

Organizational Leadership in Industrial Hygiene and Safety –

The Realities of the Occupational Safety and Health
Administration

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Role of Government (OSHA)

- Establish and enforce protective standards
- Offers assistance and training to employers and employees
- Encourage and enhance existing safety and health programs to protect the health and safety of workers



OSHA

Origin, Mission, and Functions

- **1970: Occupational Safety and Health Act passed**
- **Purpose/Mission - Ensure safe and healthful workplaces by:**
 - **Developing standards and assure compliance**
 - **Assisting and encouraging the States**
 - **Providing for research, information, education and training**
 - **Encouraging employers and employees in their efforts to reduce hazards, institute new, and perfect existing programs**

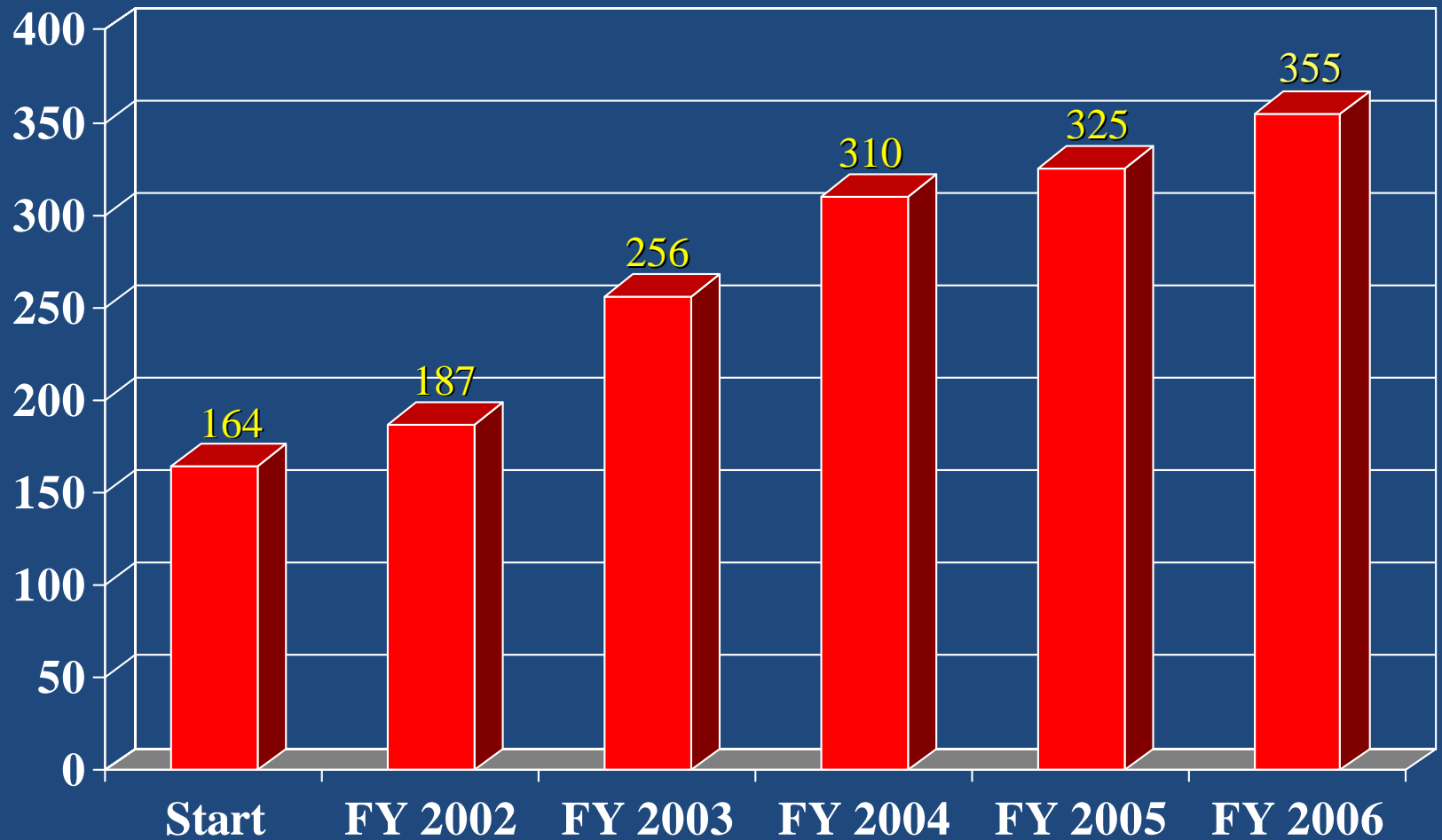
OSHA's Tool Bag

- **Standards**
- **Enforcement**
- **Compliance Assistance - Education, Training, and Outreach**
 - **Consultation Program**
- **Cooperative Programs**
 - **Voluntary Protection Programs / SHARP**
 - **Strategic Partnerships**
 - **Alliances**

People First

- **People in the Agency are some of the most dedicated and responsible people I know.**
- **They truly care about the health and safety of workers.**
- **They want to be effective in reducing the “Triple Bottom Line”.**

OSHA Certified Employees



Leadership Style - Business

Transactional vs. Transformational



- Transactional

- Performance/Reward
- Explicit Expectations
- Task Focused
- Not Encourage Innovation
- Limited Communications
- Quid-Pro-Quo, Task Oriented, Do Say I Say, Narrow Limits

- Transformational

- Highly Social/Win-Win
- Creates Enthusiasm
- Above and Beyond
- Encourages Innovation
- Communicates Big Picture
- Inspiring, Engaging, Challenging, Influencing

Leadership Style - Government

Transactional and Transformational



- Transactional (enforcement)
 - Performance/Reward
 - Explicit Expectations
 - Task Focused
 - Innovation Not Encouraged
 - Limited Communications
 - Quid-Pro-Quo, Task Oriented, Do Say I Say, Narrow Limits
- Transformational (health and safety)
 - Highly Social/Win-Win
 - Creates Enthusiasm
 - Results / Mission Focused
 - Above and Beyond
 - Encourages Innovation
 - Communicates Big Picture
 - Inspiring, Engaging, Challenging, Influencing

Government (OSHA)

Traditionally Transactional

Assumes

1. Just an enforcement agency
2. Set standards for all hazards and risks
3. Standards drive performance
4. Procedures to cover every circumstances
5. Legal systems and courts supportive
6. Resources sufficient to cover all

Reality

“Most governmental agencies which have a significant enforcement function are inherently transformational as they are currently authorized and operated.”

“This needs to change.”

Leadership Style Most Effective

Transactional vs. Transformational



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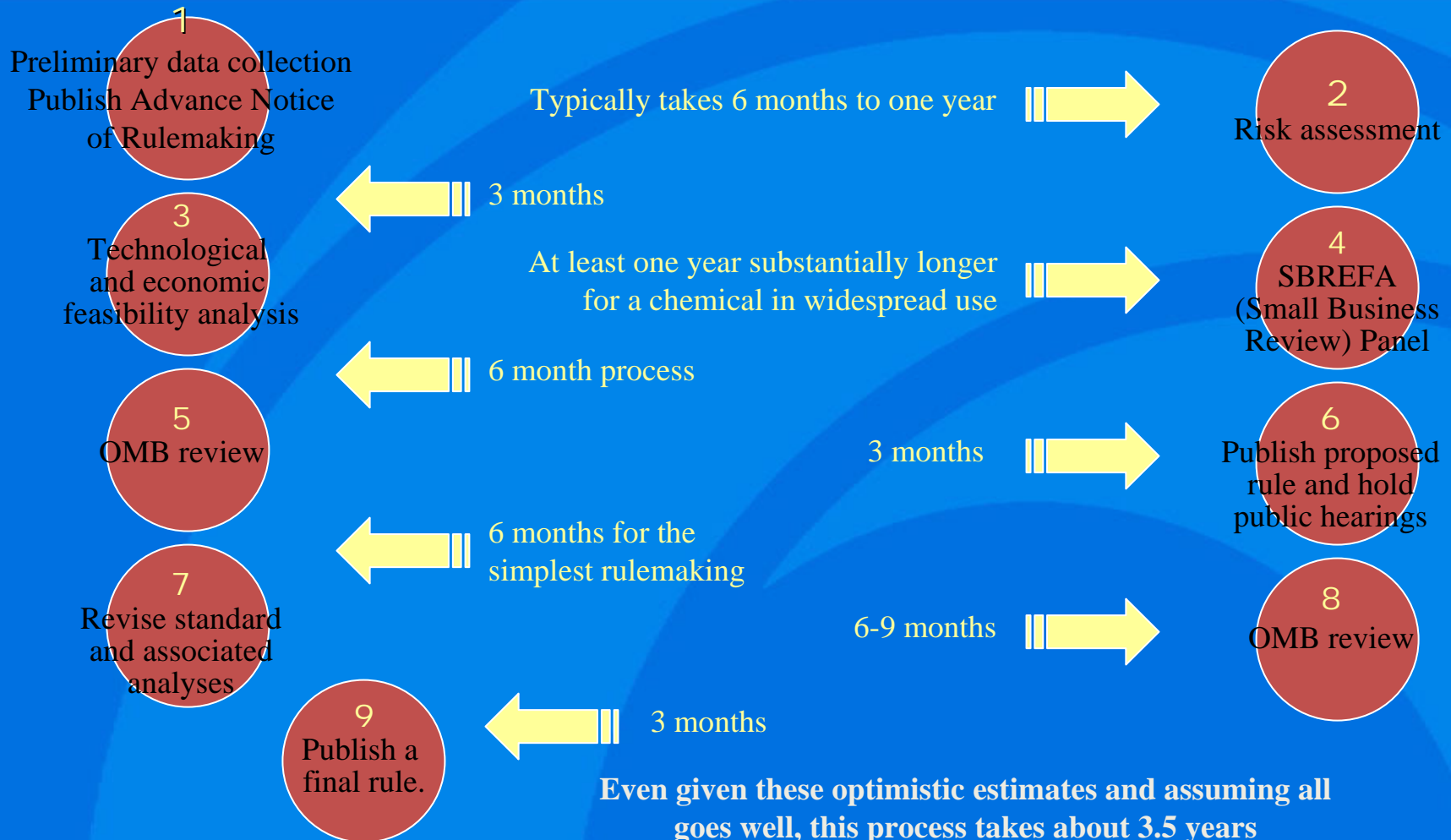
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Responsible Standard Development

- **Regulatory Agenda: Honest Representation – Hold Accountable**
- **Prioritization – Highest Impact**
- **Risk Assessment**
- **Transparent Process**
- **Cost vs. Benefit**

Highlights of the Regulatory Process for an Individual Chemical Substance:



The Reality About PELs

- PELs and other control approaches are needed for enforcement and voluntary programs
- Many PELs are higher than other OELs
- We are uncertain of the residual risk
- Hurdles required to promulgate and sustain standards are high -will get even higher
- Meaningful large scale updates are not possible without Congressional action.

Considerations

- **Develop alternative control approaches**
- **Create the “burning platform” for accurate PELs – determine and communicate residual risk**
- **Articulate the value of OELs as cost-effective control guidelines**
- **Encourage voluntary development of OELs – and promote by sharing**
- **Develop a sustainable voluntary OEL setting process**

Standard Setting and Enforcement

Can't assure worker health and safety - standard setting/enforcement alone

- Workplaces are dynamic/constantly changing
- Insufficient science to develop standards for all hazards/risk
- OSH Act/Case Law/Time - limitation and constraints
- Insufficient financial resources

Reality

As it is currently codified and under our current Social, Political , Legal and Economic systems:

OSHA can not achieve the kind of success we expect through standard setting and enforcement alone.

Balanced Approach

- **Strong, fair and effective enforcement**
- **Responsible standard development**
- **Outreach, education and compliance assistance**
- **Voluntary programs, Partnerships and Alliances**

Strong, Fair and Effective Enforcement

- **Expectations clear and consistent**
- **Process fair and transparent**
- **Focused on areas of need**
- **Sustainable compliance and ownership**
- **Triple bottom line results**

Bottom Line

Effective OSHA Leadership

- 1. Personal Commitment to Health and Safety**
Overall Mission - not just the numbers
- 2. Innovative and Creative Approaches -Standards, Enforcement, Education and Beyond**
- 3. Employee/Employer Involvement and Ownership – engagement to achieve result**
- 4. Employee Professionalism – first order**
- 5. Mutual Trust and Respect – inside and outside**



Industrial Hygiene

After OSHA

“ is the science and art devoted to the anticipation, recognition, evaluation and control of those environmental factors or stressors, arising in or from the workplace, which may cause sickness, impaired health and well-being, or significant discomfort and inefficiency among workers or among the citizens of the community.”

a.k.a. OSHA Compliance

Reality

Since the enactment of OSHA Industrial Hygiene has been practiced mostly a compliance issue and not as a worker health and safety issue.

Industrial Hygiene should be practiced as a science and art devoted to those environmental factors or stressors, arising in or from the workplace, which may cause sickness, impaired health and well-being, or significant discomfort and inefficiency among workers or among the citizens of the community.”

Phases in Management's Commitment to Health and Safety

- 1. Disregard**
- 2. Regulatory Compliance**
- 3. Cost Reductions**
- 4. Asset Optimization / Corporate Responsibility**

Questions?

