

**Performance
vs.
Compliance**

Presented by
Tom Grey, CHCM, ARM
President

grey & associates
Your Full Service Safety Provider

Performance vs. Compliance

Performance Compliance

What is the Keystone to your Safety Process

OSHA Request

Legal name of the Company, Physical and mailing address for the company, FEIN Number,

- A copy of your LockOut TagOut Program,
- A list of your Authorized Employees,
- Copies of LOTO training records for authorized employees,

Any and all copies of any written procedures on the Robotic Saw, for the following:

- Setup/threading/preparation for regular operation of the machine,
- Clearing jams or upset conditions;
- Making running adjustments while the machine is operating;
- Cleaning of the machine;
- Oiling or greasing of the machine or machine pans; and
- Scheduled/unscheduled maintenance.
- Copy of your LOTO Training,
- Copy of your annual inspections for machine specific procedures for 2017 and 2018,
- Copy of your operating manual's table of contents for the Robotic Saw, and
- Any and all copies of your accident investigation for -----

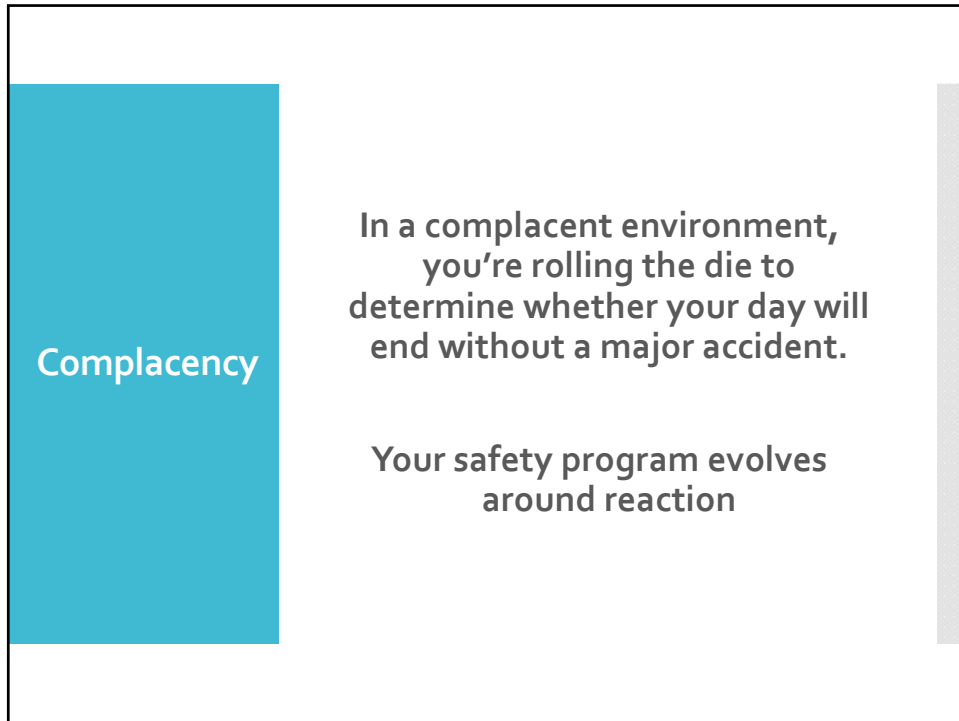
Managing safety changes in the workplace.

It's not just good enough to stay under OSHA's radar

Management's commitment can be the barrier or the force that drives your safety performance

Leading Change, John Kotter

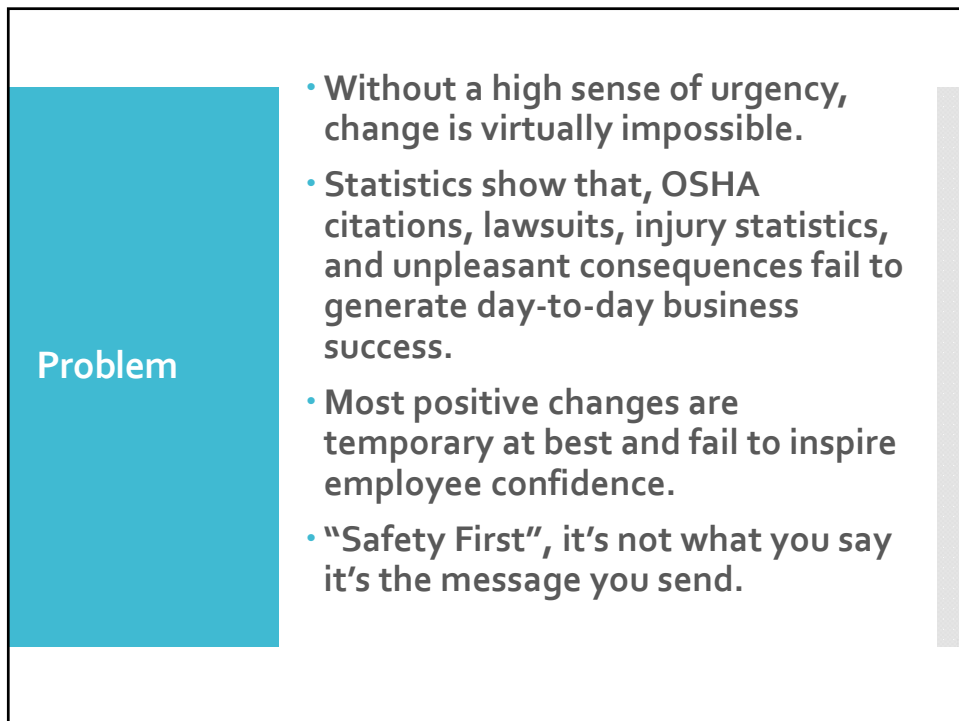
- Complacency
- Weak Leadership Commitment
- Underestimating the Power of Vision
- Under Communicating the Vision
- Permitting Obstacles to Block the Vision
- Failing to Create Short Term Wins
- Declaring Victory Too Soon
- Failing to Anchor Changes Firmly in the New Culture



Complacency

In a complacent environment,
you're rolling the die to
determine whether your day will
end without a major accident.

Your safety program evolves
around reaction



Problem

- Without a high sense of urgency, change is virtually impossible.
- Statistics show that, OSHA citations, lawsuits, injury statistics, and unpleasant consequences fail to generate day-to-day business success.
- Most positive changes are temporary at best and fail to inspire employee confidence.
- "Safety First", it's not what you say it's the message you send.

Solution

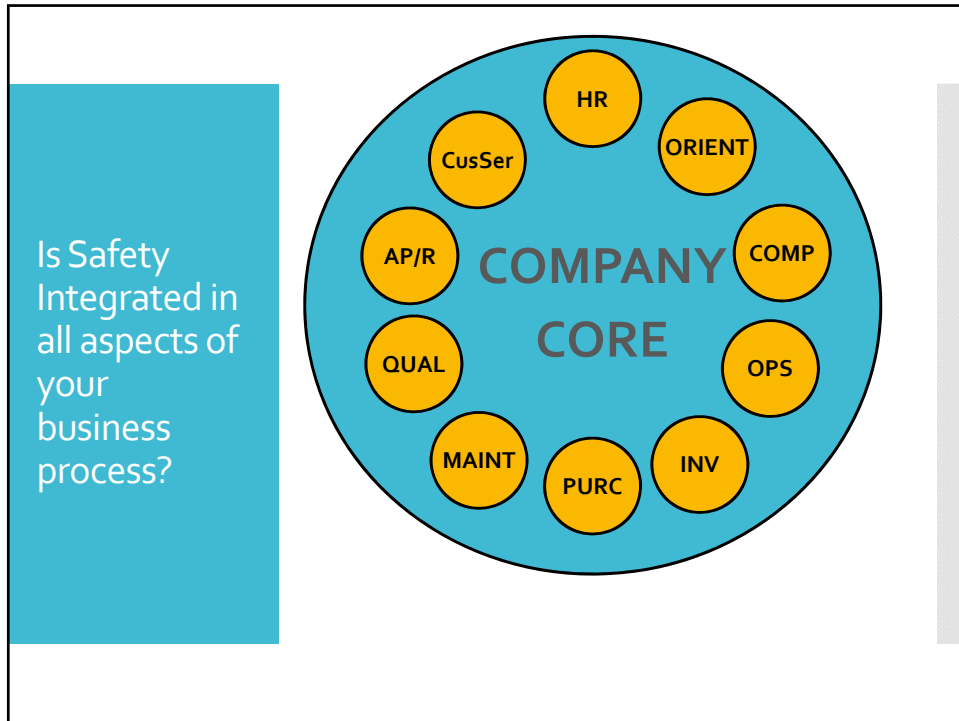
One of the most popular tools is a safety perception survey distributed to all employees.

- Develop measuring tools such as; financial data (WC rates), absenteeism, employee turnover, and apply it in a way that relates to the overall corporate health.
- Help management turn words into action plans by identifying gaps in current safety performance and provide methods to improve performance.

CORE COMPETENCY

Where is Safety attached to your Business Process?

The diagram illustrates the 'COMPANY CORE' as a large blue circle containing ten smaller white circles, each representing a business process: HR, CS, ORIENT, COMP, OPS, INV, PURCH, MAINT, QUAL, and AP/R. A yellow circle labeled 'SAFETY' is positioned outside the main circle at the bottom right, indicating its relationship to the core business processes.



Weak Leadership Commitment

In order to have successful change in your safety process, you need leaders, not followers.

Problem

- Traditional safety approaches rely on accident-free incentives and gimmicks like safety bingo.
- Management teams and committees focus on outcomes.
- Short-term progress may be possible without a strong commitment, but sooner or later, the old culture will creep back into control.

Solution

- Organizations do not use gimmicks to improve quality or productivity. So why use them on safety?
- Leadership coalitions must implement problem-solving strategies that are similar to those in the rest of the organization.

Solution

- Develop teams that focus on processes. Self-directed and problem solving work-teams that involve the entire organization. (Six Sigma)
- Change requires a strong group to guide it with a strong commitment. The power of the leadership coalition is directly related to the position, reputation, expertise, and relationship of its members.

• FIND & FIX

Underestimate the Power of Vision

Problem

- Our organization lacks direction.
- Where are we going? How do we get there? What's in it for me?
- Employees aren't likely to find the 2-inch safety manual inspiring, nor do they think it will benefit them. They see it as another set of rules.

**Underestimate
the Power of
Vision
Problem**

- Does cutting our incident rate by 50% or complying with OSHA standards get your employees involved, engaged, or excited?
- We mistake programs, plans and goals for vision.

Solution

- Have a clear statement of where you are going and how you are going to get there.
- A clear concise vision is required to direct, inspire and motivate actions and keep the change effort on track.

**EXPECTATIONS &
ENFORCEMENT RATIO**

Under-Communicating the Vision

Actions speak louder than words. In order to be successful, those in power must authentically engage employees by living out the vision

KNOWLEDGE TRANSFER

Problem

- Employees' often see safety initiatives as "the flavor of the month".
- Getting employees involved is nearly impossible if there is failure to communicate a clear, concise vision.
- We implement long term plans that eventually have a short shelf life.
- Employee's hopes are dashed when efforts fail and support (that wasn't really there to begin with) wanes.

Solution

- Make your employees a part of the transformation. They will get excited about the chance to make a difference.
- Communication cannot be “one way”. Most communication is considered advertisement.
- To energize safety performance, and gain involvement, communication must be worthwhile and communicated effectively to the workforce.
- Actions speak louder than words. Communications will fail when senior officers engage in unsafe activities, are not involved in the communication process, or fail to fix reported unsafe acts or conditions.

PERFORM SAFETY

Permitting Obstacles to Block the Vision

Problem

- Perceived unshakeable feeling that management doesn't care.
- Supervisors are required to fill out daily reports that require information about production efficiencies, defects, material shortages, down time, cycle counts, shipped materials, direct labor and indirect labor.
- Inadequate safety budgets.

Solution

- Examine the system in place for advancement and compensation. Is it enough?
- Reward and recognize safety actions.
- Is a concern for safety required for career advancement?
- Develop a financial tracking system that measures the proactive \$\$\$ spent on safety and compare this to the cost of reactive \$\$\$

Be on the lookout for "blockers"

These individuals have power, and act like they want change; but never take action to cause it. You might know a plant manager who constantly asks their subordinates about their productivity, quality, or cost goals, but never seriously question the steps they are taking to prevent people from injuring themselves.

Failing to Create Short Term Goals

Problem

- Patience is often tested when anticipated results don't arrive soon enough.
- Short term goals are not established.
- Short term goals are not celebrated.

Solution

- Creating short term wins means setting intentional planned goals that maintain enthusiasm and momentum.
- Include award certificates recognizing successful completion of training, or have a celebration meal to recognize efforts.
- Short term wins are activity based, visible, attainable, and are a key component in the overall change process.

RESOURCES

Declaring
Victory Too
Soon

Problem

- Short term victories are treated with permanent celebrations, which may lead to complacency.
- Unfortunately management paying temporary, selective attention to safety problems can cause a reduction in injury frequency rates and lowered WC rates. What happens when managers and leaders move on, or when rates climb?
- Not a cultural change, just a flavor change.

Solution

- The best advice might be:
“Don’t Declare Victory”
- Focus on the quality of the effort put forth and not the quantity of effort.
- Stick with new initiatives, want what you say, and work for change.

Failing to Anchor Changes Firmly in the New Culture Problem

- Employees are disinterested or feel uninvolved.
- Employees fail to take ownership.
- Employees are not accountable with the new approach to safety.

ACCOUNTABILITY

Solution

- Establish specific safety duties in job descriptions.
- Develop a strong new hire orientation with key emphasis on the employee's safety and health.
- Promotions and performance evaluations incorporate successful understanding and implementation of the new organizational culture.

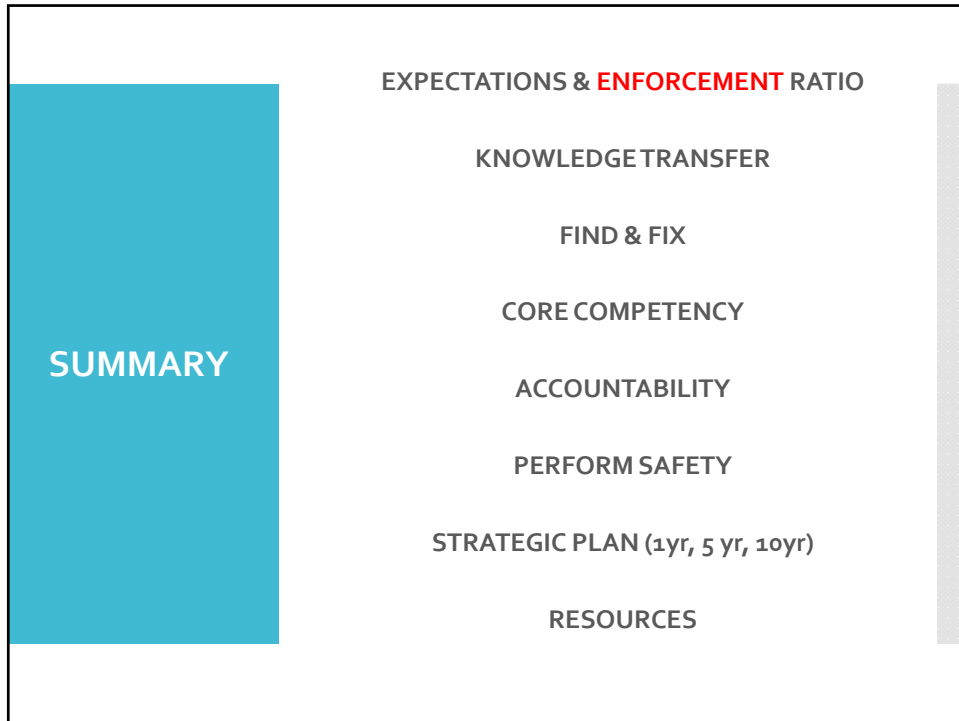
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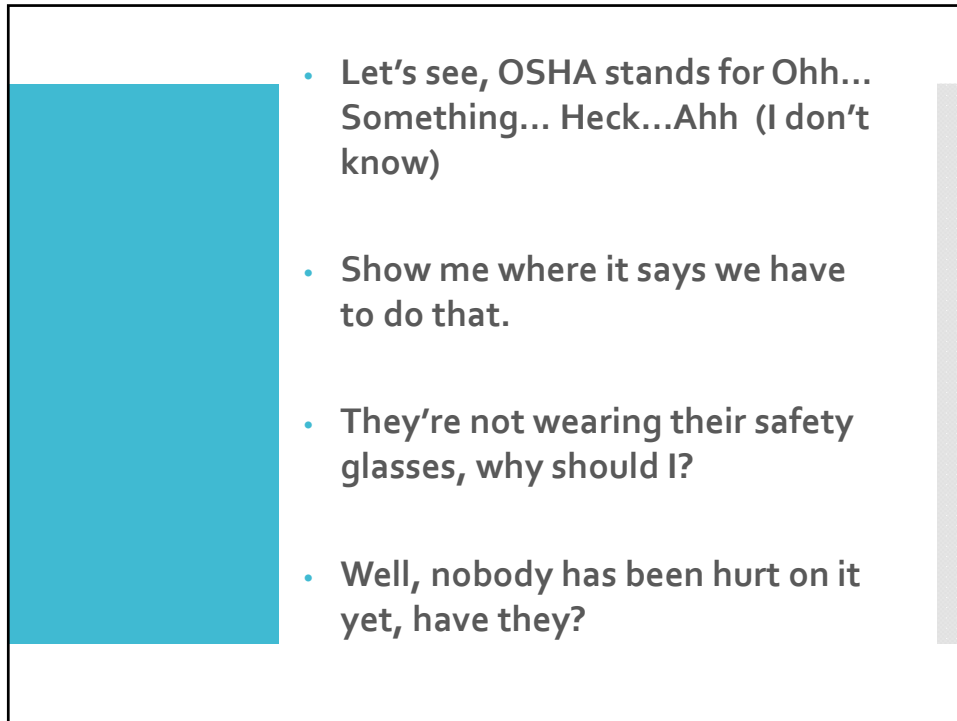
- Safety behaviors are understood as, “just a part of doing business around here”.
- Managers who ignore the new social norm and safety rules do it at their own peril.
- Define clear expectations and maintain accountability at all levels of the organization.

STRATEGIC PLAN

SUMMARY

- Safety is an attitude, behavior, belief
- Safety should be a life style – 24/7,
- Not “Safety First”
- Every employee is responsible and accountable for safety and health in the workplace
- Your company’s safety process is only as strong as your weakest industrial athlete.
- What message are you sending?





- Let's see, OSHA stands for Ohh... Something... Heck...Ahh (I don't know)
- Show me where it says we have to do that.
- They're not wearing their safety glasses, why should I?
- Well, nobody has been hurt on it yet, have they?



- Wearing a seatbelt is a personal preference.
- OOPS!
- The restriction said I couldn't do my job, it didn't say I couldn't play golf.
- Yeah, I should have put out the cigarette before I went into the fueling room.
- I have a 2-LB weight restriction in both hands

