The EHS Professionals Role in Leading Cultural Change!

NECA
Safety Professionals Conference
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President

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Today’s Journey

• Safety Professional Defined
• Construction Safety - State of the State
• Our we Focusing on the Right Things
• The Need for Change
• How Culture Effects Safety
• Effective Cultural Change Tools
ASSE defines a Safety Professional as:

“an individual who by nature of academic preparation, work experience, and accredited certification or licensing has mastered and applies a recognized body of knowledge to prevent injury, illness, property and environmental damage, while adhering to the code of professional conduct.”
Safety Professional Requirements

- Education, training and experience in a common body of knowledge;
- A fundamental knowledge of:
  - Physics
  - Chemistry
  - Biology
  - Physiology
  - Statistics
  - Mathematics
  - Computer science
  - Engineering mechanics
  - Industrial processes
  - Business
  - Communication
  - Psychology.
Safety Professional Qualifications

- **Expertise**
  - Specialist
  - Generalist
- **Experience**
- **Knowledge**
- **Leader**
- **Educator**
- **Creator/Writer**
- **Coach & Mentor**
- **Change Agent**
- **Improvement Oriented**

- **Skills**
  - Technically Proficient
  - Interpersonal Intelligence
  - Management
  - Computer literacy
    - Word, Excel, PowerPoint, etc.
  - Communicator
  - Strategist
  - Statistician
  - Tactician
  - Motivator
  - Visionary
Safety Professional Knowledge

- Industrial Hygiene and Toxicology
- Design of Engineering Hazard Controls
- Fire Protection
- Ergonomics
- Risk Assessment/Mitigation
- System and Process Safety
- Safety and Health Program Management
- Accident Investigation and Cause Analysis
- Product Safety
- Construction Safety

- Education and Training methods
- Measurement of Safety Performance
- Human Behavior
- Environmental Safety and Health
- Insurance
- Current knowledge of EHS Laws, Regulations and Standards
- Management and Business Administration
- Engineering
- Physical, Social Sciences
- and...
Safety Professional Role

• Protect PPE:
  – People
  – Property
  – Environment

• Serve the Public, Employees, Employers, Clients and the Society with Fidelity, Honesty and Impartiality.

• Achieve & Maintain Competency.

• Avoid Conflicts of Interest and Compromise of Professional Conduct.

• Maintain Confidentiality of Privileged Information.
YOU MAKE OUR EARTH A SAFER PLACE TO LIVE & WORK!

YOU ARE ALL SAFETY SUPER HEROES!
Where are YOU Today?

- Disenchanted?
- Tired?
- Frustrated?
- Overworked, unsupported and underappreciated?
- Hamster Wheel Days?

Einstein’s Theory of Insanity:

“Doing the same thing over and over and expecting different results!”
Everyday in construction we are Challenged with:
- Problems, Incidents, Near Misses
- Employee Injuries & Illness
- New Projects/Staffing Issues
- New Regulations/Interpretations
- Communication Issues

Our companies look to us to do all the right things
We are responsible to do what Safety Professionals do

So... How are WE doing in the Construction Industry?
How do You Measure Success?

• The “absence” of Injuries & Incidents?
• Meeting “acceptable” Injury Rates and Performance Goals?
• Maintaining “industry average” Loss Rates/EMR/RIR?
• Staying off the Regulatory Radar?

How many believe you have obtained “Success” in your organization?
How WE Compare!

<table>
<thead>
<tr>
<th>Country</th>
<th>Rate per 100,000 workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>10.6</td>
</tr>
<tr>
<td>Italy</td>
<td>10.0</td>
</tr>
<tr>
<td>United States*</td>
<td>9.7</td>
</tr>
<tr>
<td>Canada</td>
<td>8.7</td>
</tr>
<tr>
<td>Finland^</td>
<td>5.9</td>
</tr>
<tr>
<td>Sweden</td>
<td>5.8</td>
</tr>
<tr>
<td>Germany</td>
<td>5.0</td>
</tr>
<tr>
<td>Australia</td>
<td>4.4</td>
</tr>
<tr>
<td>Switzerland*</td>
<td>4.2</td>
</tr>
<tr>
<td>Norway</td>
<td>3.3</td>
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</table>

Data: 2013 CPWR Study
<table>
<thead>
<tr>
<th>Trade</th>
<th>Number of deaths</th>
</tr>
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<tbody>
<tr>
<td>Laborer</td>
<td>630</td>
</tr>
<tr>
<td>Foreman</td>
<td>278</td>
</tr>
<tr>
<td>Carpenter</td>
<td>201</td>
</tr>
<tr>
<td>Roofer</td>
<td>181</td>
</tr>
<tr>
<td>Electrician</td>
<td>158</td>
</tr>
<tr>
<td>Operating engineer</td>
<td>124</td>
</tr>
<tr>
<td>Construction manager</td>
<td>120</td>
</tr>
<tr>
<td>Truck driver</td>
<td>106</td>
</tr>
<tr>
<td>Painter</td>
<td>105</td>
</tr>
<tr>
<td>Plumber</td>
<td>96</td>
</tr>
<tr>
<td>Ironworker</td>
<td>60</td>
</tr>
<tr>
<td>Welder</td>
<td>53</td>
</tr>
<tr>
<td>Heat A/C mech</td>
<td>50</td>
</tr>
<tr>
<td>Brickmason</td>
<td>41</td>
</tr>
<tr>
<td>Power-line installer</td>
<td>33</td>
</tr>
<tr>
<td>Helper</td>
<td>27</td>
</tr>
<tr>
<td>Drywall</td>
<td>18</td>
</tr>
</tbody>
</table>

Data: 2013 CPWR Study
Total Fatalities – 2010*

Total Number of Deaths

- Construction: 802
- Transportation: 689
- Agriculture: 624
- Wholesale & Retail: 503
- Manufacturing: 333
- Mining: 172
- Information: 45
- Utilities: 42
- Finance: 24

* Data taken from CPWR 5th Edition Chart Book - 2013
<table>
<thead>
<tr>
<th>Industry</th>
<th>Rate per 10,000 FTEs</th>
</tr>
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<tbody>
<tr>
<td>Transportation</td>
<td>232.0</td>
</tr>
<tr>
<td>Agriculture</td>
<td>166.3</td>
</tr>
<tr>
<td>Construction</td>
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</tr>
<tr>
<td>Retail</td>
<td>118.4</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>111.7</td>
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<tr>
<td>Wholesale</td>
<td>110.0</td>
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<tr>
<td>Utilities</td>
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<td>Mining</td>
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<tr>
<td>Information</td>
<td>77.1</td>
</tr>
<tr>
<td>Finance</td>
<td>20.4</td>
</tr>
<tr>
<td>All industries</td>
<td>107.7</td>
</tr>
</tbody>
</table>
Fatalities Rates
1992 - 2010

Rate per 100,000 FTEs

Year

Construction
Agriculture
Mining
Manufacturing
SO...

WE ARE GREAT AT DROPPING DAY AWAY CASE RATES

OSHA revised requirements

SEVERITY IS DROPPING LIKE A ROCK
And...

WE ARE EVEN BETTER AT PREVENTING INJURIES!

INJURIES ARE GOING DOWN!!

US Construction Industry (OSHA), 5.4
AND...

PREVENTING DEATHS IS SEEMINGLY BEYOND OUR ABILITIES...

IF INJURIES & SEVERITY HAVE DROPPED DRAMATICALLY... WHY NOT DEATHS!
Performance Discussion

- Why have injury rates dropped while death rates remain steady?
  - Is construction just Inherently Dangerous?
  - Are we Focused on the Right Things?
  - Are Unsafe Acts and Behaviors the only problem?

Could WE be Part of the Problem?
Are we Focused on the Right Things?

- What is “acceptable” performance?
- Are actual injuries reported... higher or lower? Why?
- Do Safety Incentives reduce injuries... or?
- How good are you...
  - Do you include management & administrative hours in your rate calculations?
• Too many “Safety Professionals” are:
  – Ineffective
  – Unmotivated
  – Accepting Status Quo!
• Many lack knowledge/understanding of regulations & best known methods:
  – Silo effect
  – Failure to benchmark
• Many companies don't see safety as an expertise
• **WE are not aligned on critical safety management practices!**
So... What is our Greatest Value?

LEADERSHIP

OUR ABILITY TO AFFECT CHANGE!
How can YOU have the Greatest Impact?

Improve Your Safety Culture!
Culture is to a group as personality is to an individual.

Cultural behaviors are learned... from the beliefs, values and shared assumptions of both the workforce and management.

Cultures, like humans, strive for stability, consistency and meaning.

Cultures “Adapt” to “Cultural Norms”
Cultural Adaptation

Culture adaptation is an evolutionary process by which humans modify habits and customs to fit in within existing norms.

Your Safety Culture is a subset of your Corporate Culture!

Your Safety Culture is what employees do when You’re Not Around!
Cultural Norms

IS THIS ACCEPTABLE BEHAVIOR?
IS THIS ACCEPTABLE BEHAVIOR?
Changing a Safety Culture

Culture Change is Dependent On:

- **Co-Created & Shared** Vision of the Change
- **Demonstrated Executive Leadership**
- **100% Commitment** from all levels
- **Effective Communication & Training**
- **Positive Behavioral Recognition**
- **Accountability** for ALL to Embrace Change!
• **Vision** is the ability to look ahead and define what you want the future to look like.

• **Vision** is about establishing **Change**

• A defined & shared **Vision** empowers both Leaders & Followers to embrace **Change**

• We can **Change** our industry thru a **Collective Vision**!
OUR TRUE VALUE TO AN ORGANIZATION LIES BELOW THE WATER LINE
SAFETY’S ROLE IN THE VISION

• Successful Safety Leaders possess:
  – Excellent Leadership Skills
  – Excellent Management Skills
  – Ability to Coach & Mentor Project Executives
  – Even Keel and Cool Demeanor
  – Trust & Respect of Workforce
  – Vision, Passion and Tenacity

THE ABILITY TO AFFECT CHANGE!
Safety Leadership Qualities

- Safety Leaders are responsible for:
  - Establishing Corporate Goals/Vision
  - Creating Safety Leaders/Role Models
  - Implementing World Class Safety Programs
  - Developing Safety Expertise of Staff & Management
  - Evaluating Cultures, Behaviors & Trends
  - Enabling Change at ALL levels
  - Role Modeling Trust & Respect
  - Taking Ownership for Cultural Change!
• Executive Leadership is vital for creating Change
  – Nearly impossible to sustain without it. (flavor of the month)

• Executive Management MUST be responsible for:
  – Sharing the Vision
  – Establishing Success Criteria/Performance Goals
  – Communicating Expectations
  – Role Modeling Expected Behaviors
  – Holding Management Accountable
  – Rewarding & Recognizing Acceptable Performance
  – Leading the Organization to Success!
• Once leadership establishes its commitment to safety, **Cultural Boundaries** are formed.

• **Your Leaders Actions demonstrate their commitment**:  
  – What management pays attention to:  
    - **SAFETY** vs. **SCHEDULE** vs. **CO$T**  
    - Decisions that are made & why  
  – What management ignores:  
    - Employee concerns, feedback, suggestions  
    - Production or Schedule overriding safety issues  
  – What management measures and how they respond:  
    - What does management really care about?
Key Management Leadership Qualities

- Personal Commitment to Safety
- Positive Role Model of Safe Behaviors
- Open 2-way Communication at all levels
- Demonstrated Engagement in all aspects of the Safety Program
- Understanding of “Behavior Based Safety”
- Management Accountability
- Active Participation in the Recognition Program
Employee Engagement

- Key employee needs:
  - Appreciated
  - Respected
  - Feel that management “cares” about their safety

- Employee perceptions represent the true safety culture

- The employees at greatest risk of injury must be:
  - Engaged
  - Enabled
  - Empowered

Before Cultural Change will be Realized!
The 3 E’s in Employee

• Engaged in the development, implementation and continuous improvements of the safety program

• Enabled to participate in safety committees, task forces, provide direct feedback, recognize other employees, provide feedback on supervisors

• Empowered to coach peers, subordinates and supervisors, to stop unsafe acts and correct unsafe conditions

High levels of **Trust and Respect** must exist between management and employees before **Sustainable Change** can occur!
Effective Safety Training

- Most training programs are dry, boring and ineffective in educating the workforce
- Effective Training must be designed to:

  Address the “needs of the employees, not to satisfy regulatory requirements!”

  Training should include feedback from trainees to enable continuous improvements!
Key Elements of an Effective Safety Training Program:

- **Trainers have the Greatest Impact on Effectiveness!**
- **Delivery is EVERYTHING!** - The average attention span is 12 minutes
- **Interaction** - Employees must be engaged to learn
- **Clear, Concise & To The Point** - Remove non-value added material
- **Test for Competency** – Ensure that knowledge has been transferred
Best Known Methods

• World Class Results depend on utilizing:

Best Known Methods

• Improve your Methods by Benchmarking:

  – World Class Organization
  – Competitors
  – Trade Organizations
  – Consultants
Executive Safety Structure

• Ideal Safety Structure:
  – VP level or higher with Safety Responsibilities
  – Safety department Head is a VP or reports directly to President... but NEVER to operations

• Safety is embedded as a Core Value!

• Safety staff are highly respected and recognized as an integral component of the corporation

• Safety is acknowledged as a...

  “Strategic Business Partner”
Setting Goals

OUR GOAL THIS YEAR IS ZERO DISABLING INJURIES.

INJURIES
0

LAST YEAR OUR GOAL WAS TWENTY-SIX DISABLING INJURIES.

IN RETROSPECT, THAT WAS A MISTAKE.

WE HAD TO INJURE NINE EMPLOYEES TO MEET THE GOAL.

IF YOU HAVE AN INJURY, FILL OUT THESE FORMS IMMEDIATELY.

IF YOU COVER THE WORD "RENSIGNATION" WITH YOUR THUMB, IT'S AN INJURY REPORT.

THIS PLACE MAKES ME SICK.

WE'LL MISS YOU.

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• Setting safety goals other than zero sends the wrong message to your employees...

Reactive or Lagging Indicators measure what happened to Prevent Recurrence!

Proactive or Leading Indicators measure Culture, Leadership, Behaviors & Conditions to Prevent Occurrence!
Proactive Indicators

- **Behaviors**
  - Behavioral Observation Process

- **Conditions**
  - Collecting data from field walks and employee feedback

- **Training**
  - Competency, Compliance and Retention testing of employees

- **Work Planning**
  - Use of JHA’s, Pre Task Planning, permits

- **Management Leadership & Commitment**
  - Measure time in field, Classroom Instruction, Leadership efforts, % complete of assigned safety tasks

- **Companies Cultural Maturity**
  - Performance assessments, contractor feedback, Safety Self Assessments, 3rd party audits
Recognition not Incentives

• Incentives Create Undesired Results:
  – Non Reporting of Incidents
  – Hiding of Injuries
  – Often Creates Feelings of Entitlement

• Positive Recognition Benefits:
  – Rewards Observed/Desired Behaviors and Performance
  – Effective as Spontaneous and Milestone Recognition
  – Encourages Employees to Maintain Recognized Behaviors
  – Employees Feel Appreciated
  – Engages Management and Field Personnel
  – Helps Sustain Functioning Culture
Continuous Improvement Processes

Keys to Sustaining a World Class Safety Culture:

• **All Injuries & Incidents must be analyzed to determine Root Cause & Preventative Measures**

• **Review (include employees) all Programs, Policies & Procedures annually to ensure material is up to date and effective**

• **Self-performed or 3rd party assessments should be conducted to ensure the overall safety culture is healthy and program is meeting the needs of the organization**
World Class Safety Programs

• Most organizations have safety programs that are designed to meet regulatory requirements... NOT EMPLOYEE NEEDS!

• Safety Programs should:
  – Exceed OSHA’s Negotiated Requirements
  – Engage Employees in their Development
  – Be Evaluated to Ensure Effectiveness and Change as needed
  – Be as Brief as possible and Easy to Read
Value to the Bottom line

- World Class Safety Cultures instill loyalty and caring among employees.
- Managements role is to Empower, Engage & Energize Employees through committed leadership!
- Committed employees work harder, longer, more efficiently and have better attitudes about their job!

Employees that BELIEVE their company cares about them, care about their company and the quality of the work they perform!
Our Role in Leading Change

• Which role will you assume in Cultural Change?
  – Domain Defender?
  – Reluctant Reactor?
  – Anxious Analyzer?
  – Or... Enthusiastic Prospector?*

“You must be the change you wish to see in the world.”
Mohandas Gandhi

*Adapted from Goffee and Jones, 1996.
A World Class Safety Culture depends on:

- Knowledgeable, Engaged, Committed & Respected Safety Leadership
- Executive Leadership & Commitment
- World Class Processes & Best Known Methods
- Employee Engagement, Trust & Respect
- Recognition of Desired Behaviors
- Leading & Lagging Indicators
- Effective Goals
- Effective Training & Communication
OUR TRUE VALUE TO AN ORGANIZATION LIES BELOW THE WATER LINE
In Review

• We must use every tool in our Safety Toolbox:
  - Continuously Improve our Knowledge & Skills
  - Benchmark and Embrace Best Known Methods
  - Build Trust & Respect of Management and Employees
  - Implement and USE Reward & Recognition System
  - Establish Performance Goals
  - Co-Create Safety Improvements with Employees
  - Stay Positive, Energized and Passionate

BECAUSE...
YOU MAKE OUR EARTH A SAFER PLACE TO LIVE & WORK!

YOU ARE ALL SAFETY SUPER HEROES!