



Third Annual DoD Safety and Health Forum

Beyond Compliance: A Focus on Culture

“Installations that Get It”

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Topics

- Key Elements
 - Communication
 - Involvement
 - Recognition/Awards
 - Metrics
 - Accountability/Responsibility
- VPP
- Closing thoughts

Communication

- As in all programs, not just Safety, effective communication of goals and objectives is critical for implementation and sustainment
- Strategy for programs:
 - Introduce (new program) - all stakeholders, including union
 - Educate - all stakeholders, including union
 - Sustain
- Distributed (Multiple paths) & Engaging/Humorous?
- Consistent – alignment at all levels of management
- Top down and not just the responsibility of Safety Department/Office
- Need feedback mechanism
- Safety is more than workplace safety!

Involvement

- Leadership presence
 - Management is not done by computer, it is done by presence! - Employee engagement
 - Act the way you want others to see you
 - Presence is important, but equally important is what you say and do while present
 - In the work place when bad things are not happening
 - Adds:
 - Credibility
 - Commitment
 - “Walk the talk”
- Weekly safety walks and magazine inspections
 - Announced and unannounced
 - Accident/injury site visits
 - Visit employees who have returned to work

Recognition/Awards

- Immediate Recognition if possible
- Make it personal if possible
- Celebrate the accomplishment, but focus on the journey
- Variety
 - Activity Level Awards
 - On the spot awards (Frequent and small)
 - Safety Contests
 - Billboards
 - Slogans
- VPP Passport
 - Voluntary
 - Focus on employee involvement
 - Education and journey (what we want them to focus on)
 - Monetary Award for completing the journey

Metrics

- Focused on the right thing!
 - Required metrics vs. metrics that drive the business
 - Emphasize correct behavior
 - Department with least deficiencies
 - Department identifying deficiencies and correcting them
 - Celebrate milestones!
- Visibility
 - Activity awareness
 - Work place specific
 - Lean Six Sigma philosophy – visual control
- Metrics tied to lessons learned
- Who is responsible for driving metrics in the correct direction

Accountability/Responsibility

- Management held to higher level
- Expect what YOU inspect – if you are not out looking, is your expectation that others are?
- Safety is more than Safety department/office responsibility
- Don't overlook the small things – all things are important
- Violations are violations - not be a function of:
 - Injury
 - Equipment damage
- Accountability – The ability and willingness to follow through on your promises and commitments – The Buck starts here!
- Responsibility needs to be clearly defined

VPP

- VPP – Taking Safety to the Next level - Beyond compliance
- Joint management and labor, but starts with management at the top
- Continuous journey – natural tendency to let down after achieving Star status – it's about sustainment
- Like Lean Six Sigma, it is about involvement at the lowest level of the organization
- Supervision and Management are most resistant to change
- “Voluntary” – Organizations have been tripped up by enforcing voluntary programs – Passport, pledges

Conclusions

- “Effective” communication is essential
- Buy in at all levels (including union) is a must for successful safety programs
- Management presence – Walk the talk
- Personal involvement
- Safety is more than work place safety, it is a way of life
- Metrics need to be the “right” metrics
- Personnel need to have defined responsibilities and be held accountable at all levels for all things
- VPP is a journey