



2019 INDIANA SAFETY AND
HEALTH CONFERENCE & EXPO

Why HR Should Be Safety's Best Friend

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Why I Am Here Today

March 23, 2005

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Bolton – Cruz – Herrera – Hogan – Hunnings – King – Linsenbardt – Ramos
Rodrigues – Rowe, J. – Rowe L – Smith – Taylor – Thomas – White



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What's Your Popsicle Moment?



Magic Castle Hotel
A Trip Advisor Top 3 Hotel



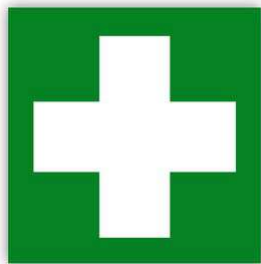
POPSICLE HOTLINE

Ice Lolly
Ice Pole
Ice Pop
Ice Block

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Huddle Up
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What Do These Two Functions Do?



Drive Performance Through Behavior

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The McKinsey 7S Strategy Model
Shaping Culture to Drive Results



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The Hire to Retire (or Fire) Cycle



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Attract



- Is safety a clear expectation?
- What do your job requirements specify for safety?
- Have you defined “fitness for duty” and your BFOQs?

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Recruit and Select



- Safety requirements.
- Interview questions.
- Interview criteria.
- Fitness for duty testing.

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Recruit and Select (Interviews)

What are some behavioral interview questions that you can ask about safety?

1. Tell me about a time when you saw something unsafe. What did you do? What was the result?
2. Have you ever encountered a co-worker that was doing something unsafe? What did you do? What was the result?
3. Tell me about a time when you had to follow detailed instructions to perform a task.
4. We all have to violate rules sometimes. Tell me about a time you violated a safety rule. What did you do? How did it turn out?



Interview Guide
Interviews - a comprehensive interview guide

QUESTION	RESPONSE
HISTORY AND BACKGROUND	
1. How long have you worked for your employer?	
2. Where are you from and how long have you lived there?	
3. Please describe your department's current structure for how the job is managed.	
4. How do you feel about your current position?	
5. How long have you and your previous employer worked together?	
6. How long have you and your previous employer worked together?	
7. How long have you and your previous employer worked together?	
8. How long have you and your previous employer worked together?	
9. How long have you and your previous employer worked together?	
10. How long have you and your previous employer worked together?	
11. How long have you and your previous employer worked together?	
12. How long have you and your previous employer worked together?	
13. How long have you and your previous employer worked together?	
14. How long have you and your previous employer worked together?	
15. How long have you and your previous employer worked together?	
FUNCTIONS PERFORMED BY THE CANDIDATE	
16. What are the most important functions you perform?	
17. How do you feel about your current position?	
18. How do you feel about your current position?	
19. How do you feel about your current position?	
20. How do you feel about your current position?	
21. How do you feel about your current position?	
22. How do you feel about your current position?	
23. How do you feel about your current position?	
24. How do you feel about your current position?	
25. How do you feel about your current position?	



On-Board



- Set safety expectations.
- Initial training.
- “Golden rules” of safety.
- Reach head and heart.



On-Board Learning Maps



Newly hired flight attendants learn about personal risk through learning maps.



Develop



What are your return to work procedures? Are they known? Followed? How do you know?



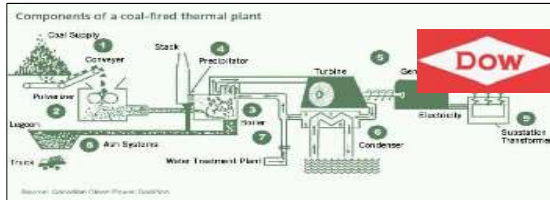
Are there safety competencies defined for your leaders and others? Do they matter?



- Safety training and coaching
- Performance management
- Behavior based safety
- Feedback
- Return to work

Promote

Draw and Describe as a promotion requirement



How does safety performance weigh into a promotion decision? Is that known?



- Promotion criteria.
- Expectations.

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Reward and Recognition



- Safety incentives.
- Spot bonus.
- Special awards.
- Recognition.
- Safety hero.
- Variable pay.
- Chairman's awards.

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Reward and Recognition



What Are Some Land Mines You Have Encountered With Recognition Programs?

1. Taxable income.
2. Unclear requirements.
3. Poor metrics.
4. Inclusion.
5. Labor relations.
6. Disparate impact.
7. Individual vs. group recognition.
8. Favoritism.



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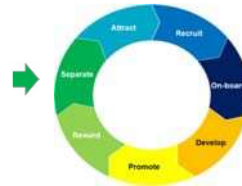


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Separate

JUST CULTURE

- 1 Create a **LEARNING** culture (not punitive)
- 2 Encourage **HONESTY, ACCOUNTABILITY, and REPORTING**
- 3 Takes **HUMAN ERROR** into consideration



- Discipline.
- Performance standards.
- Employee review.
- Manage rule violations.
- Coaching and counseling.
- Just culture.

Adapted from Decker: <http://www.thedissenter.co.uk/tag/just-culture/>

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- Integrate Safety at each point in the “Hire to Retire” cycle.
- HR systems are a way to drive and sustain safety culture.
- Defer to HR expertise.
- Build a “Just Culture”
- Hug your HR leaders!

SO WHAT?





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