



Best Practices of Safety Management

Health and Safety Management

Professional Certificate in Human Resources

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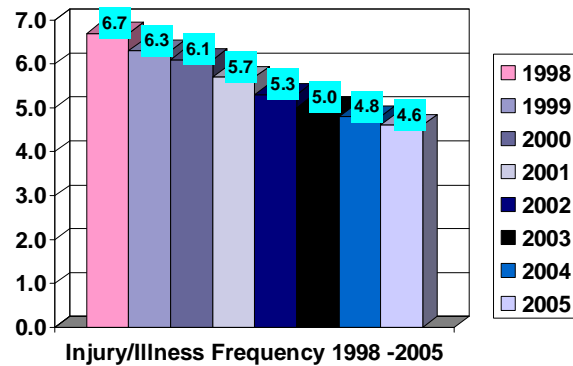
never stop learning™

Health at a Glance

- Less than 10% of those killed in accidents occur in the workplace
- 30% of Americans die from cancer
- 40% die from heart disease and stroke (leading cause of death)
- 90% of middle-age Americans will develop high blood pressure
- 10M Americans are disabled as a result of stroke and heart disease
- In a recent year, workplace injury costs were \$50B, but cardiovascular disease alone was estimated at \$351B
- Heart disease is the leading cause of premature, permanent disability in the U.S. labor force

** Statistics from the Centers for Disease Control and Prevention*

Safety at a Glance



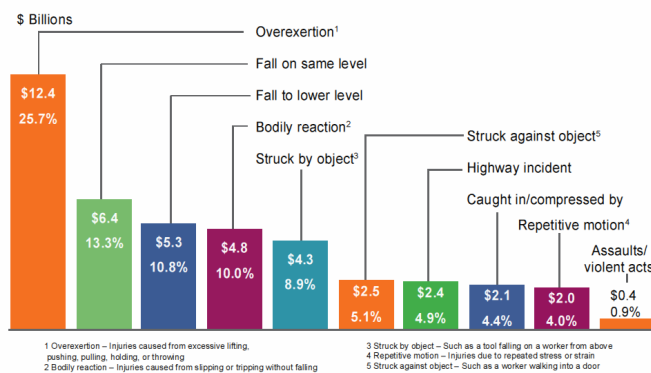
Injury/Illness Frequency 1998 -2005

Exercise caution in using injury data to measure success (#8)

*BLS Statistics – Total case injuries/illness 1998-2005

U.S. Injuries at a Glance

Top 10 Causes of the Most Disabling Workplace Injuries in 2006



Note: The "most disabling work-related injuries and illnesses" consist of those causing an employee to lose six or more workdays.

Between 1998-2004 the US lost almost 20% of its manufacturing jobs and created eight million service positions

Lesson 1

Organizations are run by the cultural rules of the workplace

- Safety leaders shape/create a safety culture – this takes precedence over everything else
- Quality of leadership defines the safety climate
- Policies and procedures are important... but not nearly as critical as a positive safety culture... 65 MPH

Lesson 2

Showing people that you're concerned about them usually spurs them on to better job performance

- The Hawthorne Effect or "Somebody Upstairs Cares" syndrome

Lesson 3

Preferred source of information should be provided by supervisors

- Berkeley and Intracorp employee surveys

Lesson 4

Keep intact the dynamic relationship that exists between employee and supervisor

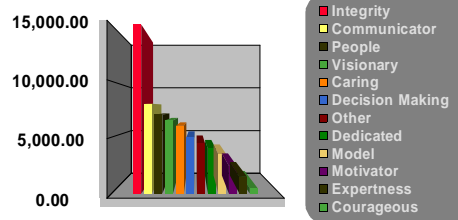
- Our role as safety leader
- Importance of supervisors

Lesson 5

Say only things that are true and say them with total consistency

- A random and haphazard approach will lead to...
- Be onsite when employees are there - safety is not a 9-5 job
- Don't assume losses are a part of doing business... help your employees see this through education

In a survey of 54,000 US employees, the top three categories ranked among the traits employees wanted in their managers and supervisors were Integrity, Good Communicator (honesty), and that they respected People.



Lesson 6

Be comfortable being a source of integrity, vision, and intuition. Seek to be producers, not consumers of these rare commodities

- Create your own process and solution
- Contribute to the safety community and industry
- Learn the safety craft – inside and out. Essential skills must be mastered.
- Be honest about your skills – ask for help if necessary
- Give everyone else the credit and say thank you constantly

Lesson 7

Live the values – privately and publicly

- Being a safety leader and professional is a choice... not a position
- Safety leadership is about being visible and viable
- Network among other safety professionals, and stay engaged in the safety community

Lesson 8

Never take the easy way out

- Do your homework
- Count safe activities (versus injuries) as true measurement of success
- Exercise caution in using injury data to measure success
- Use wellness as an approach to safety

Lesson 9

Take responsibility, especially for mistakes

- Survey your employees for their opinion/perception of company safety and your effectiveness
- Courage to do the right thing

Lesson 10

Teaching is at the heart of leading

- Plato's *Allegory of the Cave*
- Coach and mentor
- It's a marathon... not a sprint (allow for the process to work)
- Take every opportunity to put safety out there in a positive, proactive, and visible way

Lesson 11

Make and keep commitments to safety and health – yours and the people you are responsible for

- Refrain from reactive, hit and run approach
- Be humble and show respect

Lesson 12

Have employees make a commitment to safety

- Three things “I” will do to remain safe on the job
- “To change behavior, reverse the role” – Stephen Covey
- We’re dealing with well-meaning adults who want to do the right thing
- You can encourage participative management and employee involvement, but ultimately the fate and safety of your employees is your responsibility.

The Winning Safety Model

1. Identifies and understands hazards, real and potential
2. Prevents and controls hazards so workers are not exposed or the exposure is minimized
3. Meets core regulatory requirements (CA = IIPP)
4. Emphasizes management commitment and responsibility
5. Identifies safety as a company value (versus priority)
6. Involves and engages employees
7. Seeks the well-being of employees first... genuine care and concern for the workforce

Winning Safety Model

Winning Safety Model

Final Thought

For those responsible for safety...

"Our job is to save lives, prevent injuries and illnesses, and protect our communities from harm."

Greatest Lessons Learned in Achieving Safety Success

- 1. Organizations are run by the cultural rules of the workplace.***
- 2. The mere act of showing people that you're concerned about them usually spurs them on to better job performance and integrity. Also known as The Hawthorne Effect or the 'Somebody Upstairs Cares' syndrome.***
- 3. The preferred source for information should be provided by Supervisors.***
- 4. Keep intact the dynamic relationship that exists between employee and supervisor.***
- 5. Say only things that are true and to say them with total consistency.***
- 6. Be comfortable with being a source of integrity, vision, and intuition. Seek to be producers, not consumers of these rare commodities.***
- 7. Live the values - privately and publicly.***
- 8. Never take the easy way out.***
- 9. Take responsibility, especially for mistakes.***
- 10. Teaching is at the heart of leading. If you are not teaching, you are not leading***
- 11. Make and keep commitments to safety and health – yours and the people you are responsible for***
- 12. Have employees to make a commitment to safety.***

Sampling from Survey Participants

Fred Rine, Founder/President of FDR Safety, Greatest Lessons: 1) People Business 2) Change thinking from HOW to WHY 3) Safety's Not About Rules

Dan Hopwood, Safety and Health Professional, Greatest Lessons: 1) Safety is about the management of hazards, 2) The "best of the best" = Preemptive

Terry McSween of Quality Safety Edge, Greatest Lessons: 1) Clearly defined Management role, 2) Accountability at all levels

Tom Drake of The Drake Group, Greatest Lessons: 1) Essential Skills must be Mastered, 2) Integrity at all times, 3) Communications Effectiveness

Rick Sanchez, Safety & Health Professional, Zenith Insurance, Greatest Lessons: 1) Learn from mistakes, 2) Have courage to do the right thing

Thomas R. Krause, Ph.D., Chief Executive Officer, BST, Greatest Lessons: 1) Quality of Leadership defines the safety climate and organizational culture

Aubrey C. Daniels, Ph.D., Aubrey Daniels International, Inc., Greatest Lessons: 1) Don't underestimate/undervalue positive reinforcement in the development of a safety culture, 2) Behavioral technology properly understood and applied works to produce high performance cultures

Rick Pollock, President, CLMI, Greatest Lessons: 1) We're dealing with well-meaning adults who want to do the right thing, 2) You can never communicate enough 3) Safety is due to the state of mind of the individual – at the time of the occurrence, 4) Multiple factors make a good safety program 5) Meaningful reward systems work

Sampling from Survey Participants

Allison Fowler, Safety Professional, Inova Diagnostics, Greatest Lessons: 1) Be patient and flexible, 2) It's about working with people and being respectful of their agendas and responsibilities, 3) Be honest about your skills – ask for help 4) Learn from your mistakes, 4) Volunteer and give back to the community, 5) Stay in close contact with your networking group, 6) Teach and be active in industry-specific organizations, 7) Be humble and show respect.

Phyllis Simmons, President, Creative Safety, Greatest Lessons: 1) Managers must walk the talk – show that you care, 2) Safety education, building employee relations and leadership are the building blocks, 3) Take care of your employees and safety will follow

Dr. John Hindley, Co-Founder, BST, Greatest Lessons: 1) Strategic leadership is the most important factor
Elise Fischer, Safety/Vehicle/Risk Manager, Cox Communications – Orange County, Greatest Lessons: 1) Listen, 2) Give what others want first, 3) Take every opportunity to put safety out there in a positive, proactive, and visible way, 4) Don't create a separate safety bureaucracy – pair safety with other ongoing events, etc. 5) Use reward system that everyone can earn reward – not just a few – then keep it simple, 6) Use a wellness approach to safety, 7) Express safety as a caring profession, 8) Give everyone else the credit and say thank you constantly

Julie Gasper, Risk Manager, McBride Electric, Greatest Lessons: 1) Don't assume that losses are a part of doing business, and help you employees to see this through education, 2) Know your audience – not everyone buys into the moral obligation approach to protect employees, 3) Set the tone when new employees join – with a quality safety orientation program, 4) View safety as a value, not a priority, 5) Don't expect immediate results, 6) Safety success is a team effort

David Sarkus, President and Founder David Sarkus International, Greatest Lessons: 1) Show genuine care and concern for the workforce – seek their well-being first

Best Practices

■ Tools and resources

□ www.workplacesafetynow.com

■ Resources:

<http://www.workplacesafetynow.com/information.htm>

□ eTools

□ <http://www.osha.gov/dts/osta/oshasoft/index.html>