



# Management of a Safety Health & Environment Program

10 Key Paradigm Shifts necessary for  
success in the 2000s



# What is a Paradigm Shift ?

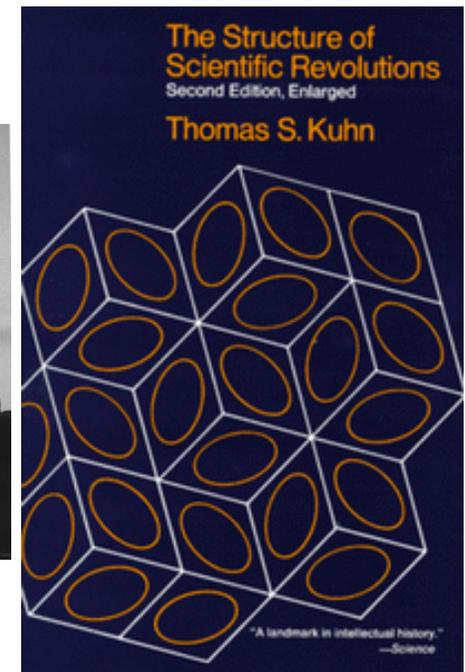
- **Paradigm**

One that serves as a pattern or model. A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline.



- **Paradigm Shift**

Paradigm Shift is a change from one way of thinking to another. It's a revolution, a transformation, a sort of metamorphosis. It just does not happen, but rather it is driven by agents of change.





# Paradigm Shift # 1

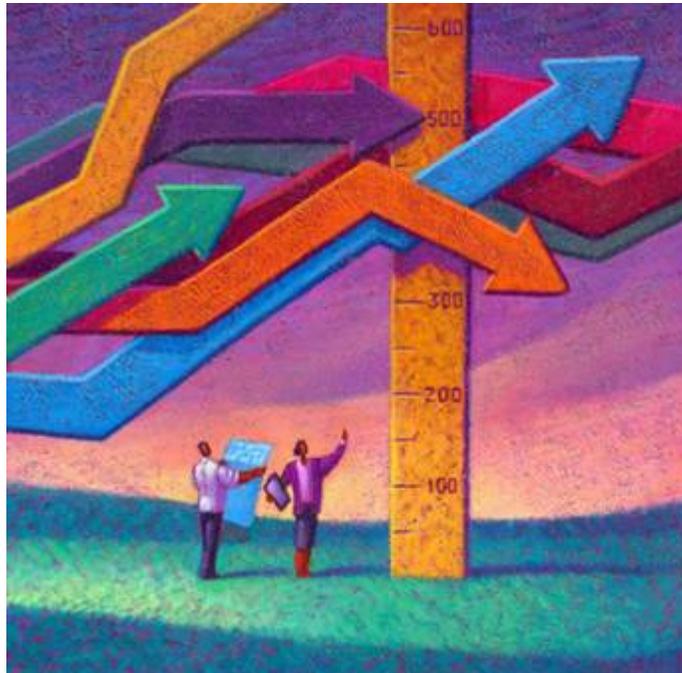
From;



TO;

- Safety Separatism

- Functional integration of Management Concerns





# PEOPLE

Employees

Suppliers

Contractors

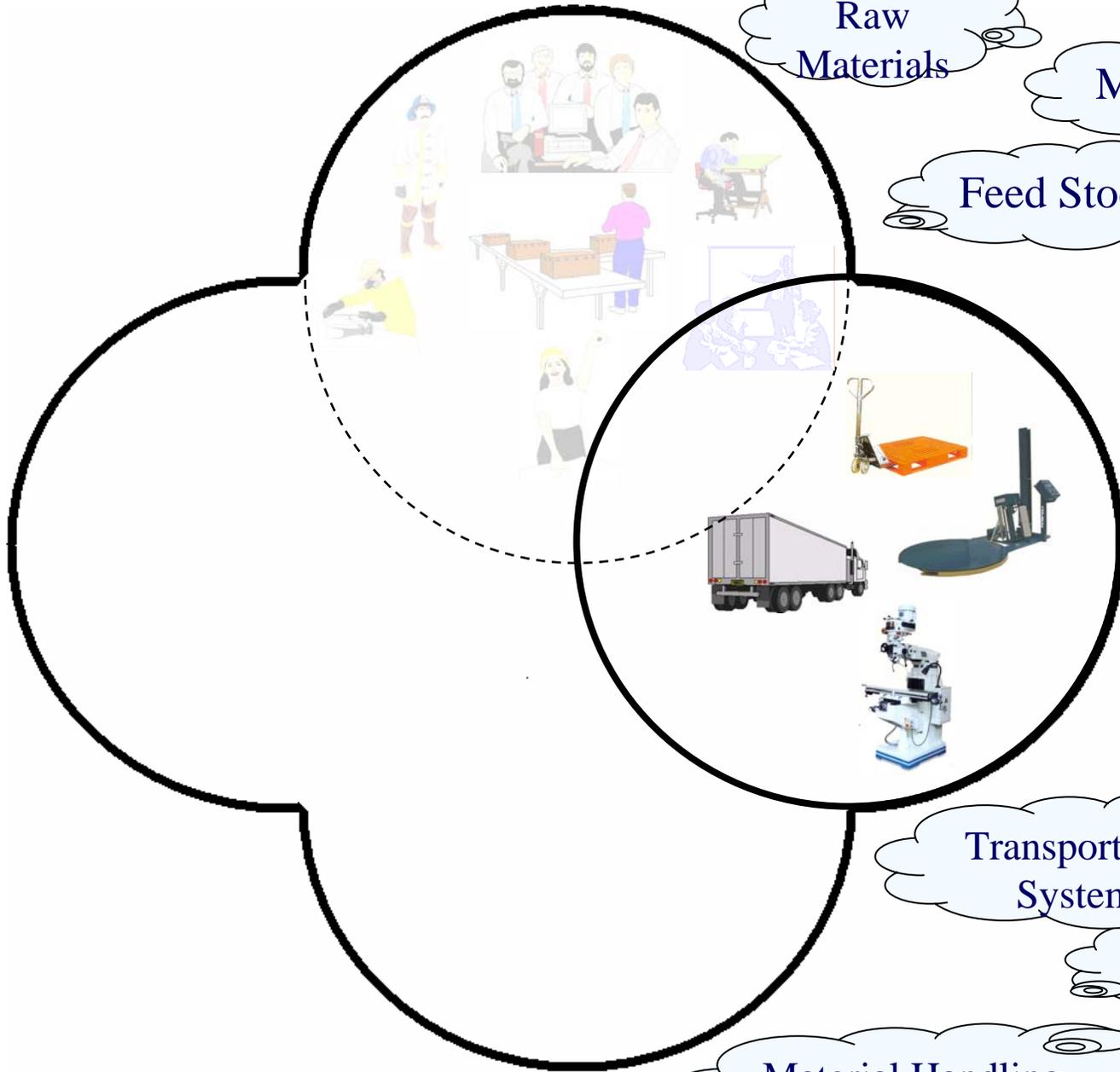
Visitors

Contract  
Workers

The Public



# PEOPLE



Raw  
Materials

Machines

Feed Stock

Vehicles

# PROPERTY

Tools

Transportation  
Systems

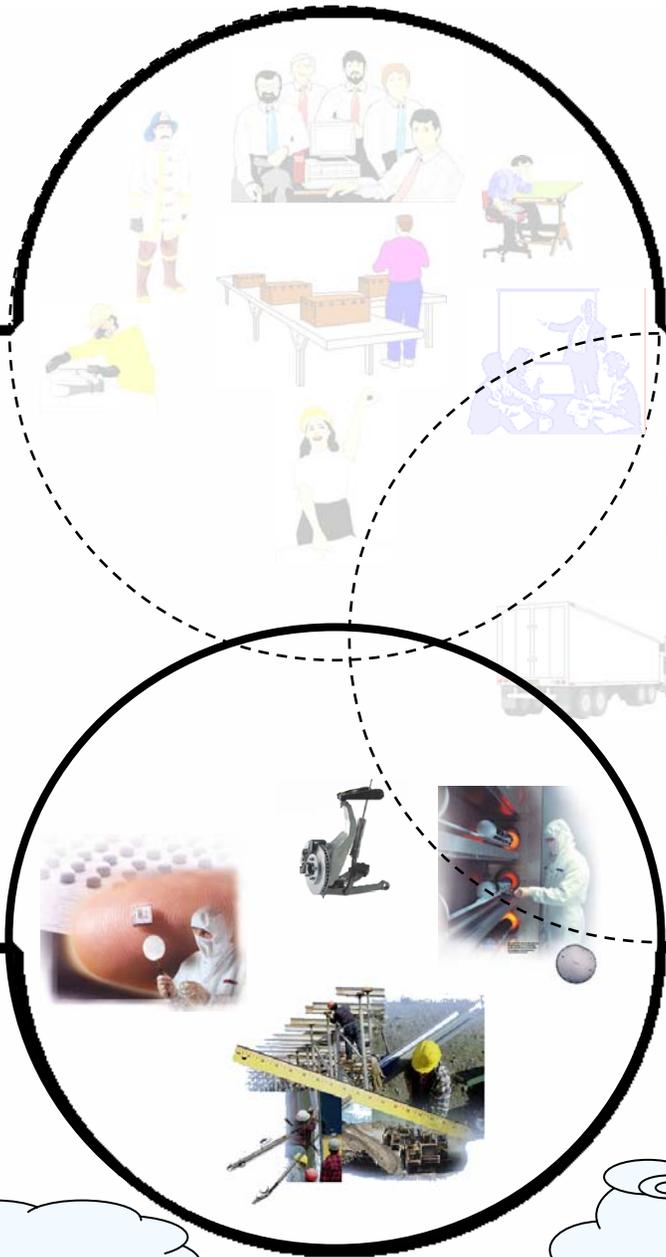
Facilities

Material Handling  
Equipment

**PEOPLE**

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Production  
Processes

Equipment

WIP

**PROCESSES**

Material  
Movement

**PEOPLE**

Air

Water

External Environment

Land

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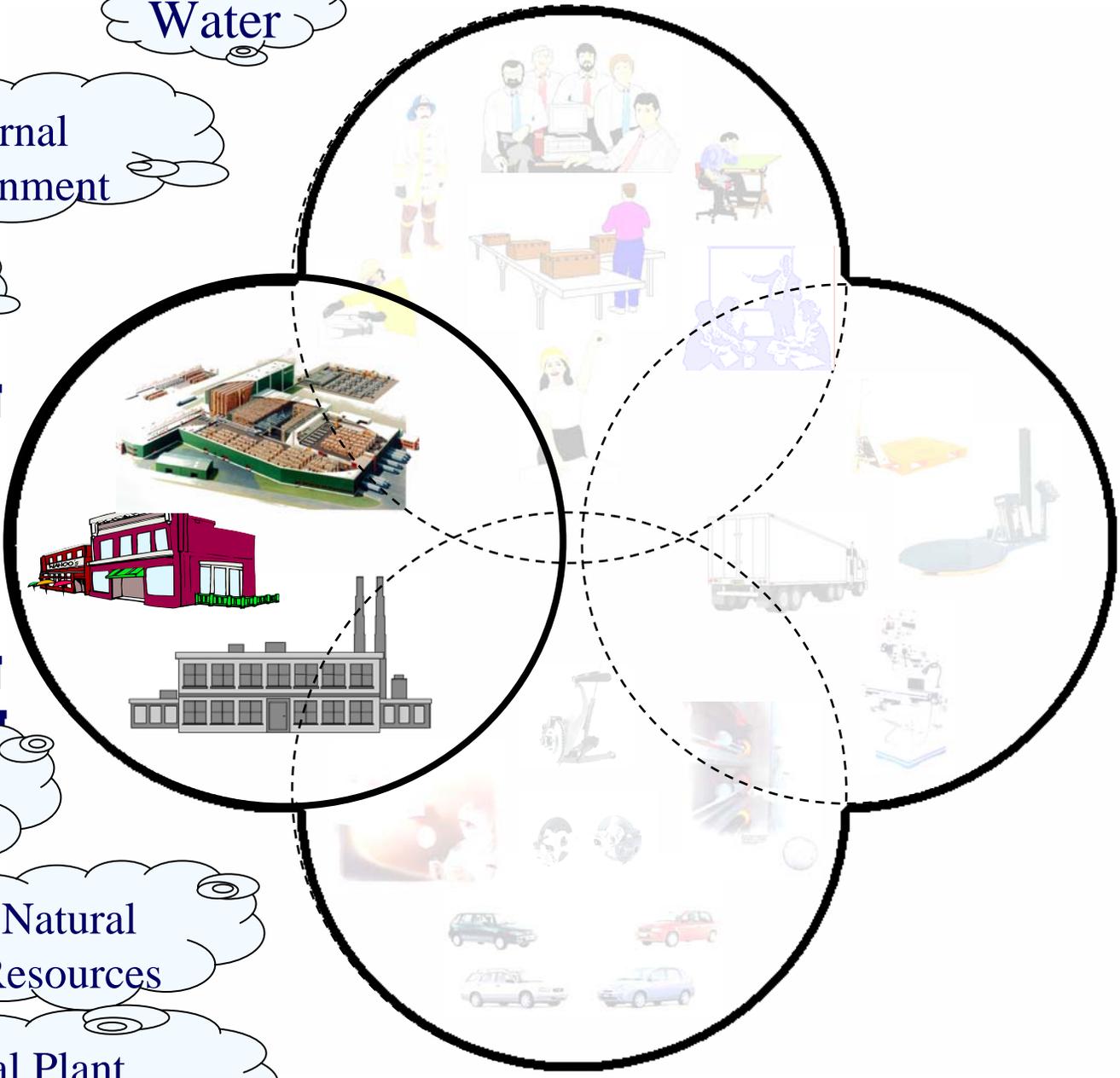
Flora and Fauna

Natural Resources

Internal Plant Environment

**PROCESSES**

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**PEOPLE**

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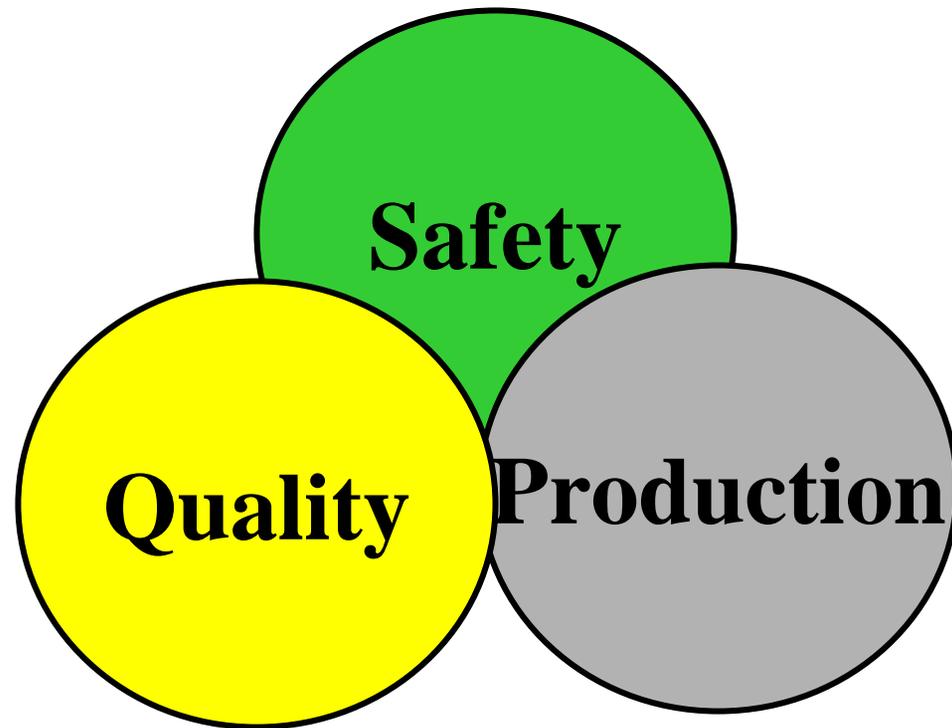
*A truly effective systems approach needs to address all four.*

**PROCESSES**





# Safety, Quality, Production as interdependent goals





# Paradigm Shift # 2

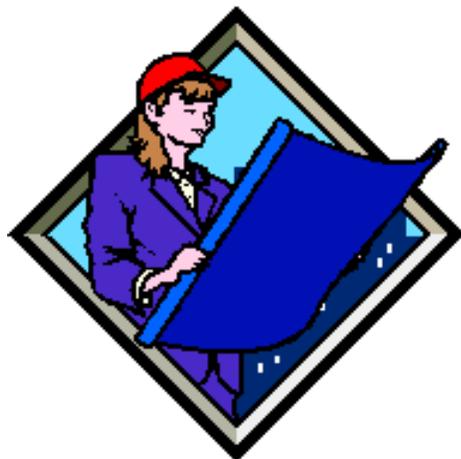
From;



To;

- The Staff Safety specialist is responsible for safety

- Line Management is responsible for safety





# Who is responsible for what?





# Who is responsible for what?

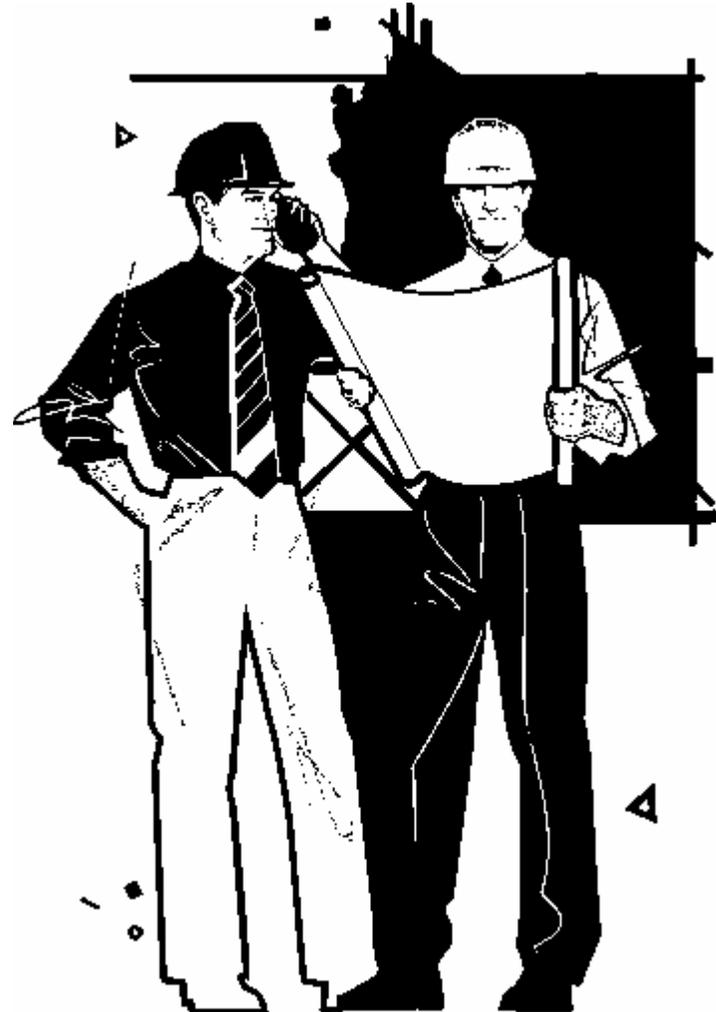
- Safety Professionals
  - Analyze
  - Advise
  - Assist
  - Audit





# Who is responsible for what?

- Line Managers
  - Responsibility
  - Authority
  - Accountability





# Paradigm Shift # 3

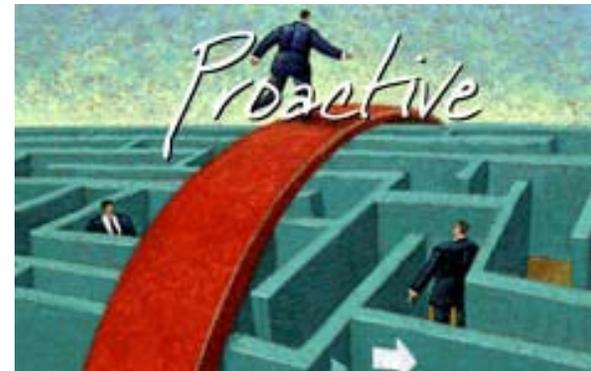
From;



TO;

- Reactive Safety, Health and Environmental management

- Proactive Safety Health and Environmental Management





# THREE STAGES OF CONTROL



PRE-CONTACT	CONTACT	POST CONTACT
<ol style="list-style-type: none"> <li>1. Planning and leadership</li> <li>2. Competency, training and communication</li> <li>3. Job operation analysis and controls</li> <li>4. Change management</li> <li>5. Purchasing systems</li> <li>6. Work rules and operating permits</li> <li>7 Inspections</li> <li>8. Occupational health and hygiene systems</li> <li>9. Personal protective equipment</li> <li>10.Incident investigation and analysis</li> <li>11.Emergency preparedness</li> <li>12.Measurement, monitoring and audits</li> <li>13.Corrective and preventive action systems</li> </ol>	<ol style="list-style-type: none"> <li>1. Substituting Alternate Energy forms or less harmful substances</li> <li>2. Reducing the amount of energy used or released.</li> <li>3. Placing barricades or barriers between the energy source and the people, property or the environment.</li> <li>4. Modifying contact surfaces</li> <li>5. Strengthening the Body or structure</li> </ol>	<ol style="list-style-type: none"> <li>1. Emergency Response Action Plans</li> <li>2. First Aid and Medical care</li> <li>3. Rescue operations</li> <li>4. Fire and Explosion control</li> <li>5. Damage control</li> <li>6. Prompt repairs</li> <li>7. Ventilation of Air-Polluted areas</li> <li>8. Cleanup of spills</li> <li>9. Compensation claims control</li> <li>10.Liability claims control</li> <li>11.Salvage and waste control</li> <li>12.Prompt rehabilitation of injured workers</li> </ol>



# Paradigm Shift # 4

From;

- Glib expression of management commitment to Safety, Health and Environment

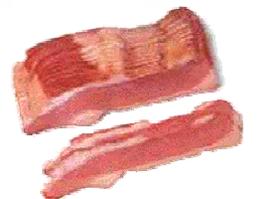
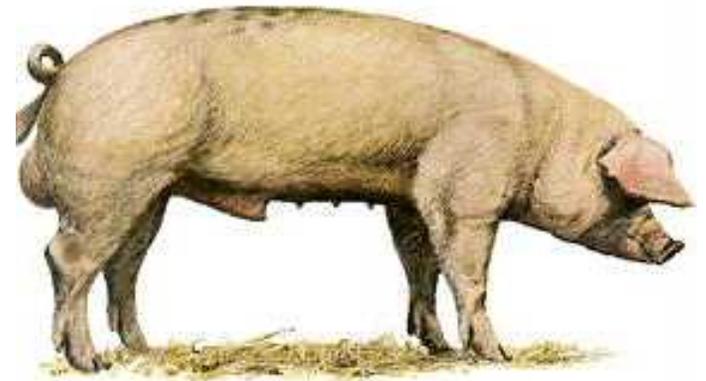
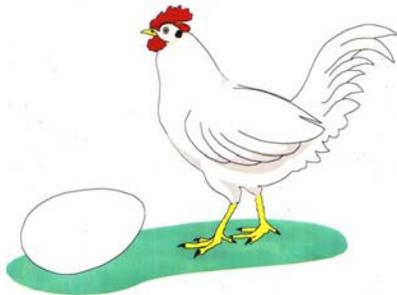
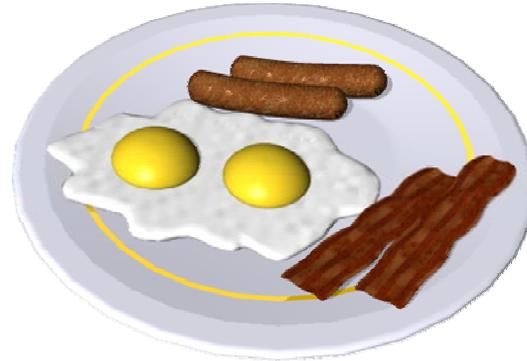
TO;

- On-Going demonstration of management initiative, involvement, support, follow-through, and high visibility activities for safety Health and Environment

What's the difference between commitment and involvement ?



# The difference between involvement and commitment ?





# Paradigm Shift # 5

From;

- Emphasis on employee carelessness

TO;

- Emphasis on Defects in the Management System





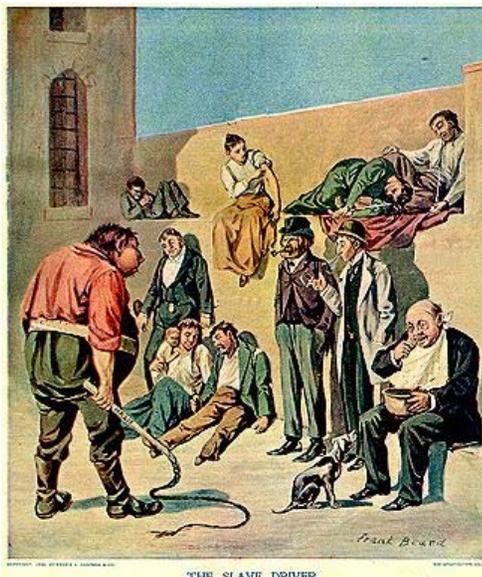
# Paradigm Shift # 6

From;

- Authoritative Management

TO;

- Leadership and positive performance management.



THE SLAVE DRIVER.





# Paradigm Shift # 7

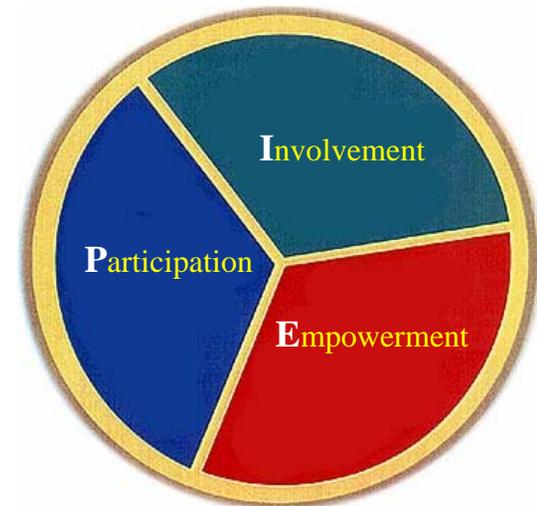
From;

- Supervisor as “BOSS”



TO;

- Supervisor as Trainer – Developer – facilitator – team leader



Workers are hungry for a bigger slice of the P.I.E.



# Paradigm Shift # 8

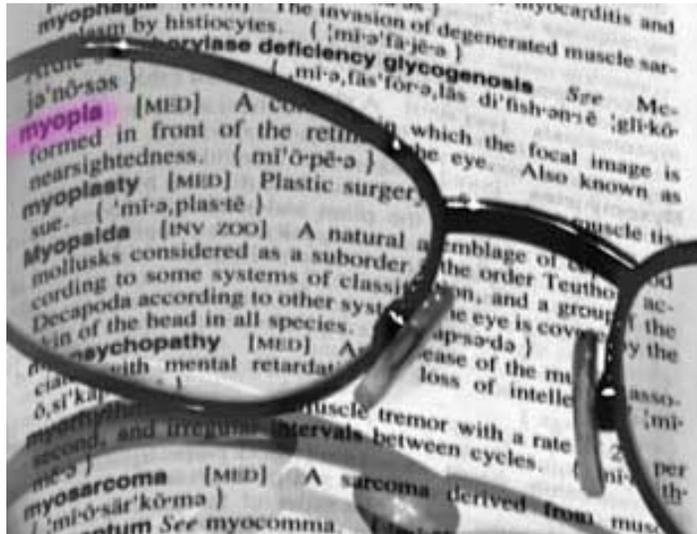
From;



TO;

- Management Myopia

- Management Vision





# Paradigm Shift # 9

From;



TO;

- Safety Management Myths

- Safety Management Realities





# Safety Management Myths

Myth – Unsafe practices and unsafe conditions are the basic causes of accidents

Reality- Unsafe practices and conditions are only symptoms. “Basic causes” are the “personal factors” and “job factors” behind the symptoms... the answers to the question of why the symptoms occurred.





# Safety Management Myths



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**Myths** –Injury prevention should be the focus for safety management



**Reality**-The focus for safety management should be “accidents” (undesired events resulting in harm to people, damage to property, or loss process and harm to the environment) ... and near misses.





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Myths – Injury prevention should be the focus for safety management

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Myth - Injury statistics are the best measurement of safety performance

Reality- Effective measurement of safety performance includes measurements of consequences, measurement of cause and measurement of control.







# Traditional Safety

- Injury prevention
- Posters and contests
- Personal Protective Equipment
- First Aid
- Emergency Response
- Safety talks
- Job Safety Analysis
- Safety Engineering and Machine guarding
- Inspections
- Accident Investigations





# Safety in the 2000s



- Progressive policies, procedures, practices and standards for safety, health and environmental programs
- Modern Safety Management Training
- Hiring and placement practices
- Hazard communication training
- Critical tasks analysis and procedures
- Planned task observations
- Emergency Preparedness
- Effective Employee training
- Occupational illness control
- Near-miss controls
- Purchasing controls
- Engineering controls
- Ergonomics
- Cumulative trauma disorders
- Stress Management
- Wellness programs
- Effective group meetings
- Problem solving teams
- Personal communications such as orientation, proper task instructions, safety tips, planned safety contacts and coaching
- Off-the job and family safety
- Compensation claims control
- Employee assistance programs
- Damage control
- Contractor safety
- Performance measurements
- Auditing of the management system



# Summary and Prescription



<b>From – Safety Separatism</b>	<b>To – Integration of a SHE management system</b>
<b>From – The Staff Safety is responsible for safety</b>	<b>To – Line management is responsible for SHE</b>
<b>From – Reactive safety and health management</b>	<b>To – Proactive Safety Management System</b>
<b>From – Glib expression of management commitment to Safety and Health</b>	<b>To – On-going, demonstrable management support</b>
<b>From – Emphasis on employee carelessness</b>	<b>To – Emphasis on Management System failures</b>
<b>From – Authoritative management</b>	<b>To – Leadership &amp; performance management</b>
<b>From –Supervisor as “BOSS”</b>	<b>To – Supervisor as trainer, developer, facilitator, team leader and coach</b>
<b>From – Management Myopia</b>	<b>To – Management Vision</b>
<b>From – Safety management myths</b>	<b>To – Safety Management realities</b>
<b>From –Conventional Safety Management</b>	<b>To –Total loss control management leadership</b>

