

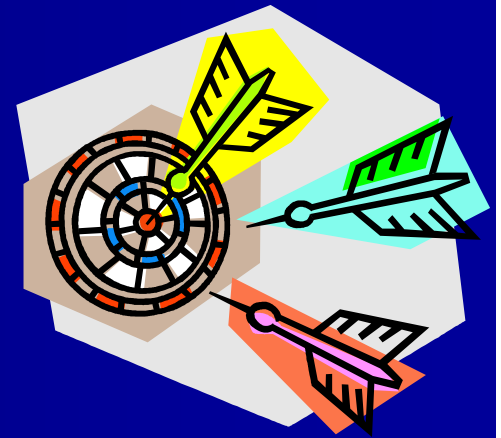
Welcome to:
“Principles of Health and Safety
Leadership”



A presentation to the
participants of the CSSE Toronto
Chapter Education Day

Session Objectives

- Define Safety Leadership
- Illustrate the importance of the Safety Leadership – Safety Culture Connection
- Discuss Safety Leadership as a necessary element in achieving improved Health and Safety ... even World Class!
- Review obstacles to Safety Leadership
- Review research on Safety Leadership
- Create a Safety Leadership action plan



Safety Leadership Discussion Sheet



Definition of Leadership

- Leadership is the process of persuasion or example by which an individual induces another person or group to pursue objectives held by the leader and shared by his /her followers
- (John Maxwell - Developing the Leader Within You)

What is Safety Leadership?

- Safety Leadership is making organizational safety expectations clear, supporting safety financially, being present when key safety issues are decided, being positive about and supportive of others safety efforts, creating and insisting on a safe, healthy and caring company culture.



What is Safety Leadership?

- It is a constant demonstration by the senior executives, key managers and others in an organization that health and safety is the critical element of daily operations.



How Important is Safety Leadership?

- Safety Leadership is a key lever in safety success.
- Leadership determines whether safety will be achieved in an organization through its actions, commitment, measures, example and rewards.
- Effective safety leadership determines the extent to which safety rules and procedures are adhered to in reality.



How Important is Safety Leadership?

- Safety Leadership creates and maintains the safety culture.
- Safety leadership and safety culture are probably the two most important factors in achieving an effective health and safety program.



What is Safety Culture?

There are two ways of thinking about safety culture:

- It is something an organization is (the beliefs, attitudes and values of its members regarding the pursuit of safety) and...
- It is something that an organization has (the structure, practices, controls and policies designed to enhance safety.)
- It is the way a company thinks and acts towards safety.
- It is believed to be a key predictor of safety performance.



The link between safety leadership and safety culture

Leadership initiatives must strive towards building a safety culture that produces results. To do this:

- Leadership must demonstrate that safety has a high value
- Words in the safety policy must be demonstrated constantly and consistently
- Management decisions show that resources are used to enhance safety

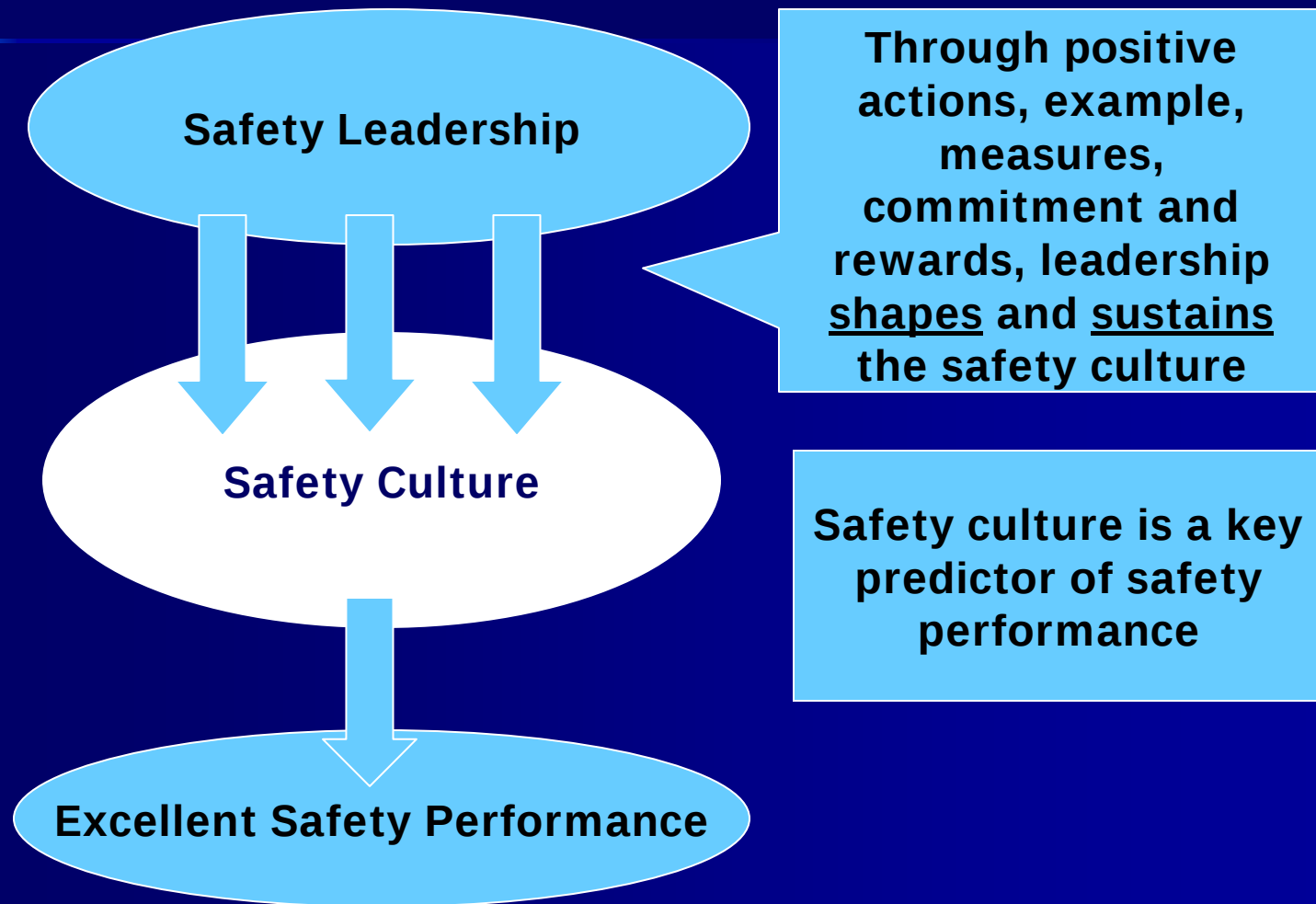


The link between safety leadership and safety culture

- Workers have a role in safety matters that affect them
- Trust exists between management and workers
- Open communications
- Positive recognition

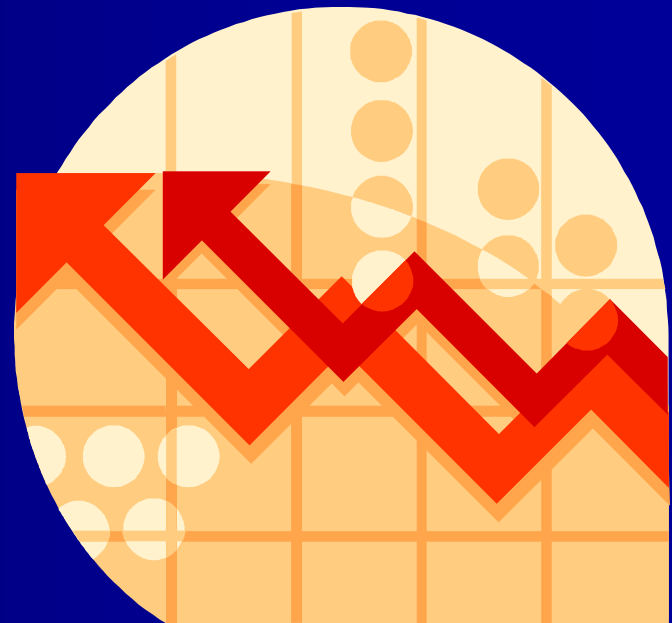


The Safety Leadership ↔ Safety Culture Connection



Safety Leadership - A primary factor in attaining improved Health and Safety performance

- 
- **World Class Health and Safety**
 - **Health and Safety Excellence**
 - **Exceeding full compliance**
 - **Full compliance**
 - **Marginal**



Safety Leadership is the consistent theme in H & S performance improvement

Towards World Class Health and Safety – Getting there with Safety Leadership

Getting there depends on and is supported by Top Management's constant, unwavering commitment and leadership.

In world class companies:

- CEO is chief health and safety officer of the company.
- Meets with all branches to communicate H & S vision.
- Board of Directors are involved.
- Health and Safety is priority one on all corporate agenda's.

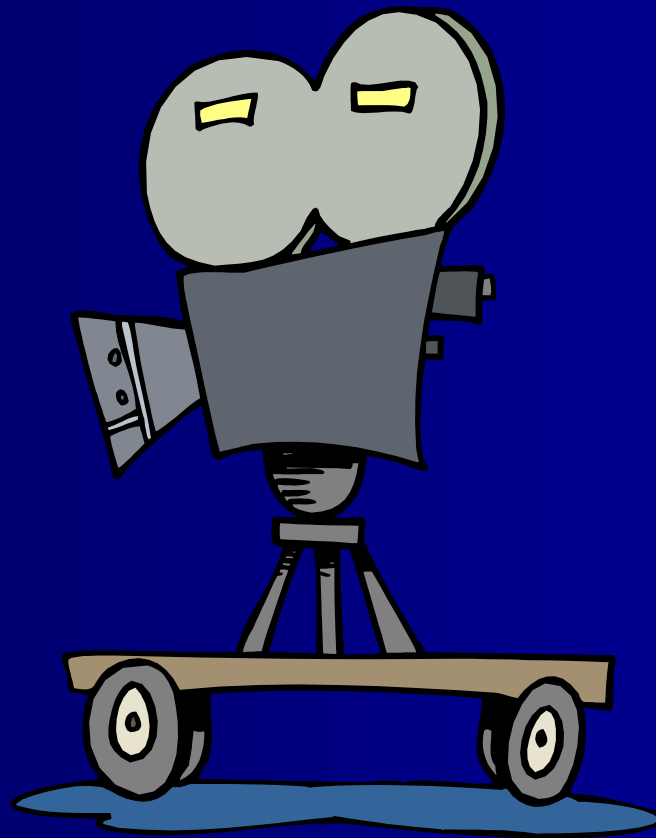


Winning Philosophies of World Class Health and Safety Leaders

- Safety is not an optional value
- Being safe is a condition of employment
- Health and Safety is one thing that can never be compromised
- Health and Safety is the key principle in business.
- All incidents are preventable
- Health and Safety is not a relay race...you cannot pass the baton...it is a continuous race with no end.



Video Clip on Health and Safety Leadership



Obstacles to Effective Safety Leadership

- Safety is thought of as only a system of discipline
- Safety efforts are delegated to lower levels in the organization and leaders have little hands on involvement.
- We passively give safety leadership to external agencies or companies.
- Lack of participation



Obstacles to Effective Safety Leadership

- Poor communication
- Lack of accountability
- Lack of enforcement
- Lack of clarity
- Us vrs. Them mentality
- Safety as a priority is never demonstrated just talked about.



(adapted from Barriers to Safety Excellence – Donald H. Theune ASSE)

Effective Safety Leadership is vital to the success of a health and safety program

- Management's safety leadership lays the foundation upon which a solid system is built.
- There must be a serious safety commitment from the senior operating executives so that safety can cascade downwards.



How does Leadership Demonstrate Commitment?

Management Commitment = TMC

Time



Money



Communications



Leadership Research Findings



- Studies in safety leadership indicate that the behaviours of supervisors and senior managers have a direct influence on worker behaviours and thus on workplace health and safety.
- Healthy and safe behaviours at work are influenced by specific leadership approaches.
- Senior managers are the key influencers on the health and safety culture of an organization.

Safety Leadership Research Findings

An applied research project for the UK Health and Safety Executive revealed the key attitudes and behaviours required for effective safety leadership include:

- Valuing subordinates, visiting the worksite frequently, facilitation of work group participation in decision making, effective safety communication. (Keil Centre)



Safety Leadership Words of Wisdom

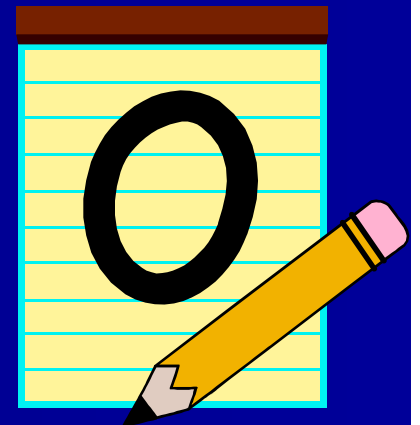
“Lead by Example”

- **Your example and integrity has been noted as one of the supreme qualities of leadership. Leaders demonstrate safety when the words and deeds match.**
- **If you say “be safe” and act in ways that do not ensure safety it sends out conflicting messages.**
- **Your good example and integrity builds good faith, trust, and confidence.**



Safety Leadership Words of Wisdom “Commit to an Injury Free Workplace”

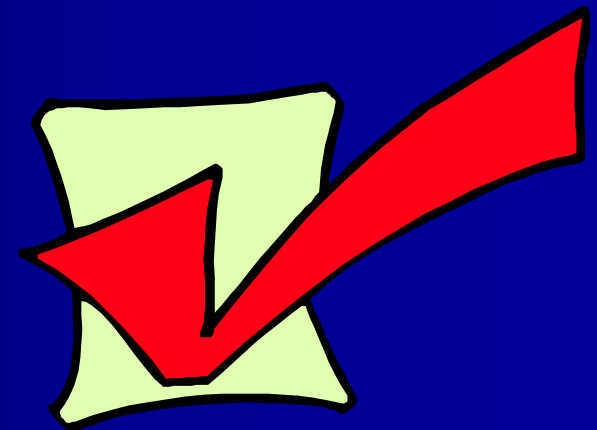
- Must embrace the notion that all injury is preventable, that no injury is acceptable and that we will not rank schedule, cost or production over an injury free workplace.
- Top management commitment is expressed through action not talk.
- Top management must invest time, money and communicate.



Safety Leadership Best Practices

“Action Planning for Improved Results”

- Here are some ideas, practices, suggestions and benchmarks for CEO'S, Managers, JHSC members and others that demonstrate health and safety leadership and improve the safety culture.



The Health and Safety Leadership Challenge

- There must be a commitment to support these ideas long enough for them to impact the true safety culture.
- Keep the health and safety leadership momentum going.
- Think proactive and long term
- Emphasize vision, values and motivation
- Seek to continuously improve the health and safety processes and structure.



Summary of the Sessions

“Gold Nuggets”

- Safety Leadership is a key lever in safety success.
- Actions and behaviours of senior management and supervisors influence worker behaviour and thus workplace safety.
- Safety Leadership creates and maintains the safety culture
- The Safety Culture is a key predictor of safety success
- It is extremely important that leadership communicates and demonstrates Health and Safety values constantly and consistently.
- Implement and/or discuss at work your action plan improvement selections!



Thank You – Strive for Health and Safety Leadership Excellence

**The
Transportation
Health and
Safety
Association of
Ontario**

