



2019 INDIANA SAFETY AND  
HEALTH CONFERENCE & EXPO

# Why HR Should Be Safety's Best Friend

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Why I Am Here Today

# March 23, 2005

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Bolton – Cruz – Herrera – Hogan – Hunnings – King – Linsenbardt – Ramos  
Rodrigues – Rowe, J. – Rowe L – Smith – Taylor – Thomas – White



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## What's Your Popsicle Moment?



**Magic Castle Hotel**  
A Trip Advisor Top 3 Hotel



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## What Do These Two Functions Do?



Drive Performance Through Behavior

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The McKinsey 7S Strategy Model  
Shaping Culture to Drive Results



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The Hire to Retire (or Fire) Cycle

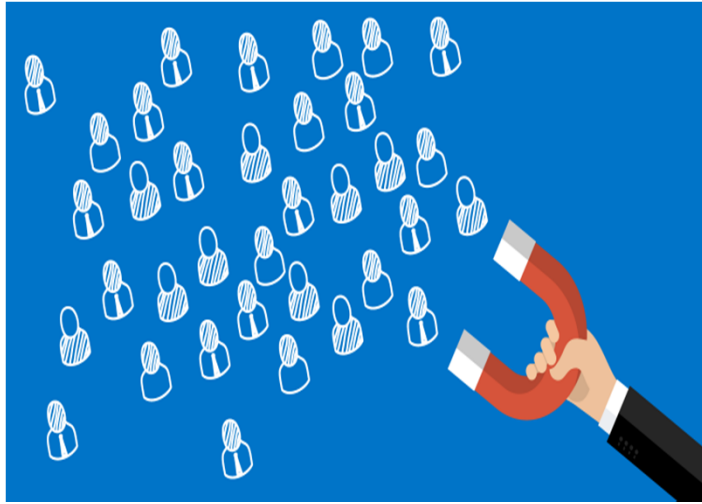


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## Attract



- Is safety a clear expectation?
- What do your job requirements specify for safety?
- Have you defined "fitness for duty" and your BFOQs?

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## Recruit and Select



- Safety requirements.
- Interview questions.
- Interview criteria.
- Fitness for duty testing.

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## On-Board Learning Maps



Newly hired flight attendants learn about personal risk through learning maps.



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## Develop



What are your return to work procedures? Are they known? Followed? How do you know?



Are there safety competencies defined for your leaders and others? Do they matter?



- Safety training and coaching
- Performance management
- Behavior based safety
- Feedback
- Return to work

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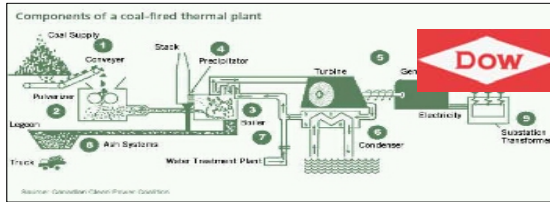


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## Promote

Draw and Describe as a promotion requirement



How does safety performance weigh into a promotion decision? Is that known?



- Promotion criteria.
- Expectations.

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## Reward and Recognition



- Safety incentives.
- Spot bonus.
- Special awards.
- Recognition.
- Safety hero.
- Variable pay.
- Chairman's awards.

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## Reward and Recognition



What Are Some Land Mines You Have Encountered With Recognition Programs?

1. Taxable income.
2. Unclear requirements.
3. Poor metrics.
4. Inclusion.
5. Labor relations.
6. Disparate impact.
7. Individual vs. group recognition.
8. Favoritism.



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## Separate

### JUST CULTURE

- 1 Create a **LEARNING** culture (not punitive)
- 2 Encourage **HONESTY, ACCOUNTABILITY, and REPORTING**
- 3 Takes **HUMAN ERROR** into consideration



- Discipline.
- Performance standards.
- Employee review.
- Manage rule violations.
- Coaching and counseling.
- Just culture.

Adapted from Decker: <http://www.thedissenter.co.uk/tag/just-culture/>

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- Integrate Safety at each point in the “Hire to Retire” cycle.
- HR systems are a way to drive and sustain safety culture.
- Defer to HR expertise.
- Build a “Just Culture”
- Hug your HR leaders!

# SO WHAT?



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## Questions

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