



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

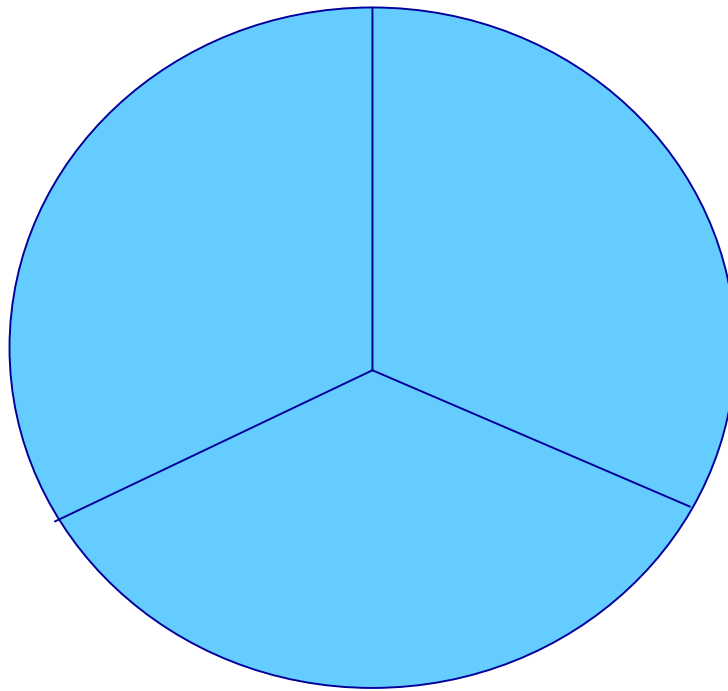


Elements of safety management (continued)

- ❑ Clear accountability and responsibility
- ❑ Comprehensive injury and incident investigations leading to root cause elimination
- ❑ Comprehensive audit process

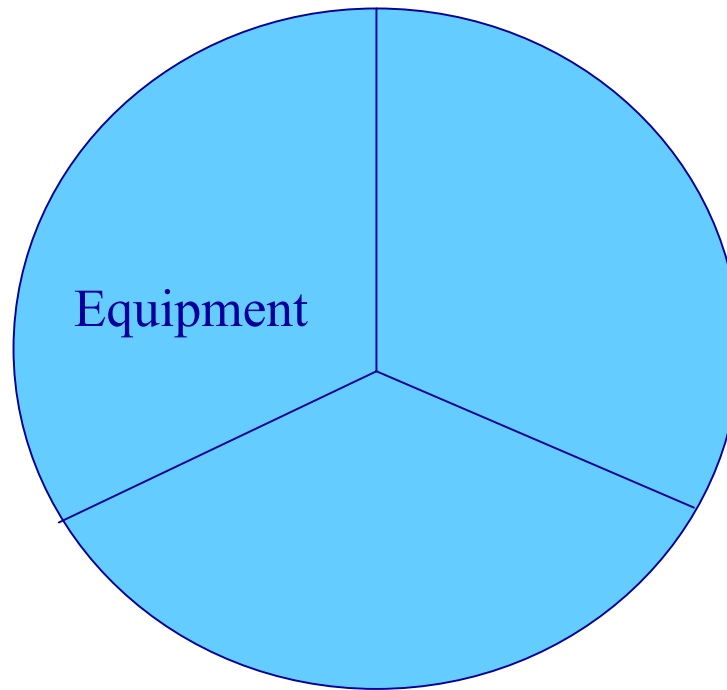


Four Strategic Aspects of Safety Management



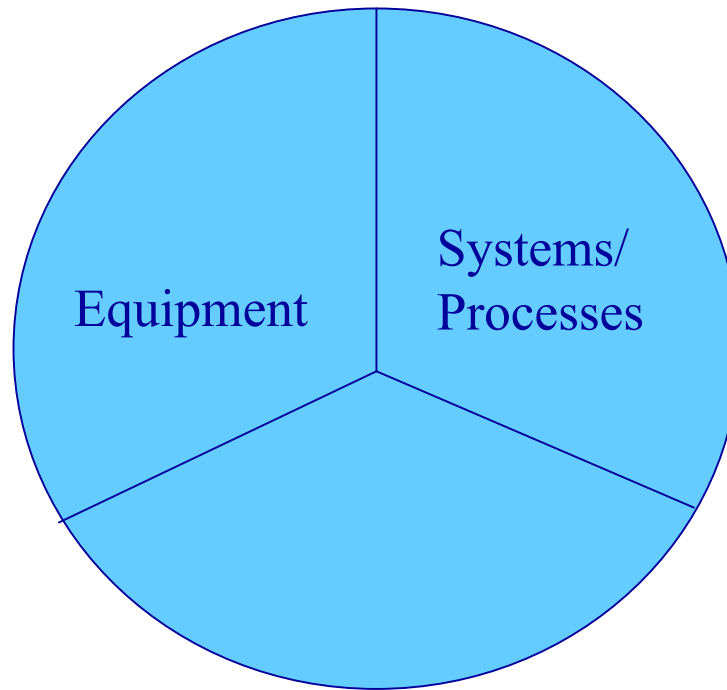


Four Strategic Aspects of Safety Management



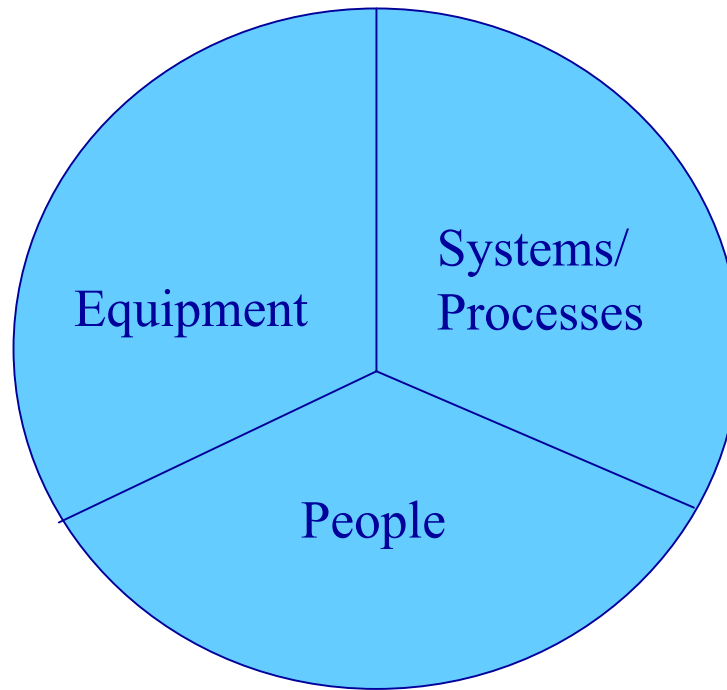


Four Strategic Aspects of Safety Management



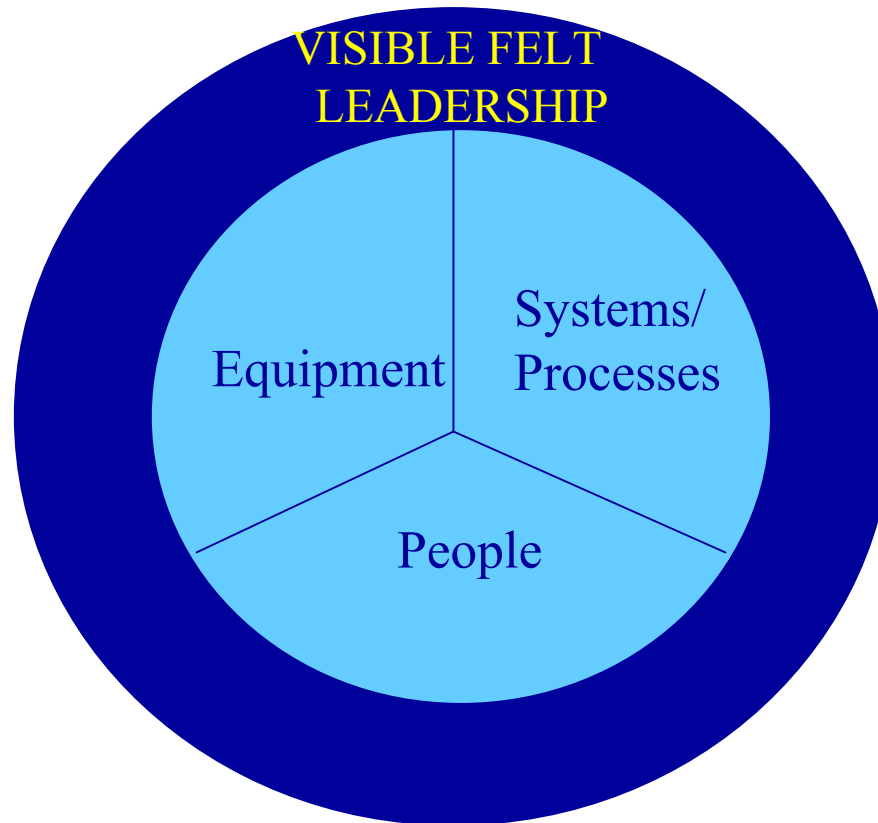


Four Strategic Aspects of Safety Management



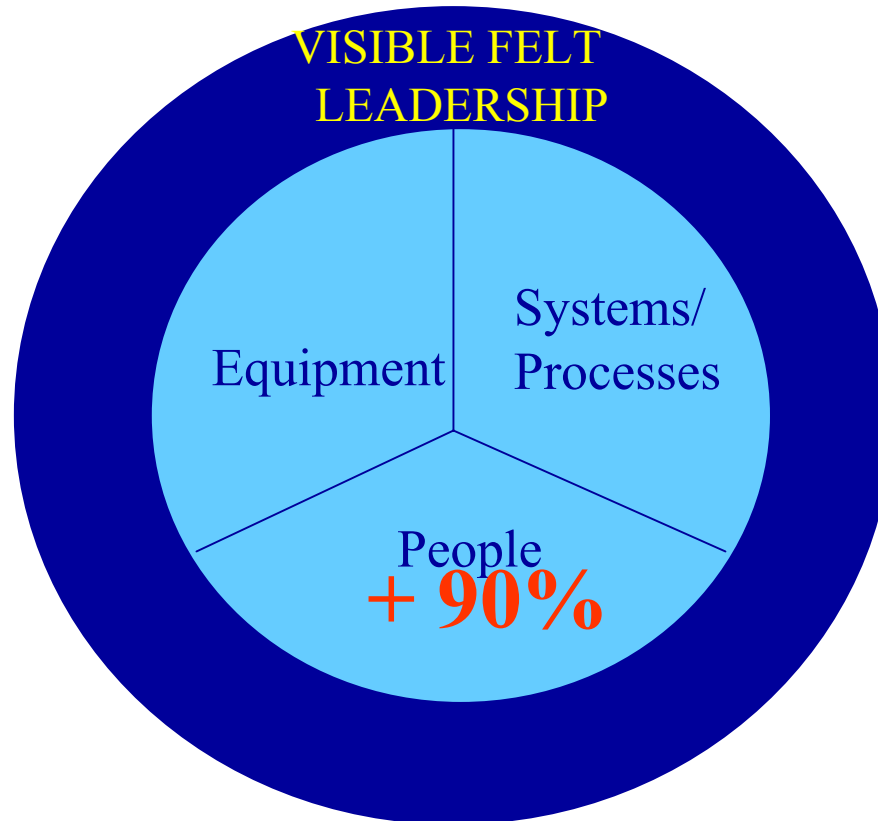


Four Strategic Aspects of Safety Management





Four Strategic Aspects of Safety Management

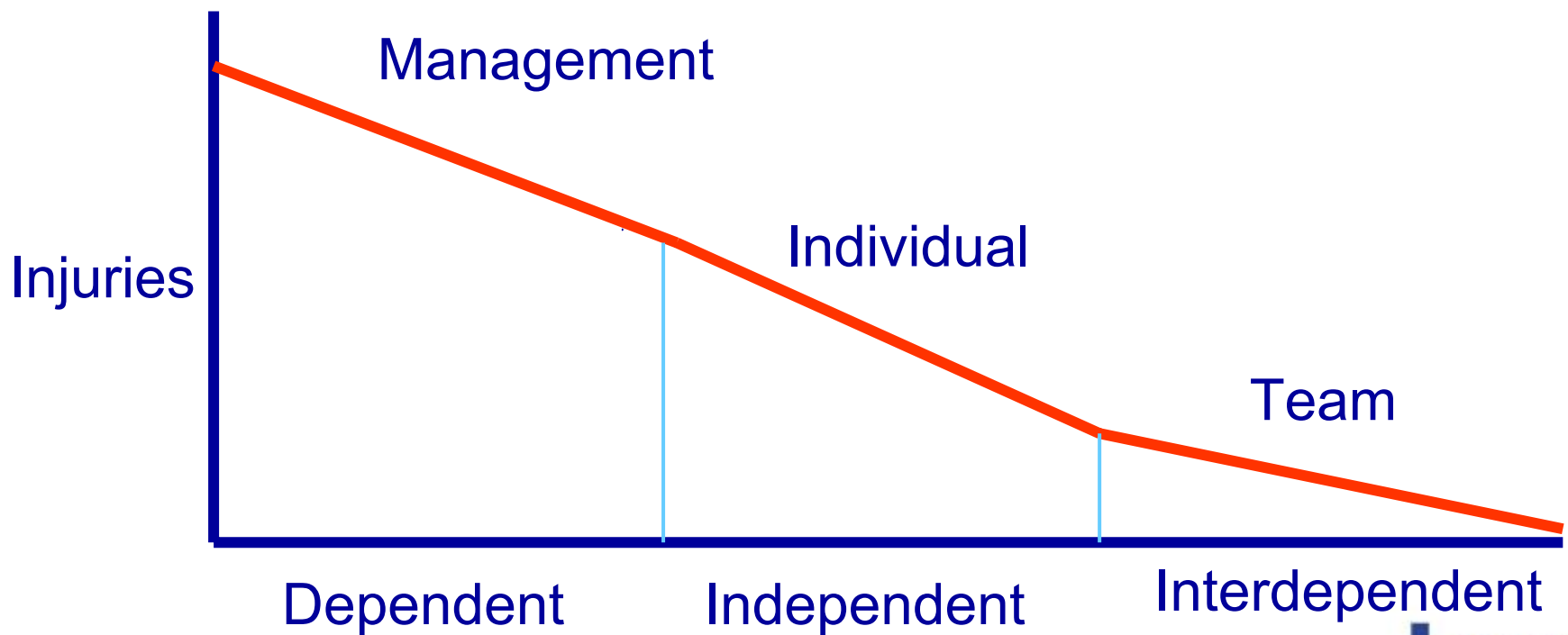




How does leadership develop
a safety culture?



Development of a Good Safety Culture





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 concern 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**