

Improving A Safety and Health Program



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The
workplace has
become
increasingly
safe



In recent years Job-related injuries and illnesses have continued to drop

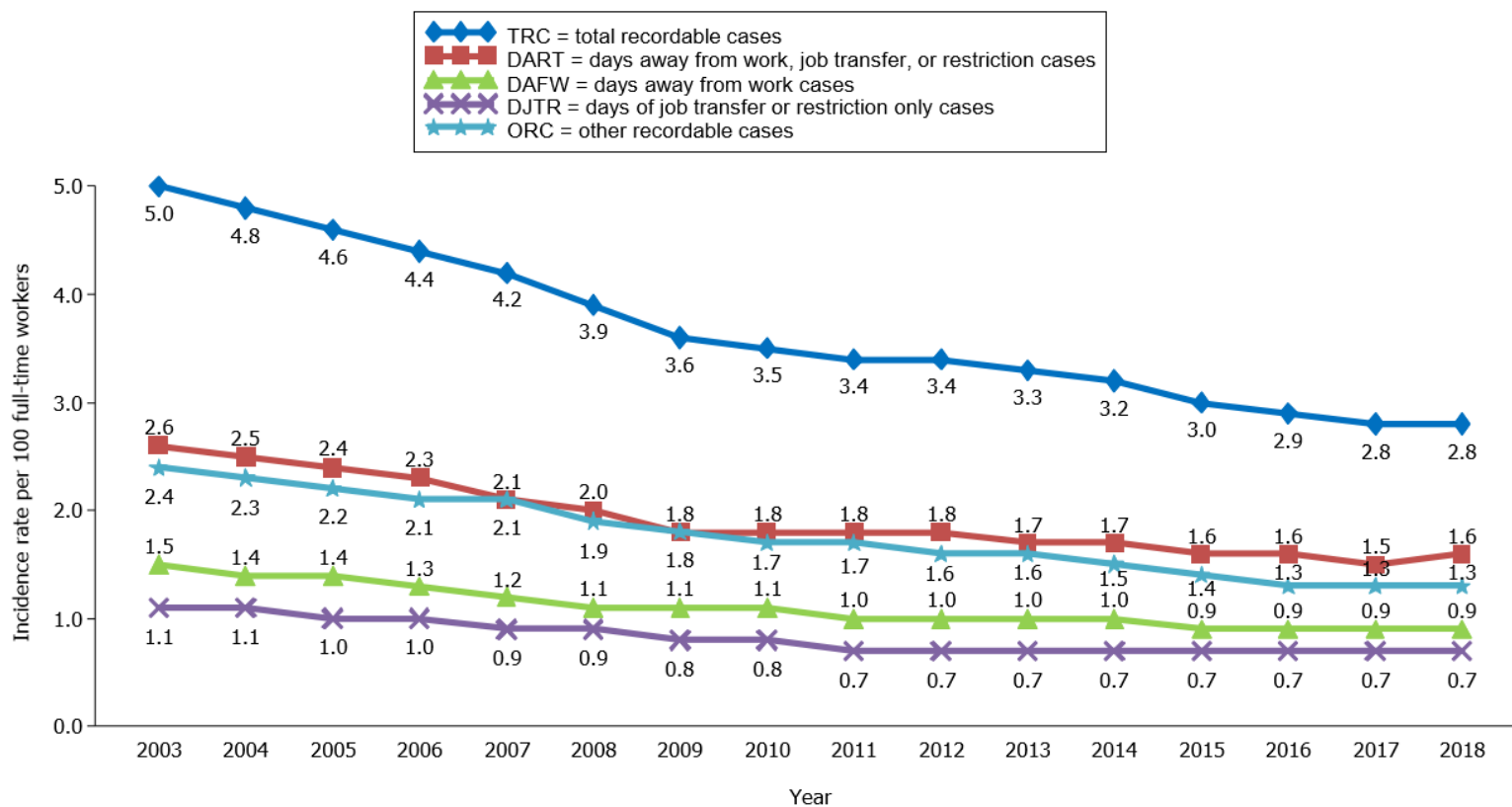


Injuries in the Construction industry, where accident and injury rates have been the highest, are down



There has been a considerable reduction in repetitive trauma injuries

Nonfatal occupational injury and illness incidence rates by case type, private industry, 2003-18



The total recordable cases (TRC) incidence rate among private industry employers remained unchanged at 2.8 cases per 100 full-time workers in 2018. Even though the incidence rate for days away from work, job transfer, or restriction (DART) cases increased to 1.6 cases in 2018—up from 1.5 cases in 2017—the rates for days away from work (DAFW) cases and for days of job transfer or restriction only (DJTR) cases were unchanged. The rate for other recordable cases (ORC) cases also remained unchanged from 2017.

[View data](#)

How do we continuously improve?

- Management practices alone are not sufficient:
 - All of a company's workers must be engaged and involved
 - Achieving excellence requires the empowerment of all workers...Management, Supervisors, Employees, and... Contractors

Continuous improvement drivers



A strong conviction that accidents and injuries are unacceptable in their operations



A firm belief that business benefits-directly, through reduced costs, and indirectly, through improved morale and increased productivity

Safety & Health must be a shared value

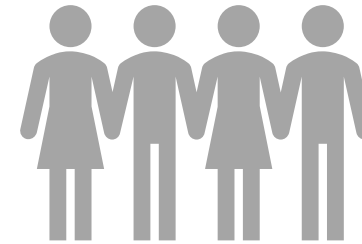
- Value to the business
- Value to *all* employees

- If not, a shared value
 - Improvements will likely not be sustainable
 - Short-term “priority” will likely not remain at the top of the list


Core elements of a successful strategy



Leadership at the top



Confidence on the part of all employees



Core elements of a successful strategy

Creating and implementing a safety and health management system that works for the individual company.

Core elements of a successful strategy



Monitoring performance regularly



Ownership of safety and health by all employees

“involvement” to “empowerment”



Accountability at all levels of an organization

Including positive and negative performance feedback



Open sharing of knowledge and information

Throughout the organization

Beyond regulatory compliance



CORPORATE SOCIAL
RESPONSIBILITY



SUSTAINABILITY

Beyond regulatory compliance

- Trends in Safety and Health Management
 - Developing a Safety and Health Culture

Beyond regulatory compliance

- Trends in Safety and Health Management
 - Leaders' Approaches

Beyond regulatory compliance

- Trends in Safety and Health Management
 - The Role of Regulation

Beyond regulatory compliance

- What do the Best Companies Do for Safety and Health?
 - Clearly describe what people are expected to do for safety

Beyond regulatory compliance

- What do the Best Companies Do for Safety and Health?
 - Make Safety a line management responsibility and accountability

Beyond regulatory compliance

- What do the Best Companies Do for Safety and Health?
 - Incorporate safety into the business process as operational strategy

Beyond regulatory compliance

- What do the Best Companies Do for Safety and Health?
 - Use proactive health and safety measurements

Beyond regulatory compliance

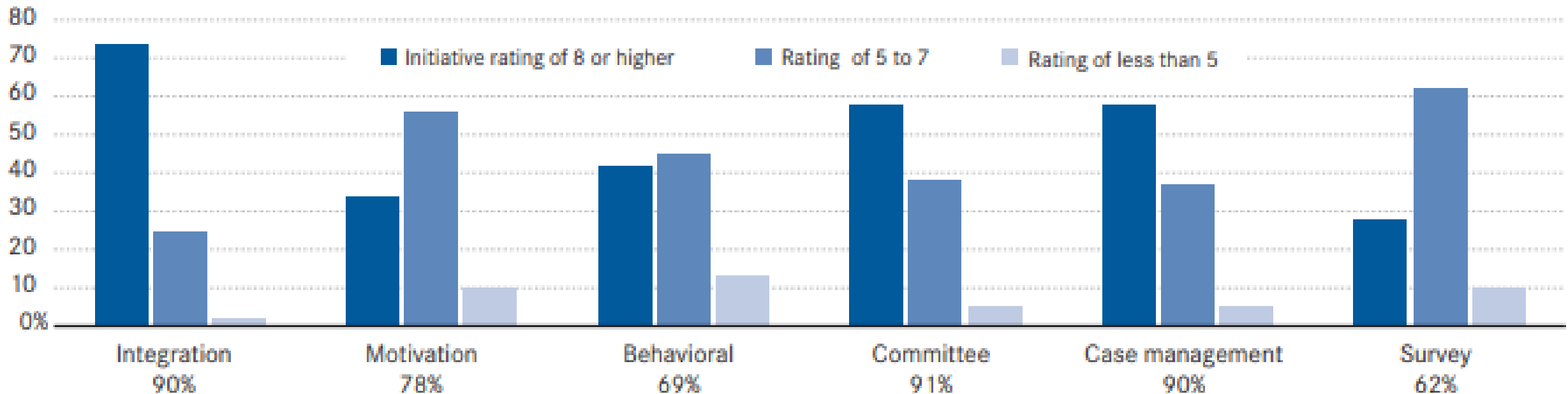
- What do the Best Companies Do for Safety and Health?
 - Have executives that do not *support* health and safety management- they *lead* it

Best Practices

- How widely are they used and what works best?

“Most Effective Policy/Program Initiatives” Ratings

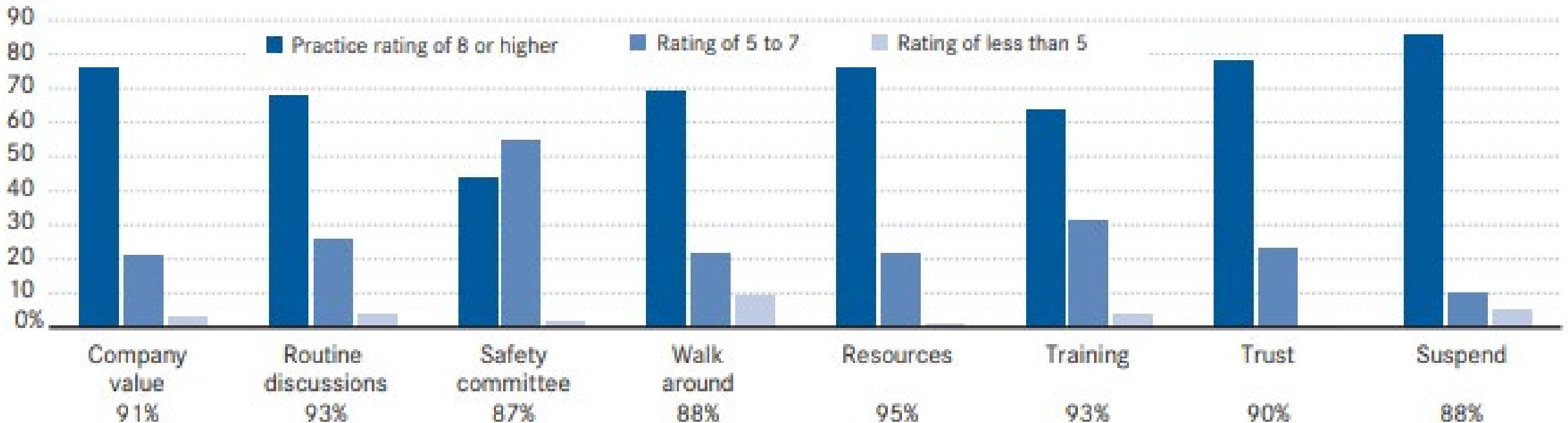
For all practice ratings, numbers below the practice indicate the percentage of respondents employing each policy or initiative.



Best Practices

- How widely are they used and what works best?

“Most Effective Practices for Managers” Ratings



Best Practices

- How widely are they used and what works best?

“Most Effective Practices for Supervisors” Ratings



Best Practices

- How widely are they used and what works best?

“Most Effective Employee Initiatives” Ratings



Top-Rated Best Practices by Category

Policy/Program Initiative → Operational Integration

Best Practice
for Managers



Suspension of Work
Pending Corrective
Action

Best Practice
for Supervisors



Case Investigation
Initiation and Follow-Up

Best Employee
Involvement Program



Performance Objectives


Best Practices

How widely are they used and
what works best?

Alcoa – H&S Management Systems are Key

Alcoa's Safety Tools, Tactics, Programs, and Processes

- EHS value, policy, and principles
- Alcoa Balanced Scorecard (links operating plans and EHS goals)
- Risk assessment by process (hazard analysis tools)
- Focus on behavioral safety
- Online incident tracking system
- EHS intranet home page
- EHS training and education
- EHS Excellence Awards Program, EHS Annual Report
- Fault tree analyses of manufacturing processes
- Worldwide health protocols
- Major incident investigation process
- EHS audits
- Behavioral safety tools
- Benchmarking
- Health and safety toolboxes
- Toolbox meetings
- EHS reports to Board of Directors



Eastman Kodak –
“We Are Never
Done”

Examples of Kodak’s Safety Performance Standards

- Health hazard assessment and control
- Health, safety, and environmental education and training
- Chemical management control
- Contractors and other non-Kodak personnel
- Equipment safety
- Facility safety
- Electrical safety
- Personal protective equipment
- Employee health and safety
- Emergency preparedness and community involvement
- Occupational health surveillance program
- Preventive medical services

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