



ROBERT W.
CAMPBELL
 AWARD.



THE BUSINESS OF SAFETY

2011 ROBERT W. CAMPBELL AWARD WINNER EMPOWERS EMPLOYEES TO ADOPT SAFETY CULTURE

By Thomas J. Bukowski, associate editor

UTC Fire & Security’s nearly 40,000 employees operate in a variety of working environments around the globe. Some employees of the Farmington, CT-based security and safety products and solutions company work in high-risk and protocol-intensive environments, such as the company’s cash-in-transit and armed response operations. Others work alone or in groups at construction and mining locations, and more than 60 percent of employees perform field service and installation work, according to Ellen Quinn, the company’s vice president of environment, health and safety.

Since parent company United Technologies Corp., based in Hartford, CT, first entered the fire and security segment in 2003, UTC Fire & Security has been up to the challenge of implementing its EHS management across an array of workplace cultures. This was confirmed by its receipt of the National Safety Council’s 2011 Robert W. Campbell Award – an international recognition of EHS excellence.

“We will not be satisfied until our workplaces are safe from hazards, our employees are injury free, our services and products are safe, and our commitment and record in regulatory compliance and protection of the environment are unmatched.”
 – Excerpt from UTC Fire & Security’s EHS policy

Photo: UTC Fire & Security

LEFT: An employee of Chubb, a UTC Fire & Security company, is shown repairing an electrical panel. The company sells and services security and fire detection and prevention products.

The Campbell Award, which is underwritten by the ExxonMobil Foundation, honors organizations that successfully link EHS management with productivity and operational excellence. UTC Fire & Security accomplishes this by empowering every employee to promote an effective safety culture, Quinn said. Building on the company's Safety First communications program, the SAFE (Scan, Assess, Fix, Execute) initiative is essential for engaging employees who work alone. It encourages employees to consider their own safety and conduct by practicing "personal state assessments," as well as consider the safety of their surroundings.

The application process

UTC Fire & Security was selected as the 2011 Campbell Award winner following a panel review of its application and onsite assessments. The award's review panel, which includes representatives from government, industry and academia, looked for organizations with "measurable EHS achievements linked to productivity, profitability and other leading business indicators."

"When we review organizations that submit for the Campbell Award, we look for safety management systems that are well-integrated into the organization's overall business," said Wes Scott, consulting services manager for the National Safety Council and one of the onsite assessors of UTC Fire & Security. UTC Fire & Security demonstrated high EHS achievement linked to productivity and profitability, and "has a comprehensive commitment to safety excellence that reverberates throughout the organization," he said.

As a result of UTC Fire & Security's EHS injury reduction programs, the company reported a total reduction of 96 percent in the lost-day incident rate and 85 percent in the total recordable incident rate between 2005 and 2010.

Also impressive to the review panel was the company's strong financial performance. UTC Fire & Security reported that sales increased to \$6.5 billion in 2010 from \$2.5 billion in 2003, while return-on-sales figures increased to 12 percent from 4.5 percent during the same time period.

Strong EHS performance can be a "differentiator," Quinn said. She referenced the success of the Australia branch of

the company's fire safety installation business, Chubb Fire & Security, which won the Australian Department of Commerce WorkSafe Platinum Award in 2006 and 2009. This demonstrates to potential customers that the company takes safety seriously, Quinn said.

Who was Robert W. Campbell?



ROBERT W. CAMPBELL was a pioneer in the safety movement in the United States. As the first chairman of Illinois Steel's corporate-wide safety committee, he organized the company's first formal incident prevention programs, established

safe work practices for many jobs, and developed safety training programs for workers and supervisors in several languages. Campbell was selected by his peers to serve as president of the newly formed National Safety Council in 1913. Campbell's leadership in the council's formative days was influential in the development of organized incident prevention efforts on a national scale.

In honor of his unflinching service, the Robert W. Campbell Award continues his vision to "go forward in its humanitarian and economic service" by collecting and highlighting the best examples of environmental, health and safety management in successful business management worldwide.

One company of many

According to John Dony, project manager for the Campbell Institute at the National Safety Council, one notable aspect of UTC Fire & Security's EHS management is how well it has been integrated throughout a company that is so new and has a global reach. When UTC acquired Chubb in 2005, it formed UTC Fire & Security. From that point until 2010, the company acquired more than 60 businesses across 35 countries.

Scott said that during his onsite assessment, he was impressed by the company's metrics, especially considering its numerous acquisitions. "The auditors, including myself, generally felt that a company tasked with establishing itself in the marketplace, integrat-



Scott

ing other businesses, molding the culture of the organization and establishing its footprint may have trouble making [EHS management] a priority," Scott said. "We were pleasantly surprised."

National Safety Council President and CEO Janet Froetscher was similarly impressed.

"Despite challenges presented by numerous acquisitions and mergers, UTC Fire & Security has grown and sustained an outstanding safety culture with a deep, heartfelt commitment to the Campbell ideals," she said.

Quinn said making EHS management the first topic of discussion with new acquisitions is instrumental to effective integration. EHS management also is discussed in the context of how it supports and integrates into existing business functions, she said.

Dony described the company's approach to EHS management and integration as holistic and strategic. "EHS must be complementary to the bottom line," he said. "Companies [with effective EHS integration] are not just saying, 'How do we turn a profit off this?' They are saying, 'How do we look at this from an EHS perspective?' They



ROBERT W.
CAMPBELL
 AWARD®



Fire extinguishers are being prepared for installation by an employee in the UK region of Chubb, a UTC Fire & Security company.

should look at it as a whole suite of factors to increase productivity while protecting their workforce and communities.”

Making safety a partner

Quinn said that presenting safety and health as a business partner has proven effective when introducing the company’s EHS management to new acquisitions. Her team uses strategies such as asking new acquisitions what safety programs already are in place and what concerns managers have about their workplace’s safety, and appealing to employers’ desire to protect the safety and health of their employees.



Quinn

Having managers and employees engage in discussions about safety also makes a difference, Quinn said. “It is important to have a dialogue that is not defensive and is honest, and can put out the facts before an event happens,” she said. “We do not want to have this discussion after a serious incident. Let’s talk about it now so that we can avoid it.”

Fostering competition among companies has made UTC Fire & Security’s safety metrics shine, Quinn said. The

company makes efforts to ensure every business unit knows where it stands in regard to EHS management in comparison to the others, and each unit is encouraged to be the best by putting safety first. Managers are expected to remain in constant communication with their business units on safety metrics – both the good and the bad.

The company also recognizes that safety and health has to be highlighted not only from the top down, but from the bottom up, and uses its EHS “IDEA” program to promote safety. The program encourages employees to “IDentify, Eliminate and Adhere” by coming up with creative solutions to safety hazards in their work environments. To motivate employees to participate in the program, the company’s president mentions significant employee contributions during quarterly calls, and awards are presented locally for particularly creative solutions.

Transferring knowledge

As the latest Campbell Award winner, UTC Fire & Security becomes the newest member of the Campbell Institute. The institute provides informational resources to industry and classrooms and promotes the value of linking

Photo: UTC Fire & Security

LIST OF CAMPBELL AWARD RECIPIENTS

2011	UTC Fire & Security
2010	The Dow Chemical Co.
2009	Schneider Electric North America
2008	Fluor Hanford
2008	Gulf Petrochemical Industries Co.
2007	The Bahrain Petroleum Co.
2006	Alcan Inc.
2006	DynMcDermott Petroleum Operations
2005	Johnson & Johnson
2004	Noble Corp.

safety and health with business. “MBA students of today will be learning about integration and acquisitions. There is a lot of knowledge about safety that aspiring and current business leaders can learn from UTC Fire & Security,” Dony said.

Quinn said she looks forward to her company’s involvement with the institute, identifying the potential for benchmarking and “guidelines for excellence” as integral

to increasing awareness and support of strong EHS management. Companies can learn from UTC Fire & Security’s example that when looking to change safety risks, employers should attempt to make “step-function” changes, or complete changes, not only incremental ones, Quinn said. “Step-function changes will make you think about things differently,” she said.

To excel at safety, Quinn said companies should identify what business or division contains the most safety risks, and then find solutions to those problems and implement them across the entire organization. “We have an obligation to keep up our performance and even excel well beyond that, because we’re the team with the creative energy to change the industry.” ☺

Apply for the 2012 Robert W. Campbell Award

Applications are being accepted for the 2012 Robert W. Campbell award and are due May 31, 2012. Visit www.campbellaward.org for more information and to take a five-minute self-assessment to determine your organization’s readiness to apply.

Safety ‘in the moment’

“**BE PRESENT IN** the Moment. Be SAFE; no job is worth getting injured doing! Scan, Assess, Fix, and Execute.”

This tagline, designed to accompany posters promoting UTC Fire & Security’s “Safety First” initiative, was created by Mustafa Colak, regional general manager for Chubb Fire & Security, a business unit of UTC Fire & Security. Colak said the tagline was inspired by a managerial discussion on recent near misses in Chubb Fire & Security’s California operations, businesses that sell and service security and fire detection and prevention products for commercial buildings. “We often focus on the mechanics of a near miss or injury – was the floor wet, was the ladder placed correctly, things like that,” he said. “I think, overall, when you talk to the employees, they will tell you that they were either talking or thinking about their next task. Often, they take their minds off the task at hand.”

The tagline has now become part of the company’s daily vernacular.

Whenever Colak crosses paths with an employee, he makes sure not only to wish him or her a nice day – he also offers a reminder to stay safe and be careful. This advice is especially important for employees who perform installations in electrical and mechanical rooms in the buildings the company services. “[Electricity] does not forgive,” Colak said. “One millisecond of not paying attention and touching the wrong wire may cost their lives.”



Colak

The tagline and other company safety initiatives have made measurable improvements to the safety culture of the region of Chubb Fire & Security that he oversees, Colak said. Employee annual surveys for the region have shown significant increases in employee engagement with safety; understanding of safety communications; and increased focus on environmental, health and safety management. There also have been substantial decreases in workplace injuries and lost-day incident rates.

Colak has noticed decreases in risky behaviors among installers, such as no longer taking on tasks alone when they require more than one person to complete.

Effective safety cultures not only have strong, measurable metrics, but also will include employees who are engaged in safety and discussing it, Colak said. Discussions on safety are not reserved for front-line employees; safety is communicated at all levels of his business. At all meetings he participates in, Colak makes sure that safety is the first item on the agenda. Also, anytime an injury or near miss occurs, a branch’s general manager is required to make a presentation on what happened and what could have been done to prevent it.

The tagline not only concerns the safety of the company’s employees – it affects customers’ safety as well, considering the products the company installs, Colak said. The systems his employees install must work in critical situations, and being “present in the moment” helps to ensure this. “If employees are not present in the moment and not paying attention to what they are doing, it may cause someone else to be injured,” he said.