

THE FOUR DISCIPLINES OF OSH EXECUTION TO ACHIEVE BUSINESS EXCELLENCE

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The Willis logo is displayed on a dark blue rectangular background. The word "Willis" is written in a white, serif font. To the left of this blue box is a larger, textured red rectangular area.

Presentation Objectives

- Discussion of Key Concepts
 1. How a four step disciplined approach can minimize injuries and illnesses in the workplace.
 2. The importance of management and employee engagement to move the needle on safety and health management.
 3. Using safety management and risk management standards to impact change.
 4. The need to align safety and health with key performance indicators to gain management buy in.

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The Four Disciplines of OSH slide 2

Background

- The 4 Disciplines of Execution
- Thanks to the authors McChesney, Covey, and Huling
- They used the approach that has been used by many organizations but without the discipline.
- They proved that the four steps when used properly will impact organizational change.

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The Four Steps

- Applied to safety and health of OHS

Focus on the wildly important goals

Act on the lead measures

Keep a compelling scorecard

Create a cadence of accountability

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Step 1

- Focus on important goals to minimize injuries and illnesses

Site specific performance goals

Reduce injuries by 15%

Maintain TRIR at 1.0

Zero accidents is our goal

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Goals are a starting point

- Based on lagging indicators
- Reduce slip/trip and falls incidents by 50%
- Prevent back injuries in shipping by 75%
- Reduce eye injuries by 90%
- Nice try but where does it get us.

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SMART Goals

- *Specific* – target a specific area for improvement.
- *Measurable* – quantify or at least suggest an indicator of progress.
- *Achievable*– can we get there.
- *Relevant* – state what results can realistically be achieved, given available resources.
- *Time-related* – specify when the result(s) can be achieved.



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Acting on the Goals

- Step 2 Lead measures in play

Reduce eye injuries by 90% by December 31, 2015

Ensure that 100% of employees are wearing proper safety eye wear throughout the facility.

Monitor use by supervisors on a daily basis.

Will this work?

Not until it becomes an expected behavior.

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Achieving Safety Excellence | 8

Let us Go into the Weeds

- A more proactive approach to impacting risk vs hazards

Risk Assessment is a best practice to be proactive.

This tool for determining the likelihood and severity of risk related to the hazards is at the forefront of ISO 3100, ANSI Z10 and will be part of the ISO 45001 Global standard

It will not go away. We need to embrace this change.

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Outside the Safety Compliance Box

- A three by three matrix approach

Scoring the risk

Hazard Description	Exposure	Probability	Severity	Risk Score
Ergonomics Exposures	Excessive Force			
	Repetitive Motion			
	Posture			

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Risk Assessment

- Use Risk Assessments to ID opportunities for improvement

A risk assessment tool

Hazard Descriptions & Exposures

Task : Picking Boxes from a Floor Position Pallet

Unacceptable Risk Defined as any Risk Score > 7

Hazard Description	Exposure	Probability	Severity	Risk Score
Ergonomics Exposures	Excessive Force	2	2	4
	Repetitive Motion	3	2	6
	Posture	2	2	4

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Step 3 Scorecards

A scorecard that shows on-going results and achievements

We all like to keep score.

It is inherent in our nature in society

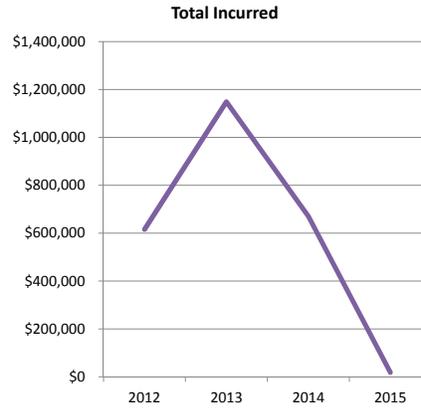
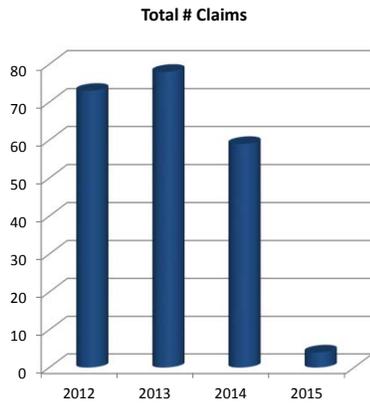
How are we doing.

From children to adults we want to know

“What is the score”

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Workers' Compensation Summary

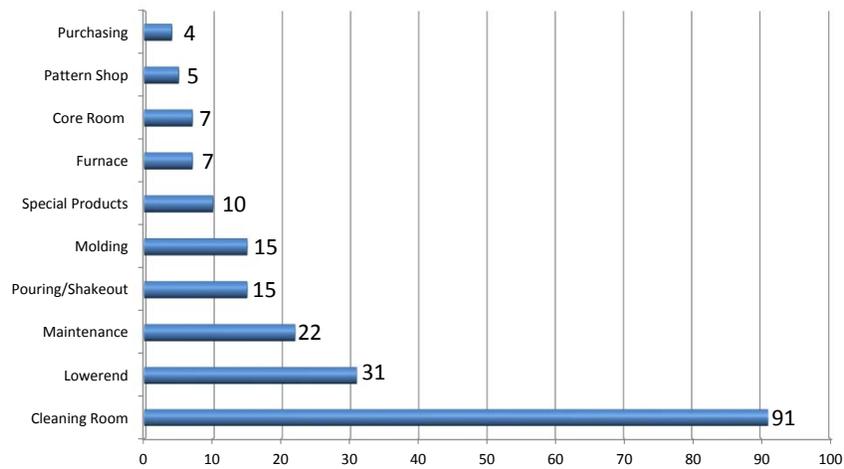


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Department Summary – Top 10

Frequency Drivers

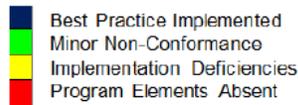
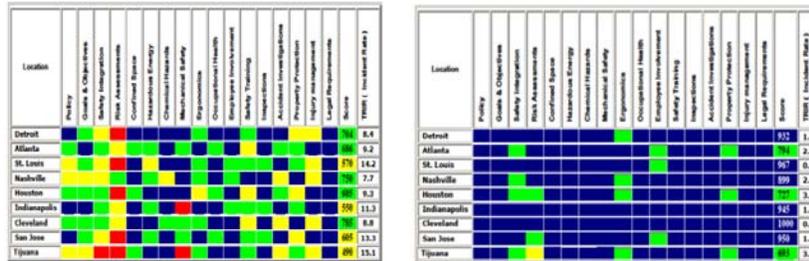
Total # Claims By Department



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Best Practice Deployment

- Using a Dashboard to Measure Progress



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The four disciplines

Driving the safety excellence bus

- Management must apply best practices in the search of excellence from the perspective of the following:
 - A passion for safety and risk management.
 - A thought leader to develop a plan focused on safety excellence.
 - The courage to execute the plan in spite of obstacles and bumps in the road.



Management Leadership



- Communicate the safety vision in meaningful terms. Business terms.
- Live the values and beliefs
- Develop, plan and provide resources to implement and integrate the safety system with other business systems.

Step 4

Creating Operational Accountability in Organizations

Jim Collins author of the book “Good to Great”

Defines the Hedgehog Concept as a simple, crystalline concept that flows from deep understanding about the intersection of the following:

1. What can you be best in the world at?
2. What drives your economic engine
3. What are you deeply passionate about?

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Do we need to change?

- Change what?
- Direction?
- Course?
- Find best practices to prevent injuries, illnesses, property damage, environmental events?



Change Management

- "Weaving risk management into the operating culture of an organization".

Our ability to sponsor and influence change is comprised of personalities, interdependencies, motivations and structural alignment issues which challenge continuous improvement in safety performance and cultural integration

From our perspective, the goal of a world-class safety program lies in continuous risk reduction, employee empowerment, and integrating injury prevention into the organizations operating culture.

Planning is the key

- Safety Improvement Planning

Safety Improvement Plan

Manager/Supervisor
Department -

Injury History

2014	OSHA Recordable Rate =
2015	OSHA Recordable Rate =

Safety Improvement Goal 2015

OSHA Recordable Rate of or less

2015 Strategic Safety Focus

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- A safety improvement plan
Department Specific or Plant Specific

Action Plan & Metrics

Action Plan Activity	Metric

Recordable Injury Tracking

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2014	-												
2015													

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- OHS is not always easy

It takes hard work

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Questions and Answers



- Please Complete Your On-Line Evaluations for Session #746

Your feedback is important

Session Evaluations can be completed:

- On the Safety 2015 App
- Using the link in the email reminder you will receive at the end of each day
- On the web version of the Safety 2015 App accessible at ASSE Cyber Centers

