Visible Felt Leadership

Professor Peter McKie CBE
Chairman
Health and Safety Executive for Northern Ireland
Agenda

- Why Bother?
- The Key aspects of safety management
- The importance of leadership
- Development of a safety culture
- My thoughts on the management of safety in the quarrying industry
Why do we need to manage safety?

- Moral responsibility
- Legal responsibility
- Good business
- Reliable supplier
- Increased customer value
9 Key elements of safety management

- Visible felt leadership
- Safety as a line management responsibility
- Clear safety vision and policy
- High standards of performance
- Effective two way communication
- Continuous safety training
Elements of safety management (continued)

- Clear accountability and responsibility
- Comprehensive injury and incident investigations leading to root cause elimination
- Comprehensive audit process
Four Strategic Aspects of Safety Management
Four Strategic Aspects of Safety Management

Equipment
Four Strategic Aspects of Safety Management
Four Strategic Aspects of Safety Management

- Equipment
- Systems/Processes
- People
Four Strategic Aspects of Safety Management

- Equipment
- Systems/Processes
- People
- Visible Felt Leadership
Four Strategic Aspects of Safety Management

- Equipment
- Systems/Processes
- People + 90%

VISIBLE FELT LEADERSHIP

hseni
CONTROLLING RISK TOGETHER
How does leadership develop a safety culture?
Development of a Good Safety Culture

- **Management**
- **Individual**
- **Team**

Injuries

Dependent | Independent | Interdependent
Where is the Quarrying Industry in the safety journey?
Present position

- Significant progress being made although much variation within the industry
- Low hanging fruit mostly harvested
- General dissatisfaction with present position
- Some uncertainty regarding direction
Areas of concern

- Not all of the Leadership convinced that zero injuries is possible
- Production driven/high overtime culture
- Belief in an engineering solution to all situations
- Maintenance standards could be higher
- Dependent, paternalistic and somewhat autocratic style
Areas of concerned continued

- Macho culture but ageing workforce
- Occupational health issues inwardly focussed
- Benchmarking is downwards towards lowest common denominator
Way Forward?

- Convince ourselves all injuries are avoidable
- Address the unsafe acts
- Devote time to field visits that concentrate on behaviour, safe and unsafe
- Set clear unequivocal standards and enforce them
Way forward continued

- Hold all levels accountable and responsible for their behaviour
- Set challenging goals
- Treat occupational illness like injuries
- Reduce overtime dependency
- Increase training effort at all levels
Way forward continued

- Improve communication processes, concentrating on listening
- Concentrate on a rigorous consistent management process
- **ABOVE ALL SHOW VISIBLE LEADERSHIP**