

## September 2021

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### From Marie's Desk:

As you are all aware, Alan Quilley (my husband) passed away on April 24/21 after a short struggle with an aggressive cancer, and I have taken over the company. In deciding the direction of our company newsletter, I've decided to present past articles that were written by Alan. For the most part, his articles are timeless and his thoughts are as valid now as when they were first published.

### Selling OHS Initiatives

Article by Alan D Quilley CRSP (held from 1985-2021)

#### Recognize that the pie is infinite

*"I've never seen a corporation with too much time or money." - Gerry Spence*

One day I was in a budget meeting with some very high-priced help, V.P.s and senior managers, and they were talking about how to allocate the available funding. And it suddenly struck me—what we were talking about was a finite chunk of pie. We weren't talking about how to make the pie bigger, we were just discussing, 'this is the pie, this is what we've got, and how much is each of us getting, because the more I get, the less you get'. I realized, for the first time, that when a manager wants more pie, he or she has to convince the others to give up a piece of theirs. It's not about, 'gee I have this great idea and I need some money, so we'll just create more pie'. No—this is all the pie there is. Anyone who wants more pie has to convince their peers that this new thing so important that somebody else should trim off a piece of their pie and hand it over.

Once I understood this, I realized that when I'm asking for safety resources, I'll have a much better chance of success if I can show people that they're going to get something back in exchange for their pie. Suddenly I became a trader. I wasn't asking for stuff anymore, I was trading for it. I was saying, "So if I'm going to take all your workers to attend a day-long safety program, and this is the effect it's going to have on your production, then here's what you'll be getting back for it." In other words, I started to tell people about their Return on Investment. And suddenly selling safety got a lot easier.

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## Promote Return on Investment (ROI)

ROI is not always about the money. You can use any combination of the three motivators—legal, moral, and financial—as springboards for showing people what they'll get in return for their support. Knowing which motivators will work in a specific situation goes back to understanding what motivates that person. Below are some ideas for communicating ROI.

### Financial ROI: The True Cost of Accidents

Financial ROI includes money saved, money made, and anything that adds, directly or indirectly, to the bottom line profit.

Financial benefits are a strong motivator for many managers. One powerful way to demonstrate the financial ROI for safety is to make people aware of the hidden costs of accidents, then show them how much production is needed to offset those costs.

The hidden costs of accidents include:

- production delays
- lost time of employees attending the accident
- training and paying for a replacement worker
- possible overtime costs
- repair of damage to structures, tools, and equipment
- repair or write off damaged product
- investigation costs
- time and cost of implementing corrections
- administrative time
- legal expense
- loss of customer goodwill as a result of late delivery
- cost of fines or penalties if the accident is traced to a violation of regulations

OSHA estimates that indirect costs range from 1.1 to 4.5 times the direct costs of an accident, with smaller accidents requiring a higher multiplier. For example, OSHA estimates that an accident involving \$1000 of direct cost will carry a true total cost of about \$4500.

If your company's profit margin is 10%, it takes \$10 in sales to replace every dollar lost in an accident. Therefore, at a 10% profit margin, you

you must sell \$45,000 worth of product to pay for that one '\$1000 accident'! When you start showing people numbers like these, it puts a whole different light on preventive spending.

### Other Forms of ROI

A good safety program not only reduces injury costs directly, it typically generates ROI in a variety of other ways: improved employee morale, reduced absenteeism, increased production, and improved product quality. Taking the time to quantify such changes and relate them to safety initiatives is a good way to show ROI.

The effect of safety initiatives on worker morale should always be considered. Workers tend to make their best efforts when they feel valued, listened to, and protected. A company's commitment to the welfare of its workers is often rewarded with an increase in the financial bottom line. Other forms of ROI include the moral satisfaction of taking proper care of people, and the 'insurance' benefits of knowing that legal and due diligence obligations have been met.

*"The first duty of business is to survive, and the guiding principle of business and economics is not the maximization of profit... it is the avoidance of loss." - Peter Drucker*

Safety-related costs fall into two categories:

**Proactive:** costs incurred in an attempt to influence leading indicators (via prevention and/or problem detection/remediation prior to any incident)

**Reactive:** costs incurred in dealing with trailing indicators (accident costs, legal costs, loss of customer goodwill and/or revenue) Ideally, a company will increase proactive spending until it exactly matches the resulting reduction in reactive spending (see the diagram at right). Until now, it's generally been assumed that this trade-off point occurs at a fairly mediocre level of safety performance. In other words, it's been assumed that, in terms of ROI, only a fairly low level of investment in safety is justifiable.

In his study of very safe companies, *Managing for World Class Safety*, J.M. Stewart questions this idea. He believes that when you invest in safety, improved worker morale creates a

number of less-tangible benefits that shift the balance between the two curves, and justify a much higher level of proactive spending. Stewart did not find any companies who believed they had reached the cost-effectiveness boundary of spending on safety. All these companies are profitability leaders in their industries.

How much safety is enough? My advice is: do as much safety as you can. When you're selling safety, paint a compelling, yet realistic, picture of what can be accomplished. Then, after you implement an initiative and get results, show people how ROI has been achieved and how they have benefited. Then use the achievement as a springboard for selling further safety initiatives.

As long as you can keep showing management a reasonable ROI, they'll keep investing in safety. Why wouldn't they?

### **2020 BCRSP CRSEPEX Study Material**

We are delighted to advise that our 2020 Blueprint CRSEPEX Study Manual and Knowledge Gap Analysis Questions & Answers Workbook have are available for sale.

We spent months researching for this new Blueprint. The BCRSP did not release study guides, and we wanted to ensure that we were as thorough as possible when creating this new study material. In addition, there were some additional minor changes in September 2021, and we wanted to ensure we captured those. We have also resumed our Virtual Coaching Packages.

For more information/to purchase Study Material, please click [here](#)

For more information/to purchase a Virtual Coaching package, please click [here](#)

### **Special! The Emperor Has No Hard Hat + ISM DVD!**

For a limited time, [The Emperor Has No Hard Hat](#) is priced at \$59.95CAD (plus shipping and tax) and will include a free copy of Alan's DVD, the Integrated Safety Management System.

The ideas and processes described in his book are explored in this thought provoking and innovative 12 minute DVD. Now you can see the outspoken author of "The Emperor" take you on

a journey through the components of the ISMS. The four "what's" and the four "how's" of safety excellence are presented in a way that you've never seen before. You'll never think of safety the same way!



### **Next BCRSP-CPD Mandatory Ethics Course now open for registrations! Next course September 1/21**

This course takes approximately 3.5 hours to complete.

Registrations for the September 1/21 course are open until September 6/21, and the course will conclude September 30/21. Online quiz/assignment must be completed/submitted by September 30/21.

This comprehensive and thought-provoking course, designed specifically for, and approved by the BCRSP by Alan Quilley, (who was a CRSP for 35+ years), is ensured to enlighten and challenge a CRSP's thinking of ethics in their professional practice.

As required by the BCRSP, the course also includes detailed discussion of:

- BCRSP Code of Ethics and Professional Conduct
- Rules of Procedure of the Discipline Committee of the Board of Canadian Registered Safety Professionals

For more information on the course, please email [Lambton College](#)

To register for the course, please click [here](#).

## CRSP AND CRST VIRTUAL COACHING EXAMINATION PREPARATION

As it has always been our commitment to help candidates with their studies for both the [CRSPEX](#) and the [CRSTEX](#), we are continuing our *Virtual Coaching Packages*. These packages are currently available to those that are writing the 2019 Blueprint CRSTEX and the 2020 Blueprint CRSPEX.

We will provide all of the material (shipped at our cost within Canada only). We are also delighted to offer generous discounts to current members in good standing of the CSSE and WOHSS (not combinable). For more information on those discounts, please contact [Marie](#).

This virtual package includes 6 hours of personal instruction with Greg McInnes CRSP. The hours are broken down however you wish. There will be homework assignments between the calls. Calls are individualized and held via phone or Zoom Video Conference, your choice.

*“It’s really important to know who is trying to teach you something”. - Alan D Quilley CRSP*

### Who is your Coach?

Greg McInnes, CRSP is our instructor and can teach you how to study to help you in being successful in your journey to certification. He is a respected leader in OH&S, having over 30 years’ experience in the field in OH&S management positions (civic government, healthcare, aerospace, oil and gas and utilities). Greg has also been a member of the Board of Governors for BCRSP and held positions with CSSE at both the local, provincial and national levels.

He is a working CRSP who consults to industry helping them create and implement their Health and Safety program. Greg has developed and instructed adult OHS education programs at the University of Alberta and has co-instructed at NAIT along with instructing OHS courses for varying companies. With all his experience, and sharing our techniques to help you focus your studies, why look elsewhere? When selecting your mentor, take the time to research who other providers are. We believe that they simply won’t measure up with us in terms of quality, experience and teaching style.

*“There are no hard questions if you know the answers”. - Alan D Quilley CRSP*

### [CRSP Virtual Coaching Package](#)

Inclusions:

- Study material (material shipped at our cost within Canada only) based on the 2020 CRSP Examination Blueprint
- 6 hours personal instruction with Greg McInnes
- CRSP Exam Prep Study Manual
- CRSP Exam Prep Knowledge Gap Analysis Questions & Answers Workbook
- Handbook (offered only to those taking part in this Virtual Coaching Package)
- \$899.00 + tax

### [CRST Virtual Coaching Package](#)

Inclusions:

- Study material (material shipped at our cost within Canada only) based on the 2019 CRST Examination Blueprint
- 6 hours personal instruction with Greg McInnes
- CRST Exam Prep Manual
- CRST Exam Prep Practice Questions and Answers Examination Workbook
- Handbook (offered only to those taking part in this Virtual Coaching Package)
- \$899.00 + tax

For more information, please visit our website:

[CRSP Courses](#) or [CRST Courses](#)

If you wish to purchase only the study material (CRSP Study Manual and Workbook or CRST Study Manual and Workbook) please visit our website:

[CRSP Study Material](#) or [CRST Study Material](#)