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Measuring Intention VS Execution - Part 2

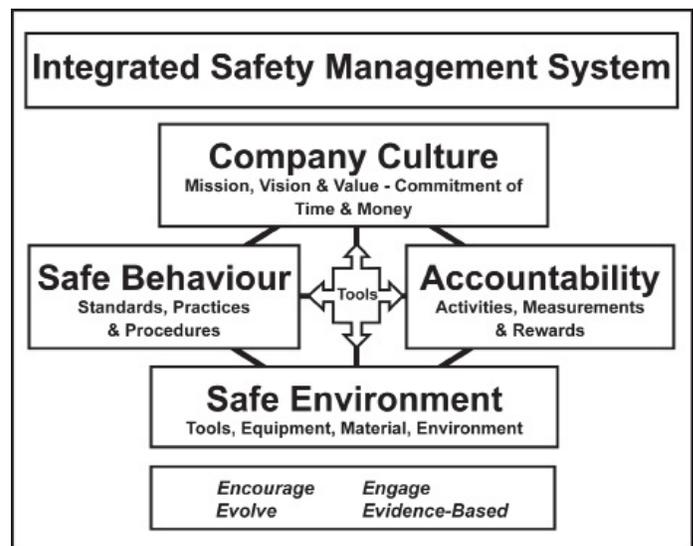
Article by Alan D Quilley CRSP (held from 1985-2021)

The Four Whats

Let's start with the four critical things that need to be managed well to get excellent safety results. Remember that these Whats are integrated and intra-dependant on each other. They indeed all have a dramatic affect on each other so they cannot be managed in isolation. Even if you wanted to, you would not be successful. It is because these factors are intra-dependant that they are in no particular order of importance. I haven't given them priority numbers . I have in fact linked them graphically because they are all very much connected. We could start anywhere so let's start with Company Culture.

Company Culture

Company culture is simply "the way it is around here". It is how your company thinks and acts as a group of people. It is the result of your collective thinking and actions (in some cases your inactions). In most companies, their desired state of culture is reflected in their Mission, Vision, and Value statements. The gap between what we intend for our companies and what actually happens is manageable. There are extremely logical and practical ways in which to manage the factors that create our cultures. There are also some very impractical and frankly highly ineffective ways in which to do this.



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You've probably experienced some of those in your history of managing safety. Always remember that the culture is there at your company, the question is, "Are you managing it with purpose and clarity?"

The "safety" component of your company culture is demonstrated by what you say about how you want safety to be created and then by what you collectively do about it. The time and money you spend on safety is a measurable demonstration of your desire to actually create safety.

Accountability

Every company has an accountability system. In fundamental terms this is what is measured as important and what happens when I do or don't do what is important. What gets measured gets done, what gets rewarded gets results. Holding people positively accountable to do the things that create "safe production" makes it much more likely that you'll succeed in achieving world class safety results. Managing this factor poorly will just as assuredly result in frustration and unintended results. Holding people accountable for the wrong things can get people injured and killed.

This is the fundamental reason that some companies fail to get the safety results they truly want. They have inflicted upon themselves a safety management system that doesn't fit their culture. They have bought into an audit system that doesn't measure how they do business. They artificially do safety tasks that are in addition to the way they do their work. Great companies getting world class safety results wouldn't dream of doing something "for the audit." It's silly and counter-productive. Who wants to be working against themselves? That's what buying into an off the shelf safety management system does.

Safe Environment

This is simple enough; the Tools, Equipment, Materials and Work Environment that we supply and manage have a huge impact on what happens to us. The more we manage these things the better our results. Using the wrong tool or an inappropriate piece of machinery will predictably result in an unintended consequence. We won't like what happens. In some cases this will result in someone's serious

injury or death. The materials we use in our business have a huge impact on our health and safety and need to be constantly managed. The work environment in which we do our work or provide our services also impacts our results. Managing this factor can improve our results in measurable ways. Look carefully at the "hardware" your company uses. If this part of the ISMS model isn't right, then fix it!

Safe Behaviours

Much of what has been written and "sold" as Behaviour Based Safety is neither practical nor logical. I hesitate to use the term myself, since it's had such a bad delivery in a lot of experiences. In ISMS, Safe Behaviour is not a program; it's not a package of observation cards. It's not like some consulting companies would have you believe. It was once described to me by one very dissatisfied client of a "famous" BBS provider as the "intravenous BBS drip." "In ten years they will STILL be here inflicting their brand of manipulating humans on us."

Managing the safe behaviour component is as simple as developing an understanding of how humans are. How we act and why we act in certain ways. We behave not in a vacuum but for some very logical and manageable ways. The best safe behaviour management comes from doing this with people and not to them. Helping people understand why they do what they do and to manage the factors that will help motivate. As efficient as it sounds to do the planning and execution of safety programs with small group of employees, without the engagement of ALL your employees and contractors it just isn't effective.

As you can probably see, the four Whats of ISMS are forever linked. "The way it is around here" drives our behaviour; the tools and equipment we decide to use have a huge impact on the safety outcomes. What we are held accountable for drives our behaviours. These four critical factors are logically linked. This brings us to the crucial Four Hows we need to manage the factors.

The Four Hows

The style in which you manage the Four Whats is as important as what you manage. The critical Four Hows are:

Encourage

Delivering Safety Programs to uninspired, passive employees is doomed to failure. Safe production of your company's products and services needs the people who do the work to do the safety work! Practical human management principles tell us that without encouragement people just won't do the things needed to help your company be successful.

Engage

You can't deliver Safety like a pizza in a box. The tasks required to create safety require the very people who do the work to use the "safe" methods to make it safe. The failure of safety programs can typically be tracked to doing safety to people rather than with them. Engagement gets almost immediate results. It's a logical and practical way to do work without taking unnecessary risks.

Evolve

Humans evolve; we evolve in our thinking and our physical being. Over time we change, not always for the better, but change is not a surprise, it is predictable. Safety management is not immune from this natural evolution process. Over time we learn what works well and what doesn't work so well. We learn from our experiences. Things that bring us positive results are likely to become, over time, the way we do things. As we get better at what we do, we need to learn new things to meet the new challenges we face since solving the previous challenges and problems. It's natural and expected to have to evolve your efforts over time. Standing still is simply not an option for us even if it sounds somewhat appealing.

Evidence-based

Here is where the power of ISMS demonstrates the realities. What works is what works! Your evidence will prove to you that you are doing the right things to make your production "safe production". You'll see evidence of safety if you know where to look. You'll start to see safety in a different way than ever before. This new vision will help you know what you need to do next to make safe production a natural and logical way to do the work that needs to get done for your customers. The results will tell you when you are successful, and they will tell you when you've failed.

The Tools

There's one last element of ISMS that helps lock the pieces together. Right in the center of all of these Whats and Hows are the Tools needed to make the management of ISMS happen. Hazard assessments, incident investigation forms, signs, work procedures, safety rules, communication techniques, memos, emails, websites, etc. are all just Tools to help the ISMS process work. The real power of these Tools comes from the encouragement, engagement and evolution of letting your employees and contractors own the safe production of your products and services.

There you have it, a practical application of how people can create the safe production of the products and services that they provide to their customers. Measure these things along with your intention documents and you will indeed know exactly what you are doing (or not yet doing) to create safety at your places of work.

Alan D. Quilley (1954-2021), my late husband, was a proud CRSP and published author of 8 books solely dedicated to OHS. He spent over 4 decades working as a safety professional, and since 2003, was a highly successful and sought after OH&S consultant and trainer/mentor. In determining the direction of our newsletter, I've decided to reprint some of Alan's past articles as they are virtually timeless.

Sale!

I have limited quantities of Alan's books still in inventory and have reduced their prices.

The Emperor Has No Hard Hat is now \$45.00.

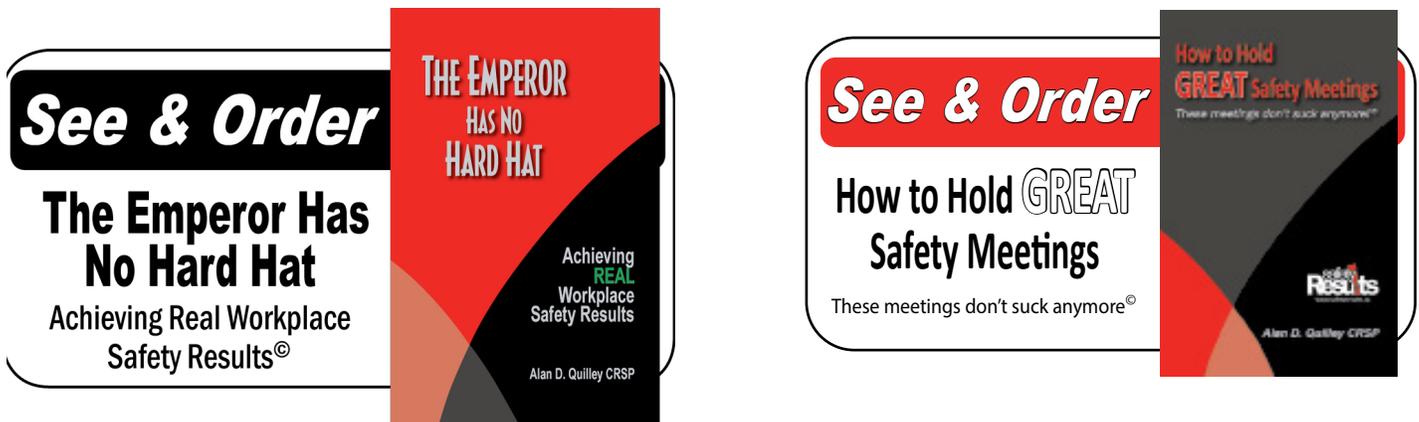
Creating & Maintaining a Practical Based Safety Culture, as well as MORE Creating & Maintaining a Practical Based Safety Culture are priced at \$25.00 each.

How to Hold Great Safety Meetings is \$20.00.

Taxes and shipping are additional.

For more information on these books, please visit [here](#).

Once the books have sold out, they will not be reprinted.



Next BCRSP-CPD Mandatory Ethics Course now open for registrations!

Next course July 4/22

This course takes approximately 3.5 hours to complete.

Registrations for the July 4/22 course are open until July 8/22 and the course will conclude July 29/22. This comprehensive and thought-provoking course, designed specifically for, and approved by the BCRSP by Alan Quilley, (who has been 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](#).

LinkedIn CRST & CRSP Study Group

We have a LinkedIn group for those that are planning on writing the exam to discuss study strategies and tips. Join us at:

[CRSP & CRST Exam Preparation Study Group - Sponsored by Safety Results Ltd. Hosted by Marie Quilley](#)

WOHSS Member Discounts!

We are delighted to offer discounts on our CRSP and CRST Coaching Packages as well as study material to current members in good standing of WOHSS! Please contact [Marie](#) for details. (Please note that these discounts do not apply to our CRST or Ethics courses nor study material that is offered in conjunction with Lambton College).

Online CRST Examination Preparation

Safety Results Ltd, in conjunction with Lambton College based in Sarnia, Ontario, brings you THE best online CRST Examination Preparation Workshop!

The next course starts June 1/22 and concludes June 30/22. Registrations for this course will be accepted by Lambton College until 4:00PM EDT, June 6/22.

When researching methods to deliver this top-notch course, we were expressly interested in associating with a distinguished educational institution as opposed to unknown online entities. It was vitally important that we aligned ourselves with an institution that believes in the same degree of ethics, high attention to service, content and quality as we do. Established in 1966, Lambton College has the enviable reputation as a pioneer in Mobile Learning. They are a global leader in applied research, education and innovation. Their work in a number of fields continues to exceed expectations, which makes them a perfect fit for what we do.

The aim of this course is to assist in performing your own knowledge gap analysis and then create a study plan which will enable you to focus on the competencies that you need to master before the exam.

To review and register in this online course, please click [here](#). (Registrations are handled exclusively by Lambton College)

Exclusive to Lambton College students confirmed in this course, the study material that the course was built upon is available at a special student discounted rate of \$400.00 CAD plus applicable taxes. Shipping (within Canada only) is included. More details [here](#).

Compliments for our CRSP and CRST Examination Courses and Study Material

"I just wanted to let you know that I just got confirmation from the BCRSP that I passed. I want to thank you for your help and the prep course. It was a huge reason for my success. Most of my studying was all done from your manual and practice test booklet. I focused very heavily on the manual and it worked out perfectly for me. Thank you for your support and when people ask me for tips/strategies and what not for passing the CRSPEX I will point them to Safety Results".

"Thank-you for providing such an outstanding prep course. I passed on my first attempt, largely due to your invaluable course!"

"The course was great for identifying where to focus my time to improve my knowledge overall and specifically to be successful at completing the BCRSP exam. I've already recommended the course to a co-worker looking for a prep course."

"Taking the prep course was instrumental in my passing of this exam as it gave me a structure to work with and not be overwhelmed by the information that is to be covered in preparing for the exam. Without Alan's guidance on how to prep for the exam, I would have gone down many rabbit holes that would have taken away valuable study time that would be better utilized in other areas of the material.

Thank you very much for the assistance and I will recommend the prep course to anyone who is planning on writing the exam".

We are absolutely delighted when we receive testimonials such as these. They serve to reinforce that along with their own studying, clients that take part in one of our Virtual Coaching packages, or individual purchasers of our study material prove to us that WE have the right formula.

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](#)