



AMERICAN SOCIETY OF  
**SAFETY PROFESSIONALS**

Utah Chapter

## December 2018 Newsletter

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### MESSAGE FROM THE BOARD

I would like to express gratitude this Christmas season to be associated with so many dedicated safety professionals. Our Chapter has an additional reason to be grateful this year. As of this November, the Utah Chapter ASSP Scholarship fund has reached the \$30,000 Visionary Benchmark.

For many years, we have been collecting donations for the Utah Chapter ASSP Scholarship Fund which is administered by the ASSP Foundation. Multiple scholarships have been granted out of this fund to students earning their Bachelor's, Master's, or Doctorate degrees in the states of Utah and Wyoming (see list of 2018 scholarship recipients here).

Now that it has met the criteria of a Visionary Fund, annual administrative fees are waved, and interest is earned on any money above the endowed minimum level. As the scholarship continues to grow, the fund will provide aspiring professionals with ever greater educational opportunities.

Thanks to all of you who continue to donate to this worthy cause.

Trevor Hinckley, CIH, CSP

Treasurer, ASSP Utah Chapter

## **MEMBERSHIP UPDATES**

Please update your member profile at [ASSP.org](https://www.assp.org) to ensure you're receiving the latest emails, messages, updates and newsletters from the society.

### **MEMBER SPOTLIGHT**

**Name:** Brad Paterson

**Where do you work:**

Corporate Director - Safety & Environmental  
Swire Coca Cola USA

**How many years in safety:** 22

**Why did you become a safety professional?**

Earlier in my career I was working as an operations professional for a large big box retailer in Canada when I was approached to consider a role in Safety and Asset Protection. Once I began my journey I sought out to further my education in Safety and Environmental and have enjoyed a fantastic career ever since. Our is a very honourable profession.

**What do you like most about your profession?**

For me what I enjoy most is being able to make a difference from one end of the Supply Chain to the other. To be able to say that my team have mitigated risk in dynamic operating environments protecting people and property each day feels very good.

### **What are you most proud of in your career?**

I have had a tremendous career for more than 3 decades leading high performing and diverse teams in some very dynamic operating environments. I am most proud of the tremendous work that my teams have achieved across the industries I have worked and to be able to see them thrive and grow in their careers.

### **If you could be anything other than a safety professional what would you be?**

Sound technician for a touring rock band.

### **What do you like to do when you're not working?**

Spending time with my amazing wife, DIY and anything rugby.

## **TECHNICAL ARTICLE**

### **Integrating Behavioral Principles into Systems Safety**

Rob Gardner

Many of you have likely been exposed to numerous ideas, models and methods for improving safety processes. In this brief article, I am going to share a few ideas from my experience of almost thirty-five years. Although some of the details come from my formal safety education, most of the concepts come from my employers, customers and ASSP associates.

Just as all stable structures need good foundations, safety processes also need solid foundations. The legacy ASSE Three E's of Safety still have some application in today's world. Please consider the following:

1. Engineering: tools and equipment is engineered to high standards that reduce the likelihood of injuries and incidents.

2. Education: employees are trained and mentored so that they are fully capable to perform job tasks correctly and safely.

3. Enforcement: compliance with safety standards and procedures is expected with strict consequences for non-compliance.

The Systems Thinking model developed by Liberty Mutual Insurance Risk Control has its roots in the original ASSE Three E's and other systems models studied and researched over time. From our experience, the Liberty Mutual model has proven to be more comprehensive and provides an advancement from the original Three E's model. The elements of the model include Environment, Capability & Motivation. Characteristics of each system element have been listed below:

1. Environment

a. What is designed or evolved

b. The equipment and methods developed to do something

c. The physical situation in which people operate

d. Resources are aligned with design

2. Capability:

a. What people are able to do

b. The skills needed to do something

c. The knowledge of why something should be done

d. Responsibility imparted

3. Motivation:

a. The extent to which people behave in certain ways

b. The motivation to act

c. Discretionary effort engaged

### **Liberty Mutual Insurance Systems Thinking Model**

Systems Thinking, Systems Analysis and Systems Focused Incident Investigations have been addressed in recent safety conferences and written about by authors such as Sydney Dekker, Todd Conklin and others. Whether the lens with which the system is examined is environmental, capability, or motivation, we cannot forget that each affect, and is affected by the other characteristics. Engineering changes most often demand additional education and training. People cannot be motivated to perform if they do not know what to do, how to do it, or why it should be done. The most skilled and motivated people cannot execute optimally without adequate and effective tools.

Of the three systems elements outlined above, our experience has taught us that most companies do quite well with “Environment”, aren’t as good as they think with “Capability” and only scratch the surface of understanding and addressing “Motivation”. For most companies, there is an opportunity to learn more about behavioral principles and incorporate the best of behavioral science into systems safety.

I am confident that some of you have had good experiences where you have witnessed the shaping of desired behaviors by using behavioral principles effectively. I am also quite sure that some of you have had negative experiences with Behavioral Safety Processes where it was sold as a silver bullet or observations, data collection and feedback were over emphasized at to the detriment of the overall safety process. Our experience has taught us that behavioral principles can be effectively addressed as one of three systems elements. Desired behaviors can be shaped, discretionary effort can be secured, and employee’s attitude towards safety can be changed from “Have To” to “Want To”. Please see the Aubrey Daniels model described:

#### Aubrey Daniels – Discretionary Effort Model

There are many ways to integrate systems thinking into existing safety processes. I have only listed a few to prime the pump:

1. Conduct systems focused risk assessments that directly involve employees who are closest to the risk.
2. Enhance Incident Investigations by addressing all three systems elements as essential parts of the analysis.

3. When installing new equipment or processes, use systems thinking to assure that all systems elements are addressed before starting up.

Ultimately, we all want to get our associates home to our families safely each day. Effective integration of behavioral principles into systems safety is a time-proven method utilized by Liberty Mutual Insurance. It has helped many of our customers reduce workplace risk and the likelihood of incidents and injuries in their workplaces. It has also helped engage employees who are closest to the risk in meaningful safety work. It is my sincere desire that something in this article will be helpful to the many great Safety Professionals in the ASSP Utah Chapter.

## UPCOMING EVENTS

### **December: Coat & Blanket Drive**

We are collecting new and gently used coats, jackets and blankets for The Road Home Shelter. If you are able to donate please email Dave Holland at [dholland@wasatchsafety.com](mailto:dholland@wasatchsafety.com) to schedule donation pickup. We are planning to pick up donations the week of December 17<sup>th</sup>.

### **January Chapter Meeting**

Thursday, January 17, 2019

Staker Parsons, 1730 Beck St from 11:30 PM – 1:00 PM

### **February Dinner & Silent Auction**

Thursday February 21, 2019

WCF, 100 W Towne Ridge Parkway, Draper, UT from 5:30pm - 8pm

This meeting is our annual fundraiser for our scholarship fund.

If you have items you wish to donate to the auction, contact Doug Handy, email: [Douglas.Handy@Libertymutual.com](mailto:Douglas.Handy@Libertymutual.com)

## CAREER OPPORTUNITIES

We are always looking to network and find out if there are job openings. The jobs must be in an Environment, Health and Safety function. For example: Fleet Safety Manager, Director of Environmental, Health and Safety, Risk Manager, etc.

We will post the jobs to our website at [utah.assp.org](http://utah.assp.org). This is done currently at no charge, but the chapter is always accepting donations to help our scholarship fund. Your contribution is appreciated.

[Visit the Utah Chapter ASSP website here](#)



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