CRSC Safety & Health Conference and Expo

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Agenda

- Introduction
- Purpose of the presentation
- Food for Thought – How to Do It
- Q & A

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Presentation Abstract
Purpose

- Explore the foundations of effective safety and health management systems, offering practical insights into identifying and mitigating workplace risks. Drawing on current workplace statistics and trends, he will demonstrate how organizations can move beyond mere regulatory compliance to build proactive, performance-driven programs. Attendees will gain actionable strategies to enhance safety outcomes, foster a culture of continuous improvement, and drive long-term organizational success.

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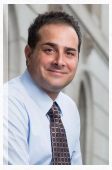
Who am I?



- President of DeJesse Consultation Services
- Former Assistant Regional Administrator OSHA Region III (PHL Region)
  - Former CSHO, AAD, Technical Specialist, and AD
- Former Regional Emergency Coordinator at HHS
- Former Regional Preparedness Officer at DHS/FEMA
- Professor at Thomas Jefferson University
- Fan of the Philly 5 – Phillies, Eagles, Flyers, Sixers, and Union! ☺

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Safety & Health Management System

- A structured, proactive framework of **policies, procedures, and practices** that an organization **implements** to identify, evaluate, and control workplace hazards, thereby **preventing** work-related injuries, illnesses, and property damage.
- It goes beyond a basic safety program by integrating safety into all business processes, fostering a **strong safety culture**, and enabling **continuous improvement** through a management cycle of planning, doing, checking, and acting (PDCA).
- **Core value** of an organization

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SHMS Components

- **Management Commitment:** Strong leadership to prioritize and champion safety initiatives. **Driven**
- **Employee Involvement:** Active participation from all staff in identifying and addressing risks. **Voice**
- **Workplace Analysis:** A systematic process for identifying hazards and analyzing potential risks. **Systems approach**

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SHMS Components (cont)

- **Hazard Prevention and Control:** Implementing measures to eliminate or reduce hazards. **Find and Fix**
- **Safety and Health Training:** Ensuring employees are competent and informed about safety practices. **Ongoing education**
- **A Culture of Safety:** ***Fostering a shared commitment to safety throughout the organization.***

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SHMS Benefits

- **Injury and Illness Prevention:** Significantly reduces the likelihood of incidents/accidents and poor health outcomes.
- **Financial Savings:** Lowers costs associated with accidents/incidents, such as medical expenses and property damage.
- **Improved Operational Efficiency:** A safer workplace leads to more efficient operations.

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SHMS Benefits (cont)

- **Legal Compliance:** Helps organizations meet their legal obligations to provide a safe and healthy work environment.
- **Enhanced Reputation:** Demonstrates a commitment to worker well-being, improving the company's image.
- **Morale:** Increased confidence and enthusiasm in the workplace.

ISN'T THIS ENOUGH TO MOVE THE NEEDLE??

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Return on Investment (ROI)

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Return on Investment (ROI)

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Barriers to SHMS Implementation

- Time
- Money
- Resources
- Knowledge
- Fear
- Where and How to Start
- Complacency
- Resistance to Change
- Lack of Commitment
- Missed Communication

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Safety & Health Program

- Foundational element of SHMS
- Provides policies and responsibilities
- Defines hazards and controls
- Lists training and education
- Element of continuous improvement
- PTE Cycle – develop the plan, train to the plan, and exercise the plan

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The Journey

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Where are we?

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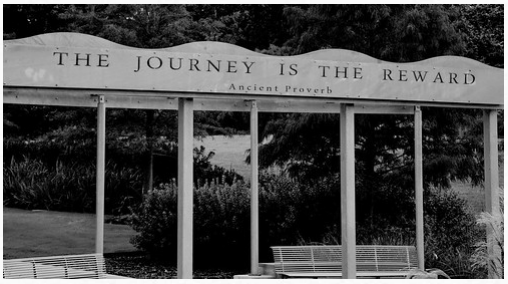
Where do we want to go?



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Current Climate (BLS, NSC, AFL-CIO Stats)

- 5,283 workplace fatalities in 2023
  - 1,942 transportation-related
  - 1,075 in construction
- ~135,000 fatalities due to occupational disease
- $176 billion total injury cost
- 2.6 million injuries (ER reported)
  - ~950,000 resulted in DAFW
- 62 million sought medical attention
- Preventable incidents were down in 2023 from 2022, BUT increase of 95% from 1992

Data taken from BLS, NSC, and OSHA

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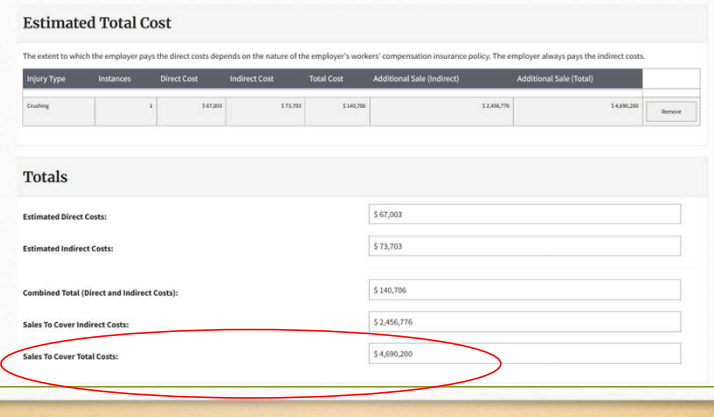
OSHA Safety Pays



https://www.osha.gov/safetypays/

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Some models for consideration

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The Case for Change

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Case for Change – Change Strategies

		STATUS QUO	DIRECTIVE CHG MGMNT	BEHAVIORAL CHG MGMNT	CULTURE CHANGE
Attributes	Characteristics	High apparent output with low/no impact High reliance on documentary guides Avoidance	Policy changes Procedural changes Practice/task changes < 10% perf changes No intangible change Transitory Very high maintenance	Process changes New products New metrics 10-50% perf changes Some intangible changes Some assmptns questioned Moderate maintenance	Major market changes New corporate "identity" Entirely new products/services > 90% perf changes Major focus on intangibles Most assumptions questioned High, then very low maintenance
	Typical	Focus on reports No risk / no return Self-perpetuation focus	'Routine' operations Focus on task Low risk/low return	Product changes Departmental turn-arounds Moderate productivity impr	Corporate turnaround Spin-off's / divestitures Corporate startup
Strategies	Approach	No defined approach	Activity alignment Minor behavioral change	Attitude alignment Perspective changes	Identity integration Major individual change
	Typical	Command and control Chaos	Leader-mandated change Expert-mandated change Statistical methods focus	Aligned organization High-involvement teams	High Performance Team New organization
Drivers	Characteristic	No major external drivers Minimum competition Guaranteed financials	Evolutionary competition Predictable markets	Major competition (ext or internal) Financials threatened	Major new markets New "rules" Corp survival questioned
	Typical	Monopolistic industries Bureaucratic org's Traditional government	Well-entrenched companies Long term historical leaders Very long term product cycles	New product areas New services available Market shifts needed	Bankruptcy New corporations/org's 'Intra'-preneurial org's

Adapted from Hanlan High Performance Teams, 1999

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Creating an Effective Strategy

- **What *is* an Effective Strategy?**
  - Responds to key "Pressures for Change"
    - key pressures are reduced or eliminated
    - minimal "new pressures" are created as a result of the strategy
  - Addresses key stakeholders
  - Defines critical 'business case for change'
  - Definable / measurable goals and outcomes
  - Provides a roadmap for *transition* and implementation
- ***Why* have an Effective Strategy?**
  - *It works*
  - More rapid implementation, more 'permanence'
  - More effective learnings
  - Easier

Adapted from Hanlan High Performance Teams, 1999

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Creating an Effective Strategy

1. Define Symptoms / Problem (what are primary Change Pressures?)
   - Define Compelling Case for Change (reasons to do, risks if not done)
2. Define Goals and Objectives
   - Are they measurable / testable / repeatable?
   - Check again Organization's Mission (does it align with reason for existence)
3. Define "Bookend"
   - What is "As Is" (Current State)?
   - What is "To Be (Future State)?
4. Define Level of Change (how much change – None/Incremental/Significant/Breakthrough)
5. Define Type of Change (match to Level of Change – None/DCM/BCM/CC)
6. List primary tasks (see DCM/BCM/CC steps)
7. Itemize primary risks, risk mitigation, and contingency planning
8. Monitor, measure, evaluate progress (course-correct if/as necessary)
9. When you're done, you're done
   - Quit (or) go to next level
   - Celebration and reward should be ongoing (not just at the 'end')

Adapted from Hanlan High Performance Teams, 1999

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Appreciative Inquiry

Appreciative Inquiry is a process that focuses the organization on its strengths and leverages those strengths to create more of what the organization wants.

- The organization discovers its positive core – its wisdom, knowledge, successful strategies, positive attitudes and affect, best practices, skills, resources and capabilities.
- Dream activities develop creative images of big, bold, positive futures for the organization, based on the positive core.
- The organization's image of itself is expanded by presenting clear, compelling pictures of the positive core being boldly alive in all its strategies, processes, systems, decisions and collaborations.
- Ultimately, inspired actions are developed to support ongoing learning and innovation to further amplify the positive core.

Adapted from Whitney, Diana & Amanda Trosten-Bloom, (2003). The Power of Appreciative Inquiry: A Practical Guide to Positive Change

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SOAR – A *strategic* approach to change

SOAR- Strengths, Opportunities, Aspirations and Results

- A more strength-based spin than SWOT (Strengths, Weaknesses, Opportunities and Threats)

- A strategic planning framework that…
  - Focuses on the strengths of the Org
  - Seeks to understand the whole system by including the voices of the relevant stakeholders – expanded engagement
- Helps organizations focus on:
  - What they are doing well,
  - What skills can be improved and
  - What is most compelling to stakeholders.
- Pushes organizations to develop strategic plans that are more dynamic, creative, futuristic, and optimistic.

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SWOT vs SOAR

SWOT Analysis	SOAR Approach
Analysis Oriented	Action Oriented
Weakness and Threat focus	Strengths & Opportunities focus
Competition focus- *Just be better*	Possibility focus- *Be the best!*
Incremental improvement	Innovation breakthroughs
Top down	Engagement at all levels
Focus on analysis→ Planning	Focus on Planning → Implementation
Energy depleting- *There are so many weaknesses and threats!*	Energy creating- *We are good and can become great!*
Attention to Gaps	Attention to Results

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Foundational Element for Change….and other organizational aspects

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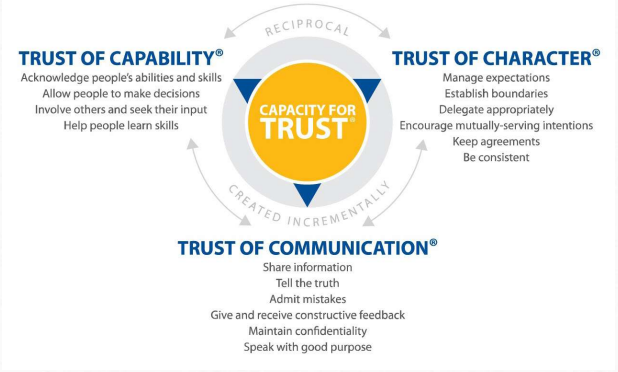
Reina Model of Trust



Adapted from Reina Trust and Betrayal in the Workplace, 2015

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Trust of Character

- Sets the tone and direction of teamwork.
- This dimension of trust represents mutually serving intentions and is the starting point of a team relationship. When teams have Trust of Character, each member has faith that the others will behave as expected.
- Team members care about one another as people and hold each other's best interest in mind.
- This is the foundational dimension of trust teams need to be effective. Team members build this trust when they do what they say they will do, engendering a mutual view of reliability and trust within the team.
- Any member who can't deliver steps up, renegotiates the task and is supported.

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Trust of Communication

- Fuels collaboration and makes it safe for team members to talk with each other directly— not only to provide information to one another but also to work through issues and concerns and offer feedback in the spirit of deeper learning and growth.
- Through Trust of Communication, teams practice transparency—they communicate openly and honestly.
- Members feel safe to admit mistakes and know where they stand with one another.

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Trust of Capability

- Opens the door for team members to contribute, to use their knowledge to make a difference.
- Members build this type of trust by leveraging the skills and abilities of one another, seeking each other's input, engaging in decision making, and teaching of new skills.
- Trust of Capability enables the innovation teams need to be competitive.

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Reina Model of Trust

- Together, these three dimensions of trust help teams understand the behaviors needed to build and sustain trust and foster their trustworthiness.
- The model equips teams with a shared understanding of what trust means, how it is built, how it is broken—subtly and not so subtly—and how it is rebuilt.
- It also gives teams a common language to talk about trust-related issues constructively, to take thoughtful action on them, to sustain trust over time, and to enable them to take trust to the next level.

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Conclusion

- A robust and effective SHMS can be accomplished with INTENTION, LEADERSHIP, and DESIRE/WILLINGNESS
- Your journey can start small and progress in stages
- Use of organizational development (OD) practices & theories can assist the process
- The implementation of change will result in better health & safety outcomes, improved business outcomes, and overall company morale
- If you don't know where to start…. Just call me! ☺

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Open Mic

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DEJESSE CONSULTATION SERVICES, LLC

MOVE THE NEEDLE

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