Value Based Safety
OUR WORLD IS CHANGING

“" In times of change the learners will inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists. ""

- Eric Hoffer
WHY IS THERE SUCH A HUGE DIFFERENCE IN THE RESULTS THAT BUSINESSES EXPERIENCE?
Business Challenges

- Customers expect to pay less
- Increased expenses
- Strong Competition
- Workforce Selection
- Limited Training Time
- Geographic Segregation
Expenses

- Labor
- Materials
- Transportation
- Taxes
- Insurance
- Losses, injury, property and liability

“‘Be careful’! All you can tell me is ‘Be careful’?”
What is an Accident?

- Any undesired, unplanned event arising out of employment which results in physical injury or damage to property.

- “Near miss” situations must also be addressed - events which did not result in injury or damage but had the potential to do so.
What’s in a name?

- Accident
- Injury
- Dangerous Occurrence
- Significant Incident
- “Misadventure”
- “Near-miss” accident
- “Near-hit”
Frequency Breeds Severity

- Disabling injury/death
- Minor losses
- Without losses

1
29
300
Cost of Accidents

- Direct Costs
- Medical Costs (including worker’s comp)
  - Indemnity Payments
- Indirect Costs:
  - Time Lost (by worker and supervisor)
  - Schedule delays
  - Training new employees
  - Cleanup time / equipment repairs
  - Effect on other employees
Who Pays?

- Insurance company?
- Guess Again?
- $250,000 - $500,000
What causes Injuries?

- At least 80% of all incidents are related directly to employee behavior.

- The remaining 20% are related to equipment or tool malfunctions, but in most cases unsafe behavior contributes.
Behaviors

Frustration
Rushing
Fatigue
Complacency
Post Incident Interviews

1-7% Following Orders
5-15% Wrong Assumption
10-20% Didn’t Know of Risk
5-15% As safe as we can make it
10-30% Unconscious
25-30% Deliberate Violation
Controls not labeled
Where do we go from here?
Value Based Approach

- Introduction meeting with supervisors
- EHS on the plant floor with supervisors
- Goal setting
- Teleconference
- Corporate webinars
Value Based Details

- Detailed Loss Analysis
- Management Commitment
- Boots on the Ground
- Supervisor Focus
- Follow Up
Detailed Loss Analysis

Who is getting injured
Where are they being injured
How they are being injured
When they are being injured
Injury reporting lag
Safety may be a symptom
First time supervisors may have seen data
WC Losses by Calendar Year

- **Total Inc. $**
- **# Claims**
WC Losses by Cause

- Slip/Trip/Fall
- Strain
- Caught in machine
- Strike Against /Struck by
- Chemical or thermal burn
- Foreign body in eye
- Caught in/under/between

Bar chart showing percentage of claims and total incidence by cause.
Slip/Trip/ Fall Detail

- WET FLOOR
- OBJECT ON FLOOR
- SPILLS - LIQUID GREASE
- FIXTURES, FURNISHINGS
- SURFACE TEXTURE
- LADDER\PLATFORM
- ICE, RAIN, SNOW

Bar chart showing the percentage of claims and total income by different factors related to slips, trips, and falls.
WC Losses by Employee Tenure

Bar chart showing the percentage of claims and total income by employee tenure categories:
- 0-6: 22%, 38%
- 7-12: 17%, 17%
- 13-24: 24%, 12%
- 25-60: 31%, 27%
- 61-120: 17%
- 121+: 27%
WC Losses by Day of Loss

![Bar chart showing WC losses by day of the week.](chart.png)
WC Losses by Claim Type

- **First Aid (MD/Clinic)**
- **Medical Only**
- **Modified Duty (Plant Accommodating)**
- **Lost Time or Modified Duty (NOT Accommodating)**

Chart shows the percentage of claims and total incurred costs by claim type.
Management Commitment

Open to change
Make supervisors and managers available
Willing to commit resources
Attend VBS introduction meetings
Participate in webinars
Reward success
Boots on the Ground

Introduction meeting with supervisors

Time on the floor with each supervisor

Evaluation of potential hazards

Discussion with supervisors for solutions

Opportunity for training

Preparation and goal setting
Supervisor Focus

Front line supervisor is the key
Lot of supervisors and ideas
Better understanding of operations
Heart of the organization
Perfect opportunity for goal setting
Attitude

Thoughts

Feelings

Actions
Errors In Safety Goal Setting

- Don’t take it Seriously

- Only count the failures

- Current Results become the goal

- Goals set by Circumstances

- Lack Specific Details - How verses Why
Goal Achieving

Would
Could
Should
Supervisors

- Lost of supervisors, lots of goals
- EHS coaches managers as necessary
- Goals should be short term – 3-6 weeks
- Easily measured or determined complete
- Recorded and tracked by plant management
Goal Examples

- Segregation of forklift and pedestrian traffic
- Develop a safer guard for a machine
- Revise/Update lockout procedures
- Adjust conveyer height
- Employee rotation
- Additional shift safety inspections
- Improve machine interlocks
- Adjust production flow
Follow Up

Quarterly corporate webinars

Participating supervisors
All plant managers

Corporate managers
CFO – CEO – Operations
Accountability verses Intention

Keep Score
Track progress
Recognize success

Accountability is the difference between intent and results
# WC Losses

<table>
<thead>
<tr>
<th>Year</th>
<th># Claims</th>
<th>Developed Total Inc $</th>
<th>Man Hours</th>
<th>Hours/Claim</th>
<th>$1/Man-hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>200</td>
<td>$4,512,867</td>
<td>8,872,704</td>
<td>44,364</td>
<td>$0.50</td>
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<tr>
<td>2007</td>
<td>195</td>
<td>$4,860,678</td>
<td>8,391,168</td>
<td>43,032</td>
<td>$0.57</td>
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<tr>
<td>2008</td>
<td>149</td>
<td>$3,744,145</td>
<td>6,407,424</td>
<td>43,003</td>
<td>$0.58</td>
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<tr>
<td>2009</td>
<td>117</td>
<td>$2,955,564</td>
<td>6,561,792</td>
<td>56,084</td>
<td>$0.45</td>
</tr>
<tr>
<td>2010</td>
<td>122</td>
<td>$3,468,948</td>
<td>6,230,016</td>
<td>51,066</td>
<td>$0.56</td>
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<tr>
<td>2011</td>
<td>95</td>
<td>$1,931,614</td>
<td>6,262,272</td>
<td>65,919</td>
<td>$0.031</td>
</tr>
</tbody>
</table>

## Average: 2006 - 2010

<table>
<thead>
<tr>
<th>Year</th>
<th>$/Man Hour</th>
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<tbody>
<tr>
<td>Average: 2006 - 2010</td>
<td>$0.52</td>
</tr>
<tr>
<td>2010</td>
<td>$0.56</td>
</tr>
<tr>
<td>2011</td>
<td>$0.31</td>
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</tbody>
</table>
Why Repetition Is Necessary When Changing Behavior

The Line Above Represents The Sound of the Presentation
Conclusion

❖ Its not what you make, its what you keep

❖ Safety is a competitive multiplier

❖ Front line supervisor is the key

The supervisors are the Difference!
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“Zero Accident Culture”