

Safety Leadership: Manager and Supervisor Responsibility and Accountability

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Content Disclaimer

The information presented is general in nature and is intended to present an overview of employment practices. The written and verbal contents of the presentation are not intended to constitute consulting and/or advice and no client relationship is established between the presenter and attendees.



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Objectives: You will -



- Understand that each decision you make, will fall into the moral, legal or financial “bucket”.
- Articulate the difference between managing and leading.
- Know that in the world of safety; you are much more than their mere leader. You have now become their safety coach, mentor, manager, protector and advocate.



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Ultimate Purpose of Safety Leadership

- To Save Lives
- To Prevent Injuries & Illnesses
- To Keep **Your Company** From Financial Harm

Moral Obligation

Legal Obligation

Financial Obligation



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Polling Question!

How long has OSHA (Occupational Safety & Health Administration) been in place?

- 100 years?
- 50 Years?
- 35 Years?
- 47 Years?

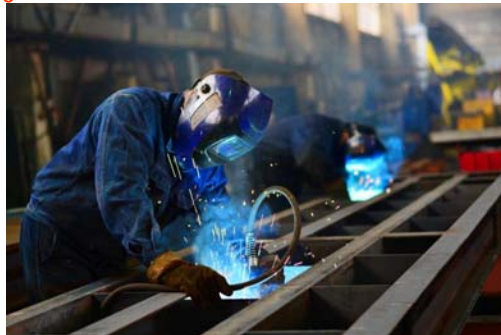


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Secretary of Labor; 1968

“people can't see the blood on the food that they eat, on the things that they buy, and on the services they get”.

OSHA Act: 1970



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Journey of Safety

	1970's	1980's	1990's	2000 - Present
	"Regulatory"	"Total Quality"	"Behavior"	"Accountability"
Learning	OSHA Standards	TQ Principles	Behavior Psychology	Humanistic Psychology
Orientation	Reactive	Prevention	Proactive	Creative
Goal	Zero -Non Compliance	Zero Injuries	100% safe Behaviors	Safety: Expressed through core values
Motivation	Avoid Consequences of Non -Compliance	Avoid Costs of Incidents & Injuries	Grow Extraordinarily Safe People	Grow Extraordinarily Safe Communities
Emphasis	Environment: Equipment & Processes	Environment: Programs & Systems	Behavior: Words & Actions	Person: Attitudes, Beliefs
Tools	Rules, Regulations, Inspections	Training, Investigations & Audits	Observation, Reinforcement & Intervention	Leadership & Actively Caring
Measure	Citations & Fines	Injury Rates & Audit Findings	% Safe Behaviors & Near -Hit Reporting	% Safe Attitudes & Perceptions



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Ethical Safety Leadership Guiding Principles:

- To assess hazards in the workplace and implement controls,
- To communicate, educate, protect employees,
- To manage an injury case fairly and with sincere effort,
- To speak to an injured employee with respect,
- To return that employee to the workforce as quickly as possible,



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Managers' Responsibilities for Safety

General Duty Clause

The General Duty Clause of the United States Occupational Safety and Health Act (Federal OSHA) states:[1]

29 U.S.C. § 654, 5(a)1: **Each employer** shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees."

29 U.S.C. § 654, 5(a)2: **Each employer** shall comply with occupational safety and health standards promulgated under this act.

29 U.S.C. § 654, 5(b): **Each employee** shall comply with occupational safety and health standards and all rules, regulations, and orders issued pursuant to this Act which are applicable to his own actions and conduct.



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Cal OSHA -

Injury & Illness Prevention Program

Title 8 .3203

www.dir.ca.gov/title8/3203.html



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Polling Question?

- Do your supervisors know of their personal responsibility to ensuring a safe and healthy workplace?
- Yes
- No



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August 13, 2015 - Update

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Bumble Bee settlement: Company To Pay \$6 Million In Employee Death UPDATE

Chris Tyler • August 13, 2015 • 1 Comment • Bumble Bee settlement



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California Corporate Criminal Liability Act

“Reasonable Person”

Only need to show that a “reasonable person” would have known or should have known that a serious hazard exists.

- Willfully conceals a known serious danger.



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Creating a Safety Environment



Safety Management - 101

Safety in the workplace must be managed the way any other critical business function is managed. In addition to the cost factors, safety issues have major bearing on the perception of **Your Company** to the public.



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Safety is a Value And Must be Internally Driven

Safety Should Not be Considered a Priority:

But a Value with No Compromise

A true safety culture is led by men and women committed to the principle for it's own sake – not solely for compliance



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Introduction: What does a Safety Leader “Look Like”

What is the difference between Managing & Leading?



What are the responsibilities, qualities, character traits, and roles of a leader?



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Managers vs. Leaders

Managers

- Focus on things
- Do things right
- Plan
- Organize
- Direct
- Control
- Follows the rules

Leaders

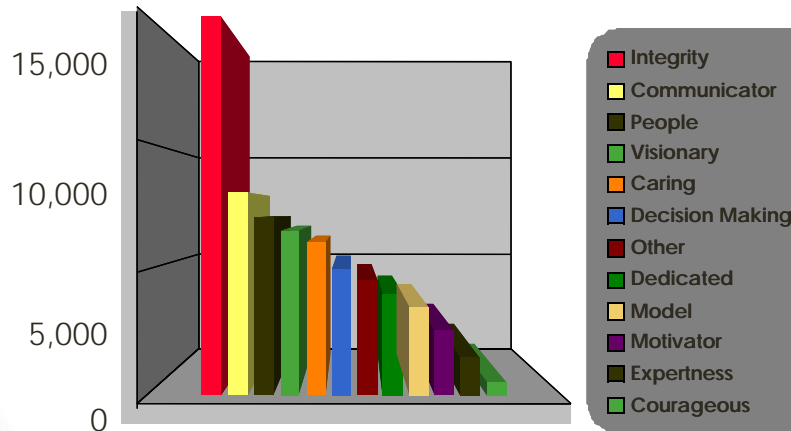
- Focus on people
- Do the right things
- Inspire
- Influence
- Motivate
- Build
- Shape entities



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Key Leadership Ingredients

54,000 Surveyed



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What does integrity Look Like to you?

- **Trust**
 - You will keep their safety in mind at all times
 - Ask them about “their four”
- **Understanding / Empathy**
 - Knowing they have had a bad day
 - Knowing they have major deadlines
- **Knowing what makes them tick**
 - Seeing them as a human being



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Motivation by Celebration

- Making safety a routine part of every decision you make everyday, must include an element of safety leadership

That is the start of your **Safety Culture**

- Integrating safety into daily activities, with lots of management and employee responsibility and mutual participation.

Recognizing safe behaviors.



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Learning from Safety Leaders: Lesson - One

Showing people that you care about them usually spurs them on to better safety performance

The Hawthorne Effect or “Somebody Upstairs Cares” syndrome.
So, how do you show you care about safety or injured employees?



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Learning from Safety Leaders: Lesson - Two

Live the values – privately and publicly

- Being a safety leader and professional is a choice... not simply a position
- Safety leadership is about being visible and viable
- Set an Example



Network among other professionals, and stay engaged in the best practices of your industry



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Learning from Safety Leaders: Lesson - Three

Have employees involved in a commitment to safety

- Survey your employees for their opinion/perception of company safety and your effectiveness
- Don't assume losses are a part of doing business... help your employees see this through education
- Three things "I" will do to remain safe on the job
 - List their "four"



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Incident Causation

Question:
What do *you* think causes Incidents?



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Definition

- **Hazard:** A workplace condition or worker action that can cause illness, injury or other organizational losses.



- **Question:** If a hazard exists, will someone necessarily have an Incident as a result?

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Definition

- **Exposure:** Susceptibility to a workplace condition or worker action that can cause illness, injury or other organizational losses.
- When people are **exposed** to **hazards** the potential for an **Incident** exists.

Thus for effective **Incident prevention** at least one of two things must happen:

1. The **hazard** must be **removed or eliminated**
2. The **exposure** must be **controlled or eliminated**

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Factors that Create Hazards

- People
- Equipment
- Materials
- Environment
- Process



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Unsafe Condition

Unsafe Condition - A condition in the work place that is likely to cause property damage or injury. Examples are:

- Unsecured compressed cylinder bottle
- Fluid on the floor
- Boxes in isles ways
- Poor housekeeping
- Open File Drawers
- Electrical cords across the floor
- Overloaded electrical plugs



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Unsafe Behavior

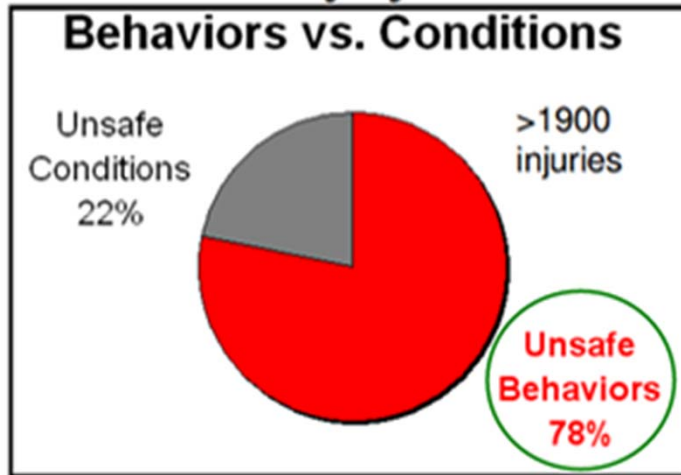
Unsafe Behavior - Performance of a task or other activity that is conducted in a manner that may threaten the health and/or safety of workers. Examples are :

- Spilling a liquid and not cleaning it up
- Overloading a circuit
- Not securing a compressed gas cylinder
- Storing boxes by exit doors
- Not wearing PPE
- Carrying a too heavy load



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70% to 90% of workplace injuries and caused by unsafe behaviors



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Tools for Recognizing Hazards

- Observations
- Employee Concerns
- Inspections
- Investigations
- Records Examinations
- Job Hazard Analysis



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Financial Impact – Business Impact of Injuries

- True Cost of Incidents
- Profit Margins
- Insurance



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True Costs of Incidents

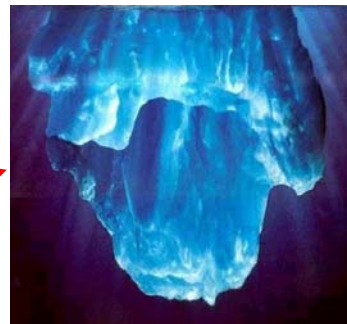


Direct = Tangible Costs



Indirect = Non-Tangible Costs

(3 to 4 x's the Direct Costs)



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Sliding Ratio (One option)

Direct Cost	Indirect Cost
\$0 - \$2,999	4.5
\$3,000 - \$4,000	1.6
\$5,000 - \$9,999	1.2
\$10,000 – or more	1.1

Direct Cost x Cost Multiplier = Indirect Cost

Direct Cost + Indirect Cost = True Cost

\$ _____ x _____ = \$ _____



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Example:

- Employee Injuries Hand
 - \$1,500 laceration (Direct Cost)
 - No lost time
 - Modified duty (Indirect Cost)
 - Back to full duty in 1 week



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Truer Cost

- Direct Cost x Cost Multiplier = Indirect Cost
- Direct Cost + Indirect Cost = **Truer Cost**

Example: \$1,500 x 4.5 = **\$6,750**

- \$1,500 + \$6,750 = **\$8,250**



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Workers' Compensation

- Payroll
- Rate
- Experience Modification Rate

Forecasts your company future loss history to the average losses of similar companies. 3 year loss history

Example: 2013 / 2014 / 2015 / 2016 / 2017



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Profit Margin

Divide total profits by total sales to get profit margin

True Cost of Injury

$$\frac{\text{True Cost of Injury}}{\text{Profit Margin}} = \text{Revenue Required to pay for injury}$$



Revenue Required

\$8,250

$$\frac{\$8,250}{3\%} = \$275,000$$

3%



\$8,250

$$\frac{\$8,250}{1\%} = \$825,000$$

1%



Types of Insurance – Why controlling Costs makes good business sense

- **Traditional First Dollar** – “Insureds”
 - Your auto, homeowners insurance
- **Self Insurance** – Large companies
- **Self Insured Retention**
 - Obtains insurance after large deductible
- **Captive Programs**
- **Insurance pool**



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Managing Change, Rallying Resources & Motivating Management



“Courage is being scared to death - but
saddling up anyway” – *John Wayne*



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Roles of a Safety Leader

- Visionary
- Role Model
- Manager
- Mentor
- Protector



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Next Steps: Next

- Conduct Job Hazard Analysis for Key Jobs
- Review employee training records and ensure everyone has been trained “on the hazards of their job”, and can “recognize hazards or unsafe conditions”.
- Consider a way to “celebrate safe behaviors”
- Conduct regular inspections, involve employees, provide feedback to staff after inspections.
- Do a safety survey with employees;
- Provide feedback, make improvements



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As Safety Leaders you can now say that:

***“I Save Lives, Prevent Injuries & Illnesses
and I Protect my company from Financial
Harm”***



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Discussion and Questions

Thank You!

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