

## Western North Carolina Safety & Health Conference

Keynote address summary

M. Taubitz, FDR Safety

Nov 10, 2011

### Overview

Objectives for the talk, "**How Safety fits with Sustainability**" included:

- Challenge current state thinking
- Describe how and why the integration of lean, green and safe drives continuous improvement
- Explain why continuous improvement thinking and processes is the path to long term sustainable growth

The roundtable exercise was designed to elicit input from attendees regarding challenges and opportunities

### Key Points of Presentation

- Introduction to sustainability
- Current state of safety
- Safety must become a 24-7 value where employees want to be safe
- Dealing with attitude and then leadership and organizational culture will drive safe behaviors on and off the job
- "Lean" tools and thinking were created by Toyota / Japanese companies that followed the teachings of W. Edwards Deming.
  - These tools help identify and eliminate operational waste
- Deming's 14 points can be summarized as enabling leadership to engage the workforce in organizational transformation.
- Marrying lean with safety and green is the foundation for identifying and eliminating all forms of waste.
- The relentless pursuit of waste drives continuous improvement leading to the triple bottom line of sustainability (people, profit and planet)

### Roundtable Exercise

Toward the end of the presentation, participants formed into small groups to discuss and come to consensus on one to two major points for each of the following three questions:

1. *What is the biggest barrier to better integration of safety with sustainability?*
2. *What is our best opportunity to help improve operational performance?*
3. *How do we demonstrate HSE linkage with sustainability on a daily basis?*

### Findings

Individual team responses were collected and analyzed. A summary is attached to this report showing responses and number of teams who noted the response

### Most common responses for all questions

- Top management leadership
- Communication
- Controlling costs
- Accepting change – attitude
- Teamwork / recognition
- Eliminate waste
- Daily caring about employees / awareness
- Standardize work / better use of visuals

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### Roundtable Process

- Tables with five or more split into two groups to facilitate small group discussion
- Groups spent eight to nine minutes discussing each of three issues, capturing their key one or two responses on paper
- The responses were collected and later analyzed
- Shown next are the responses and the number of groups who weighed in with that response

### *1. What is the biggest barrier to better integration of safety with sustainability?*

- Top Management / focus on profit over safety - 5
- Communication - 4
- Controlling costs / showing value - 4
- Accepting change / attitude - 3
- Miscellaneous
- Not understanding the linkage of safety with continuous improvement
- Resources
- Changing priorities
- Failure of safety to speak language of management
- Safety not well integrated with operations

### *2. What is our best opportunity to help improve operational performance?*

- Teamwork, group meetings and recognition - 3
- ID core issues, new initiatives and eliminate waste - 3
- Education & communication - 3
- Wellness and total safety (on and off the job)
- Miscellaneous
- Safety planning during budget cycle
- Policy - top down action
- Enforcement
- Immediate action after an incident

### *3. How do we demonstrate HSE linkage with sustainability on a daily basis?*

- Daily caring about employees, environment encouraging employee buy-in and awareness - 5
- Regular safety meetings / communication - 3
- Standardize work / better use of visuals - 3
- Miscellaneous
- Management systems / operations leadership
- ID and resolve issues
- Metrics to capture bottom line results