

# 1994

ER and Friends  
debut on NBC.

**January 17**

Northridge Earthquake, magnitude 6.7, hits the San Fernando Valley near Los Angeles.

**February 22**

Aldrich Ames and his wife are charged with spying for the Soviet Union. Ames would later be convicted and sentenced to life imprisonment.

Web browser  
Netscape Navigator  
1.0 is released.

**January 1**

North American Free  
Trade Agreement  
(NAFTA) goes into effect.

**January 6**

Olympic figure skater Nancy  
Kerrigan is attacked. Her rival, Tonya  
Harding, and Harding's ex-husband  
later admit to their involvement.

Schindler's  
List receives  
the Best  
Picture Oscar.

**April 29**

In South Africa's first interracial  
national election, Nelson Mandela  
is elected president.

# Rate Your "B.O.S.S."

## Benchmarking Organizational Safety Strategy

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Reprinted from June

# 1994

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**BENCHMARKING**, the planned, deliberate process of seeking out and targeting competitive continuous improvement by emulating industry's "best practices," has swept its way into today's business planning strategy. Like most progressive management

techniques, competitive benchmarking was conceived in response to the challenge for improved cost effectiveness, quality and reliability in American products. Now, however, it is being used to improve operating results across all business functions. Defined here are key "safety benchmarks" observed and documented as success drivers. Organizational issues that truly impact safety effectiveness are addressed, and a tool for "rating" organizational issues critical to good safety outcomes is presented. Rating benchmarks of organizational safety strategy (B.O.S.S.) leads to recognition that "good" safety is "good" management, not programs. Long-term safety improvement can only be attained by addressing organizational core competencies.

For the past 20 years, U.S. business has been victim to a national sham, one that currently drains \$60 billion from national productivity. In addition, this sham has legitimized use of legislation (the hammer), rather than education (the mind), as the predominant means of achieving workplace safety. Since OSHA's

**June 17**

O.J. Simpson and Al Cowlings lead Los Angeles police on a low-speed chase that unfolds live on TV. Simpson eventually surrenders.

**September 28**

The car ferry M/S Estonia sinks in the Baltic Sea, killing 852.

Movie debuts include *Forrest Gump*, *Pulp Fiction*, *The Shawshank Redemption* and *The Lion King*.

**November 13**

The first passengers travel through the Channel Tunnel, connecting the U.K. and France.

**August 13**

Major League Baseball players strike, causing the cancellation of the season and the World Series.

George W. Bush is elected governor of Texas.

**November 5**

The family of former U.S. president Ronald Reagan announces he has Alzheimer's disease.

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inception, U.S. management has become entrenched in "safety by compliance" rather than "prevention by planning." As a consequence, business now faces a sequel to the 1980s quality dilemma: American safety—doing things wrong the first time.

### Current Practice: Reluctant Compliance

Today's predominant safety strategy is reluctant compliance. This translates to after-the-fact hazard detection, which (like outdated quality programs based on inspecting defects out at the end of a process) does not identify organizational errors—the true causes of accidents. The bottom line: Most safety programs are not founded in sound management theory, have negligible impact on operational efficiency, and do not contribute to corporate productivity or profitability.

These are not new or enlightening conclusions. Managers' continued resistance to "the safety program" suggests they have recognized this reality for some time. Managers believe that safety has little impact on operational goals, is compliance-oriented, and does not support line-management objectives or desired business outcomes. Herein lies the problem—they are correct.

As practiced today, safety does not equate with key business objectives. Line managers perceive safety as a program separate from the organizational mission, not as a "process outcome" controlled by the management system. They fail to recognize that safety (like any other process outcome) can be improved by addressing the management structures, processes and practices that generate organizational results.

### Benchmarking Disperses Traditional Mindsets

To overcome this errant perception, many progressive organizations initiate benchmarking, a process of comparative measurement, to identify and target improvement. Benchmarking challenges the myopic views held within many organizations by forcing management to look beyond current tradi-

tions and seek "best available practices" (within and beyond their industry). This search allows a corporation to equate its own performance to that of others, thus dispelling traditional mindsets and not-invented-here mentalities that inhibit positive change.

The process often produces shocking realities. Corporations discover how "well" other organizations perform. They see the gap between "their way" and the "best way." Benchmarking safety clarifies the relationship between accidents and their true sources within the management system. In addition, the process identifies organizational issues and establishes safety as a line operations function. For the first time, safety becomes management and "is the process."

### Let's Rate Your B.O.S.S.

Ready for a reality check? Let's remove the blinders of tradition and benchmark the safety management process. The 20 responses completing the statement: "You know your safety program is effective when . . ." are true drivers of safety effectiveness within an organization. Comparing current performance to these practices identifies targets for change within the management process. So, how does an organization know when its safety program is effective?

### Benchmark 1: Executive Involvement

Most executives do not know whether their companies hold safety meetings, let alone attend them. A successful safety effort requires more than management commitment—it demands executive involvement. Sonoco Products Co., a Hartsville, SC, packaging company, reduced its corporate injury rate by 90%—while the national average (1975-88) increased 14%. How? "We learned that simply being interested in safety is not enough," explains corporate safety director Mike Sunderland. "Sonoco managers recognize that commitment to safety, like quality, demands more than just preaching to employees. It requires actions."

At the corporate level, Sonoco's executive safety

*ASSE began publishing a journal in 1956.*

*To celebrate 50 years of keeping SH&E professionals current in this dynamic field, each issue of Professional Safety in 2006 will feature an article from a past issue of the journal.*

task force is comprised of staff vice presidents and chaired by the president. Safety performance is discussed during weekly executive meetings, and any vice president whose operation has experienced an injury must present an explanatory report. "That really drives home the personal responsibility and accountability for employee safety" (Minter, 1993). At Sonoco, corporate values are established by executive action. Safety is a corporate value.

### **Benchmark 2: Strategic Vision**

Two inseparable truths are embodied in the sayings: "Safety is created in the boardroom"; and "A rotten fish stinks from the head down." Executives are being held to increasingly higher standards of care regarding personnel policies and practices. Evidence a *Wall Street Journal* expose implicating these values in the board-directed leadership change at Sunbeam-Oster Corp. What better way for executive management to personify a corporate safety vision than to lead the effort for employee health, safety and well-being? "Vision isn't forecasting the future, it's creating the future by taking action in the present" (Collins and Porras, 1989).

In "Safety Works, So Why Don't We Use It?" Skiff (1993) identifies how strategic direction was key to a large Ohio supermarket chain's efforts to reverse high workers' compensation loss trends. In addressing the element responsible for the turnaround, a company representative replied, "We held a series of 12 safety meetings. The president attended all 12 and had all his calls held." Having ultimate charge for safety within an organization is a crucial job. How many executives have personally accepted this level of responsibility?

### **Benchmark 3: Financial Orientation**

Line managers are generally uninformed about insurance costs. Perhaps 90% of supervisors and plant managers do not know what experience modification is or their actual loss costs. This creates a problem. If managers do not understand how accidents drive insurance costs and impact operating results, they will never be motivated to address them. When training line managers in "magic bucks" (a term aptly describing their perception of insurance), I have found that once managers understand how losses impact "cost of goods sold" and "operating expenses" (two of their key responsibilities), and ultimately drain profitability, they turn on to success.

Bob Anderson, president and principal consultant of The Worksafe Group, Laguna Hills, CA, confirms that every successful turnaround his company has managed with its clients was predicated by an executive awakening to how loss costs impact operational results. Anderson recalls a large West Coast restaurant chain that wanted to reduce its \$2 million annual workers' compensation losses. Upon completing their evaluation, the consultants met with the president and key operations executives. The consultants' presentation outlined how excessive

workers' compensation losses were draining corporate profits. According to Anderson, "When the president saw the financial linkage, he almost fell off his chair. He questioned the numbers four times."

When the executives finally understood the financial ramifications involved, they incorporated safety into the organization's strategic mission on quality operations and customer service. Within 2 years, average losses decreased 90%. Bottom line: Show a line manager how s/he can increase the "bottom line" and you will find a manager who will succeed in reducing accident costs.

### **Benchmark 4: Meaningful Measurement**

DuPont Corp. has initiated numerous innovative management safety incentive and accountability programs. Occupational safety has such high priority that accident-free operations are a basic expectation of all managers. In fact, executives of operating divisions and subsidiaries must report all lost-time accidents to DuPont's CEO within hours of an occurrence.

Now, the envelope has been stretched further. Sonoco Products Co. has established a corporate policy requiring plant managers to telephone the president within 60 minutes of an injury. This "travel policy" leaves no doubt about safety's importance within these organizations. "When safety becomes a meaningful management measure, managing safety becomes meaningful." You definitely do not want to be a frequent flyer in these programs.

### **Benchmark 5: Parity**

Successful companies consider safety to be a long-term investment, producing significant payback through improved process efficiencies and reduced operational error. This is a crucial foundation. When managers do not believe that safety expenditures produce a positive return on investment, they will never provide the personal and financial support needed to elevate safety to a true operational equal.

PPG Industries, headquartered in Pittsburgh, PA, recognizes the need to create safety parity (safety equal to, and integrated with, all key elements of the manufacturing process). The company's New Directions Program, which is based on quality management concepts, addresses four core issues: 1) continuous improvement; 2) employer involvement; 3) excellence; and 4) integrated safety measures.

PPG's Crestline, OH, facility achieves safety integration through a performance specification program. "At the Crestline plant, every work order now includes safety specifications, along with customer, packaging, and shipping and handling specifications. The safety requirements have equal status on the work order" (Durbin, 1993). At this facility, successful job completion requires strict conformance to safe practices.

On the production floor, however, all things are not created equal. Safety can become an equal only

## Rate Your B.O.S.S.

Instructions: Assign 5 points to each benchmark statement that accurately reflects the current “safety reality” in your organization. All others score 0.

“You know your safety program is effective when . . .”

- 1 \_\_\_\_\_ Your chief executive is “CEO and chair of the safety committee.”
- 2 \_\_\_\_\_ Your president says, “I’m in a safety meeting. Hold my calls.”
- 3 \_\_\_\_\_ Your pretax profit exactly equals your reduction in accident costs.
- 4 \_\_\_\_\_ Your corporation provides exotic travel incentives:
  - *Employees*: to resort destinations for good performance
  - *Managers*: to the CEO’s office for poor performance
- 5 \_\_\_\_\_ There are no safety costs.
- 6 \_\_\_\_\_ Employees “volunteer” to serve on the safety committee.
- 7 \_\_\_\_\_ The “E” in your E-mission statement stands for electronic, not a management “E”vacuation.
- 8 \_\_\_\_\_ The reduction in your workers’ compensation costs equals the net payout of your executive bonus program.
- 9 \_\_\_\_\_ The words “quality, productivity . . . and safety” appear in the same sentence in your annual report.
- 10 \_\_\_\_\_ Safety committee meetings . . . aren’t.
- 11 \_\_\_\_\_ Employees arrive and depart work in the same condition—smiling.
- 12 \_\_\_\_\_ The ratio of positive recognition notices to disciplinary slips in personnel files is 8 to 1.
- 13 \_\_\_\_\_ Employees request a planning session on company time, at company expense, at a resort hotel—and it’s approved.
- 14 \_\_\_\_\_ Employees have a \$250 personal authorization for safety—no approvals required.
- 15 \_\_\_\_\_ There is no “time” for safety training.
- 16 \_\_\_\_\_ You complete 1 full year without the word “careless” appearing on a supervisory accident report.
- 17 \_\_\_\_\_ Your general manager sets a goal for zero accidents and believes it.
- 18 \_\_\_\_\_ Inspection reports don’t identify unsafe acts and conditions.
- 19 \_\_\_\_\_ There is no “safety” program.
- 20 \_\_\_\_\_ The final phase of rightsizing is complete and you are still employed.

\_\_\_\_\_ **TOTAL** (Turn to pg. 54 for scoring sheet.)

# B.O.S.S. Scoring Sheet



Transfer each score and your total to this answer sheet to see how you've rated the four drivers of organizational safety culture. Each is discussed as a benchmark activity.

## Focused Leadership

- 1 \_\_\_ Executive involvement
- 2 \_\_\_ Strategic vision
- 3 \_\_\_ Financial orientation
- 4 \_\_\_ Meaningful measurement
- 5 \_\_\_ Parity
- \_\_\_ Subtotal 1-5

## Communications

- 6 \_\_\_ Employee participation
- 7 \_\_\_ Mission
- 8 \_\_\_ Gain-sharing
- 9 \_\_\_ Shared values
- 10 \_\_\_ Compelling message
- \_\_\_ Subtotal 6-10

## Human Relations

- 11 \_\_\_ Employee satisfaction
- 12 \_\_\_ Positive recognition
- 13 \_\_\_ Teamwork
- 14 \_\_\_ Empowerment
- 15 \_\_\_ Enablement
- \_\_\_ Subtotal 11-15

## Integration

- 16 \_\_\_ Process improvement
- 17 \_\_\_ Continuous improvement
- 18 \_\_\_ Problem sourcing
- 19 \_\_\_ Assimilation
- 20 \_\_\_ Alignment
- \_\_\_ Subtotal 16-20
- \_\_\_ Total 1-20

when valued on par with—and not compromised to—production demands.

### Benchmark 6: Employee Participation

The Cummings Jamestown Engine plant, Lakewood, NY, employs a highly effective approach to employee participation and continuous improvement. The program's name, "JDIT-KAIZEN," refers to its objective: "Just Do It Continuous Improvement." The program incorporates several progressive concepts, including an intensive 5-day employee training program on continuous improvement; an emphasis on employee empowerment; and teamwork to encourage problem solving and immediate change.

Among the novel ideas incorporated in the program are "Kaizen Carts," mobile workstations equipped with flip charts, references and other prob-

lem-solving tools that allow employees to solve problems or evaluate process improvements on-the-spot. The program has produced 61 documented process improvements, leading to higher quality, lower costs, reduced cycle times, less inventory, higher efficiency, improved safety—and \$250,000 in savings. "At Cummings Jamestown Engine plant, people are making the difference. They 'just do it'" (Taylor and Ramsey, 1993). This level of employee interest is not common in many companies.

However, if the concept of an employee safety organization were redefined to include high visibility, adequate funding, clear responsibility, true authority and ample recognition, many more employees would be willing to volunteer. Participation would improve 100%, and safety programming would cost nothing. Companies would actually save money because time and efficiency are money. Envision the potential savings when everyone thinks of a better way and then just does it.

### Benchmark 7: Mission

Try this: Ask the next five people who pass by the safety office to read the corporate safety policy. What will they find?

1) An executive mission statement that clearly depicts a desired future (safe) state for the corporation and contains an action orientation capable of driving employee behaviors to attain it.

2) A "reality statement" that lacks emotion, is uninspiring, contains canned jargon and serves to remind employees of how things aren't.

Most readers will find number 2. Many safety policies are boilerplate, boring and borrowed (some even include the originator's name)—and employees know it. The policies typically contain idealistic rhetoric and conclude with: "No job is so important or schedule so rushed that we can't take the time to do it safely." Employee interpretation: "Yeah, right. Why can't they design it right in the first place so I don't have to take time to fix it out here?"

A successful journey begins with a specific destination in mind. If management has not created a clear road map, the journey starts now, with an exercise in safety "visioning." If you look forward, you can see, and will create, the future.

### Benchmark 8: Gain-Sharing

How can meaning be added to the phrase, "Safety pays"? If a manager's performance in controlling accident costs is to improve, build chargebacks into his/her bonus and make it "hurt so good." Remember, what gets measured gets done; what gets measured and rewarded gets done well. One caution: What gets measured and rewarded gets done well, even if it is done wrong. As Peter Drucker warns, "Make sure managers are doing the right things, not just doing things right." No slogans, posters, games, contests or safety incentives, please.

Why stop with executives? Why not initiate gain-sharing for all employees? According to



Princeton professor Alan Blinder, “trickle up” economics (i.e., making employee compensation contingent upon profitability) can raise labor productivity from 3 to 11% (Watching out for business, 1993). Generally, it is better to give than to receive. In this case, why not do both?

#### **Benchmark 9: Shared Values**

In Rome, NY, history is being rewritten—the Great Pyramids are no longer only in Egypt. The Rome Cable Corp., recognizes the need for equality among quality, productivity and safety, three critical measures of management proficiency, and emphasizes the three values in its corporate vision. Elevating safety to equal status on the production floor and income statement must be forced through executive action.

President Shep Bayland emphasizes the values by sending clear, repetitive messages that quality, productivity and safety must coexist for real (long-term) profit to ensue. In 1992, the value of safety equated to more than \$212,000 (an insurance dividend earned due to reduced accident losses). At a 2% margin, that is equivalent to an additional \$10 million in sales—a welcome contribution to profit and a true value.

#### **Benchmark 10: Compelling Message**

Safety committees are often ineffective in addressing accidents. Why? Because accidents are caused by the management system and “real managers don’t do safety committees.” Accidents are merely symptoms of flawed operational planning rooted in the management process. Safety can only be effectively addressed in corporate operational meetings. Mike Gleason, vice president of operations for Finch Pruyn Paper Corp., Glens Falls, NY, opens each operations meeting with discussion of plant safety performance. It is no coincidence that Finch Pruyn has maintained a low experience modification (0.45 range). This affords the company significant insurance savings and a competitive advantage. In successful companies, “safe” is how things are executed continuously—not merely a topic at the monthly meeting.

#### **Benchmark 11: Employee Satisfaction**

“Happy faces” are scarce in many workplaces, which signals that the safety program (and most likely other aspects of the operation) is in trouble. Hank Sarkis, president of The Reliability Group, a management consulting firm, has compiled statistical data confirming “happiness in the workplace” as the primary factor correlating with good accident experience. Hal Rosenbluth, president of Rosenbluth International Inc. and coauthor of *The Customer Comes Second*, also identifies “employee happiness” as the single issue from which all other organizational results flow. Rosenbluth believes that companies earn employees’ poor attitudes and maintains that employee attitudes produce the organization’s ultimate outcomes. “We must take employee happiness

seriously. Without it, eventually everything else breaks down” (Rosenbluth and Peters, 1993).

Does this “soft stuff” stand up to “hard” number crunching, however? “Dean Witter Reynolds recently found that had investors purchased stock in companies which treated employees well, they would have earned 17% more than had they invested in Standard & Poor’s Index Fund” (Maurer, 1992). Certainly a clear illustration of what a smile is worth.

#### **Benchmark 12: Positive Recognition**

The psychology of motivation has not progressed significantly in the field of management—at least not at the first-line level. Although numerous studies confirm the power of positive recognition, discipline remains the first tool of choice for “managing” (also known as “mugging”) employee behavior. “Studies show that 87% of all feedback is negative. Traditional management theory has done little to rectify this situation” (Kinni, 1993).

Traditional theory fails to recognize that “discipline” is derived from the word “disciple,” hardly a negative connotation. Managers need to “catch people in the act of doing something good” and tell them about it. Supervisory seek-and-destroy missions should evolve into seek-and-reward sessions.

In *A Great Place to Work*, Levering (1990) reports how Emery Air Freight was losing \$1 million annually because employees were shipping small packages individually, rather than combining them in larger containers for less expensive bulk shipment. Management’s answer was a program of positive consequences and feedback. The result was that losses were nearly eliminated. The most powerful (yet least used) motivator in the workplace—“Thanks.”

#### **Benchmark 13: Teamwork**

Richard Costello, manager of General Electric’s (GE) corporate marketing communications, challenged GE’s Business Information Center to change its methods, management approaches and operational results. To help the group “discover its future,” he sent the staff (on company budget) to Epcot Center in Orlando, FL. The result was a highly effective, self-directed work team. The point is that when something is important to the organization, make it important to people by making people important. Is safety important to employees in your company—and vice versa?

#### **Benchmark 14: Empowerment = Trust**

Employee empowerment is essential to operational success. However, employees can only be empowered when funds are available to fuel innovation. Estimates suggest that 90% of all safety hazards can be corrected for less than \$50, a nominal sum when compared to the average cost of an accident (\$19,000+).

Zytec Corp. employees can spend up to \$1,000 (per occasion) to solve problems and/or improve operations—without executive authorization. Imagine what could be accomplished if the workforce

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*Benchmarking challenges the myopic views held within many organizations by forcing management to look beyond current traditions and seek "best available practices."*

was empowered with only 25% of that amount. Imagine employees showing supervisors how they solved safety problems, rather than waiting for crippled suggestion systems or backlogged maintenance schedules.

Zytec also employs a unique strategic management tool—trust. And, it is not abused because the basic freedom, not the amount, is what counts. The next great reunification will involve employees and their minds. All that is needed is a little management "seed money."

#### **Benchmark 15: Enablement**

Although knowledge has become a key competitive strategy in industry, many still believe that safety training is a function of "time" rather than comprehension, and that lunch periods, breaks, weekends and shift changes are the only "time" for safety. William Lareau, a quality author, feels that U.S. industry trains its employees to fail by basing training on duration rather than on skills attained. Programs which provide everyone with an equal amount of training only ensure that no one's needs are fully met. In Japan, employee training differs completely—proficiency is the ultimate measure.

No one would likely debate the value of training in shaping safe work practices. Yet, managers continue to commit only minimal time to safety training. "We need a supervisory training program to deal with this 'critical issue,' but it can't take more than an hour" is a common remark. For employees, the average is probably closer to 15 minutes.

Joanne McCree, human resources representative for IBM's Rochester, MN, facilities, says, "People must be enabled as well as empowered." Unfortunately, industry's track record does not mirror this advice.

In a November 1992 survey of 100 small and mid-size companies, Arthur Anderson Inc. and National Small Business United Trade Association asked how small businesses should achieve improved productivity. The most popular answer, "Provide better training." When asked what steps these companies had actually taken to improve productivity during the past 12 months, however, training was not mentioned (If training is the answer, 1993). The bottom line is that safety performance cannot genuinely change in one hour or less, as current injury statistics clearly illustrate.

#### **Benchmark 18: Process Improvement**

Tom Peters identifies the phenomenon of a management awakening as "a blinding flash of the obvious." When the manufacturing process is examined, it becomes clear that management controls all vital functions, including employee selection, process

design, material designation, work scheduling, environmental control and organizational culture. When accidents occur, however, the "blinding flash" conclusion is "Damn those careless employees."

Wrong! Employees sustain injuries. Accidents belong to the system, and the system belongs solely to management. Audits of supervisors' accident investigation reports often reveal that more than 40% typically cite "employee carelessness" as the accident cause.

To truly improve safety, start at the top, otherwise the real source of problems is being ignored. W.E. Deming assigned 90% of all process outcomes (such as accidents) to common causes—causes inherent to the system—not to individual behavior. If the company's accident investigation process is not unveiling system failures, it is not producing accurate information. The only acceptable alternative is to assign all accident causes to "management carelessness." Then, the investigation system would be correct at least 90% of the time (which beats what industry is currently doing).

#### **Benchmark 17: Continuous Improvement**

Many firms set safety goals based on incident frequency and severity (also known as "kill rates"). This process drives efforts to mediocrity—we aspire to be average. Incident rates are nothing more than measures of how bad a company can be and still be called good. Successful companies emphasize continuous improvement to drive results toward zero defects.

General Motors Corp., under the safety leadership of Mike Taubitz, has abandoned safety by the numbers (incident rates), and instead focuses on continuous improvement strategies. This approach eliminates tolerance of average performance and challenges ultimate excellence. Safety, like quality, is a journey, not a destination. The key is to be on the right road, heading in the right direction.

#### **Benchmark 18: Problem Sourcing**

More than any other activity, inspections deter organizations from attaining true safety improvement. Inspections are the core of most traditional programs and typically consume an organization's safety focus. Unfortunately, inspections focus on the wrong sources. They address accident symptoms, rather than true causes, which lie upstream in a process and are distant in both time and proximity from the hazard.

Causes are embedded within the management system, which inspections, as currently conducted, do not address. If industry would adopt Deming's philosophy and cease reliance on inspections, safety could be designed into processes. This would eliminate the effort wasted in inspecting hazards out—an activity that keeps many practitioners busy, yet does not solve problems.

If an organization demands inspections, move them off the production floor and into the executive offices. With a fine-tooth comb, inspect policies, direc-

tives, procedures, goals, budgets, planning processes, training programs, management development plans, staffing, organization charts, job descriptions, communication systems, scheduling, recognition and reward programs. Plenty of real accident causes will be found.

### Benchmark 19: Assimilation

Companies with good accident experience recognize that safety is “good business, not programs.” Traditional safety programs do not exist in these companies for one reason—they are not needed. The Potsdam Paper Corp., Potsdam, NY, may (on the surface) appear to lack the trappings of traditional safety programs (e.g., incentives, rules, posters). Yet, the company does not experience accidents. Potsdam’s approach involves participative management and teamwork—safety is a function of “the process,” not a separate “program.” As a result, employee involvement is high, hazards are controlled and accidents do not drain productivity. All positive benefits, without a safety “program.”

### Benchmark 20: Alignment

Congratulations! You have passed the ultimate test (unlike your more traditional peers). You have proven your ability to lead a corporation to success and savings by realizing that safety is not one thing, it is everything—and it is called effective management. Welcome to the team. You’ll fit in just fine—but where?

Two important points must be considered when deciding where to position safety within the organization. First, safety must be recognized as “the management process.” Second, it is not where safety responsibility is placed within the organization (whatever form it takes), but rather that it is placed everywhere. Progressive companies align resources to achieve results; they don’t create structure. The power of influence will always outperform the power of position. If the president’s voice is needed to accomplish this, serious organizational problems exist. Time to pull back and start again, this time from the bottom.

*P.S. Start packing your desk, we’re moving you out of the stockroom, tool room, dispensary, guard shack or that obscure cubicle. You’re one of us. Welcome to the team!* ■

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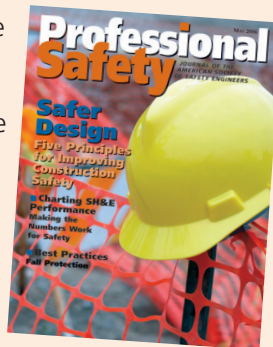
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