Plan for Safety Success: The 12 Safety Resolutions to Keep in 2021

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Resolution
PLANS ARE NOTHING; PLANNING IS EVERYTHING.

DWIGHT D. EISENHOWER
PLAN YOUR WORK FOR TODAY AND EVERY DAY, THEN WORK YOUR PLAN.

MARGARET THATCHER
Every minute you spend in planning saves 10 minutes in execution; this gives you a 1,000 percent Return on Energy!

Brian Tracy
NSC Aspiration: Lead Organizations to Higher Levels of Safety Maturity

- 3 Pillars of safety maturity:
  - Risk Planning
  - Workforce Enabling
  - Managing Operations

- 9 Factors – 3 within each Pillar

- 62 Elements of organizational safety maturity

- 4 Levels of maturity
### NSC Organizational Maturity Model

**Planning**

- **Factor**
  - Hazard Recognition & Risk Mgmt
  - Information & Performance Improvement
  - Environmental & Sustainability
  - Health & Wellbeing
  - Training & Competency Development
  - Communication & Empowerment

- **Element**
  - Hazard identification, programs & standards
  - Risk assessment approach
  - Worksite risk analysis planning
  - Hierarchy of hazard control
  - Risk assessment methodology & documentation
  - Emergency response planning & incident command management
  - Enterprise risk management
  - Serious injury & fatality prevention
  - Workplace & process design
  - Prevention through design

**Enabling**

- **Factor**
  - Leadership
  - Operational Processes
  - Contractor & Supply Chain Management

- **Element**
  - Organizational leadership
  - Organizational culture & climate
  - Program review
  - Resource allocation
  - Roles and responsibilities
  - Individual leadership goals
  - Leadership approach
  - Integration of EHS with business processes
  - Regulatory compliance
  - Standard operating procedures
  - Observation programs
  - Inspection & maintenance
  - Industrial hygiene services
  - Work permitting
  - Management of change

**Managing**

- **Factor**
  - Hazard recognition & risk management procedures
  - Injury & incident reporting and analysis
  - Incident investigation & management
  - Best practice documentation & evidence sharing
  - Benchmarking & metrics
  - Transparency
  - Audit policy
  - Self assessments
  - Third-party assessments
  - Priority & closure of findings

- **Element**
  - Recordkeeping
  - Controlling EHS exposures to the public
  - Environmental stewardship
  - Managing interfaces
  - Corporate responsibility strategy
  - Community partnerships
  - Employee involvement in corporate social responsibility
  - Lifecycle management

  - Employee wellbeing system
  - Medical records & surveillance
  - Injury/illness & return to work case management
  - Off-the-job safety

  - Annual individual development & capability training plan
  - Formal EHS orientation
  - Systematic training process
  - Talent management

  - Mechanisms for Communicating
  - Communication pathways
  - Individual involvement & influence
  - Workforce participation
  - EHS committees
  - EHS advocacy
  - Recognition programs
  - Employee perceptions
January Resolution: Measure safety success in multiple increments
Measuring Safety

• Don’t rely solely on injury/illness rates
• Choose measures that can be directly influenced
  • Leading indicators such as inspections, training completion, hazard abatement (# and timeliness), corrective actions completed, medical surveillance
  • Research shows correlations with injury/illness rates
• Set goals for leading indicators
• Create dashboard and review metrics at regular intervals (e.g., monthly, quarterly)
February Resolution: *Enlist employees in the safety effort*
Employee Engagement

• Communication
  • Determine the mechanism for feedback to obtain the “voice of the worker”
  • Employee perception survey
  • Near miss reports
  • Town hall meetings
  • Suggestions

• Involvement
  • Inspections, audits, or observations
  • Investigations
  • Safety teams or task forces
  • Training
  • Procurement decisions
  • SOP/JSA/JHA/pre-job task planning
March Resolution: *Develop safety competencies*
Workforce Safety Enabling

• Every employee needs to know how they connect to the safety success of the company (roles and responsibilities)
  • Front line worker
  • Supervisor
  • Management
  • Contractors, suppliers, temp workers, visitors, volunteers, etc.

• Enable workers to do what you’re asking
  • Knowledge, skills, abilities (training)
  • Resources/budget/time/equipment that supports the desired behaviors (resources)
  • Consequences that support the desired behaviors (organizational behavior management)
April Resolution:
Connect safety on the job to safety off the job
Safety Off-The-Job

• Ensures you have a workforce to get the job done with minimal disruption and expected costs (no overtime, etc.)

• Promotes constant, habitual vigilance toward safety

• Select topics that you want to promote
  • Home safety, recreational safety (motorcycle, boating, sports, etc.), fire safety, childcare, eldercare, food safety, product safety, holiday safety, etc.

• Create editorial calendar of topics and source content (NSC, CDC, Consumer Product Safety Commission, FDA, NFPA, etc.)

• Communicate on these topics throughout the year

• Create challenges that engage workers, their families and friends
May Resolution: Safe operations
Operations

• “Safety and operations” – NO
• “Safe operations” – YES!
  • Safety is not a standalone function aside from operations – they must go hand in hand

• Management of change
  • Prevention through design - safety and engineering should be intertwined
  • Procurement
  • New process/procedure
  • Real estate
June Resolution: Assess the management system
Management System Assessment

• You HAVE a management system
  • If you haven’t planned it and aren’t monitoring it, you won’t get optimal (or even good) performance

• Learn about management systems – specifically safety
  • Factors and elements
  • Integration of elements
  • Impact on injuries/illnesses
  • “Maturity” level

• Ensure data from all sources inform the system, and assess holistically
NSC Organizational Maturity Model

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July Resolution: *Promote employee health and wellbeing*
Issues Relevant to Advancing Worker Well-Being
Using Total Worker Health® Approaches

Prevention and Control of Hazards and Exposures
- Biological Agents
- Chemicals
- Ergonomic Factors
- Physical Agents
- Psychosocial Factors
- Risk Assessment and Management

Built Environment Supports
- Accessible and Affordable Health Enhancing Options
- Clean and Equipped Breakrooms, Restrooms, and Lactation Facilities
- Healthy Workspace Design and Environment
- Inclusive and Universal Design
- Safe and Secure Facilities

Community Supports
- Access to Safe Green Spaces and Pathways
- Healthy Community Design
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free)
- Safe, Healthy, and Affordable Housing Options
- Transportation and Commuting Assistance

Compensation and Benefits
- Adequate Wages and Prevention of Wage Theft
- Affordable, Comprehensive, and Confidential Healthcare Services
- Chronic Disease Prevention and Management Programs
- Continual Learning, Training, and (Re-)Skilling Opportunities
- Disability Insurance (Short- and Long-Term)
- Employee Assistance and Substance Use Disorder Programs
- Equitable Pay, Performance Appraisals, and Promotions
- Minimum Guaranteed Hours
- Paid Time Off (Sick, Vacation, Caregiving, Parental)
- Prevention of Healthcare Cost Shifting to Workers
- Retirement Planning and Benefits
- Work-Life Programs
- Workers’ Compensation Benefits

Healthy Leadership
- Collaborative and Participatory Environment
- Corporate Social Responsibility
- Responsible Business Decision-Making
- Supportive Managers, Supervisors, and Executives
- Training
- Worker Recognition, Appreciation, and Respect

Organization of Work
- Adequate Breaks
- Comprehensive Resources
- Fatigue, Burnout, Loneliness, and Stress Prevention
- Job Quality and Quantity
- Meaningful and Engaging Work
- Safe Staffing
- Work Intensification Prevention
- Work-Life Fit

Policies
- Elimination of Bullying, Violence, Harassment, and Discrimination
- Equal Employment Opportunity
- Family and Medical Leave
- Human and Natural Resource Sustainability
- Information Privacy
- Judicious Monitoring of Workers and Biomonitoring Practices
- Optimizing Function and Return-to-Work
- Prevention of Stressful Job Monitoring Practices
- Reasonable Accommodations
- Transparent Reporting Practices
- Whistleblower Protection
- Worker Well-Being Centered
- Workplace Supported Recovery Programs

Technology
- Artificial Intelligence
- Robotics
- Sensors

Work Arrangements
- Contracting and Subcontracting
- Freelance
- Global and Multinational
- Multi-Employer
- Non-Standard
- Organizational Restructuring, Downsizing, and Mergers
- Precarious and Contingent
- Small- and Medium-Sized Employers
- Temporary
- Unemployment and Underemployment
- Virtual

Workforce Demographics
- Diversity and Inclusivity
- Multigenerational
- Productive Aging across Lifecourse
- Vulnerable Workers
- Workers with Disabilities
Employee Health & Wellbeing

• Familiarize yourself with NIOSH Total Worker Health (TWH) model
• Select a couple of elements to incorporate this year
• Communicate to employees; hold listening sessions
• Measure impact and solicit employee ideas for future topics
• Make it fun – create challenges, teams, and allow work time for participation
August Resolution: *Prepare for the worst (but hope* for the best)

*Disclaimer: Hope is not a strategy
Disaster Preparedness

• Have a plan – if COVID taught us anything, it’s that you need a plan BEFORE something happens
  • Identify your risks and vulnerabilities
  • Another opportunity for employee engagement and off-the-job safety promotion (at-home disaster kit building)

• Involve multiple stakeholders in and outside your organization (operations, human resources, communications team, fire & emergency services, state and local agencies, public utilities, etc.)

• Practice the plan through tabletop exercises; iterate and improve

• Communicate the availability of plan details to all employees and third parties; revise annually or more often, if necessary
September Resolution: Standards apply to all workers, regardless of source
All Workers Are Created Equal

- OSHA expectations are numerous – what applies to you?
  - Multi-employer worksite language
  - OSHA Temporary Worker Initiative
- Set minimum safety qualifications for all contractors
- Score or evaluate contractors on job performance for future use
- Set safety standards and universally apply them (mgmt., employees, contractors, temps)
- ASA Safety Standard of Excellence program – find the right staffing partner
October Resolution: Hold leaders accountable
Leadership Accountability

- Define desired safety-supporting behaviors for all levels of people managers
  - Determine how to measure
  - Establish baseline and goal
  - Incorporate into performance review process
  - Provide *feedback* frequently (monthly, quarterly, semi-annually)
  - Align *consequences* for good AND poor performers

- What does it matter? Meaning comes from the consequence attached to it
November Resolution: 

It’s hunting season, and risk is your target
Risk Reduction

• Start with data – identify trends
  • WC data, OSHA logs, inspection data, investigation reports, first aid, near miss
  • Include the high-dollar, severe claims (not just high-frequency, low-cost claims)

• Perform task risk assessment (JSAs are a good start)

• Serious injury and fatality (SIF) prevention – severe incidents, non-routine, high-risk tasks

• Measure risk reduction, not just injury rate reduction (a leading indicator for your Jan. resolution!)

• Find ways to identify and surface risk where it resides; focus on its reduction relentlessly; communicate success in reducing it

• Consult your insurance carrier for resources
December Resolution: 
*Provide recognition and celebrate success*
Recognize and Celebrate

- Reflect back on the year, enumerate your plan successes, acknowledge where you fell short
- Take learnings into next year’s planning efforts
- Recognize individuals that contributed to successes
- Celebrate goals or milestones achieved (not just now but all along the way)
- Communicate results of the plan to all employees (CEO or other C-suite)
- Show employees you value them by encouraging use of benefits (time off, EAP, tuition reimbursement, etc.), seek feedback on desired benefits (see April and July resolutions)
Someone’s sitting in the shade today because someone planted a tree a long time ago.

Warren Buffett
If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward.

Martin Luther King Jr.
Questions?