Safety Through Accountability and Recognition
Achieving a World Class Culture

Paul Esposito, CIH, CSP
STAR Consultants, Inc.
Pual.esposito@starconsultants.net
www.starconsultants.net
STAR: Overview

★ STAR has been in business since 1997
   ★ Safety Through Accountability and Recognition

★ STAR specialized is
   ★ Culture
   ★ Management Systems
   ★ Risk Assessments
   ★ Leading Metric sand
   ★ Strategic Planning
   ★ HSE Coaching

★ A CIH and CSP, with over 33 years of experience and a Johns Hopkins graduate.

★ Performed over 400 audits and has been teaching auditing seminars for over 25 years.

★ For the last five + years, Mr. Esposito has been a VP with ESIS, a global leader in HSE Consulting worldwide, leading their Management Systems and Assessments Practice.
Outline – Learning Objectives

1- understand the definitions of and relationship between safety management systems and safety culture

2- understand how to design line management accountability to leading safety performance metrics

3 - how to tie in worker level recognition to these leading safety metrics to improve employee engagement, and thus, culture.
Today’s Situation

Currently, many accountability and recognition programs measure and reward incidence rates, i.e., achieving “0” accidents.

“Eliminate slogans, exhortations, targets for the work force asking for zero.”
- W. Edwards Deming, Point 10/14
Today’s Situation

★ OSHA places legal responsibility on management to create a safe and healthy workplace

“Everyone in an organization has some responsibility for safety and health, especially those in line management, who ultimately control what workers do, the tools they use, etc.”

- OSHA Program Management Guidelines, Jan 26, 1989
Today’s Paradigm

➤ Ultimately, management influences behavior and attitudes.

➤ Move away from the old paradigm of a “0” target

➤ The goal for safety is to get workers and management to practice risk avoidance.

➤ “provide a safe and healthful workplace free from recognized hazards”

- OSHA Act
Safety and Risk Program maturity progresses when companies embrace safety as a business enabler instead of a cost center.
Culture
Culture

Culture is typically described and measured as

- Management Commitment
- Employee Engagement
- Communication and
- Organization

Cultural improvements will greatly influence safety performance
Management Systems

Management Systems are based on

- Dr. W Edwards Deming’s quality principles
  - (Plan-Do-Check-Act),
- By designing the inputs and the process more, the outputs can be better predicted, and inspected less.

Examples of management systems includes

- ISO 9000 (International Standards Organization for Quality)
- ISO 14000 (Environmental)
- OHSAS 18000/ANSI Z 10 (Occupational Health and Safety Advisory Service)
- OSHA’s VPP (Occupational Safety and Health Administration – Voluntary Protection Program)
Objective

Change behavior and attitudes via:

★ **Accountability**: measuring the right people and the right things

★ **Recognition**: rewarding the right actions

… and building this into the culture of an organization
Accountability
Accountability

☆ Hold everyone, especially line-management, accountable for meeting responsibilities
☆ Accept ultimate responsibility for S&H at the facility
☆ Apply to all levels of staff to be effective
☆ Sustain credibility with consistent expectations

☆ Source: [TED 8.4 CPTR III, II.C.2.a; Appendix E, Section I.D; Appendix F 4.2.3].
Recognition
Recognition

- Procedures for safe work which are understood and followed by all affected parties, as a result of positive reinforcement
- Not solely based on accident rates
- Recognition for positive contributions and participation

Source: PMG (c)(3) and TED 8.4 VI B.1.b
Recognition

Why focus on “0” accidents?

- The ultimate target, yet
- One of the worst *communicated goals* of all time

Provide a safe and healthful workplace … emphasizing risk reduction and continuous improvement of safety programs
Recognition – Incidence Rate

Do the Math

🌟 Incidence rate – 5.0
🌟 Improvement – 20 percent

🌟 Result – only 1 percent of population feel engaged
Recognition

Why implement a recognition program?

- Incentive to do work safety
- Awareness to do the right thing

... change “incentive” to “recognition”

- Positive participation
- Doing the right thing
Employee Engagement

**Forced**
Safety is done **TO** the people.

- Performance sub-par;
- Injured are to blame;
- Motivators are threats and rewards

**Protected**
Safety is done **FOR** the people.

- Performance is average (focus is on rates)
- Injuries are rationalized / spotlight is on repeaters
- Trying to make the workplace idiot proof
- EHS Primary doers

**Involved**
Safety is done **WITH** the people.

- Performance is above averaged
- Safety as opportunity
- Injuries are most reportable
- Focus on involvement
- Motivation is “Great place to Work”

**Engaged**
Safety is done **BY** the people.

- Performance is Global / World class
- Safety is the default self motivating
- Injuries are the anomaly
- Motivation is internal
- Everyone is a safety manager
## Maturing Involvement to Engagement > Ownership

<table>
<thead>
<tr>
<th>Involvement</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct site inspections</td>
<td>Modify the inspection checklist or schedule</td>
</tr>
<tr>
<td>Conduct accident/incident investigations</td>
<td>Extend corrective actions to lessons learned in their area</td>
</tr>
<tr>
<td>Make control suggestions</td>
<td>Prioritize control implementation based on Risk</td>
</tr>
<tr>
<td>Present at Safety Meetings</td>
<td>Develop a presentation for a Safety Meeting</td>
</tr>
</tbody>
</table>

**Minimum:**
At least three programs or elements, plus Suggestions.
Integrating Management Systems
Goal:

Consider “risk reduction” vs. “0” injuries

Consider “Management Systems Assessment Scores or Ranking”
## Risk Avoidance: Hierarchy of Controls

<table>
<thead>
<tr>
<th>Protective Measure</th>
<th>Examples</th>
</tr>
</thead>
</table>
| **Elimination or Substitution** | • Eliminate human interaction  
• Eliminate pinch points (increase clearance)  
• Automated materials handling (robots, conveyors, etc.)  
• Replace with less toxic compound  
• Replace/eliminate a reaction step, etc. |
| **Engineering Controls** | • Barriers  
• Interlocks  
• Presence sensing devices (light curtains, safety mats, etc.)  
• Two hand controls, etc. |
### Risk Avoidance: Hierarchy of Controls

<table>
<thead>
<tr>
<th>Protective Measure</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Training, Procedures, and Awareness Means</strong></td>
<td>• Safe work procedures</td>
</tr>
<tr>
<td></td>
<td>• Safety inspections</td>
</tr>
<tr>
<td></td>
<td>• Training</td>
</tr>
<tr>
<td></td>
<td>• Lights, beacons, and strobes</td>
</tr>
<tr>
<td></td>
<td>• Computer warnings</td>
</tr>
<tr>
<td></td>
<td>• Worker rotation</td>
</tr>
<tr>
<td></td>
<td>• Signs and Labels</td>
</tr>
<tr>
<td></td>
<td>• Beepers, horns and sirens, etc.</td>
</tr>
<tr>
<td><strong>Personal Protective Equipment (PPE)</strong></td>
<td>• Ear plugs, gloves, respirators,</td>
</tr>
<tr>
<td></td>
<td>• Safety Glasses, face shields, etc.</td>
</tr>
</tbody>
</table>
Use Metrics for Accountability and Recognition Programs
Suggested Starting Point: Leading Metrics

### ESH PM Report Topics

<table>
<thead>
<tr>
<th>ESH PM Report Topics</th>
<th># of Events</th>
<th># of Changes Identified/Needed</th>
<th>Closure Rate (From Date Closed)</th>
<th>Effectiveness (Control Type or conformance)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>Current Program Risk Assessment Changes to Controls</td>
<td>0</td>
<td>20</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Monthly Safety Review - Incidents</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Monthly Inspections/Discrepancies</td>
<td>20</td>
<td>10</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>high risk control conformance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monthly Observations (Optional)</td>
<td>50</td>
<td>10</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>conformance or % safe operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication by Supervisors (ESH ToolBox)</td>
<td>10</td>
<td>20</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>ESH Action Plan Status</td>
<td></td>
<td>5</td>
<td>20</td>
<td>5</td>
</tr>
</tbody>
</table>

### ESH PM Report Topics

<table>
<thead>
<tr>
<th>ESH PM Report Topics</th>
<th>Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>ESH Rewards &amp; Recognitions</td>
<td>50</td>
</tr>
</tbody>
</table>

Date Delivered: [ ]
Media Used to Deliver: [ ]

Who was Recognized for what? (Describe below or attach copy):

If only one metric

---

Set Targets, Use Multiple Metrics, Achieve and Reward Greens
Balance of Metrics

> Example, Inspections

Complimentary Metrics

• Schedule
  • Do we do all the inspections we are supposed to?
  • Do we inspect the tight things

• # of Findings
  • Do most inspections find things?

• Closure Rate
  • Do items get closed?
  • Are controls effective?

• # of Repeats
  • Do we keep finding the same things?

• Do we achieve our Goal?

• Conformance Rate (reduction of frequency and severity of findings)
Motivation

Workers
- Involvement
- Ownership
- Respect
  - Feedback
- Recognition
  - Positive/negative
  - 4 (10)/1
- Skills training

Managers
- Achieving goals/accountability
- Bonus
- Advancement/promotions
- Skills training
Recognition Programs

.setVisibleTitle("Recognition Programs")

★ Tied to proactive involvement
  ➢ Hazard Identification, Inspections, Incident Analysis, Suggestions

★ Tied to achieving commitments (objectives)
  ➢ “Safe” Conformance rates
    – Especially critical to safety (CTS)
  ➢ Action Plan Volume and Closure
  ➢ Engineering, substitution and elimination

★ Based on both the individual and team

★ Threshold based

★ Minimize reliance on incidence rates
Outline – Learning Objectives

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References

Culture
★ Oregon’s Managing Worker Safety and Health - Committees

Managing Worker Safety and Health

Incentives

Deming

Kaplan and Norton: Balanced Scorecard
★ [http://www.valuebasedmanagement.net/methods_balancedscorecard.html](http://www.valuebasedmanagement.net/methods_balancedscorecard.html)

Metrics
Any questions, please contact:

Paul Esposito, CIH, CSP
STAR Consultants, Inc.
Paul.esposito@starconsultants.net
www.starconsultants.net
410-218-8451
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