**How to Break Down Silos & Develop a Safety Culture to Reduce Workers’ Comp Costs**

**Introduction**

* Welcome
* Introduce session;
* [1:50] Pre-frame Concept
  + Pre-frame definition: state of mind before an individual experiences the next event
  + Pre-Frame: MIT study –
    - 70 economics students told had substitute professor for the day:
    - each received a bio;
      * half described as “a very warm person”
      * other half described him as “rather cold”;
    - Evaluations
      * “warm”: good natured, considerate, and sociable
      * ‘cold’ said self-centered, formal, irritable, & ruthless
  + Safety is Pre-Frame for Workers’ Compensation
    - Break down silos to work together with safety to ensure positive expectation
* [5:35] 3 Main Points:
  + What Is A Safety Culture?
  + Understanding & Breaking down Silos
  + Connecting The Dots - Implementing BBS Principles In Your WC Program

**Main Point #1: What is a Safety Culture?**

* What It Is
  + History
  + Function of what trying to accomplish & how works
  + Common pitfalls, objections, and unintended consequences
* What is BBS?
  + History
    - 30 years ago BBS touted as the magic pill or silver bullet for safety
    - Different BBS Techniques: Top Down (70s & 80s), Employee Driven (80s), & Partnership (90s), today labelled as outdated or old thinking
      * Consumes large amount of resources, significant training required, costly consultants to implement
      * Most of time too much for today’s world to do more with less
      * Implementation & understanding of principals needs to be focused
  + Function, Goals, & Examples:
    - Defined: Applied behavior analysis methods to achieve continuous improvement in safety performance
      * A driving mechanism of employee involvement for ongoing safety performance improvement
      * BBS processes require a concerted effort by all
      * BBS is proactive rather than reactive
      * Conditional / traditional safety often plateaus w/o addressing behavior
    - Examples: Conditional vs. Behavioral Safety
      * Yellowstone: First priority conditional safety from leadership, government regulations, etc. – Yellowstone park – added behavioral element
    - Cliff Example:
      * 10 ft from edge
      * “people often know why they do what they do” – I walked up to the employee and asked him why he was doing what he was doing
      * Behaviors are chosen for a reason, finding the reasons
    - What is It Really? – A Safety Culture. Safety as Value of Organization
      * mindsets, attitudes, and behaviors of workers, supervisors, managers, and owners toward safety in the workplace
      * It is Culture. It is Trust. It is a Value.
      * This is how we do it here
      * We are all like family, everyone watches out for each other
      * Motivation to act safely when NO ONE is watching
      * It is Safety that is not just the responsibility of the safety department
      * It’s about your health and well-being … it’s about our teammates… it’s about friends… It’s about family…and our ability to go home safely to them
  + Deadly Sins
    - Blaming:
      * assuming that most accidents are caused by unsafe behaviors of workers. Suggests workers are solely to blame and must solve their own problems. Ignoring conditional & organizational issues that can cause both accidents & unsafe behaviors is a formula for failure.
      * At the plant where I work, even though I’m the lowest life form in the workplace food chain, I’m allowed to stop any activity by anyone in the plant if it’s unsafe.
        + If you are given this authority, USE IT, or risk being a scapegoat
    - Exclusion:
      * excluding unions or employees in discussion to implement BBS
    - Abdicate responsibility:
      * Decided management was using BBS is abdicate it’s safety responsibility and blame workers, asked employees to spy or snitch on other employees
    - Misaligned Incentives
      * Rewards for days without injury discourages injury reporting
  + How It Works:
    - Core Elements of Process
      * Management commitment to safety
        + Survey of safety perception in workplace
        + Is safety message from management real?

Are conditions quickly corrected?

Do production pressures trump safety?

Are workers encouraged to report problems?

Is safety message regularly communicated?

* + - * Safety responsibilities
        + Each employee has a role in safety
      * Identify & report behaviors/conditions critical to preventing accidents
        + The stronger the culture, the more likely to report
        + Develop multiple options for reporting

Meetings, anonymous observation, safety box

* + - * Learn and receive input for why risks occur
      * Provide required training / correct unsafe conditions
      * Provide unlimited feedback—verbal, graphical and written—on results.
  + Success achieved when safety true business partner
    - * People know the difference

**Main Point #2: Understanding & Breaking Down Silos – 15 minutes**

* Silos & Collaboration:
  + Mckinsey Institute Survey:
    - 80% of senior executives recognize collaboration across divisions in an organization as crucial for growth
    - 25% describe organization as effective at sharing information
* Employee engagement
  + 30% engaged
  + 52% not engaged
  + 18% actively disengaged
  + Hay Group: Companies with engaged employees have 48% fewer safety incidents; 65% less turnover
* Characteristics of Siloed Organization:
  + Differing non-aligned priorities
    - Lack of clear vision from senior leadership
  + Isolated and Distrustful
    - Lone Rangers. They desire to be self-sustaining. And it annoys them when they must rely on another area within the organization.
    - More loyalty to a group than to the employer.
  + Lack of coordinated decision making across silos
    - Difficulty sending and receiving information
      * Power of information and how it can strengthen the silo
  + Redundancy & Unhealthy Competitiveness
    - Self-sufficient, you will find a duplication of activities and responsibilities amongst the silos.
* Break Down How To’s: Leadership
  + Unified Vision
  + Work toward common goal
* [34:36] Break Down How To’s: Individual
  + Assume: Assume everyone’s intelligent: treat with respect, don’t have to agree with person
  + Ask; ask person what their greatest challenge is? get over yourself; rarely is the intent of the communication to do harm
  + Seek: Have passion for what you do. Seek out commonality – kids in scouts, like same sports team, etc.; shared passion or interest

**Main Point #3: Connecting The Dots - Implementing Safety Culture Principles In Your WC Program – 20 Minutes**

* [39:45] Organizational Chart
  + Who is in charge of safety? What is your current relationship? Do you need to push yourself to improve this relationship?
  + What is the way you have always done it? For how long?
  + Roles & Responsibilities, create procedures
  + Communication shared and received from employees
* [41:15] Branding & Unified Vision:
  + Review importance of pre-frame concept
  + Name of Program: ACME IPAR program
    - Create Logo, Identity
  + Employee Brochure- integrate & reference branding to safety message, “our employees are our first priority, we want you back to work”
  + [46:42] Signage
    - Signage, color coded pipes, hazardous labels; fire extinguishers, eyewash stations, first aid kits; info about what PPE equipment is required; guards on machinery
    - Does management preach Safety First, but cut corners because safety cost on bottom line?
      * Easy to get a handle; often neglected
      * Biggest indicator of pre-frame, signage & response to safety work orders
  + [48:50] CEO Letter or Video
    - Financial impact & employee value
    - We pay for WC, employees suffer from injuries
    - Opportunity to improve
    - Program Name
    - Program Leader
    - Expect Cooperation
* [51:20] Collaborative RTW
  + Develop skills on how to give constructive feedback on safety observation
  + Core Elements of Process
    - Identify behaviors critical to preventing accidents
      * Identify work restrictions
    - Observe workers and provide feedback
      * Observe & get feedback on transitional duty jobs – job bank
    - Learn and receive input for why risks occur
      * Learn from worker: what part of your job can you do today?
      * Do you think you’ll be able to do your regular job w/in 4 weeks from now?
    - Measure and track leading indicators of accidents
      * Track RTW Ratio
    - Provide unlimited feedback—verbal, graphical and written—on results.
      * Weekly meetings w/ injured worker
* [57:01] Setting Goals
  + Focus on Behaviors, rather than soley results of injury reduction
    - Safety incentives that discourage accident reporting
      * Brings attention to wrong outcome “it’s about the numbers”
        + Un-reported injuries
        + Little to no linkage between behavior and reward
        + Don’t understand what need to achieve reward
        + Safety management is not counting injuries. It’s about driving action to prevent injuries.
  + Zero accidents is goal, but one step at a time, make achievable
    - Overwhelming, too expensive, need a consultant
    - You can’t buy safety, but you can expect safe behavior
  + Recognize mutual interest and value of working together