What Is Safety?

Presented By:
Trey Dean, President
Pinnacle Safety Solutions
General location of 16 year old me
O'Quinn had worked for Georgia-Pacific two years, said Cato Rogers, vice president and general manager for Georgia-Pacific Brunswick operations.

"Our thoughts and prayers go out to the O'Quinn family and all Mike's friends and co-workers in Brunswick," Rogers said. "This is a sad and terrible loss for our mill family and we must rededicate ourselves to safety to ensure this kind of accident never happens again."

The mill previously has earned 10 industry and corporate safety awards over the past six years. The awards include citations for safety excellence from the American Forest and Paper Association as well as the Pulp and Paper Safety Association, records show.

A computer search by the Times-Union of OSHA compliance records available via the Internet revealed no agency citations against the mill.
What’s Your Story?

• Have you been in situations that you knew weren’t safe but you kept going anyway?
• Did you ever consider there are management systems that can allow for reporting unsafe acts and conditions?
• Have you, or someone you know, been injured (or worse) on the job?
• What can you do?
Some Statistics

- **Workers Comp Claims**
- 4,679 workers were killed on the job in 2014
  - 90 per week, 13 per day
- ‘Fatal Four’ in Construction
  - Falls – 349 out of 874 total deaths
  - Electrocutions – 74
  - Struck by Object – 73
  - Caught in/between - 12
Safety and Health on the Job is Important!

enjoy work.
Module 1 Breakout
Module 1 Breakout

• Break into pairs (or a group of three).
• Interview each other to find basic things about the other’s life.
  – Marriage status, children, hobbies, whatever
  – Be as creative as possible
  – “If stranded on desert island, what five things would you want?”
  – “What would you consider to be the greatest invention of the last 100 years?”
• What did we learn about each other that creates common ground?
• What are some interesting things we learned?
What is Safety?
What is Safety?

safe·ty
ˈsāftē/
noun
noun: safety
1. the condition of being protected from or unlikely to cause danger, risk, or injury.
"they should leave for their own safety"

synonyms: welfare, well-being, protection, security "the safety of the residents"

denoting something designed to prevent injury or damage.
modifier noun: safety
"a safety barrier"

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OSHA started at a low point. Coincidence?
‘Safety’ Is Complex

• It is living and learning and experiencing.
• A better word may be ‘Risk’ (potential of gaining or losing something of value).
  – People, equipment, time, reputation, $$
• People come first along with their inherent relationships (safety committees, for example).
• Leads to RESPECT and then we are at the heart of ‘SAFETY’.
History of Worker Safety

• Not a lot of value on worker safety pre-Industrial Revolution.

• Several developments ushered in during Industrial Revolution:
  – Invention of spinning jenny in England 1764
History of Worker Safety

• Power loom in 1784

• Cotton gin in 1792

• Innovations in processes and production:
  – Addition of mechanical energy
  – Machines in favor of humans
  – Iron and steel more common
  – Organization of work into factories and mills
Move to Factories

• Introduced hazards never before encountered.
• Before 19th Century, most families in US lived on farms.
• Textile industry paramount in creating the factory system
  – Occupational injuries began to increase exponentially
Workers Had No Chance

• Public and management thinking, as well as the law, still reflected the past.

• Common Law provided the employer with a defense that gave the injured worker no chance at compensation.
Workers Had No Chance

• *Fellow servant rule* – The employer was not liable for injury to an employee that resulted from negligence of a fellow employee.

• *Contributory negligence* – The employer was not liable if the employee was injured because of his own negligence.

• *Assumption of risk* – The employer was not liable because the employee took the job with full knowledge of the hazards involved.
Realization of Worker Hazards

• Slow, but began to gain steam in late 1800’s.
• 1906 – Pittsburgh Survey – constructed a ‘death calendar’ of a PA county and showed industrial accidents accounted for 2 deaths per day.
• 1910 – First workers compensation bill passed in NY (declared unconstitutional by NY court).
• 1911 – **Triangle Shirtwaist Factory Fire**
  – Killed 146 employees, mostly women and children
Realization of Worker Hazards

• 1912 – Birth of National Safety Council
  – Overall objective was standardization
• Efforts continued throughout both World Wars but worker safety was a pervasive and consistent problem.
• Goal was to try to get everyone on the same page with processes. A real challenge.
Occupational Safety and Health Administration (OSHA)

• Officially became effective April, 1971.
  – Mission: Ensure every working man and woman in the nation is employed under safe and healthful working conditions.

• Nearly every employee is covered with exceptions for self-employed, mining and transportation, and most public employees (UVA employees are though....sorry...)

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Occupational Safety and Health Administration (OSHA)

- Standards made by OSHA are published in *Code of Federal Regulations (CFR).*
- As OSHA drafts a proposal for a permanent standard, it consults with representatives of industry and labor
  - Original intentions can get diluted
- Once complete, standards get published in CFR and become law.
OSHA Enforcement

• Big, bad OSHA
  – Not really

• OSHA inspectors conduct planned or surprise inspection to ensure compliance.

• There is a defined process for this.

• Fines can often be reduced.
  – New legislation recently that will double them.
OSHA State Plans
(Important for UVA)

• An individual state can pass its own worker safety and health laws and standards.

• OSHA encouraged states to operate their own (VOSH).

• If the state’s program is at least as effective as OSHA, then they can enforce OSHA.

• Once approved, OSHA relinquishes its authority over that state.
OSHA and Business

• Typically used a ‘command and control’
  – Set regulations for job safety and rely on citations to enforce
• OSHA criticized by businesses throughout history
  – Vague or costly regulations
  – Or on other hands, unions say not enough done
  – Reality probably in the middle
• OSHA here to stay.
OSHA Reforms

- Increasing management commitment
- Meaningful participation of employees
- A systematic effort to find safety and health hazards
- Documentation that the identified hazards are fixed
- Training for employees and supervisors
- A reduction in injuries and illnesses
Who else has a stake?
Other Countries Have Similar Perhaps Better

• UK – Health and Safety Executive
• Singapore – Workplace Health and Safety Council
• Australia – Safe Work Australia
• Germany – Federal Institute for Occupational Health and Safety
• Malaysia – Department of Occupational Safety and Health
Who Do I Listen To Then?

• The law is the law and takes precedent unless there is an obvious exception
  – Inclusion in CFR means it’s the law

• Standards vs. Recommendations
  – ANSI, NFPA, etc. issue recommendations
  – Can be incorporated by reference by OSHA (so now it’s a law).
  – Confused yet?
Who Do I Listen To Then?

• Who decides what to use to ensure compliance and life safety?
  – Executive management
  – Safety professionals
  – Safety Committees
  – Employees

• Education and experience make safety professionals qualified to guide safety initiatives.

• Trick is integrating safety into worker and management policies and procedures
Now What?
Why is this the least effective?
Safety and Health Management System (SHMS)

• Or, in other words, applying the Hierarchy of Controls across an organization while balancing a lack of money, management, and employees...all with different agendas.

• How is it done?
SHMS (or SMS)

• SHMS – A systematic way to identify hazards and control risks while maintaining assurance that these risk controls are effective.

• Essentially trying to reduce risk to a level that is as low as reasonably practical
  – This ‘reasonably practical’ definition has different meanings for different people.
Critical Elements

• Management commitment
  – Today is a great example of this

• Employee involvement
  – Today is even another great example of this

• Worksite analysis
  – Identifying hazards (JSA, accident reporting system)

• Hazard prevention and control
  – Safety officers play a vital role in this

• Employee and supervisor training
Management Commitment and Planning

- Provide resources and controlling activities
- Role models
- Employees that see management saying one thing and doing another will not buy in
- Decide what programs will be focused on and developed

Laura Duckworth, FM-OHS Director
A quick note about change

• Changing attitudes, processes, and policies is difficult!

• Need:
  – Communication
  – Coaching and training
  – Resistance Management
    • Help leaders manage
  – Feedback
  – Success recognition
  – After action review
    • Did it work? Why or why not?

• “We’ve never done it before.”
• “We tried it before.”
• “We’ve been doing it this way for 25 years.”
• “Why change - it’s working OK.”
• “We don’t have the money.”
• “We don’t have the time.”
• “The employees will never buy it.”
• “It needs more thought.”
• “It won’t work in this department.”
Employee Involvement

• Employees involved at every level
• Employees are closest to the hazard
• Use their knowledge and experience to identify methods
• VITAL component to a SHMS

• Increases morale
• Teamwork reduces safety incidents
  – Teamwork causes people to look after one another
• Safety Committees allow employees to be involved in the planning process
  – And requires top management commitment
Worksite Analysis

• Safety Inspections
• Job Safety Analysis (JSA)
• Facility Hazard Analysis
• Change Management
• Incident Reporting
  – Identifies causes
  – Allows for correction
Hazard Prevention and Control

• Have to find hazards first (analysis)
• Hierarchy of Controls!
• Understanding the law
• Being aware of industry standards
• Being aware of recommendations that may work better than OSHA, etc.
• Listening to ‘boots on the ground’
• Program Development
Training

- Assess legal requirements
- Assess employee abilities
- Understand training needs (can be difficult)
- Deal with change
- How to effectively deliver?
Continuous Improvement

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Module 2 Breakout
Module 2 Breakout

List challenges that you and/or your team face on a daily basis that are related to workplace safety and/or motivation. List at least three.

What, if anything, have you tried in the past to improve these challenges? Did it work? Why or why not?

If you lived in a perfect world and full and complete control over these issues, what would you do? How would you ensure they are resolved?
Occupational Health and Safety Programs

• Can be very comprehensive and cover a wide variety of hazards and topics
• Can be the bare minimum to meet legal requirements.
• May not be present at all!
• Ideally,...composed of elements and services that are designed to promote and maintain health of workforce, prevent or control occupational diseases and incidents, and reduce and prevent accident and disability.
OHS Programs – High Level View

• Some that are present at UVA
  – BBP
  – Fall Protection
  – Confined Space Awareness
  – CPR/AED and First Aid
  – Scaffold Training
  – HAZCOM
  – What else?
Motivation
Motivation

• Um, we can’t yell like that (but sometimes it would be nice).

• How do you motivate someone to do something they don’t really want to do?

• How do you motivate someone to change a way they do something, especially if they have been doing it a long time?
Many Motivation Theories

• Employee acceptance must occur with management leadership

• Behaviors must be repeated and reinforced

• Change in work habits do not occur overnight
  – Employees must believe that management is ‘walking the walk and talking the talk’
Psychological Factors

• Individual Differences
• Motivation
  – Some are internally driven
    • To do something or not to do something
  – Can be conflicting motivators
    • Ignore safety device because it may decrease production
• Stress
  – Can impact decision making
• Attitudes and Behaviors
  – Cannot measure attitude, only observe behavior
  – Changing behavior can modify attitudes
Employee Involvement Key Factor In Motivation

• To supplement investigations, inspections, and audits, employee involvement in identifying safety needs is critical

• An open communication system that welcomes safety discussions by employees and offers a means for action in response to suggestions

• Employees should be trained in hazard identification to make contributions to improved jobs safety
Question Revisited

• So...how do you get someone to do something they don’t want to do?

• Recognize and understand people’s motivations
  – Be careful about rewards, though.
  – They motivate people to get rewards

• Make them feel something
  – Appeal to their need to provide, for example

• Emphasize Progress
  – Consistent minor successes are very effective

• Create a Cult (well, almost) – shared belief
Safety Culture

• Many definitions – What do you think?
• Safety Culture – the common and generally accepted way people behave in the workplace as it relates to safe practices
  – Group will cooperate for safety and everyone in that group will try to behave in a way that protects everyone’s safety
  – If workers believe in safety for themselves and others and act as if safety matters, the workplace has an active safety culture
Typical Participants in a Safety Culture

- Executive Management – supports safety and shows it by decisions
- Facility Management Team- consistently support safe work conditions and obtain and/or maintain safe equipment
- Front line supervisors – correct behaviors and obtain the right equipment
- Workers-Want to be safe....AND have the most to lose!
- Safety Professional – Guides, encourages, and directs safety efforts and provides information
Implementing a Safety Culture

• Changing Attitudes
  – Some people don’t think accidents will happen to them.
  – They ignore safety procedures and then are hurt by behaviors that are full of serious risk.
  – They think that when an injury occurs, it is an “accident” rather than a preventable result of a risky task and risky behavior.
Implementing a Safety Culture

• A better approach...
  – Build community support among workplace teams for the following:
    • Understanding where risks exist
    • Understanding what needs to be changed
    • Involving workers in plans for avoiding these risks
    • Consistently improving and reinforcing safe work practices of team members
Safety Culture vs. Safety Climate

• Culture is the product of individual and group values, attitudes, perceptions aka...
  – “The way things are done around here.”

• Climate is the measurable component(s) of safety culture that are happening in a given instant.
  – Climate is a measure of perceptions about safety that are reflective of immediate circumstances.
Safety Committees
Actual texts...if this is you, this is probably not a good fit

- Malibu;
  - I'm ready to light my face on fire because I'm so bored - I am in a stupid meeting because some moron nominated me to be on the 'oh so fun' safety committee and it's all really dumb--I'm eating a piece of good chocolate though!

- Cake5550:
  - Well, you can give me more grilled pineapple ideas if you'd like...?
  - Or...Give some more details about your latest dates? :-)

- Malibu;
  - Ha, ha-- will later----I joined my previous company's safety committee to get out of work--needed the break

- Cake5550;
  - Just nod a few times and say 'that's right' -- they will think you care

- Malibu;
  - I am the least safe person around, seriously. I trip over thin air, I get tangled in cords and my jacket and hair I occasionally choke while breathing. I am totally accident prone. Meeting is laaaaaame. Didn't help that I was already bored to begin with. I finished my day's work at 10am :( I'm ready to drink now
Safety Committees

- Can be one of the most valuable tools of loss control (health and safety)
- Can also be unproductive and ineffective
- Difference between success and failure lies with the original purpose of the committee, its staffing and structure, and the support it receives
Key Committee Activities

• Accountability
• Commitment
• Employee Involvement
• Hazard Identification
• Incident Investigation
• Record Keeping
• Evaluation
Accountability

• All members should understand what the committee expects of each of them to contribute.
• Everyone has to share responsibility for accomplishing goals.
• Committee also responsible for:
  – Monitoring how management holds employees accountable for working safely
  – Recommending to management how to strengthen accountability
Commitment

- Committee must have management support to survive.
  - Encourage employees to get involved.
  - Act on committee recommendations.

- Representatives must show a commitment to the committee.
  - Attend meetings
  - Complete assignments
  - Encourage others to get involved in identifying and correcting hazards.
Employee Involvement

• Tell employees how they can help.
• Encourage hazard reporting and unsafe work practices.
• Act on employee suggestions. Recognize contributions.
• Keep committee visible.
Hazard Identification

- Train reps to recognize hazards and understand the basic principles for controlling them.
- Focus on identifying hazards that are most likely to cause serious injuries.
- Use incident reporting info to focus on hazard types.
Incident Investigation

• The committee doesn’t have to conduct the investigations or participate them.
  – They should endure management or the applicable party is doing so.

• Use the talent of reps to help identify root causes and suggest ways to control them.
Record Keeping

• Keep accurate, well-organized records
  – Record committee achievements
  – Use to see what improvements might be needed

• Documents to consider
  – Minutes
  – Reports, evaluations, and recommendations
  – Management response to recommendations
  – Employee safety concerns, suggestions, and responses to each
  – Hazard reports, etc.
Evaluation

• Are we effective as a group?
• Review and set new goals
• Continuously improve!
Other Keys To Make Them Work

• Practice what you preach. Be a leader. Be a mentor. Be a teacher. You are the communication between employees, safety department, and management.

• Have an agenda for your meeting. Set goals ahead of time. Ensure people know what is expected of them.

These meetings are not the place to get a donut and sit back.
Keys To Make Them Work

• Be fully functional.
  – Meet regularly, record minutes, determine management support and/or gain it if necessary.
  – Managers that are not fully involved will cause the committee to fail.
  – Maintain open communication and support.

• Measure progress
  – Hold the committee accountable for its goals and don’t bypass hard to complete items.
Keys To Make Them Work

• Assign action items and follow-up.
• Give members training in managing meetings, as well as safety.
• Give members time for their duties and responsibilities.
  – Make sure reasonable time is given to complete assigned projects.
• PROHIBIT NON-SAFETY RELATED ISSUES DURING MEETINGS
Keys To Make Them Dysfunctional Up To YOU

• **A Dysfunctional Committee**
  – Signs that a committee isn’t functioning properly include:
  – A lack of worker knowledge of what the committee does.
  – No committee goals or vision.
  – Having the same person do all the talking at meetings.
  – Introducing no safety topics or recommendations for actions.
  – Recurring issues or actions not being solved.

• **What Causes A Committee To Be Dysfunctional?**
  – Lack of training and direction.
  – Lack of resources.
  – Perception that committee has no value.
  – Committee activities not effectively communicated to management and/or workers.
  – Boring or long meetings / meetings that lose focus on safety topics.
Module 3 Breakout
Module 3 Breakout

Scenario Exercises
Something To Think About

• Thirteen people will die on the job today in the United States.

• Most likely, more than one person has died due to an occupational injury since we started.
Moving Forward

What’s Next?
Summary

I Could Have Saved A Life That Day

-Don Merrell

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