

# Beliefs, Knowledge and Actions that are the Essentials for Safety Leadership

## I believe . . .

- Human life and health have value above all else; my goal is to prevent all incidents.
- Human error is inevitable; but I can reduce its likelihood and severity.
- Safety performance is a direct reflection of my leadership effectiveness.
- Open, timely and self-critical review of events/near-misses is in my best interest.
- I am accountable for my own safety and for the safety of all those around me as is everyone in my organization.

## I know . . .

- My success is depending on the organization's safety performance.
- I must create a just environment where open and honest inputs are addressed fairly.
- I must constantly ensure that:
  - The scope of the work is defined and monitored for changes.
  - The risks and hazards of the work are analyzed.
  - Controls and defenses against human error are developed to address hazards and keep people safe.
  - Work is conducted in accordance with the controls, defenses, and all applicable requirements.
  - The effectiveness of processes and products is assessed and continuous improvement pursued.
- We have Stop Work authority, and are expected to use it when needed.
- How to reduce the likelihood and severity of human error-caused events by
  - Motivating others to change at-risk behaviors and
  - Providing adequate defenses to protect people from the effects of potential errors
- What to do in response to an emergency.

## I do the following . . .

- Communicate performance expectations regularly, consistently, and sincerely.
- Ensure there are adequate resources to accomplish work safely.
- Demonstrate caring for the people and the work they do.
- Hold managers and individuals accountable for safety and compliance with requirements.
- Lead by example – practice safe behaviors at all times and comply with all requirements.
- Regularly conduct both formal and informal workplace observations, coaching and training.
- Actively monitor safety performance and the effectiveness of improvement actions.
- Always have a questioning attitude –avoid complacency and continuously improve.
- Respond receptively to feedback on personal performance.
- Reinforce safe behavior and reward safety excellence.

## Key Behaviors for Effective Safety Leadership

Supervisory behaviors that send a clear commitment to your staff that you care about their safety and well-being.

- Integrate safety into your work planning and routine operations.
- Observe your staff performing their work routinely and discuss your observations with them.
- Ask staff how they are doing and involve them in risk assessment and decision-making.
- Listen and act upon employee concerns and suggestions for improvements.
- Discuss the importance of going home safely at the end of the day consistently and frequently.
- Provide workers with the resources they need to get each and every job done safely
- Provide staff with high-quality personal protective equipment and involve them in the choices.
- Schedule reasonable and realistic workloads and timetables.
- Remove barriers and obstacles so staff can perform their work.
- Extend deadlines to ensure that jobs can be completed safely.
- Discuss job-specific scenarios for appropriate use of Stop Work authority.
- Contact experts for input into work plans and obtain the proper permits for work.
- Conduct pre-job briefings, tailgate meetings, and safety meetings.
- Accompany any injured staff to the Occupational Medicine Clinic to ensure they get appropriate treatment.
- Review injury and incident reports for your work area and other similar work areas and discuss them with your staff.
- Investigate incidents or near-misses thoroughly to see what you could do to prevent similar events in future.
- Measure safety behaviors that your employees can control and discuss/set goals with staff.
- Measure activity not results and compare present activity/behavior with prior personal bests.

### Supervisors who are Ineffective and Inappropriate:

- Send a message to staff that they are of more value if they work fast (not safe).
- Promote staff that practice unsafe procedures.
- Supply personal protective equipment to staff without discussing how to use, the capabilities and the limitations.
- Provide unsafe or inadequate materials, equipment, and tools for the job.
- Fail to provide safety and job training.
- Fail to recognize staff for reporting hazards, injuries, and complying with safety rules.
- Fail to hold employees accountable for their actions.
- Lead by mandate.
- Push for immediate results.
- Do not perform workplace observation activities.
- Reward inappropriate behavior—the withholding of injury and accident reports—by setting general goals based on statistics.

## Positive Reinforcement vs. Disciplinary Action for Improved Safety Performance

Always look for opportunities to acknowledge and thank employees for work they are performing well and safely. Positive reinforcement is more effective at producing positive behavior change than disciplinary action for bad behavior.

Disciplinary action for improper behavior is okay, if the disciplinary action is:

- a timely reaction to a specific behavior
- fair and consistent to all who exhibit the undesirable behavior
- sufficient, but not excessive

Disciplinary action has downsides and can actually increase unsafe behavior, so if the behavior warrants disciplinary action, make sure that as part of response, you teach the proper and desired behavior.

### Positive Safety Behaviors that You Want to Recognize

- Safe work performance (examples)
  - Effective use of operating procedures
  - Proper use of equipment and personal protective equipment
  - Assistance offered to another worker
  - Solicitation of a subject matter expert input
- Reporting hazards in the workplace
- Reporting injuries immediately
- Complying with the safety rules
- Making safety suggestions
- Participating in safety activities (such as on committees)
- Taking appropriate actions to stop unsafe acts or correct unsafe conditions.

## How to Ensure your Staff is Qualified for Work Assignments

### Steps of On-the-job Training

1) Supervisor explains and performs the steps as required while the Worker observes and asks questions.

2) Next the Worker directs the Supervisor through each step, explaining the step as the Supervisor performs it. During this activity the Supervisor should question the Worker to test knowledge as to how and why the step is being performed in the depicted manner.

3) Now the Worker explains each step and then performs it while the Supervisor observes and provides feedback. (The worker is still protected because the Worker must explain the step thoroughly before proceeding to its performance and the Supervisor is there to intervene and correct performance when improvement is needed.) This is called supervised practice and practice sessions should be on-going and repeated until the Supervisor and Worker are confident that the procedure can be performed independently and correctly.

4) In the last step, the Worker demonstrates to the Supervisor that they can perform the steps independently without any assistance or coaching from the Supervisor. While the Supervisor observes, questions may be asked to check the Worker's knowledge of steps and procedure. Once this step is complete, and the Worker successfully demonstrates the knowledge and ability to perform, the Supervisor may assign the Worker to perform the task unsupervised.

## Steps to Performing Job Safety Analysis.

- 1) Watch the work being done (or observe a simulation of the job tasks)
- 2) Break the job down into steps
- 3) Identify and describe the hazards and potential accidents in each step
  - a. **Types of Hazards:** Kinetic Energy, Toxic, Radiation, Ergonomic, Pressure, Mechanical, Flammable, Explosive, Electrical Contact, Chemical Reaction, Biological, Violence in the Workplace
  - b. **Types of Accidents:** Struck-by, Struck-against, Contact-by, Contact-with, Caught-on, Caught-in, Caught-between, Fall-to-below, Overexertion, Overexposure
  - c. **Error Precursors for the Work (These are behaviors and factors, which indicate a greater potential for accident)**
    - i. Task Demands
      1. Time pressure (in a hurry)
      2. High Workload (memory requirements)
      3. Simultaneous, multiple tasks
      4. Repetitive actions, monotonous
      5. Interpretation requirement
      6. Lack of clear standards and goals.
    - ii. Individual Capabilities
      1. Unfamiliarity with task (first time, new technique)
      2. Lack of knowledge
      3. Imprecise communication habits
      4. Lack of proficiency/inexperience
      5. Hazardous attitude for critical task
      6. Illness/Fatigue
    - iii. Work Environment
      1. Distractions/Interruptions
      2. Changes/Departures from routine
      3. Confusing or hidden displays/controls/systems
      4. Workarounds
      5. Unexpected equipment conditions
      6. Personality conflicts
    - iv. Human Nature
      1. Stress (limits attention)
      2. Habit patterns
      3. Assumptions
      4. Complacency/Overconfidence
      5. Inaccurate risk perception
      6. Limited short-term memory
- 4) Control Measures
  - a. Engineering Controls
  - b. Administrative/Management Controls
  - c. Personal Protective Equipment
  - d.
- 5) Produce a narrative or written summary of the analysis that will act as the Safe Operating Procedure and document requirements and steps to be performed for the work.

In addition to involving the workers who perform the job in its analysis, it's important that when you conduct work planning activities that you rely on the site's safety and subject matter experts to help you identify the risks and the best controls to protect against those risks. This includes ensuring that everyone knows the best way to respond given different types of emergencies.

## Objectives of Safety Leadership Training

### To be an effective Safety Leader, You Must:

- Build trust with and gain cooperation from staff in the commitment to safe work.
- Communicate with your staff effectively and specifically to define expectations and roles for safety performance.
- Model behaviors that your staff will follow.
- Motivate staff to share in your commitment and vision for a safe workplace.
- Provide feedback to staff on the quality of their safety performance and hold staff accountable at a consistent and fair level.
- Create an environment for learning and provide effective training for safety improvement.
- Observe and identify people/work most at risk of workplace injury and take action to reduce risks.
- Demonstrate courage to stand up for what is right to protect your employees.
- Accept responsibility for your role to protect the health and well-being of your staff members.

### Specific Roles and Responsibilities of Supervisors at Brookhaven

As a Supervisor, you must be aware of the policy at Brookhaven—both at the Lab-wide level and within your Organizations. There are also specific, defined responsibilities that are required for various Management Systems at Brookhaven. Please refer to the Standards Based Management System (SBMS) to review any of these systems, related procedures and responsibilities for more complete information. The SBMS houses many systems in addition to those covered below

#### **Emergency Management System**

- Ensure that your staff is knowledgeable about how to respond in an emergency in a work-specific emergency.

#### **Environmental Management System**

- Ensure that environmental protection practices, regulatory compliance, and corrective actions are implemented by direct reports.
- Immediately report any instance of permit violation or violation of laboratory procedure to the Manager of the Environmental and Waste Management Services Division.
- Report all releases of hazardous material in accordance with the Spill Response subject area.

#### **Facility Operations Management System**

- Direct and manage work in compliance with FUAs.
- Inform Building Managers and Alternates about activities and work affecting their facilities.

#### **Facility Safety Management System**

- Plan, evaluate and implement all work in compliance with BNL requirements and procedures and best work practices.
- Inform management about any safety-related issues or concerns.

#### **Hazardous Material Transportation Safety Management System**

- Inform management of any transportation-related issues and/or concerns.

### **Occupational Medicine Management System**

- Perform timely and complete accident investigations and determination of root causes; correct root causes that have contributed to work-related illness or injury; follow active Occupational Injury cases regarding status.
- Provide an accurate Job Assessment Form using the most current format to OMC prior to all examinations.
- Work to hasten rehabilitation and return to work of ill or injured employees.
- Notify the professional staff of OMC of any health issues that may impact safe or effective work
- Ensure that any employee suspected of not being fit for duty is seen at the OMC immediately.

### **Radiological Control Management System**

- Ensure that employees are made aware of the purpose, scope, and applicable requirements of the Radiological Awareness Report Program.
- Ensure that Radiological Awareness Reports addressed to or initiated by personnel under their supervision are responded to and resolved in accordance with the requirements of the procedure.
- Implement appropriate changes in work assignments for a Declared Pregnant Worker.
- Ensure that Radiological Work Permits are prepared properly and cover work activities.

### **Science & Technical User Facility Operations and Maintenance System**

- Identify and control the hazards and risks associated with experimental work.
- Ensure that experimental work is performed within the established controls.

### **Training & Qualifications Management System**

- Ensure that staff is capable of performing a task safely, competently and in accordance with requirements before you assign it to be performed unsupervised.
- Identify required regulatory and job training requirements for staff and ensure they are fulfilled before tasks are performed.
- Identify the need for, and participate in the provision of, job-specific training.
- Evaluate, document, and communicate training activities and changes in training needs for staff to the departmental Training Coordinator.

### **Work Planning & Control Management System**

- Ensure that work is conducted according to approved plans and permits.
- Evaluate staff concerns about planning and performing work.

### **Worker Safety & Health Management System**

- Ensure that hazard controls are implemented.