

CORESafety Leadership

My Position

The importance of assigned responsibilities as a driver for safety performance improvement.

- I fully agree, just need to get it done
- Not sure I agree, need more info/time
- I disagree, need to talk to my colleagues

The importance of structured accountability as a driver for safety performance improvement.

- I fully agree, just need to get it done
- Not sure I agree, need more info/time
- I disagree, need to talk to my colleagues

NMA SHMS Module Expectations

Our Status

Leadership Development:

- Ensure all leaders understand the importance of their personal leadership, their responsibility to demonstrate their leadership and commitment to 0:50:5.
- Identify the desired leadership competencies specific to your company (to achieve 0:50:5) or adopt those recommended by NMA.
- Determine personnel who will undergo leadership development: line supervisors, middle managers, senior managers, certain hourly workers, all supervisors/managers, etc?
- Enable leaders to be assessed using 360° feedback (or comparable method) to determine how they compare with the company's defined leadership competencies.
- Either develop and deliver your own leadership process, or access an external development process from NMA, consultant, university, etc.
- Ensure all personnel who undergo leadership development develop a personal development plan.

- Not doing this, but recognize the need
- Not doing this, but working on it
- Doing this, or something equivalent

Action needed:

Responsibility & Accountability:

- Identify personal and group safety and health management responsibilities for all personnel and ensure each person is aware of and acknowledges their role and responsibilities.
- Identify positive and negative consequences specific to each person's safety and health responsibilities, i.e., what will happen if they achieve or fail to achieve expectations.

- Not doing this, but recognize the need
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Responsibility & Accountability: (CONT.)

- Provide time, knowledge and other resources necessary for personnel to successfully complete their safety and health responsibilities.
- Periodically assess performance against target for each person and provide feedback.
- Conduct a final performance review and apply consequences, as appropriate, at the end of the assessment period (e.g., shift, week, month, quarter, and year).

Action needed:

Culture Enhancement:

- Identify the desired safety culture characteristics for your company (to achieve 0:50:5) or adopt those recommended by NMA.
- Conduct a confidential employee survey to assess perceptions of the company's safety culture, e.g., strengths and weaknesses.
- Develop a culture improvement plan using tools available on the CORESafety website, or from other sources, based on the survey results.
- Verify culture improvement by re-conducting the confidential culture perception survey at another appropriate interval, e.g., within 18 months of the first survey.
- Repeat the process as necessary to ensure continuous improvement in safety culture perception.

- Not doing this, but recognize the need
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Action needed:

Collaboration & Communication:

- Develop an on-going communication process so all employees, contractors and other stakeholders receive critical safety and health information and can provide feedback when desired.
- Actively manage the visual component of the communication process (signs, posters, instructions, etc.) to ensure effectiveness and message freshness.
- Develop a process to address safety and health suggestions, concerns and complaints in a manner that protects the source from discrimination.

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Collaboration & Communication: (CONT.)

- Consult employees regarding implementation and improvement of the SHMS. Involve them in safety and health problem solving and management to the greatest extent practical.
- Develop an on-going process to optimize the percentage of employees involved in proactive management activities that drive safety and health performance improvement.
- Establish safety and health committees or teams at all appropriate levels. The team should have management and worker representatives, be trained and focus on personal involvement.
- Develop a repository for safety and health management data and other information to use for analysis and internal communication.

Action needed:

Reinforcement & Recognition:

- Establish a formal process to reinforce and recognize employee safety and health performance, involvement in proactive activities, and reinforcing safe behaviors, etc.
- Establish an informal but ongoing process that encourages all managers/leaders to conduct one-on-one interactions to build relationships and provide positive reinforcement.
- Link reinforcement and recognition to behavior optimization.

- Not doing this, but recognize the need
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Action needed:

Resources & Planning:

- Develop hiring standards that describe the physical demands and of each job and verify that candidates can perform the work before hiring.
- Utilize behavior-based questions in the hiring process to highlight personal safety and health values and improve judgment regarding candidates' alignment with company values.
- Formally establish working safely as a condition of employment and define the consequences of failing to do so.

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Resources & Planning: (CONT.)

- Require job candidates to submit to a pre-employment physical to ensure they are physically able to perform the described job and identify any pre-existing accommodations.
- Ensure alignment between collective bargaining agreements and safety and health policies, as appropriate, e.g., safe work as a condition of employment, D&A testing, health monitoring, etc.
- Develop a company-specific D&A policy and testing procedure to minimize the potential for negative consequences on safety and health performance.
- Integrate safety and health standards into succession planning.
- Develop an employee assimilation process to ensure the safe and healthy integration of new employees into the work environment.

Action needed:

Management System Coordination:

- Designate at least one senior manager (system leader) with formal responsibility for the development, implementation, operation and maintenance of the company's SHMS.
- Develop a written annual S&H plan that identifies the process for developing, implementing and verifying the SHMS by 2015. Plans should be company and/or site-specific.
- Develop and communicate a company safety and health management policy to all employees, contractors and other stakeholders.
- Ensure there is full integration of the SHMS expectations and Module 2.0 (Responsibility & Accountability). All expectations should have an internal owner(s).
- Ensure the system is fully integrated into other company systems, e.g., operations, maintenance, development and planning, HR, purchasing, etc.
- Ensure there is adequate documentation to develop, implement and improve the system. Documentation should be maintained through a documentation retention plan.

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