

Re-defining Safety Management

World Day for Safety & Health at Work

April 28, 2016

Chukwuka Igbokwe, CSP, CMIOSH

Lunch Time, time to
unwind and stress-relieve.



...what we accepted then

...how did we define Safety then?

Who's Here?



**Solid, Stable and
Reliable with
Conservative values**

**Adventurous, into
acquiring wealth and
values money**

**Creative, Inspirational
and Spiritual with
liberal values**

Preoccupied with Sex

Ways to participate

PRISONER:

“Another safety activity from which there is no escape!”



TOURIST:

“Thank Goodness it’s **WORLD DAY FOR SAFETY**, I’ll have some hours off that job!”

“What can these people do for me?”



PARTNER:

“How can I help make this session successful?”

“What action plan will I take away from today’s conversations”



A Double-Check on Evacuation Procedure

- Do we know the Exits?
- Where do we gather outside in case of emergency?
- Who are the fire marshals/floor wardens/first responders?
- Any safety concerns?

Evolution of Safety Management

Focus

Regulation-based Safety

Logic

Compliance with regulations

Goal

Reduce non-compliance

Motivation

Avoid fines, citations, reduce compensation claims

Management's Emphasis

Systems (Equipment)

Tools

Regulations, Inspections, Workplace safety rules

Success Measures

Minimal compensation claims, citations, fines

We need to show off our workplace safety standards to the OH&S inspectors...



Evolution of Safety Management (Cont'd)

Focus

Process-based Safety

Logic

Improving processes continually

Goal

Prevent incidents & reduce unsafe behaviors /conditions

Motivation

Produce safety/injury statistics with tolerance

Management's Emphasis

Systems (programs & procedures) and **Behavior** (observable actions)

Tools

Training, investigations, audits/inspections, observations

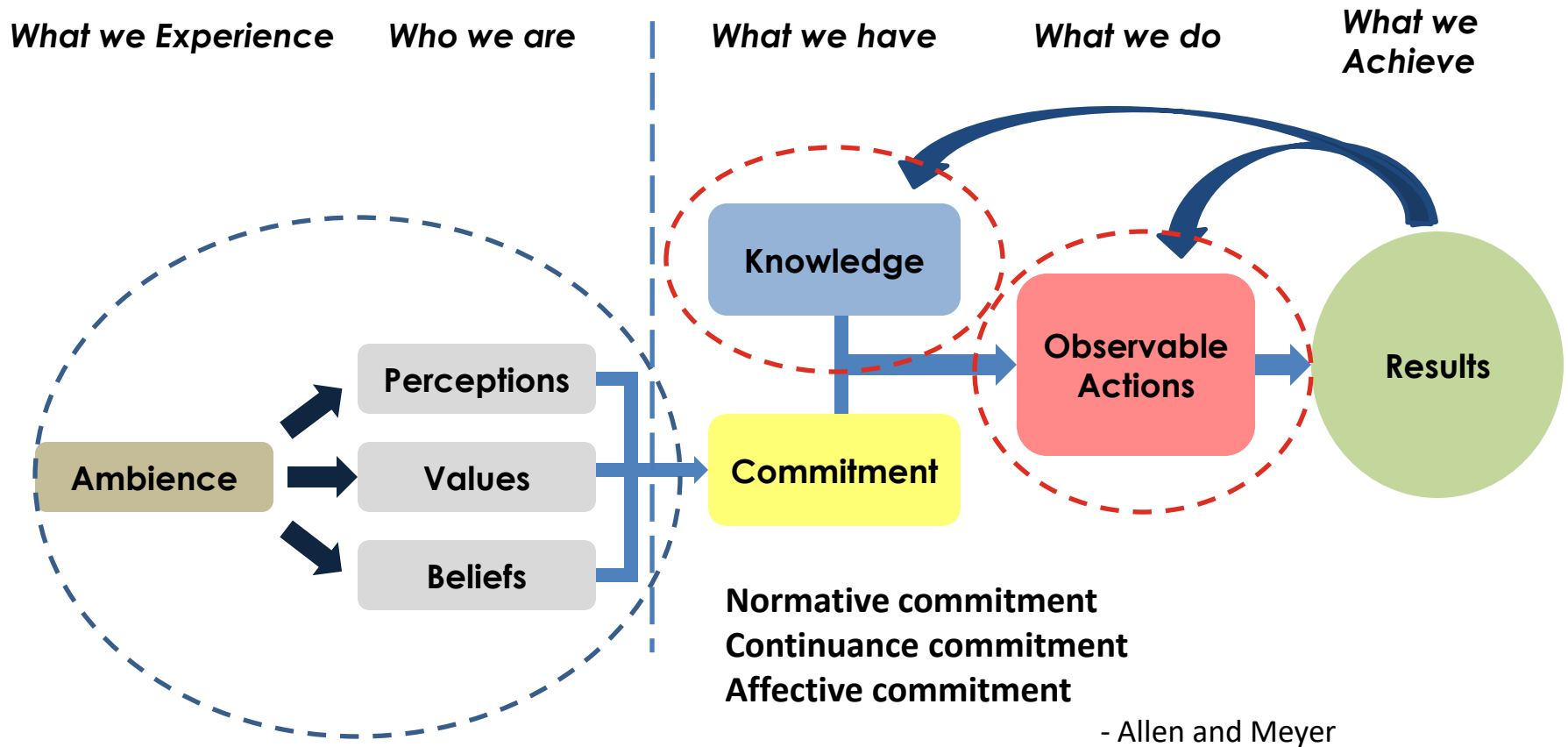
Success Measures

Injury rates, adherence to standards, percentage safe/unsafe behavior

This is just a one-off...
after all it will not be
captured in the audit
report, the work
environment looks
safe



Going Beyond Observable Actions



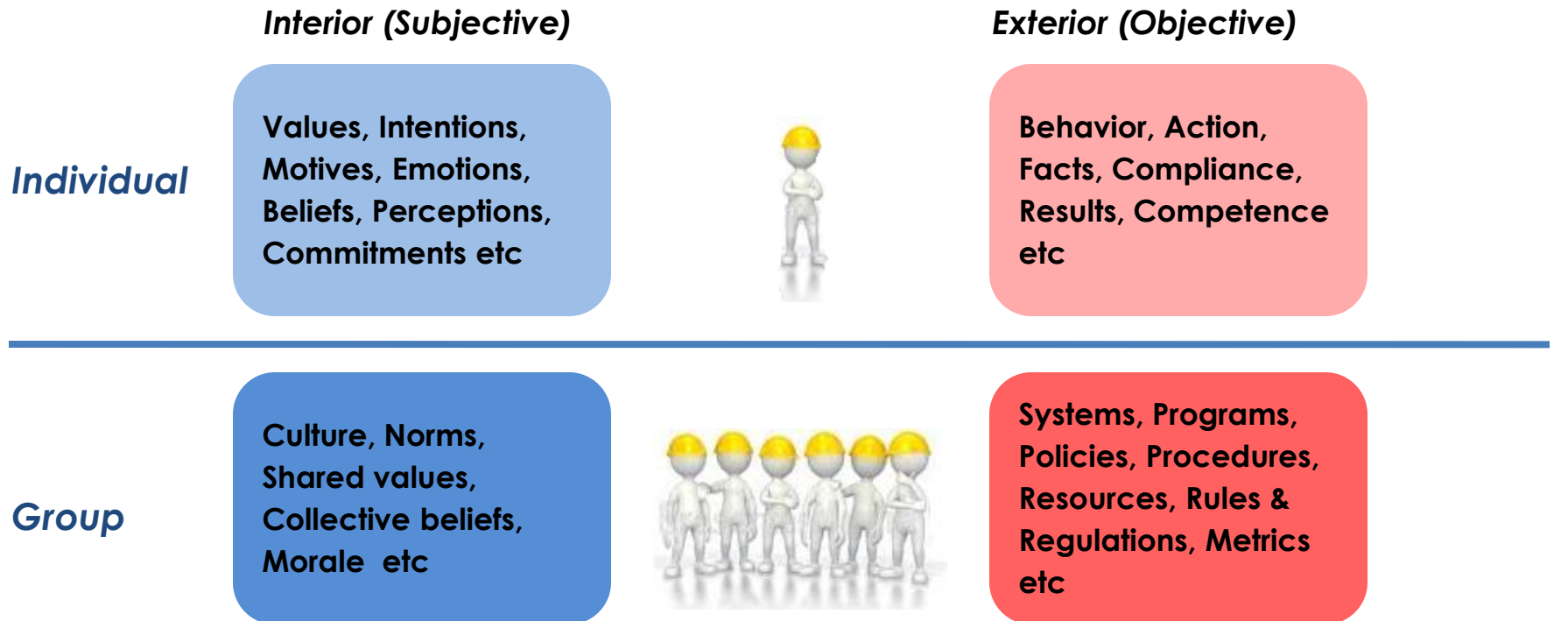
Recognizing Commitment-based Efforts (Cont'd)

Focus	Commitment-based Safety
Logic	Gaining both personal and organizational commitment
Goal	Create a culture of operational discipline
Motivation	Valuing and demonstrating compassion for people (the workforce)
Management's Emphasis	Personal (values, commitments etc) and Culture (shared values, norms etc)
Tools	Leadership, care, inquiry, and coaching
Success Measures	Workers' commitment, well-being, morale, confidence etc

I have a perception that the safety processes will help me stay safe...I will follow them in extraordinary ways to create a safe space for myself and co-workers



A Holistic View (Approach) to Safety Management



Commitment-Based Efforts

Safety is a culture of values (safety is a value) and the keyword is *People*

Process-Based Efforts

Safety is a culture of policies & procedures (safety is a priority) and the keyword is *Process*

A Holistic Approach to Safety Management (Cont'd)

Focus	Holistic Approach
Logic	Aligning workforce commitment with continual improvement of processes
Goal	Create a culture of operational discipline
Motivation	Valuing and demonstrating compassion for people (the workforce)
Management's Emphasis	Personal, Culture, Systems and Behavior
Tools	Leadership, care, inquiry, coaching, training, interventions etc
Success Measures	Subjective & Objective measures

We have to exceed regulatory requirements and work incident-free not just for cost reasons, but **because we value our greatest asset (the workforce) and want to demonstrate our compassion to them**



How do we define safety?

The story of Kenny - the Alligator Wrestler.

Re-defining safety

- How do you know you are working safer?
– *You don't, until something happens*
- More safety rules \neq more safe
- Safety is not an outcome to be achieved, it's a practice to be performed
- Since accidents are hard to predict, they are also hard to prevent. But, if we assume 100% probability of accidents, then we can manage 100% of the systems around the accidents
– *Extra-ordinary safety practice*
- Process improvement / Short cut
– *the difference is outcome*

Re-defining safety (Cont'd)

“Safety is not the
absence of incidents.

Safety is the presence
of effective defenses.”

-Todd Conklin

What can we manage/fix?

- ✓ **Safety defenses/Safeguards** – assuring the presence and effectiveness of defenses
- ✓ **Work systems** – Eliminating complacency (temporary incompetence). We can become complacent if the system allows it
- ✓ **Organisational elements** – creating the right ambience to gain and grow employees' commitment – *influence their perception about safety*

Questions & Comments



