

Health, Safety and Environment

# The 3 Big E'S in Safety Leadership

**Presented by Britt Howard MS, CSP, CRSP**  
**Vice President - HSSEQ**

**Safe employees and a safe  
environment.....equals ZERO incidents!**

**Target Zero. It's Personal.**



# Health, Safety and Environment



## Agenda

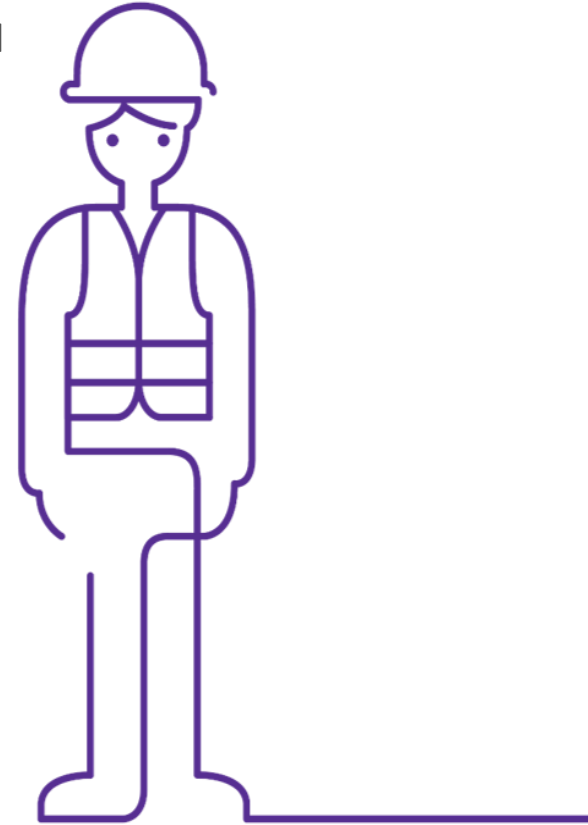
- Introduction to Britt
- What Causes Incidents to Happen
- Safety Leadership Defined
- The 3 Big E's in Safety Leadership
- Developing and Nurturing Safety Leaders
- Proactive Safety Culture Elements
- Going Past Zero Incidents - Safety Utopia
- Summary and Open Discussion



# About Britt

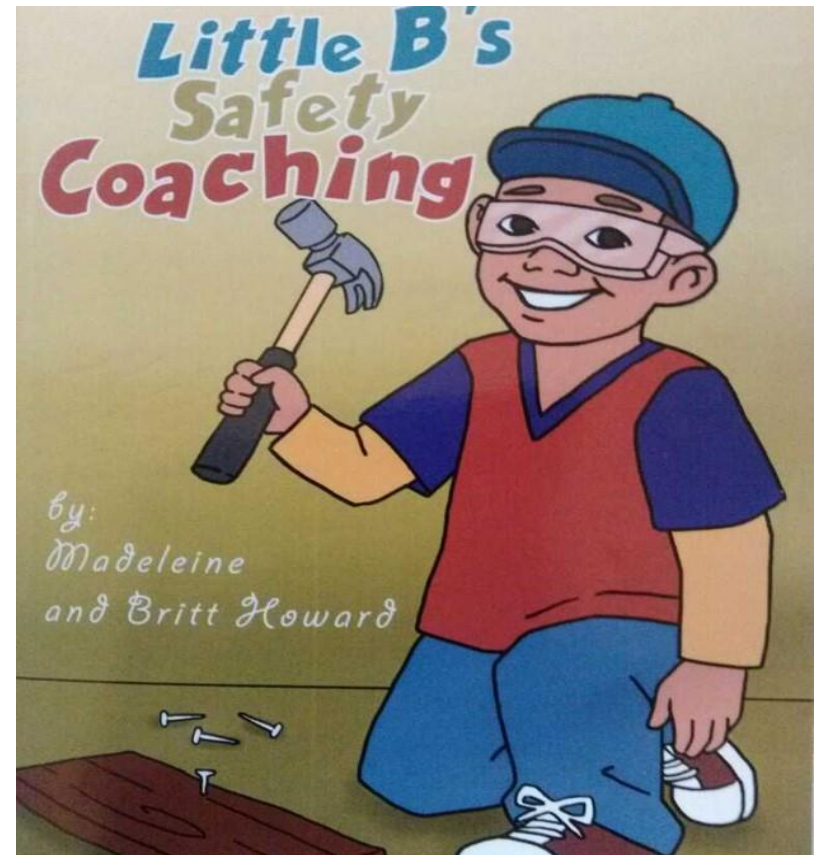
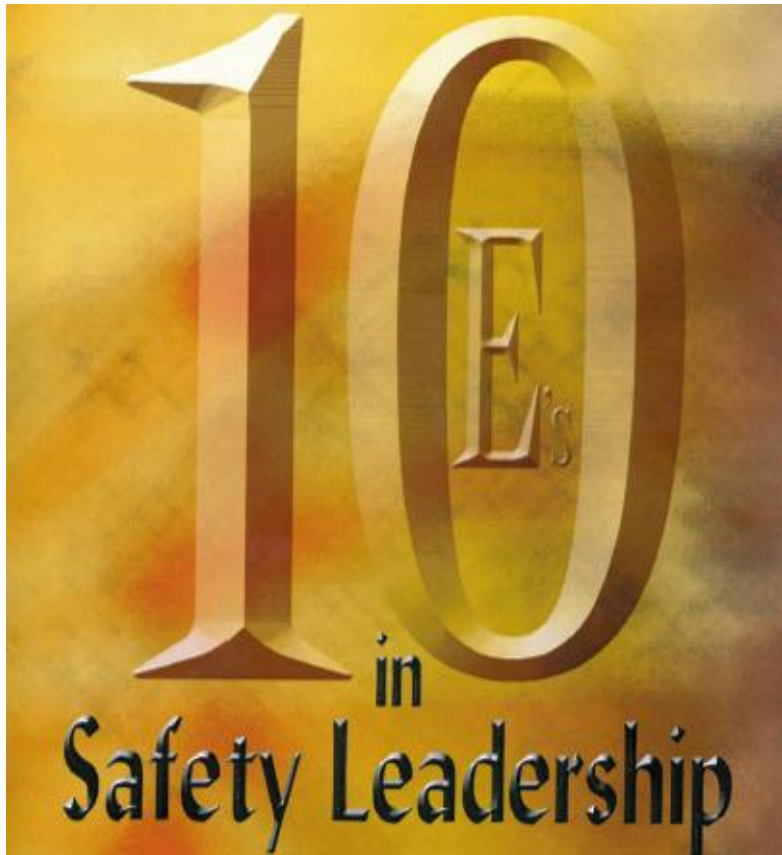
**Servant Leader/ Servant Safety Leader**

- **4 Plus Years as a Professional Fire Fighter**
- **26 Years Experience as a Safety Professional (Inclusive of Professional fire fighting)**
- **BS in Criminal Justice – West Virginia State University**
- **MS in Safety Management – Marshall University**
- **(CSP) Certified Safety Professional**
- **(CRSP) Canadian Registered Safety Professional**
- **Worked for Six Global Oil, Gas, and Chemical Companies in 31 States and 8 Countries**
- **7 Years as a College Instructor – Safety Engineering and Management at 4 different institutions**
- **Facilitated 3 Separate sites in 2 Separate Companies to VPP Star Status**
- **SGE (Special Government Employee for OSHA) in two separate regions**
- **Author (10 E's in Safety Leadership, Little's B's Safety Coaching, Good Behavior Young Leadership, and Leadership in 50)**



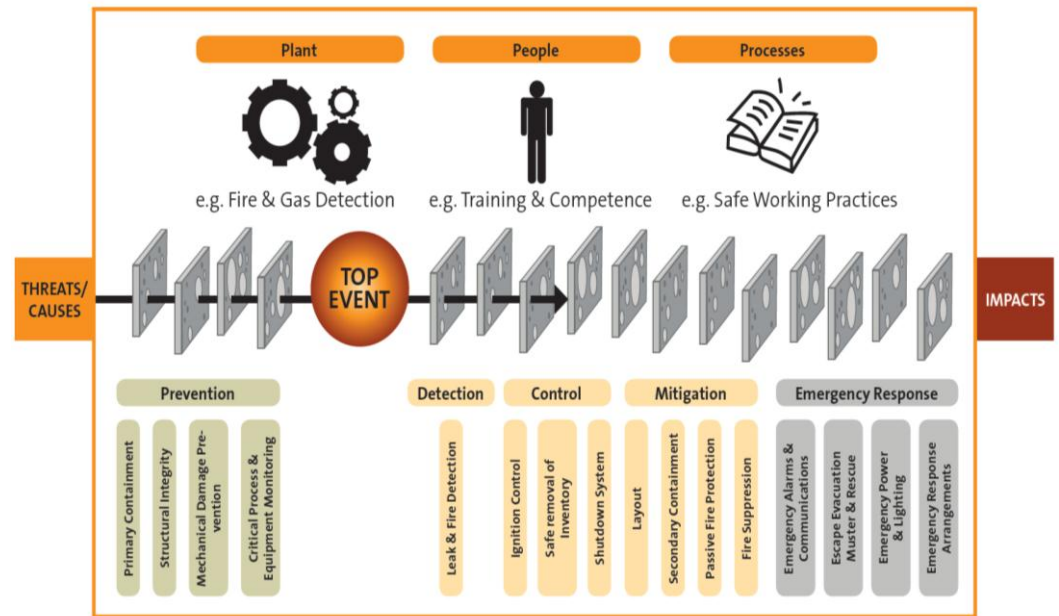
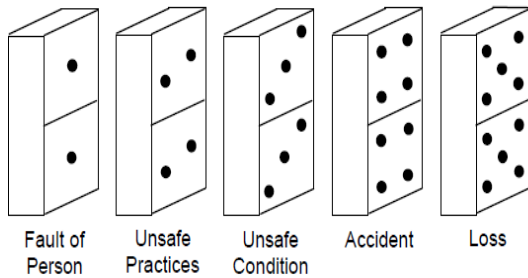
**Target Zero.** It's Personal.

# Sharing my Safety Philosophies



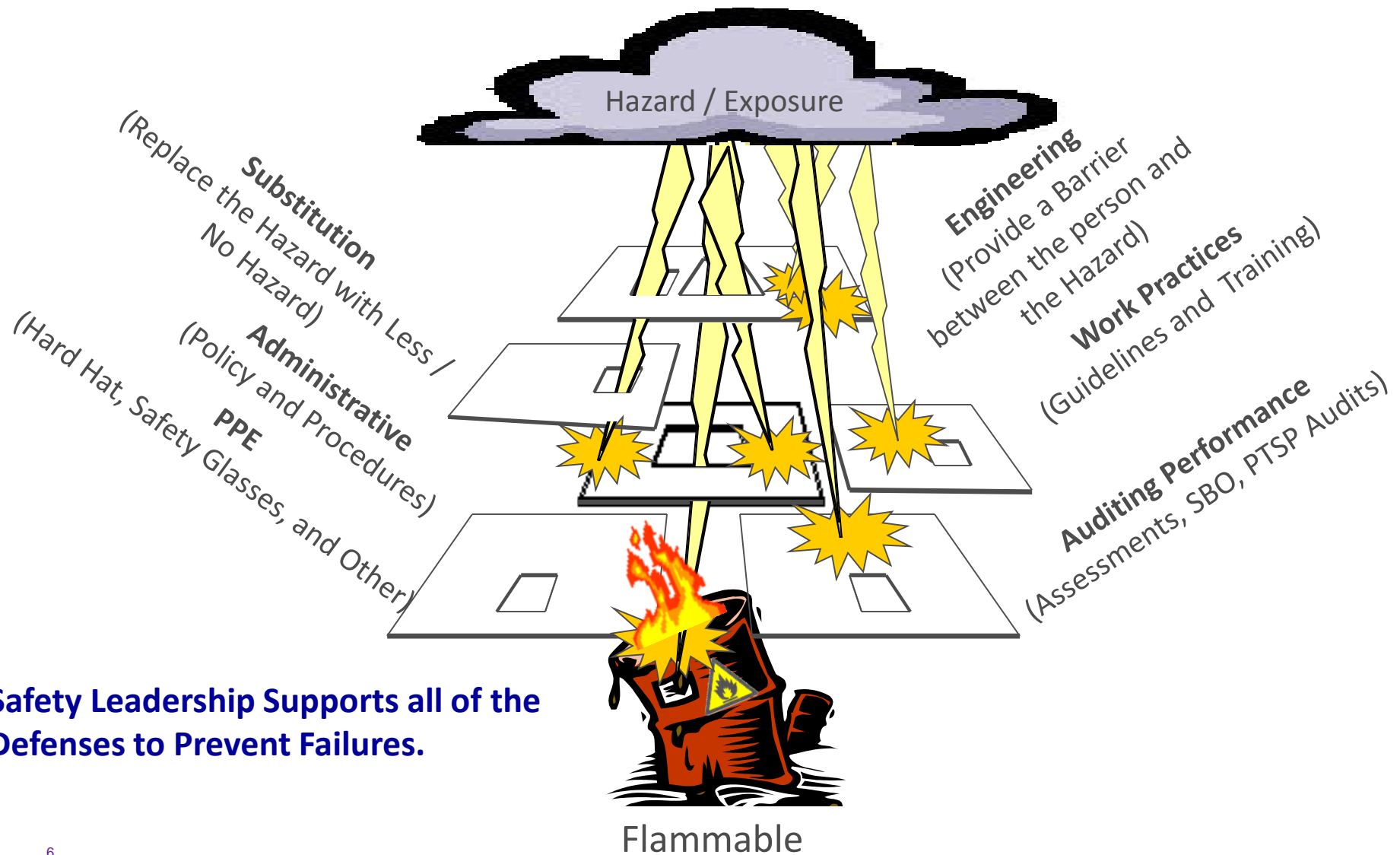
# Incident Causation Theory

Heinrich's Domino Theory



Target Zero. It's Personal.

# Multiple Safeguards = Defense in Depth



**Safety Leadership Supports all of the Defenses to Prevent Failures.**



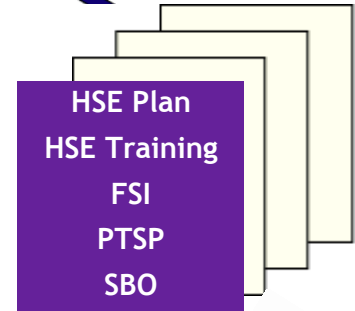
# Target Zero=Process in Action Zero



## HSE Performance Data



Project Teams



HSE Processes

## Safety Leadership & Safe Work Practices



HSE Management And Oversight



HSE Meetings

# Safety Leadership Defined

Safety Leadership is a process by which a person or a group influences others to accomplish an objective safely and directs the organization in a way that makes it safe from a cultural perspective.....



**Why is Safety Leadership Important?????**



# Basic Elements of Good Safety Leadership (Ten E's) Plus One

1. **Expectations - acknowledge the everyone of what you want them to do.**
2. Explanation – explain why it is important for everyone to work safely through dialogue.
3. Example – everyone follows the same safety rules.
4. Engineering - eliminate as many hazards as you can through physical design / arrangement or good house keeping.
5. Education - inform everyone of how to deal with hazards through training, mentoring, and other.
6. **Execution – put incident prevention plans into practice.**
7. Enforcement – expect and hold workers accountable for compliance 100% of the time before there is an incident.
8. Encouragement - recognize expectation compliance / goal achievement through verbal appreciation / gifts.
9. Embracement – all of the stakeholders must adopt the idea of working safely all of the time.
10. **Excitement / Enthusiasm – everyone must be and stay excited about the Safety Leadership Activities.**

**\* Empathy - understanding and feeling what others feel.**

# The Big 3 E's in Safety Leadership

Expectations- establish, communicate, and measure performance against established goals, rules, and other.

Execution Effectiveness – ensure that the expectations that are established are delivering the results as intended.

Excitement / Enthusiasm – get everyone engaged to participate for the safety and well being of the individual, the local work group, and the company.

# Safety Performance Expectations

*Expectations* - acknowledge everyone of what is expected of them (procedures, policies, rules, safe work practices, and the cultural behaviors):

*Employee Candidate Interview*

*New Employee Orientation*

*Procedures and Policies*

*Stump Speeches*

*Annual Training*

*One on One*



*Do Not Take Unmanageable Risk!*

**Target Zero.** It's Personal.

# Exposure / Hazard Control

Hazard Control comes in the form of four basic methods:

- Elimination / Substitution – remove or replace the hazard with something non / less hazardous
- Engineering – provide a physical barrier between the employee and the hazard
- Administrative – provide directive / guidance on dealing with hazards (e.g. procedures, policies, and training)
- Personal Protective Equipment- providing personal equipment to protect employees from hazards (e.g., gloves, respirators, hard hats, safety glasses, and other). THE LAST RESORT OF HAZARD CONTROL!!!

# Safety Leadership Strategy

## Target Zero Culture

We will achieve a Target Zero Culture through our individual and collective commitment to eliminate injuries, incidents, adverse environmental impacts and threats to personnel and assets continuously.

## Safety Leadership

We will sustain a culture that empowers all workers (employees and contractors) to use safe work systems and practices that eliminate at risk behaviors and conditions to ensure safe places of work.

## Commitment

We are committed that these safe work systems and practices that are utilized at work will continue into the home life.



**Target Zero.** It's Personal.

# Safety Performance Expectations

## Safety Leadership Coaching and Mentoring Defined

**Coaching is short term.** A coach can successfully be involved with a coachee for a short period of time, maybe even just a few sessions. The coaching lasts for as long as is needed, depending on the purpose of the coaching relationship.

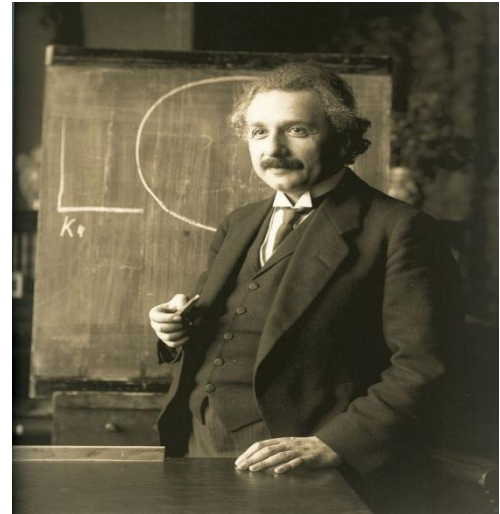
**Mentoring is always long term.** Mentoring, to be successful, requires time in which both partners can learn about one another and build a climate of trust that creates an environment in which the mentoree can feel secure in sharing the real issues that impact his or her success. Successful mentoring relationships last nine months to a year.





Safety expectations should follow the KISS principle - Keep It Super Simple

If you can't explain it to a six year old, you don't understand it yourself.



•Albert Einstein

# Undiluted Executive Messages

## Clear communication



### One-on-one

Ensure all levels of the management structure understand and deliver the same message (lead, foreman, supervisor, superintendent).

Make a personal connection with craft members / work family

Emphasize that everyone is expected to watch out and help everyone else

# Execute the plan / meet the expectations

## *Thou shall...*

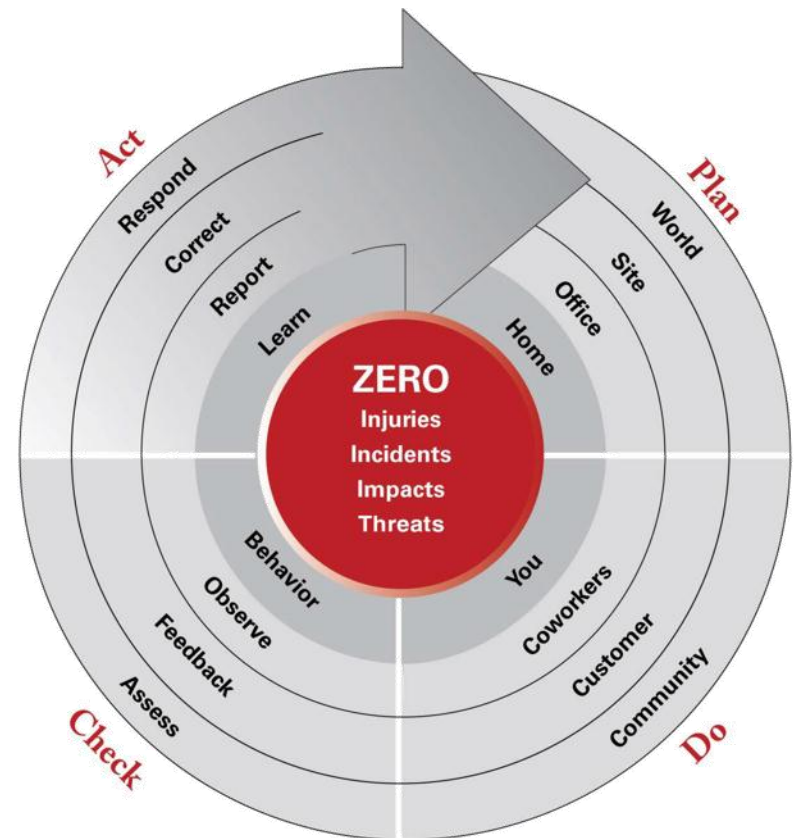
**1.Plan:** anticipate and control all risk before work is initiated.

**2.Do:** self practice, mentor, and coach others on safe work.

**3.Check:** constantly observe and communicate safety issues, lessons learned, and accomplishments.

**4.Act:** modify Job Safety Plans if work activities, work conditions, or other changes (stop unsafe work).

**5.Debrief:** discuss what went right and what could be improved.



Safety leaders start and stoke the fire for others to be safe.... Execute.....Execute.....Execute.....

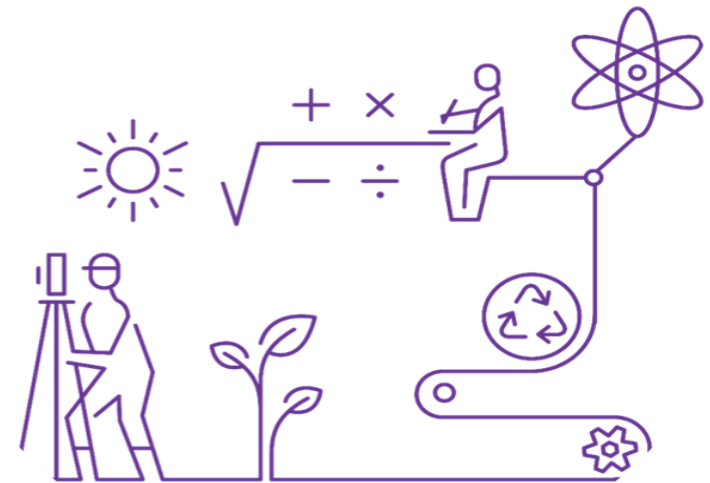


We must become the change  
we want to see in the world!

*Mahatma Ghandi*

# Safety performance Excitement / Enthusiasm

**We must have a culture and a work group that is *excited* about being safe and keeping others safe to the point of it being self propelling - Nobody Gets Hurt Culture.**



# Safety performance Excitement / Enthusiasm

*Planting the seed of excitement / enthusiasm, pride, and cultural values for safety everyone that is exposed to the culture.....*

- Employee Interviews and Training
- Client Meetings – Safety Moments
- Contract Creation and Discussions
- Community Engagements
- It Is Who We Are and How We Act





# Safety Performance Excitement / Enthusiasm

Some basics of creating safety leadership excitement/enthusiasm

- Encouraging safety leadership every time it is observed.
- Motivating everyone to embrace safety leadership because it is Right and Good.



# Safety Leadership is About Motivating Others

Dwight Eisenhower said “**motivation** is the art of getting people to do what you want them to do because they want to do it”.



**Safety Leadership** is the art of motivating people to work safely because they want to work safely by giving them the tools to achieve this with minimal effort (engineer out the hazard, provide the right tools for the jobs, and develop hazard recognition/respect - **Common Injury Prevention Knowledge**).

# Safety Culture Change

Harvard Business Review article (January 2007 John Kotter) declared the following 8 steps to effective Culture Change with my Safety Spin:

1. There must be an established sense of urgency to change the safety culture.
2. A powerful guiding coalition of safety culture change must be formed.
3. A vision that describes the safety culture change must be created.
4. The safety culture change vision must be communicated continuously.
5. Everyone must be empowered to act in a way that supports the vision.
6. Short term wins or milestones must be planned and celebrated.
7. Safety culture improvements must be consolidated and **worked** towards perfection.
8. The safety culture change must be institutionalized in everything we do.

# Target Zero: Everyone, Everywhere, Everyday

**Target Zero:** it works because of YOUR commitment to eliminating injuries, incidents, adverse environmental impacts and threats to personnel and assets.

**Everyone:** we all take responsibility for our own behavior and for every employee around us.

**Everywhere:** Target Zero applies at home, offices, project sites, and the world we live in.

**Everyday:** we get to Target Zero by focusing today, and everyday, at achieving world-class safety performance.

**Continuous Improvement:** we get better at safety by evaluating the causes, implementing corrective actions, learning from our mistakes and re-aiming on Target Zero.

## Top 5 Ways To Stay Safe!

1. Make sure the work was planned properly
2. Wear the right protective equipment, use the right tools, and follow the applicable procedure
3. If the job changes – back off and reevaluate how to do it safely
4. Watch out for your fellow employees – Stop work if necessary
5. Stay focused on the work and avoid distractions



In summary, effectively applying the Big 3 E's in Safety In Leadership lead to safety excellence!

**Expectations** - establish, communicate, and measure performance against established goals, rules, and other.

**Execution Effectiveness** – ensure that the expectations that are established are delivering the results as intended.

**Excitement / Enthusiasm**– get everyone engaged to participate for the safety and well being of the individual, the local work group, and the company.

# THANKS FOR ATTENDING!!!!!!

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Regards,

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***"TARGET ZERO - Protecting the Work Family"***



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