



June 25, 2019

# Safety: Engage your Workforce and Achieve High Safety Performance

PPSA Safety Conference



# Engage Your Team - Culture

## ***Safety***

The Condition of Being Safe from Undergoing Hurt, Injury or Loss

## ***Culture***

The set of **Shared** Attitudes, Values, Goals and Practices that Characterizes an Organization

*Merriam-Webster Dictionary*

# Safety Culture Basics

## How to get a Shared Set of Attitudes, Values.....

### Basics

- Culture of Caring
  - Highest Value, not Priority
  - The Why of Safety
- Management Commitment and Leadership
- Bad Messages
- Action on Employee Concerns
- Continuous Feedback

*When the workforce truly believes that leadership **cares** for the safety of their employees, then they will align and share safety values.*

# Safety Culture

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## Culture of Caring

- **Genuine** – must be personally committed
- Not about the rules – else “just doing your job”
- Takes time to explain the what’s and why’s
- Non-punitive – “Just Culture”

# Safety Culture

## Management Commitment – S-A-F-E-T-Y

- **S**upport Safety as a Core Value (not priority) by Committing to put Human Life ahead of all Other Demands
- **A**ccountability gives all Employees the Right/Responsibility to call a Time Out (stop the job) and Rewards them for Doing it, even if False Alarm
- **F**ollow-Up by Demonstrating and Communicating a **Personal** Commitment to Safety in All Your Actions
- **E**levate People who Support the Safety Culture and Eliminate those Who Tolerate At-Risk Behavior, even Top Producers
- **T**rain our People to Observe Behavior and have Safety Conversations
- **Y**ou are the Key to an Incident-Free Environment

# Safety Culture

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***It's all about being credible (building trust).....***

## **Management Commitment and Leadership**

- Walking the walk – set the example
- Talking the talk – it is what you emphasize in all situations
- Demonstrated actions of safety first
- Signed Safety Policy commitment – put it in writing!
  - Discussion at orientation – reinforce commitments

# Safety Culture

## WestRock Dallas Mill Safety & Health Policy

WestRock, Dallas Mill, is committed to Safety and Health. We will provide a work place that is free from recognized hazards that could cause injury to employees, visitors and contractors. Our commitment is based on the belief that nothing we do is worth getting hurt, all injuries can be prevented, that safety can be managed, and that operating safely is good business.

Our Managers and Team Leaders are leaders in our safety process and are responsible for the safety of their employees. In this responsibility, they demonstrate their commitment by placing safety as their highest value, ahead of production, quality or cost. They are responsible to train, guide and coach employees to work safely as well as pursue resolution on all safety incidents, concerns and suggestions.

Working safely is a responsibility of every Dallas Mill employee. We are required to follow all established safety policies and procedures and to speak up to report any unsafe condition or situation in the plant. We are also required to report any near hit or injury to our immediate Team Leader. Working safely is a condition of our employment.

Our goal is an injury-free workplace. We will continually strive to improve our safety and health program. As the safety performance of our plant is the sum of each individual effort, we can only achieve our goal by the active participation of each employee in our safety program.

# Safety Culture

## ***It's all about being credible....***

### **Bad Messages – what are they?**

- Inherently at-risk tasks that discredit safety as highest core value
- We can't get commitment addressing lower risk tasks if we require high risk tasks as part of the job

### **Action on Concerns – show you Care!**

- Personal follow up on employee concerns – close the loop communication
- Builds good will and deposits – ***Trust!***
- The value of the good will/deposit trumps even the lowest value concern



# Safety Culture

## Continuous Feedback – Observation Program

*Gaining clarity, solving problems, getting commitment and holding accountable*

### Observation Program

- Positive reinforcement
- At-risk problem solving
- Making tasks safer, reducing risk
- Training to “see” safety
- Conversations

# DuPont STOP Observation Program

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## Principles of STOP

- All Injuries Can Be Prevented
- Employee Involvement is Essential
- Management is Responsible for Preventing Injuries
- All Operating Exposures can be Safeguarded
- Training Employees to Work Safely is Essential
- Working Safely is a Condition of Employment
- Safety Observations are a Must
- All Deficiencies Must be Corrected Promptly
- We Will Promote Off-the-job Safety for our Employees

# Observation Program

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## The Leader's Role

- Responsibility for Safety is greater than the employees they lead
  - Control the rewards/consequences of performance
  - Accountable for employee safety performance
    - In their area, and everyone in their area
    - No matter where employees work
- Set the Safety Standards
  - Set high – the maximum level of performance is based on the minimum standards set
- Leaders in Observation and Communication
  - See safety
  - Talk with employees to encourage safe work and resolve unsafe situations

# Observation Program

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“Seeing” Safety – More than Awareness

Energize Your Reticular Activating System (RAS)

- RAS acts as a filter between the conscious and sub-conscious mind
- Can be programmed to bring safety to your attention

Seeing Safety Takes Practice and Structure!

- Head-to-Toe Check
- Total Observation

Make Observations a Daily Practice

- Decide, Stop, Observe, Act and Report – the STOP Safety Cycle

# Observation Program

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## Talking **With** Employees – Engagement

- Shows employees that Safety is Important - Alignment
- Sends a signal that Safety counts
- Silence is consent

## **With, Not To,** Employees – How?

- Ask First – Can We Talk Safety?
- Share the Observation
- Show Your **Genuine** Concern - Care
- Discuss What If (the unexpected happened)? And How Can (the job be done more safely)?
- Get to Root Cause and Problem Solve for Future Safety
- Get Commitment!

# Observation Program

## Talking *With* Employees – What are the Reasons?

- Everyone operates from one of four levels
  - *Level 1 Comply when it is convenient*
  - *Level 2 Comply because I have to*
  - *Level 3 Believe for myself and my family*
  - *Level 4 Believe for myself, my family and my co-workers*
- Our job as leaders is to influence employees up the levels through engagement

# Observation Program

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## What Observation is not.....

- About Blaming others, instead...  
*It's about encouraging everyone to work together to create a safe workplace!*
- Discipline or designed to Punish people for unsafe actions, instead...  
*It's about working to get to root cause and fixing the system that enables unsafe acts!*
- About Following the Rules, instead...  
*It's about giving employees the information they need to make safe decisions on their own every time!*

# Observation Program

## Successful Observation Implementation – Learnings

- GM or high level Manager as the Instructor – demonstrates commitment
- Require Recorded Daily Observations/Train on Conversations
- Review the Records for Quality Control
  - Proper split of Safe versus At Risk Observations
  - Good observation/conversation quality
- Team of Two Audits – Teaching Opportunity
  - Preparation – use an Observation Checklist
- Address the Low Risk/Probability Excuse
  - Do the right thing!
  - Make it a habit!
  - Where is the line between safe and unsafe?



# Observation Program

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## Summary

*Observations will make safety better by....*

- Helping find at-risk behavior in advance of an injury
- Building Trust by Making Safety Deposits in Employees Relationship Accounts
- Establishing Team Leaders as Safety Leaders and Communicators
- Creating a mechanism to reduce/remove risk from the workplace
- Training employees in the moment in hazard recognition
- Engaging employees in the process to make it better

*Establishing Safety as the Shared Value in your Culture!*

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# Safety Culture

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## References

Safety 24/7, Building an Incident-Free Culture, Gregory M. Anderson and Robert L. Lorber, PhD.

Safety Walk, Safety Talk, David Allan Galloway

DuPont STOP for Supervision

Thank you for your Time!

What Questions Do You Have?