



Building Buy In, Creating Ownership: The Elusive Goal of Employee-Managed Behavioral Safety

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This Session

- Defining Employee Buy In & Ownership**
- Advantages of Buy In & Ownership**
- Creating Buy In & Ownership Models**
 - **Employee Designed**
 - Batch Chemical processor
 - **Employee Trained**
 - International Printing company
 - **Employee Implemented**
 - Hydro Electric Utility



Defining Employee Buy In



- What is “Employee Buy In”?
- What are we trying to achieve?
- Pinpoint what we mean when we say “Employee Buy In”.



Defining Employee Buy In

“Like” the process

- Say positive things about it
- Defend it when attacked or criticized
- Cheerfully agree to participate when asked

“Believe in” the process

- Say that they think improvements are needed
- Say that they think BBS is the right way to make the improvement
- Defend features of the process



Defining Employee Buy In



- ❑ **Interested in the process**
 - Ask for feedback on group progress toward goals.
 - Check graphs & attend meetings to hear feedback.
 - Ask positive questions about the process.

- ❑ **Make the process a priority**
 - Volunteer to participate.
 - Rearrange schedules to participate.
 - Contribute to improving process without being asked – suggestions, ideas, etc.



Defining Employee Ownership



- What about Employee Ownership?**
- What is it?**
- Why do we want it?**



Defining Employee Ownership

- Employees are actively involved.**
- Their involvement is seen as valuable.**
- It is desirable to be a member of the team managing the process**
- Other employees are aware of the team.**
- The team anticipates issues & addresses them without prompting by leaders.**
- Leadership staff defer to employee team.**
- Employees ask questions of team, not of leadership.**



Advantages of Buy In & Ownership

- People support BBS without prompting or coercion.
- People use their discretionary effort to support the process.
- People encourage each other to support the process.
- Acceptance of feedback, suggestions, & improvement plans.
- Leads to cooperative interactions & creates an overall positive environment.



Advantages of Buy In & Ownership

❑ Avoids:

- **Complaining about process, the team, & participating.**
- **Refusal to allow observation.**
- **Only negative feedback given during observations.**
- **Nagging to maintain participation.**
- **Pleading to accept improvement plans.**
- **Employees quitting steering committees.**
- **Need for leadership staff to intervene.**



Building Buy In: Employee Design



- **Specialty Chemical producer**
 - **Water & process chemical treatment for petroleum & petrochemical industries**
 - **Small centralized plant**
 - **Eight involved departments**
 - **200 employees**
 - **Standard safety programming**



Building Buy In: Up Front



Assessment

- Interview
- Tour Guides
- Explain Process
- Solicit Nominations
- Invite Participation



Building Buy In: Up Front

- Behavioral Safety only undertaken after employees approved.
- Members of the Design Team were nominated by their fellow employees.
- Employee Design Team received three days of training.
- Design Team spent six days creating their unique Behavioral Safety process.*
- Design was presented to employees & leaders & revised based on their feedback.



Building Buy In: Up Front

- ***Design Team spent six days creating their unique Behavioral Safety process**
 - Analyze their own injury data
 - Create customized checklists
 - Determine role of leaders
 - Specify logistical details
 - Outline role of Steering Committee
 - Design training for all employees, leaders, & Steering Committee
 - Create practice observation videos
 - Arranged logistics like pick up and drop off boxes, bulletin boards, clipboards, etc



Building Buy In: Implementation

- ❑ **Everyone is educated & trained about the new process to make an informed decision.**
 - Half day education
 - Half day practice
- ❑ **Participation as observer & observee is voluntary.**
- ❑ **Steering Committee (SC) encourages participation through recognition & celebration.**



Building Buy In: Entire Workforce



- ❑ **SC taught to analyze data to:**
 - Select target practices
 - Recommend improvement plans
 - Track improvement

- ❑ **Natural work groups set their own goals for:**
 - Participation levels
 - Observation quality
 - Target behaviors

- ❑ **Work groups choose their own celebrations.**

- ❑ **Leaders taught to play the role specified by Design Team AND to support process.**



Measuring Buy In: Participation



- Participation varies from 65% to 94% per month
- Employees volunteer for Steering Committee
- Steering Committee initiates improvements
- Employees maintain process in absence of leadership support



Ownership: Employee Trained



International Printing company

- Direct to plate, web offset (cold set) & binding capabilities for telephone directories & directory-like products.
- Small, centralized plant
- Six involved departments
- 300 associates
- Standard safety programming



Printing Plant Picture



Standard Strategies



- Assessment**
- Employee Choice**
- Employee Design**
- Education & Training**
- Recognition & Celebration**
- Steering Committee, Employees,
Leaders roles**



Creating Ownership: Implementation

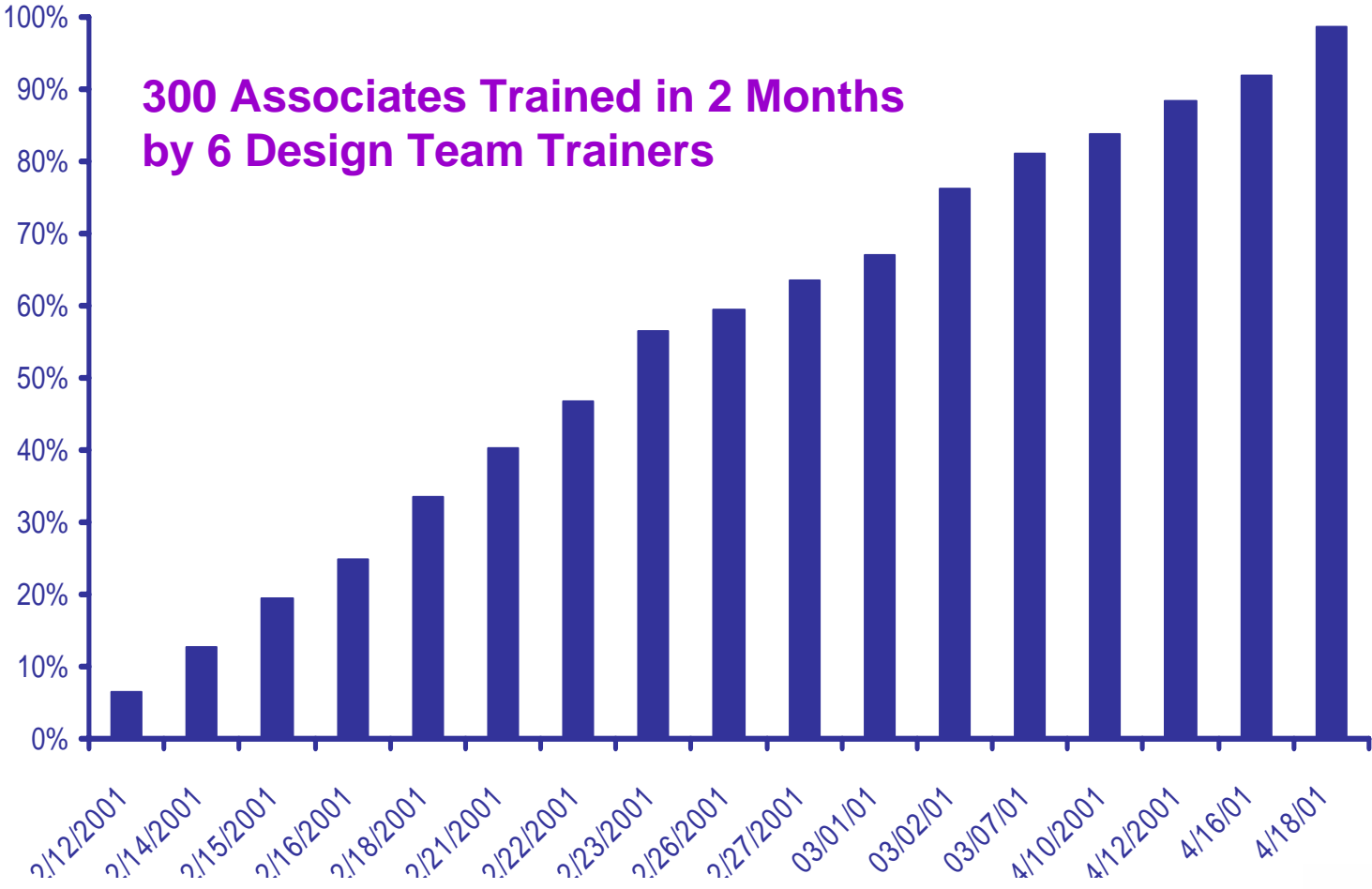


- ❑ **Six Design Team members received 3 days of training to deliver Observer Training workshop.**
 - Create materials
 - Organize logistics of workshops
 - Trained 300 associates in 2 months

- ❑ **Consultant trained the Steering Committee & Leaders.**



Measuring Ownership: Implementation



Creating Ownership: Employee Implemented



Hydro Electric Utility

- Billion dollar company – 650,000 customers & selling power in 2 countries
- Four major divisions – 12 implementation units
- 5,300 employees – multiple large & small locations
- Extreme weather conditions
- Top Five safest utility – state of the art safety program



Hydro Picture



Creating Ownership: Establish Infrastructure



- Two year, million dollar project**
- Two full time professional safety coordinators**
- Four full time facilitators**
- Office space, hardware & software, clerical support, etc**
- Communication with executive & senior management throughout**



Create Ownership: Develop Expertise



Education

- BSN Conference
- Books – McSween, Daniels, Sulzer-Azaroff, Geller, Komaki, etc
- Multiple articles – CCBS website



Create Ownership: Develop Expertise



Training

Observe one complete implementation

- Assessment
- Design Team training
- Design Process
- Leaders training
- Steering Committee training
- Observer training



Create Ownership: Develop Expertise



- Review & practice with feedback & discussion, element by element.
- Plan & execute second complete implementation with on-site guidance.
- Complete third implementation with remote guidance.
- Implementations #4 - #12 independent.
- Follow Up check at half way point.



Advantages of Employee Implementation



- Established relationships
- Familiar with company culture
- Industry expertise
- Internal credibility
- Dedicated to one company
- Permanent resource

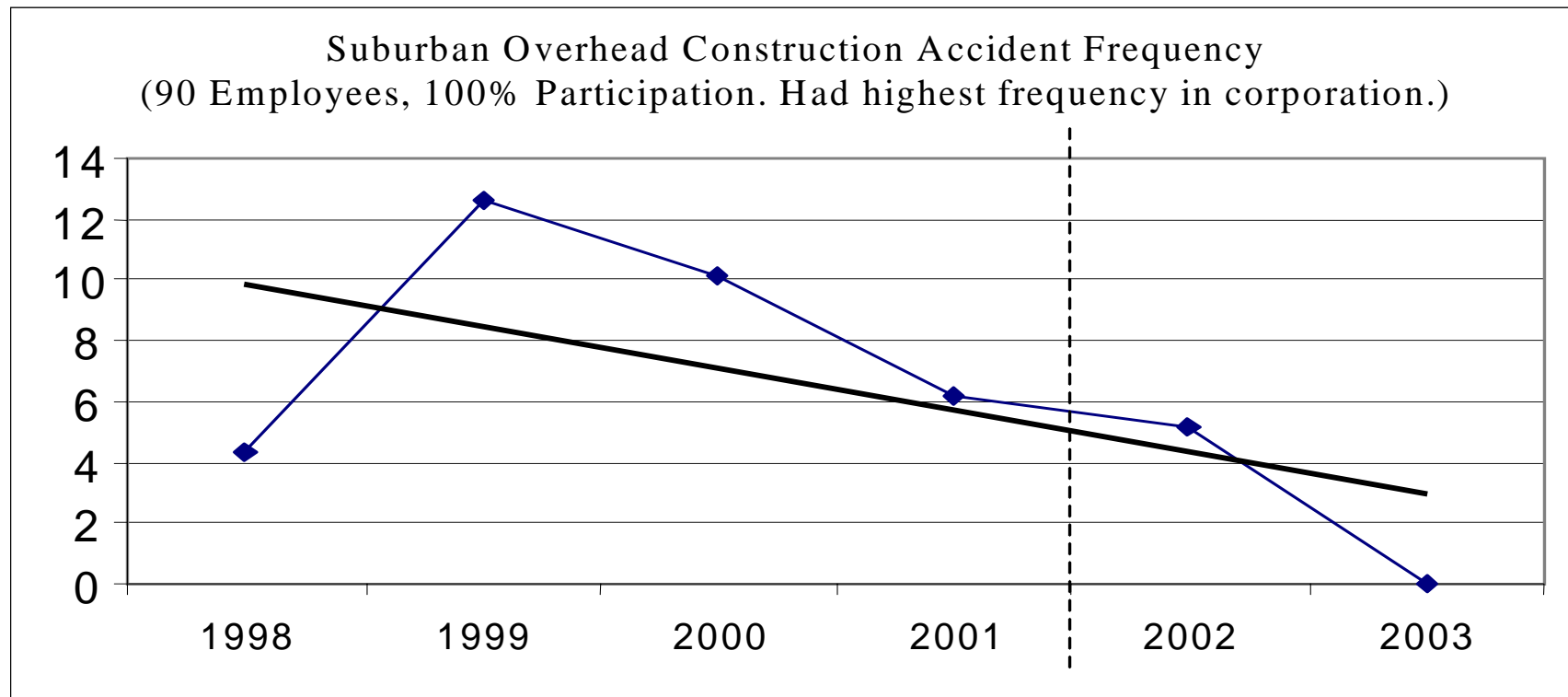


Measuring Ownership: Anecdotal Info.

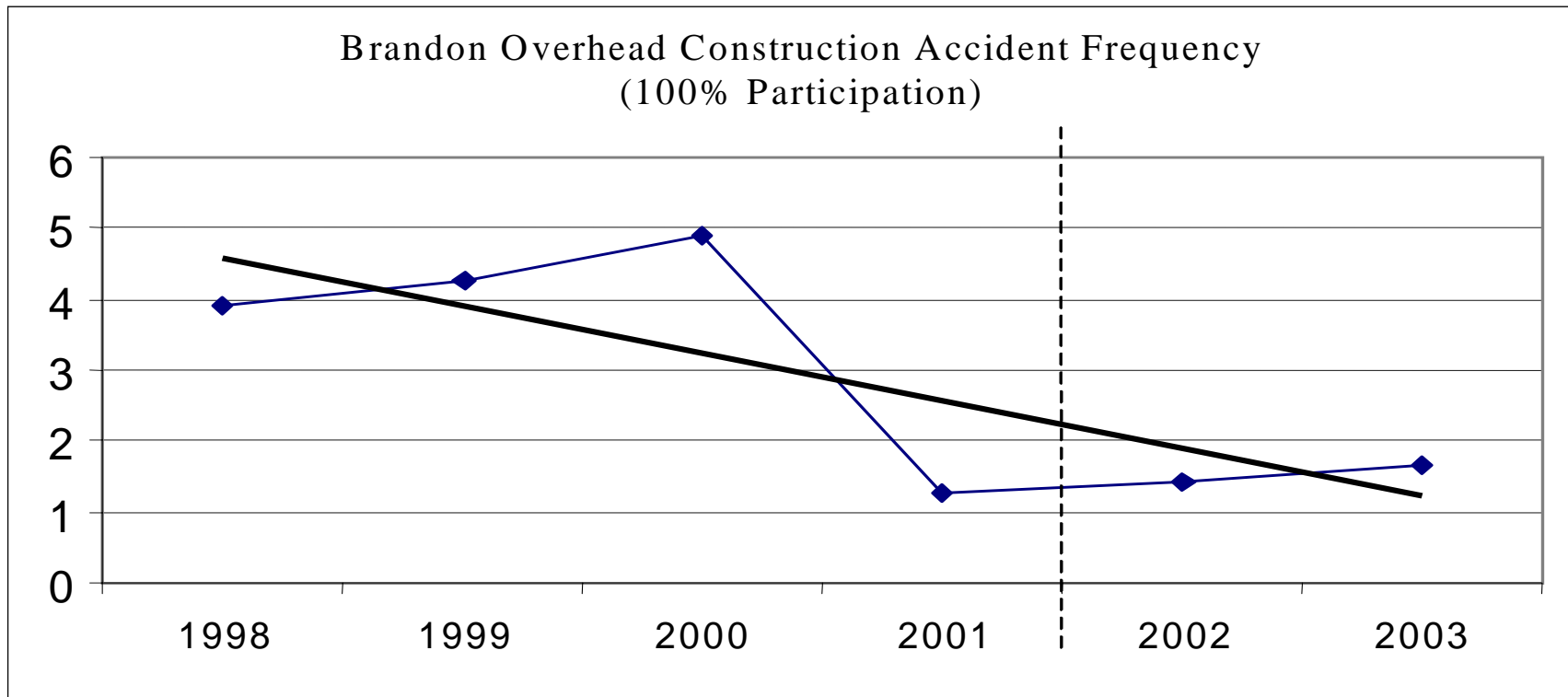
- Coordinators & facilitators**
 - “Beyond the call”
 - Response of leaders & employees
- Managers & supervisors**
 - Cooperation
 - Participation
- Employees**
 - Enthusiasm
 - Participation
- Local Area Team members**
 - Attendance
 - Follow through



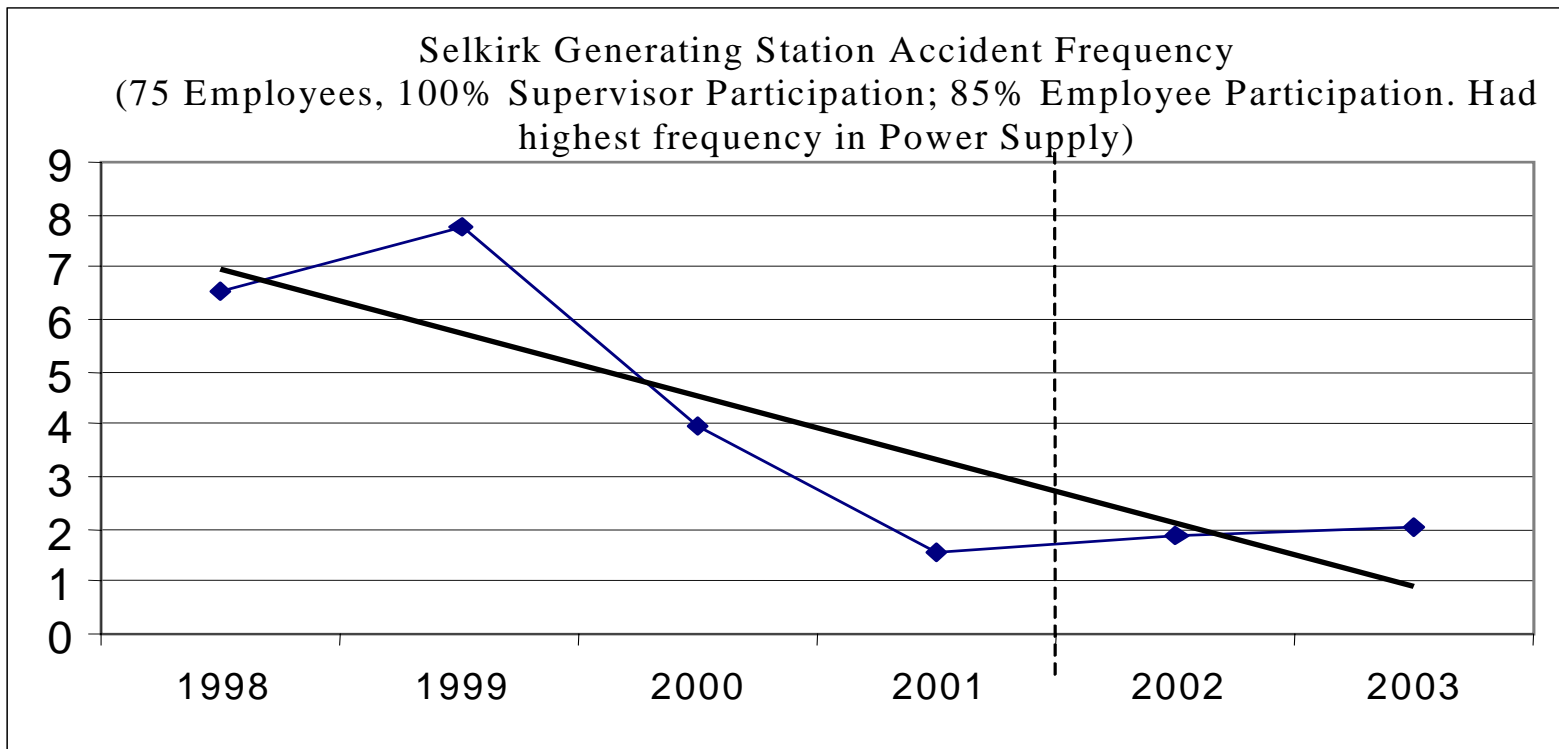
Measuring Ownership: Participation / Injuries



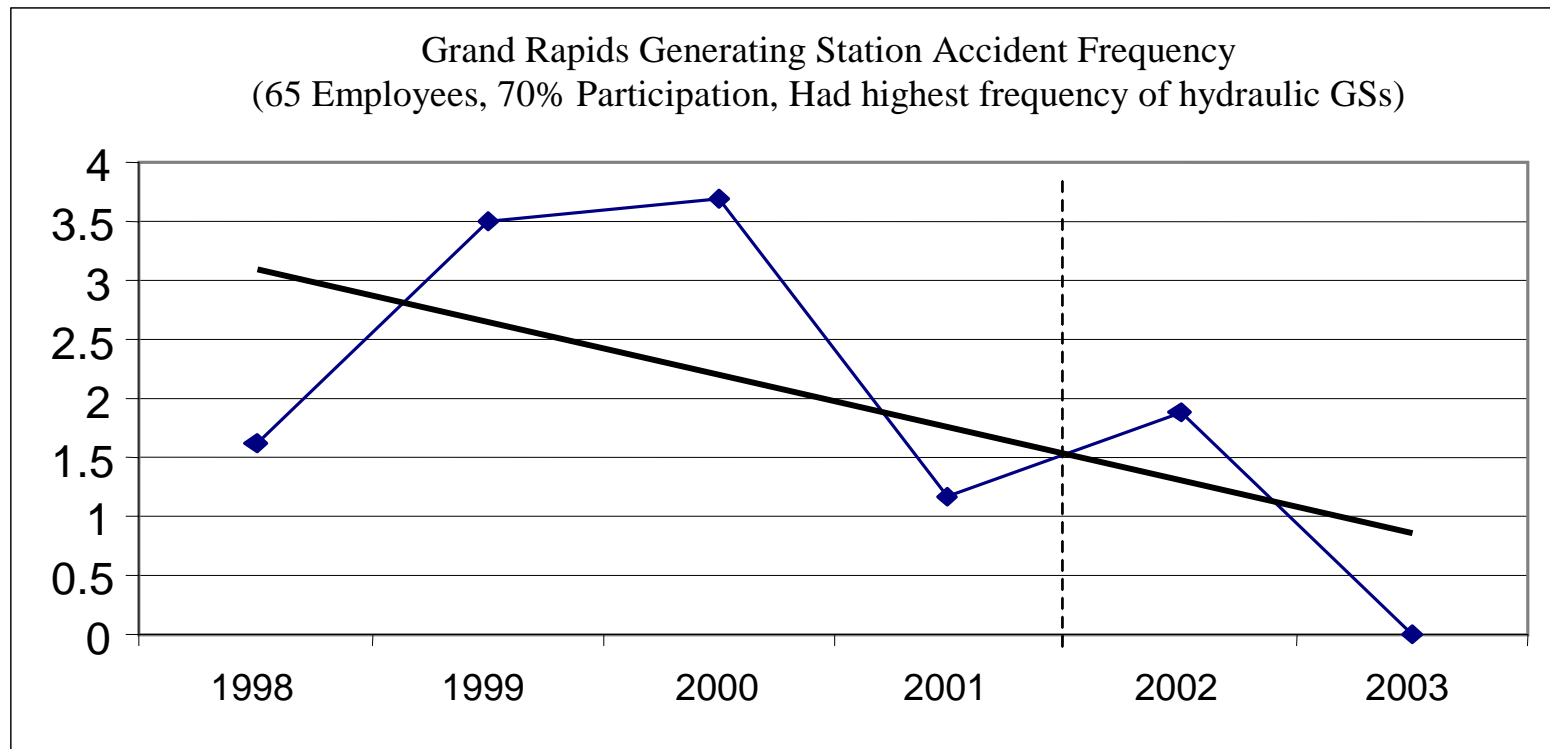
Measuring Ownership



Measuring Ownership



Measuring Ownership



Exchange Ideas

- Are there particular groups or areas that struggle more with buy in than others?
- What distinguishes those groups with buy in and ownership from those without?
- What strategies have you used to increase buy in and ownership?
- What might you use from this session?



Conclusion

- ❑ **Defined Employee Buy In & Ownership**
- ❑ **Advantages of Buy In & Ownership**
- ❑ **Three Models for Creating Ownership**
 - **Employee Designed**
 - **Employee Trained**
 - **Employee Implemented**



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