



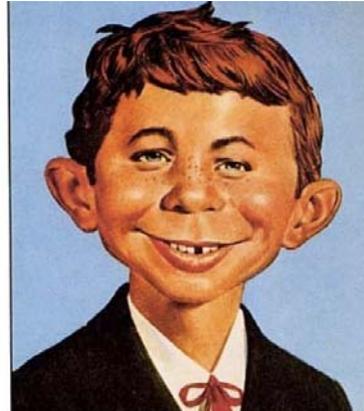
- Approach safety credentialing holistically
- Plan for safety, productivity and profitability.
- Promote safety for quality of life & work

# What Safety Gaps?

## Policy Positions

- Safety is part of our corporate lingo
- Objectives are set
- Supervisors “preach” safety
- Safety is important

But every company has a few small gaps, right?



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3

# Ignored Gaps Can Turn Vicious

## Job Site Messages

- Behind schedule & over budget
- Employees need training to . . .
- Be profitable to preserve jobs
- Safety, oh, yes, of course,



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4

## Assess your Safety Culture

### Use the handout to:

- Answer a few simple questions
- Pick the answer that best describes, or check all that apply, as appropriate
- Decide if you have a gap
- Identify possible causes and solutions
- Plan correction

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5

## Safety: Core Value or Priority?

### Core Values:

- Are a basis for decisions
- Do not change
- Give direction



### Priorities

- Change
- Are timing and opportunity driven
- Focus on the moment

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6

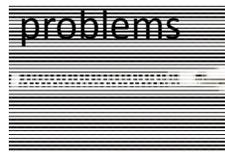
## Closing Your Gaps

### Evaluate

- Revisit safety policies.
- Is safety positioned as a core value or priority?
- What changes are needed to anchor safety as a core value?

### Define

- Safety in terms of every role in the company.
- Beware of subtle



## Engaging Executives

### What's safety worth?

- One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man. - Elbert Hubbard, Illinois native, author of *Love Life & Work*

### Have a safety based business plan

- How does company image factor into achieving goals?
- What objectives might be met with extreme employee loyalty?
- Where is employee leadership needed?

# Who is responsible for verifying a worker's ability to do the job?

**There's always time  
to do what's right.**

**Safety is everyone's  
business.**



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9

# Head Nods:

A subtle problem

Don't become  
complacent about  
giving safety  
reminders.

Don't leave  
instruction open for  
interpretation.



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10

# Boss Challenge

## Test Safety as an Undercover Boss

Focusing only on safety

Will safety behaviors  
mirror policies?

If so, to what do you  
attribute the success?

If not, why not?



©Undercover Boss, Season 5, Episode 13

# Everyday Solutions

**Direct questions to  
specific individuals  
to get attention.**



**Give & Ask employees  
for safety  
demonstrations.**

# Bed of Roses

Thorns & All

By identifying & closing gaps and positioning safety as a core value, safety will never be compromised.



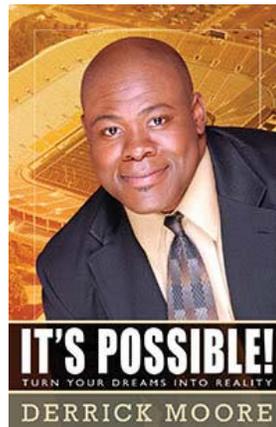
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13

# What is Plan B?

Persevere: Great Planning Requires Plan B too

Anyone can make a touchdown in a wide open field. YAC are what make you great.

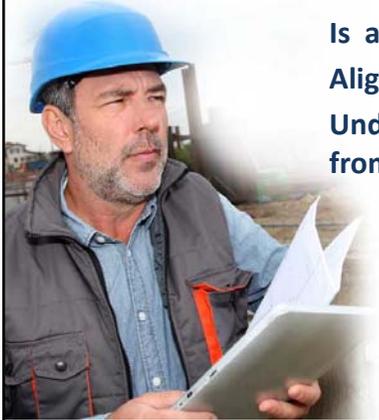


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14

# Bridging the Gaps

Requires a work culture where  
safety:



Is a Core Value

Aligns with Business Objectives

Understanding & support is evident  
from Leaders to Boots on the Ground

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15



Thank You!

Questions Now? Or contact: Debbie Dickinson at  
770.783.9292 or [Debbie@CraneIndustryServices.com](mailto:Debbie@CraneIndustryServices.com)

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16

## Exclusive Interview with Worker Assessment Experts: Making risk reduction and productivity a reality

Leading authorities on worker qualification and safety management, Debbie Dickinson, of Crane Industry Services, LLC and Larry Curtis, Institute for Safety & Health Management (ISHM), respectively, share their insights into how safety managers can get the most out of training and assessments. In this exclusive interview, they offer 5 tips for construction managers who bear the burden of making sure workers on their job site are qualified.



ISHM is the only HSE certification provider that focuses on the entire safety management process. It offers accredited certifications for Safety and Health Managers and Practitioners.



**Employers have a responsibility to train and qualify workers. What does that mean to a construction manager who has broad knowledge of the construction activities taking place on a job site, but not necessarily specific equipment or situational knowledge?**



Senior level management has to set the expectation that there is always time for safety.

Dickinson: The person assigned to qualifying workers should be knowledgeable about the particular craft, and must have authority to make decisions to enforce workforce safety. This includes being familiar with applicable industry standards. Well trained and qualified workers are the foundation for safe, productive job sites. Working recently with the Crane Coalition, one easy point of agreement was that operators did not need to certify on every machine an operator operates. The Coalition just as strongly agreed operators must be qualified to operate every machine he/she operates. Certification sets a base. Qualification is day to day work.

Curtis: I've visited more than 1000 job sites over the course of my career. The goal is always to stay on time and on budget. Despite that, the job site superintendent sets the tone for the whole job when it comes to safety. That trickles down to the craft managers, who are responsible for making sure the workforce is qualified.

Too often, the boots on the ground think safety is the job of the safety director. That's rarely so. The safety director has the strategic plan, but everyone else has to implement it.

Dickinson: A common misassumption is that only an organization or its management is responsible for safety. Consequences for injury causing accidents may include "boots on the ground" as well as owners and managers. Safety is a shared responsibility; and potentially a shared liability if compromised.

**"The safety director has the strategic plan, but everyone else has to implement it."**

## What are qualities of good training?

**Curtis:** Too many craft managers think any training is good training. But training is not one-size-fits-all. People learn at different rates and in different ways. For training to be effective, clear objectives must be set and workers must be assessed to determine understanding. Effective training challenges all of the senses, might include guest speakers, and should be provided by someone schooled in teaching adults. Likewise, gathering experienced workers in the same group as inexperienced workers is a sure way to fail. By teaching to the lowest level of understanding you will lose the more knowledgeable employees.

However, equally important is the tailgate safety meeting. The subject matter should be relevant to work at hand. Don't talk about trenching safety, for example, if no below-grade work is being done on site.

Expecting supervisors to bear the responsibility for training when they themselves may not be qualified in the subject matter or the process of training is irresponsible of management. Instead, training tasks should be assigned according to the individual's capabilities.

In addition, senior level management has to set the expectation that there is always time for safety. A job site superintendent I once worked with believed that if equipment wasn't moving at 7 am then they were behind schedule. In turn, the crane operators on the job never did their daily inspections because at 7 am they were climbing in the cab to get to work. The safety manager was able to convince management that it was worthwhile to pay workers to start 30 minutes early to conduct daily inspections before the job started. Despite the extra costs in wages, the company saved money in deferred maintenance and prevention of accidents.

**“Complacency is a killer. Supervisors have to get the crew's attention.”**

**What are barriers to complete understanding when instructions are given to workers?**

**Dickinson:** Humans. From the most sophisticated workplace to the least, communication has gaps in understanding. Even at work and in an important safety meeting, our minds may wander to how cold or hot we are, how the coffee tastes and all the work we have to do today. If the crew has heard the exact same talk before, paying attention to the safety rules can be hard, and complacency is a killer. Supervisors have to get the crew's attention. Ask open ended questions; single out specific crew members to explain or demonstrate safety issues; state the consequences.

To confirm expectations, a demonstration is worth a thousand words. For example, when reviewing hand signals, require standard protocol. A signal person directing the crane operator might use hand signal slang, which can be misinterpreted by the operator. For example, the correct stop signal is hand open, palm down with one movement of the arm swung from chest to side. A common slang version is transition from a function signal to a closed fist to indicate stop. Workers who demonstrate the right way to perform are more likely to use the correct methods on the job.

**Curtis:** I once worked with a company that was doing a site audit on the day of a tailgate safety meeting. After the meeting, we asked more than 10 of the workers present what the topic of the meeting was. No one could tell us.

**“Training tasks should be assigned according to the individual's capabilities.”**



The next week we returned and kept asking workers until finally one had the answer. On the spot, the company safety director pulled out a \$50 bill and gave it to the employee. After that anytime we were on the job site, workers came up to us to tell us what the topic of the safety meeting had been that day, followed by, “Oh, by the way, do I get \$50?”

## What is the key to success?

**Dickinson:** Safety comes from the top and it has to rule above all else. When I worked for Disney, every project undertaken had to abide by these four principles in this order: 1) Safety, 2) Courtesy, 3) Show, and 4) Efficiency. If customers' or employees' safety was in question, the project didn't get off the ground.

**Curtis:** You must show that safety makes money. If you can explain the bottom line benefits of spending time and money on safety initiatives, you'll always be able to engage executive management.



Training that improves safety and productivity is a good investment.

## Debbie and Larry's Top 5 Tips for Craft Managers, Site Supervisors, and Safety Teams

1. Identify risks and potential risks through task hazard analysis developed by the craft managers and safety professionals.
2. Know your people by assessing their skill level through qualification or certification.
3. Close the gaps in communication. Make sure that communication is going both ways—up to senior management and down to the workforce.
4. Develop a plan and train to the plan.
5. Get senior level support by showing how training and safety benefits the bottom line. Then get them to commit to enforcement.

## The Experts

Debbie Dickinson is an assessment and qualification expert, having worked in the crane and rigging industry for more than 20 years benchmarking best practices, developing training and auditing policies, and providing expert opinion in legal matters regarding personnel qualifications.



Debbie Dickinson

She has worked with organizations in construction, manufacturing, hospitality, healthcare, and other industries, as well as government. She has authored books and case studies on business issues and produced training videos for a variety of markets. In 1999 she founded Instructional Dimensions, a consultancy firm providing personnel qualification audits, accreditation development, and training reviews. Dickinson is also the CEO of Crane Industry Services, LLC, which provides equipment inspections, training, qualification testing and expert witness services.



Larry Curtis

Larry Curtis, Executive Director of Institute for Safety & Health Management, is a retired Naval Officer with more than 30 years EHS experience in aviation, general industry, and construction. He holds a CSHM-E certification and is also a CIC-certified crane operator, rigger, and signalperson. In addition, he is an Authorized Practical Examiner for Crane Institute Certification.

He has taught hundreds of classes on every aspect of safety, concentrating on safety management's function in the whole corporate business decision process. Prior to becoming Executive Director of ISHM, Larry founded Construction Risk and Safety Management Associates, spent several years as a senior risk specialist for a major insurance company, and was a project safety manager for a large construction company.



## **Role of EHS Managers in Bridging the Gap between Senior Executives and Workers**

By Debbie Dickinson, Director of Development, Crane Industry Services, LLC;  
Training and Assessment Liaison to Institute for Safety and Health Management

Summary: EHS professionals, across industries, are often caught in the middle between leadership and the rest of the company. A key issue facing safety & health professionals, especially those with less than 10 years of experience, is developing the interrelation skills necessary to effectively communicate and deliver important information from executive to frontline, and vice versa.

### **Assessing the Work Culture for Safety**

**Which departments in your organization have a clear role in safety management? Check all that apply.**

- Human Resources
- Supervisors and Managers
- Frontline employees
- Marketing
- All, safety is an organizational value

**How powerful and connected are the safety leaders?**

- Somewhat
- Top leaders

**What are the financial priorities of your organization? Check most applicable.**

- Down time to be avoided, if at all possible
- When down time occurs, getting back on schedule is the top priority
- Contingency plans and budgets are made and followed to prepare for the unexpected
- Safety is carefully monitored; accidents are reported
- Rewards and recognition for safety are prized achievements

**Which of these statements best describe your organization's perspective on safety?**

- Employees have safety based performance objectives
- Employees know safety is important and do the best they can to follow safety guidelines
- The company has safety policies and displays posters as reminders
- Employees, top down, and contractors sign agreements of understanding and compliance



There are certain areas, such as budgets, weather and completion dates, where being a fraction of a percent off, is not devastating. However, decisions that compromise safety, even a fraction, may be the direct cause for the death of a person, project or company.

### **Rate Culture Assessment Results & Decide**

1. While this assessment is only a helicopter view, how satisfied are you with the profile it gives of your organization's safety culture? Satisfied? Acceptable? Not Satisfied?
2. Star the areas of greatest concern or add your own notes. Determine what you will do with this information.

### **Tips on Bridging the Gap**

#### **Safety: Core Value or Priority?**

- Most companies state that safety is a core value. The difference between a core value and a priority is that priorities change while core values do not. Some companies' reference safety as a core value, but its actions reveal safety is in fact a priority—sometimes a *very high* priority, but not a core value. If the importance of safety moves up and down on a company's list of necessary protocols, depending on budget, deadlines or who is asking questions or giving directions, safety may be a priority and not a core value.
- Factors that negatively affect a company's emphasis on safety are:
  1. Unrealistic time estimated to complete work safely
  2. Lack of Plan B – contingency plans for weather, work condition changes, added training or supervision needed for crews or individuals
- When safety is a core value, decisions have a safety related logic that is clear across the day to day operations, events, and departments. This includes Human Resources, Purchasing, Accounting, Production and Marketing.
- Evaluate financial incentives that are tied to down time and accidents. Safety saves time, money, lives and limbs.

#### **How to Gain Executive Level Support for EHS Policies**

- Put safety into a context that Executives are familiar with such as cost of production with zero accidents, compared to one work delay due to an accident with injury. Contrast reputation and market place respect.



- Engage executives in the EHS process and work together to define how to achieve safety as a true core value.
- Explain the bottom line benefits of an effective EHS department, its programs and policies.
- Executives often have business or financial backgrounds, but no education in EHS disciplines. Likewise, EHS managers may lack formal business or financial training. Consider developing interdisciplinary training for both parties.
- Consider including EHS management on the Executive board, with voting authority.

### **Become an Interpreter for the Worker**

- Learn how to translate policy ideals into real-world scenarios that workers understand.
- Make sure employees know where Executive Management stands on safety. Show how the company's core value of Safety is implemented in day-to-day activities.
- Engage senior executives with production workers to understand how the front line interprets EHS policies and learn what improvements are needed from the floor's perspective.
- Employees may work unsafely or unethically because they think they are helping the company. Prove the company's core values are safety and integrity by contrasting reward and recognition for valued service to the consequences and discipline associated with undesirable behavior.
- Demonstrate the personal impact of even small, undesirable safety behavior.

### **Biography for Debbie Dickinson, Crane Industry Services, LLC and ISHM**

Debbie Dickinson is CEO and Director of Development for Crane Industry Services, LLC – a leading training, testing, inspection and consulting firm. She has expertise in employee qualifications and was executive director of a personnel assessment organization that under her leadership was recognized by ANSI, NCCA and state and federal OSHAs. She is an accreditation expert, with more than 20 years' experience in personnel assessments, training, job site safety, and employment criteria.

Dickinson is a training and assessment liaison to the Institute for Safety and Health Management (ISHM), which assesses and certifies competent Safety and Health Managers and Practitioners, the only HSE certification provider that focuses on the entire safety management process. ISHM recognizes safety professionals for the education and experience they have gained and is widely accepted by Occupational Health and Safety Departments in General Industry, Construction, Oil and Gas, Utilities, Healthcare and Emergency Management markets.