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• counsel for employers

Creating a Culture of Safety Leadership in the Workplace

Who We Are

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A Common Theme

- Largest contributing factor towards success

- Intangible, but we feel it!

- Multiple types of cultures, sub-cultures

- Long-term or traditional processes
  - Example "the ACME way"

- Why is culture important in Safety?
  - Has a direct effect on employee behavior; reporting near misses and incidents; employee well-being & safety; costs ($)

What is Culture?

- In a word or two, please describe what "culture" is?

- How does culture have an effect on safety culture?

Definition of Culture

Merriam-Webster

Culture is [the set of shared attitudes, values, goals, and practices that characterizes an institution or organization]

Summary

Shared beliefs and attitudes demonstrated by the way things are done

Organizational Culture influences Safety Culture

- Types of Safety Cultures
  - Positive; Collaborative; Caring; Adversarial or Negative

- What specific influences are there?
  - Focus may be on other priorities
  - Based on organizational structure
  - How is the communication between people?
  - Is the culture consistent amongst different work groups?

What's the Culture Like in Your Organization?

- What are the beliefs and attitudes towards safety in your organization?

- Please take a minute to complete the handout. Circle 1, 2 or 3 for each question.

Major Influences on Safety Cultures

1. Employee Safety Maturity
2. Management / Leadership
3. Barriers to Safety

Five States of Employee Safety Maturity

1. Ignorant- unaware, doesn't know safe methods

2. Defiant- aware, but chooses other (unsafe) methods

3. Compliant- aware, and chooses to be safe...but only to avoid punishment

4. Committed- aware, and chooses to be safe because he/she values safety

5. Habitual- employee works safely out of habit. Downside is employee may not adapt to upset conditions or changes.

Managing vs. Leading Safety

- Managing safety vs. Leading safety
  - What is the difference?

- Managing is…

- Leading is…
  - Is your organization focused on more on managing or leading the safety effort?

- Leadership styles – Gandhi vs. Hitler.
  - How might beliefs towards safety vary under these leaders?

Barriers to Safety

- Barriers make safe behavior difficult or undesirable
- Barriers are frequently related to time & effort

Examples

- Proper tools not readily available; Complex procedures; Lockout disconnect not nearby; "ugly"/dirty safety glasses; extensive PPE required for short-duration task

Unidentified or Unresolved Barriers...

- Can create a negative perception of safety, supervision or the organization
- Can demonstrate a lack of caring by leadership

Identify and Reduce Barriers

- ## Strategies to Identify

  - Root cause analysis; observations & JSA's; audits; annual procedure reviews; gain feedback from employees

- ## Solutions to Reduce

  - Better PPE (appropriate for task, fits, options); Tools readily available (correct ladder); LOTO disconnect close by;

    Take a minute and identify one barrier to safety (where you work) & 3 strategies that could reduce or eliminate that barrier to safety. Share with your neighbor.

Building a Strong Safety System

See handout

1. Management Commitment
2. Responsibility / Accountability
3. Employee Involvement
4. Hazard Identification & Control
5. Accident Investigation & Analysis
6. Education/Training
7. Program Evaluation

Important- Personalize Safety

- Communicate Expectations, "Why"
  - Safety is for the employees
  - Communicate safety, not just compliance
- Walk-the-Walk to Promote Safety
  - Courage to intervene
  - Consistent accountability & positive feedback
  - Timely follow-up re: concerns/issues

Building *YOUR* Positive Safety Culture

- Beliefs and attitudes create culture

  - What daily decisions are we making towards this effort?

- Handout "What is your culture like?"

  - Is your culture where it should be? If not…

- Big Question

  - Where can your company's safety culture improve, and how can you help them get there?

Questions?

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