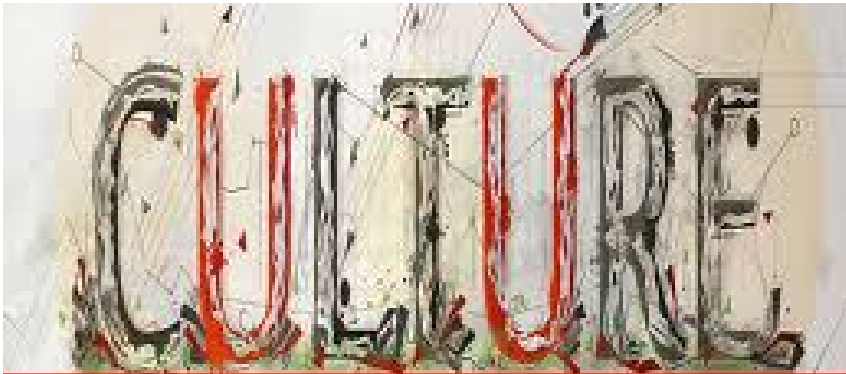


Safety Culture



...is, and always has been,
the "key"!



What we'll Talk About



- What is a “safety culture”
- Incidents that prompted
- Importance of safety culture
- Negative safety culture
- Positive safety culture
- Enhance your safety culture
- Evaluate your safety culture



Organizational Safety Culture



How do we define
"Safety Culture"?



Safety Culture Defined

“The enduring value and priority placed on worker and public safety by *everyone* in every group at **every level** of an organization.”

Human Factors & Ergonomics Society



Safety Culture Defined



“The safety culture of an organization is the product of *individual and group* values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to, and style and proficiency of, an organization’s health and safety management.”



Safety Culture Defined



“A mindset that has its roots in the organization’s policies, philosophies and management approaches.”

Angelo Pinheiro, Project EHS Manager, Marathon Oil Corporation



Safety Culture – Incidents



Inattention, lack of training.

Three Mile Island 1979

Safety Culture - Incidents



Leadership failed to correct known, overt rule breaking by aggressive pilot. All on board perished.

Fairchild AFB 1994

Safety Culture - Incidents



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Inspections by regulatory agencies brief, perfunctory, extremely lax.
Poor recordkeeping.
Shortcuts taken.

Deepwater Horizon 2010

Safety Culture



Extent Individuals & Groups will:

- Commit to personal responsibility and accountability.
- Preserve, enhance and communicate safety concerns.
- Adapt, & modify behavior learned from mistakes.
- Rewards consistent with these values.

Safety Culture



- A concept defined at group level
- Concerned with formal safety issues
- Emphasizes contribution from employees at every level
- Impacts employees' behavior

Safety Culture



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- Reflected in contingency between reward systems & safety performance
- Reflected in an organization's willingness to develop & learn from errors, incidents, and issues
- Enduring, stable & resistant to change

Safety Culture



- Behavior based Safety works really well in conjunction with Positive Reinforcement.
- Goes much further than Negative Reinforcement.



Culture vs. Climate



- Climate = can change with trends, leaders, other short-term changes
- Culture = deeply embedded processes, behaviors, attitudes



Why is a good Safety Culture Important?



To prevent things like this from happening!



Do you have that money you owe me?



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- Management systems & associated policies/procedures depend upon actions of individuals & groups for implementation
- Values of group helps shape beliefs, attitudes & behavior of individuals
- If no “safety buy-in” from all concerned, incidents & injuries will continue to occur

Good Safety Culture?



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Maybe-if program is followed, and all are on board!

Prevention



Good safety culture =
prevention of incidents,
environmental issues,
and injuries.



Safety Culture



Would your company allow this?



Safety Culture

Or this?



Safety Culture



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What about this?



Characteristics of a Negative Safety Culture



Characteristics of a Negative Safety Culture



- Risk Perception



Characteristics of a Negative Safety Culture



- Risk Perception
- Fatigue



Characteristics of a Negative Safety Culture



- Risk Perception
 - Fatigue
 - Stress



Characteristics of a Negative Safety Culture



- Risk Perception
 - Fatigue
 - Stress
- Distraction

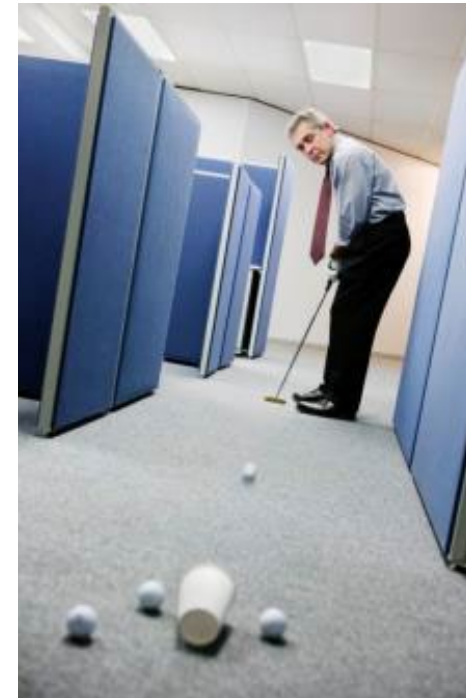


Characteristics of a Negative Safety Culture



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- Risk Perception
 - Fatigue
 - Stress
- Distraction
- Complacency



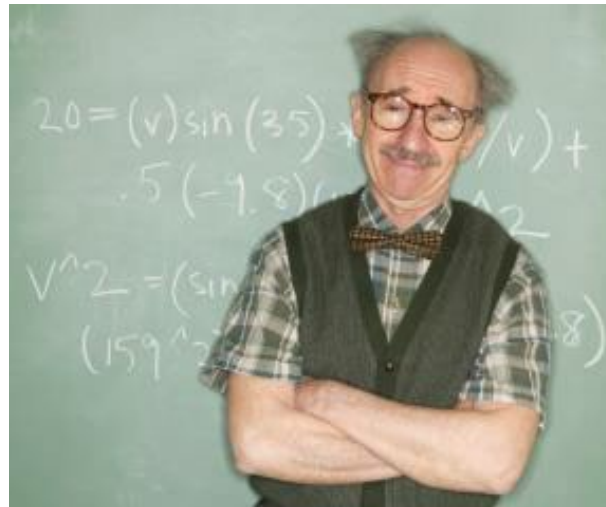
- Failed Communication



Characteristics of a Negative Safety Culture



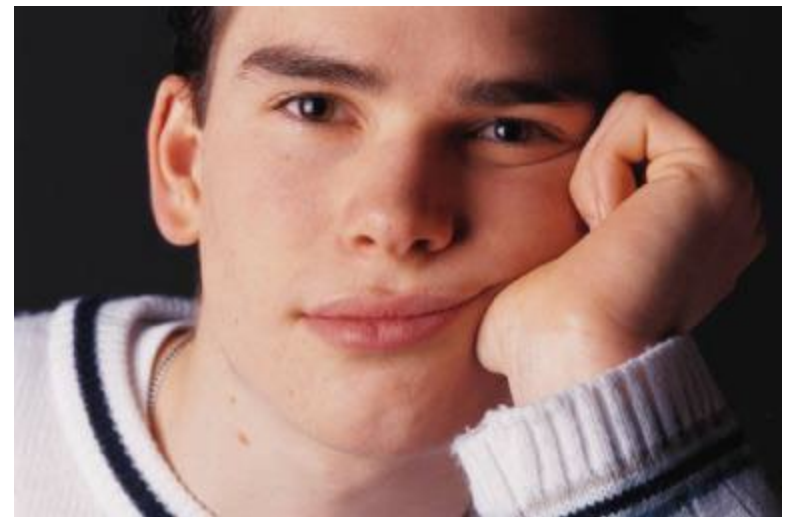
- Failed Communication
- Inadequate Knowledge



Characteristics of a Negative Safety Culture



- Failed Communication
- Inadequate Knowledge
- Lack of Assertiveness



- Failed Communication
- Inadequate Knowledge
 - Lack of Assertiveness
- Poor Situational Awareness



- Inadequate
Resources



Characteristics of a Negative Safety Culture

- Inadequate Resources
- Dysfunctional Teamwork

The Three Stooges!



Characteristics of a Negative Safety Culture



- Inadequate Resources
- Dysfunctional Teamwork
- Production Pressure



Characteristics of a Negative Safety Culture



- Inadequate Resources
- Dysfunctional Teamwork
 - Production Pressure
- Organizational "Norms"



External Influences

- Outside Stressors



External Influences

- Outside Stressors
 - Family issues



External Influences



- Outside Stressors
 - Family issues
- Workforce Diversity



External Influences



- Outside Stressors
 - Family Issues
- Workforce Diversity
 - Inspections



Myths

- “You cannot create an incident free workplace”
- “Safety takes too much time and money”
- “Incidents just happen”



Your Organization?



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Positive Safety Culture



Creating a positive safety culture takes time and commitment

Positive Culture = *Everyone* takes responsibility for safety each day



Why have a Positive Safety Culture?



- Incident = Tip of the iceberg!
- Total Cost of Injuries = Direct & Indirect Expenses
- Direct (insured costs) = e.g., wage loss, medical, vocational and physical rehabilitation
- Indirect (uninsured, cost to company) = e.g., downtime, equipment & building damage, morale of injured worker/others in department, possible citations
- Overall total could be very costly



Benefits of a Positive Safety Culture



- Injury Rate
- Lost Time Rate
- Downtime
- Damage
- Incident cost



Benefits of a Positive Safety Culture



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Save Money!



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- Commitment
 - Support
- Communicate
- Involvement



What Should Management Do?



- Emphasize safe production
- Maintain & support a high profile for safety
- Attend Safety Committee meetings and safety inspections
- Conduct face-to-face safety meetings

What Should Management Do?



- Develop job descriptions that include safety
- Empower workers to stop their/others work if they feel situation is unsafe
- Delegate responsibility for safety at all levels
- **Make safety a core value**

What Should Management Do?



- Provide channels of formal and informal communication (e.g.):

- Safety bulletin boards
- Toolbox talks
- Newsletters
- Memos
- Safety Alerts



- Establish regular communication between management, supervisors and the workforce

Employee's Role



- Accept responsibility for safety
- Follow safety policies/procedures
- Take initiative: report hazards/safety issues
- Commit to organization's safety program
- Be a Team Player

Steps for Creating a Positive Safety Culture



Action Plan:

- Where do we start?
- Who does what?



Steps for Creating a Positive Safety Culture



- Awareness, support, cooperation from Management
- Communicate intent to all employees
- Review documentation, programs, & policies
- Review injuries to determine types, frequency, trends, etc.

Steps for Creating a Positive Safety Culture



- Conduct a site tour to determine job tasks, logistics, safety issues
- Determine employees' safety awareness/attitudes
- Ensure timely reporting of injuries, first aid cases, minor and near miss situations
- Evaluate your accident/near miss investigation procedures

Steps for Creating a Positive Safety Culture



- Ensure the Safety Committee is functioning appropriately
- Evaluate incentives, rewards, disciplinary system
- Provide ways for employees to give feedback: suggestion box, Hot Line, website, etc.
- Develop tracking system to determine hazard correction timeline (e.g., spreadsheet, white board, computer program, etc.)

Steps for Creating a Positive Safety Culture



- Develop *realistic and measurable* safety and health goals, objectives, & rewards
- Provide awareness and seek support from all levels regarding goals, objectives, & rewards
- Develop measurement criteria

Steps for Creating a Positive Safety Culture



Tip: Don't make the Safety Manager "the Enforcer!"



Safety is everyone's responsibility

There should be no "safety police" in your organization

Defining Success



- Safety is a core value
- Strong leadership
- High standards of performance
- Allow for re-evaluation of methods
- Mutual trust



How do we know where we're at?

Defining Success



- Regularly scheduled Safety Committee and employee safety training
- Good relations between management and employees
- Unsafe work behaviors are reported, and corrective actions are monitored

Defining Success



- Adherence to safety controls:
 - *Safety guards on machinery*
 - *Appropriate PPE in use*
 - *Appropriate signage in place*
 - *Safety polices/procedures followed*
- Employees are empowered
- Open & effective communication



Defining Success



- Low employee turn-over
- Timely response: safety & health issues/concerns
- Continuous monitoring of performance





Governor's Award for Safety Excellence:

- Given each year to companies that exemplify a good safety culture.
- Not every company that applies wins.
- Winners are those that are “head and shoulders above the rest” when it comes to safety.
- Something to strive for!

Summary



To have a great safety culture it takes:

Leadership
Teamwork
Commitment
Support
Communication
Values



Summary



pennsylvania
DEPARTMENT OF LABOR & INDUSTRY



SAFETY CULTURE

A workplace environment where everyone shares beliefs, practices and attitudes focused on improving safety.

THREE KEY ELEMENTS OF A SAFETY CULTURE



OWNERSHIP AND MANAGEMENT BUY-IN

Management must commit to making workplace safety a strategic imperative across the organization. Otherwise, safety and health will compete against core business operations and may receive insufficient attention.



EMPLOYEE ENGAGEMENT

The strongest and most effective safety cultures are those where safety is a shared responsibility between management and employees. Employee engagement has a direct relationship to the success of an organization's safety program. Employees who are highly engaged look out for one another and embrace the mutual ownership of safety.



ENVIRONMENT OF CONTINUOUS IMPROVEMENT

Employees will be more supportive of safety programs and processes if they have a shared role in their development. An environment of continuous improvement will encourage employees to report hazards and continually seek ways to improve the safety culture.

Having a Great Safety Culture....



Makes
everyone
smile!

Questions



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