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# Boise Inc.

Gaining Meaningful Participation At All Levels Of The Organization

May, 2013

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# Definition of Participation

Merriam Webster

- Participation
  - the act of participating
  - **the state of being related to a larger whole**
  
- Participating
  - to take part <always *participates* in class discussions>
  - **to have a part or share in something**

# Employee Participation

The journey begins...

- What constitutes participation in your safety management system?
  - Submitting a safety slogan
  - Wearing a safety t-shirt on a specific day
  - Conducting a safety observation
  - Participating in a safety audit
  - Participating in an incident investigation
  - Developing a Job Safety Analysis (JSA)
  - Leading a safety audit or incident investigation
  - Mentoring a new employee
- Increasing participation effectiveness requires a transformation (and a lot more effort) from
  - Non-interactive to interactive
  - Safety for self to safety for team
  - Potential for failure to potential for growth (perception)

# Employee Participation

From minimal to meaningful

- Stage 1 - Introduction
  - Any incremental participation counts
    - Beyond following rules and procedures
    - Safety slogans, safety moments, safety conversations, safety shirts
    - Need to recognize, acknowledge, and celebrate
- Safety culture being driven top down
- Broad spectrum of commitment vs compliance
- Opportunity for enrollment
  - Leaders are not necessarily in supervisory or lead roles in the organization
  - Identification of influencers and opinion leaders
    - These people are advocates for safety and have ability to bring others along

# Employee Participation

## Identifying Safety Leaders

- Five Levels of Safety Leadership Characteristics
- The first way to recognize safety leaders in your organization is to understand where you are on the continuum of the Five Levels of Safety Leadership
  - Level I – Does not meet the standard
  - Level II – Below the standard in some areas
  - Level III – Meets the standard
  - Level IV – Exceeds the standard
  - Level V – Sets the standard

# Employee Participation

From minimal to meaningful

- Stage II - Engagement
- Set up the infrastructure for safety leaders to take more responsibility
  - Set up sub-teams to your safety committee
    - Inspection Team
    - BST Team
    - Housekeeping Team
  - Recruit and commit support
    - Provide time
    - Provide support through other avenues besides your safety coordinator
      - ✓ Job coverage supported by supervisors
      - ✓ Skills development (facilitation, organization, leadership, etc.)
      - ✓ Set up safety team co-leads (mgt & employee)
      - ✓ Recognize supervisors supporting the transformation
  - Recognize participation and showcase accomplishments

# Employee Participation

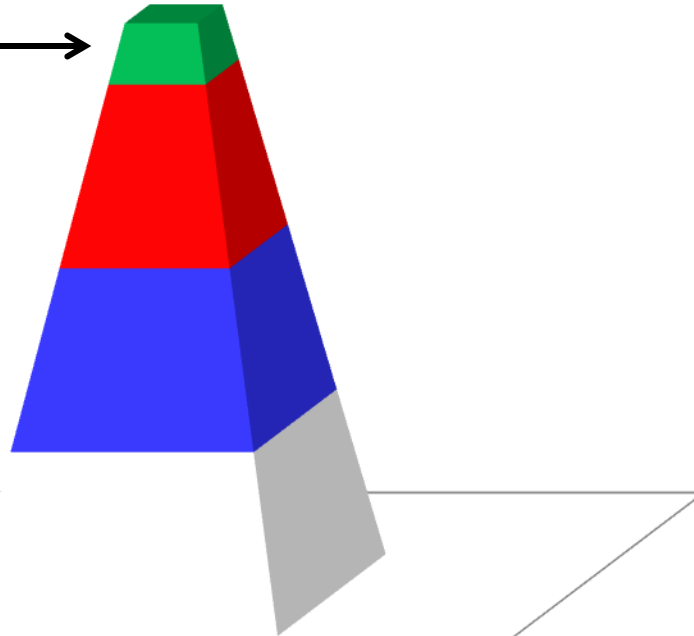
From minimal to meaningful

- Stage III – Ownership
- Provide more depth of knowledge for taking on responsibility
  - Education to ensure effectiveness of knowledge transfer
    - BST Trainers
    - Arc Flash Trainers
    - Incident Investigators
  - Allows for thoughtful hand off of essential safety activities
    - Annual safety training (peer to peer)
    - Incident investigation
    - Employee new hire orientation
    - Ergonomics assessment and risk mitigation
  - Trust & mutual respect evolves
    - One team
    - Want to vs have to
    - Commitment to each other

# Employee Participation

From minimal to meaningful

*Leveraging  
Organization  
Impact*



- Ownership
- Enrollment
- Introduction
- What's Missing?

Participation Transformation



# Meaningful Participation

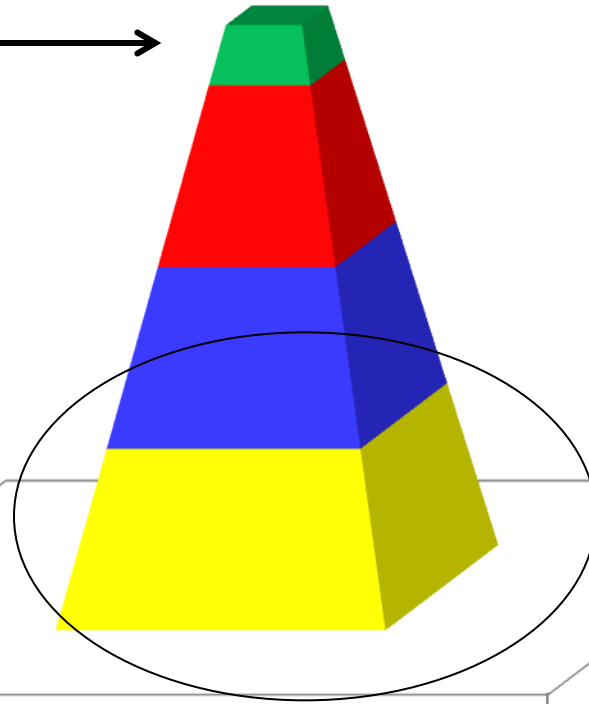
## Payoff

- Reduce the dilution
  - Safety committee
  - Emergency response
  - Lock out
  - Behavioral safety
  - Inspections
- Concentrate the effort
  - Improve the quality of your program
  - More bench strength
  - More owners
  - More influence and reinforcement
  - Safety occurring 24/7 (brother's keeper)
- Fewer incidents

# Employee Participation

From minimal to meaningful

*Leveraging  
Organization  
Impact*



- Ownership
- Enrollment
- Introduction
- Leadership Infrastructure



Participation Transformation

# Meaningful Participation

## From minimal to meaningful

- Requires a transparent infrastructure to be successful
  - Mentoring and coaching
  - Administrative support
  - Maintenance support
  - Capital planning
  - Recognition systems
- Management commitment and accountability
  - Ensures that the components of a good safety management system are solidly in place and effective
  - Provides support to allow ownership to be driven by the safety committee chair and other key safety contributors
  - Creates a learning environment that supports appropriate risk taking and delegation of power
  - Ensures alignment of priorities

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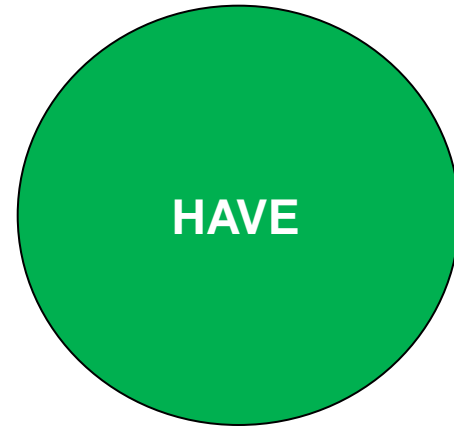
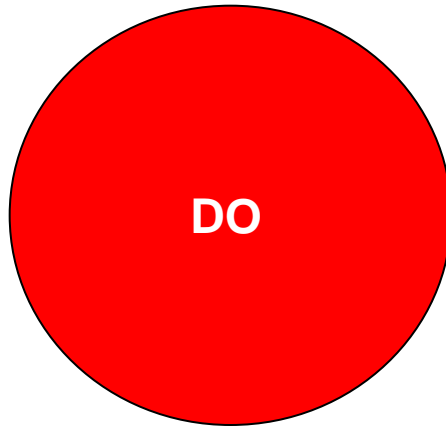
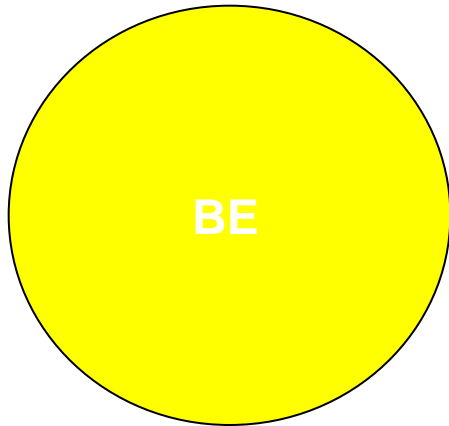
# Meaningful Participation

Who are you being

- What it really comes down to
- Personal commitment to support
- Figure out where you stand
- Be Do Have
  - Who are you being
  - Who is your team being
  - As we go through this exercise be thinking what you can do to improve with regard to the questions being asked

# Meaningful Participation

Making the commitment



**PPE**  
**Training**  
**Lock out**  
**JSAs**

**Zero Incidents**

**Thank You!**