



# The Voice of the Safety Professional

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## Quote

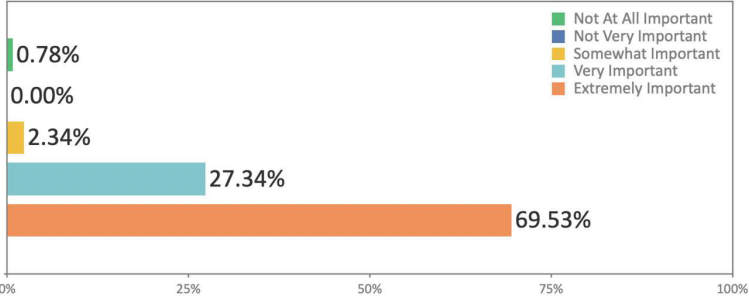
It won't work if they're not bought in. If those senior leaders weren't aligned around making money, you wouldn't make money. Safety is just one more business imperative.

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### How important is it to you that your senior leaders fully buy into the organization's safety program?



Importance Level	Percentage
Not At All Important	0.78%
Not Very Important	0.00%
Somewhat Important	2.34%
Very Important	27.34%
Extremely Important	69.53%

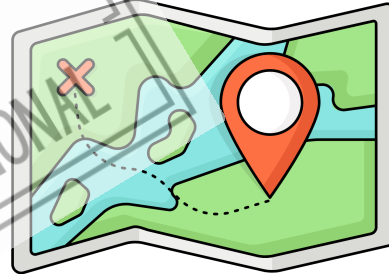
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## The Best Practices

### 8 Principles

1. Have the Right Senior Leaders
2. Leverage Reporting Structure
3. Build Trust Through Relationships and Past Success
4. Collaborate
5. Seize Opportune Moments
6. Craft Compelling Arguments
7. Establish Metrics and Regular Review
8. Be Persistent & Patient



## Our Agenda

Your Safety Professional Says...  
• 9 Insights

Discussion Questions  
• Applying These Insights

For Your Safety Professional  
• Bonus! Road Map Training



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## Spend Time With Your Safety Pro

1st of 9 Insights



What are your biggest frustrations when it comes to how your senior leaders engage and support your organization's safety program? Check all that apply.



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## Spend Time With Your Safety Pro

- Time
- Personal Connection

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## Quote

I am doing great. I always feel like we can do better but I'm definitely not in the worst shape. There's other guys in our department that get just about no cooperation.

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I need time!

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How do you know you're successfully connecting with your safety professional?

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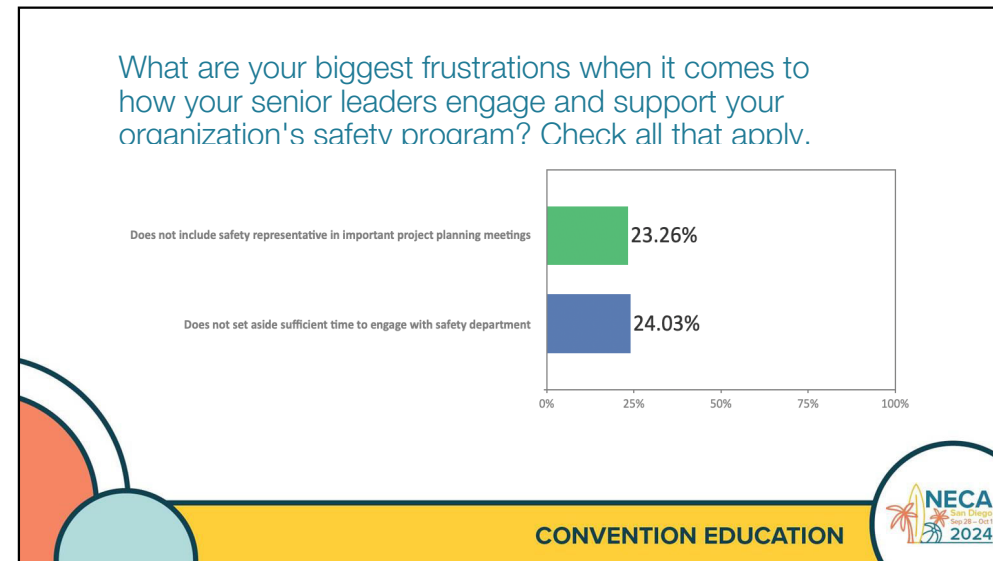
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# Include Safety At Highest Level

2nd of 9 Insights






# Include Safety At Highest Level

- CEO
- President
- Senior/Regional VP
- Seat on Board
- Dedicated Time on Agenda


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# This Gives Safety

- Inherent authority
- An understanding of larger organization
- Time to communicate impact on safety
- Opportunity to update on current efforts

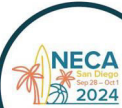
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## Quote

At every meeting, the VP asks, “What else can we do with safety? What are we not giving you? What concerns are not being addressed? Who is giving you a hard time?”

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## Quote

I had a one-on-one meeting with the vice president every week. It was 5 to 10 minutes, and I would just give him a briefing on how things were progressing.

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I Need To Be At The Table Where Decisions Are Being Made.

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How do you involve your safety professional in leadership meetings?

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## Look for Broader Impact

3rd of 9 Insights



## Look For Broader Impact

Safety: Reduction in Frequency or Severity

Reputation

Recruiting

Retention

Productivity

Profitability

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## Quote

Don't think that people should automatically support (a safety initiative), that this is a requirement, so we have to do it. Yeah, I get OSHA says it, but here's why it's good for us. Here's why it's going to be positive for our company to care about this.

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## Quote

You pitch it from the numbers. We had half a million in vehicle accident claims last year. These cameras are going to cost us \$60,000. If this \$60,000 equates to \$200,000 less in vehicle claims, it's worth every penny.

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## Quote

Each injury statistic represents somebody. “That’s why I use the names of the people who’ve been hurt as we review our reports. It drives home the point that these numbers are people. People you might know. People with families and lives.”

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## Safety Is Integral To Overall Success of The Organization

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## How is your organization viewed publicly in your community with regards to safety?

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## How does your safety record impact your ability to attract, engage, and retain employees?

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# Collaborate

4th of 9 Insights




Quote

Be prepared to bring up a solution, talk about it, and come up with a whole new solution. Respect their role because, ultimately, it's their company. We're just there consulting. You go, "Hey, here's what we're seeing out there. What do you want to do?" or "Here's solution to the problem. Is this how you want to address it or do you have other ideas?"

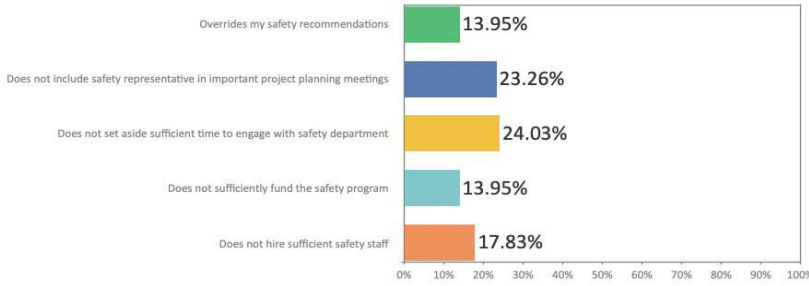


Quote


It is a balance. You still have a duty to protect people and not let them run over you. But find the common ground.



What are your biggest frustrations when it comes to how your senior leaders engage and support your organization's safety program? Check all that apply.



Frustration	Percentage
Overrides my safety recommendations	13.95%
Does not include safety representative in important project planning meetings	23.26%
Does not set aside sufficient time to engage with safety department	24.03%
Does not sufficiently fund the safety program	13.95%
Does not hire sufficient safety staff	17.83%





## Collaborate

Big Picture View  
Better Solutions  
More Buy-In

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## Quote

We got better traction, and I think in the process, we got respect because we understood the budgetary challenges. We understood that there are different ways to get there, and maybe it was better because we had our expertise and teams all the way through. In the end, it wasn't my program. It was our program.

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Let's work together!

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Share a time when you collaborated with your safety department.

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What are some challenges to collaborating with your safety department?

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## Support Initiatives

5th of 9 Insights



## Quote

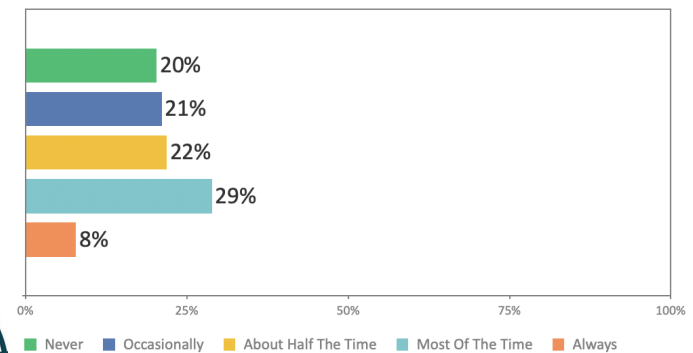
There's lots of talk from leaders. I just wish some of them would actually keep their word. How many times do you hear, "That's a great idea. We should follow through with it." And that is the last you hear of it. That's the death sentence.

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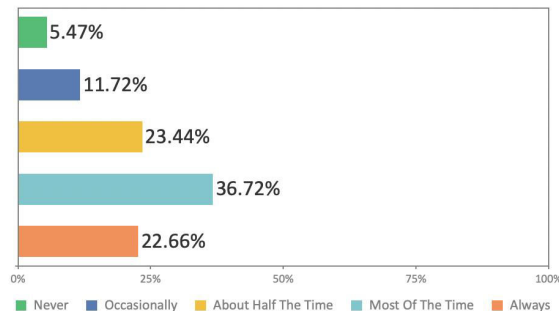


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How frequently is the safety professional the sole person responsible for conducting job inspections, documenting audits and delivering safety talks.



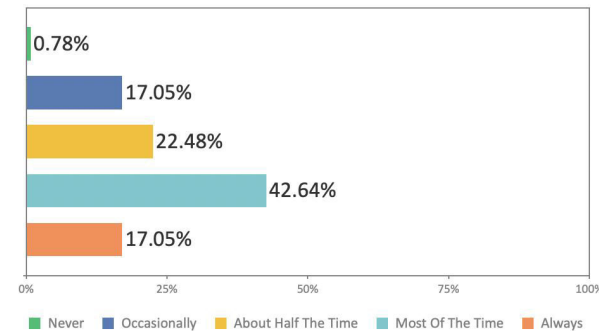
How frequently are senior leaders are actively involved in safety-related discussions and decisions (safety meetings, incident investigations, policy development, etc).



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How frequently do leaders effectively communicate safety expectations and guidelines to employees.



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Percentage who identified their senior leader communicating more about production than safety



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What You Can Do...

- Accompany a safety professional on safety assessments, site walks, or audits (identify frequency)
- Complete safety assessments, site walks, or audits (identify frequency)
- Attend safety committee meetings
- Chair safety committee meetings
- Announce initiative

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## What You Can Do...

- Record video message conveying support
- Open the training for key staff members in person, virtually, or via a recording
- Attend in its entirety the training for key staff members
- Deliver parts of the training for key staff members
- Schedule training during working hours

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## What You Can Do...

- Hire or make available additional people to support the initiative
- Review metrics/reports with the team regularly (identify specific metrics/reports and frequency of review as daily/weekly/monthly)
- Include project updates at weekly team meetings (identify frequency)

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## Quote

You have to be very cautious about what you ask them to do because their time is pretty precious. Everything you ask them to do will have to be prioritized over or under something else. I tried to make it not just simple but done in the least amount of time possible to get the biggest impact.


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Your active support matters!

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On a scale of 1 - 10, how well are you doing on your commitments to your safety professional?


1 = never      10 = always

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What can you do to move yourself up one or two points on that scale?

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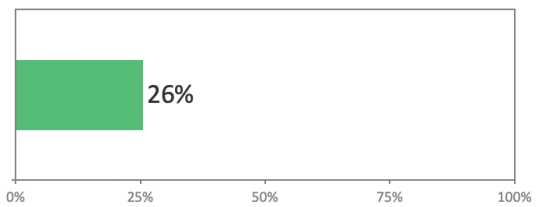


Agree on & Understand Metrics

6th of 9 Insights




Does not understand what impacts key leading indicators related to safety



Category	Percentage
Does not understand what impacts key leading indicators related to safety	26%

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## Agree On & Understand Metrics

Identify specific leading indicators  
Identify specific actions for senior leaders to take

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## Clear Metrics Are Important

Define success  
Measure success  
Allow for accountability conversations

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## Quote

We call it a safety scorecard. We track for each month, and they have to be involved. When they're not doing what they need to be doing then the branch managers get involved.


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Don't ignore the metrics!


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What is your most useful metric to know if safety is working?

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What does success look like?


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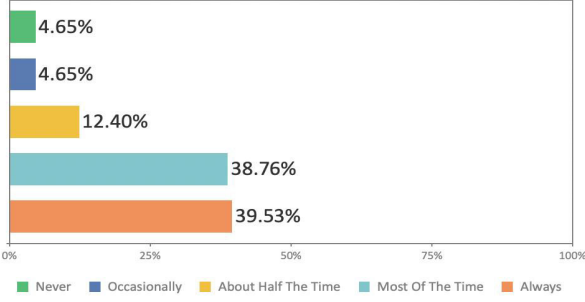
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Meet Regularly

7th of 9 Insights




How frequently do safety professionals engage with leadership regarding safety issues.



Frequency	Percentage
Never	4.65%
Occasionally	4.65%
About Half The Time	12.40%
Most Of The Time	38.76%
Always	39.53%

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## Quote

I had a one-on-one meeting with the vice president every week. It was 5 to 10 minutes and I would just give him a briefing on how things were progressing.

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## Meet Regularly

- Review leading/lagging indicators
- Discuss outcomes and impact
- Address concerns
- Reinforce importance

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## Look For...

- Alternative solutions
- Alternative funding (grants)
- Other successes to build on
- Other initiatives or departments to partner with
- Data or incidents or injuries that make case for addressing now

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We Need To Meet Regularly

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How frequently do you currently meet?

How frequently should you meet?

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## Be Patient

8th of 9 Insights

## Be Patient

1. Think long-term. Be prepared to wait for results and impact
2. Assess results and adjust course

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## Quote

The annual training refreshers are four hours. You have to pull all your guys from the field. Three years ago, when I started, it used to be tooth and nail, just fighting, just getting eye rolls and grunts and typical dude stuff. But now my senior managers are calling me, "Hey, this year when we do our Annual Refreshers, can I have half an hour on the agenda?"

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Some Initiatives Are  
Easier Than Others

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## Be Patient

1. Think long-term. Be prepared to wait for results and impact
2. Assess results and adjust course

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## Case Study

A company-wide cellphone policy was  
adopted within a few months.

VS

A BBS program took about 3 years.



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It takes time!

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## Quote

There's always room for do-overs. If something doesn't feel like it's hitting the mark, you can try it again. Just come at it a different way. You can always reset. You can always have a safety stand down and say, "Okay folks, catch your breath. We can do better. How do we do this?"

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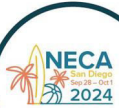


## Case Study

Created a board to tackle their MSD issues. Started with a nursing line. It didn't get results. It turned into an athletic program with on-site physical therapists. Also, changed to an open climbing system that reduces hip thrust motion.



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On a scale of 1 - 10, how much patience do you show?

1 = I expect it overnight

10 = As long as it takes

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What are reasonable expectations?

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# Have The Right Senior Leaders

9th of 9 Insights




## Have The Right Senior Leaders

Factors that drive senior leader support of safety initiatives

- Personality
- Values
- Priorities
- Past Experiences
- Personal Legal Liability
- Corporate Culture

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## Quote

We had a fatality 15 years ago that made a big impact on the company. Safety is just part of what they do.


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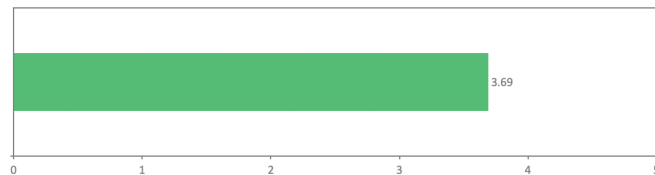
## Quote

There's really little to no resistance for anything. Everybody does get it I think it's one of those things that everybody kind of sees. Safety is a priority for not only us. Our customers require it as well. I don't think that there's really any hesitation to putting forth an initiative around safety at all.

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How would you rate your senior leaders' current level of support for the organization's safety program? 0 is terrible and 5 is excellent.



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We need the right people in leadership positions!

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How do you know when you have the right senior leaders on your team?

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Quote

Organizations choose who is in their senior leader roles. It can be key criteria for selection.

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## Anecdote

When the Senior VP retired, a new Senior VP was hired from outside the company. He says the right things and supports the efforts financially, but it's different. He's riding on the coat tails of the prior success without understanding the significance.



## Conclusion

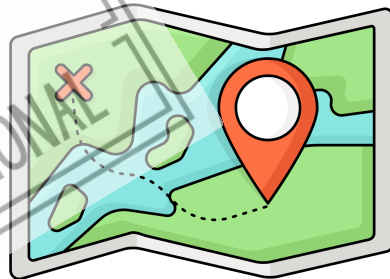
Wrapping Up



### The Best Practices

#### 8 Principles

1. Have the Right Senior Leaders
2. Leverage Reporting Structure
3. Build Trust Through Relationships and Past Success
4. Collaborate
5. Seize Opportune Moments
6. Craft Compelling Arguments
7. Establish Metrics and Regular Review
8. Be Persistent & Patient



## Your Safety Professional Says

1. I need time
2. I need to be at the table where decisions are being made
3. Safety is integral to the overall success
4. Let's work together
5. Your active support matters
6. Don't ignore the metrics
7. We need to meet regularly
8. It takes time
9. We need the right people in leadership positions.



**SCAN ME**  
DOWNLOAD THE  
WORKSHEET



**WE'VE ARRIVED!**


THE BUY-IN WORKSHEET:  
YOUR ROAD MAP  
TO EXECUTIVE BUY-IN

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Please complete the Online Evaluation



<https://www.surveymonkey.com/r/NECA2024SanDiegoConvention>

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