



Strategic Planning Tools To Move Your Safety Program Forward

**Connecticut Valley Chapter – ASSE
April 23, 2014**

**Brian B. Bethel, CIH
Sikorsky Aircraft**

This presentation contains no
technical data subject to EAR or ITAR



Leadership and Management

- ▶ Terms often used interchangeably
- ▶ Are they interchangeable?

Management



- ▶ Direct resources to areas that have been identified by the organization as important or critical
- ▶ Controls behavior and performance of those involved to meet established goals

- ▶ The best managers
 - Eliminate deviation from the norm
 - Maximize efficiency
 - Control schedule and meet deadlines



Leadership

- ▶ Creates change
- ▶ Creates an environment where change is welcome
- ▶ Entice other to change
- ▶ Sets course and direction to achieve new & improved results

- ▶ The best Leaders
 - Envision the future
 - Motivate and engage others to work towards a new end



Leadership and Management

- ▶ Terms often used interchangeably
- ▶ Are they interchangeable? **NO!!**
- ▶ Can one be both a manager and a leader? **YES!!**
- ▶ Does an organization need both managers and leaders? **YES!!**
- ▶ Are they both critical to the success of an organization? **YES!!**
- ▶ Which do you want to be? **BOTH??**



Strategic and Tactical Planning

- ▶ Terms often used interchangeably
- ▶ Are they interchangeable?

Strategic Planning



- ▶ Define the outcome you want to achieve given the:
 - Starting point or baseline
 - Available resources
- ▶ To be effective a strategic plan must:
 - Stretch an organization
 - Be achievable
 - Be measurable
- ▶ Strategic Plans establish:
 - The What's
 - The Why's



Tactical Planning

- ▶ Detail what is necessary to achieve your strategic goal
- ▶ To be effective a tactical plan must:
 - Detail what steps are necessary and in what order they need to be executed
 - What resources are necessary
 - What skills are needed and who has them
 - Method to track performance to the plan
- ▶ Tactical plans define the:
 - The Who's
 - The How's



Strategic and Tactical Planning

- ▶ Terms often used interchangeably
- ▶ Are they interchangeable? **NO!!**
- ▶ Does an organization need both strategic and tactical plans? **YES!!**
- ▶ Are they both critical to the success of an organization? **YES!!**



Why Do Most Strategic Plans Fail?

- ▶ They solve the wrong problem
- ▶ How do you prevent this very common error?
 - Take a systematic approach the problem using strategic planning tools

Key To Strategic Planning

Understanding the organization's current state, capabilities and changes necessary for improvement¹

Strategic Tools In Action

Creating Order From Chaos



- ▶ Understand your current state
- ▶ Understand your future state
 - AKA - Your 'Ideal State' or your 'Zen State'

This becomes the basis of your strategic plan

- ▶ Understand your current state and the gaps to 'Zen'

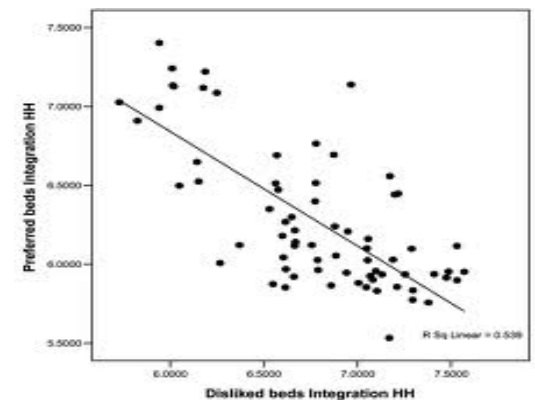
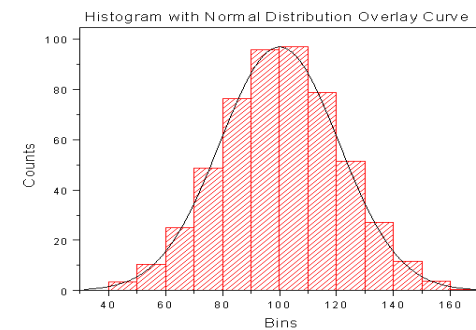
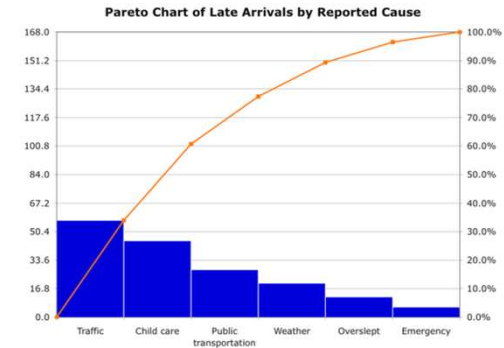
This becomes the basis of your tactical plan

Step One

Analyze Current State



- ▶ Establish your current state
- ▶ New Term **BIG DATA**
- ▶ Old Tools
 - Pareto Charts – Shows data in descending order
 - Histograms – Shows distribution of data
 - Scatter Plot – helps show and calculate correlation between two data point

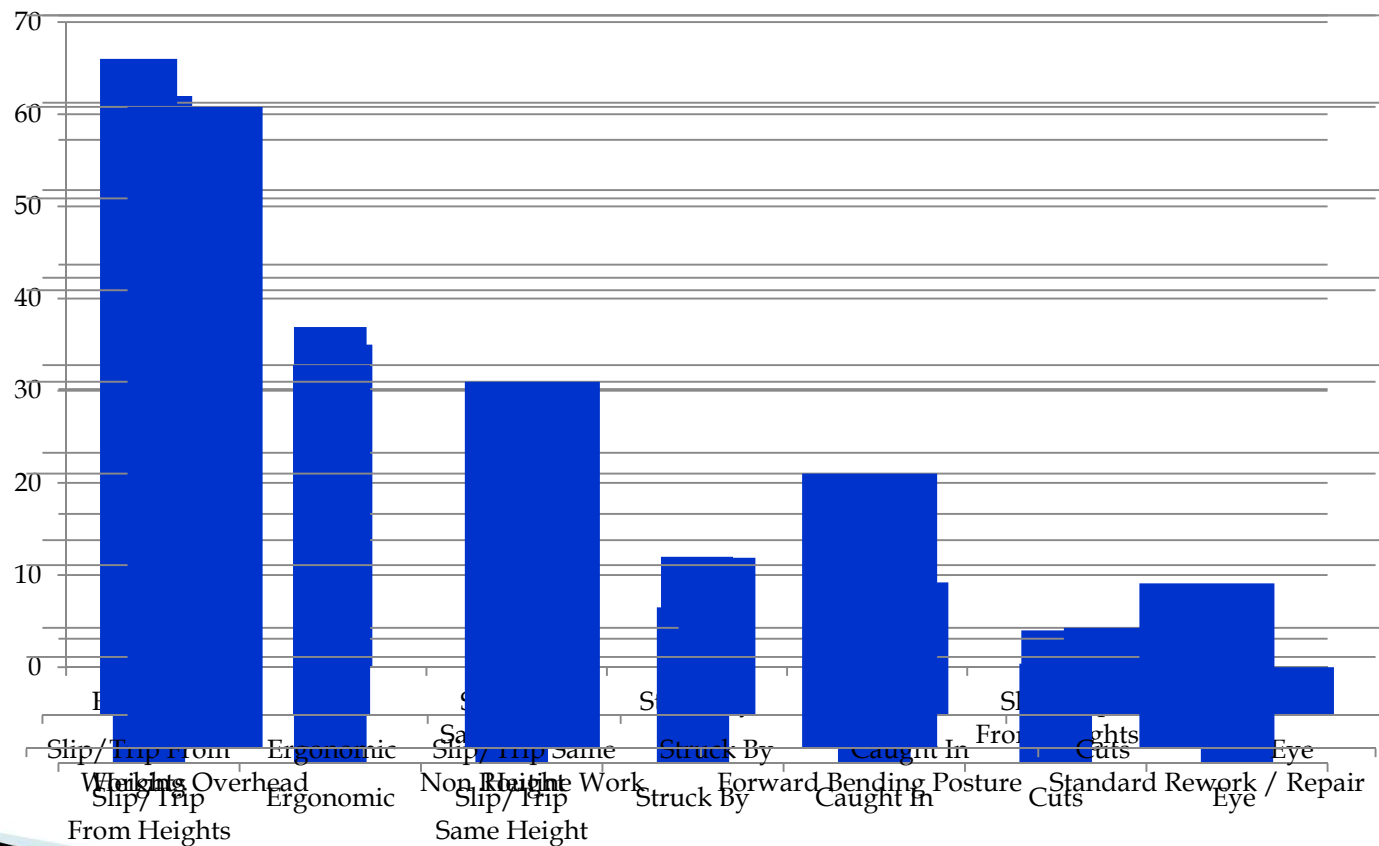


Pareto Charts

Rank Highest Risk Based On A Set Criteria



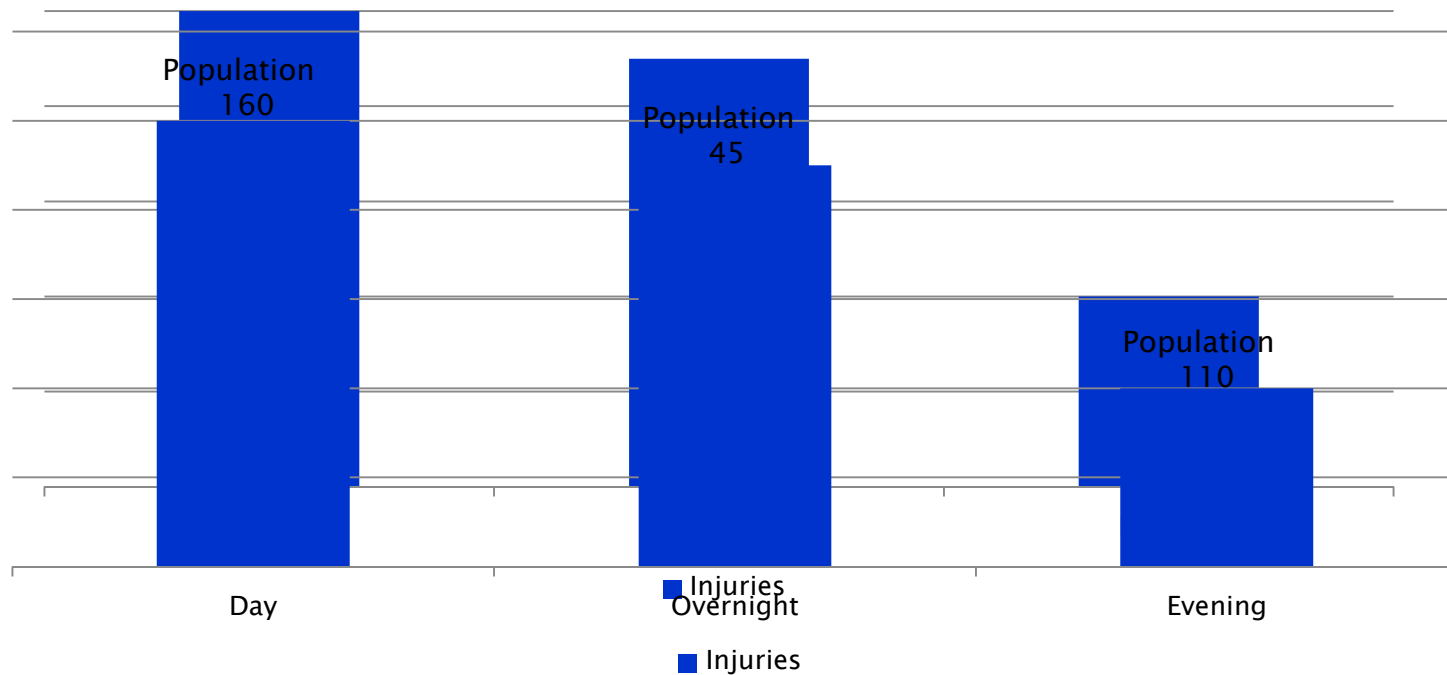
Typical Pareto Chart Total Count



Pareto Charts From **Big Data** Using Multiple Cuts



Big Data Pareto
Typical Pareto – **Injury By Shift**
Multiple Variable Data Analysis
Injury Case Count Vs Population



This presentation contains
no technical data subject
to EAR or ITAR

Step Two

Project The Ideal State



- ▶ Establish your **ideal state**
 - Becomes the context for your 'formulation of the mess'

- ▶ Remember... To be effective a strategic plan must:
 - Stretch an organization
 - Be achievable
 - Be measurable

Valid Ideal State Projections

Use Your Data



- ▶ Reduce injury count by x% (TRIR)
- ▶ Reduce injury cost by x% (Worker Comp Cost)
- ▶ Reduce Severity by X% (Severity Rate / LWDI)

Step Three

Formulate Your Mess



- ▶ ‘Formulate your mess’ In the context of your ideal state

“This is the process of understanding the organization's current state, capabilities and changes necessary for improvement”¹

- ▶ Loosely defined as **SWOT** Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

SWOT Analysis



FAVORABLE STRENGTHS	UNFAVORABLE WEAKNESSES
OPPORTUNITIES	THREATS

Must be completed in the context of the ideal state

Cautions About SWOTs & Strategic Planning



- ▶ It's a box...
 - So it often leads to inside the box thinking

- ▶ It's a box...
 - So even when you're thinking outside the box, you often only made yourself a bigger box

Failure Of SWOT Analysis At Kodak



FAVORABLE STRENGTHS	UNFAVORABLE WEAKNESSES
<ul style="list-style-type: none"> • First family of film, paper and developing chemicals in the industry • Most recognized photography company • Inexpensive point and shot cameras for the mass market • Great advertising • Preferred film of professional photographers 	<ul style="list-style-type: none"> • Expensive...but worth it • Point and shoot cameras do not offer the resolution of 35mm film • Technology in 35 mm cameras has essentially made them point and shoot for the mass market
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Kodak paper and chemicals still preferred product in the marketplace • No matter the film, the processing will remain profitable • Develop a line of inexpensive easy to operate 1 hour film developing equipment that are based on Kodak chemistry to block Fuji's entry to this market 	<ul style="list-style-type: none"> • Fuji Film flooding the consumer market with inexpensive film and consumer coupons • Fuji film quality is taking increasing higher proportions of the professional market

What Was Kodak Thinking?



Ooops
Too Late!

Killed
By



Worried
About

Really Killed
By Thinking
Inside The Box!



Reacted
By



SWOT Analysis



FAVORABLE STRENGTHS	UNFAVORABLE WEAKNESSES
<ul style="list-style-type: none">• Committed leadership• Engaged workforce• Strong safety engineering presence• Good JSA program in place• Mature Value Proposition program in place	<ul style="list-style-type: none">• JSAs typically completed only for day shift operations• JSAs not used during employee orientation• JSAs cant be used for non-routine tasks
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Expand JSA program to all shifts• Develop a JSA on the fly program• Grow or buy ergonomic resources• Reallocate resources to overnight shift	<ul style="list-style-type: none">• Mature product• Budget• O&R and Field service product line becoming more prevalent

Must be completed in the context of the ideal state

Step Four

Form Tactical Plan – Means & Resources



- ▶ Decide **how** you will fill the gap between your current state and your ideal state
 - Build on your strengths from SWOT
 - Build on opportunities From SWOT
- ▶ Begin To Set Tactical Plan
 - Who
 - What
 - When
 - How



Means Planning

- ▶ The process of identifying the specific actions (tactics) that will narrow the gap between the current and ideal state
- ▶ From Your SWOT – Opportunities Element

FAVORABLE STRENGTHS	UNFAVORABLE WEAKNESSES
<ul style="list-style-type: none">• Committed leadership• Engaged workforce• Strong safety engineering presence• Good JSA program in place• Mature Value Proposition program in place	<ul style="list-style-type: none">• JSAs typically completed only for day shift operations• JSAs not used during employee orientation• JSAs can't be used for non-routine tasks
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Expand JSA program to all shifts• Develop a JSA on the fly program• Grow or buy ergonomic resources• Reallocate resources to overnight shift	<ul style="list-style-type: none">• Mature product• Budget• O&R and Field service product line becoming more prevalent

Means Planning Becoming Park Of Tactical Plan



- ▶ Overnight shift injury reduction
- ▶ Allocate EHS resources to overnight shift
 - Require existing staff to work one night a week on 3rd shift
 - Hire additional EHS staff to work 3rd shift
 - Hire consultant to staff overnight shift as a trial
 - Deploy JSA strategy to all shifts
- ▶ Non-routine work injury reduction
 - Convert JSAs to JSOs
 - Develop JSA strategy for non-routine work
- ▶ Focus on Ergonomic injuries
 - Engage workforce into PATs
 - Reallocate resources to ergo program

OPPORTUNITIES

- Expand JSA program to all shifts
- Develop a JSA on the fly program
- Grow or buy ergonomic resources
- Reallocate resources to overnight shift

Resource Planning



- ▶ The process of identifying the resources needed, when they will be needed
 - Budget (Capital & Expense)
 - Expertise (Make vs. Buy)
 - ‘Stuff’ – Equipment, designs, training programs
- ▶ From Your SWOT – Threats Element

FAVORABLE STRENGTHS	UNFAVORABLE WEAKNESSES
<ul style="list-style-type: none">• Committed leadership• Engaged workforce• Strong safety engineering presence• Good JSA program in place• Mature Value Proposition program in place	<ul style="list-style-type: none">• JSAs typically completed only for day shift operations• JSAs not used during employee orientation• JSAs can't be used for non-routine tasks
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Expand JSA program to all shifts• Develop a JSA on the fly program• Grow or buy ergonomic resources• Reallocate resources to overnight shift	<ul style="list-style-type: none">• Mature product• Budget• O&R and Field service product line becoming more prevalent

Resource Planning Becoming Part of Tactical Plan

Overnight Shift Injury Reduction



- ▶ Overnight shift injury reduction
- ▶ Allocate EHS resources to overnight shift
 - Budget for shift differential
 - Build business case for additional EHS staff
 - Relocate budget to hire consultant to staff overnight shift as a trial
- ▶ Non-routine work injury reduction
 - Convert JSAs to JSOs
 - Develop JSA strategy for non-routine work
- ▶ Focus on Ergonomic injuries
 - Budget for training program development for ergonomics PATs
 - Budget for ergonomics professional hired from outside or grown
 - If grown, budget for offsite educational programs and seminars
 - Budget for indirect time for the hourly employees on ergonomics PATs

THREATS
<ul style="list-style-type: none">• Mature product• Budget• O&R and Field service product line becoming more prevalent

Step Five

Resource Planning Revisited



- ▶ What if I don't have enough resources?
 - Go get them
 - Use the value proposition technique
 - Use the compliance hammer
- ▶ If you cant get the resources...
 - Reset your tactical plan to adapt to optimize the resources you have or can acquire
- Reset your **ideal state**



Closing Thoughts

- ▶ Leadership & Management are equally important in a strategic plan
 - ▶ Define and solve the correct problem
 - ▶ Set defined strategic plans
 - ▶ Good tactics fulfill those strategic plans
 - ▶ Use old tools with big data to 'formulate your mess'
 - ▶ SWOT analysis is your friend, but don't get boxed in!
-
- ▶ Bridge the gap with strong means planning
 - ▶ Use the value proposition to marshal" resources

Why We Do What We Do




This presentation contains
no technical data subject
to EAR or ITAR

Why I Do What I Do




This presentation contains
no technical data subject
to EAR or ITAR

Brian B. Bethel, CIH
Sikorsky Aircraft
brian.bethel@sikorsky.com



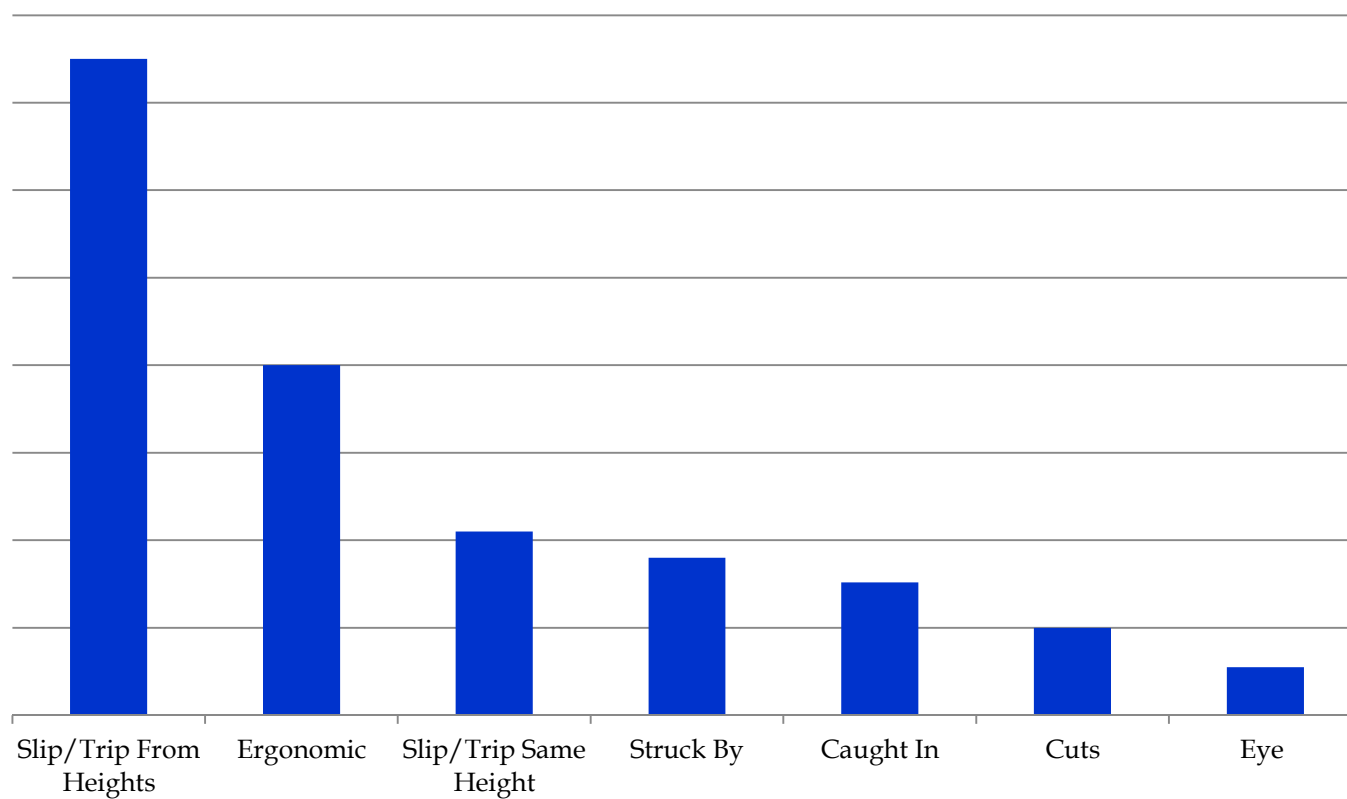
This presentation contains
no technical data subject
to EAR or ITAR



This presentation contains
no technical data subject
to EAR or ITAR



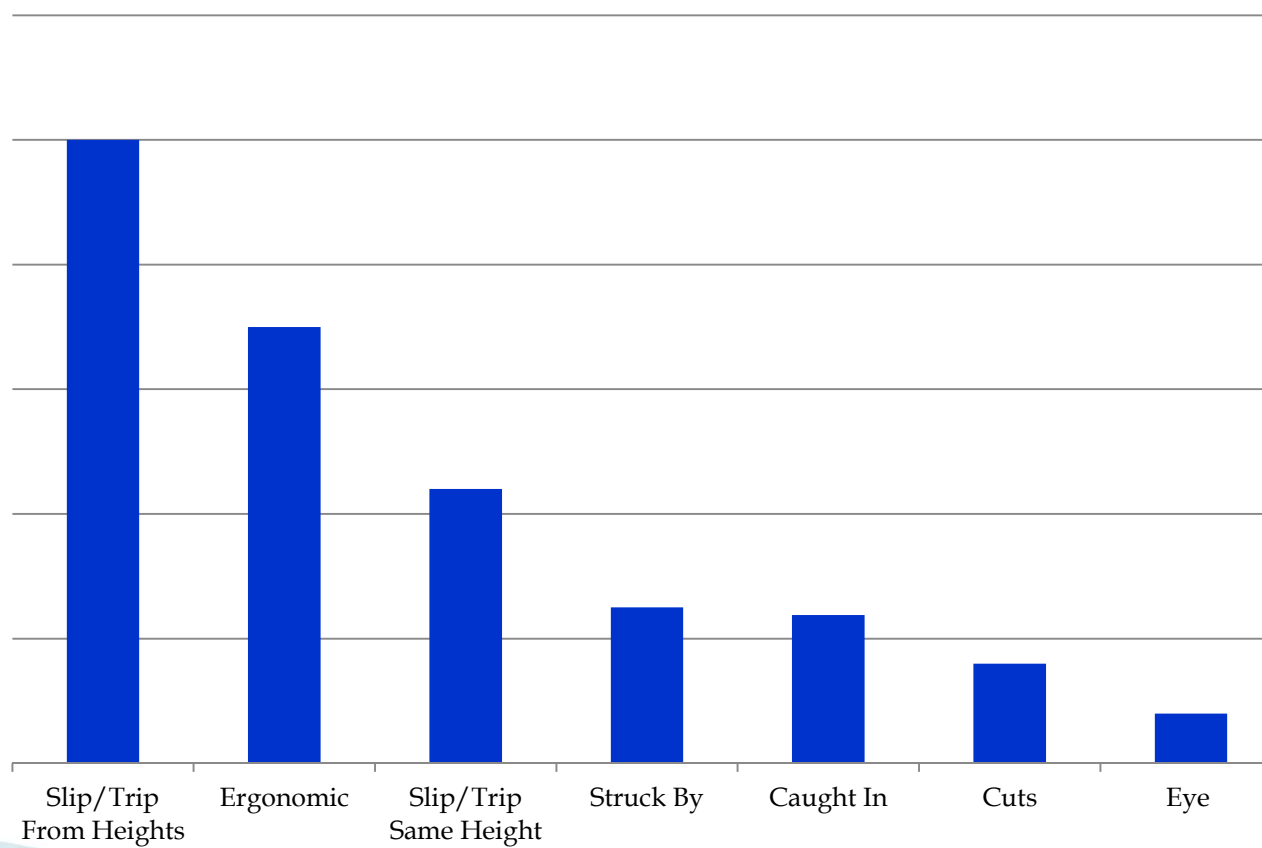
Typical Pareto - **Severity**



This presentation contains
no technical data subject
to EAR or ITAR



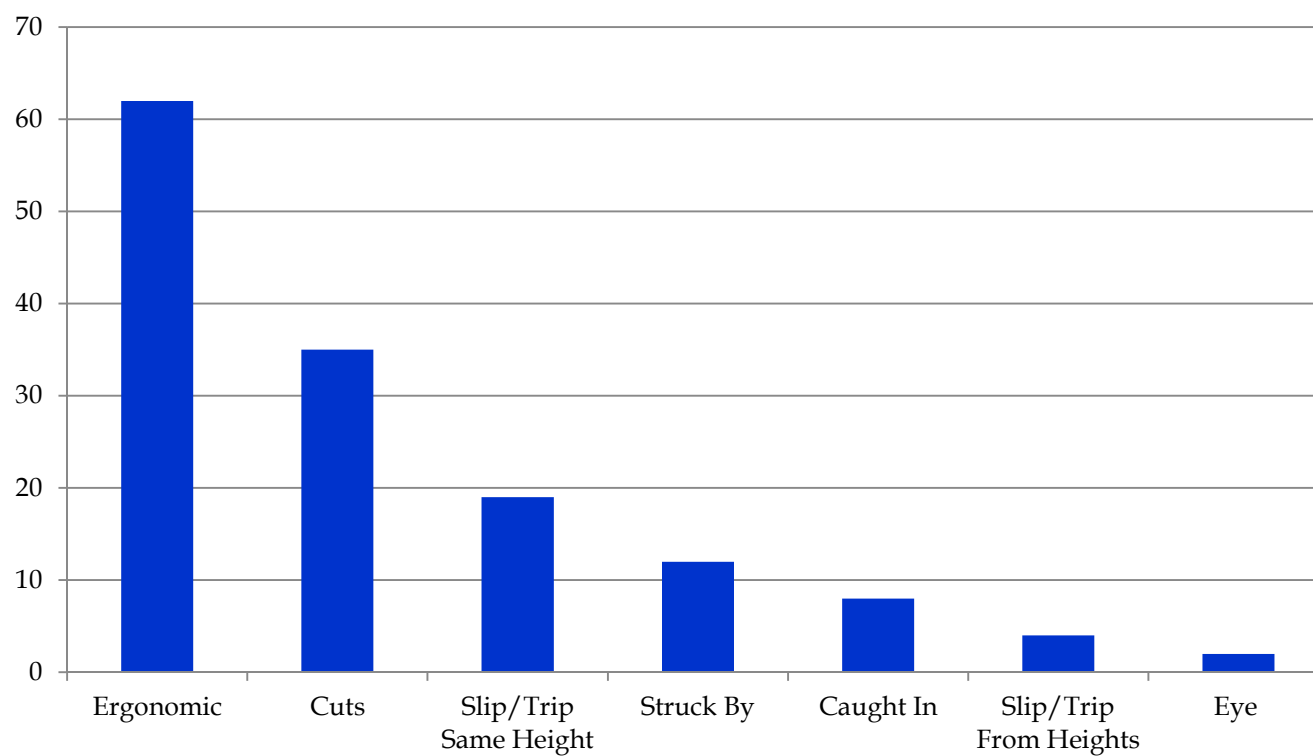
Typical Pareto - **Cost Of Injuries**



This presentation contains
no technical data subject
to EAR or ITAR



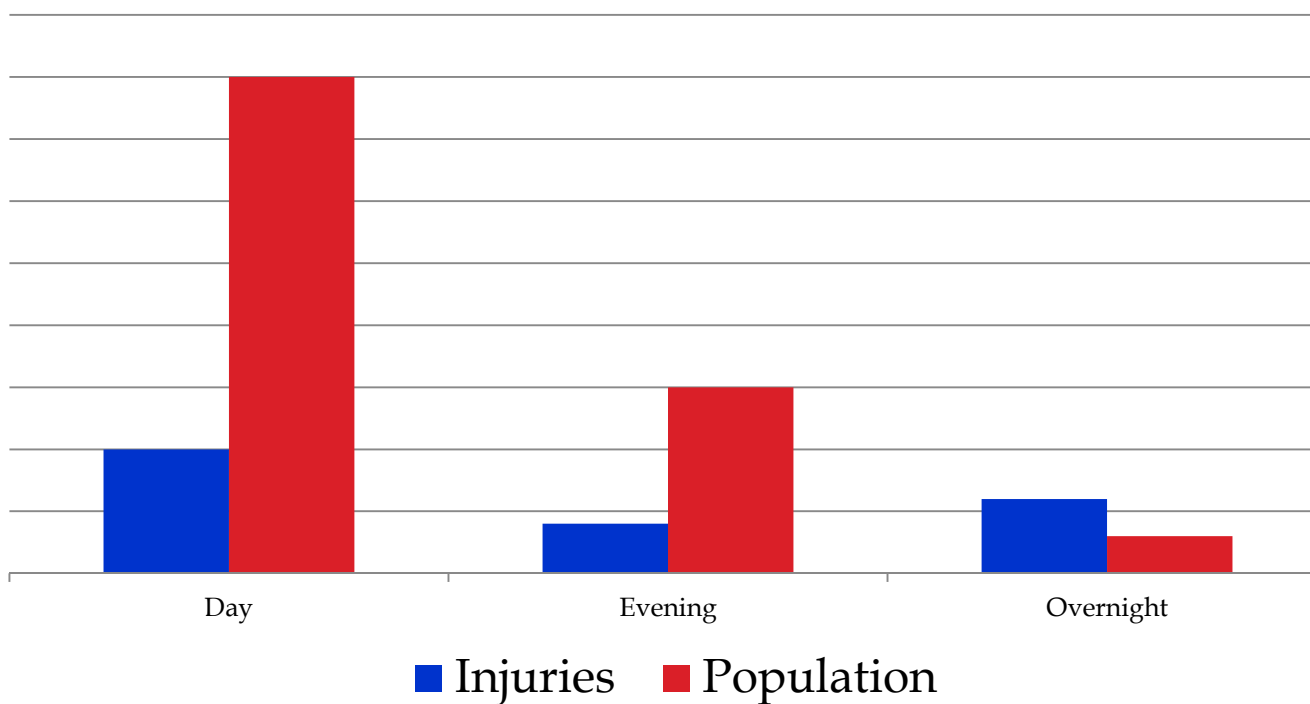
Typical Pareto Chart - Total Case Count



This presentation contains
no technical data subject
to EAR or ITAR



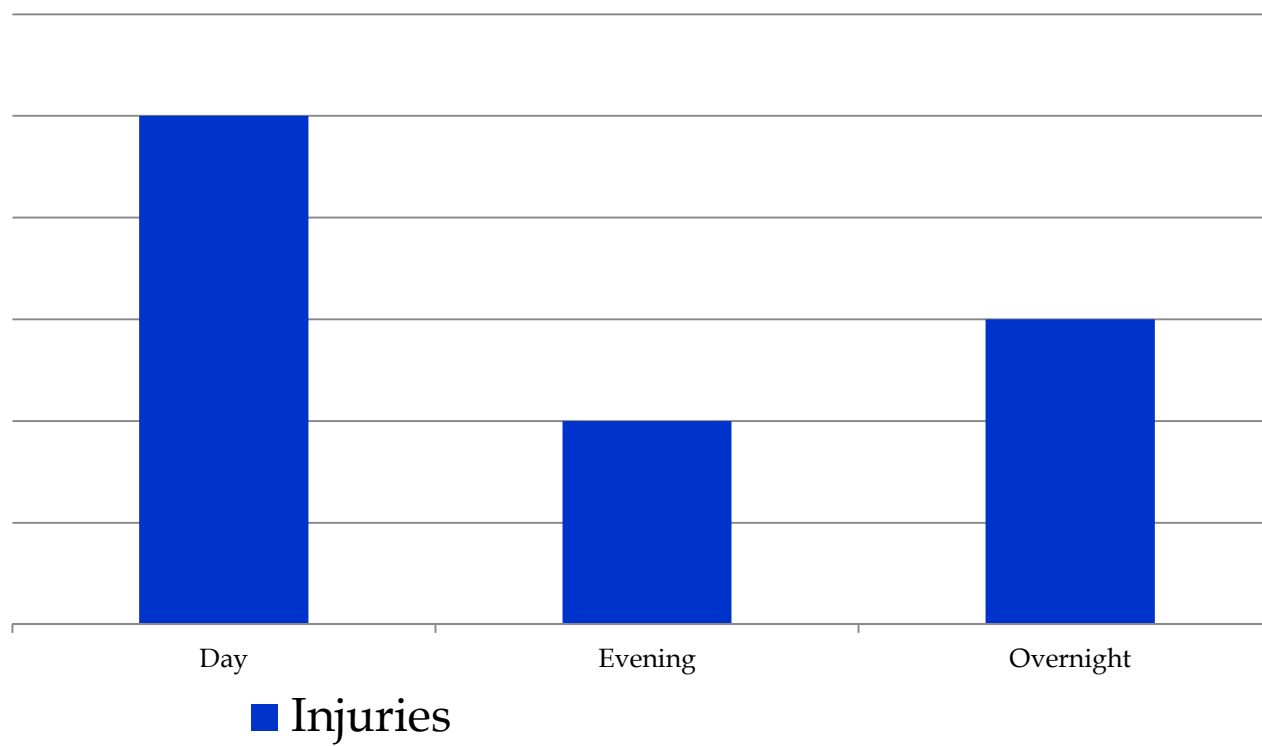
Big Data Pareto Multiple Variable Data Analysis Injury Case Count Vs Population



This presentation contains
no technical data subject
to EAR or ITAR



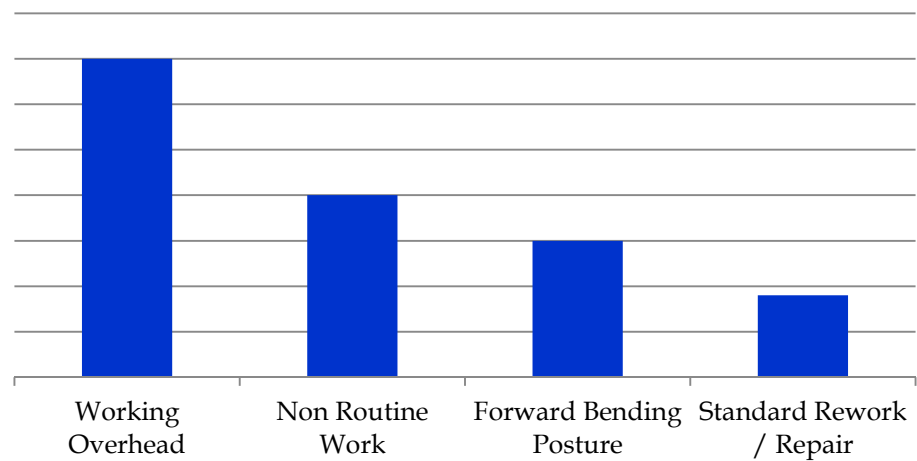
Typical Pareto - **Injury By Shift**



This presentation contains
no technical data subject
to EAR or ITAR



Typical Pareto - Cause Of Injury



This presentation contains
no technical data subject
to EAR or ITAR