Integrating Safety into Overall Business Goals and Objectives

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Agenda

- About the Presenter
- Business Acumen
- Building the Culture
- Building the Workplace
- Building the Goals
About the Presenter

- 1 Daughter
- 2 Parishes (in Barbados)
- 3 Countries
- 7 States (in USA)
- 9 Airplanes (6 Actual & 4 Sim)
- BS & MS Aeronautics
- NASA, FAA, Alaska Airlines, The Boeing Company
Business Acumen

- ("Business savvy" and "business sense" are often used as synonyms) is keenness and quickness in understanding and dealing with a "business situation" (risks and opportunities) in a manner that is likely to lead to a good outcome.

- As a Safety Professional, do you feel this is important to you?
Business Acumen (Winning in the Marketplace)

- Product design and manufacturing quality
- Product reliability and ease of/lack of maintenance
- Product performance against peer companies’ offerings
- Price flexibility
- Delivering on promises
- Customer support and service
Business Acumen (Accountability)

- Senior Leadership
  - Senior safety manager reports directly to the company’s Chief Executive
  - Safety performance has to be component of executive compensation
    - Productivity, profitability, safety
Business Acumen (Accountability)

- All Levels of Management
  - Authority to take action
    - Stop work for safety
    - Purchase power, for safety
    - Reward for safety
  - Safety performance a component of management compensation
    - Develop a standard metric, that managers can have a cause and effect on
Business Acumen (Accountability)

- All Departments
  - Participate in Safety performance
  - Safety performance metrics standardized
    - Risk Reducing activities (Proactive & Predicative Safety)
    - Injury Reduction activities (Reactive Safety)
Employee Participation

- Employees embedded in work groups, who focus on safety
- Employee involvement teams
- Employees reporting safety concerns
- Employees participating in incident/accident investigations
- Employees participate in hazard mitigation determination
- Employees provide feedback after implementation of corrective plan
CULTURE

- Your company already has a culture
  - What does the organization believe about the product?
  - What does the organization believe about the production system?
  - What does the organization believe about safety?
Culture

- What is your organization’s safety culture?
  - Heroes and legends
  - Safety Cops
  - Accountable (Plural)
Building a Culture
Culture is like the Weather
Measuring Culture

Measure what you can see:
SAFETY CLIMATE

To determine what you can’t:
SAFETY CULTURE
Safety Climate

- **Generative (High Reliability Orgs)**
  - HSE is how we do business round here

- **Proactive**
  - Safety leadership and values drive continuous improvement

- **Calculative**
  - We have systems in place to manage all hazards

- **Reactive**
  - Safety is important, we do a lot every time we have an accident

- **Pathological**
  - Who cares as long as we're not caught

Increasingly Informed

Increasing Trust and Accountability

Measure at the first line manager

Measure at all management levels
Moving the Culture Needle

- Build safety into your standard operating cadence
  - Develop resources your managers can use for well being/safety in the workplace
  - Recognize safe behavior
  - Integrate safety readiness into daily production readiness reports
  - Incentivize proactive safety activities
Building the Workplace

- Do you really know what your company is doing?
- Do you have a Job Hazard Analysis (JHA/JSA) for each job?
- Do you have a detailed risk assessment of the work area?
- Do you have historical near miss data?
- Do you have historical injury data?
Getting the Ball Rolling

- Change in regulatory requirements
- Compliance Inspection
- Major Spill
- Major Incident that could have lead to loss of life
- Major Accident that lead to a loss of life
Safety First

- You need a quick SAFETY win
- Safety is complex
- This is a cultural event
- Unsustainable over the long run
Safety First

- When you have a problem but not a plan
  - Major accident or multiple high hazard incidents
- Quality & productivity are usually also suffering
- No delivery discipline
  - Schedule is more of a suggestion and less of a plan
Safety First

- **Goal**
  - Reduce something (LWDC, Recordable)

- **Start a Reactive Safety Culture**
  - Increase your minor incident reporting
  - Change the conversation around reporting
  - Grow your near miss reporting

- **Progress to a Proactive Safety Culture**
  - Hazard identification prior to an event
  - Hazard mitigation prior to an event
Safety Fourth
The Right Offerings

- The right product offering
- Well positioned in the market
- Price Flexibility
Manufacturing Excellences

- Ability to build as designed
- Ease of manufacturing
- Rate flexibility
- Standardized build processes
- Delivery Discipline
Peace of Mind

- Profitability
- Cost
- Producibility
- Safety
- Quality

- 1st time quality
- Rate flexibility
- Eliminate rework
- Delivery discipline
- Customer value
Competitive Advantage

- Engineered out hazards
- Residual hazards identified
- Predictive safety
- Rate flexibility
- Reduced training
It all Adds Up

- Easy to produce
- 1st time quality
- Reduced injury
- Reduced safety training
- Increased productivity
Growth

- Increased market share
- Stakeholder value
- Customer focused
- Delivery discipline
- Defend against competitors
Why Safety Fourth

- Its part of the PDCA management cycle
- Safety is key
  - Safety is not the business we’re in
    - Military, Police, Fire Fighters, Manufacturing
From Safety 1\textsuperscript{st} to Safety 4\textsuperscript{th}

- **Safety 1\textsuperscript{st} is an awakening**
  - No longer placing self above others
  - No longer accepting that hazards are the status quo
  - No longer believing that someone else is going to fix it

- **Safety 4\textsuperscript{th} plan for success**
  - Build on the successes of a culture change
  - Building connections between hazards and the design
  - Use the wealth of data created by Safety 1\textsuperscript{st} to predict hazards
  - Design solutions that remove the choice between productivity, quality & safety
  - Design intuitive solutions that require less training with multiple applications
Building the Goals

- Improve overall Safety Culture
- Reduce Recordable Injury Rate
- Reduce Lost Work Day Cases
- Increase near miss reporting
- Complete \(x\) number of safety improvement projects
- Review effectiveness of safety improvements
Building the Goals

- A “pinch” of culture
- A “dash” improving safe working conditions
- A “splash” demonstrating improved safety performance
Building the Goals

SMART

Specific
Measurable
Attainable
Relevant
Time Based
Building the Goals