Agenda

• Objective
• Perspective
• Introduction to “World Class”
• Basic Principles & Keys to Safety Excellence
• Leadership
• Management Commitment
• Accountability
• Employee Engagement & Involvement
• Summary

Let’s get ready to learn about World Class Safety!!!
Elements of World Class Health & Safety Programs

• Objective
  • To explain and provide information on the foundational principles, building blocks and company Health and Safety programs necessary to move towards and achieve “World Class” Safety performance.
This presentation has been modified from its original version. It has been edited to run in the time allotted and for content.
Perspective

“Hiring consultants to conduct studies can be an excellent means of turning problems into gold, your problems into their gold.”

Norman R. Augustine
President and Chief Operating Officer
Martin Marietta
Top Ten Things You'll Never Hear from your Consultant

1. You're right; we're billing way too much for this.
2. Bet you I can go a week without saying "synergy" or "value-added".
3. How about paying us based on the success of the project?
4. This whole strategy is based on a Harvard business case I read.
5. Actually, the only difference is that we charge more than they do.
6. I don't know enough to speak intelligently about that.
7. Implementation? I only care about writing long reports.
8. I can't take the credit. It was Ed in your marketing department.
9. The problem is, you have too much work for too few people.
10. Everything looks okay to me. You really don't need me.
The Introduction
What is “World Class”?

What is “World Class”?  

• Basic Definition:  
  • Ranking among the foremost in the world; of an international standard of excellence; of the highest order.  
  • Term can describe everything including companies, products, people, places and things.

• What do you think of when you hear the term “World Class”?  

World Class Brainstorming

• Examples
World Class Brainstorming

Class Participation Exercise

• Using a sticky note and pen or pencil
  • Write down an example of something you believe is “World Class”
  • This can be an example of a
    • Company
    • Product
    • Person
    • Place
    • Service
    • Thing
  • Place note on board when done
World Class Brainstorming

- Group Participation
  - At your table
    - Go around the table
    - Introduce yourself to the group
  - As a table
    - Discuss and pick a great example of an aspect or component of a World Class Safety program to share
    - Choose a representative to speak for the group
    - Share the example with the rest of us.
World Class Brainstorming

Class Participation Exercise

• Anyone list a company name?
• Did this company and its products make it to the board?
• Why or why not?
World Class Safety – Challenge

• Is your company “World Class”?  
  • Products  
  • Market Share  
  • Iconic brand  
  • Quality  
  • Customer Service  
  • Reputation  
  • Health & Safety Program
World Class Safety – Challenge

• The Challenge
  • If you have a world class product, leading market share and iconic brand, why not a World Class safety program as well?
World Class Safety
What is “World Class Safety”?

• You may know it when you see it, but to describe it is sometimes difficult.

• Sometimes it’s easier to
  • Work problems backwards to get an answer or
  • Define something by what it IS NOT.
World Class Safety is NOT

- “You are like school on Saturday; no class”
  Albert Robertson

- World Class safety IS NOT:
  - Lack of management commitment
  - Little or no safety training
  - Disengaged employees
  - No accountability
  - High incident rates or insurance losses
  - No reporting of near misses
  - Lots of repeat injuries

- Discussion – Anything else to add?
What is “World Class Safety”?

• Is it easily defined? No, not really...
  
  • "If nothing else, we'll engage in just what the hell is world class safety,"
    James "Skipper" Kendrick
    President
    American Society of Safety Engineers
  
  • "A term reserved for organizations that have distinguished themselves through their safety performance and have evidence to support it."
What is “World Class Safety”?

• According to some experts,
  • “world class” can be considered a catch-all phrase to describe how positive a safety culture is, and where an organization stands when compared to others in their industry.
  • Other safety practitioners describe world-class safety as measurable achievement.
  • World-class safety is not an award or championship, and requires a sustained effort.
What is “World Class Safety”?

• When applied to Company Safety Programs:
  • The term describes - The top 5-10%
  • “Best of the Best…”

• “World class has to do with how well you recognize your business and what the risks are in your businesses, and how effective you are at controlling that,” “World class is all about doing it well.”
What is “World Class Safety”?

• Metrics - Lagging Indicators
  • Incident Rates
    • Past:
      • The best had a total injury frequency of 1.0 – 1.2
      • A lost time frequency of about 0.1
    • Present:
      • The best have total injury frequency rates of 0.1 – 0.7
      • Generally excepted goal for a world-class company are rates of less than one.
      • Go multiple years without a lost time injury no matter which industry or country they operate in
  • EMR – 0.7 or less
DuPont Bradley Curve

- Reactive:
  - Safety by Natural Instinct
  - Compliance is the Goal
  - Delegated to Safety Manager
  - Lack of Management Involvement

- Dependent:
  - Management Commitment
  - Condition of Employment
  - Fear/Discipline
  - Rules/Procedures
  - Supervisor Control, Emphasis, and Goals
  - Value All People
  - Training

- Independent:
  - Personal Knowledge, Commitment, & Standards
  - Internalization
  - Personal Value
  - Care for Self
  - Practice, Habits
  - Individual Recognition

- Interdependent:
  - Help Others Conform
  - Others’ Keeper
  - Networking Contributor
  - Care for Others
  - Organizational Pride

Zero Incidents:
- a heresy
- a dream
- a goal
- a choice
DuPont Sustainable Solutions and Disney collaborated on a survey to understand what "World Class" safety looks like. A sample size of 115 firms participated in late 2012, and an early analysis of the results was presented to the Chief EH&S Officers’ Council of The Conference Board in January 2013.

The survey asked a representative from each of the firms to identify where they saw their firms on the DuPont Bradley Curve. The results, as depicted below, reveal clear divisions between the stages.

<table>
<thead>
<tr>
<th>PERCENTAGE OF SURVEY PARTICIPANTS</th>
<th>MEAN TRIR*</th>
<th>STANDARD DEVIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reactive</td>
<td>7%</td>
<td>4.77</td>
</tr>
<tr>
<td>Dependent</td>
<td>35%</td>
<td>2.18</td>
</tr>
<tr>
<td>Independent</td>
<td>30%</td>
<td>1.57</td>
</tr>
<tr>
<td>Interdependent</td>
<td>28%</td>
<td>0.67</td>
</tr>
</tbody>
</table>

*TRIR = Total Recordable Incident Rate
What is “World Class Safety”?

• Simply – The Pursuit of Excellence
  • “World class is really a pursuit. A committed frame of mind. It's an aspiration. It's about not accepting good enough.”
    Tom Cecich, CSP, CIH,
In your life you only get to do so many things and right now we've chosen to do this, so let's make it great.

- Steve Jobs
Basic Principles & Keys to Safety Excellence
Background

Safety improvement takes considerable effort, can be difficult and frustrating

• No shortcuts
• Road maps are available to help you achieve EHS excellence, a.k.a. World-Class Safety

Recognizable improvements in workplace safety

• Reduced injuries and minimized risks tremendously in last 40-50 years
• Regulatory compliance, safety systems, program development, and management practices
• Unfortunately, fatality rates have remained relatively flat

Organizations achieving high levels of safety performance have leveled off.

• Law of Diminishing Returns
• Making additional safety improvements has become difficult.
Nonfatal occupational injury and illness incidence rates by case type, private industry, 2003-17

TRIRs Drop
Rate of fatal work injuries per 100,000 full-time equivalent workers by employee status, 2006–17

Fatality Rates Flat
Basic Principles

• Foundational principles required to manage a comprehensive safety process:
  • Safety is a **corporate value**.
    • There is a clear safety philosophy that is communicated and visibly demonstrated throughout the corporation.
    • Words of commitment are seen in action.

• **Regulatory compliance** is given top business priority.
Basic Principles

Continued

• Leaders at all levels who are responsible for managing safety throughout the organization are supported and trained to do their job.

• Accountability systems are in effect to ensure
  • Expectations are clear,
  • authority is appropriate, and the
  • safety process is managed to deliver continual improvement.
Keys to Safety Excellence

• Must be followed to build upon the foundation of basic principles:
  • **Involvement** - All employees are involved.
  • **Leadership** at all levels sets the right example and is supported.
  • Employees **manage** the safety process through widespread **participation**.
  • Safety professionals provide guidance and expertise.

• **Communication** of the safety message is organized, planned and carried out in an effective manner.

• **Policies and procedures** that make sense are in place and followed.
Keys to Safety Excellence

• Continued
  • Safety training is strong and effective.
    • Safety meetings are held regularly.
    • Trainers are competent.
    • Knowledge transfer is accomplished
    • Information is retained by employees

• Auditing activities proactively assess how employee actions and workplace hazards are related.
  • Results are used to manage risks.

• Safety incidents are investigated to determine true root causes, which when corrected will prevent recurrence.
  • Corrective actions are assigned and tracked to completion
Keys to Safety Excellence

• Continued
  • **Reward, recognition, reinforcement and incentive programs**
    • Focused on preventive actions and corresponding achievements.

• Safety considerations are integral to **design, engineering** and **managing workplace changes**.

• **Off-the-Job** safety activities promote safe lifestyles.

• **Process-focused** innovations drive improvement.
Key to Safety Excellence

• Elements of Safety Management System in Place
  • Management Leadership
  • Worker Participation
  • Hazard Identification & Assessment
  • Hazard Prevention & Control
  • Safety Training & Education
  • Safety Management Program Evaluation & Improvement
  • Communication & Coordination for Host Employers, Contractors, and Staffing Agencies
Keys to Safety Excellence

• Not just compliance, but a focus on exposure control.
  • World-class safety organizations have a relentless focus on the exposures that contribute to incidents.
  • Radical departure from a focus on hazards or unsafe actions.
  • Operations, Exposures, Controls
    • Consistently Asking Two Key Questions
      • What is the Exposure, What is the Control?
Keys to Safety Excellence

- Mining Data
  - Micro Events → Macro Events
    - Inspections, corrective actions, repair orders, observations, near misses, good catches, complaints, etc.
  - Past – Lagging
  - Present – Leading
    - Conditions, behaviors, observations, training, meetings
  - Future – Predictive
    - Using analytics and Artificial Intelligence (AI)
      - Past data to predict something in the future
      - Using trends to focus attention on risk reduction
    - “If you know better than all this data, by all means choose your own destiny”
Keys to Safety Excellence

• Resources and Systems
  • Resources and supportive systems to meet objectives are required to sustain program
  • Enough employees and equipment to ensure tasks are done safely and on schedule
• Emphasize safety
  • employee selection,
  • compensation,
  • training and development, and
  • organizational structure
Keys to Safety Excellence

• Understand & Embrace Change
  • Things change, just be “change agile”
    • Science, Technology, Processes, etc. Change
      • It is inevitable and positive
  • Chance to further control and reduce exposures
  • Never stop improving or finding a better, safer way.
HSE Continuum of Improvement

- Embrace Change
- Discussion
  - Where is your organization currently?
  - What is your vision?

**Failing**
- Improvements not started
- Struggling to meet minimum standards

**Improving**
- Majority of Organizations
- Steep rise in safety improvement
- Basic regulatory standards met

**Compliance**
- Regulatory Compliance Driven
- Some Industry Best Practice Implemented

**Excellence**
- Mature Safety Processes
- Regulatory Compliance Met
- Industry Best Practice Implemented
- Safety Management Systems

**World Class**
- Very small and select group of companies
- Desire for Continual Improvement
- Highest level of safety performance