**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		- Different BBS Techniques: Top Down (70s & 80s), Employee Driven (80s), & Partnership (90s), today labelled as outdated or old thinking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