

Ethics of Safety Leadership:

The Supervisor as Safety Coach and Mentor

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Ultimate Purpose of Safety Leadership

- To Save Lives
- To Prevent Injuries & Illnesses
- To Keep your Company from Financial Harm

Moral Obligation

Legal Obligation

Financial Obligation



Secretary of Labor; 1968

“people can't see the blood on the food that they eat, on the things that they buy, and on the services they get”.

OSHA Act: 1970



	1970's	1980's	1990's	2000 - Present
	“ Regulatory”	“ Total Quality”	“ Behavior”	“ Accountability”
Learning	OSHA Standards	TQ Principles	Behavior Psychology	Humanistic Psychology
Orientation	Reactive	Prevention	Proactive	Creative
Goal	Zero - Non Compliance	Zero Injuries	100% safe Behaviors	Safety: Expressed through core values
Motivation	Avoid Consequences of Non - Compliance	Avoid Costs of Incidents & Injuries	Grow Extraordinarily Safe People	Grow Extraordinarily Safe Communities
Emphasis	Environment: Equipment & Processes	Environment: Programs & Systems	Behavior: Words & Actions	Person: Attitudes, Beliefs
Tools	Rules, Regulations, Inspections	Training, Investigations & Audits	Observation, Reinforcement & Intervention	Leadership & Actively Caring
Measure	Citations & Fines	Injury Rates & Audit Findings	% Safe Behaviors & Near -Hit Reporting	% Safe Attitudes & Perceptions

Ethical Safety Leadership Guiding Principles:

- To **assess hazards** in the workplace and implement controls,
- To **communicate, educate, protect** employees,
- To **manage an injury case fairly** and with sincere effort,
- To speak to an injured employee **with respect**,
- To **return that employee to the workforce** as quickly as possible,

A Principle Driven Culture - Leaders

First and Foremost - Leaders must be fair.

- **Open and Candid upward Communications:** Leaders respond well to communications all levels of the organization.
- **Encourage workers to approach peers on sensitive issues:** Leaders foster a culture where it is acceptable for employees to approach other employees on sensitive safety issues (“Their Four”).

- **Perceived organizational support for espoused values:** Leaders visibly demonstrate a commitment to stated values.
- **Management Credibility:** Employees who see their managers as credible are more likely to take personal responsibility for their own and others safety.

Creating a Safety Environment



Safety in the workplace must be managed the way any other critical business function is managed. In addition to the cost factors, safety issues have major bearing on the perception of **Your Company** to the public.

[News for bumble bee tuna death](#)



NEWS.com.au

[Mystery over Bumble Bee tuna worker cooked to death continues](#)

Los Angeles Times - 5 days ago

Authorities are still trying to solve the mystery of how a Bumble Bee seafood worker was cooked to death in an industrial oven last week.

[Family seeks answers after death at tuna plant](#)

Businessweek - 6 days ago

[Santa Fe Springs Bumble Bee Foods plant had clean record for safety prior to emp...](#)

Whittier Daily News - 5 days ago

[Bumble Bee tuna worker cooked to death was 'hard worker' - latime...](#)

latimesblogs.latimes.com/.../bumble-bee-tuna-worker-baked-to-death...

6 days ago – The Bumble Bee seafood worker cooked to death in an industrial oven last week was remembered as a hard worker who gave everything he ...

[Death at Bumble Bee tuna plant devastates Wilmington man's family...](#)

www.dailynews.com/.../family-attempts-cope-wilmington-mans-deat...

6 days ago – Jose Melena's relatives gathered Monday to comfort each other at his Wilmington home, smiling as they recalled his life and his beloved ...

[Tuna Worker Cooked To Death On The Job Identified « CBS Los ...](#)

losangeles.cbslocal.com/.../tuna-worked-cooked-to-death-on-the-job...

Oct 14, 2012 – It is still unclear how the accident happened at the Bumble Bee plant in ... Uncategorized Tagged With: bumble bee, death, food, tragic, tuna « 5 ...

[Jose Melena, Bumble Bee tuna worker, accidentally cooked to deat...](#)

www.globalpost.com/.../jose-melena-bumble-bee-tuna-cooked-to-dea...

Oct 14, 2012 – A worker at a Bumble Bee Foods factory in Santa Fe Springs, Calif., died in industrial oven accident in which he was cooked to death this week.

[Tuna Plant Employee Cooked to Death in Oven | TIME.com](#)

“This is a horrendous tragedy,” Cal-OSHA spokesperson Erika Monterroza told the Daily News, adding that Bumble Bee could incur civil penalties if a probe uncovers violations.

The company could face criminal charges from the Los Angeles County District Attorney’s office as well.”

Time Newsfeed 10/15/2012

August 13, 2015 - Update

YOU ARE HERE: [Home](#) → [Business](#) → [2015](#) → [August](#) → [13](#) → [Bumble Bee settlement: Company To Pay \\$6 Million In Employee Death UPDATE](#)

Bumble Bee settlement: Company To Pay \$6 Million In Employee Death UPDATE

Chris Tyler | August 13, 2015 | 1 Comment | Bumble Bee settlement



Exhibit 2. The large cylindrical steam pressure cooker called a retort.

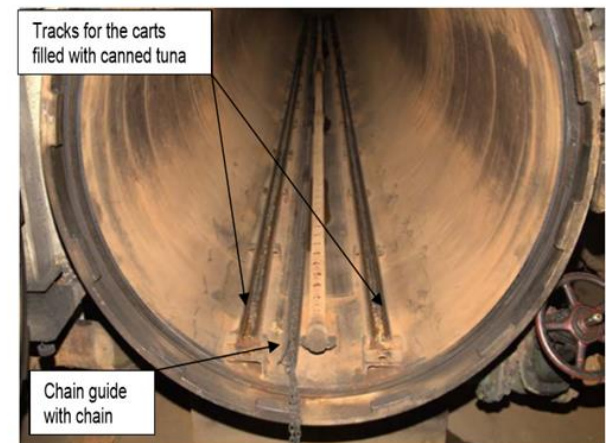


Exhibit 6. The inside of the retort showing the cart tracks and the chain guide.

Managers' Responsibilities for Safety

General Duty Clause

The General Duty Clause of the United States Occupational Safety and Health Act (Federal OSHA) states:[1]

29 U.S.C. § 654, 5(a)1: **Each employer** shall furnish to each of his employees employment and a place of employment which are free from **recognized hazards that are causing or are likely to cause death or serious physical** harm to his employees."

29 U.S.C. § 654, 5(a)2: **Each employer** shall comply with occupational safety and health standards promulgated under this act.

29 U.S.C. § 654, 5(b): **Each employee shall comply** with occupational safety and health standards and all rules, regulations, and orders issued pursuant to this Act which are applicable to his own actions and conduct.

Cal OSHA -

Injury & Illness Prevention Program

<http://www.dir.ca.gov/title8/3203.html>

Safety Must be Internally Driven

Safety Should Not be Considered a Priority:

But a Value with No Compromise

A true safety culture is led by men and women
committed to the principle for it's own sake –
not solely for compliance,

Sample Company Mission Statement

- We consider our employees our greatest asset, and commit to giving them opportunity to develop through training and education.
- We work together as a team and care about each other's welfare.
- We are dedicated to finding and retaining quality employees, and providing them with the best benefits and salaries possible.
- We expect managers to train and assist employees, and be willing to work alongside, if needed

What does a Safety Leader “Look Like”

**GREAT LEADERS DON'T
SET OUT TO BE A
LEADER...THEY SET OUT
TO MAKE A DIFFERENCE.
ITS NEVER ABOUT THE
ROLE-ALWAYS ABOUT
THE GOAL.**

**What are the responsibilities,
qualities, character traits,
a leader?**

Management



-Yields -

"Produces a degree of predictability & order & has the potential to consistently produce short term results expected by various stakeholders (e.g., for customers, always being on time; for stockholders, being on budget)."

Leadership

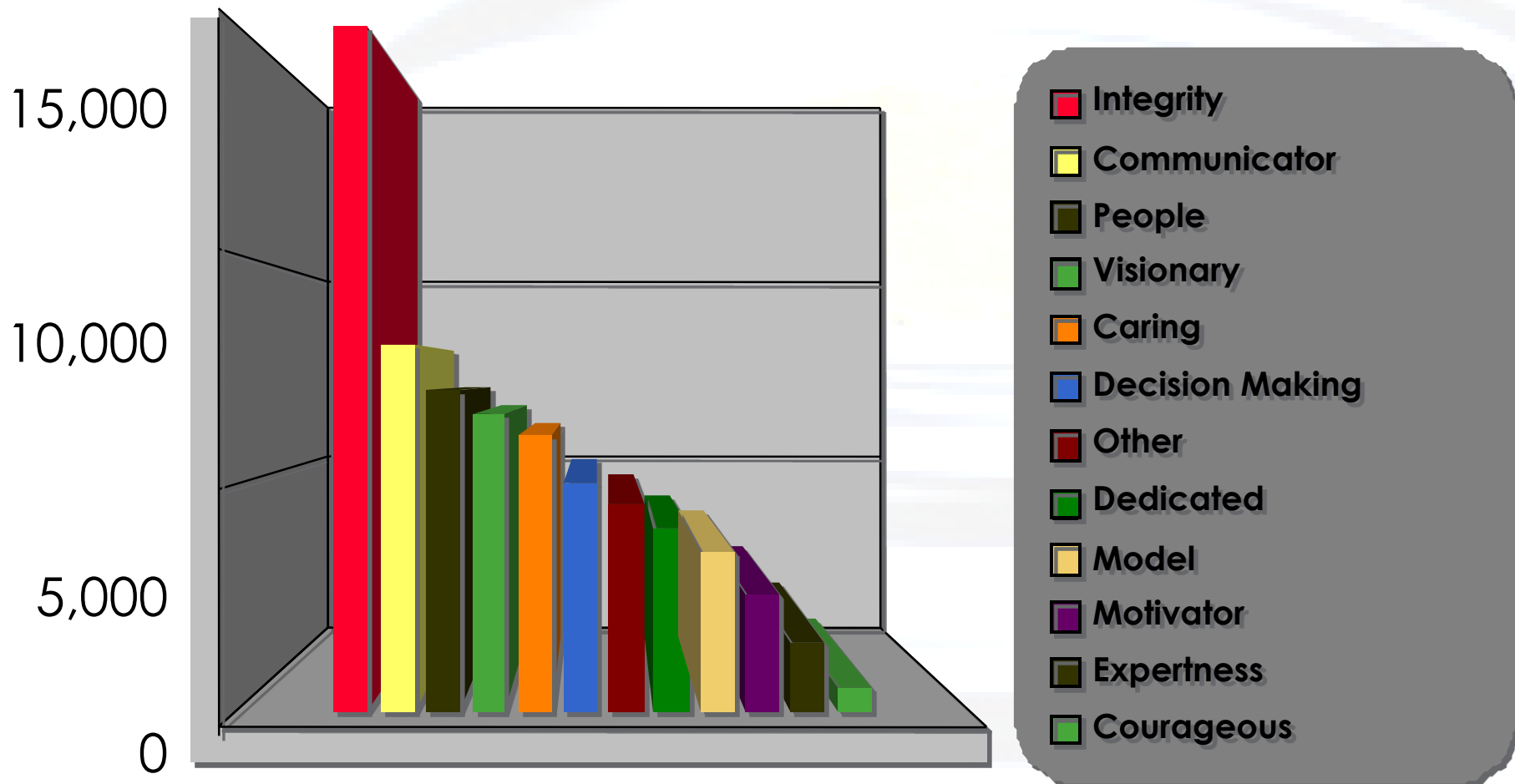


-Yields -

"Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (e.g., new products that customers want, new approaches to labor relations that help make the firm more competitive)."

Key Leadership Ingredients

54,000 Surveyed



What does integrity Look Like to you?

- **Trust**
 - You will keep their safety in mind at all times
- **Understanding / Empathy**
 - Knowing they may have had a bad day
 - Knowing they have major deadlines
- **Knowing what makes them tick**
 - Seeing them as a human being

Motivation by Celebration

Making safety a routine part of every decision you make, everyday, must include an element of safety leadership.

That is the start of your **Safety Culture**

Integrating safety into daily activities, with lots of management and employee responsibility and mutual participation.

Learning from Safety Leaders: #1

Organizations are run by the cultural rules of the workplace

- Safety leaders shape/create a safety culture – this takes precedence over everything else
- Safety by example – **“Silence is Consent”**
- **Walking the Walk -**

Learning from Safety Leaders: #2

Showing people that you care about them usually spurs them on to better safety performance

The Hawthorne Effect or “Somebody Upstairs Cares” syndrome.



Learning from Safety Leaders: #3

Have employees involved in a commitment to safety

- Survey your employees for their opinion/perception of company safety and your effectiveness



Identify their “Four”

(Dave Mitchell, “The Leadership Difference”)

- Three things “I” will do to remain safe on the job

Financial Impact

- Payroll
- Rate
- Experience Modification Rate (EMR)

Forecasts your company future loss history to the average losses of similar companies

3 year loss history

Example: 2013 / 2014 / 2015 / 2016 / 2017

Financial Impact

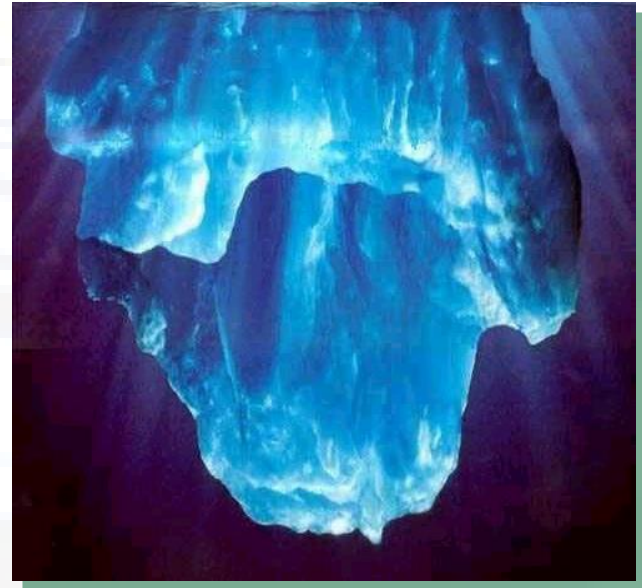
“Truer” Cost of Accidents



Direct = Tangible Costs

**Indirect = Non-Tangible
Costs**

(3 to 4 x's the Direct Costs)



Revenue Required

$$\frac{\$8,250}{3\%} = \$275,000$$

$$\frac{\$8,250}{1\%} = \$825,000$$

Managing Change, Rallying Resources & Motivating Management



**“Courage is being scared to death - but
saddling up anyway” – *John Wayne***

Great Leaders ask themselves these questions

“What are my core values?”

“What kind of leadership values will create the most productive work environment where people will perform their best?”

“What fundamental **leadership beliefs** do I have about people that affect how I treat them and how do I manage them?”

Rally Resources

“If you have a yes- man working for you, one of you is redundant”
– Barry Rand Former Executive Vice President – Xerox

A leader must have a talent for optimism.

“Great leaders rally people to a better future.”

If you are not an optimistic person, nobody will want to go to the future that you see.

Marcus Buckingham – Author of
“The One Thing You Need to Know About Great Managing, Great Leading and Sustained Individual Success”

The Safety Leader as Visionary:

“We must anticipate and not make the same mistake once”

– Captain Jean-Luc Picard

- As a leader you must believe, deeply and instinctively, that things can get better
- Must act for the good of many not just personal advantage
- You are the holder of the vision, which is “detected” rather than “made”

The Safety Leader as - Visionary

- Leaders demonstrate a willingness to consider and accept new ideas.
- Help people to realize that their actions affect the safety of others.
- It means being able to challenge and inspire others around the company "vision" and "values."

The Safety Leader as Role Model:

“Make it so.”

– Captain Jean-Luc Picard

- What you really value is evident from what you pay attention to and emphasize. These are your implied priorities.
- Your values become obvious from what you reward & punish
- Your true cultural values are reflected in your actual behavior rather than your public statements
- Treats others with respect and dignity

The Safety Leader as Manager:

"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

General Colin Powell; Chairman (Ret), Joint Chiefs of Staff

- Knows the strengths and weaknesses of those they manage – delegates as such.
- Shows appreciation and due respect and recognition
- Shares up-to-date information about safety to all levels
- Encourages honest feedback about safety in the workplace

The Safety Leader as Mentor:

"A lot of people have gone further than they thought they could because someone else thought they could."

- Unknown

- Identify and cultivate leadership talent in others
- Considers safety a "value", part of the moral code of work ethics at the organization.
- Leads by example regardless of position, title or role
- Inspire and motivate and have a high optimism and a love for life
- Develop others by providing opportunities and direction

The Safety Leader as Protector

“Around the survivors a perimeter create.”

- Yoda

- Is honest and straight-forward when speaking to all levels of management
- Employees know that “risks” will not be taken for the sake of profit
- Takes responsibility for decisions made
- Listens, and listens again

“Believe nothing, no matter where you read it, or who said it, no matter if I have said it, unless it agrees with your own reason and your own common sense (heart)”.

- Buddha –

Use your words, values and style –

You will be / are a FANTASTIC Safety leader!



As Safety Leaders you can say that:

***“I Save Lives, Prevent Injuries & Illnesses
and I Protect my Company Financial
Harm”***

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Thank you!

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