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# The Power of Safety

How it Influences Your Business



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# Objectives

- Introduce the "Pillar of Safety" within your business
- Outline the components of a strong safety vision, plan and culture
- Identify safety ROI's

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# The Pillar of Safety

How Safety Plays a Role in Your Organization

# Risk & Safety

Think of this as your body...

Your SKIN applies to contractual agreements, insurance programs, etc. that protect the business.

Your INTERNALS (except heart and mind) are the people of the organization.

Your MIND is the development of strategies that prevent loss within the organization such as conversations, strategies, training, etc.

Your HEART is the driving force of the entire process and the understanding of **WHY!**



# What is the "Pillar of Safety"?

- Safety Vision – Where the Company is headed
- Safety Plan – How we get there
- Safety Culture – People & Behaviors

# Who encompasses the "Pillar of Safety"?

- Owners / Executives / Project Managers
- The Field – Superintendents, Foreman and Field Labor
- Support Staff – Safety, HR, AR, AP, Receptionist, etc.
- **Everyone in the organization!**



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# Building a Safety Culture

Through Five Actionable Steps



# Building a Safety Culture

- Step 1 – Start With Leadership
- Step 2 – Develop the Safety Vision
- Step 3 – Set Goals for Safety Vision
- Step 4 – Create the Plan
- Step 5 – Build Your Safety Culture

# Step 1 – Start With Leadership

- **Leadership must have buy-in and commitment to safety vision.**
- Leaders are responsible for establishing and driving safety values.
  - Is it just written on the walls... or do we actual live and hold people accountable based upon them?
- Safety performance leads **business performance!**  
(7 Insights into Safety Leadership, T. Krause & K. Bell)

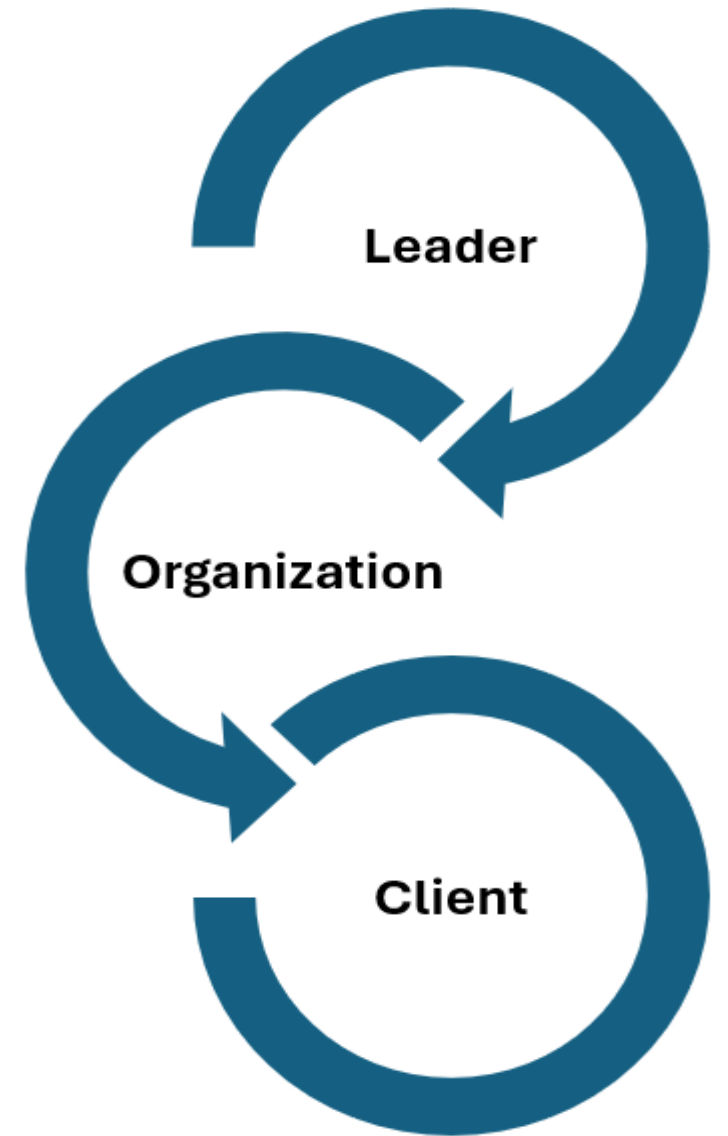
# Great Leaders Create 360 Degrees of Trust

- Leader to Organization
- Organization to Leader
- Client to Organization



# Leaders' Impact on Safety

- Great leaders create high-trust environments.
- Making the right decision for safety creates credibility and accountability.
- What's your stance?
  - Use of other's tools or equipment
  - Safety is not in the budget
  - Client asks you to perform unsafe work



# Step 2 – Develop the Safety Vision

- Must be clear, succinct and concise.
- Know your "WHY" for safety in the organization.
- Create an "OUR" safety program with leaders.

# Safety Vision Examples



*"Create a workplace that's free of injuries and hazards."*

- **Turner Construction**

*"Ensure everyone returns home safely every day."*

- **Layton Construction**

*"Achieve 'Zero Harm' by preventing serious injuries and fatalities on jobsites."*

- **TDIndustries**

# Translating Vision Into Results



Examples...

- Share reasons why safety must improve.
- Provide your safety record now and where do you want to be.
- Describe 3 exposures that we must manage better.
- Share 1 new exposure that you will face in 3-5 years.
- Name 3 behaviors that you want to see from every employee.
- Explain how the vision will positively impact me, my family, the organization and anyone associated (i.e., suppliers, clients, etc.)

# Evaluate Message for Effectiveness

When delivering your message...

- Napoleon's Strategy – told message to lowest-ranking soldier before telling his leaders to distribute the command.
  - Why?
- Obtain feedback from your employees





# Step 3 – Set Goals for Safety Vision

- Set goals aligned with largest exposures
- Zero Incidents and Accidents is the mission.
- Focal points around SIF's (Serious Injuries or Fatalities)
  - Falls from heights
  - Lacerations

# Risks for the Glazing Industry

## OSHA

- Falls
- Struck-by
- Caught Between

## Insurance / Risk Manager

- GL – Construction defect
- Auto – Delivery of glass
- WC – Lacerations, Strains and Falls from heights



# Example Safety Goal

- SMART – Specific, Measurable, Attainable, Realistic, Timebound:
- *Develop a plan that incorporates safety training into trades development based upon exposures of the job by Q2 2025.*
- As the employee gains industry knowledge, they are on a safety knowledge journey as well.

# Current Goal for 2025

- Determine leading factors that prevent the transfer of near-miss information within organizations.
- Example: Company experiences 14 incidents, 6 accidents, and 0 near-miss reports in one year.
- How many people receive our safety message?

# Step 4 – Create the Plan

- Tie objectives to the Safety Vision.
- Incorporate all facets of the organization (Leadership, Estimating/BD, Field, AR/AP, HR, Safety, etc.)
- Instill purpose – create engagement with your people.
- Set expectations for results & assess outcomes.
- Ensure accountability – document, train, and verify.

# Safety Plan Example

- Develop a Safety Meeting Policy that identifies safety topics on a weekly basis to help educate our workforce.
  - Corporate Topic ex. Heat illness prevention
  - Project- Specific Topic ex. Class 2 Helmet requirements
- Train all leadership on Vision, Plan and accountability requirements of the Safety Meeting Policy.

# Safety Meeting Policy

- Do not be a “yes” organization... ask people to speak up and share their thoughts without retaliation.
  - Death by a 1000 cuts... its ok not to know.
- Failure Point – the PERSON giving the safety meeting holds the responsibility for the effectiveness.
- Best Practices for Communication:
  - Train employees on presentation skills
  - Ensure subject matter competency and understanding of Safety Vision
  - Engage the audience to verify awareness and understanding

# Step 5 – Build Your Safety Culture

- Safety Culture is a set of shared values, beliefs and assumptions that govern behavior within the organization...
- "That's just the way we do it around here."
- Do is an action word... the things that we do are important.



# Leaders' Actions Speak Volumes



- Focusing on the wrong areas will ruin credibility.
- Example: EE falls out of chair while leaning back in the office and hits their head.
- Focus on your Safety Vision and Safety Plan.
- **You *are* the safety culture with every action!**

# Building a Safety Culture

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# Identify Cost Savings and ROI

# How Safety Impacts the Business

- Lowers risks of fatalities.
- Lowers risks of accidents and incidents.
- Improves employee morale.
- Improves work quality and production.
- Reduces replacement costs of corporate tools.

# Safety Return on Investment (ROI)

- \$1 invested in safety returns \$4 - \$6 in reduced costs.
- Average cost of a non-fatal injury in construction is \$42K
- A fatal workplace injury costs an average of \$1.2M
- Healthy safety performance can lead to project competitiveness & bid opportunities

Sources: OSHA, ASSP, National Safety Council

# Indirect Costs of Unsafe Conditions

- Project schedule interruptions
- Replacement costs of personnel or material
- Additional labor hours to business
- Attorney fees \$\$\$
- OSHA fines, citations, hearings
- Client reputation
- Company reputation

**Indirect accident costs are approx. 10-20X direct costs.**

# Revenue Required to Cover Accident Costs

- What are the total direct and indirect costs of the accident?
- What is your profit margin?
- \$5,000 direct + \$10,000 indirect = \$15,000 total cost
- $\$15,000 / .10$  (Profit Margin) = \$150,000 additional revenue

# How Safety Can Positively Impact Financials

- Our Employees – majority of subcontractor's largest expense.
- Our Assets – vehicles, tools, computers, etc.
- Our insurance program – Auto, General Liability, Worker Compensation, Employer Practice Liability, Professional, Pollution, etc.





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# Summary

Actionable Insights & Takeaways

# Summary

- Identify your "Pillar of Safety" - Vision, Plan and Culture
- Set and document safety plans and goals.
- **Continually influence your culture with your actions.**
- Invest in your PEOPLE – train them with transparency and engagement on all levels of the organization.

# Resources

- [www.OSHA.gov](http://www.OSHA.gov)
- *7 Insights into Safety Leadership*, Thomas Krause & Kristen Bell
- *Traction – Get a Grip on Your Business*, Geno Wickman
- *Safety and Health for Engineers*, Roger L. Brauer

# Questions?

**Leadership is a journey... not a destination!**

