Building a Sustainable Safety Culture

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Objectives

• Define terms
• Discuss elements
• Assess your current safety culture
• Explain methods to assist in development
• Discuss sustainability
**What is a safety culture?**

Safety culture is the collection of the beliefs, perceptions and values that employees share in relation to risks within an organization.
- The way things are done around here
- Personal

**What is sustainability?**

Ability to be maintained at a certain rate or level.

**Maslow's Motivation Model**

- Self-actualization
- Esteem needs
- Safety needs
- Physiological needs
An Effective & Informed Culture

Consists of:
- Just culture
- Reporting culture
- Flexible culture
- Learning culture

Safe Behavior Changes Attitudes

- Accident/incident/injury prevention behaviors
- Desirable safety culture behaviors
- Atmosphere of trust
- Values can be demonstrated in employee’s attitudes
Culture

- Safety is foundational to overall organizational performance
- Employee engagement clearly precedes World-Class safety achievement
- Actions speak louder than words in demonstrating commitment to safety as a value
- Safety observations are a key vehicle

Elements of a Proactive Safety Culture

Elements of a Safety Culture

- Management and peer support
- Personal responsibility and self motivation
- Incident reporting and analysis
- Rules, regulations, and procedures
- Training/learning: formal and informal
- Suggestions and concerns
Elements of a Safety Culture

- Employee engagement/empowerment
- Employee-led safety meetings and committees
- Rewards and recognition
- Observations, audits, and inspections
- Open feedback

Elements of a Safety Culture

- Open and positive coaching, feedforward and feedback
  - Supportive and corrective
- Communicate with empathy
  - Active listening
- Move from dependence to interdependence
- Compliance to care

Current State of Culture
Evolution

- Production driven
- Disciplinary culture
- Job intimidation
- Authority
- Band-aid fixes
- Safety cop enforcement

Reactive

- It's the law
- Minimum compliance
- Procedures are "cookie cutter"
- Safety manual

Compliance Driven
Employee Focused
- Management reactive
- Finger pointing
- Safety committee
- Incentive programs
- Generic training
- Suggestion box
- Unsafe acts

Management Accountability
- Management commitment and mentoring
- Scheduled assessments
- Marketing safety
- Cost allocation
- Data analysis
- Near miss philosophy
- Risk measurement

Safety Excellence and Leadership
- Management passion & focus
- Share values with all levels of management
- Safety integrated into management systems
- Continual process of evaluation & improvement
- No fear environment
- Safety is our #1 value
Where are you at and where do you want to be?

Culture
- Culture is all about people
- Company actively cares about their well-being
- Motivation and engagement

Assess Your Current Safety Culture
Types of Assessments

High level
- Baseline assessment

Detailed
- Engagement/perception surveys
- Safety culture assessment

Detailed Assessment

Safety engagement/perception surveys
- Objective (quantifiable)
- Neutral party

Interviews and discussions with employees
- Diversity of employees (i.e., hourly, supervisors, top management)
- Equal percent of participants from each category, different shifts and departments
- Minimum number of data points to provide accurate representation
- Diversity of questions (categories)
**Assessment Results**

**Comments**

**Trending topics**
- Not aware of safety procedures
- Not aware of who the safety team members are
- Safety supplies are low

**Comments associated with trending topics**
- I've never been trained on safety procedures.
- I don't know who to go to with a safety accident.
- I don't know who is on the safety team at my organization.
- I don't have enough situations where I need safety supplies, but when I do, I can't seem to find them or we're low.

**Methods**
What’s preventing your organization from taking your safety culture to the next level?

• Don’t know where to begin
• Lack of management commitment
• Time, money, resources
• Support resources (vendors, etc.)
• Other

What to do next?

• Safety and health assessment
• Culture and leadership assessment
• Customization of intervention processes
  - Behavior-based safety (BBS)
• Integration of an ongoing feedback and continuous learning process

Measurement Examples

Proactive or leading indicators

Actions or items taken care of/fixed

• Track
  • Focusing on employee’s suggestions
    - Follow-up
    - Trust

Visual

• Team discussions
**Action Plan**

- Complete a planning session
- Involve a diverse group
- Discuss assessment results and comments
- Prioritize improvement opportunities
- Communicate to all employees and set actions
- Measure for sustainability
- Follow up

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**Sustainability**

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**Involvement**

- Safety teams
- Safety committees
- Supervisors
- Upper management
- External resources

Assess the culture
Plan, Do, Check, Act

Positive Reinforcement
- Reward and recognize often
- Celebrate the small wins
- Provide feedback
- Thank you

Conclusion
- Assess your current culture
- Elements of a proactive safety culture
- Development of your safety culture
- Sustainability