

ACHIEVING THE COMPETITIVE ADVANTAGE



QUICK REFERENCE CARD

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Every successful senior executive wants to **reduce** costs and **improve** productivity and profitability. Although meeting production schedules is traditionally seen as the highest priority, a business case can be made for seeing **effective** safety performance as an **equally** viable means of improving the bottom line. The cost of **poor** safety performance negatively **impacts** the bottom line for organizations. It can be shown how good **safety management practices** help senior executives achieve a competitive advantage and obtain **lower** operational costs, **increased** efficiency, potential workers' compensation premium **rebates** and **improved** shareholder confidence.

THE MANUFACTURING SAFETY ALLIANCE OF BC

The Manufacturing Safety Alliance of BC (formerly known as FIOSA-MIOSA) is a **not for profit** organization which was established in 2007 to help reduce injuries and claims costs industry-wide. We represent the **Manufacturers** and **Food Processors** in **British Columbia**. Our role is to **reduce injury** in the **workplace** through committed **leadership** and the implementation of an effective **Health & Safety Management System**. We help employers reduce workplace injuries **resulting in reduced WorkSafeBC payments, increased Productivity, service, quality, and efficiencies.**

THE BUSINESS CASE FOR SAFETY

Each year in British Columbia in the manufacturing food and beverage processing industries over **7** workers out of every **100** workers suffer an **injury** while at work. This rate is more than **double** the injury rate of **3.0/100** for all of British Columbia.

OBJECTIVES OF THE SAW/RTW PROGRAM

The overall goal of the Stay at Work/Return to Work (SAW/RTW) program is to ensure a **safe** and **healthy return** to the workplace for employees with a health related incident.

BENEFITS OF GOOD SAFETY MANAGEMENT

One of the most **immediate** and **tangible** benefits of good health and safety management is a direct **reduction** in workers' compensation costs. WorkSafeBC's experience rating program offers **discounts** of up to 50% and surcharges of up to 100% based on companies' injury costs relative to their rate group average.

DUE DILIGENCE

Under Bill C-45: Your **Legal Responsibility**
Due Diligence means taking all **reasonable** precautions to **protect** the health and safety of all employees and co-workers.

OHS COMPLIANCE SAVES MONEY

A **sound** occupational health and safety (OHS) management system supports **compliance** by creating an environment wherein hazards are **promptly** addressed, standards are reviewed and incorporated, and operational processes are **continually** refined. It also demonstrates **due diligence** in protecting workers from injury.

SAFETY CULTURE

As essential as written policies are, what really drives an organization's success is its **Culture**. The culture of an organization can be loosely described as "the way it is around here". It is manifest in the day-to-day **activities, expectations, behaviours, perceptions** and **attitudes** of everyone in the organization. As an organization's policies are an expression of its **goals** and **vision**, the culture of an organization will ideally be reflected in its policies, and vice versa.
In the occupational health and safety context, conflict between **unwritten** rules and organizational **policy** marks a poor safety culture.

GET COMMITMENT FROM THE TOP DOWN

Safety Excellence is becoming the norm in economically advanced societies. However, the safety culture within your organization is rooted ultimately in the **vision** and **values** of its board of directors. The board of directors must be committed, both in **belief** and **practice**, in the value-added function of effective health and safety management. Without this **conviction** the board members will be unable to sell the health and safety business case to stakeholders.

WALK THE TALK

Employees will only believe your commitment as CEO if you **walk the talk**. If you don't walk the talk, employees won't take the talk **seriously**. As noted by the Conference Board of Canada, "when it comes to health and safety, employees are looking for **genuine, active** involvement from their CEOs'. Have a Safety Culture Survey conducted of all employee groups. Make it **anonymous**, but gather information on their status within the company hierarchy. This will tell you about employee perceptions of the safety culture and the degree to which safety is embedded in "the way we do things around here".

REBATE PROGRAMS — OCCUPATIONAL SAFETY STANDARD OF EXCELLENCE (OSSE)

In addition to the direct benefits of reduced workers' compensation insurance premiums, a **rebate** program is also available to employers. **Manufacturing Safety Alliance** is proud to offer the Occupational Safety Standard of Excellence (**OSSE**) program to BC manufacturing, food and beverage processors, and other naturally aligned businesses.

COMMUNICATE CLEARLY AND CONSISTENTLY

It is your responsibility as CEO to ensure that health and safety policies are **properly communicated** in both words and actions. Your actions and those of management should communicate a **parallel, consistent, clear** message. The simpler the message, the more effective it will be.

REVIEW YOUR HEALTH & SAFETY POLICY

Establish an **annual** schedule for reviewing your policy. Include **input** of the Joint Health & Safety Committee. Communicate any changes **immediately** to all management and staff.

IMPROVED PRODUCTIVITY

Productivity and **efficiency** are crucial to any organization's success. Even a relatively **minor injury** can have a significant **impact** on productivity, affecting a number of workers and interrupting the flow of work on the production line.

ASSIGN ACCOUNTABILITY

How should OHS fit into your corporate structure? OHS is often organized through the **human resources** department. There are some **serious** challenges with this model. The HR department is often **removed** from the production line, is where the greatest health and safety risks are encountered and where OHS needs to be most closely integrated.

REVIEW YOUR ORGANIZATIONAL STRUCTURE

- Look at your organizational chart. Where does OHS fit in?
- Do you get regular reports?
- Who's in charge? How are they held accountable?
- Is everyone adequately qualified?
- Could adjustments be made so that the reporting structures are more effective?

EDUCATE YOURSELF AND OTHERS

As CEO you need a clear enough understanding of **hazard control methods** and their application in your organization to be able to educate both the board members and employees with OHS responsibilities when necessary. This will help make health and safety **tangible** to the members of the board and support better informed decision-making that does not undermine the credibility of the corporate safety message.

BENCHMARKING

How do you get information from other companies to do an external **OSSE** audit? You get measured against an **external** standard.

DON'T LET ANYONE STARVE YOUR ORGANIZATION'S SAFETY PROGRAM

Making sure adequate **resources** are provided for health and safety management is a key element of production planning. Keep in mind that resources around health and safety are not limited to **dollars** and **cents** but also require the **dedication** of a significant amount of **time** from **managers, supervisors** and **employees** for policy development, program planning and management.

EVALUATE YOUR PROGRESS

Tracking health and safety performance enables an organization to measure success over time and set new priorities. The ongoing **review, evaluation,** and continual **improvement** of OHS management is an essential part of fulfilling **due diligence** responsibilities. This means that the effectiveness of the whole OHS management system needs to be **regularly revisited** and **assessed** to ensure that it is working properly.

