Beyond Compliance: Breaking Through to the Next Level of S, H & E Excellence!

- Creativity & Innovation
- Morale
- Environment
- Safety, Health
- Quality
- Production
- Cost

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VISION
(my ideal)
‘No One Hurt! No Injuries or
Health/Environmental Incidents
Occurring!’

• DO I, IN SPITE OF MY VISION,
STILL HAVE PEOPLE WHO
ARE HURTING THEMSELVES
AND OTHERS, ARE
UNHEALTHY, OR ARE
POLLUTING THE
ENVIRONMENT?

To achieve this Vision-Provide
Training

As you know – there are many hours of
required training for general industry:

• Respirators
• Powered Industrial Trucks
• Hazcom
• Noise and Hearing Conservation
• Confined Space
• Fire Extinguishers
• Personal Protective Equipment
Training

• Lockout (control of hazardous energy)
• Portable Fire extinguishers
• Emergency action Plans
• Electrical Safety (qualified and non qualified persons)
• Hazwoper
• Others?

And depending on your industry and activities there may be specialized required training

• Process safety for operations and maintenance
• Certain chemicals and hazardous agents; formaldehyde, anhydrous ammonia, asbestos, explosives, cotton dust, hazardous chemicals in laboratories, etc.
• Fire Brigade, first aid, CPR
HOW MANY OF YOU HAVE ACHIEVED COMPLIANCE 100%? Osha, Vpp, Company Requirements?

• YET, MANY OF YOU, IN SPITE OF BEING IN COMPLIANCE or HAVE CONDUCTED TRAINING, STILL HAVE PEOPLE WHO ARE HURTING THEMSELVES AND OTHERS?

• WHY DO PEOPLE WHO KNOW WHAT TO DO & WHAT NOT TO DO STILL GET HURT? WE’LL SEE!!

TO ACHIEVE YOUR VISION, HOW MANY OF YOU HAVE SET (Mandated?) NUMERICAL GOALS TO REDUCE INJURIES OR INCIDENTS?
OUR GOAL IS AN OIR OF 2!
OUR GOAL IS AN OIR OF 1.5, .5!
OUR GOAL IS TO REDUCE OUR OIR BY 15%!

HOW DO YOUR PEOPLE RESPOND TO NUMERICAL GOALS?
WHAT DO THEY BELIEVE MANAGEMENT CARES ABOUT?
WHAT DO THEY THINK YOU THINK IS IMPORTANT?

HOW ARE YOU AND OTHER LEADERS RESPONDING TO INCIDENTS WHEN THEY OCCUR?
WHAT KIND OF ENVIRONMENT DOES YOUR RESPONSE CREATE?
What’s the Result?

• Fear?
• Stress?
• Cover-up?

KEY TO ACHIEVING OUR VISION IS CREATING A LEARNING ORGANIZATION

• Create an environment where people feel “safe” to report incidents!
• Create an environment where people bring up unsafe/unhealthy conditions and equipment!
• Create an environment where everyone can learn from what works and what doesn’t!
TO DO THIS WE NEED TO SHOW PEOPLE WE CARE ABOUT THEM! SET GOALS AND OBJECTIVES IN HUMAN TERMS!

OUR GOAL IS TO PREVENT OUR VALUED EMPLOYEES FROM BEING INJURED!

WE HAD 2 RECORDABLES THIS MONTH!

✓ 2 OF OUR PEOPLE WERE HURT!
✓ OUR GOAL IS TO PREVENT OUR VALUED EMPLOYEES FROM BEING INJURED!
✓ THIS IS HOW THEY HAPPENED!
✓ THIS IS WHAT WE LEARNED TO HELP PREVENT OTHER PEOPLE FROM BEING INJURIED!
✓ THIS IS WHAT WE LEARNED TO PREVENT ALL TYPES OF INCIDENTS!
MANY ASSERTIONS-BEST WAY TO PREVENT INCIDENTS!

• KEY QUESTION!

• HOW DO WE INSURE THAT THE MEN & WOMEN IN OUR COMPANY ARE INTEGRATING S, H & E REQUIREMENTS INTO THEIR DAILY ROUTINE?

Need to know What’s Causing Most Errors, Incidents and Injuries?
Our Research Suggests that:

- *Human Factors* = are the cause of most accidents & incidents on and off the job.
- Levels of Awareness, Attitudes and behaviors of both management & line employees.

1983-Two Primary Causes of Accidents!

- Automatic, Non-Deliberate Behavior
- Premeditated, Deliberate Behavior
Automatic, Non-Deliberate Behaviors

- Daydreaming
- Distractions
- Inattention
- Stress
- Fatigue

Loss of Focus
"Inattention"
Stress & Fatigue Create Distractions & Health Problems

Stress/Fatigue Related Accidents/Incidents

Causes:
1. Lowered response time.
2. Loss of focus or attention.
3. Tight and tense muscles.
4. Health problems and illnesses.
5. Conscious choices to make short cuts or by-pass procedures.
Premeditated, Deliberate Behaviors

- Calculated Risk Taking
- Short Cuts
- Non Compliance
- Time, comfort
- Convenience, fear
- “Looking Good”
- Money/lack of safeguards
- Conflicting priorities

Behavior can be hard to change.
BEHAVIOR CAN BE HARD TO CHANGE

- The National Institute of Health, states that cigarette smoking contributes to cancer, heart disease, and early death.

- Please sit down if in the last two weeks you smoked at least one cigarette and/or other tobacco product.

BEHAVIOR CAN BE HARD TO CHANGE

- The National Transportation Safety Board and (everyone else) say that safety belts can significantly reduce the severity of injury and prevent death.

- As a driver or a passenger...
BEHAVIOR CAN BE HARD TO CHANGE

The American Medical Association has determined that regular aerobic exercise can significantly improve health and reduce the possibility of disease.

If you have not engaged in exercise for at least 20 min. for 3 times per week or more....

American Dental Association says flossing once a day....
CHANGE CAN BE DIFFICULT, EVEN WHEN THERE ARE COMPELLING REASONS FOR THE CHANGE

RE-LAPSE IS THE NORM

Why is it difficult to Change Unsafe Behaviors?

It won’t happen to me/him/her!

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Changing The Mindset

I Am Personally Responsible and Committed to the Safety of Myself, My Family, My Co-Workers and My Company!

SAFE COMPLIANT ORGANIZATION

SAFE OPERATING PROCEDURES
PERSONAL PROTECTIVE EQUIPMENT
OSHA TECHNICAL TRAINING
PROBLEM SOLVING PEER SUPPORT AND FEEDBACK

BEHAVIORS(visible)
VALUES
ATTITUDES, BELIEFS
BEHAVIORS ARE THE KEY!
ATTITUDES ARE THE KEY!
SYSTEMS ARE THE KEY!

All play a role—(make up the culture)

CULTURE SHAPES ATTITUDES AND BEHAVIORS!

• WHAT’S OK & WHAT’S NOT OK!
• WHAT IS PERMISSABLE AND WHAT’S NOT!
• WHAT GETS REWARDED OR PUNISHED!
• DOES CONFIDENCE AND TRUST EXIST?
Create Credibility—Why eliminate the hazard when you can buy personal protective equipment?

- Jim Howe UAW

Using a Holistic Approach: Addresses the Whole Person & Whole System

- Changes unsafe/unhealthy attitudes and behaviors—All levels of employees
- Identifies unsafe/unhealthy, conditions, unsafe machinery and poor design
- Supports corrective actions to fix unsafe/unhealthy conditions, unsafe machinery and poor design
- Provides a structure to assure that corrective action occurs

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Holistic Improvement Approach

• Use of Multiple Training Methods
• Raises Awareness
• Changes Unsafe Attitudes, Beliefs, Thinking & Behaviors
• Provides Skills to Focus and Pay Attention
• Identifies and Corrects Workplace Hazards
• Creates a Structure/System for Continual Improvement
• INCLUDES ALL LEVELS OF EMPLOYEES
• CHANGES OR IMPROVES CULTURE

HOLISTIC-Must Address the Whole Person--On All Levels

Fatalities
Lost Times
Recordables

UNSAFE, UNHEALTHY BEHAVIORS

Physical
Mental
Emotional
Self

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Awareness → Self-Observation

Recognize Unsafe Beliefs, Attitudes & Behaviors.

New Choices for Safe Behaviors:
→ Self-Management-based on our beliefs & values!

What do I believe in and value?

Profits?
Time?
Quotas?
Personal gain?
Growth?
Safety, Health, Environment?

CAN I HAVE IT ALL?
IF THERE’S A CHOICE, WHICH DO I CHOOSE?
(I’M THE ONLY ONE AROUND ME 100% OF THE TIME!!
Then to get to the next level, Create a “WE” Environment

LABOR

MANAGEMENT

WE

SAFETY

- PREVENT ACCIDENTS
- PREVENT INJURIES

OFF - THE - JOB

SAFETY

- BUILD GREATER TRUST
- IMPROVE COMMUNICATION
- INCREASE PARTICIPATION
- CREATE COOPERATION - TEAM
- GAIN GREATER OWNERSHIP

The Law of Entropy!

- The Universe is designed to go from order to disorder!
- Whatever you don’t put energy into, will break down!

- Guess who’s job that is???

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TO MOVE BEYOND COMPLIANCE, WHERE DO WE START?

- DO WE START WITH MANAGEMENT?
- DO WE START WITH LINE/LABOR?
- DETERMINE VISION, VALUES & BELIEFS!
- TRUE COMMITMENTS OF BOTH!
- IT STARTS WITH ME!
- WHAT’S THE NEXT LEVEL I CAN GO TO?

What Are My Priorities?

- Am I developing effective training & strategies to go beyond compliance?
- Am I resourcing the time our employees need?
- Is my management resourcing the time our people need?
- If not, how can I insure they are giving the support they need? What’s the next level for me?
Training: How people process information

1. Visual
   We think or process information by using pictures. People who lean toward this way of processing information use words like look, see picture, envision this, look up, etc.

2. Auditory
   People think or process using words. Auditory people tend to use words like how does this sound, listen up, hear this, tell me, etc.

3. Kinesthetic
   We think or process using feelings. Kinesthetic people use words like how do you feel about this, what’s your sense, get a grasp on this, etc.

“Interactive computer based training can serve as a valuable training tool, however the use of CBT (or videos) by itself would not be sufficient to meet the intent of most OSHA training. Trainees must have an opportunity to ask questions to a qualified trainer…..Also training must include site specific elements, hands on training, and familiarity exercises”

OSHA interpretation letter (6/11/97)
Training Guidelines

• Present the material using the best combination of media for the topic - oral, videos, print material and/or discussion.

• Review key steps, materials used, tools etc. If there’s a JSA available, use it.

• Discuss potential hazards and safe guards, PPE etc.

• If it’s a hands on skill – demonstrate and then have trainees perform the task while the trainer observes and coaches

• Evaluate the training with a test

• Manage the reinforcement of the training by having supervisors or knowledgeable trainers observe and provide feedback – remember positive feedback is more effective than negative
Training Guidelines

• The most ineffective training is to sit the employees in front of a generic video.

• The work environment often provides little motivation to perform safely and the consequence of an unsafe act is typically infrequent (injury, corrective feedback, discipline) therefore the unsafe behavior will continue.

There must be feedback after training to reinforce the safe procedures otherwise the training can be extinguished-Human attitudes and behaviors can cause us to find quicker and more comfortable methods.

• Peer reinforcement can support ‘safe’ or ‘unsafe’ behaviors creating ‘work arounds’ or shortcuts.

• Never allow an untrained employee to perform a potentially hazardous task alone.

• Never allow a partially trained employee to perform a potentially hazardous task unsupervised.
Training Guidelines

• Instructor must know his/her material
• Have a comfortable, well lighted instruction area and working AV equipment
• Present objectives and give an overview. Relate the training topic to the work, site goals, employee experiences
• A quality job includes your safety!

TO MOVE BEYOND COMPLIANCE!

• ADDRESSING OSHA or OTHER COMPLIANCE TRAINING IS JUST NOT ENOUGH!

• NEED TO ADDRESS THE ATTITUDES, BELIEFS AND THINKING THAT UNDERLIE THE BEHAVIORS OF MANAGEMENT AND LINE EMPLOYEES. NOT JUST “TELL-UM”.

• THIS MAKES THE DIFFERENCE!
Training Menu-All Employees

• Increase attitudinal & behavioral awareness.
• Self-observation and management skills.
• Skills for Wellness.
• Skills for stress management.
• Skills to focus and pay attention.
• Teamwork and peer support skills.
• Skills for time management.
• Taking ownership of PPE and other S, H & E requirements.
• Incident prevention skills.
• Enhance personal commitment, cooperation & participation.
• Personal Responsibility for your own and others safety.
• Increase attitudinal & behavioral awareness.
• Self-observation and management skills.
• Skills for Wellness.
• Skills for stress management.
• Skills to focus and pay attention.
• Teamwork and peer support skills.
• Skills for time management.
• Taking ownership of PPE and other S, H & E requirements.
• Incident prevention skills.

Training Menu-Leaders

– How to REDUCE RESISTANCE to requirements for safety, health and the environment.

– Constructive methods to CHANGE UNSAFE ATTITUDES AND BEHAVIORS

– How to GENERATE PERSONAL RESPONSIBILITY for safety, health and the environment for themselves & others

– Effective COMMUNICATION SKILLS

– How to DEAL EFFECTIVELY WITH COMPLAINTS
Training Menu-Leaders

- How to LEAD for safety, health and the environment BY COMMITMENT
- Principles of ALTERING AND MANAGING ATTITUDES & BEHAVIORS
- COACHING AND COUNSELING SKILLS for CONSTRUCTIVE Interactions
- SIGNS OF ATTITUDE AND PERFORMANCE PROBLEMS
- How to use a COACHING AND COUNSELING CHECKLIST

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Training Menu-Leaders

- KEYS TO SUCCESSFUL COUNSELING
- Using a FORMAT FOR COUNSELING
- How to IDENTIFY SAFETY, HEALTH AND ENVIRONMENTAL BREAKDOWNS or problems and use them as opportunities to IMPROVE PERFORMANCE AND WORKPLACE CONDITIONS

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Improving Your Training Effectiveness
Ask Former Trainees for their Comments

- Material confusing or distracting?
- Content too elementary or repetitive?
- Anything missing?
- Too much covered at one time?
- Any critical feature of the job overlooked?
- Were gaps in knowledge addressed?
- Were the employees motivated to learn?
- Did the learning activities simulate the actual job?
- Was the training material organized/clear?
- Active participation?

Commitment is what transforms a promise into a reality. It is the words that speak boldly of your intentions, and actions which speak louder than words. It is making the time when there is none. Coming through time after time, year after year.

Commitment is the stuff character is made of; the power to change the face of things. It is the daily triumph of integrity over skepticism.
Breaking Through to the Next Level of S, H & E Excellence!

VALUE FROM THE SESSION?

• WHAT VALUE DID YOU RECEIVE FROM THE SESSION?

• WHAT IS ONE ACTION YOU WILL TAKE?

• BY WHEN?
For More Information

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