Beyond the Basics

The Evolution of the Health and Safety Professional
Introduction

➢ Our Purpose

➢ Materials and Sources
Whence We Come ...

“If I have seen farther than others, it is because I have stood on the shoulders of Giants.”

.... Sir Isaac Newton
The Giants

Who are our Giants?

- Health and Safety works in two worlds - the world of people (mind) and the world of technology and systems (order).

- Human Behaviour:
  - Abraham Mazlow (Hierarchy of Human Needs)
  - H.W. Heinrich (Causation - Defective Human Beings)
  - Douglas McGregor (Theory X & Theory Y workers)
  - Elton Mayo (Hawthorne Effect)
  - Frederick Herzberg (Worker Satisfaction)
The Giants

Who are our Giants?

- **Management Systems:**
  - Frederick Taylor (Safety through Scientific Management)
  - Bird & Germain (Management System Failures)
  - Tom Peters (What gets measured ……)
  - Peter Drucker (Management Systems)
  - Dan Petersen (Management and Motivation)
  - W. E. Deming (Quality Approach - Plan Do Check Act)
  - Kaoru Ishikawa (Quality Approach - Expanded Deming)
The “Company” Safety Person ??

Ye Olde “Safety Sam” Basic Skills:

- Be the hardhat, safety shoes & eyewear police.
- Do Training & Accident Investigations - but not too deep.
- Deal with the workplace safety issues so I don’t have to.
- Be Seen but not Heard (until something goes wrong), then clean up the mess.
- Keep government / senior management off of my back.
- Do the monthly paperwork for accident statistics.
- Safety awards - lots of them.
The “New” Skills for Tomorrow

The Skills Needed for Program Support:

- **Prevention** of “injury, damage & loss” is our program role.
- Inspection and Audit knowledge and skills.
- Modern tools and sophisticated techniques are available.
- Basic Cause, Control-of-Loss and Continuous Improvement.
- Be a knowledgeable resource to your JOHS Committee.
- Communicator, Facilitator, Trainer and Coach (for workers & management).
- Professional level education, skills training, knowledge courses.
PICTURE OF TODAY - GLIMPSE OF TOMORROW
Organizational Development

An Element of Risk Management Systems Science
(Observed from a Health & Safety Perspective)
Alice asked “Would you tell me, please, which way I ought to go from here?”

“That depends a good deal on where you want to get to,” said the Cat.

“Alice’s Adventures in Wonderland”
Lewis Carroll
Where Are We On the Curve?

To move forward, we need to know our current position. We need to recognize:

- Our ultimate goal is common to all organizations & workplaces.
- Not everyone is in the same place on the curve.
- Not everyone has the same set of skills.
- Not everyone will take the same path.
As OHS service providers we must work in concert to:

- Recognize the need for OHS system change and growth.
- Understand the process to promote & create change.
- Learn the skills necessary to support management efforts.
- Become so valuable as to be *integrated* into the decision stream.

This may mean that your personal viewpoint of the traditional role of the OHS Provider may have to change. You need to uphold the personal values that you brought to the position and find creative ways to work from within - Not force (or enforce) from without.
A Path for Incremental Change

From Negligence to Compliance:

- Work from within to demonstrate the advantages of compliance and the potential operational and financial disadvantages of regulatory non-compliance. Use impact examples from other areas.

- Work with the management mindset of concern for potential productivity loss as a result of accident or an unplanned enforced compliance activity.

- Waving around a rules book rarely works and may brand you as a disruptive force rather than a helpful resource, thereby limiting your effectiveness.
From Compliance to Due Diligence:

- In this phase, you already have workplace recognition that safety provides benefit. Now is the time to maximize the value of your prevention activity.
- Identify / Quantify reduction in WCB costs.
- Provide workplace training in the concept of Due Diligence.
- Provide “easy” ways of collecting and recording information.
- Reinforce positive examples of “taking care of business”.
- Initiate “feedback loops” to lead into self-improvement.
- Establish a credible planned OHS Audit System.
Diligence to Continuous OHS Improvement:

- The baseline of Due Diligence provides the framework for OHS Continuous Improvement.
- Formalize the OHS feedback loop systems to incorporate changes in policies / procedures to enhance health and safety.
- Demonstrate wherever possible the advantages of a proactive response to Near Miss Reports or “minor” incidents.
- OHS document control standards should be initiated.
- This is the first level of movement from a “safety program” towards a “safety management system”.
To Interleaved Quality Management:

- OHS culture at some level is established and stable
- Build upon the OHS improvements experienced and the lessons learned in the OHS Continuous Improvement process. Coach local management on how the application of these principles can assist in other areas:
  - procurement
  - maintenance
- Policies for operational activities of the company will need to be standardized and Document Control established under a central authority.
To Integrated OHS Systems:

- This is an *organizational* change rather than that which would occur only within the OHS department (transformational change rather than transactional change).

- Feedback loops have been established in multiple divisions or departments. Centralized Documentation Control exists.

- Change management has been adopted as an organizational effort, an organizational Vision has been established, with a powerful guiding coalition of workplace parties, and is fully resourced. OHS staff are integral to the change team to assess and provide controls for the potential hazards of change.
Necessary Skills Set

How do we perform this miracle?

• If we look back on all of the Path to Change notes, you will see that you need to:

• Firstly - be a good / excellent communicator.

• Next - understand the needs of your workplace, and the restrictions they face. When you fulfil their needs, they will fulfil yours.

• Be an OHS resource, researcher, analyst, coach, agent of change, creative thinker, leader, follower - in short - You will need to possess the skill set of an OHS Professional.
Acquisition of Knowledge

How do we get these skills?

- Not all knowledge must be classroom-based. Education is valuable and can be gained in a number of ways:
  - develop peer group contacts
  - maintain step with current literature resources
  - in-house and commercial learning opportunities
  - membership in safety organizations / committees
  - and finally, institutional learning opportunities leading to an OHS professional accreditation - “Beyond the Basics”
WHAT DID HE SAY ??
Summary

We have looked into:

- OHS Basics (the approaches and skills) we use today.
- Where did these Basics begin?
- The continuing evolution of organizational OHS culture.
- The continuing evolution of OHS service provider competence.
- What are my “Beyond the Basics” options, goals, and targets?
- What am I going need to know to conduct my job in a professional manner in the future to and how do I get this knowledge?
Closing Thoughts for Each of You

➢ I have seen where we have been ....
➢ I know where I am today ....
➢ I must grow to reach for tomorrow!

• What do I need to accomplish?
• What will be the outcomes when I succeed?
• How do I need to change to accomplish success?
IT’S YOUR TURN ..... 
5 Minutes for QUESTIONS ?
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