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"

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.

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?

Why do Incidents Happen?

- Incidents are ALWAYS the result of Root Causes

- Root Causes:
  - Root causes are those "initiating" causes or conditions that lead to a <u>chain of events</u> that in turn, result in 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.

  - <u>**Understanding this concept is key to sound leadership in safety and health**</u>

What Do Accidents Really Cost?

- *National Council on Compensation Insurance, Inc. (NCCI)*
  - *Compensable incidents and their resulting cost are broken down in two major areas;*

    - *Direct Costs*

    - *Indirect Costs*

Direct Costs

- *Direct Costs:*
  - *These are cost's directly attributable to the injury. These costs are generally covered by workers comp insurance.*

  - *They include: medical costs, payment to the injured for lost wages, payment for rehabilitation.*

Indirect Costs

- *Indirect costs:*
  - *These costs are related to the incident but are generally not covered by insurance*
  - *They include:*
    - Any wages paid to injured workers for absences not covered by workers' compensation;
    - The wage costs related to time lost through work stoppage associated with the worker injury;
    - The overtime costs necessitated by the injury;
    - Administrative time spent by supervisors, safety personnel, and clerical workers after an injury;
    - Training costs for a replacement worker;
    - Lost productivity related to work rescheduling, new employee learning curves, and accommodation of injured employees; and
    - Clean-up, repair, and replacement costs of damaged material, machinery, and property.
    - Increases in the employers workers comp insurance premiums

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Occupational Safety and Health Administration

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OSHA's $afety Pays Program

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Estimated Costs of Occupational Injuries and Illnesses and Estimated Impact on a Company's Profitability Worksheet

Text Version

Employers can use the "$afety Pays" to assess the impact of occupational injuries and illnesses on their profitability. This program uses a company's profit margin, the average costs of an injury or illness, and an indirect cost multiplier to project the amount of sales a company would need to generate to cover those costs. The program is intended as a tool to raise awareness of how occupational injuries and illnesses can impact a company's profitability, not to provide a detailed analysis of a particular company's occupational injury and illness costs. Your local OSHA On-site Consultation Office can help small businesses identify workplace hazards and develop and implement an effective injury and illness prevention program.
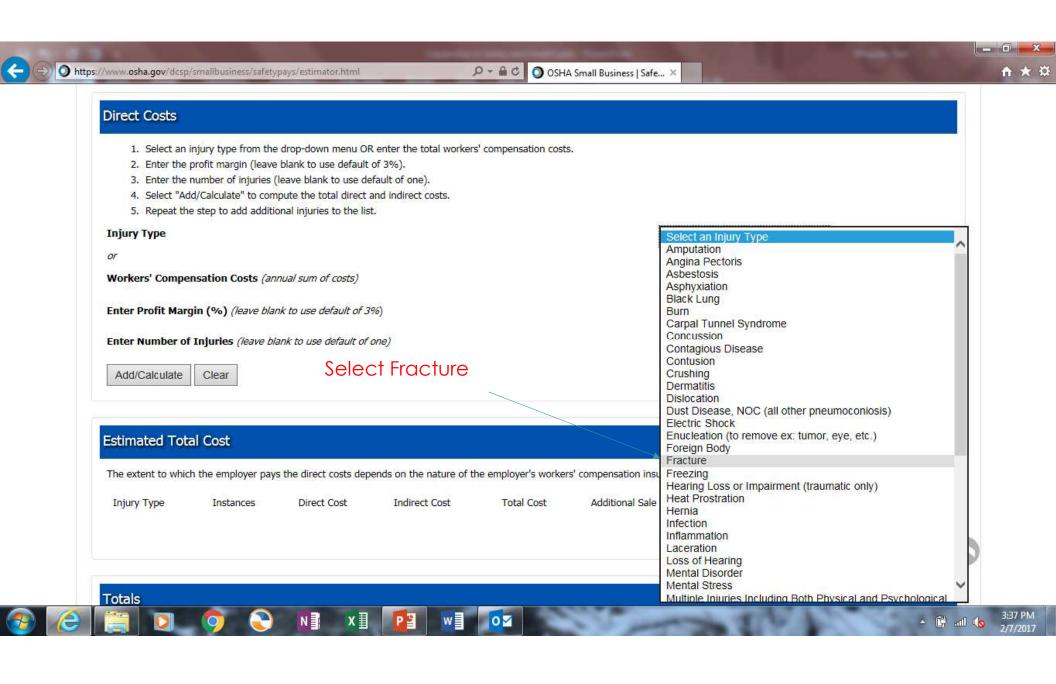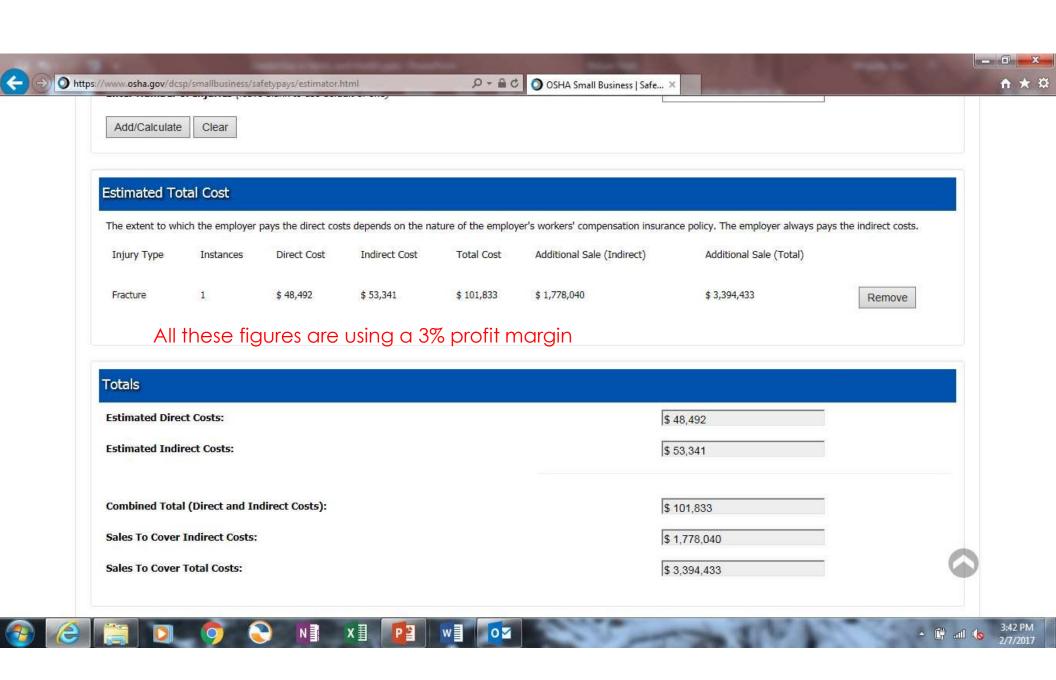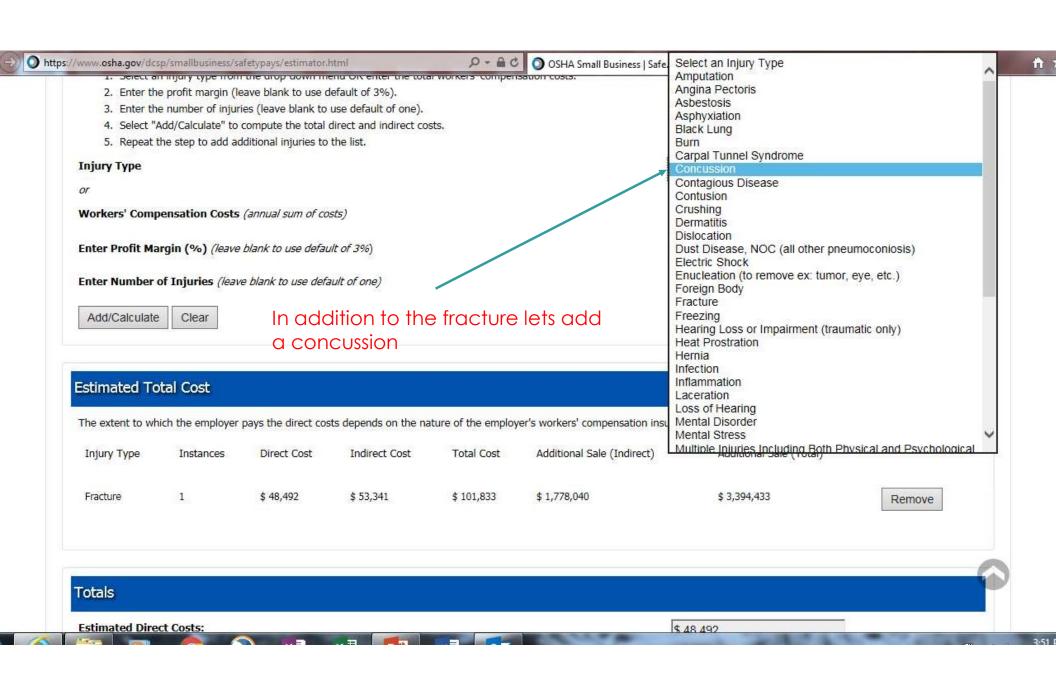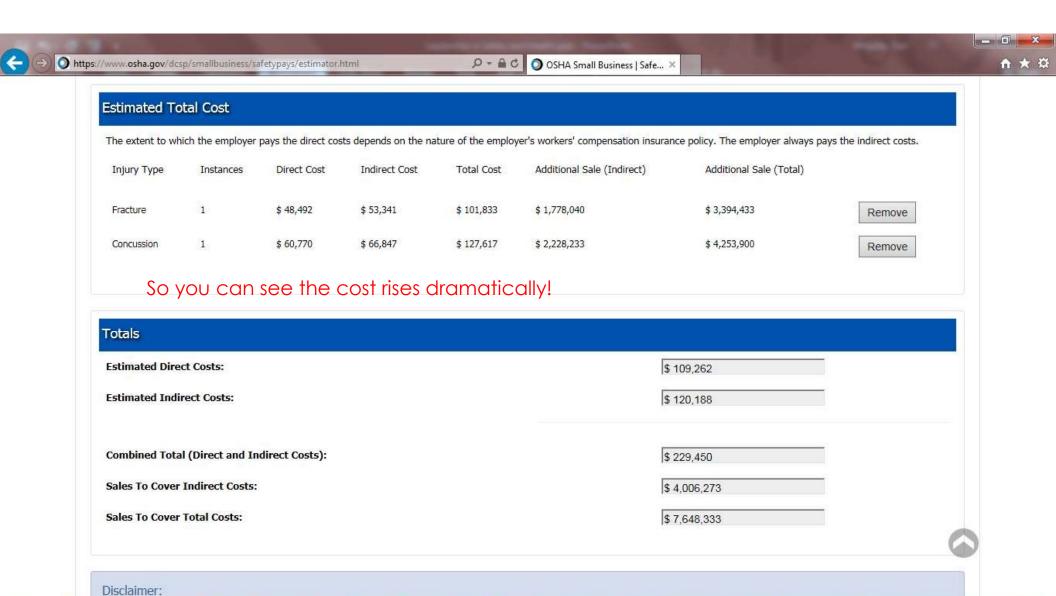
Direct Costs

1. Select an injury type from the drop-down menu OR enter the total workers' compensation costs

Let's Try Out the Safety Pay's Tool

Add/Calculate   Clear

Estimated Total Cost

The extent to which the employer pays the direct costs depends on the nature of the employer's workers' compensation insurance policy. The employer always pays the indirect costs.

Injury Type	Instances	Direct Cost	Indirect Cost	Total Cost	Additional Sale (Indirect)	Additional Sale (Total)	
Fracture	1	$ 48,492	$ 53,341	$ 101,833	$ 1,778,040	$ 3,394,433	Remove

All these figures are using a 3% profit margin

Totals

Estimated Direct Costs:	$ 48,492
Estimated Indirect Costs:	$ 53,341
Combined Total (Direct and Indirect Costs):	$ 101,833
Sales To Cover Indirect Costs:	$ 1,778,040
Sales To Cover Total Costs:	$ 3,394,433

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Estimated Total Cost

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Injury Type	Instances	Direct Cost	Indirect Cost	Total Cost	Additional Sale (Indirect)	Additional Sale (Total)	
Fracture	1	$ 48,492	$ 53,341	$ 101,833	$ 1,778,040	$ 3,394,433	Remove
Concussion	1	$ 60,770	$ 66,847	$ 127,617	$ 2,228,233	$ 4,253,900	Remove

So you can see the cost rises dramatically!

Totals

Estimated Direct Costs:	$ 109,262
Estimated Indirect Costs:	$ 120,188
Combined Total (Direct and Indirect Costs):	$ 229,450
Sales To Cover Indirect Costs:	$ 4,006,273
Sales To Cover Total Costs:	$ 7,648,333

Disclaimer:

But That's Not All!

- Here are costs that were not figured into the estimates:

- The costs of OSHA fines and any associated legal action;

- Third-party liability and legal costs;

- Loss of overall morale among employees

- Worker pain and suffering; and

- Loss of good will from bad publicity.

- **So as we can see, accidents really do affect our workplaces**

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?

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

So…

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

1. Management Commitment and Employee involvement

2. Workplace Hazard Assessment

3. Hazard Prevention and Control

4. Training

Each core element has sub-elements or concepts.

1. Management Commitment and Employee involvement

- It is important that top level management be closely involved in the S&H Management System

- Safety and Health must be given the same priority and status as other important company initiatives

- Management develops the written <u>comprehensive</u> safety and health management program

- This program must address all four elements.

- Assign safety and health responsibilities to managers and supervisors and line employees, and document accountability.

Management Commitment and Employee Involvement (continued)

- A results oriented policy, with both enough authority and resources dedicated to properly carry it out.

- Communicate to employees and foster their involvement in your management system.

- Employees must be involved in the S&H Management System in meaningful ways. Some examples;
  - Incident investigation teams
  - Safety committee leaders (LOTO, Hazard Assessment, PPE)
  - Safety meetings

- Accountability and discipline, no matter how difficult, must be fair and consistent with all employees

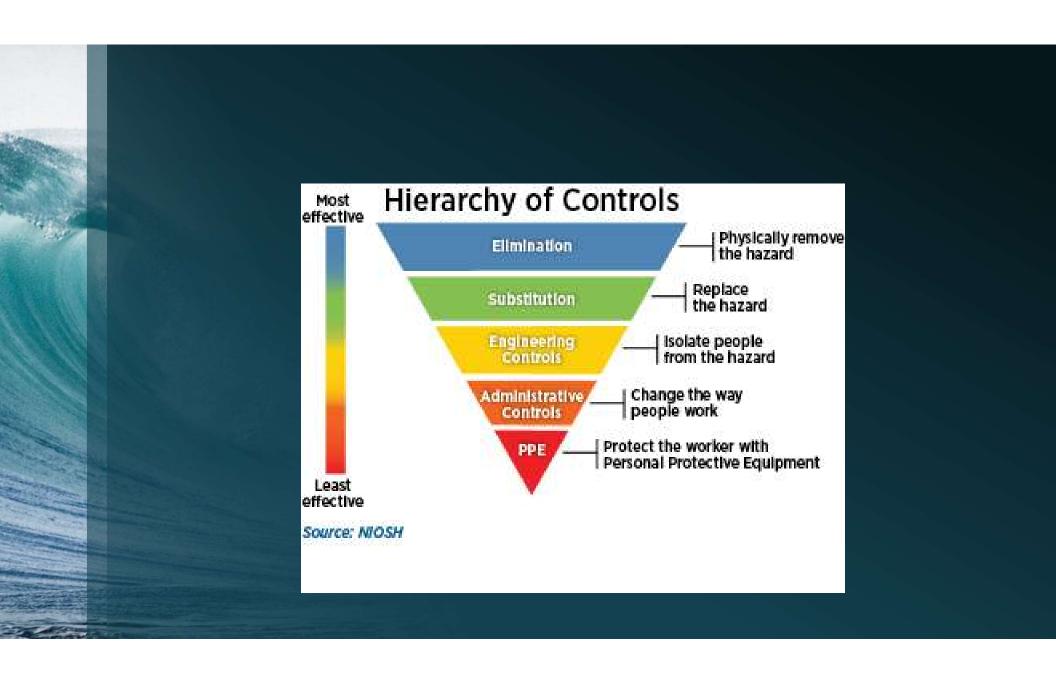- Bargaining units and employee representatives must be engaged in the process.

2. Hazards Assessment in the Workplace

- Incorporate a baseline analysis of the workplace to include industrial hygiene surveys

- A pre-use analysis for new processes/tasks to insure all potential hazards are discovered before exposure

- Self inspections

- Conduct routine hazard analysis and industrial hygiene monitoring to identify existing hazards and exposures

- Institute hazard reporting to allow employees to pass along observations without fear of reprisal

- Institute a documented accident/incident investigation policy

- Investigations should focus on "Root Causal" factors

3. Hazard Prevention and Control

- Once hazards have been identified, you should select the proper control method.

- Incorporate an effective system to eliminate or control hazards.

- Hierarchy of controls, Engineering Controls, Administrative Controls or PPE.

- A written system to track hazards from the time they are identified until abatement.

Hierarchy of Controls

Most effective

Elimination — Physically remove the hazard

Substitution — Replace the hazard

Engineering Controls — Isolate people from the hazard

Administrative Controls — Change the way people work

PPE — Protect the worker with Personal Protective Equipment

Least effective

Source: NIOSH

- You should develop a good plan for eliminating identified hazards

- You should incorporate a consistent disciplinary system that works for **all employees** who disregard the rules.

- You should have written emergency plans for unexpected situations. This plan should include evacuation drills periodically.

- Follow up to insure effectiveness of the controls

4. Safety and Health Training

- Your program will include training for managers and supervisors, with emphases on safety and health leadership responsibilities.

- Training for all employees, on the site safety and health management system, hazards, hazard controls in place.

- Special training for employees in such areas as JSA's, routine hazard analysis, and incident investigation.

- Training should also include such required tasks as Lockout/tagout, hazard communication, confined space, etc.

- Employees should be trained in hazard recognition and safe work practices.

- You should have a method of assessing employee comprehension as well as a way of documentation of all training that individual employees receive.

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 culture
  - 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 employer's safety and health rules
  - Model responsible 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)
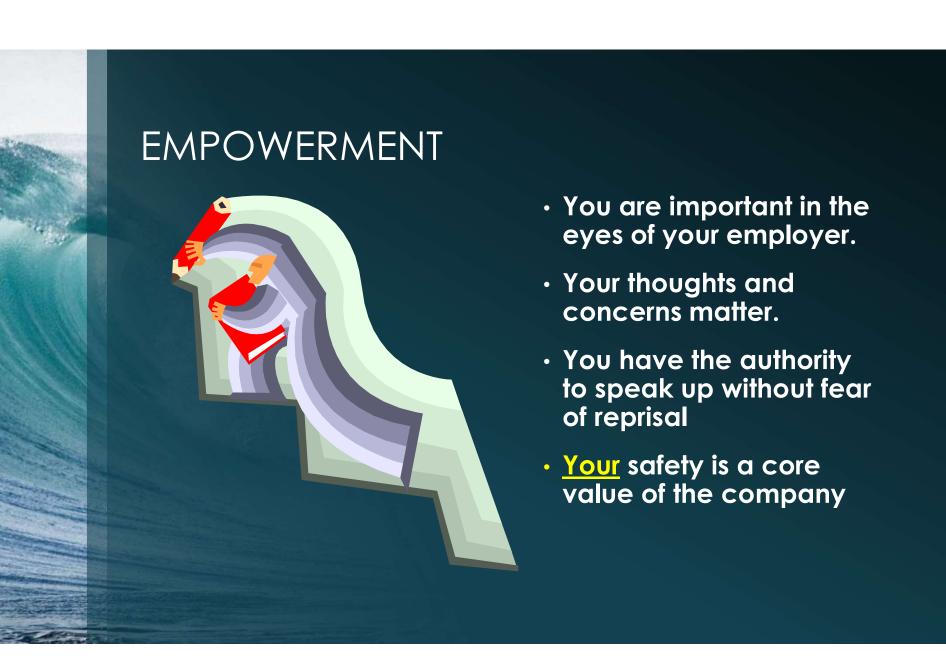 - Support management initiatives (especially as they relate to safety and health)

…BUT WHATS IN IT FOR ME?

- **Employees benefit from excellent safety and health programs in many ways, so let's mention a few…**

TRUST

- **When employers and employees work together equally for an important goal, a true partnership results.**

- **You "watch each others back"**

EMPOWERMENT

- **You are important in the eyes of your employer.**

- **Your thoughts and concerns matter.**

- **You have the authority to speak up without fear of reprisal**

- **<u>Your</u> safety is a core value of the company**

TEAMWORK

- Everyone striving towards a common goal in workplace safety and health.

- Using the skills and techniques learned in this process to further other company initiatives.

- You will care about the health of your employer.

CULTURE

- **Safety in your workplace will become second nature.**

- **It will be an expectation where no compromises will be accepted.**

- **Everyone will be conscious of what it takes to be safe.**

- **You will watch out for each other.**

…A SAFER PLACE TO WORK

- **You will not rely on luck to be safe.**

- **Safe practices at work, often means raised awareness at home.**

- **No one ever goes to work expecting to be injured or killed on the job.**

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 conditions 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

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VERMONT OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (VOSHA)

SAFE + SOUND Week August 9–15, 2021

VOSHA joins the national campaign to encourage every workplace to have a safety and health program.

LEARN MORE

What is VOSHA?

Since 1974, Vermont's Occupational and Health Administration (VOSHA) has labored diligently to protect the health and safety of working Vermonters. A safe and Helpful workplace is important to the financial wellbeing of an establishment. Employees are more productive and happier when employers have taken the steps necessary to reduce the risk of injury or illness. A first line of defense against rising Workers' Compensations costs is to reduce or eliminate the injuries in your workplace. VOSHA wants to work with employers and employees to reduce workplace injuries and illnesses through education and enforcement activities.

Workplace Safety Top 10 Recommendations Relating to COVID-19

On June 8, 2021, the Vermont Occupational Safety and Health Agency (VOSHA) distributed a memo including recommendations to Vermonter employers on workplace safety as it relates to COVID-19. Read the full

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