

September 2011

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“The Boys are Back in Town”

**Join Al and his band
“Time Warp”
for a journey through time as they
perform some of their favourite songs!**

**Thursday, September 15, 2011
7:30PM**

**Festival Place, 100 Sherwood Drive
Sherwood Park, AB**

Tickets are only \$10.00 each! Proceeds after expenses will be donated to the Strathcona Food Bank.

Tickets can be purchased over the phone by calling Festival Place Box Office at 780-449-3378. They can also be purchased in person at the Festival Place Box Office.

Tickets are also available online through Ticketmaster, however please note that the Ticketmaster service fees will apply.

Looking forward to seeing you there for what promises to be a great evening!

Contact Safety Results
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www.safetyresults.ca

Available Now!

Our exclusive CRSP Workshop Manual and our own CRSP Examination Practice Examination Questions and Answers Workbook are now available for sale on our website. [Click here to purchase!](#)

Introducing... Joseph Slavin, our guest writer!

In this edition, we are happy to have Joseph Slavin, our friend and colleague, give you his perspectives on safety as a problem and an opportunity. Please help me welcome Joe to our newsletter...

Different Safety Perspectives: A problem and an opportunity by Joseph Slavin, CRSP

We have all heard of the distinction between looking and seeing. To look at something is a physical act, a focusing of the eyes, but to really observe something with sufficient care to see and understand it involves something more. Seeing and understanding require both physical and mental processes. The difference is in the effort we make to correctly interpret what is presented on the surface. First appearances give way to deeper understanding under the focus of a true intention to learn and understand.

Many organizations struggle to achieve a clear perspective on how to improve their safety performance because of how they interpret what they see. Stakeholders at different levels of the organization look at the 'evidence' of safety (or its absence) and draw conclusions based on how it looks from their perspective. Front-line employees may see a lack of time, resources or attention to safety in the day-to-day focus on production as a lack of management's commitment to safety. Senior leaders on the other hand often see unsafe acts and conditions on the front-line as a lack of employee attention and commitment to safety rules and procedures.

In truth you will be hard pressed to find front-line employees who want to be injured and very few senior leaders who are not committed to safety performance. Lack of commitment may be one of the greatest red herrings in our understanding of the safety performance challenge. If we perceive commitment as the problem, it guides us towards particular courses of action that may be getting in the way of real improvement.

Commitment is an evaluation about values and attitude

Commitment is perceived as a reflection of values and attitude. If we perceive a commitment problem we see the person as the problem; they do not share the right values or attitudes. What is the solution for that? Fix the person's attitude? Behavioural science tells us that changing an individual's attitude is challenging and problematic. At the very least, it is extremely complex and likely beyond the scope of competence of the average safety program. When an organization is still learning and developing the basic concepts of safety management (hazard assessment and control, competency of workers, getting to root causes of incidents), it is not realistic to expect that they would have the wherewithal to tackle attitude.

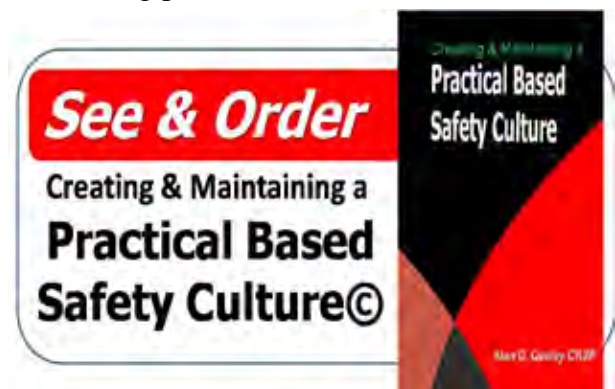
Commitment is not the real problem

In reality, what we often perceive as a commitment problem is really disagreement over strategy (how to) or performance expectations (how much). Reasonable people agree on the need for safety, but they may disagree with the current strategy being proposed or imposed for achieving it. They may also disagree on just what constitutes an adequate level of safety. Tackling a strategy or performance expectations disagreement from a 'we need to fix your attitude' perspective will not get us very far, as many organizations can attest. If we make safety a battle of wills – 'my way or the highway' – we should anticipate a bumpy road and less than otherwise achievable performance results.

When we assume people at all levels are already committed to the need for safety, it changes the discussion. We do not need to convince people it is important; we just need to discuss how to get what everyone wants... safe production.

Exploring Different Perspectives

Senior leaders see things from a different perspective than those closer to the front-line. Senior leaders are focused on big picture criteria, the whole of



the business enterprise, while front-line managers, supervisors and workers are dialled in to narrower, deeper slices of organizational performance. Each may be interested in important performance topics such as productivity, quality, cost control and safety, but their vantage point generates different perspectives on how to achieve these things and what is possible. It is realistic to expect them to approach success towards these objectives from different angles.

Different angles or points of view provide a variety of ideas from which to choose performance objectives and the strategies to achieve them. Organizations have the benefit of a multitude of perspectives from which to develop their safety strategy (front-line workers, supervisors, middle managers, HR staff, senior leaders and the safety specialists). Ignoring these perspectives is like trying to organize the performance of a dragon boat without coordinating the paddle strokes of the participants. We cannot expect success as a team until we have discussed and gained consensus about the roles, responsibilities and performance expectations of all the individuals in the boat.

Bridging the perspective divide

One of the great lessons of the quality improvement era was the extraordinary gains that could be achieved by rallying teams of employees around an important organizational value and then engaging them in designing how to achieve the agreed upon performance. Quality Improvement Teams were structured to allow each participant to gain the perspectives of the others in the process and to then generate a collective understanding of how the best performance could be achieved. Great success was made because people were engaged in the process of collaborating and creating. This is not the same as bringing people together to tell them what to do.

Creating a shared perspective involves asking what is possible and then building it together. It is collaborative and inclusive, educational and transformational. Most important, it taps into the best of the human spirit.

Efficient but not effective

The distinction between efficient and effective has gained great respect in recent years. Foremost, we have come to realize it is possible, even likely, that we can become very busy doing ineffective things. Chasing efficiency in our safety programs without a



clear focus on what is effective can consume a great many resources and make it look like a lot of safety activity is taking place while few performance results are being achieved. We can be very busy but remain not very effective.

Safety activities aimed at telling people what to do are focused on ‘fixing’ deficient people and attitudes, even though we may not realize that is what we are trying to do. And unless we have a clear understanding of complex psychological concepts and principles, we are likely to do more harm than good. Herein lays the difference between doing safety to people and doing safety with them.

We know that listening to various perspectives and collaborating on performance expectations and strategies achieves the necessary buy-in to motivate safe behaviour. We should also realize that different perspectives exist regarding ‘how to’ and ‘how much’. Moving forward requires dialogue, effective listening, finding the common values for safety and establishing a course for safety together with all stakeholders rather than attempting to do it to them or for them. The great challenge is that it can appear more efficient to bring people in and tell them what to do. You should be able to see from your own evidence how effective your current strategies are.

Need help? Safety Results Ltd. has years of experience helping organizations see safety differently and assisting them in finding their own effective and efficient path to safety excellence. Do you have comments or feedback you would like to share regarding this article? Contact Joe Slavin at jslavin@safetyresults.ca

Joseph F. Slavin CRSP is an independent safety coach, consultant and adult educator with his own consulting firm, Inner Safety Ltd. He conducts contract work for several corporate clients, two universities in Alberta and subcontracts on H&S project work for Safety Results Ltd. He can be reached at jslavin@safetyresults.ca

Practical Based Safety and Incident Investigation courses Sherwood Park, September 19 and 20

We are pleased to present our Practical Based Safety and Incident Investigation courses, taking place in Sherwood Park, September 19-20, 2011. For more details and registration, please either visit our site at www.safetyresults.ca, or [click](#) to go right to the page. The BCRSP has awarded each of the courses with 0.5CMP. Discount available for 2+ participants from the same company!

Safety Results Blog & Twitter

Well I finally did it...after several years of thinking that I should do this, I finally found the time to create a Blog and am now on Twitter. I hope you enjoy it as a place to come to discuss the Search for Safety Excellence. Please leave a comment and let us know you were there! <http://safetyresults.wordpress.com/>

CRSP Examination Preparation Workshop - October 2011

Our next workshop will be held October 14-16, 2011, in Sherwood Park, AB. The timing is perfect for those wanting to write their CRSPEX in May 2012.

After a total review and rewrite of all of our study materials and tests, we're back offering you what we believe to be THE most comprehensive Examination Preparation Workshop available.

What makes us different?

- All materials were created by working CRSPs experienced in Adult Education (former and current U of A and NAIT course designers and instructors). Our business was created, and centers around, educating adults in OH&S topics.
- Our authors and instructors bring you many decades of practical experience and knowledge to help you focus your studies to make your examination writing positive and successful.
- We are the only workshop provider that offers a workshop guarantee. More details are available on our site.
- Our outstanding feedback about our workshop process and material gives us overwhelming confidence to advertise our offer as the best in class!

Registration is open now, please either visit our site at www.safetyresults.ca, or to go right to the page, please click [here](#).

On The Net

Rewarding your workers with Safety Trinkets for NOT reporting their injuries is counterproductive to your overall safety goals. Please STOP this silly practice.

<http://jouta.com/wp-content/uploads/2011/05/OHS-Canada-March-20113.pdf>

ASSE.org - Our Fine Friends from Down South Have Great Information To Offer:

<https://www.asse.org/professionalsafety/>

CCOHS Health and Safety Report

<http://www.ccohs.ca/newsletters/hsreport/issues/2011/08/ezine.html>

Safety Toolbox Talks was started in 2007 as a portal for safety professionals to share and exchange free safety topic resources . . . specifically Toolbox Topics, Toolbox Talks and other free safety resources.

<http://safetytoolboxtalks.com/>



From the Kinsmen Club of Edmonton

The Great One" Wayne Gretzky will be headlining The Legends Experience, a Celebrity Sports Fundraising Dinner, on Friday, September 23, 2011 at the Edmonton Expo Centre. This 18+ event will feature an all-star line-up of guests including comedian Jim Jerome, former National Hockey League players Kevin Lowe and Kelly Chase, and NHL Stars Taylor Hall and Jordan Eberle. The Hockey Hall of Fame trophies will be on display with a multi-million dollar Gretzky memorabilia display and the Oiler's Octane girls will be helping out during the evening.

The Legends Experience co-chair Brett Wackenhut says, "It is a simple idea. We bring Wayne Gretzky back to Edmonton, raise money from this event and give it back to the community. That is what the Kinsmen Club of Edmonton is all about; helping the community.

Tickets for this event are available at: www.thelegendsexperience.ca Single tickets to the event are now available.