Slide 1

"You Don't Know What You Don't Know"

Applying Elements of VPP to Build Your Own World-Class HSE Program*
no matter your company's size

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Executive Director; VPPPA

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Regional VPP Manager

Slide 2

What you don't know (but will know) – what this session is about

- Identifying the elements of a world-class HSE program
- Defining safety culture vs. safety climate
- The 4 phases of HSE program evolution
- Breaking down the elements of a world-class HSE program
- Tracking progress toward world-class.

Today's objective: provide guidance and resources to help contractors implement—and sustain—world-class HSE cultures and programs.

Slide 3

What is the definition of "world-class" when it comes to HSE?

Slide 4

What are the elements of a "world-class" HSE program?

- Exceptional lagging indicator performance?
- Company-wide culture where safety is a **core value**?
- "Total" HSE program with management leadership and employee involvement collaborating to establish processes?
- Effective safety & health training that teaches **for** the audience, not **to** the audience?
- Worksite analysis and hazard prevention & control processes that address potential hazards before work and in real-time?

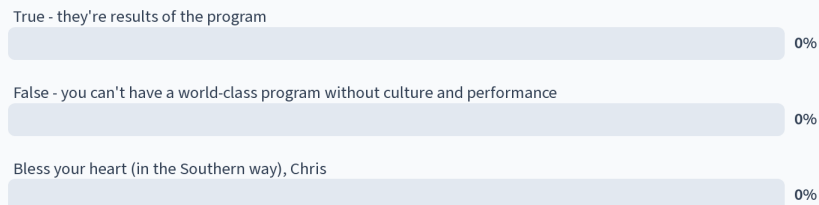## YDKWYDK #1: the 4 elements of a "world-class" HSE program

- Exceptional lagging indicator performance
- Company-wide culture where safety is a core value
- "Total" HSE program with **management leadership and employee involvement** collaborating to establish processes
- Effective **safety & health training** that teaches for the audience, not to the audience
- **Worksite analysis** and **hazard prevention & control** processes that address potential hazards before work and in real-time

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Lagging indicator performance & safety culture **aren't** components of a world-class program – true or false?
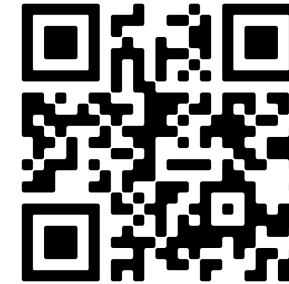
Lagging indicator performance & safety culture aren't part of a world-class program - true or false?

True - they're results of the program
0%

False - you can't have a world-class program without culture and performance
0%

Bless your heart (in the Southern way), Chris
0%

YDKWYDK #2: lagging indicator performance & safety culture **aren't** components of a world-class program – they're **results**

- Lagging indicator performance below industry averages is a **result** of worksite analysis, hazard prevention & control and safety & health training.
- Companies/sites that implement the 4 core elements – and engage in continuous evaluation and improvement – have TCIRs **53% lower** than BLS averages & DART rates **57% lower**.

Source: OSHA Voluntary Protection Programs Annual Evaluation of Calendar Year 2021 Injury and Illness Rates
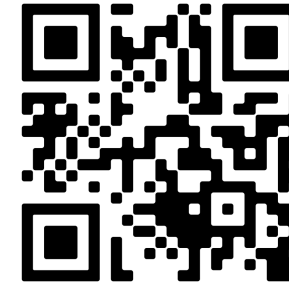

Slide 1

Lagging indicator performance & safety culture aren't components of a world-class program – they're results

- Safety culture is a **direct result** of management leadership and employee involvement
- Culture is the foundation of **every** high-performing HSE program – and low-performing ones.

Slide 2

Is safety a priority or core value in your company?

Slide 3

Is safety a priority or core value in your company?

Priority

0%

Core value

0%

To-MEH-toe, To-MAH-toe - they mean the same thing

0%

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Slide 4

Priority vs. Core Value

priority /praɪˈɔrəti/ 🔊 noun

plural **priorities**

Britannica Dictionary definition of PRIORITY

1 [count] : something that is more important than other things and that needs to be done or dealt with first

- Reorganizing the sales force will be a top *priority* for the new president.
- Getting the work done on time is a *priority* for me.
- Exercising is not very high on her list of *priorities*. [=it's not among the things she thinks are important]

Organizational Culture | **Make Your Values Mean Something**

Core values are the deeply ingrained principles that guide all of a company's actions; they serve as its cultural cornerstones. Collins and Porras succinctly define core values as being inherent and sacrosanct; they can never be compromised, either for convenience or short-term economic gain. Core values often reflect the values of the company's founders—Hewlett-Packard's celebrated "HP Way" is an example. They are the source of a company's distinctiveness and must be maintained at all costs.

Building your culture and world-class HSE program begins with a simple statement:

*"Safety is our **core value** upon which **every decision is made**."*

What is "Safety Culture"?

*…the product of **individual and group values**, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety management system."*

- **Advisory Committee on the Safety of Nuclear Installations (1993)**

How an organization—**and its people**—**behave** when **no one is watching**.

YDKWYDK #3: 3 Aspects of a Foundational Safety Culture

- **Psychological** – "how people feel"
  - Safety climate (individual's values, attitudes and perceptions)
- **Situational** – "what the organization has"
  - Policies, procedures, structures, etc. within the organization's safety & health management system (SHMS)
- **Behavioral** – "what people do"
  - Safety-related actions and behaviors

Our behavior – what we do – is directly influenced by our attitude toward, and perception of, what our employer does to protect us.
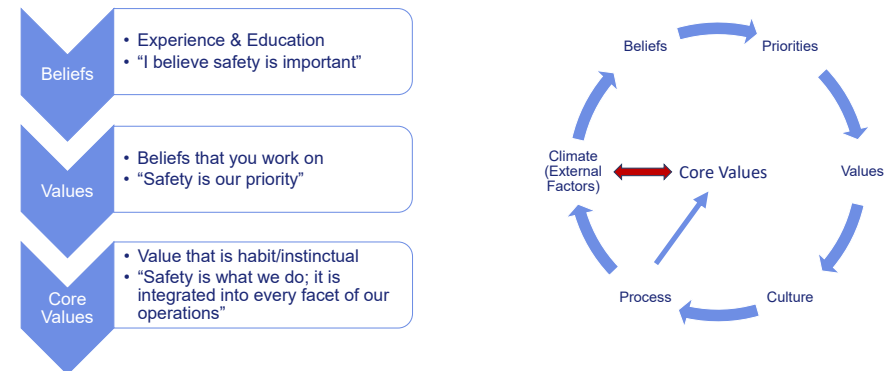
Culture   vs.   Climate

- Every company has an existing culture (good or bad)
- Core values determine culture
- Culture is the foundation of structural elements that manage day-to-day operations
- Culture is typically established over many years.

- Climate can be created or changed in a very short period of time and can produce results rapidly
- Climate can be influenced by internal and/or external factors
- A strong culture should be able to adapt to external forces and overcome unacceptable internal issues
- Climate is not a replacement of culture.

The Progression from Climate to Culture

Beliefs
- Experience & Education
- "I believe safety is important"

Values
- Beliefs that you work on
- "Safety is our priority"

Core Values
- Value that is habit/instinctual
- "Safety is what we do; it is integrated into every facet of our operations"

Beliefs → Priorities → Values → Culture → Process → Climate (External Factors) ↔ Core Values

Slide 1

Evolution of Safety Culture – The DuPont Bradley Curve

The journey to *World Class* is both a collective and individual movement down the curve.

Injury Rates

Natural Instincts
Supervision
Self
Teams

Reactive	Dependent	Independent	Interdependent
• Safety by natural instinct • Compliance is the goal • Delegated to Safety Manager • Lack of management commitment & employee involvement	• Management commitment begins to form • Training • Rules/procedures • Supervisor control, emphasis, and goals • Condition of employment • Fear/discipline • Expectations • Value all people – employee engagement	• Personal knowledge, commitment, and standards • Internalization • Personal value • Care for self • Practice, habits • Increased communication • Individual recognition	• Direct employee involvement as contributors • Help others conform – "others' keeper" • Care for others • Organizational pride • Open communications • Equal HSE relationship between management & employees

Slide 2

Where is your company on the Bradley Curve?

Slide 3
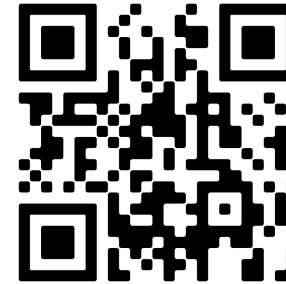
Where do you feel that your company is on the Bradley Curve?
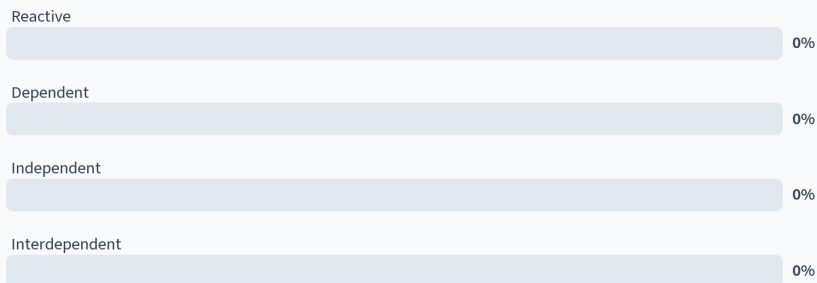
Reactive — 0%

Dependent — 0%

Independent — 0%

Interdependent — 0%

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Slide 4

YDKWYDK #4: Reaching Interdependent through 4 core elements of world-class HSE programs

- Management Leadership & Employee Involvement
- Worksite Analysis
- Hazard Prevention & Control
- Safety & Health Training

Management Leadership & Employee Involvement

- Authority and responsibility for employee safety and health must be integrated with the overall management system of the organization and must involve employees in active, meaningful, and constructive ways;

- Establish, document, and communicate to employees and contractors clear goals that are attainable and measurable;

- Set policies and procedures that indicate how to accomplish the objectives and meet the goals; and

- Provide resources necessary to accomplish the communicated goals and objectives in a timely manner.

Management Leadership & Employee Involvement - Components

A. Management leadership
B. Employee involvement
C. Contract worker coverage
D. SHMS self-evaluation

Worksite Analysis

- Thorough understanding of all hazardous situations to which employees may be exposed;

- Ability to recognize and correct those hazards as they arise;

- An effective worksite analysis system must be implemented to systematically identify basic and unforeseen safety and health hazards, evaluate their risks, prioritize, and recommend methods to eliminate or control hazards.

Worksite Analysis - Components

A. Comprehensive safety & industrial hygiene surveys
B. Hazard analysis of routine jobs, tasks & processes
C. Hazard analysis of significant changes (management of change)
D. Pre-use analysis
E. Documentation and use of hazard analyses
F. Routine self-inspections
G. Hazard reporting system for employees
H. Industrial hygiene program
I. Investigation of incidents & near-misses
J. Trend analysis

Hazard Prevention & Control

- Allows employers to minimize or eliminate safety and health risks and liabilities as well as meet their legal obligation to provide employees with a safe and healthy work environment;
- Site hazards identified during the hazard analysis process must be eliminated or controlled by developing and implementing appropriate controls
- Ensure the effective implementation of systems for hazard prevention and control and ensure that necessary resources are available

Hazard Prevention & Control - Components

A. Certified professional resources
B. Hazard elimination & control methods
C. Hazard control programs
D. Occupational healthcare program
E. Preventative maintenance of equipment
F. Tracking hazard correction
G. Disciplinary system
H. Emergency preparedness & response

Safety & Health Training

- All employees must understand the hazards to which they may be exposed and how to prevent harm to themselves and others from such hazard exposure
- Enables employees to accept and follow established safety and health procedures

- Knowledge of standards and hazards
- Management responsibilities
- New employee
- Emergency procedures
- Safety & health responsibilities
- Documentation
- Frequency
- PPE

Safety & Health Training - Components

A. Knowledge of hazards
B. Training required by OSHA standards
C. Addressing the needs of all employees
D. Managerial responsibilities
E. New employee training
F. Training for emergencies
G. Safety & health responsibilities
H. Documentation
I. Frequency
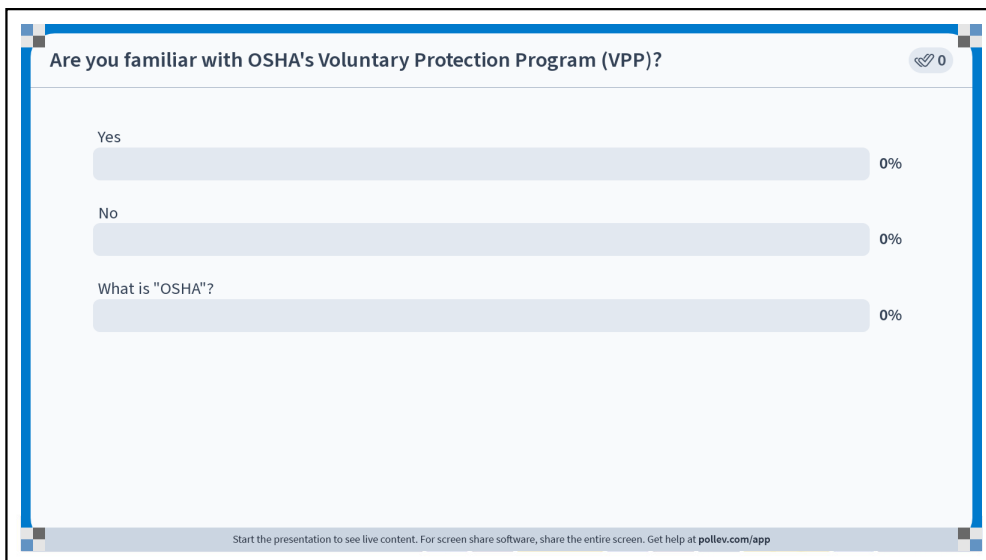J. Appropriateness
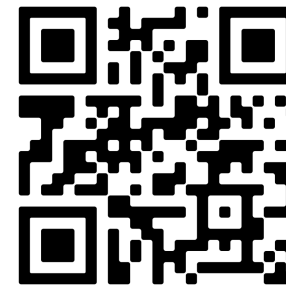K. Qualification of trainers
L. PPE

Other Recommended Practices

- Statutory requirements specific to construction (non-systems-based safety and health programs)
- OSHA Recommended Practices for Safety & Health Programs (2016)
- Process Safety Management requirements

Poll: Are you familiar with OSHA's Voluntary Protection Program (VPP)?

Are you familiar with OSHA's Voluntary Protection Program (VPP)?

👐 0

Yes

0%

No

0%

What is "OSHA"?

0%

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YDKWYDK #5: OSHA's Voluntary Protection Program is a Roadmap to a World-Class HSE Program (and it's free)

- Officially established in 1982
  - 1979: the "San Onofre Experiment" – Bechtel & California Building Trades
- Three components of every VPP partnership agreement
  - Labor
  - Management
  - OSHA

- **4 Core Elements**
  - Management Leadership & Employee Involvement
  - Worksite Analysis
  - Hazard Prevention & Control
  - Safety & Health Training

VPP is a high-performing safety culture in its physical form (SHMS)

Q&A Time!

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Please complete the Online Evaluation

https://www.surveymonkey.com/r/2024NationalSafetyProfessionalsConference