Company To Pay \$6 Million In Employee Death UPDATE

Chris Tyler • August 13, 2015 • 1 Comment • Bumble Bee settlement



Exhibit 2. The large cylindrical steam pressure cooker called a retort.

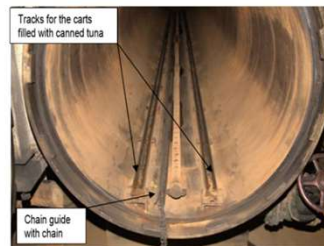


Exhibit 6. The inside of the retort showing the cart tracks and the chain guide.



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Creating a Safety Environment



Safety Management - 101

Safety in the workplace must be managed the way any other critical business function is managed. In addition to the cost factors, safety issues have major bearing on the perception of **Your Company** to the public.



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Managers' Responsibilities for Safety

General Duty Clause

The General Duty Clause of the United States Occupational Safety and Health Act (Federal OSHA) states:[1]

29 U.S.C. § 654, 5(a)1: **Each employer** shall furnish to each of his employees employment and a place of employment which are free from **recognized hazards that are causing or are likely to cause death or serious physical** harm to his employees."

29 U.S.C. § 654, 5(a)2: **Each employer** shall comply with occupational safety and health standards promulgated under this act.

29 U.S.C. § 654, 5(b): **Each employee shall comply** with occupational safety and health standards and all rules, regulations, and orders issued pursuant to this Act which are applicable to his own actions and conduct.



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Cal OSHA - Injury & Illness Prevention Program

<http://www.dir.ca.gov/title8/3203.html>



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Safety Must be Internally Driven

Safety Should Not be Considered a Priority:

But a Value with No Compromise

A true safety culture is led by men and women
committed to the principle for it's own sake –
not solely for compliance,



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Sample Company Mission Statement

- We consider our employees our greatest asset, and commit to giving them the opportunity to develop through training and education.
- We work together as a team and care about each other's welfare.
- We are dedicated to finding and retaining quality employees, and providing them with the best benefits and salaries possible.
- We expect managers to train and assist employees, and be willing to work alongside, if needed



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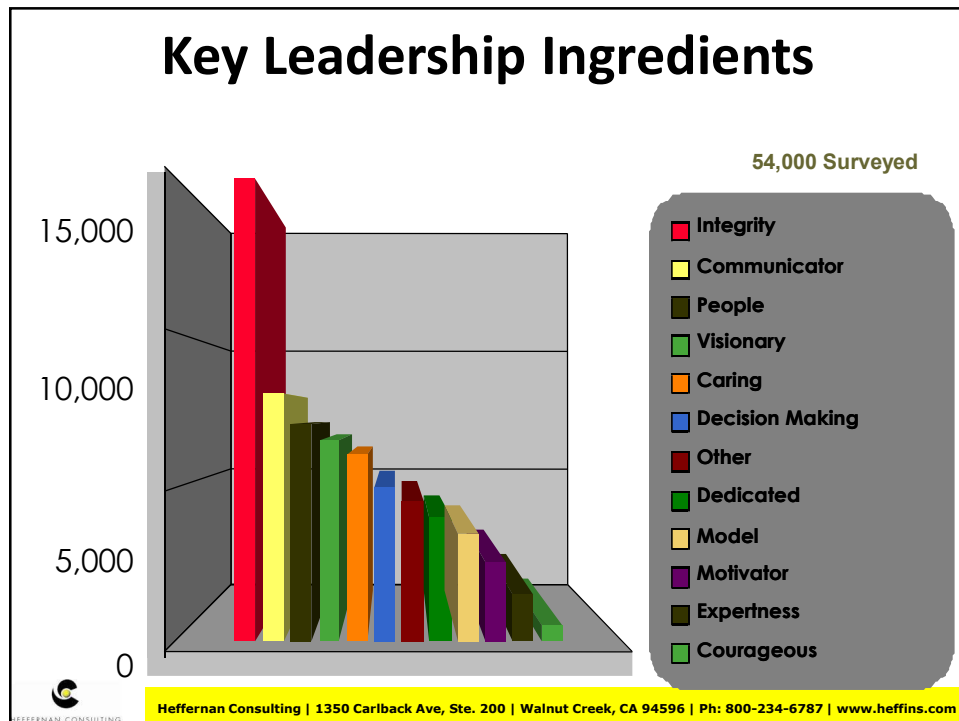
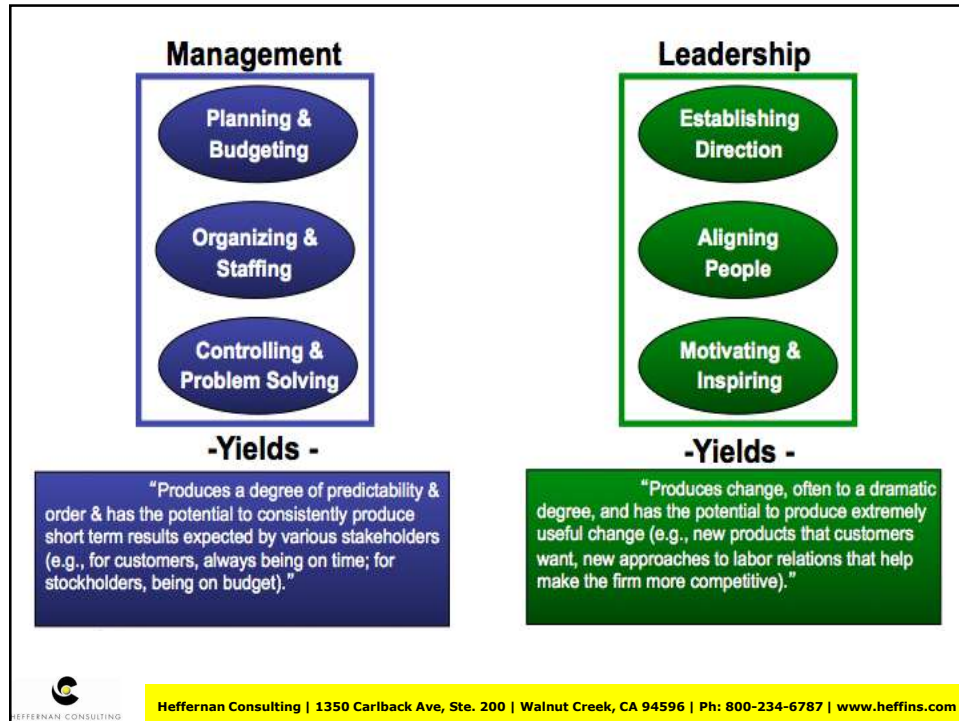
What does a Safety Leader “Look Like”

What are the responsibilities, qualities, character traits, a leader?

GREAT LEADERS DON'T
SET OUT TO BE A
LEADER...THEY SET OUT
TO MAKE A DIFFERENCE.
ITS NEVER ABOUT THE
ROLE-ALWAYS ABOUT
THE GOAL.



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When managers and employees are asked “what do they want most from their leaders, CEO’s, etc.,

Integrity is the leading response (30%)

And quoting Don Phin from his book
“Building Powerful Employment Relationships”

*“Boiled down to its essence, every relationship, anywhere, with anyone, will succeed or fail depending on how well the parties **trust each other, share a common direction, communication through dialogue, and show their deep commitment.**” -- Don Phin*



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What does integrity Look Like to you?

- **Trust**

- You will keep their safety in mind at all times

- **Understanding / Empathy**

- Knowing they may have had a bad day
- Knowing they have major deadlines

- **Knowing what makes them tick**

- Seeing them as a human being



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Motivation by Celebration

Making safety a routine part of every decision you make, everyday, must include an element of safety leadership.

That is the start of your Safety Culture

Integrating safety into daily activities, with lots of management and employee responsibility and mutual participation.



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Learning from Safety Leaders: #1

Organizations are run by the cultural rules of the workplace

- Safety leaders shape/create a safety culture – this takes precedence over everything else
- Safety by example – **Walking the Walk**

“Silence is Consent”



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Learning from Safety Leaders: #2

Showing people that you care about them usually spurs them on to better safety performance

“psycho-social workplace considerations”

The Hawthorne Effect or “Somebody Upstairs Cares” syndrome.



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Learning from Safety Leaders: #3

Have employees involved in a commitment to safety

Survey your employees for their opinion/perception of company safety and your effectiveness



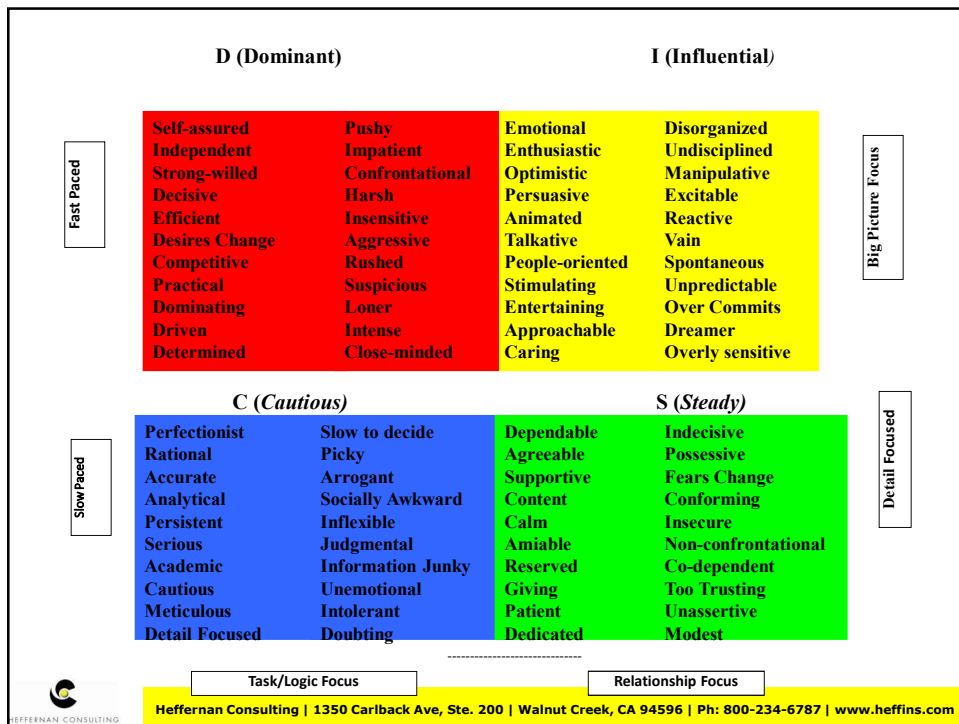
**Identify their
“Four”
(Dave Mitchell,
“Leadership Difference”)**

- Three things “I” will do to remain safe on the job



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“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw

Financial Impact “Truer” Cost of Accidents



Direct = Tangible Costs

Indirect = Non-Tangible Costs

(3 to 4 x's the Direct Costs)



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Sliding Ratio (One option)

Direct Cost	Indirect Cost
\$0 - \$2,999	4.5
\$3,000 - \$4,000	1.6
\$5,000 - \$9,999	1.2
\$10,000 – or more	1.1

Direct Cost x Cost Multiplier = Indirect Cost

Direct Cost + Indirect Cost = True Cost

\$ _____ x _____ = \$ _____



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Truer Cost

• Direct Cost x Cost Multiplier = Indirect Cost

• Direct Cost + Indirect Cost = **Truer Cost**

Example: \$1,500 x 4.5 = \$6,750

\$1,500 + \$6,750 = **\$8,250 = Truer Cost**



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Revenue Required to pay for an increase in your premium

\$8,250

----- = \$275,000

3% (**profit margin**)

\$8,250

----- = \$825,000

1% (**profit margin**)



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Financial Impact

- Payroll
- Rate
- Experience Modification Rate (EMR)

Forecasts your company future loss history to the average losses of similar companies

3 year loss history

Example: 2014 / 2015 / 2016 / 2017 / 2018



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Managing Change, Rallying Resources & Motivating Management



“Courage is being scared to death - but saddling up anyway”

John Wayne



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Values are the guiding principles in our lives. Leadership occurs within the context of core values. Leaders **guide and facilitate others** to make a positive difference in their own lives and to contribute to a **larger good**.

By focusing on what **people believe and value**, and then positively building on this understanding, we have the potential for impact far more wide reaching **than if we approached leadership development as a problem-solving activity.**



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Every leader should ask themselves these questions:

“What are my core values?”

“What kind of leadership values will create the most productive work environment where people will perform their best?”

“What fundamental leadership beliefs do I have about people that affect how I treat them and how do I manage them?”



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1. **Respect** - as demonstrated by self respect and respecting others regardless of differences; treating others with dignity, empathy and compassion; and the ability to earn the respect of others.



2. **Making a Difference** - as demonstrated by personal efforts that lead to making a positive impact on individuals, systems, and/or organizations or positively affecting outcomes.



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3. **Integrity** - as demonstrated by moral courage, ethical strength, and trustworthiness; keeping promises and fulfilling expectations.



4. **Authenticity** - as demonstrated by consistency, congruency, and transparency in values, beliefs, and actions; integrating values and principles to create a purposeful life and to contribute to the growth of others.



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5. **Courage** - as demonstrated by possessing a strength of self to act with intention on behalf of the common good; taking a stand in the face of adversity; acting boldly in the service of inclusion and justice.



6. **Service** - as demonstrated by commitment that extends beyond one's own self interest; personal humility for the sake of a greater cause.



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7. **Humility** - as demonstrated by a sense of humbleness, dignity and an awareness of one's own limitations; open to perspectives different from one's own.



8. **Wisdom** - as demonstrated by a broad understanding of human dynamics and an ability to balance the interests of multiple stakeholders when making decisions; can take a long term perspective in decision-making.



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**Stay true to who you are.
Be yourself; everyone else is already taken. –**

Oscar Wilde



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As Safety Leaders you can now say that:

***“I Save Lives, Prevent Injuries & Illnesses and
I Protect my Company Financial Harm”***



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Thank you!

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