

ACHIEVING VISION ZERO: THE ROLES OF MANAGEMENT AND OF GOVERNMENT

8th INTERNATIONAL CONFERENCE »CONSTRUCTION
SAFETY & HEALTH»

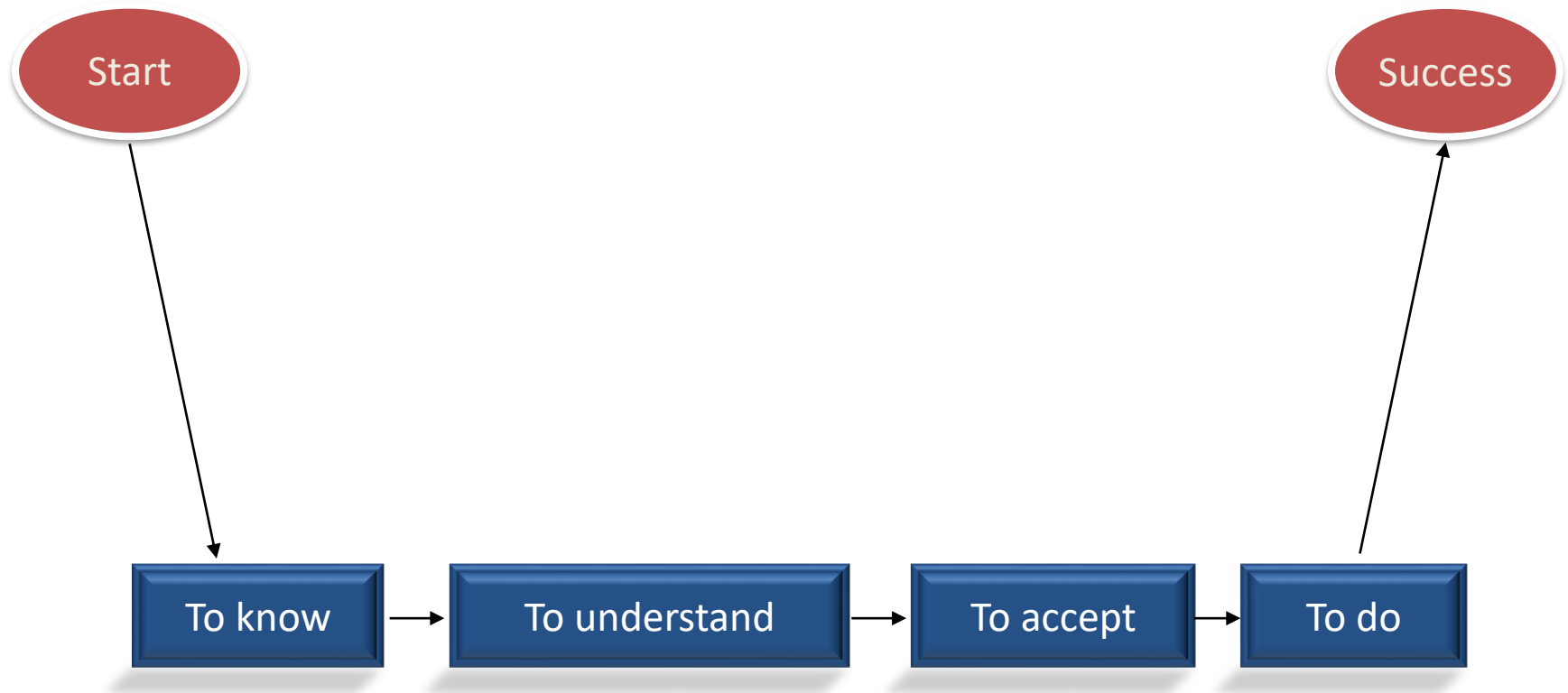
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The fundamental rule of business: Pacta sunt servanda

- When managers hire employees they promise them – at least implicitly – that they will not be harmed while working.
- The seven Golden Rules help managers to keep their promise.
- Implementing the seven Golden rules is an issue of daily management behavior.

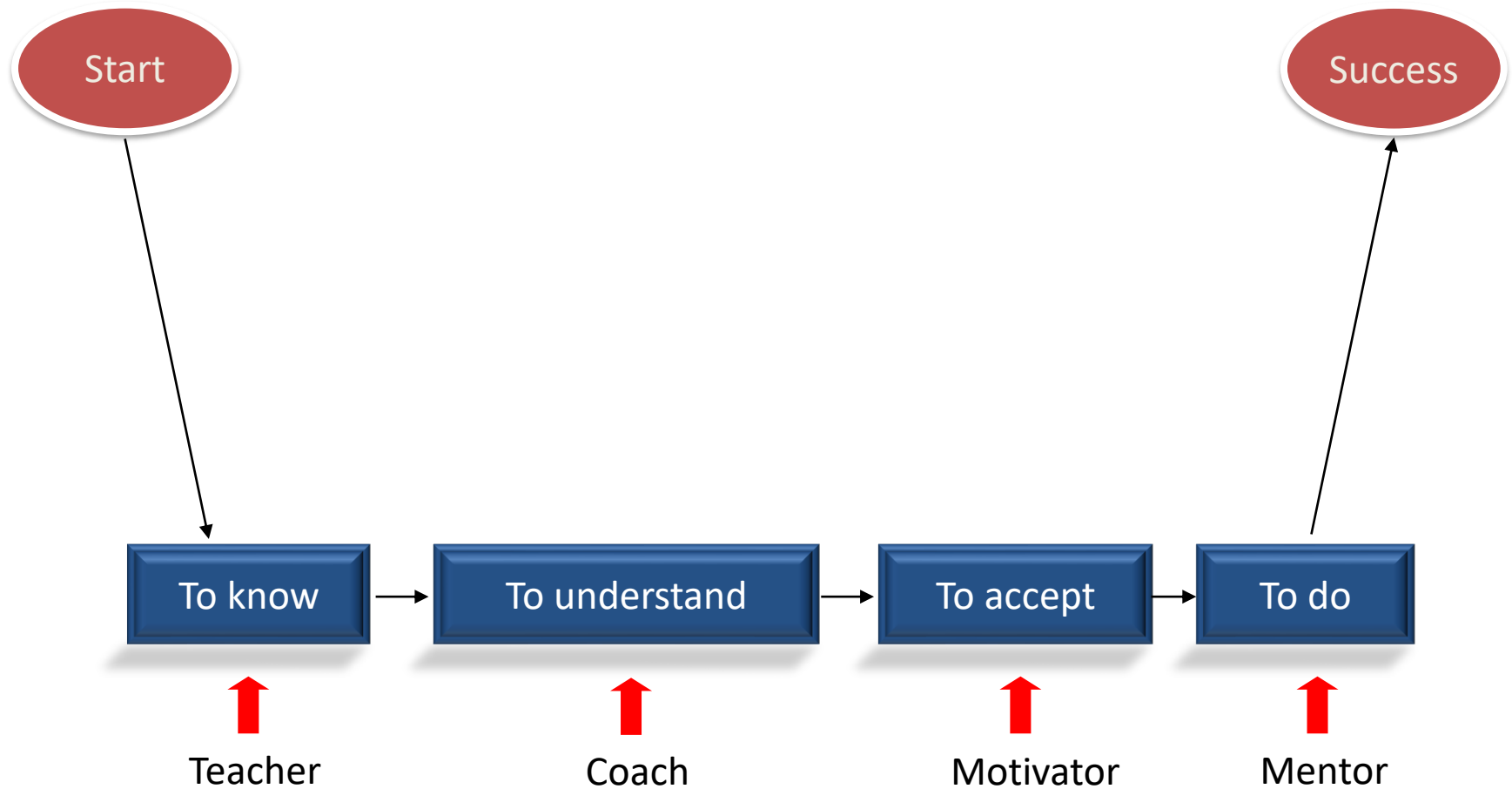
Four steps to zero harm



Four steps: the challenges

Step	Challenge	Example
Know	Not intuitive	<ul style="list-style-type: none">• Oxygen level in confined space
Understand	Link to real life	<ul style="list-style-type: none">• Anchor point• Scaffold
Accept	Nuisance factor	<ul style="list-style-type: none">• Safety glasses
Do	Time	<ul style="list-style-type: none">• Fork lift driver

The four steps: the role of managers



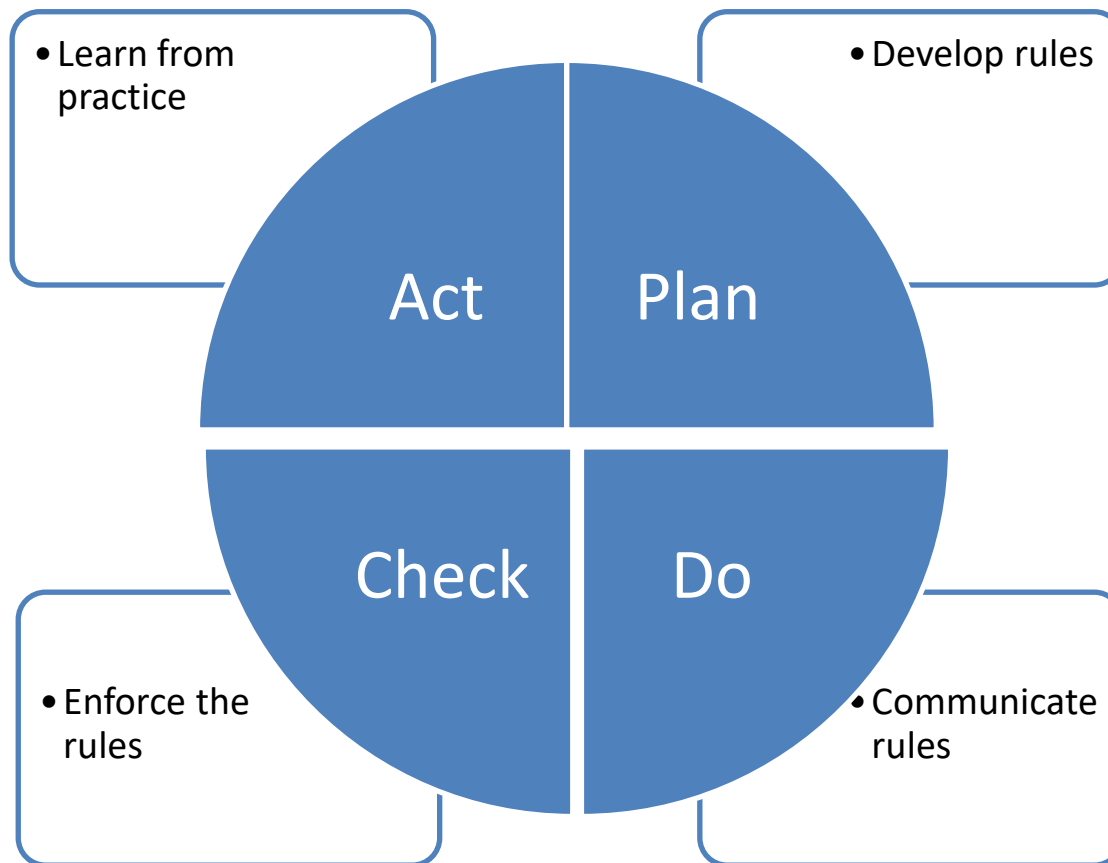
Four steps: common manager errors

Step	Mgmt errors
Know	Delegation to expert
Understand	Not understanding themselves
Accept	Not fully complying
Do	Conflicting messages

Four steps: manager levels

Step	Mgmt level
Know	First Line /Middle
Understand	First Line / Middle
Accept	Top / Senior
Do	Top / Senior

Classic role: Government defines a rule-based level playing field



Challenges for the government

There are two main challenges:

- Conviction that writing and publishing laws changes anything
- Police image of enforcement

Additional role: Government enables

- Managers are not necessarily good teachers or coaches
- Not all managers are fully familiar with safety
- Government officers have extensive experience with „good practices“
- Government officers can teach managers to teach and coach
- Government officers can show successful approaches

Enabling transforms „police“ into „helper“

„Helpers“ support managers in their transformation from „I have to comply with safety laws“ to „I want to keep my safety promise to my employees.

And what about the role of the employees: an afterthought

Workers have also an important role to fulfill, namely to watch out for their co-workers: Most humans are sometime absent-minded; we need colleagues reminding us at such times.