

## Developing An Effective Safety Team

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## What Is An Effective Safety Team?



## Effective Safety Teams

1. Gain management commitment
2. Assemble the team
3. Develop team charter and purpose
4. Build team skills
5. Manage the team meeting
6. Communicate the team's progress
7. Evaluate team effectiveness

## How Do Effective Teams Differ From Non-effective Teams?

Non-Effective Teams	Effective Teams
Individual accountability only	Mutual accountability for all members
Leader integrates data	Members integrate data to develop work products
Decisions are democratic or unilateral	Decisions made by consensus
Individual expertise	Pooling of expertise
Goal is to discuss problems	Goal is to solve problems and institute change for improvement
Purpose is unclear	Reason for existing is clear and aligns members
Little need to grow	Members grow and develop expertise
Usually does not result in unique thinking	Stimulates "out of box" thinking and creativity

## #1 Management Commitment



## Management Shows Its Support For The Safety Team By:

- Participating in setting goals and objectives;
- Making a commitment to listen to the team's suggestions;
- Providing resources.

## #2 Assemble A Team

### Team Structure

- How will the team relate to the rest of the organization?
- What relationships does the team need to have with maintenance, engineering, purchasing, legal, other teams, etc.?

### Team Sponsor

- Ensure support of supervisors
- Demonstrates management commitment
- Provide support to the team as needed, but do not get overly involved in the details of the team's work
- Establishes boundaries and limitations

### Select Team Members

- Labor and management partnering
- Represent all key functional areas and knowledge
- Diversity
- Appoint, recruit or volunteer?
- What about shifts?
- Number of members?
- Who will choose the members?
- How long will members serve on the team?

### Team Member Roles

- Team member
- Team leader
- Scribe/note taker
- Timekeeper
- Facilitator



### #3 Team Charter And Purpose



### Determine What Problems To Solve

- Safety teams should address broad systems, not symptoms



### Five Systems/Areas For Safety Teams

- Communication
- Training
- Policies and procedures
- Climate
- Accountability



### Develop A Charter

- The team should decide on a working agreement.



### #4 Build Team Skills



### Stages Of Team Development

- Stage 1: Forming
- Stage 2: Storming
- Stage 3: Norming
- Stage 4: Performing

## Specific Training May Include:

- Team process;
- Team concepts;
- Interpersonal communication;
- Conflict resolution;
- Group facilitation;
- Problem solving/decision making;
- Technical safety information.

## Problem Solving And Decision Making

- Consensus
- Brainstorming
- Fishbone diagram
- Multi-voting (DOTS)
- Group normalization Methods (CARDS)
- Pareto chart

## Consensus is ...

- 70% comfort;
- 100% commitment.

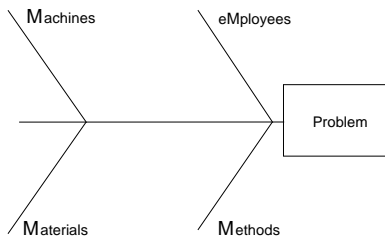
## Brainstorming

### Steps:

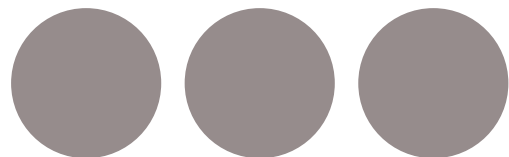
- Define the problem;
- Generate alternatives;
- Organize the data.



## Fishbone Diagramming



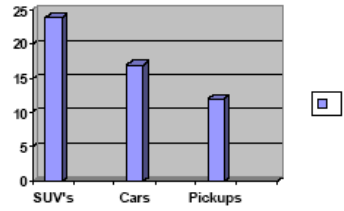
## Multi-voting (DOTS)



## Group Normalization Method (CARDS)

Idea Number		
	Keyword	
		Score

## Pareto Chart



Vehicles on Highway 10 on 12/25/02.

## #5 Meeting Management

## Norms

- o Common group norms for successful teams include:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## Parking Lot



## Conflict Resolution

### How To Resolve Conflict

- o Listen
- o Communicate
- o Tolerance And Respect
- o Focus
- o Expect The Positive

## Documentation

- Meeting agendas
- Meeting minutes
- Action plans
- Other reports requested by management

## Clock And Agenda



## Action Planning

Action Item	Who	When	Status
1.			
2.			
3.			
4.			

## #6 Communication Plan



## Ways To Communicate The Teams Progress



## #7 Evaluate Team Effectiveness



**Questions?**