



Safety Management




FOCUS on RESULTS



Safety and Health Vision

All Verizon employees understand, accept, and demonstrate accountability for their health, safe work processes and regulatory compliance.

Verizon Mission

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- Foster Stakeholder Ownership and Partnerships
 - Maintain a Hazard & Exposure-Free Workplace
 - Promote Employee Health & Safety Awareness
 - Comply with all Safety, Health, Transportation and Environmental Regulations
 - Integrate these elements as Core Business Values

Risk Reduction Strategies



- **Applied Behavioral Analysis-** Performance Management & Behavior Change Models: ABC, DO-IT, AMC, PMF, SCORE, GOER.
- **Comprehensive Ergonomics:** Inside/Outside
- **Administrative/Engineering Changes**
- **Risk Reduction Teams (RRT)**
- **Occupational Safety Management System (OSMS)**
18001 Quality Certification
- **Lean Six Sigma Process Improvement**

Risk Reduction Process



1. **Incident Analysis-** Root cause(s), ID Targets
2. **Behavior Analysis-** ID Drivers and Pinpoints
3. **Incident-specific Intervention** Development
4. **Intervention Implementation & Operation**
5. **Intervention Monitoring-** Process & Outcome Results
6. **Intervention & Results Evaluation-** Sigma Level
7. **Migrate vs Institutionalize** Effective Interventions
8. **Maintenance-** Lean Six Sigma/Reinforcement


Individual Behavior (IB) + Work Performance (WP) = RESULTS (R)

NO CHANGE individual's behavior,
NO CHANGE in work performance,
NO CHANGE in results!

Doing (behaviors) the same things and expecting different results is **INSANE** (A. Einstein).

GOAL: What **BEHAVIORS** are you going to do more of, less of, change or stop doing to get the **RESULTS** you want?

How We **Learn (5)**:

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1. **Classical Conditioning** (Stimulus-Response)
 2. **Operant Conditioning** (ABC/AMC Models)
 3. **Observational** (Role model, Shadow of leader)
 4. **Cognitive Transformation** (Aha!, I get-it!)
 5. **NeuroLinguistic Programming** (NLP)

Applied Behavior Analysis

RISK REDUCTION intervention based on 3 questions:



1. What **behaviors** need to be **increased** or **decreased** to P-R-E-V-E-N-T the incident?
2. What **behaviors** are currently **supporting** the undesirable behaviors and/or **inhibiting** the desirable behaviors?
3. What **behaviors** can be **changed** to decrease undesirable behaviors and increase desirable behaviors?

Classical/Operant Conditioning Safety Process:



1. **SHAPE**
2. **REINFORCE x 21**
3. **CONDITION = Habit (Unconscious)**
4. **REINFORCE to prevent extinction =
maintenance of desired behaviors !!!!!**

Education is not sufficient to Change Behavior



Direction

+

Motivation



Desired **SAFE** Behavior

ABC Model

Behavior Change

Activator → **B**ehavior ← **C**onsequence

A-CTIVATOR

Trigger/Signal That Directs What We Do or Don't Do

B-EHAVIOR

What We Say and Do

C-ONSEQUENCE

What Happens as a Result of What We Do and Say

ABC Model

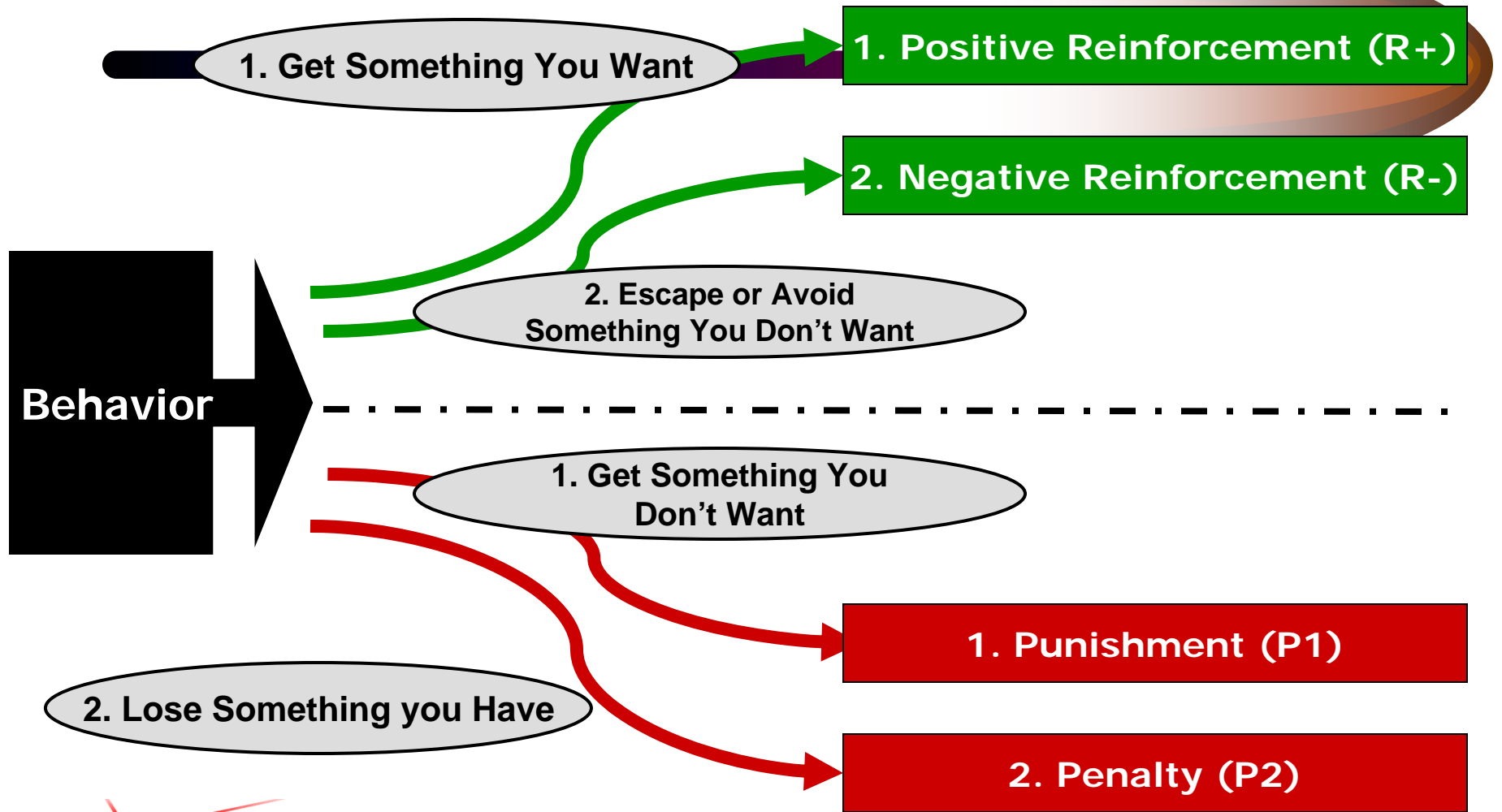
Behavior Change

CONSEQUENCES

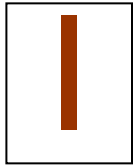
- (1) **POSITIVE** CONSEQUENCES:
FEEDBACK, RECOGNITION & REWARD
- (2) **NEGATIVE** CONSEQUENCES:
PUNISHMENT & PENALTY (Injury, Progressive discipline, termination)

Summary of the Four Behavioral Consequences and their Effects:

Consequences that Increase Behavior



Consequences that Decrease Behavior



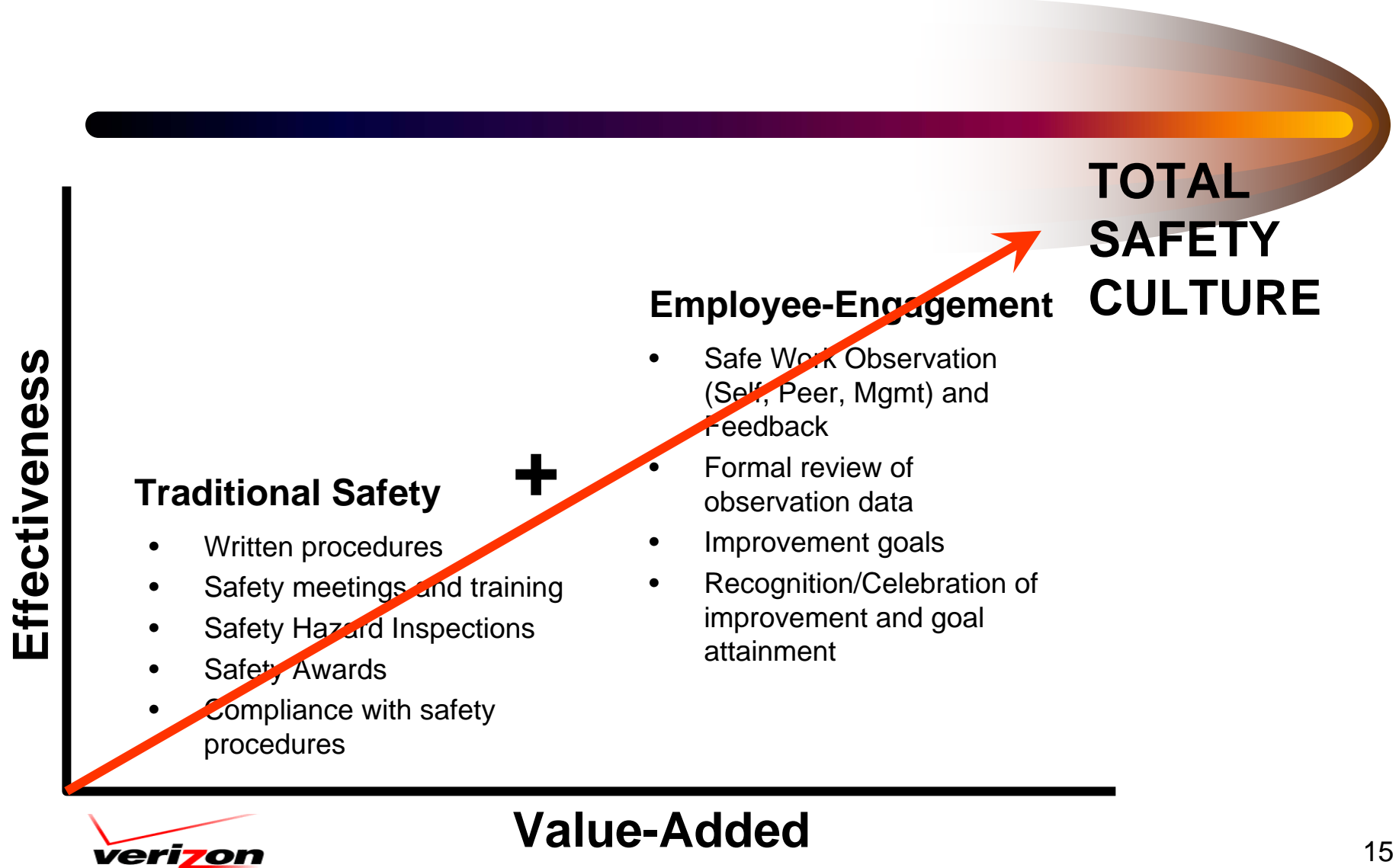
INTERVENE to shape/condition **pinpoint** behavior(s)

Coaching Safe & At-risk Behaviors

10 STEP SANDWICH COACHING TECHNIQUE:

1. Identify the observed safe behaviors.
2. Provide positive feedback (R+) to reinforce the safe behaviors.
3. Identify observed at-risk behavior(s).
4. Ask "why" at-risk behavior performed.
5. Specify the safe, correct alternative to the at-risk behavior.
6. Discuss alternative solutions.
7. Indicate concern for person's health and safety.
8. Request commitment to perform the safe pinpoint behavior(s).
9. Thank the individual for commitment to continuous improvement.
10. Indicate follow-up site observations as future coaching opportunity.

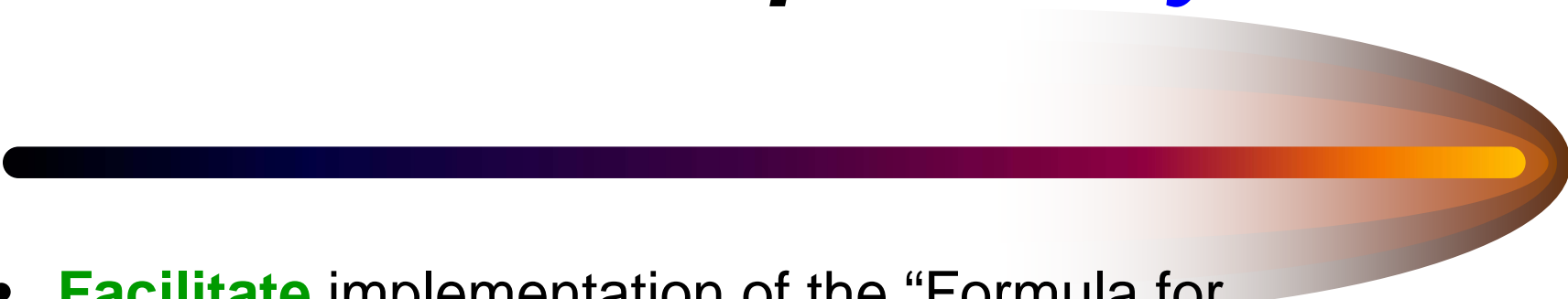
Formula For Success



*Active Leadership- **Management***

- **Support and communicate** the S&H Vision
- **Demonstrate** personal commitment to employee safety and health
- **Integrate** safety intervention planning/execution into strategic business initiatives: Regular review of safety performance results
- **Motivate** personal accountability for safe/at-risk work behaviors
- **Provide** resources (people, time, \$) to manifest the vision of safety accountability

Active Leadership- Safety Team

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- **Facilitate** implementation of the “Formula for Success”: A.S.K. for engagement.
 - **Provide** Subject Matter Expertise in incident management (frequency, severity), regulatory compliance and interface support, emerging safety and health issues.
 - **Monitor and communicate** safety process and outcome performance RESULTS
 - **Enable** all stakeholders by identifying and recommending continuous improvement opportunities



Questions

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