

SAFETY MANAGEMENT 101

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Safety Management System

- How do you manage safety?
- What factors contribute to the way you manage safety at your organization?
- What does your organization want to achieve with its safety management system?



Safety Management System

- An organized & systematic approach to managing the identification, control, & elimination of hazards.
- An effective safety management system is a decisive factor in reducing the frequency & severity of work-related injuries & illnesses.



Safety Management System

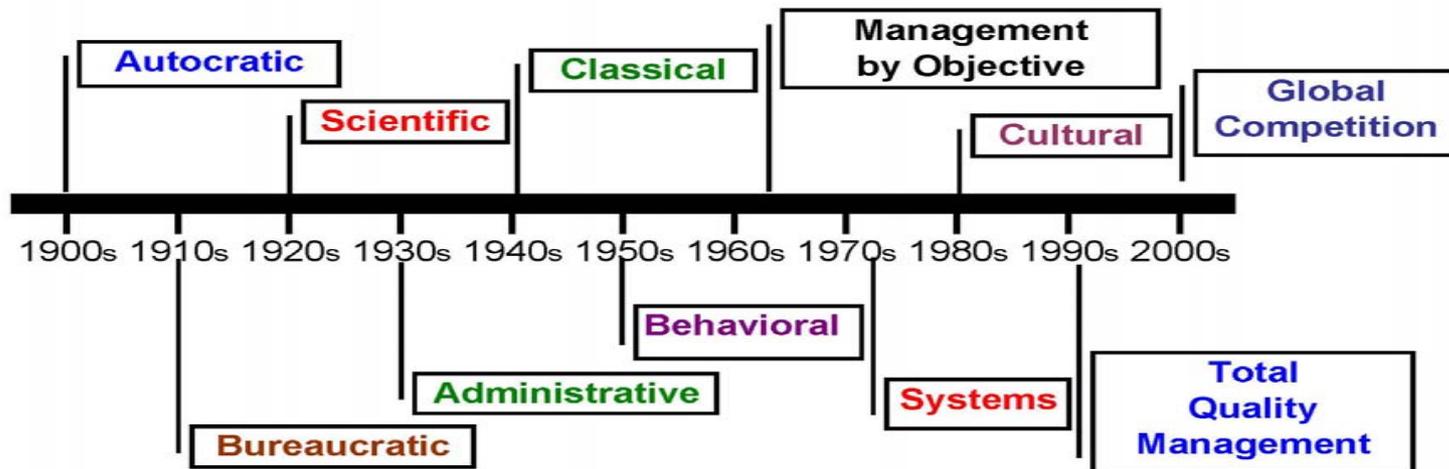
Factors that affect the Safety Management System:

- *Management Style*
- *Culture and/or Climate*
- *Roles*
- *Adoption of Safety Principles*

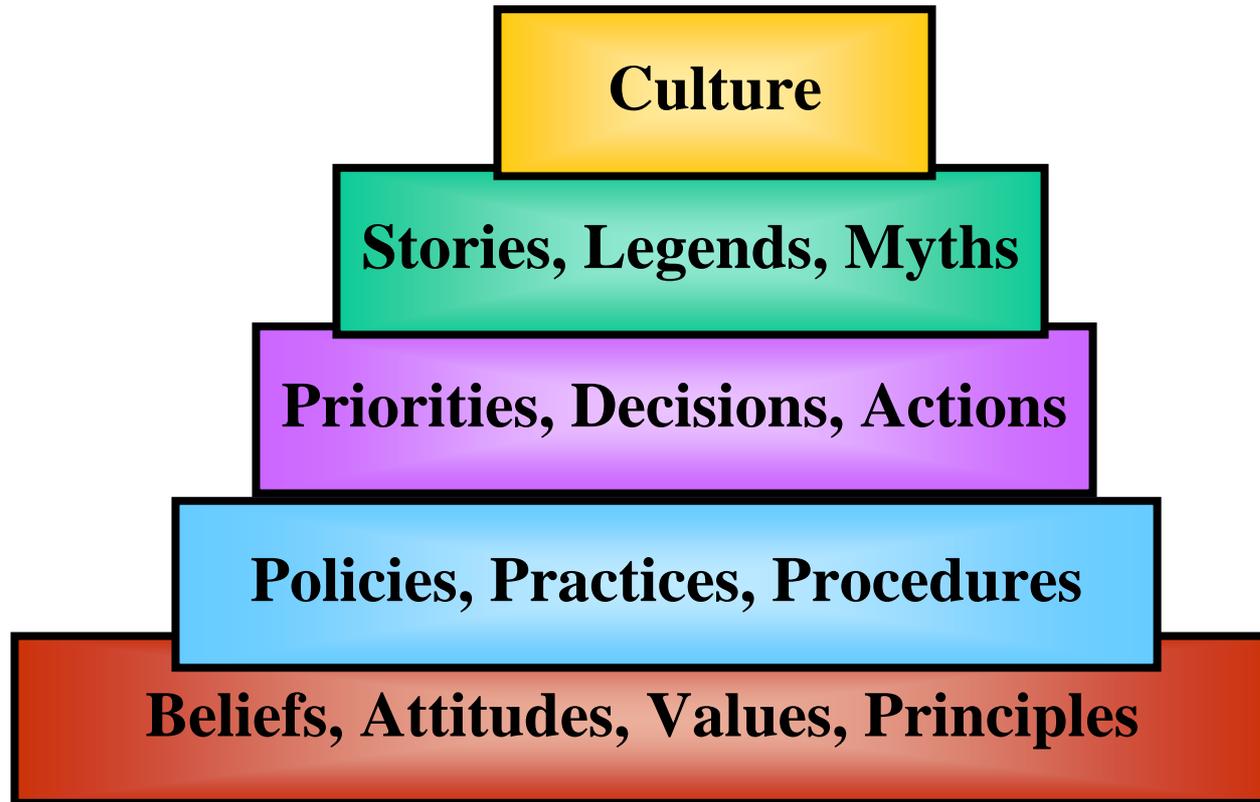


Safety Management Historical Factors

Historical Perspective on Management

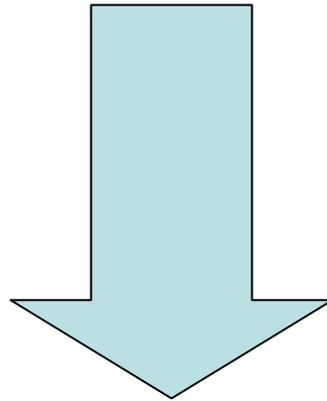


Safety Management Cultural Factors



Safety Management Role Factor

“Safety Department Responsibility”



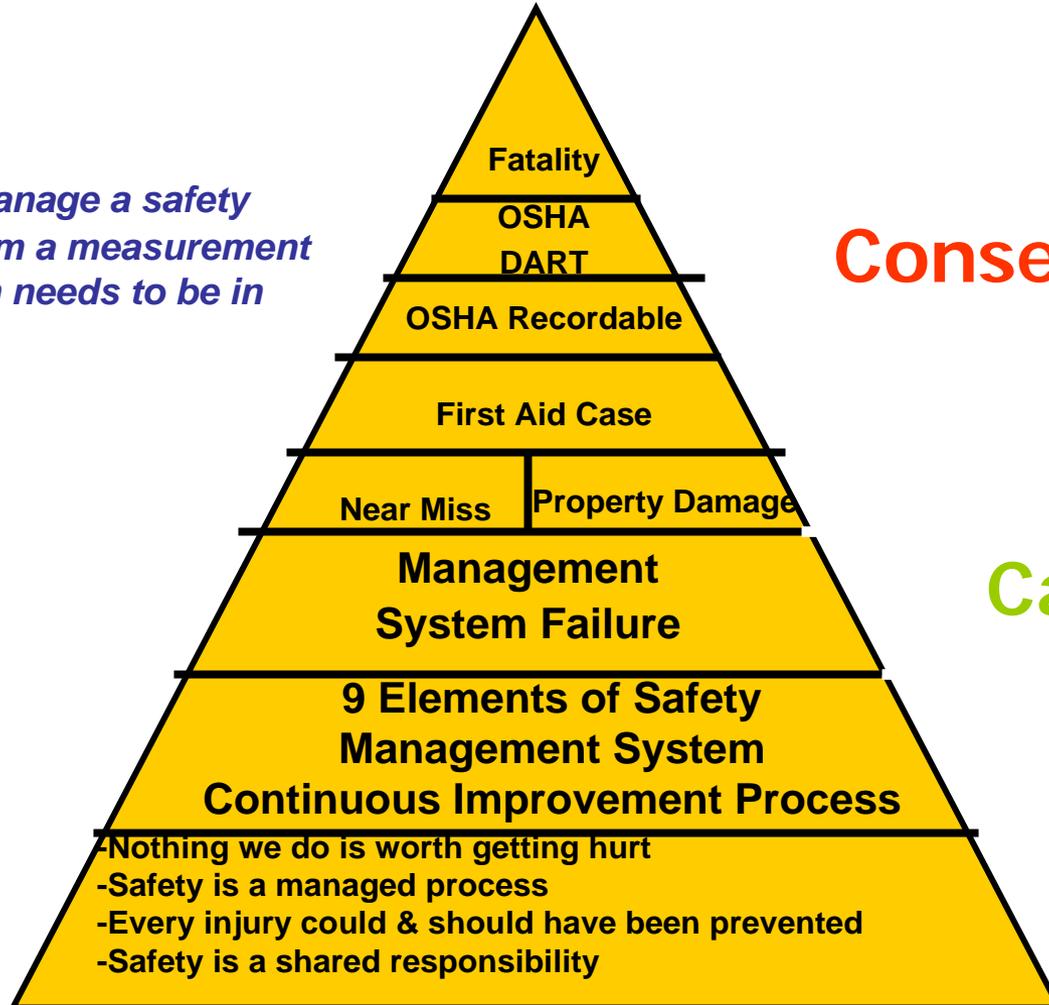
“Every Employee Responsible”

Safety Management Principles

- Frequency & Severity
- Business Integration
- Accountability
- The Human Factor
- Safety is Everyone's Job
- Prevention
- Management Leadership & Commitment
- Meaningful Employee Involvement
- Measuring Safety Performance
- Continuous Improvement
of the Safety Management System

Foundation of Excellence

To manage a safety program a measurement system needs to be in place.



Safety Management System

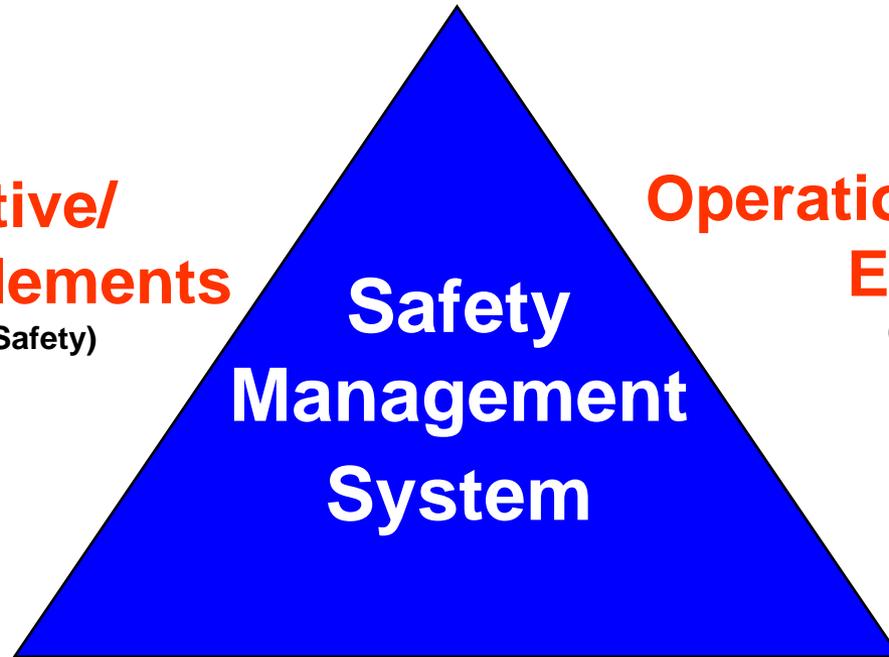
To Create an effective Safety Management System, an organization must first clarify and establish its:

- *Safety & Health Philosophy*
- *Safety Beliefs*
- *Safety Vision*



Comprehensive System- A Balanced Approach

**Administrative/
Management Elements**
(Systems to Manage Safety)



**Operational/Technical
Elements**
(Compliance)

**Cultural/Behavioral
Elements**
(Behavior))

Elements of a Safety Management System

Administrative & Management	<ul style="list-style-type: none">• Management leadership & commitment• Organizational communications & system documentation• Assessments, audits, evaluations, & continuous improvement
Operational & Technical	<ul style="list-style-type: none">• Hazard recognition, evaluation, & control• Facility design & engineering• Operational safety programs
Cultural & Behavioral	<ul style="list-style-type: none">• Employee involvement• Motivation, behavior, & attitude• Training & orientation

Safety Management Assessment

Element 1: Management Leadership and Commitment The Safety Management System calls for a personal commitment to safety – not only commitment to safety as a value, but commitment to the management factors that integrate that value into the culture. Executive management must be the first to accept the merits of improving the safety process – merits that include reduced injuries, reduced costs associated with injury, improved public image, increased morale, production, quality and, ultimately, profitability. Acceptance of these merits is the personal factor in management's commitment to safety. It is the factor that determines: How willingly management invests resources in the improvement of the safety process. The soundness of management's accountability systems. How effectively leadership will lead.

Safety Management Assessment

Element 2: Organizational Communications & System Documentation

A high level of communication facilitates the administration of an effective safety management system. It keeps employees informed about policies, procedures, roles, responsibilities, goals, and program results. It also fosters positive working relationships between the organization and the larger community.

To be complete, communication must flow in two directions – from management to employees and from employees back to management. Additionally, accurate record keeping and documentation is essential when generating reliable information for analysis, decision-making, and measuring continuous improvement.

Safety Management Assessment

Element 3: Assessments, Audits, and Continuous Improvement

An assessment process can provide management with constant and meaningful data on the effectiveness of the safety management system. **Assessing the effectiveness of the safety management system is crucial to facilitating continuous improvement and reducing injuries and illness.** A safety management assessment should objectively evaluate compliance with policies and procedures, quality and effectiveness of implementation, and any gaps in compliance or policy. It should also propose action plans for improvement.

To be effective, all assessment findings must be reported, documented, and acted upon by management in a meaningful and timely manner. Assessments should be conducted at all levels of the organization. Team members should include individuals with assessment experience and necessary technical and management competencies.

Safety Management Assessment

Element 4: Hazard Recognition, Evaluation, & Control

Effective hazard recognition, evaluation, and control are central to a successful safety management system.

Hazard control is accomplished through a continuous process of identification, planning, implementation, and reevaluation. It starts with the commitment and involvement of senior management through:

Establishing a policy for ongoing recognition, evaluation, and control or elimination of workplace hazards in order to maintain an acceptable level of risk in the workplace.

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Safety Management Assessment

Element 5: Workplace Design and Engineering

Safety and health hazards are most effectively and economically addressed in the planning and design stage through involvement of safety and health professionals and others in planning facilities, processes, materials, and equipment.

Safe workplace design reflects optimum physical and psychological compatibility between the employee and process, methods of operation, equipment, materials, and machinery.

Workplaces designed and constructed with employees in mind will have a favorable impact on productivity, quality, and safety and health.

Policies should be established to ensure workplace design takes issues into account.

Safety Management Assessment

Element 6: Operational Safety Programs

Too often regulatory compliance is the only driving force behind many safety and health programs. But, a successful safety management system must focus beyond mere compliance and concentrate on managing risk to worker's safety and health along with regulatory compliance issues. In order to accomplish this:

Regulatory compliance policies should be established for required occupational safety programs based on the needs of the organization.

Successful safety and health programs must effectively manage and control external exposures. External exposures include any influences on risk that arise outside the boundaries of company property or are caused by a third party.

Safety Management Assessment

Element 7: Employee Involvement

Employee involvement in all phases of a safety management system benefits employees and management through performance improvements and increased acceptance and support of policies.

Management can facilitate a cooperative effort to improve a safety system through employee involvement in proactive safety activities and participation in the decision-making process.

Management commitment to meaningful employee involvement can be demonstrated by establishing a policy for ongoing and meaningful employee involvement in proactive activities that focus efforts on recognition, evaluation and control or elimination of workplace hazards.

Safety Management Assessment

Element 8: Motivation, Behavior, and Attitudes

Motivation gives employees the awareness, interest, and willingness to increase safety efforts and support organizational goals and objectives.

Motivation, which commonly aims at changing behavior and attitudes, is generally defined by three factors: 1) direction of behavior, 2) intensity of action, and 3) persistence of effort.

Two motivational approaches to improve safety and health performance are:

Organization behavior management (OBM) model – use of reinforcement and feedback to modify behavior.

Total quality management (TQM) model – attitude adjustment methods used to achieve quality improvement goals in industry.

Visible management leadership is important in changing employee attitudes and behaviors.

Safety Management Assessment

Element 9: Training and Orientation

Safety training should be planned and implemented to assure a systematic and prescribed process (needs analysis, course design and development, and an evaluation strategy) is applied in a consistent manner. It should incorporate:

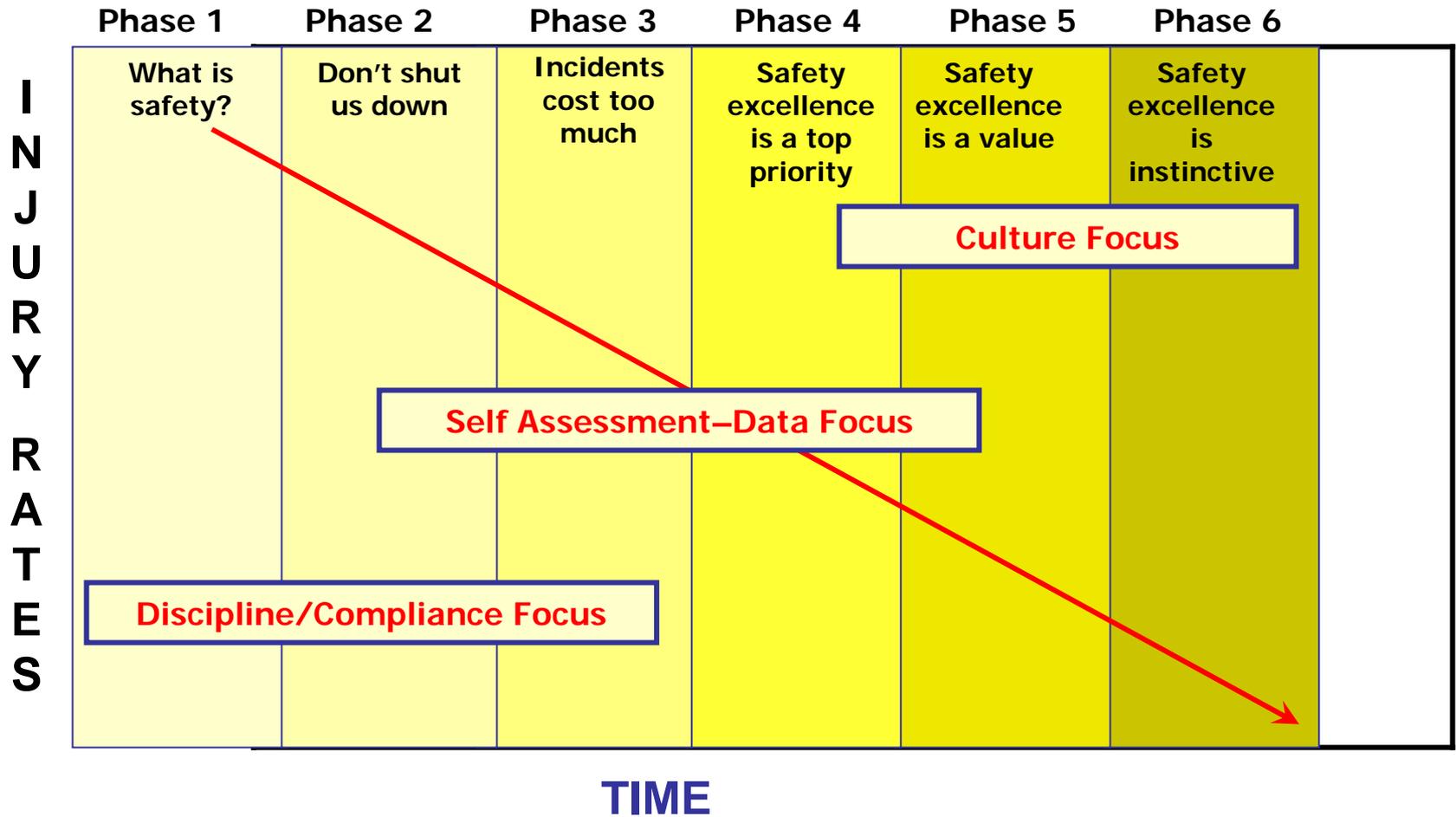
Specific criteria that includes:

Learning objectives that state desired knowledge, skill, or ability to be gained by the participant. Objectives should be measurable/observable.

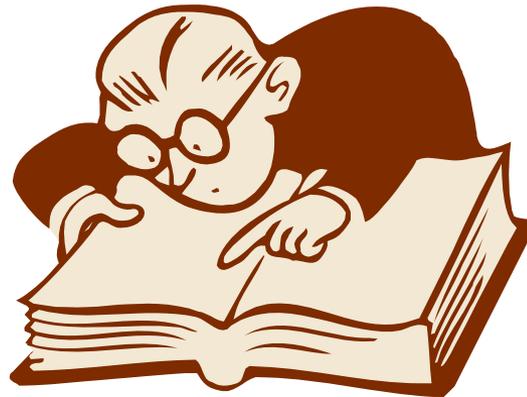
Delivery methods (lecture, hands-on training, demonstration, computer-based training, etc.) that consider the background and experience of participants and learning objectives.

Trainers that have technical knowledge, skills, or abilities in the subjects they teach, as well as be competent in adult learning instructional techniques and methods.....

Six Phases of Safety Excellence



Safety Culture



What is Safety Culture?

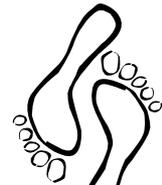
Safety Culture is...

An organizational environment in which the collective positive and/or negative values, attitudes, knowledge, or behavior regarding safety are both defined and exhibited.

Building a Safety Culture Foundation



1. Create safety & health vision based on sound safety beliefs, attitudes, principles & values.
2. **Communicate safety vision to everyone in organization.**
3. Create policies, procedures, & practices that support & reinforce the vision.
4. **Set priorities consistent with safety vision.**
5. Allocate resources to support safety vision.
6. **Make decisions consistent with safety vision.**
7. Back up decisions with Actions that support the vision.



Requirements for a Positive Safety Culture

- ❑ Management Commitment & Leadership
- ❑ Employee Involvement
- ❑ Measurement
- ❑ Continuous Improvement
- ❑ Time



Continuous Improvement Process

- Step 1 Provide Management Commitment & Involvement
- Step 2 Establish a Baseline
- Step 3 Set Goals
- Step 4 Implement Strategies
- Step 5 Review & Adjust



Continuous Improvement Model

