

Leadership in Safety and Health

Concepts of Leading Employees in
Safety and Health Management
Systems

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“Sometimes It Really Is About The Process”

THE COST OF ACCIDENTS

WHAT IS LEADERSHIP AND HOW CAN WE RELATE IT TO SAFETY?

- Ethics?
- Culture?
- Personal Responsibility?

- What is your definition?

Employer Responsibility

- Section 5 of the OSH Act; *also*
- Title 21, Vermont Statutes Annotated
- **§ 223. Duties**

(a) Each **employer shall furnish to each of his or her employees** employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or significant physical harm to his or her employees; and the employer shall comply with safety and health standards promulgated under the VOSHA Code.

(b) **Each employee shall comply** with the safety and health standards and all rules, regulations and orders of the VOSHA Code which are applicable to his or her own actions or conduct.

VOSHA Recognized Employer Rights

- Comment on standards and regulations
- Apply for temporary or permanent variance
- Refuse and inspection*
- Be present during an inspection
- File a Notice of Contest
- Have confidentiality of trade secrets
- Obtain assistance in compliance efforts
- *However VOSHA has the authority to seek and inspect under the authority of a warrant.

VOSHA Recognized Employee Rights

- Work in safe environment
- Complain to VOSHA
- Comment on standards/regulations in formative process
- Review OSHA 300 Log, medical or monitoring records
- Be informed of variance
- Testify at a hearing
- Review citations
- Have employee representative present during inspection
- Observe monitoring or measuring of toxic substances



Sound Familiar?

- “We want our employees to be safe”
- “We preach safety”
- “Safety is our number one priority”
- “We tell our employees that if they don’t feel safe they shouldn’t do it”

- REALLY? What exactly does that mean?

Heinrich's Triangle Theory



A practical tool... But... What if we could change? What if we could add a foundation? Say... a leadership foundation?

Can Leadership Change Outcomes?



NOTE: Picture Credit: IHSN Blog; Mike Williamsen PHD CSP

<http://www.ishn.com/blogs/16-thought-leadership/post/95792-probability-vs-performance-the-heinrich-accident-triangle-revisited>

Why do Incidents Happen?

- Root Causes:
 - Root causes are those “initiating” causes or conditions that lead to a chain of events that lead to an outcome of interest.
 - Root causes related to accidents, are generally understood to cover two basic areas;
 1. Unsafe Acts and/or
 2. Unsafe Conditions
 - It is generally understood that if intervention were to mitigate root causes, the chain of events and thus, the incident would have been prevented.
 - **Understanding this concept is key to sound leadership in safety and health**

Decisions, Decisions, Decisions...



- The average adult makes 35,000 decisions daily
- What sort of impact do workplace based decisions have?
- What impact does workplace culture have in decisions by managers and employees?

WHAT IF...

So many times safety comes down to a choice...

How can we, as managers/supervisors/employees encourage good decision making?

It Starts With the Foundation

Safety and Health Management Systems Are That Foundation






Safety and Health Management Systems

- What are they?
- How do they work?
- How does leadership play a role?
- How are they different than Safety and Health Programs?
- How much do they cost?
- Are they worth it?

The Four Core Values of Safety and Health Management Systems

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1. Management Commitment and Employee involvement
 2. Workplace Hazard Assessment
 3. Hazard Prevention and Control
 4. Training


The Value of Safety and Health Management Systems

- In addition to the four core values of Safety and Health Management Systems;
- The Safety and Health Management Systems concept requires jobsite safety and health to be “elevated” to the same level as other core management values.
 - Such values as on time delivery, quality service, timely responses, profits, customer service, etc.
- Safety and Health Management systems require that priorities such as regulatory requirements, safety and health programs, and various responsibilities (i.e. management and employee responsibilities) and other aspects of jobsite safety and health, to be integrated under a core management concept
- Successful integration of Safety and Health Management Systems is a complete, bottom to top, culture requiring all employees to contribute

That's All Great, But...!


The thing about leadership in safety is...

IT REALLY DOES AFFECT AND INVOLVE ALL
EMPLOYEES



Things a Manager Should Do to Show Leadership

- Be visible!
 - Make the effort to be seen by your employees
 - Show that you are interested in what they have to say
- Be positive
 - Your workers will respond to a positive message
 - Your workers will be more willing to “share” if they know their message will be heard
- Be accountable
 - Hold yourself to a high account... and don't bend the rules!
 - Hold others accountable fairly and consistently ... and speaking of consistent




Things a Manager Should Do to Show Leadership (continued)

- Be consistent!
 - Consistency is a hallmark of a good manager
 - Consistency in your safety and health management system will be the fuel that will insure it's success
- Be an active part of the team
 - Be a member of a safety committee
 - Help investigate incidents in your facility
 - Get out of bed early and attend an off shift safety meeting once in a while
 - Support good effort in safety by both your supervisors as well as employees



Things a Supervisor Can Do to Show Leadership

- Be visible
 - **Supervisors are the lynchpin** of the successful safety and health program
 - The affect that supervisors have on their jobsites cannot be underestimated
 - Make sure you are completely knowledgeable in all aspects of the task
- Be Accountable
 - Hold yourself and your actions in highest regard
 - Be fair and consistent with employees
- Be consistent
 - Your message must mirror that of the management
 - You must stay positive in your communication
 - Once you allow yourself to “take a shortcut” Your credibility with employees is seriously damaged
- Listen
 - Listening is one of the most important skills
 - Be responsive to employee concerns



Things an Employee Can Do to Show Leadership

- Be knowledgeable
 - Be knowledgeable in all aspects of the task, including how to perform it safely
 - Make sure those around you understand the task
- Be accountable
 - Follow the employers safety and health rules
 - Model behaviors to junior employees
 - Correct risky behaviors with co-workers (gently)
 - Safety concerns need to be brought to the supervisor
- Be a team player
 - Hold yourself in high regard
 - Be someone that can be counted on to “do the right thing”
 - Be someone that your fellow employees can count on to be a leader
 - Communicate with your management (respectfully)
 - Support management initiatives (especially as they relate to safety and health)

...BUT WHATS IN IT FOR ME?



- Employees benefit from excellent safety and health programs in many ways, so lets mention a few...

...A SAFER PLACE TO WORK



- You will not rely on luck to be safe.
- Safe practices at work, often times mean raised awareness at home.
- No one ever goes to work expecting to be injured or killed on the job.

EXERCISE



A Culture of Good Personal Choices

- Employees who are;
 - Knowledgeable
 - Encouraged/Empowered
 - Engaged
 - And given clear expectations
- These are employees that will make good choices
- These are employees that will notice and point out things that are unsafe
- The Root Causes of Accidents;
 - Unsafe Acts
 - Unsafe Conditions

IT'S ABOUT YOU

- Serious injuries and deaths on the job are devastating to you, your family, your employer and your co-workers.
- By working together to improve your safety and health commitment, you **CAN** make a difference.



THANK YOU AND BEST OF LUCK