



# Get Management Really Involved

Speakers:

**Cindy Lewis**

Gulf Coast Safety Institute

**Kyle Kirkpatrick**

Shermco Industries

**Holly DeRose**

CNH

# Course Objectives

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- At the completion of this session the attendees will be able to:
  - describe how management can actively participate in safety and health.
  - explain how other companies have incorporated their management team into safety and health activities.

# Management Commitment

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- It's not just:
  - Policies & Procedures
  - Hiring Staff
  - Spending Money
- It is:
  - Active involvement and participation
  - “Walking the walk and talking the talk”

# Active vs Passive

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- Active
  - characterized by action rather than by contemplation or speculation
  - Example: Participation in self inspections
- Passive
  - not active or operating
  - Example: Hiring staff to perform the self inspections

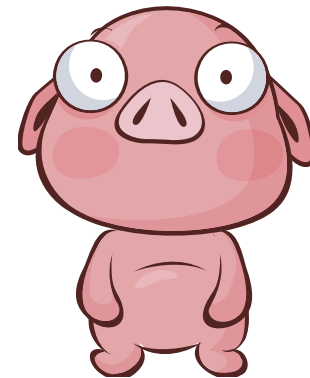
# Management Commitment

- Clearly established policies that have been communicated to & understood by all employees
- Established goals and objectives
- Planning for safety & health must be a part of the overall management planning process



# Management Commitment

- Clear demonstration of commitment to meet and maintain VPP requirements



# Visible Leadership

- Establish clear lines of communication
- Set an example of safe & healthful behavior
- Reasonable access to top site management
- Provide all workers equal protection



# Visible Leadership

- Clearly define responsibilities in writing
- Assign authority to those who have safety and health responsibilities
- Provide adequate resources to those who have responsibility & authority
- Must hold managers, supervisors and employees accountable through documented system(s).





# Policies & Procedures

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- Mission/Vision Statement
- Disciplinary Policy
- Budgets or Spending
- Annual Self Evaluation

## Remember to take credit

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- Rather than coming up with new ideas be sure to take credit for what management is already doing, but...
- Be sure you can document it!

# Management Commitment Shermco Industries



**Shermco industries**  
**One Line. One Company.**

Kyle P. Kirkpatrick, CSP

# Agenda

- Challenges
- Management Participation Increase
- Senior Management Involvement
- Safety & Health Points Program
- Production Management Involvement
- Performance Review
- Conclusion

# Challenges

- Challenges
  - Lack of interest
  - Too busy
  - Minimal buy in
  - Didn't want to do the paperwork involved
  - Didn't understand the value
  - No time
  - Already involved in safety
    - Safety committee
    - Safety meetings
    - Safety trainings

# Management Participation

- Started Coming Around
  - 22% management participation at the beginning of Stage I
  - 78% management participation in Stage II
  - 130% management participation at present (recently completed VPP audit and being recommended for VPP STAR)
- Reasons for Increased Participation
  - Senior management commitment
  - Safety & Health Points Program
  - Production management involvement
  - Performance review

# Senior Management Commitment

- CEO (President at the time) hosted corporate managers meeting on VPP Challenge Program
  - He stressed the importance of Shermco's involvement in VPP and how it relates to our safety culture
  - Shared his personal story of why safety and VPP are important to him
- Other members of senior management also spoke at managers meetings discussing the importance of VPP
- Leading by example – senior management volunteers for task assignments in the Challenge Program
  - Worked with various departments developing a new JHA process
  - Worked with managers on development of hazardous task inventory
  - Worked with facilities management on contractor safety program
  - Worked with purchasing on vendor safety program
  - Worked with managers in development of Electrical Safe Work Program
  - Worked with HR in adding safety competency in performance review

# Safety & Health Points Program

- Incentive program to reward employees for being safe
- May submit the following entries
  - Conducting EHS Audits
  - VEST or VPP Question of the Month
  - STEAM Picture of the Month
  - Unsafe Acts/Hazards
  - I Saw Something Safe
  - Identified in I Saw Something Safe
  - Safety Team Attendance (EHS Committee; EHS Steering Committee; VEST, STEAM or VPP Team)
  - Submit Safe or Unsafe Photo with Description
  - Safety Suggestions
  - EHS Training Topic Suggestions
  - EHS Training/Meeting Summary
  - EHS Meeting Presentation
  - Attending the Health Fair or Wellness Event
  - Take a Flu Shot





# Safety & Health Points Program



- Entries are approved or not approved
- If approved employees receive points
- The top 28 employees with the highest points receive a cash reward
- Individual and departmental points chart showing participation
- Manager and employee points can be pulled from our Company intranet Shermco YOU!
- Winners and departmental participation is displayed on the intranet, emailed to all employees and discussed in EHS Committee Manager's meetings
- Managers are held responsible for low participation within their department
- Recognition for department with highest participation in corporate EHS Committee managers meetings

# Production Management Involvement

- It Starts with One
  - Taking on action items in EHS committee meeting
  - Incentive program participation
  - Encouraging his managers to get involved
  - Encouraging his managers to get their employees involved
  - Hosted departmental manager meeting discussing the importance of participating in the Safety & Health Points Program
    - Discussed ideas on how to make it easier for field tech's to participate in the program
    - Discussed modification/additions to existing program (safety meeting summary, techniques, presentations and suggestions)
    - Developed the Safety Pays Cards, which worked great for a couple of years, then suggested going electronic to make it even easier for managers and employees to participate from any electronic device (computer, tablet, cell phone, etc.)
- Positive Ripple Effect
  - Engineering Services managers followed his lead
  - Machine Services Division production manager became involved
  - Other Machine Services managers started participating
    - Developed departmental competition within the program

# Performance Review

- A dedicated safety section was added to the annual performance review for managers and employees
- Managers and employees are held accountable for their involvement in EHS and participation in Safety & Health Points Program
- Managers are reviewed on their departments participation in the Safety and Health Points Program
- Performance reviews should be utilized to hold management accountable for accomplishment of specific safety and health objectives

# Conclusion

- Your Safety Team can't do it alone
- Buy in must start at the top
- Safety and Health Program success requires strong, effective senior management support and buy in
- Management's commitment must be seen by the workforce and is essential to the successful implementation of a Safety and Health Program
- Non-conformance in one department can influence the effectiveness of the rest of the safety program which is a reason why its critical to get your managers involved
- Set SMART goals and targets – Specific, Measurable, Attainable, Realistic & Timely



**PARTS  
& SERVICE**



## Employee Engagement and Management Commitment



Holly DeRose, CSP

EHS Manager, North American Parts Organization



# Program Foundation - EMPLOYEES

- Employees must be the foundation of the program.
- Numerous benefits for employees at all levels participating in the safety program:
  - I'm the one exposed to the risk, let me identify it.
  - Ask me don't tell me.
  - More satisfied and more productive.

# Employee Engagement at CNH

**WorkSafe**  
  
**Competition**

*Safety in action across the network*

**CNH**  
INDUSTRIAL

**CNH**  
INDUSTRIAL

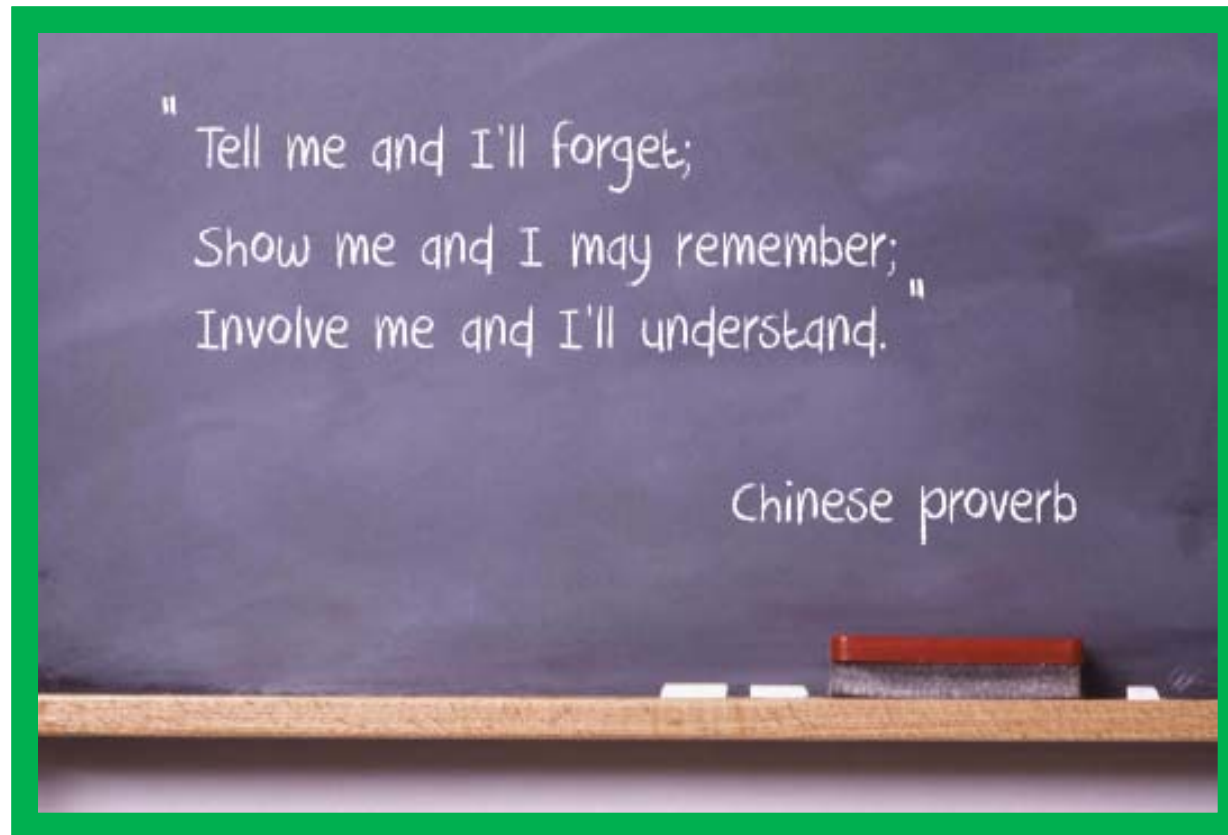
How did we hope to affect or strengthen our safety culture with a competition?  
By getting ALL associates involved in the safety program.

- **WorkSafe Competition** is about doing MORE at all levels of the organization – more safety contacts, more safety observations, more safety audits, more safety training, etc.
- The ultimate goal of the competition was a strengthening in the safety culture where:
  - all employees feel responsible for their own safety and the safety of their fellow workers;
  - all managers accept responsibility for the safety of their personnel and facilities, and are held accountable for maintaining a safe work environment; and
  - all employees understand the hazards of their job and the actions necessary to avoid them.
- Through this competition, all levels of employees in every department had the option to actively participate in the safety and health program.

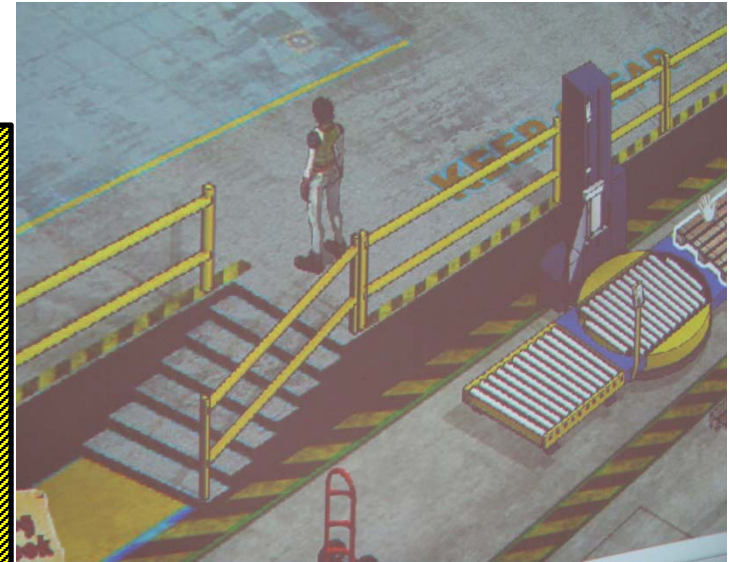
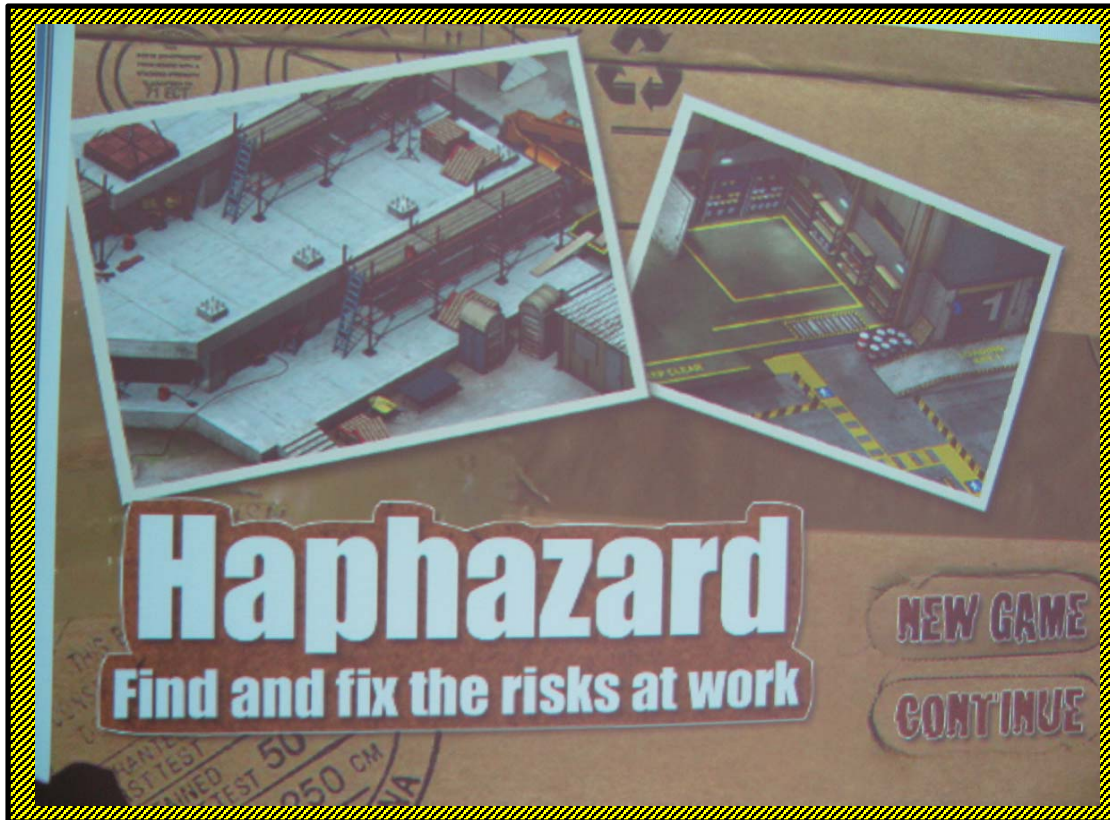




# Employee engagement increases safety awareness!



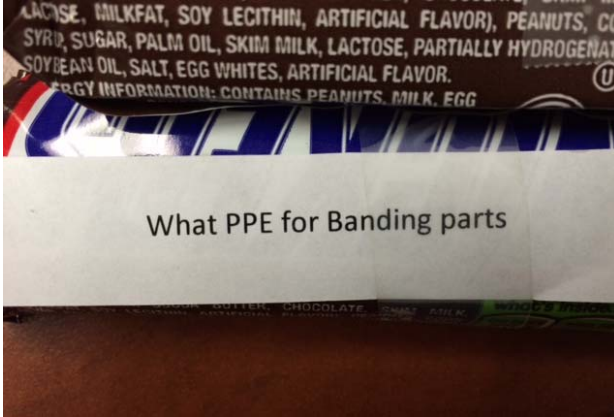
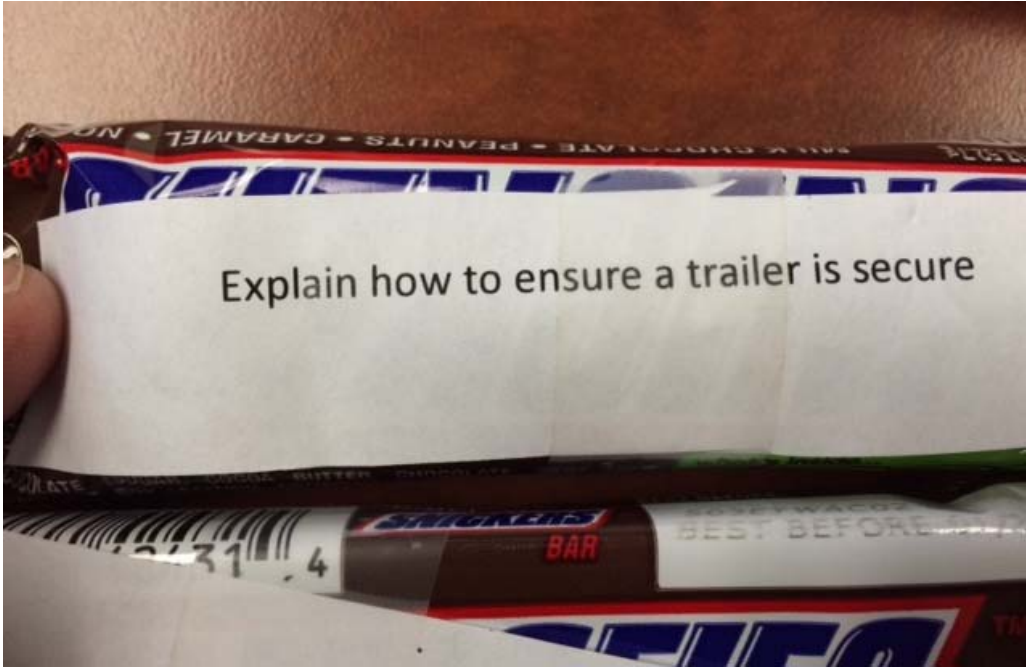
# Toronto's JOINT HEALTH AND SAFETY COMMITTEE



Find and fix the risks at work game

SPC

# “Safety is SWEET” ACTIVITY



# ATLANTA Safety Training



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SafetySmart™

CNH INDUSTRIAL PARTS & SERVICE

## See It? Say It!

First you have a hazard, such as an unguarded moving machine gear.

Then you have a close call, when someone almost gets injured but sees the danger in time to pull away.

Next comes a minor injury, when someone gets a little nicked by the unguarded gear.

Then comes a major injury, when a worker's hand is mangled permanently by that powerful gear.

And then comes a fatality, when a worker is dragged into the machine by that gear and dies of a crushing head injury.

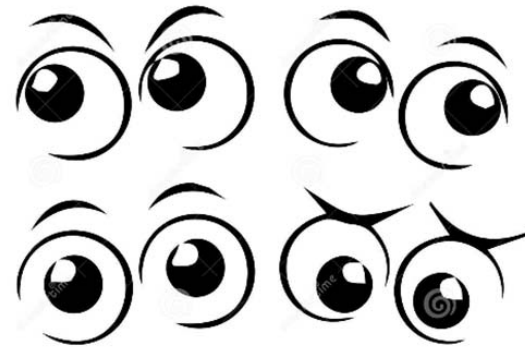
There are many hazards in the workplace compared to the number of fatalities. But each fatality started off with a hazard. Unless reported and corrected, a hazard can cause injuries.

Close calls and minor injuries are also warnings of major problems. If they are not reported and action taken to fix the problem, the stage is set for a fatality.

That is why your employer requires you to report the following:

- Unsafe conditions.
- Unsafe work practices.
- Close calls, when someone could have been hurt but wasn't.

## See Something Say Something



## WATCH out for one another!

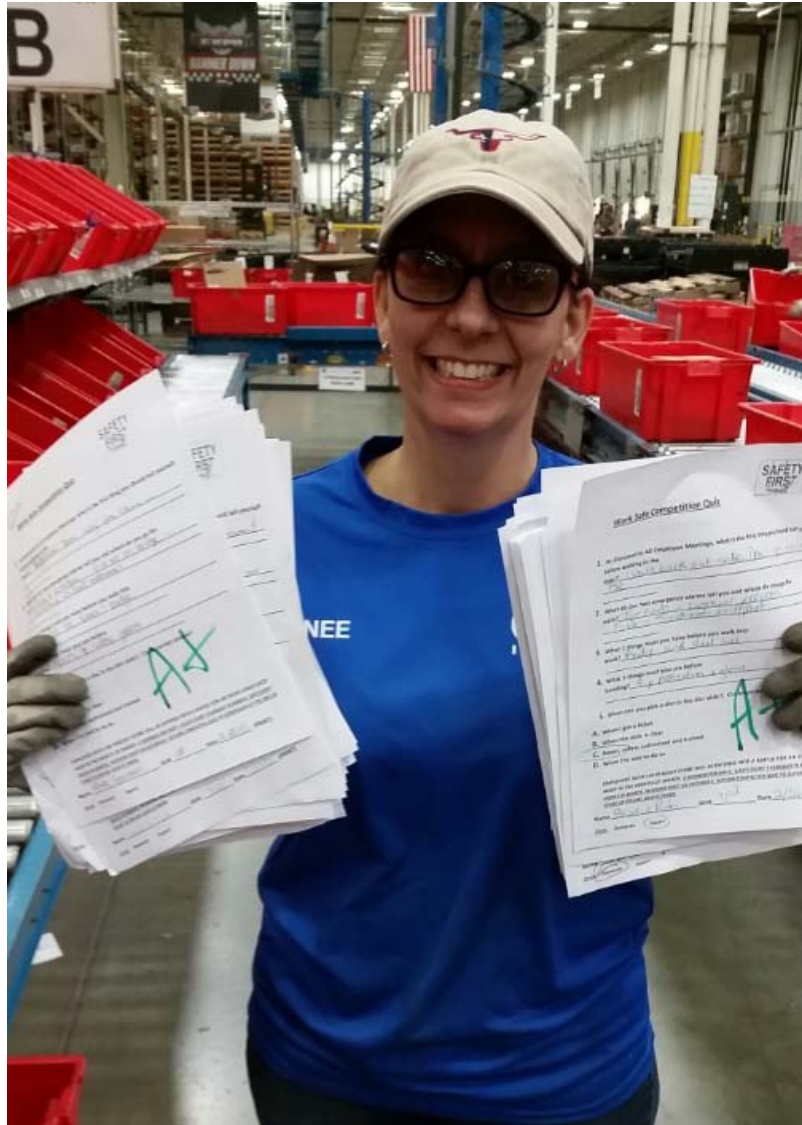
# RMC/RGC/QA Safety Committee Activity – Risk Assessment Review



# Celebrating Safety – San Leandro



# IDC Safety Knowledge Quiz



**Work Safe Competition Quiz**

**SAFETY FIRST**

1. As discussed in All Employee Meetings, what is the first thing you should tell yourself before walking in the door?  
\_\_\_\_\_
2. What do our two emergency alarms tell you and where do you go for each?  
\_\_\_\_\_
3. What 2 things must you have before you walk into work?  
\_\_\_\_\_
4. What 2 things must you use before banding?  
\_\_\_\_\_
5. When can you pick a disc in the disc aisle?  
A. When I get a ticket  
B. When the aisle is clear  
C. Never, unless authorized and trained  
D. When I'm told to do so

**A+**





# Mountville Safety Slogan Contest

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## 2015 Safety Slogan Winner:

**Mike Fennell:**

**What Does Safety Mean?**

- **Safety**
- **Means**
- **Always**
- **Remember**
- **TEAMWORK!!!**



Why WorkSafe????

Everyone

**WINS**

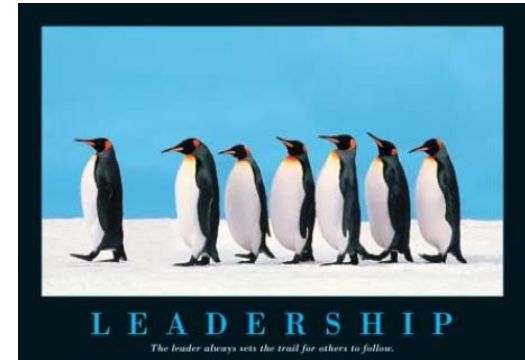
with a safe  
workplace!

# CNH Management Commitment



## Do as I do, not as I say

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- Management must be the role model.
- Management must choose to **SEE** safety and ensure that they are observed always following the rules and requirements at all times.
  - To enforce the safety standards but not follow them sets a double standard and employees will not believe or trust management.
- Managers need to ask themselves – how would I want my child/spouse/parent treated in the workplace and they need to treat people in this manner.



# Allocation of Resource

Haunted Warehouse



**Being as active in the activities as everyone else!**



# Safety Training - Participate and Conduct



## Using the equipment they use

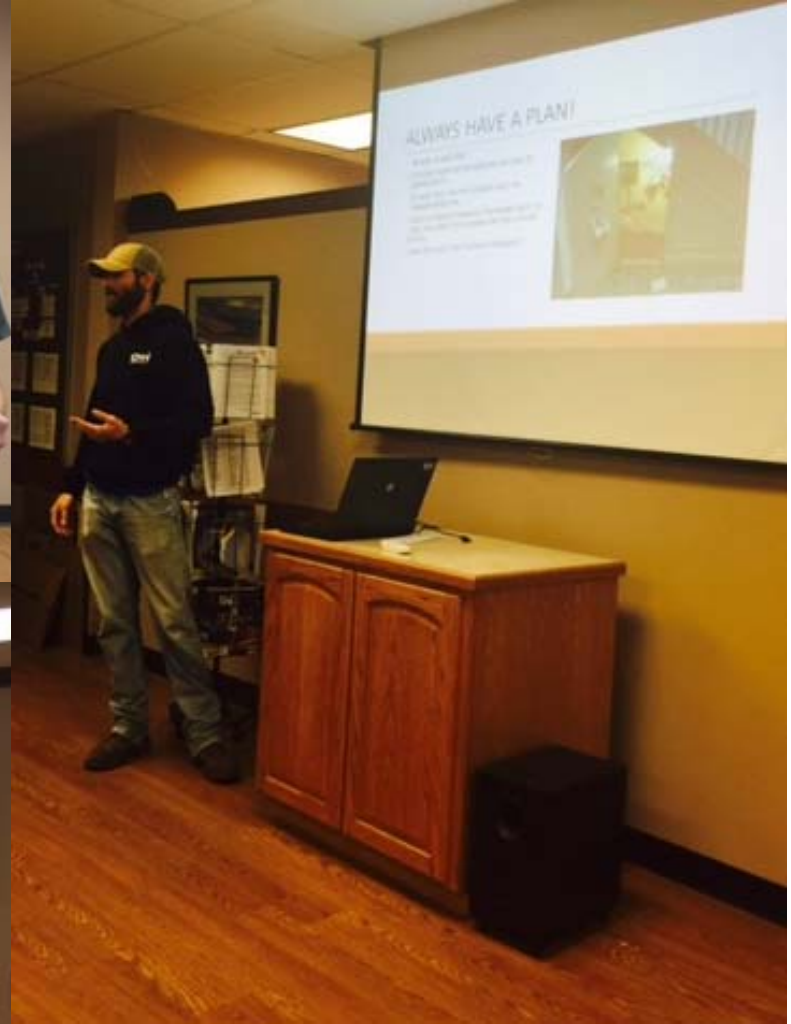
Not being afraid to get out there!

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# Off the Job as well - SkyWarn Class



## Safety Is the Best Way – At Home, Work and Play

2014



# What can YOU do to make a difference?

“

How many people can  
you affect? How many  
people can you make want  
to be better? How many  
people can you inspire?  
Will Smith



**Questions?**

Thank you!

# Contact Information

Cindy Lewis

Director / OSHA Challenge Administrator

Gulf Coast Safety Institute

Texas City TX

409-933-8495 Phone

713-397-2030 Cell

[CLewis1@com.edu](mailto:CLewis1@com.edu)

Holly DeRose

CNH

Greenville, TX

765-483-8209 Phone

[Holly.deroserose@cnhind.com](mailto:Holly.deroserose@cnhind.com)

Kyle Kirkpatrick

Director, EHS

Shermco Industries

Irving TX

972.793.5523 Phone

[kkirkpatrick@shermco.com](mailto:kkirkpatrick@shermco.com)