Phases Of Safety Excellence

An Effective Tool to Help You Improve EHS Performance
Phases of Safety Excellence©

• **What is It?** An Intel proven tool to assess maturity of EHS programs and provide a roadmap for improving EHS performance

• Based on the following premise:
  – There is a recognizable ‘pattern of evolution’ as organizations ‘grow’ in safety culture
  – Organizations ‘evolve’ at different rates, progressing through sequential phases
What Can ‘5 Phases’ Do For You?

- Help you assess current organizational EHS maturity
  - Identifies organizational/management attributes that contribute to a strong EHS culture
  - Defines level of proficiency/maturity for each attribute by ‘phase’

- Provides an organized way of achieving EHS excellence and creating an injury free culture
  - Suggests steps for moving to the next phase
  - Helps you build a roadmap for improvement
## Phases Of Excellence

<table>
<thead>
<tr>
<th>Phase 0</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is Safety?</td>
<td>Keep us out of jail/Don’t shut us down</td>
<td>Accidents cost too much</td>
<td>EHS is a top priority</td>
<td>EHS is a value</td>
<td>EHS is instinctive</td>
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</table>

- **Discipline/Compliance Focus**
- **Self Assessment – Data Focus**
- **Culture Focus**

**EHS Performance**

Where is your Company’s EHS program?
Key Organizational/Management Attributes

- Establishing Relationships with Sr. Management
- Safety Discussions in Meetings
- Safety Recognitions System & Progressive Motivation
- Continual Safety Training
- Role Model for EHS
- Metrics, EHS Goals
- Safety Issue Resolution Ownership
- Accident/Incident/Investigation System
- Safety Awareness/Communication
- Safety Audit Systems
- Safety Philosophy
- Cost
- Priority of EHS in Business Operations & EHS Business Strategies
## Assessing Your EHS Culture

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Phase Zero</th>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Phase IV</th>
<th>Phase V</th>
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</thead>
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<tr>
<td>Safety Philosophy</td>
<td>• None; Short cuts common</td>
<td>• Emerging; Accidents are still viewed as inevitable.</td>
<td>• Forming basics; Focus is on reducing severity &amp; reoccurrence of incidents. Focus is on cost impact.</td>
<td>• Foundation is in place. Focus on prevention through engineering controls. • All employees expected to work safely and raise unsafe issues. • Procedures well documented.</td>
<td>• Safety driven into all aspects of the org. • No job is knowingly done unsafely. • Safety is becoming a value. • Employees confront others on unsafe acts.</td>
<td>• Safety is a value. • All accidents are preventable. • Injury free environment is believed and practiced. • Focus turns to wellness. • All employees believe they own their own safety.</td>
</tr>
<tr>
<td>Establishing Relationships with Sr. Management</td>
<td>• Sr. MGT has no perceived value of a safety program</td>
<td>• Sr. MGT views accidents as inevitable. • Investigate only major incidents &amp; violations</td>
<td>• Sr. MGT is aware of workers’ comp costs but views safety programs as a potential production hit.</td>
<td>• Sr. MGT begins holding business units accountable • Safety is not yet integrated as part of the business. • Safety staff is expected to solve the problems.</td>
<td>• Sr. MGT manages safety like yield, output, quality, etc. • EHS staff viewed as partner. • Focus is on deterring root cause.</td>
<td>• Safety has been seamlessly integrated into business operations not as a management line item.</td>
</tr>
<tr>
<td>Role Modeling EHS</td>
<td>• None</td>
<td>• EHS or designated individual within company.</td>
<td>• Site EHS; Safety Committee Members; ERT members</td>
<td>• Site EHS role models safety &amp; participates in efforts to drive changes. • Management starts to role model safe behaviors.</td>
<td>• EHS helps organizations focus on training and actions/behaviors. • All Mgt is aware of safe behavior and demonstrates routinely.</td>
<td>• All employees in the organization role model EHS</td>
</tr>
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</table>
How to Move to the Next Phase

Steps to move from Phase 0 to Phase 1
- Collect workers compensation data and communicate costs to the company
- Develop safety indicator tracking system and publish results.
- Develop safety training curriculum

Steps to move from Phase 1 to Phase 2
- Partner with management to drive appropriate corrective actions to incidence and near misses.
- Review safety indicators at safety committees and publish results to all employees.

Steps to move from Phase 2 to Phase 3
- Safety indicators are reviewed in all department/staff meetings to emphasize safety is #1.
- MGT set clear expectations for a safe working environment.

Steps to move from Phase 3 to Phase 4
- Management actively role-modeling safety through MGT audits. Managers’ visible safety advocates.

Steps to move from Phase 4 to Phase 5 and beyond

Safety Philosophy
How to Move to the Next Phase

Steps to move from Phase 0 to Phase 1
- Present data on Days Away Cases & compliance violations to Sr. MGT.

Steps to move from Phase 1 to Phase 2
- Present workers comp cost data to Sr. MGT.
- Introduce safety programs to address top pareto items.

Steps to move from Phase 2 to Phase 3
- Present incident data per organization or dept to Sr. MGT.
- Actively work with MGT to identify solutions to issues.

Steps to move from Phase 3 to Phase 4
- Present root cause data to Sr. MGT. Highlight impact of behavioral related incidence.
- Obtain Sr. MGT commitment to take a more active role in ensuring a safe place to work.

Steps to move from Phase 4 to Phase 5 and beyond
- Present information around behavioral based safety programs.
- Facilitate SR MGT through this educational process. Work to define what the next level is for the organization.

Establishing Relationships with Senior Management
How to Move to the Next Phase

Role Modeling EHS

Steps to move from Phase 0 to Phase 1
- Begin to establish awareness for improving EHS behaviors.

Steps to move from Phase 1 to Phase 2
- Develop company Safety expectations for higher risk work environments.
- Establish the “norming” safe behaviors

Steps to move from Phase 2 to Phase 3
- Communicate/Sell safety expectations via safety committee members.
- Establish the “norming” safe behaviors

Steps to move from Phase 3 to Phase 4
- Management formally communicates their endorsement of role modeling EHS behaviors through staff meetings, etc.
- EHS helps to ID more globally safe behavior concepts for the org. (I.e. stair safety, etc.)

Steps to move from Phase 4 to Phase 5 and beyond
- Develop indicators to track groups performance.
- Maintain Behavioral Focus and approach for work and expand to the home environment.
Right Tool, Right Job, Right Time

EHS methods are analogous to tools in a toolbox...

*The right tool for the job to get the job done right*

Phases of Excellence is another tool to help you improve EHS performance

****Find out more about ‘The Phases of Safety Excellence’ @ supplier.intel.com/ehs****