



RISK MANAGEMENT FOR LEADERS

Certificate Series

Continuous Improvement

The webinar will begin soon



RISK MANAGEMENT FOR LEADERS

Certificate Series

Continuous Improvement

ICW Group Risk Management Services



Ahren Hohenwarter

Director of Risk Management – West



Jason Rozar

Director of Risk Management – East

Today's Presenters:

Risk Management for Leaders Certificate Series

A Framework for Success

Commitment to Safety – A Way of Doing Business

Cultural Impact on Safety

Engaging and Empowering Teams

Continuous Improvement – A Fundamental of Growth

The Power of Communication and Transparency



Continuous Improvement

The commitment to **consistently analyze** your safety performance through fact-based data, to **address root causes** and program weaknesses as soon as they are identified, and to **experiment with changes** that will lead to long term program improvement.

Leadership Responsibilities

1. Create an environment of continuous learning.
2. Establish systematic approach for continuous risk assessment.
3. Ensure Leadership accountability.
4. Empower leaders to make upstream changes.
5. Confront mediocrity and complacency.



Creating an Environment of Continuous Learning

Continuous Learning

- Foster a growth mindset
- Provide access to learning resources
- Make time for learning
- Celebrate learning milestones
- Incentivize learning



Growth Mindset vs. Fixed Mindset

Someone with a **growth mindset** views intelligence, abilities, and talents as learnable and capable of improvement through effort. On the other hand, someone with a **fixed mindset** views those same traits as inherently stable and unchangeable over time.

– Harvard Business School Online



Poll

I am intentional about maintaining a Growth Mindset.

- a. True
- b. False

Key Elements of a Growth Mindset



Intelligence can be developed



Embrace challenges



Persist in the face of setbacks



See effort as a path to mastery



Learn from criticism



Find inspiration in the success of others

Fostering a Growth Mindset

- Model it
- Praise effort and provide feedback
- Goal Setting
- Encourage collaboration
- Embrace failure
- Create psychological safety
- Use growth mindset language



Provide Access to Learning Resources

- Internal and external online courses
- Subscribe to industry publications
- Attend professional development opportunities
- Share learning content in an informal way
- Align training programs with needed skills
- Create small group collaborative opportunities



Make Time for Learning

- Include learning as a regular part of your team's schedule
- Dedicated training days
- Lunch and Learn sessions
- Blocking off time each week for individual learning



Celebrate Learning

- Company wide announcements
- Social media announcements
- Team meetings
- “Wall of Fame”



Incentivizing Learning

- Financial rewards
- Extra vacation days
- Flexible work arrangements
- Unique experiences
- Promotion or advancement





Continuous Risk Assessment

Why conduct a Job Hazard Analysis



Identify hazards to eliminate or control them



Ensure workers have training, equipment and supplies to work safely



Develop accident prevention program (IIPP)



Prevent work-related death, injury, illness



Use in loss prevention efforts, environment pollution prevention, fire protection

1 | **Select** job or task to analyze

2 | **Detail job** by breaking into key steps

3 | **Spot risks** and possible injuries for each step

4 | **Control hazards** by minimizing or eliminating risks

5 | **Take action** by installing controls or eliminating risks

6 | **Document** all JHA actions and keep records up-to-date

7 | **Reassess** periodically to ensure success



The ICW Group Job Hazard Analysis Form

- Customizable for your company
- Helps break down each job into steps and analyze specific hazards

YOUR COMPANY NAME **Job Hazard Analysis** **ICWGROUP**
Insurance Companies

Job Title _____ Job Location _____
Date of Analysis _____ Analyst(s) _____

PPE Required Safety Glasses Gloves Goggles, Faceshield, Welders Mask Protective Apron or Clothing Slip Resistant Shoes Respirator Safety Toe Shoes Hard Hat or Bump Cap

Frequency 1 Very Rarely - Not known to have occurred, but possible
Likelihood 1 Practically impossible - the one in a million
Severity 1 Minor Cuts, Bruises, Bumps and minor damage
Risk Score 0.05 **Total Risk Score for this Job**

Comments _____

Step	Job Step Description	Identified Hazards	Proposed Controls	Completion Date
#	Break down the larger job into small steps to help isolate risks	List the hazards you've identified for this step - involve employees and conduct observations	What are the actions you'll take to improve the safety for this risk?	When will these take affect?
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				

PLAN for Observations

Prepare: for observing

Learn: what's needed and train supervisor

Act: complete the observation

Note: success and identify what needs correction



Incidental Observations

Part of other work activities

Short observations & feedback sessions



Who?

- All Workers
- Life Changes
- Motivation



What?

- High Hazard
- Recent Accidents
- Defects



When?

- Point A to B
- Morning/Late Shift
- After Breaks

Deliberate Observations

More planning & foresight

Separate time set aside



Who?

- Accident Repeaters
- New Hires
- Job Changes



What?

- New Tasks
- High Defect Rate
- Interruptions



When?

- Unexpected Work Stoppage
- Task Being Performed
- First Week

ICW Resources

ICWGROUP
Insurance Companies

PLAN FOR IMPACTFUL SAFETY OBSERVATIONS

Do your observations make an impact?
Before you begin, make sure you follow the P.L.A.N. for safety observations!

Prepare
Prepare before starting. Who will be observed? What are you looking for? When? What type of observation is needed? What are safe behaviors for this job?

Learn
Learn what's necessary for observation success. Ensure supervisor is ready to conduct the observation - with training, task checklists, advice, and guidance.

Act
Act by conducting the observation. Once you've prepared, it's time to complete the task at hand.

Note
Note the results for feedback! Reinforce safe behaviors, review those that weren't. Ask why to gain insight and motivation. Then, focus on new behaviors.

P.L.A.N. to Step Up Your Safety Program

icwgroup.com/safety

Insurance Company of the West | Employer Insurance Company | Workers Insurance Company
www.icwgroup.com | 800.877.1111

ICWGROUP
Insurance Companies

5 TIPS For More Impactful SAFETY OBSERVATIONS

01 PRE-PLAN
Decide who, what and when you'll observe, type of observation (incidental or deliberate), if you'll announce, and what you'll look for.

02 WATCH
Observe to discover, "can they do their job safely", identify anything that concerns you, and if new habits are needed.

03 ASK
Determine why a safety precaution wasn't taken to gain insights into the type of behavior change and employee motivation needed.

04 ENGAGE and REINFORCE
This is about keeping employees safe. Place emphasis on what they're doing right and the behavior change needed to be even safer.

05 SHOW CONCERN
How you phrase feedback is critical. Express concern about their well-being and the possible consequences of unsafe behavior.

icwgroup.com/safety

Accident Investigation

Goal: Identify root causes and prevent recurrence

Key Steps: Investigate, Analyze, Report, Act, Follow-up

Approach: Fact based, Systematic, Blame-free

ICWGROUP Insurance Companies S.T.E.P. UP TO A SAFER WORKPLACE Accident Investigation Form

Step 2: Conduct Investigation – Also see “Root Cause Investigation Form”

Unsafe workplace Unsafe behavior Organizational causes

Report completed by: _____ ID #: _____
Title: _____ Date: _____
Department: _____
Report type: Death Lost time Drivast First aid Near miss
 Employee Supervisor Safety committee Safety manager Other: _____

Step 1: Injured employee (complete this part for each injured employee)

Employee name: _____ Area of body injured: Eye Head
 Face Neck
Gender: Female Male Non-disclosed Shoulder Upper Back
 Upper Arm Lower Back
 Elbow Wrist Lower Back
 Hand Hand
 Hip Thumb Finger
 Knee Thigh Ankle
 Lower leg Foot
 Toe

Injury description: _____

Step 2: Incident description

Location occurred: _____ Time reported: _____
Incident Date/Time: _____
Part of workday: Regular time overtime other (describe) _____
 Entering work Leaving work
 On lunch/break On break

PPE worn at time of incident

Safety glasses Hard hat Steel toe shoes Other (describe) _____
 Safety goggles Bump cap Slip resistance _____
 Face shield Respirator Fall protection _____
 Sound/protection Welding/hood Gloves _____

Equipment involved: _____

Organizational causes

Ineffective training
 Lack of supervision
 Deficient procedures
 Lack of applying procedures
 Inadequate communication
 Poor hazard assessment
 Inadequate hiring practices
 Lack of accountability
 Inadequate motivation
 Failed to provide proper tools
 Failed to correct known issues

_____s, tools, materials, etc.

_____s from happening again?

Train supervisor
 Enforce existing policy
 Develop new policy
 Increase supervision

ICWGROUP Insurance Companies

Insurance Company of the West | Empire Insurance Company | The Terra Insurance Company
www.icwgroup.com | 800.877.1111

Accident Investigation Steps



Investigate



Analyze



Report



Act



Follow-up

Be Prepared for Accident Investigations

- Write a clear policy statement
- Designate who investigates accidents
- Identify who notifies outside agencies
- Train accident investigators
- Establish investigation timetables
- Identify who receives the report
- Take corrective action



ICW Resources

STEP UP TO A SAFER WORKPLACE

Root Cause Investigation Form

Dig deep to get to the cause. ID# _____

Complete to uncover the root cause of incidents and accidents. Review the possible corrective actions and add your own plan.

Yes?	#	Section Description
<input type="checkbox"/> Part 1 – Equipment was a contributing factor.		
If Yes, complete this entire section for Part 1.		
Case	Possible corrective actions	Your plan
<input type="checkbox"/> 1.1 Defect in equipment, tool, material contributed to hazardous conditions.	<ul style="list-style-type: none"> Review procedures to inspect, report, maintain, repair, replace, & recall defective equipment. 	
<input type="checkbox"/> 1.2 Hazardous condition was recognized but not reported.	<ul style="list-style-type: none"> Train employees & stress individual accountability. Review job procedures for hazard recognition and avoidance. 	
<input type="checkbox"/> 1.3 Inspection procedure not in place to detect hazardous conditions.	<ul style="list-style-type: none"> Develop & adopt procedure to detect hazardous conditions. Conduct tests regularly. 	
<input type="checkbox"/> 1.4 Existing inspection procedure did not detect hazardous conditions.	Review, improve procedures.	
<input type="checkbox"/> 1.5 The incorrect equipment, tool or material was used.	Specify correct equipment, tool or material in job procedures.	
<input type="checkbox"/> 1.6 Correct equipment, tool or material not readily available.	<ul style="list-style-type: none"> Provide correct equipment, tools, or material. Review purchasing specs, procedures. 	
<input type="checkbox"/> 1.7 Employees didn't know where to obtain equipment, tool or material required for the job.	<ul style="list-style-type: none"> Review procedures for storage, access, delivery or distribution. Review job procedures for obtaining equipment, tools and material. 	
<input type="checkbox"/> 1.8 Substitute, incorrect equipment, tools, material used.	<ul style="list-style-type: none"> Provide correct procedures, equipment & material. Warn against substitutions. 	

Insurance Company of the West | Explorer Insurance Company | WetTerra Insurance Company
www.icwgroup.com | 800.877.1111

S.T.E.P. UP TO A SAFER WORKPLACE

Accident Investigation Form

Step 3: Conduct Investigation – Also see "Root Cause Investigation Form"

Unsafe workplace
Unsafe behavior
Organizational causes

Report completed by _____ ID # _____

Title _____ Date _____

Department _____

Report type Death Lost time Dr visit First aid Near miss
 Employee Supervisor Safety committee Safety manager Other

Training
Vision
Injuries
ing procedures
Communication
Assessment
ing practices
Instability
Motivation
Life proper tools
ect known issues

Step 1: Injured employee (complete this part for each injured employee)

Employee name _____

Date of birth _____

Gender Female Male Non-disclosed

Job title _____

Department _____

Original hire date _____

Injury description _____

Area of body injured

Step 2: Incident description

Location occurred _____

Incident Date/Time _____

Part of workday Regular time overtime Leaving work On lunch/meal On break

PPE worn at time of incident

<input type="checkbox"/> Safety glasses	<input type="checkbox"/> Hard hat	<input type="checkbox"/> Steel toe shoes	<input type="checkbox"/> Other (describe)
<input type="checkbox"/> Safety goggles	<input type="checkbox"/> Bump cap	<input type="checkbox"/> Slip resistance	
<input type="checkbox"/> Face shield	<input type="checkbox"/> Respirator	<input type="checkbox"/> Fall protection	
<input type="checkbox"/> Sound protection	<input type="checkbox"/> Welding hood	<input type="checkbox"/> gloves	

Time reported _____

Other (describe) _____

Equipment involved

Insurance Company of the West | Explorer Insurance Company | WetTerra Insurance Company
www.icwgroup.com | 800.877.1111

Ensure Leadership Accountability



Accountability Systems

Safety by Objectives 2nd Edition –
Dan Peterson

- Based on clearly defined EHS program
- S.M.A.R.T. Goals
- Types of Goals: Routine, Project, Creative, Personal
- Will vary based upon role
- Measurement system in place



Leadership Performance Metrics

Safety by Objectives 2nd Edition –
Dan Peterson

Things a supervisor should do to...

- Identify accident causes
- Identify and remove hazards
- Coach his or her people to do better
- Provide a motivational environment



Accident Causation Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

Accident investigations

- # completed
- # on time
- # causes identified/removed

Less Traditional

- Safety sampling
- Statistical safety control
- Technique of operations review
- Incident recall techniques

Hazard ID and Removal Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

- Inspections
- Job hazard analysis

Less Traditional

- Hazard hunts
- OSHA compliance checks
- Ergonomic analysis

Coaching Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

- Safety meetings
- Safety observations

Less Traditional

- One-on-ones
- Safe behavior reinforcement
- One-minute safety programs
- Stress assessments

Motivation Metrics

Safety by Objectives 2nd Edition – Dan Peterson

Traditional

- Carrot and stick method(s)

Less Traditional

- Worker safety analysis
- Inverse performance appraisals
- Safety improvement teams
- Climate analysis

Empower Leaders to Make Upstream Changes



Empowering Leaders

- Atmosphere of psychological safety
- Trust in leadership
- Positive reinforcement
- Encourage innovation



Empowering Leaders

- Training and education
- Access to resources
- Authority and responsibility



Confront Mediocrity & Complacency



Recognizing Mediocrity & Complacency

- Symptoms of mediocrity
- Causes of complacency
- Impact



Confronting Mediocrity & Complacency



Leadership
commitment



Regular effective
training



Accountability
systems

Confronting Mediocrity & Complacency



Continuous
improvement



Innovation and
technology



Recognition and
reward

How Do I Confront Mediocrity & Complacency?

1. Start every day from scratch.
2. Surround yourself with people who tell you like it is.
3. Focus on process instead of outcome.
4. Continuously learn and adapt.
5. Recharge the batteries.



Recap

1. Create an environment of continuous learning.
2. Establish systematic approach for continuous risk assessment.
3. Ensure Leadership accountability.
4. Empower leaders to make upstream changes.
5. Confront mediocrity and complacency.

Resources

Start with Why – Simon Sinek

Dare to Lead – Brené Brown

The Fearless Organization – Amy C. Edmondson

Safety by Objective – Dan Peterson

People Work – Kevin Burns

Practical Loss Control Leadership

– Bird and Germain

Difficult Conversations – Stone et al.

Influencer – Patterson et al.



Risk Management for Leaders Certificate Series

- ✓ A Framework for Success
- ✓ Commitment to Safety – A Way of Doing Business
- ✓ Cultural Impact on Safety
- ✓ Engaging and Empowering Teams
- ✓ Continuous Improvement – A Fundamental of Growth

The Power of Communication and Transparency



Earn Your Risk Management for Leaders Certificate



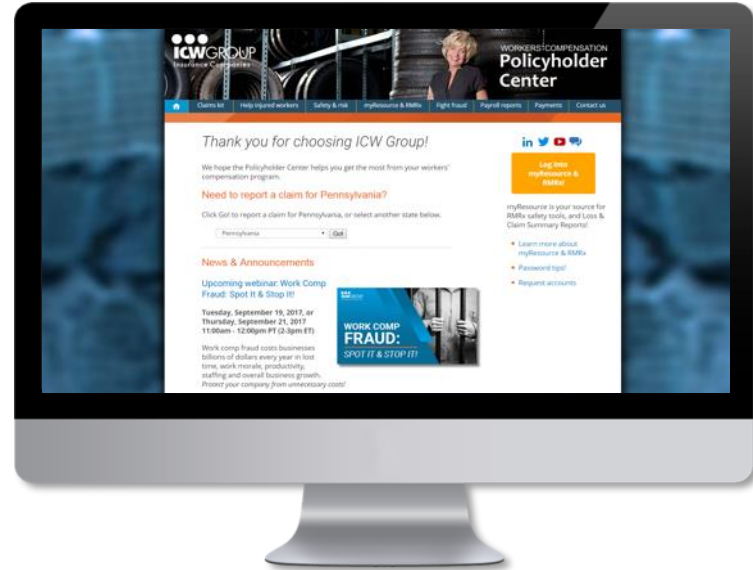
Social Media Badge

Safety Resources Available to You

Policyholder Website

- Injured Workers Resources
- Safety Webinars on demand
- Safety *OnDemand*®
- And More!

icwgroup.com/safety





RISK MANAGEMENT FOR LEADERS

Certificate Series

QUESTIONS?

Contact Us:

riskmanagement@icwgroup.com



RISK MANAGEMENT FOR LEADERS

Certificate Series

THANK YOU!

riskmanagement@icwgroup.com