



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

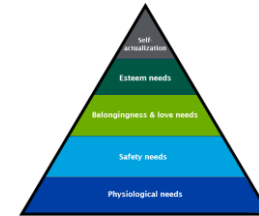
- The way things are done around here
- Personal

What is sustainability?

Ability to be maintained at a certain rate or level.



Maslow's Motivation Model



An Effective & Informed Culture

- Consists of a:
- 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

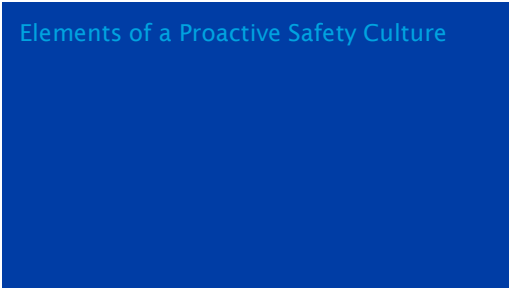


Culture

-  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

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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

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Elements of a Safety Culture

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

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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**

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Evolution



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Reactive

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



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Compliance Driven

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



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Employee Focused

- Management reactive
- Finger pointing
- Safety committee
- Incentive programs
- Generic training
- Suggestion box
- Unsafe acts



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Management Accountability

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



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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



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Where are you at and where do you want to be?

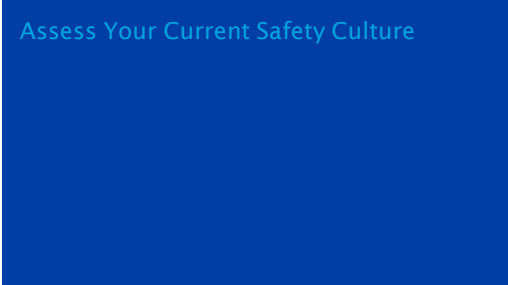


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Culture

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

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Types of Assessments

High level

- Baseline assessment

Detailed

- Engagement/perception surveys
- Safety culture assessment

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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)

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Example Survey

Satisfaction scale

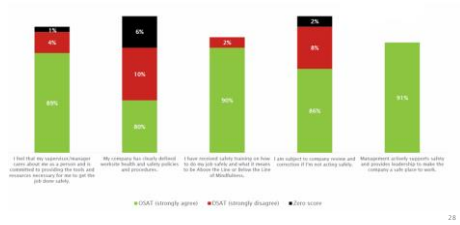


SAT/DSAT calculation example

Answers (0-10 scale)	Respondent count	Respondent percentage	DSAT	SAT
0	19	8.6%	10.4%	75.5%
1	4	1.7%		
2	3	1.3%		
3	2	0.9%		
4	2	0.9%		
5	10	4.5%		
6	7	3.0%		
7	15	6.5%		
8	28	12.1%		
9	29	12.5%		
10	119	51.9%		
Total Responses	222	100%		

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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 all on the safety team at my organization.
I don't have many 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

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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

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Measurement Examples

Proactive or leading indicators

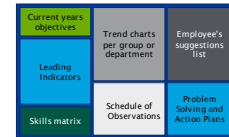
Actions or items taken care of/fixed

- Track
- Focusing on employee's suggestions
 - Follow up
 - Trust

Visual

- Team discussions

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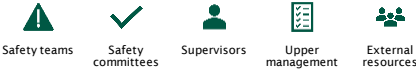
Action Plan

- 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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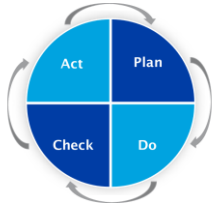
Involvement



Assess the culture

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Plan, Do, Check, Act



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Positive Reinforcement

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



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Conclusion

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



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