



**ZERO INCIDENT SAFETY CULTURE**

**EATON**

*Powering Business Worldwide*

Leadership Guidebook

# 1. Self-Inventory

The goal of this chapter to provide you with insights into your beliefs about employee safety. What you believe about creating a Zero Incident Safety Culture will shape your actions in supporting it. If you don't believe in the ability to create this culture, and resulting value of it, it will be difficult for you to provide the

support required to bring about this change.

Awareness of belief gaps should encourage a personal "cultural change" that will form the basis for future action supporting the broader change in your area.

**Answer all of the following questions, and then check to see how well your responses are aligned with the responses of a leader who is committed to safety. Turn to page (X) to see if you chose the best response or if another response would better reflect a true commitment to safety.**

## 1. You just learned that one of your employees severed a finger. What is your first reaction?

- How will this incident affect my APEX goals?
- We need to encourage employees to be more careful.
- We need to provide better equipment guards and training.
- What is the root cause of this incident, and can it be corrected?
- How is the employee?

2. You heard the EHS Manager at one of your sites is taking another position. Although the site has some significant EHS risks, they have historically performed well on MESH assessments, have had no compliance issues and sustain low injury rates. Your thoughts/actions include:

- Request the corporate EHS function assumes full responsibility for support and performance of the site during the vacancy.
- Given the sites past performance, suggest that the plant wait several months to post/fill position to positively impact the profit for the quarter.
- Developing/Requesting a detailed plan to insure the high level of performance at the site is sustained while a replacement manager is sourced.
- Request the HR function keep you informed of the progress to fill the vacancy.

3. How would you respond to the statement: "In our everyday activities, it's a fact of life that we sometimes need to deviate from a safety practice or standard in order to accomplish a task or to get the job done?"

- Every effort should be made to follow established EHS protocols but it is inevitable that some deviation will be required occasionally. As long as these cases are kept to a minimum it is unlikely they will negatively affect the incident rate.
- Request the corporate EHS function assumes full responsibility for support and performance of the site during the vacancy.

# Questions and Responses

See how well your response to each question reflects a commitment to a Zero Incident Safety Culture.

## 1. You just learned that one of your employees severed a finger. What is your first reaction?

*Responses:*

### a) How will this incident affect my APEX goals?

*Diagnostic Statements:*

This should be one of the last things to consider. In the long run, focusing on creating a safer working environment is likely to create improvement in many other APEX goals. Your first thought, however, should not be related to goals.

### b) We need to encourage employees to be more careful.

This should be a recurring message to your employees. Everyone needs to be held accountable for their own safety. But this isn't the best answer.

### c) We need to provide better equipment guards and training.

We do need to think about ways to make our facilities and our equipment as safe as possible. But we should think deeper than those kinds of solutions.

### d) What is the root cause of this incident, and can it be corrected?

Each time there's a safety incident, you need to begin the process of identifying the root cause. You or members of your team should consider ways to change the process or equipment so this injury can't happen again. However, this isn't the first thing you should think about.

### e) How is the employee?

**Best response:** Yes, the health and well-being of the injured employee should be your first consideration. Investigating the root cause, to prevent future injuries, should be your next concern.

2. You heard the EHS Manager at one of your sites is taking another position. Although the site has some significant EHS risks, they have historically performed well on MESH assessments, have had no compliance issues and sustain low injury rates. Your thoughts/actions include:

*Responses:*

### a) Request the corporate EHS function assumes full responsibility for support and performance of the site during the vacancy.

*Diagnostic Statements:*

Although the Corporate EHS function should assist with significant EHS issues, zero incident performance and culture cannot be supported or managed remotely. The site and the business must assume responsibility for maintaining the MESH process during any vacancy and seek to rapidly deploy a strategy to manage the MESH process and fill the EHS resource.

### b) Given the sites past performance, suggest that the plant wait several months to post/fill position to positively impact the profit for the quarter.

Safety is not a priority to be weighed against other business factors. Sufficient EHS resources are essential to maintain a zero incident level of performance. EHS vacancies should be aggressively sourced to show continued support and to ensure a high-potential replacement can be quickly identified.

### c) Developing/Requesting a detailed plan to insure the high level of performance at the site is sustained while a replacement manager is sourced.

**Best response:** Given the site's level of risk, significant compliance and injury prevention initiatives and controls are likely needed to maintain performance. A detailed management plan for plant staff and remaining EHS resources (if any) is essential to insure both the performance and strong culture for EHS are preserved.