



Continuous Improvement – Certificate Series

The webinar will begin soon



Continuous Improvement – Certificate Series

ICW Group Risk Management Services



Series Presenters:

Dan Johnston

Regional Manager – Risk Management Services



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.

The image shows a bright, modern office space. In the foreground, a woman with dark hair is seated at a desk, looking towards the right. Behind her, a man in a light blue shirt is seated, also looking right. To the left, another woman is partially visible, looking towards the center. In the background, a man and a woman are standing and engaged in a conversation. The man is wearing a light blue shirt and glasses, and the woman is wearing a white shirt. They are both smiling and gesturing with their hands. The office has large windows in the background, letting in natural light. There are desks with computers, a coffee cup, and some plants in the foreground.

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

☐ Goggles, Faceshield, Welders Mask

☐ Slip Resistant Shoes

☐ Safety Toe Shoes

☐ Gloves

☐ Protective Apron or Clothing

☐ Respirator

☐ Hard Hat or Bump Cap

Frequency

1

Likelihood

1

Severity

1

Risk Score

0.05

Very Rarely - Not known to have occurred, but possible

Practically impossible - the one in a million

Minor Cuts, Bruises, Bumps and minor damage

Total Risk Score for this Job

Comments

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



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 Title ID # Date
Department
Report type ☐ Death ☐ Lost time ☐ Drivist ☐ First aid ☐ Near miss
☐ Employee ☐ Supervisor ☐ Safety committee ☐ Safety manager ☐ Other

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
Time in current job Shift hours Start End
Job category ☐ Full time ☐ Part time ☐ Seasonal ☐ Temporary

Injury description

Area of body injured

☐ Eye ☐ Neck
☐ Face ☐ Back
☐ Shoulder ☐ Upper back
☐ Upper arm ☐ Lower back
☐ Elbow ☐ Hand
☐ Wrist ☐ Thumb ☐ Finger
☐ Hip ☐ Toe
☐ Thigh ☐ Ankle
☐ Knee ☐ Lower leg
☐ Foot

Step 2: Incident description

Location occurred
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

Insurance Company of the West | Explorer Insurance Company | The Terra Insurance Company
www.icwgroup.com | 800.877.1211

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.
<i>If Yes, complete this entire section for Part 1.</i>		
Cause	Possible corrective actions	Your plan
<input type="checkbox"/> 1.1 Defect in equipment, tool, material contributed to hazardous conditions.	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, tool, materials used.	<ul style="list-style-type: none"> Provide correct procedures, equipment & material. Warn against substitutions. 	

1

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www.icwgroup.com | 800.677.1111



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 ☐ Drivist ☐ First aid ☐ Near miss
☐ Employee ☐ Supervisor ☐ Safety committee ☐ Safety manager ☐ Other

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 _____
 Time in current job _____
 Shift hours Start _____ End _____
 Job category ☐ Full time ☐ Part time ☐ Seasonal ☐ Temporary

Area of body injured

☐ Eye ☐ Shoulder ☐ Head ☐ Neck
☐ Face ☐ Upper Arm ☐ Upper Back
☐ Elbow ☐ Lower Back
☐ Wrist ☐ Thumb ☐ Hand
☐ High ☐ Finger
☐ Knee ☐ Ankle
☐ Lower leg ☐ Toe
☐ Foot

Injury description

Step 2: Incident description

Location occurred _____
 Incident Date/Time _____
 Part of workday ☐ Regular time ☐ Overtime ☐ Other (describe) _____
☐ Entering work ☐ Leaving work
☐ On lunch/meal ☐ 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 _____
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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.
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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





QUESTIONS?

Contact Us:

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THANK YOU!

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