Welcome to the Triangulating Human Resources, Safety and Risk Management for Successful Projects

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Triangulation

- Who You Hire
- How You Train and Manage

HUMAN RESOURCES

SUCCESSFUL PROJECTS
- Productivity
- Quality
- Profitability

SAFETY
- Culture, Attitudes and Behaviors
- Loss Control
- Claims Management

RISK MANAGEMENT
- Everyone is a Risk Manager!
- Concept through Completion
- Reduce the Total Cost of Risk
Human Resources, Safety and Risk Management Activities

- Excellent hiring practices
- Post-hire employee onboarding program
- Employee safety training programs
- Supervisory role
- Claims management
#1 Most Important Company Activity

NOW HIRING

APPLY TODAY
Consequences of Poor Hiring
Consequences of Poor Hiring

• Competitive edge is compromised
• Replacement costs are high including productivity and quality lost during replacement activities
• Additional or ongoing training costs are incurred
• Need to manage poor performance distracts from the activities of the project
• Unanticipated termination expenses are incurred
• Exposure to employment claims/suits
Benefits of Good Hiring Practices

• Company is highly competitive and successful on projects bid and work performed
• Organization enjoys “Best Company to Work For” status
• Can successfully attract and retain “the best”
• Low turnover improves profitability
• Performance and productivity of work teams is excellent
Benefits of Good Hiring Practices

- Safety-focused culture is strong
- Morale is high; “great” culture is maintained
- Risk of employment-related claims is low
- Workers’ compensation claims are minimal
- Unemployment claims are low
- No Lost Time Injuries!
Develop a Great Hiring Process (and stick to it!)

- Screen for:
  - Attitude - #1 – you can train skills
  - Safety and Risk Management acumen
  - Cultural compatibility
  - Job knowledge
  - Skills and competencies
  - Trainability
  - Reliability
  - Honesty
  - Work ethic
  - Ambition - desired growth opportunity
Develop a Great Hiring Process (and stick to it!)

• Develop a clear, well-written standard operating procedure for hiring
• Follow it!
• Observe Office of Federal Contract Compliance Programs (OFCCP) requirements including VEVRAA requirements when required
Elements of a Hiring SOP

• Identify current needs
• Review past successes/failures for the position
• Use a well-written job description
• Post and advertise opportunity; solicit referrals from employees
• Use a well-written application for employment
• Review resumes/applications against requirements of the position
Elements of a Hiring SOP

• **Script questions** for telephone, Skype or office interviews
• Use job description during the interviewing process
• Involve appropriate “others” in interviewing – coach them first!
• Interview multiple times; different situations, different people
Elements of a Hiring SOP

• Administer skill, thinking, job compatibility, safety and risk management assessments
• Use applicant appraisal form – rank candidates
• Require pre-employment drug testing
• Require post-offer, pre-employment fit for duty assessment
• Conduct reference and background checking
The Most Important Day on the Job is the First Day
Onboarding

• Develop a formal, written onboarding plan
• Make the first day on the job an exceptional experience
• Consistently implement the program
• Use milestones, such as 30, 60, 90 and 120 days on the job—and up to one year post-organizational entry—to check in on employee progress and position satisfaction
Onboarding Activities

• Affirm pre-hire discussions related to position responsibilities and review job description
• Discuss and highlight company cultural values; Safety and Risk Management as a core value
• Review company policies and procedures
• Review employee notices/required paperwork
• Provide detailed and thorough safety and risk management training
Onboarding Activities

• Schedule meetings for employee with Executive Management and Safety Committee
• Be crystal clear with new employees about:
  • Company culture and company objectives
  • Safety and risk management responsibilities
  • Timelines related to performance
  • Their role and responsibilities
  • The role and responsibilities of others they will work with (supervisors, co-workers, etc.)
Benefits of Great Onboarding

- Increased job satisfaction and performance
- Increased commitment to organizational focus on safety and risk management
- Faster job effectiveness
- Reduction in cost of OTJ training
- Lower turnover due to higher job satisfaction
Great onboarding outcomes

• Employees has been thoroughly trained
• All necessary tools/resources have been provided
• Expectations have been clearly communicated
• Safety and risk management responsibilities are clear
• “Who to go to for what” is understood
• Excitement to “get to work” has been created
• The rest is up to them!
Safety

BE CAREFUL

THE BEST SAFETY DEVICE IS A CAREFUL WORKER, GET THE SAFETY HABIT
Working Safely is No Accident!

• Safety records impact competitiveness to obtain work and to attract and retain good workers
• Lower X-Mods = lower WC insurance premiums = higher profits
• Must be a culturally-held value that is clearly defined, promoted and enforced by supervisors
• Employees must understand and support the company’s duty to the public and its employees
Safety Training

- New hire safety training should include information related to:
  - Expectations for working safely
  - General and specific safety rules and the reason for each
  - When and how to report safety incidents
  - Required safety training courses and by when they must be completed
  - Consequences for failing to comply, including termination
Safety Training (continued)

• Hazard recognition and reporting
• Specific hazards of the job they were hired for as well as hazards in other areas of the facility
• Emergency procedures
• Health and safety responsibilities, including those specified by legislation
Safety and HR

Partner with employees to ensure a safe workplace — Remember, they are risk managers too!

- Insist that everyone know the OSHA General Duty Clause; teach them to recognize unsafe conditions
- Require job specific safety certifications
- Make them responsible to address and report hazards
- Emphasize the importance of good housekeeping – prevents slips, trips, and falls
- Encourage offering ideas to improve safety
Safety and HR (continued)

- Enforce safety rules; coach workers; discipline when appropriate
- Develop, review and administer safety programs
- Identify and manage workplace safety and security risks
- Immediately investigate accidents or health related complaints
- Insist upon well-written reports, summaries, memos, daily log activities
Supervisors – Key Personnel
Supervisor Responsibilities

• Must be a Safety and Risk Manager first!
• “Leads the parade” for others by modeling successful behaviors
• Responsible for managing employee performance
  • Must be a good coach, counselor, trainer, disciplinarian and communicator (verbal and written)
• Must perform these roles well - all the time!
Performance management

• Performance management (evaluation) is a year-round effort
• “Real time” regular, ongoing feedback is critical to employee success
  • Praise and recognition
  • Coaching or discipline
Performance management
(continued)

• Provide opportunity for employee development and growth
  • Confirm the employee is capable
  • Review where they need improvement/development and discuss expectations; are additional resources/training needed?
• Treat employees with respect; use a collaborative style while developing goals and objectives
• Develop and document expectations - a road map!
Supervisory Responsibility for Performance Management

- Secure commitment from employee to do the best they can and come to you with questions/ideas
- Set a time frame for expected improvement
- Provide oversight and follow up to verify employee success
- Document, document, document
- Supervisors and administration (HR) must coordinate performance management efforts
Supervisor Performance

• Supervisory performance directly affects company profitability
  • Employees stay at a company because of “who” they work for
  • Poor performing supervisors negatively effect morale and productivity
  • Poor performing supervisor may increase risk
• Poor supervision must be addressed and corrected
Claims
Types of Claims

• Employment Practices
• Workers’ Compensation
• Liability
• Property
• Loss of Income
Employment Practices

• Harassment, discrimination, retaliation
• Wrongful termination
• Constructive discharge
• Leaves of absence mismanagement
• Failure to follow ADA requirements
• Wage and Hour
• Whistleblower
• Negligent hiring
Workers’ Compensation

There is a direct correlation between the time it takes to report a claim and the claim cost.

• Develop effective near-miss programs for immediate reporting of any circumstance that could give rise to a claim
• Develop effective designated medical provider, First Aid and return to work programs
• Shepherd timely medical treatment and return to work process
• Immediately investigate, analyze and implement “lessons learned” training
• Project or organization-wide STAND DOWN when needed
Workers’ Compensation

Employee education is key to managing workers compensation claims.

• Post OSHA required information
• Distribute and review WC notices and information
• Provide safety and injury reporting training during orientation and repeat throughout employment
• Emphasize importance of a safe workplace
• Continuously assess and control risks to prevent injury/illness; require employee participation
In Summary -

• Who you hire makes the difference – Hire the best to be the best!
• Effective onboarding matters – have a program that includes orientation with Executive Management and the Safety Committee
• Supervisory personnel impact organizational success – carefully select/promote supervisors
• “Real time” performance management is key to maintaining a vibrant, productive and safe workforce – just do it!
• Successful companies are great at all of this!
Resources


