



Annual Workplace Safety and Health Conference

Winning with a Successful Safety Culture Berry Bairrington, OHST



OUTLINE

- Do you have a safety plan? Where is it? Does it work?
- Safety culture: what is that?
- Safety 101 “you gotta have the basics”
- Key elements of a Safety Certification Program
- Accountability and consistency



Safety Plan: Do You Have One?

A winning team must:

- Have a game plan to follow
- Play to follow and execute
- Without these, even the best team will struggle

*Dallas Cowboys
Super Bowl VI*



Where's the Plan?



2013 17-pt favorite #6 Baylor vs. #15 UCF in the Tostitos Fiesta Bowl, **52-42**

Who Had a Plan? Who Executed?



Safety Plan: Do You Have One?

A **winning** safety program is no different:

- Must have a written plan/program to follow
- Must be consistent and current across all departments, yet written to be “department-specific” for each area.
- Must be approved and supported by upper management.
- Employees trained and knowledgeable
- Leadership knowledgeable, engaged and re-enforcing
- Expectations must be clear
- Plan must be accessible for review

Without these, your safety program will struggle.



Having a Plan

- What do you have in place?
- Is it working?
- Is it consistent throughout your organization?
- Is it accessible to employees, or just another management document on the shelf?
- It should be a one-stop shop for departmental safety materials.



SAFETY CULTURE

The ways in which safety is managed in the workplace often reflects "the attitudes, beliefs, perceptions, and values that employees share in relation to safety."

- Cox and Cox, 1991



“The safety work of today affects every relationship that we have. It enters into the home, into our social life, into our business life and into every economic situation that we have.”

- Robert W. Campbell, 1914



Criteria for Safety Excellence and a Winning Culture

- Upper management must be visibly committed
- Middle management must be actively involved
- Supervision is performance-focused
- Hourly employees are participating
- Safety program is flexible to accommodate site culture
- Safety program is perceived as being positive by all employees

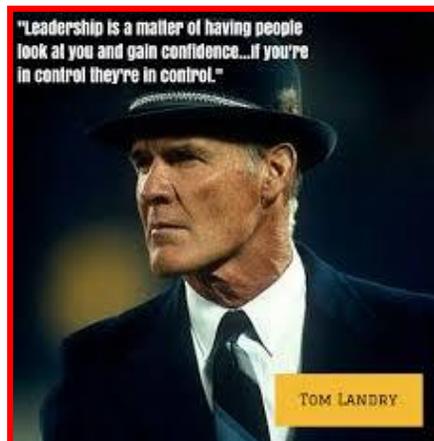
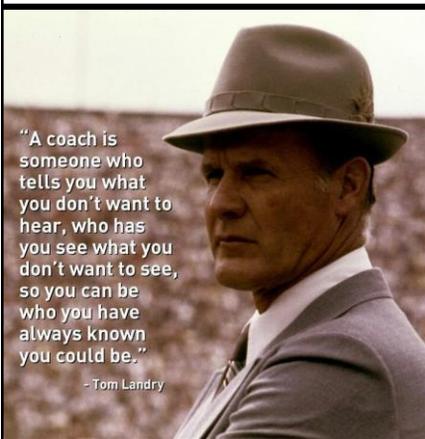


Safety Culture

IT'S WHAT WE DO



BEING A LEADER



Safety Culture + Leaders

- **Culture** is primarily influenced by leaders
- Safety professionals advise their leaders
- Two safety priorities that distinguish between being an *effective* leader and a *mediocre* leader are:
 1. listening to your employees, and
 2. spending time monitoring safety performance out with your employees.



Safety Culture + Leaders



- Leaders cannot effectively monitor their workplace and listen to their employees from their **office**.
- Where do **you** or **your leaders** “lead” from?
- The “**Value**” of Safety
 - Safety must be:
 - **Efficient, Effective** and **Engaging**
 - “*by making safety a “value” of your organization, you are recognizing that safety is **not the absence** of incidents, but work that’s performed in a way that keeps incidents from happening”*
 - *Eddie Greer, CSP, OHST, STS*



Four Safety Leadership Principles to Take Ownership and Create a Safe Workplace

- Hold yourself accountable first
- Know how safety really works
- Lead safety as if your **own** family worked there
- Have a strategy – a game plan

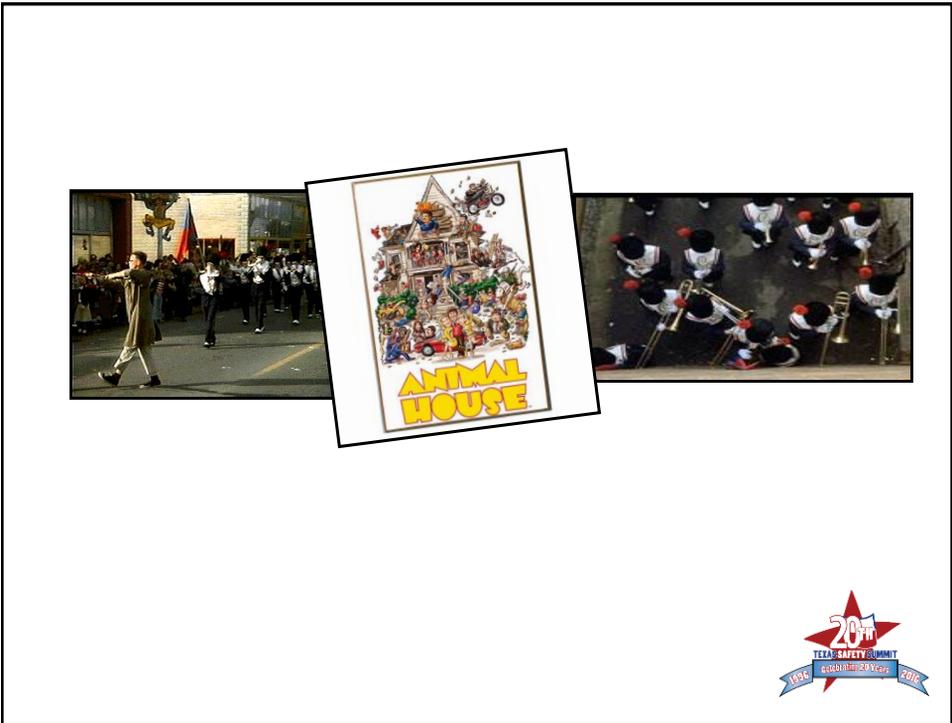
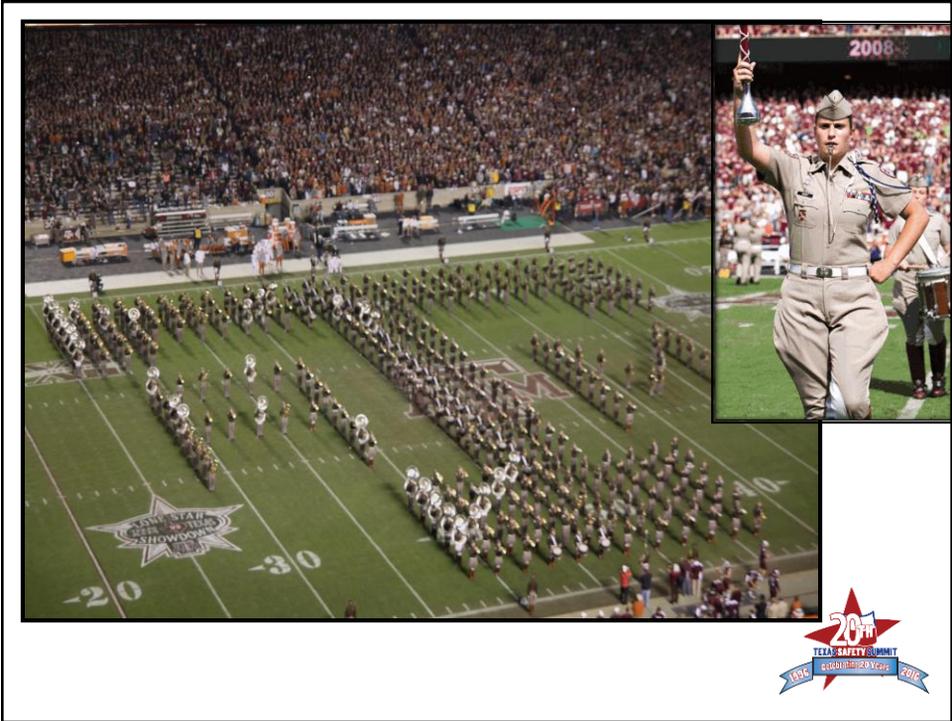


Lead by Example

*“You either lead by example,
or you don’t lead at all.”*

Kouzes & Posner - *The Truth About Leadership*







A Safe Workplace

“A safe workplace is the reflection of safe leadership.”

- Berry Bairrington



Safety Plan: Summary

- A winning Safety Program:
 - Must have a plan/program to follow
 - Must be consistent and current
 - Accessible for review and current
 - Leadership must be knowledgeable, engaged in the process, and enforcing
 - Employees must be trained and understand the expectations required of them
 - With these in place, your Safety Program will be successful



Safety 101

“you gotta have the basics”



TRAINING



Safety 101: TRAINING

What's the big deal?

- Untrained employees = increase in injuries
- Untrained employees = poor morale when employees are out injured
- Untrained employees = increase in claims and liability
- Untrained employees = increase in premiums
- Untrained employees = regulatory citations
- Untrained employees = a losing program



Safety 101: TRAINING

- When to train?
 - New hire, job transfers, hazards change, etc.
- Topics to cover?
 - Those applicable to the job tasks you expect to be performed, regulatory requirements
- Methods used?
 - On the job / hands-on
 - Classroom, webinars, online, etc.
- Frequency?
 - Regulations, post incident, observations, etc.



**Document
Document
Document**

SAFETY CERTIFICATION PROGRAM

“key elements for success”



Safety Certification Program

How It Started in Waco...





Safety Certification Program *“to get started”*

- Support of management
- Cannot be viewed as a “big stick”
- Establish goals to change culture
- Trainer commitment
- Set dates to train
- Deliver

Safety Certification Program

Key Elements:

- Training
- Assessment for certification
- Incentives / recognition (individual and departmental)
- Incident reporting and documentation
- Investigations
- Discipline matrix / corrective measures
- Safety Review Board (with summary)



IMPLEMENTING

- Supervisor and upper management training
- Employee training (field vs. office/clerical)
- Prepare for questions and people resistant to change
- In the beginning, ours was viewed as 1-2-3, you're fired / a big stick to *"catch people"*
- Must establish **"trust"** at all levels
- The ATTITUDE they see affects the entire program and the culture you're trying to establish



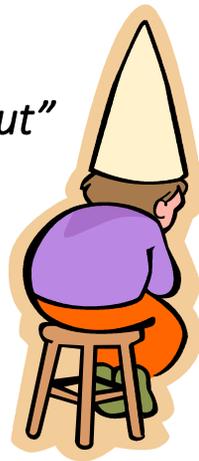
Safety Certification Program *“summary for success”*

- Develop, train, implement
- Timely reporting of all incidents
- Thorough investigation
- Determine if *“preventable or not”*
- Corrective measures if preventable
- Incidents reviewed by Safety Review Board



ACCOUNTABILITY and CONSISTENCY

“I wasn’t raised on time out”



...Continued

- Every *successful* safety program has a component to address unsafe behavior.
- When unsafe behaviors are permitted **without consequence**, your program will suffer and most importantly, *people get hurt, property gets damaged*, and more.



THINK ABOUT IT

- Would any program, policy, or goal be effective without accountability?
- What if your safety program is in place, you have JSAs completed for all job tasks, all employees are trained, but there's *no accountability* or consequences for unsafe actions?
- Would your program work?



QUESTION

How many times should you tell a child to NOT go near the busy street where the cars are speeding by?



ANSWER

ONCE
UNO
1 time



ACCOUNTABILITY

"So why do we care?"



- We aren't guaranteed second chances.
- The second time too close to the road could be tragic, not wearing a safety vest, not following lockout/tagout procedures, wearing the wrong gloves or other PPE, using the phone, or eating while driving...
- Everyone should go home safely to their families, their pets, to whatever they love whatever that may be.



Accountability and Consistency

- Your program must communicate your expectations from top to bottom.
- Employees must understand the consequence that will follow when unsafe actions are committed.
- A major element of a *Safety Certification Program* is the **investigation** that follows all incidents.
- A thorough investigation should determine if what happened was ***"preventable or not preventable."***



Preventable or Not?



- Was there something the employee **“did or failed to do”** that **caused** the event?
- For **preventable** incidents, a consequence (corrective measure) is administered.
- Actions to follow must be outlined in a well defined **discipline matrix**.



Discipline Matrix

- Your discipline matrix is your game plan – your S.O.P.
- Call it what you want, but a **well defined** and **communicated** matrix is a **WIN - WIN** for your program.
- It WORKS.
- **DISCIPLINE MATRIX**
- Purpose: *“to provide fair, firm, and consistent corrective measures for incidents deemed to be preventable.”*
- The corrective action taken is based on:
 - number of **“preventable incidents”** in the last 12 months and
 - the **severity of the event (minor, moderate, severe)**.
- Provides a consistent method to address unsafe behaviors.



Preventable Incidents in Last 12 Months

Preventable Incidents in last 12 months	Outcome	Level	Corrective Action
First Offense	Injury with no restrictions or lost time from essential functions of job, or "near miss" without injury or damage but deemed as an unsafe act which could have caused an incident	Minor	Informal Counseling
First Offense	Injury that results in restrictive activity and/or lost time	Moderate	Written Warning
First Offense	Injury resulting from the failure to follow safe work practice, procedure, safety rule, or city policy that could or did result in a life threatening injury to yourself, co-worker, or a citizen (includes knowingly or intentionally acting unsafe)	Severe	Suspension without pay 1-3 days, 6-month safety probation and/or up to possible discharge

Definitions

- **Minor Incident:** No lost time or restricted days resulting from the incident.
- **Moderate Incident:** Employee had lost time or restricted days from the incident.
- **Severe Incident:** The disregard or failure to follow safe work practices or procedures, safety rules, or city policy that could or did result in a life threatening injury to yourself, a co-worker, or a citizen.
- **Safety Probation:** Period of time (in months) assigned after an incident that allows an employee to demonstrate they can safely perform their job without any safety violations. If a preventable safety incident occurs during this time period, the employee will be subject to a more stringent corrective action up to and including termination.



DISCIPLINE MATRIX

One of two things happen
when you hold employees
accountable...

*Note: Your Matrix should be approved
by upper management, Legal, and
Human Resources.*



What About Supervisors and Accountability?

- Employee favoritism
- Protecting employees
- Failed to train on hazards of job task
- Poor or lack of documentation
- No follow-up when informed of unsafe equipment, tools, conditions, PPE, etc.
- Failure to report incidents after employees have reported
- And more...



Safety Review Board

- Reviews all incident reports monthly
- Looks for both **positive** and **negative** points in the Supervisor Incident Reports
- Determines if the **supervisor** followed the Safety Certification Program
- A summary of the monthly review goes to Department Director and Assistant City Managers
- Fulfills accountability at **all** levels



WHO / WHAT DO YOU
WORK FOR?

Is It Your Hobbies?
What Do You Love To Do?





INCIDENTS AFFECT:

- Employees
- Your family
- Co-workers
- Friends
- Your organization
- And on and on ...



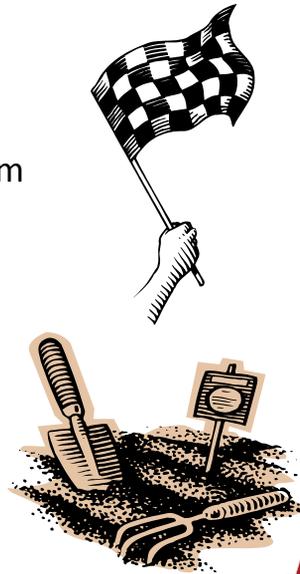
SUMMARY

- Be certain that employees are trained, authorized, and equipped for the job tasks they are expected to perform
- Knowledgeable of the task **hazards**
- There are **zero excuses** for working unsafe
- Listen, communicate, and follow up to ensure employee concerns are heard and respected
- Make TRUST a vital part of your program



SO...

- Get back to the basics
- You WIN with a firm Safety Program
 - Training / communicating
 - Reporting incidents
 - Thorough investigations
 - Accountability
 - Being consistent
- It's like *growing a garden*.



“We Must Lead by Example.”

*“A safe workplace is the reflection
of safe leadership.”*

- Berry Bairrington



THANK YOU!

Berry Bairrington, OHST

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