



# Just Do It: EHS Succession Planning

**Eva LaBonte, MS, ARM**  
**Workers' Compensation Program Manager**  
**Nike, Inc.**





# National Safety Council

## MISSION:

**Save lives** by preventing injuries and deaths at work, in homes and communities, and on the roads, through leadership, research, education and advocacy.



**101** Years of Operation

**5,000** Volunteers

**51,000** Members

**8,500,000** Employees Reached





# Campbell Institute



The Campbell Institute at the National Safety Council is the global center of EHS excellence.

The Institute provides a forum for leaders in EHS to exchange ideas and collaborate across industry sectors and organization types.





# Participants

as of December 1, 2014





# 2014 Symposium

- › 1 ½ Day Event
- › 2 Keynotes, 5 Speakers
- › 80 EHS Professionals Attended
- › 96.6% of attendees would recommend the Symposium to their peers



# Just Do It: EHS Succession Planning



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# Agenda

- Generational Demographics – Who are your employees?
  - Impact on EHS Programs
- Succession Planning
  - New EHS professionals
  - Finding the EHS leaders of tomorrow
  - Valuing institutional knowledge and ideas
  - Transferring EHS Program values to the next generation
  - Communication and trust
- Discussion

# Who Are Your Employees?

Four generations of diversified workers comprise the workforce:

- Traditionalists (over age 66)
- Baby Boomers (between 47 and 65)
- Generation X (ages 31 to 46)
- Generation Y (up to age 30)

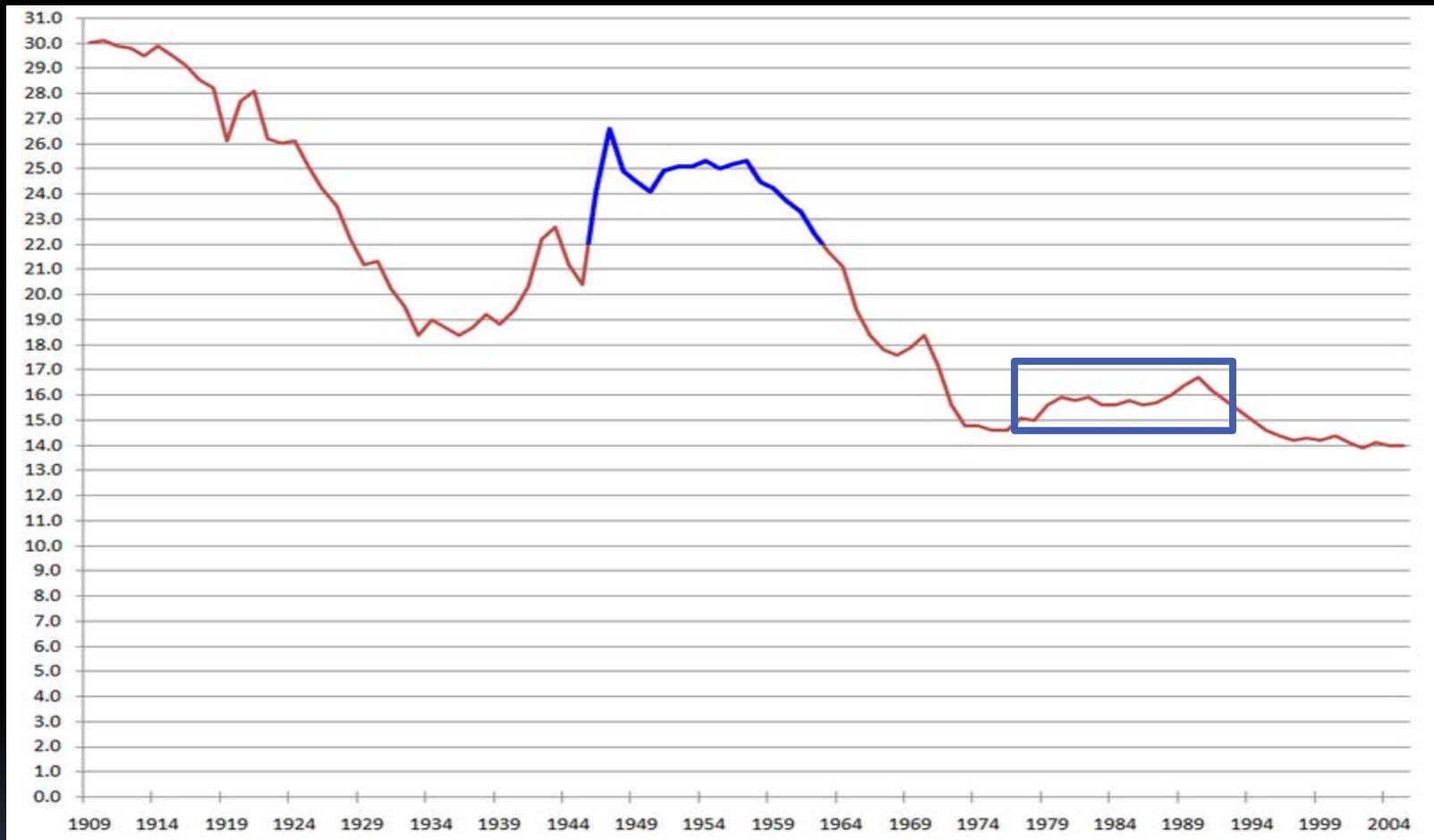


# Generational Differences

- Each generation has innate work experiences, habits and expectations
  - Conflict and synergies
- Understanding the various perspectives
  - Get your safety message across
  - Improve communication of safety values and programs
  - Increase the likelihood of successful recruitment and retention of top employees
  - Tap into the strengths of each generation
  - Find your next set of leaders



# US Birth Rates



United States birth rate (births per 1000 population).

# Traditionalists and Boomers

- Traditionalists: Born 1929 – 1945
  - Many seen as conventional, hardworking people focused on getting things done
- Baby Boomers: Born 1946-1964
  - Often willing to work long hours and define themselves by their professional accomplishments
  - Believe in hierarchal structure and may have a hard time adjusting to new workplace trends



# Generation X

- Generation X: Born 1965 – 1980
  - The bridge between 'old' and 'young' workers
  - Self-reliance, freedom and openness to change are valued
- “The Lost Generation” - much smaller population than Boomers or Gen Y
- Raised in a time of economic stability and no war



# Generation Y

- Generation Y: Born 1981 - 2000
  - The Instant Everything Generation, defined more by the media and popular culture - The Trophy Generation
  - 91% expect to stay at their current job for less than 3 years
  - Gen Y would accept a 15% pay cut to work for a company that
    - Mirrors their own values = 58%
    - Makes a positive environmental or social impact = 48%
    - Is dedicated to corporate social responsibility = 35%



	Traditionalists	Baby Boomers	Gen X	Gen Y
Behavior	Follow the rules	Challenge the rules	Change the rules	Create the rules
Training	Learn the hard way	Preferred in moderation	Required to keep	Continuous and expected
Learning Style	Classroom	Facilitated	Independent	Collaborative and networked
Communication Style	Top-down	On an as-needed basis	Discussions and input	Collaborative
Problem Solving	Hierarchical	Horizontal	Independent	Collaborative
Decision Making	Seeks approval	Team informed	Team included	Team decided
Leadership Styles	Command and control	Unilateral	Coach	Partner
Feedback	No news is good news	Annual review	Weekly or daily	On demand



- A baby boomer turns 60 every eight seconds - more than 7,000 per day
- In the next 6 years, 43% of the U.S. workforce will be eligible for retirement
- 500 of the largest U.S. companies can expect to lose 50% of their senior management in the next 5 years

# Succession Planning

A strong succession plan enables your organization to identify talented employees and provide education and opportunities to develop them for future higher level positions



Look for natural leaders that have an interest in EHS, regardless of their current job level

# Recognize Valuable Human Capital

Motivation: More than a paycheck and a yearly performance appraisal

- Education and other growth opportunities
- Ask, listen and utilize their ideas
- Provide feedback and recognize success directly and publicly
- If you don't invest in your best human capital, another company will



# Develop a Strategic Succession Plan

- Identify natural leaders
  - Provide training and education
- Prepare current employees
  - Find their passion
  - Let employees know you want them to grow with the company - without promises
- Find new great employees
  - Identify gaps and hire employees for both current and future needs



# What Am I Looking For?

- Identify key positions and what skill set is needed for success
- Qualities of strong EHS professionals
  - Leads through vision and values
  - Aligns job performance for success
  - Strong coaching and communication skills
  - Facilitates evolution and initiates action to change
  - Builds strong working relationships
  - Thinks strategically

# Transfer Knowledge and Values

The risk of losing institutional knowledge and culture is increasing due to mergers/acquisitions, downsizing, telecommuting, re-organization and an aging workforce



High performing EHS programs are not easy to manage - EHS expertise combined with core skills and values cannot be outsourced

# Employee Morale

- People want to work for a reputable organization with integrity and offers a culture of high values and standards
- Strong EHS leadership in the next generation increases morale by
  - Communicating company vision and safety goals
  - Responding to problems and questions
  - Involving employees as part of the team
  - Caring about employees as individuals
  - Being fair, transparent and accessible to employees

# Safety Communication

- Supervisor interactions should deliver assistance and progress, not blame and punishment
- Empower employees to discuss the safety of the jobs they do and know best
- Consider your audience
- If employees report hazards
  - Is it easy?
  - Are the risks addressed or ignored?



# Making Gen Y Employees Safety Professionals

- Utilize young employees' natural concern for their own working environment and desire to perform well
- Injury and illness prevention programs

Employees are still know their jobs best and often have good ideas

Find solutions that fit with work factors and human nature



# Trust Dividend versus Mistrust Tax

Do you trust your employees? Do they trust you?

- Is communication a two-way street or a one-way pipeline?

## TRUST ISSUES ARE RELATIONSHIP ISSUES

- A key factor in succession planning and employee retention

**↓ TRUST = ↓ Speed , ↑ Cost**

**↑ TRUST = ↑ Speed , ↓ Cost**

*“Speed of Trust”; Stephen Covey)*

# Mistrust Tax

- Low Trust
  - Dysfunction
  - Micromanagement
  - Redundant hierarchy
  - Punishing systems
  - Political atmosphere
  - Time wasted defending
  - Unhappy employees



**Low trust causes slow transactions, lost opportunities and harms working relationships**

*Low trust is bad for safety and succession planning*

# Trust Dividend

- Trust is an asset
  - Focus on work
  - Effortless communication
  - Safety and policies are aligned with tasks
  - Collaboration and positive partnering
  - Creativity and innovation happen
  - Employees exhibit innovation, engagement and loyalty



**High trust speeds transactions, creates opportunities and builds strong working relationships**

*Trust is great for safety and succession planning*

# Trust Leads to Engagement

Engagement cultivates productive, long-term employees

- Engagement is critical because it is *intrinsic motivation* to value safety
- Natural leaders are identified and encouraged, trained and promoted



Employee goals and aspirations become fully aligned with the goals of management and the organization

# Action Plan

- Recognize and utilize your company's diversity to your advantage
- Consider generational diversity when planning and executing succession planning, employee recruitment and safety communication
- Examine your workforce demographics, identify key positions and implement a succession plan
- Identify natural leaders and prepare them for future growth
- Fill the pipeline with new EHS professionals
- Engage employees to become safety professionals
- Cultivate a culture of trust to encourage employee success
- Leaders transfer values

# Questions?

Eva LaBonte, Nike, Inc.

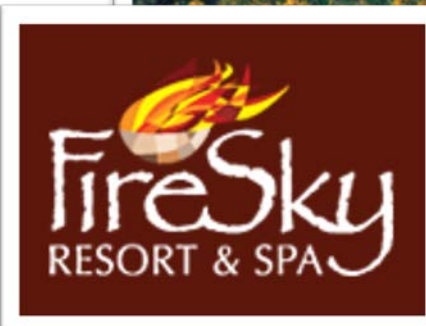
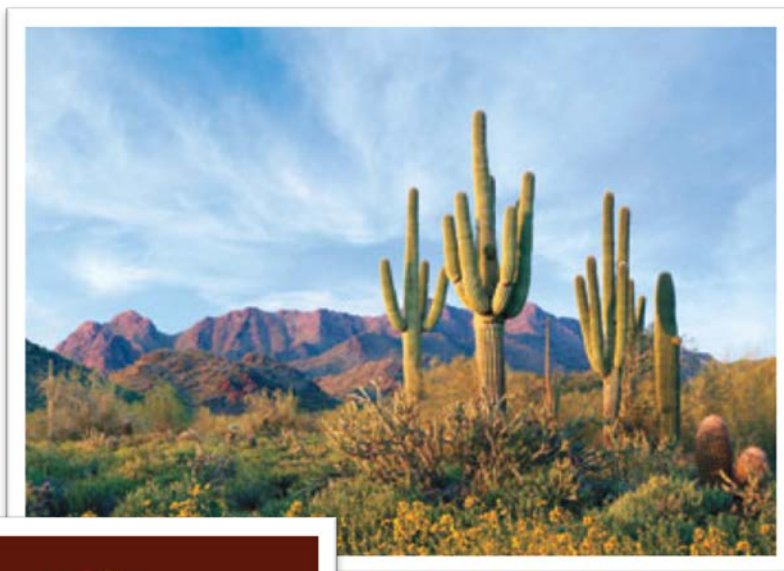
503-532-5046

[eva.labonte@nike.com](mailto:eva.labonte@nike.com)



# 2015 Symposium

- › February 19<sup>th</sup> & 20<sup>th</sup>
- › Scottsdale, Arizona
  - \$399 Institute Members
  - \$499 General Attendees
- › Speakers from:
  - 3M, L.L. Bean, Manchester Business School, NIOSH, NBCUniversal and Pacific Institute





# Thank You

- › Register for the 2015 Symposium
  - [thecampbellinstitute.com/symposium](http://thecampbellinstitute.com/symposium)



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