

INTERNAL RESPONSIBILITIES

Or, how to add more FIBER to your diet!

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What to talk about?

- What is the message?
 - Internal Responsibilities
- Who will attend?
 - Workers and Safety Committee Reps
 - Safety Discussion = Safety Professionals
 - Enlightened and Curious Employers
 - The Omni-present Consultants



What to talk about?

- What do you want to hear?
.... Internal Responsibilities

or

??????



Your job today?

- You're a sponge.
- You're a miner!
 - Mine 70+ years of experience.

What is our goal?

- What do we want to achieve with our efforts to health and safety??



What type of safety performance do you have?

- “Flash in the Pan” Safety
 - Reaction to accident, incident, occurrence?
 - Reaction to your assessment bill?
 - Reaction to a WorkSafeBC “visit”?

or

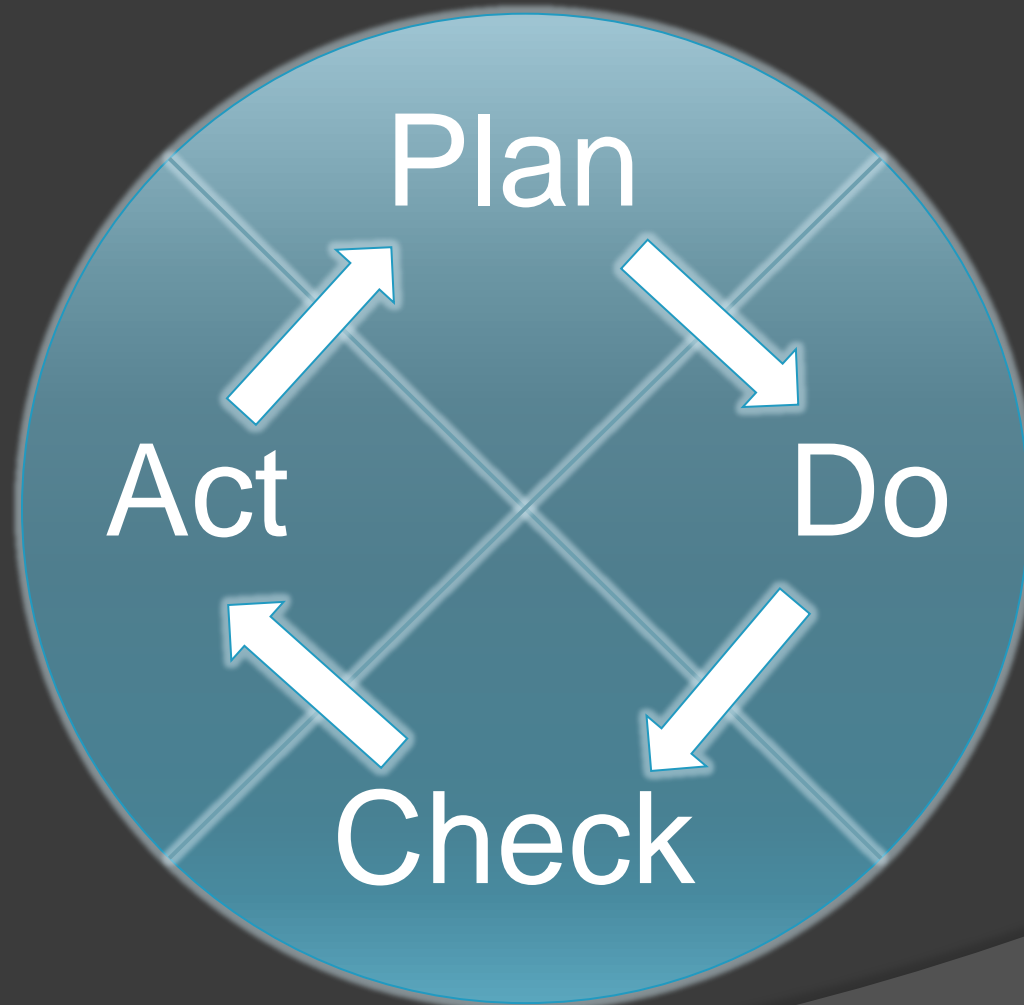
- “Sustained” Safety

What would you prefer to have?

How to get to Sustained Safety

- Be Proactive ... Responsive ...
Responsible ... Accountable!
- Internal Responsibility “System” is Functioning.
 - People know what to do and why!
 - Monitor the “doing”.
 - Feedback to ensure the “doing”

CSA Safety Management Model



CSA Safety Management Model

- Plan
 - Legal & other requirements
 - Hazard & risk identification & assessment
 - OHS objectives & targets
- Do
 - Preventive & protective measures
 - Emergency Prevention, preparedness, & response
 - Competence & training
 - Communication & awareness
 - Procurement & contracting
 - Management of change
- Check
 - Monitoring & measurement
 - Incident investigation & analysis
 - Internal audits
 - Preventive & corrective action
- Act
 - Management review
 - Continual improvement

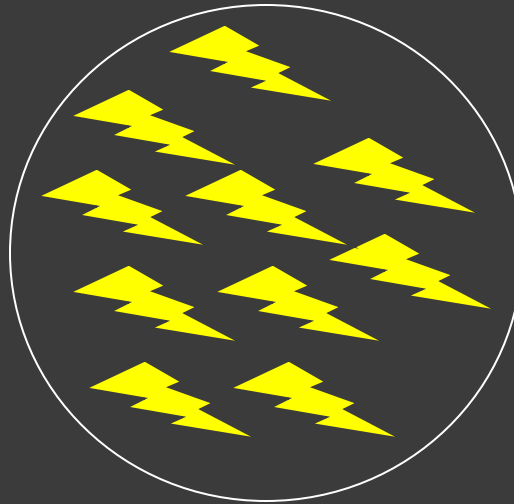
Internal Responsibility

- Workers and Employers share the responsibility for OHS
 - The concept of an *internal responsibility system* is based on the principle that the workplace parties themselves are in the best position to identify health and safety problems and to develop solutions.
- Workers and employers have say in OH&S
 - Both benefit & have common goal - reduced injuries
 - Both are best placed to deal with safety
- Only works if there is a complete and unbroken chain of responsibility and accountability
- If system fails - Regulators intervene
 - Legally enacted duties and standard of care
 - As last resort - enforcement
 - Regulator has sole jurisdiction - unlimited powers to get compliance

- No Standards
- No established training methods
- No risk assessment
- Highly individualized work methods
- Toleration of high error rates

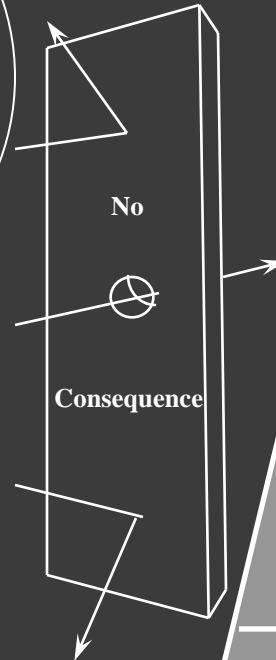
- Standard Safe Operating Procedures
- Established training methods - learn by mentors
- Peer or individuals reinforce proper work methods
- Low error rates
- Risk Processes

Risks



CONSEQUENCES

CHANCE BARRIER



Who is Responsible for Safety?

- Everyone
- But, we need to be more specific.
- Senior Management / Employer
- Supervision
- Workers
- Who else?
 - Union?
 - Joint Health and Safety Committee?
 - WorkSafeBC?

Benefits of WCB System

Worker

- Automatic No-fault Insurance
- Benefit of Doubt to Worker
- Financial stability while off
- Scheme totally financed by employer assessments

Employer

- No Law Suits from workers or other employers
- Healthy Workforce
- Basics Laid Out
- Employer liability limited to annual “payroll tax”

The Legislation

– a little about the law

- Legislation is set up to require an internal responsibility system.
 - Workers' Compensation Act (WC Act)
 - Occupational Health and Safety Regulation (OHS Reg.)
 - Policies
 - Guidelines

Workers Compensation Act

- Sets specific internal responsibilities (duties) for:
 - Employers
 - Workers
 - Supervisors
 - Owners
 - Directors
 - Suppliers
 - Multi-employer Workplaces

Due Diligence

- “To take all reasonable care in all the circumstances of the workplace to protect the health and safety of all workers and prevent an occurrence or event.”
- “actively pursuing a program of compliance”.
- If internal responsibilities are working,
 - “Sustained” Safety will be the result.

Pulse Check

- Who wants their organization to be safe?
- Who feels they are at that goal?
- What is working or missing?
 - Responsibilities set?
 - Accountabilities set?
 - Sustained effect?

Indicators the System is Working

- What are some of the indicators that the internal responsibilities system is working?
 - Management committed.
 - Workers involved.
 - All 'errors' are minimized.
 - Insurance rates are minimized.
 - Injury stats are minimized.
- These are the tangibles.
- What are some of the intangibles?

Biggest Challenge

- Maintaining attentiveness.
- Safety processes becoming habit.
 - Are natural.
 - Part of doing the job.
 - Part of daily business.

More FIBER in your diet?

- F – find out and know what must be done!
- I – identify and instruct to set your system!
- B – benefits are tangible and intangible!
- E – everyone is involved at the workplace!
- R – responsibilities are clearly established, communicated and monitored!

Introduction

- Bill Meechan - CRSP
- Hazards and controlling H&S risks
- Energy as a component in accidents
- Organizational factors that influence safety culture and human behavior
- Adaptive unconscious and thinking safety

Internal Responsibility System

- Prevention is management's responsibility
- IRS is in the hands of management
- Accepting responsibility, accountability and changing organizational culture is difficult
- Strategic decisions have to be made
- Understand where you are now
- And where you want to go

Establish What Level of Safety Performance You Want

- Compliance
- Compliance with some pro-active measurements (objectives)
- Full blown SMS (Plan, Do, Check, Act) – a continuous improvement cycle and a strong safety culture
- There will always be competing demands in any organization

Systematic Approach

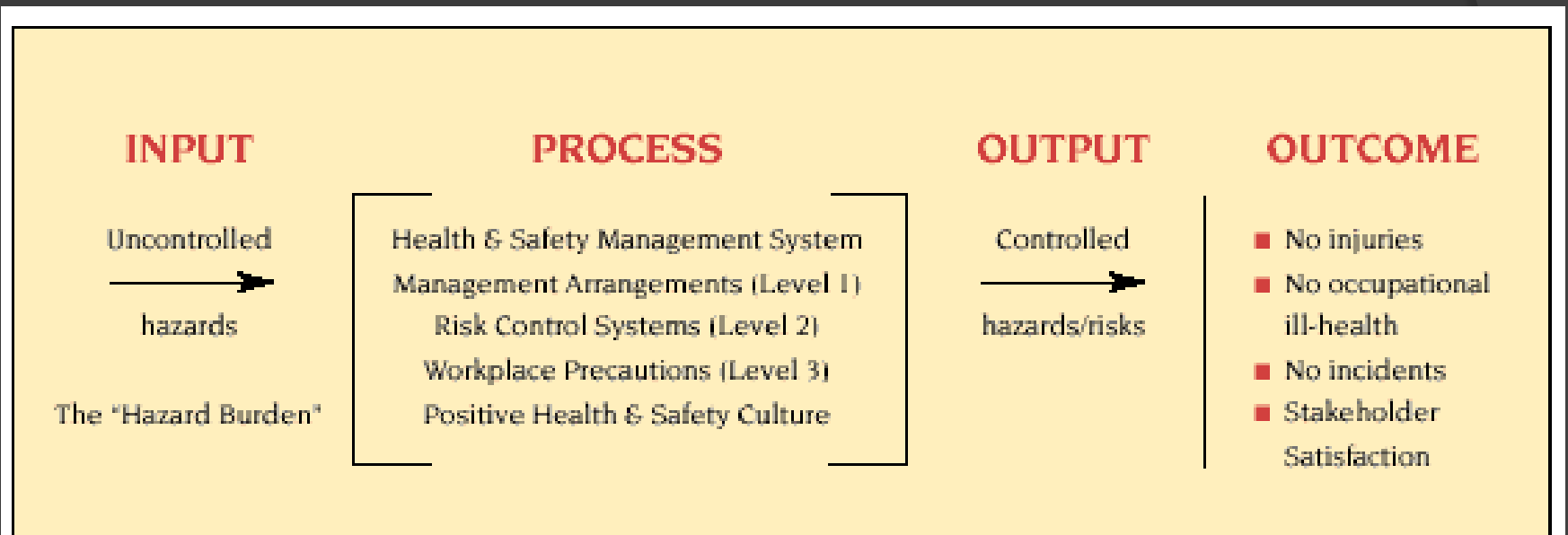
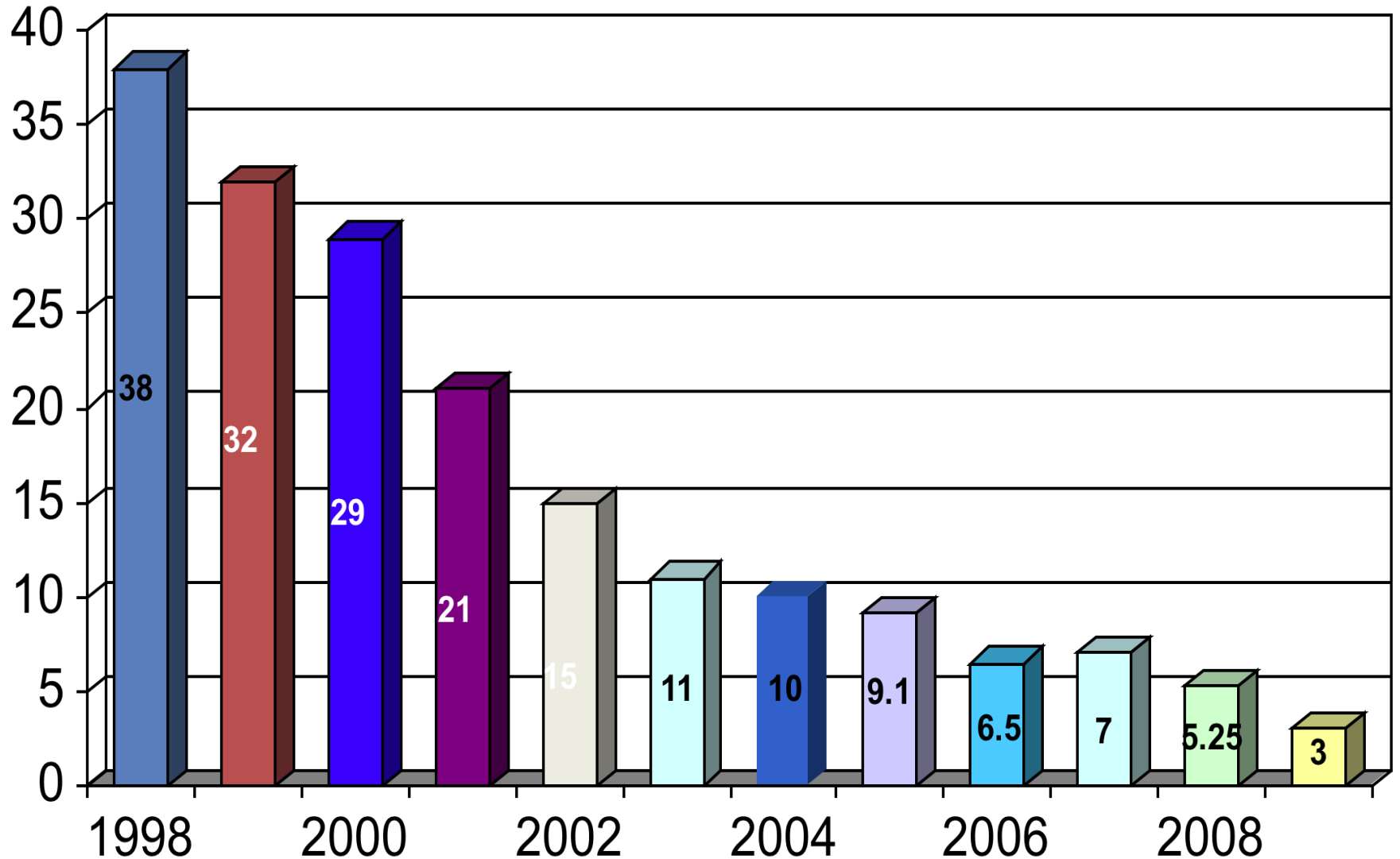


Figure 2

The Business Case - WMG Lost-time Frequency Rate



Successful Change Management

- Establish a high sense of urgency
- Powerful guiding coalition
- Recognize the power of the VISION
- Communicate
- Remove obstacles and blockers
- Create some short term wins
- Don't declare victory
- Anchor the change into the culture

Anchoring Change into the Culture

Leadership

- OH&S is a Board of Directors issue
- CEO is responsible for safety performance and for controlling H&S risks
- CEO establishes organizational values and operating priorities
- Support middle managers and supervisors
- Leadership development and training
- Leadership visibility on the “shop floor”
- Raise the profile of personal safety

- “If you don’t know where you are going, chances are you will end up somewhere else” – Yogi Berra

Anchoring Change into the Culture

Employee Engagement

- High level safety management committee supported by JHSC
- This group establishes high level strategy
- Policies, procedures and hazard management through consensus
- JHSC more focused on hazard management
- Involve supervisors and employees in building action plans
- Foster climate where safety ideas are encouraged
- Improve employee recognition and rewards
- Involve supervisors and employees in risk assessments
- Consult during any change management processes

Anchoring Change into the Culture Hazards & Risk Control Processes

- Develop a systematic approach to prevention
- Develop strategic and local level health and safety action plans
- Develop a risk registry and critical task inventory
- Safety planning and focus on hazards (identification, assessment and control measures)
- Develop a health and safety training needs assessment
- Improve the incident investigation process and develop a root cause analysis system

Conclusions – Local Level

- Traditional programs and legal compliance can only take you so far.
- Work on culture with an emphasis on hazards and risk
- Focus on the nature and causation of incidents/mistakes rather than the outcome
- Root cause analysis, understand why + trending
- Competence and training
- Role of the front line supervisor
- Job set up and planning

Conclusions – Corporate Level

- Board/CEO establishes the required level of safety performance
- Consider a SMS approach, OHSAS 18001 or similar
- Make health and safety a part of the core business
- Not a bolt on, that a safety person is responsible for
- Success depends on the internal responsibility system, managing change carefully and developing a culture where people take action willingly

**THANK YOU
&
QUESTIONS**