

Safety Culture

Two similar companies with totally different attitudes about safety:

Company #1
Accidents are unforeseen incidents that happen that can't be prevented...so safety is a waste.

Company #2
Accidents can be prevented!

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Safety Culture

- Characteristics of Company #1
 - No written safety program
 - No new hire orientation
 - No safety committee
 - No safety toolbox meetings
 - No safety enforcement
 - No accident investigation

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Safety Culture

- Characteristics of Company #2
 - Written safety program
 - Aggressive new hire safety orientation
 - Well functioning safety committee
 - Regular safety toolbox meetings
 - Daily safety involvement & enforcement
 - Accident/Incident investigation

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Safety Culture

A strong safety culture can help to reduce the frequency and severity of workplace accidents, injuries and illnesses

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2

Du Pont's 10-year Study of Injuries

Body position	30%
Tools and equipment	28%
Actions of another person	14%
Protective equipment	12%
<u>Procedures and housekeeping</u>	<u>12%</u>
Total injuries from <u>unsafe behavior</u>	96%
Total injuries from other causes	4%

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4

Most Injuries result from Unsafe Acts!

Caution: Next picture is somewhat graphic.

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5

Weak safety culture

SAFETY ALERT
Grinder Injury

Onshore in Indonesia (non-IP site), a worker was cutting aluminum roof using a granite grinder. The grinder's wheel broke apart and hit his face causing serious injury. He was taken to the nearest health center. After first aid treatment he was sent to Samarinda Hospital for further treatment. The doctor at Samarinda Hospital recommended he be hospitalized for about two weeks.



Based on manufacturer specification, Makita grinder model 9008B should use 6" grinding wheel speed limit: 10,000 RPM.
6" grinding wheel was used instead of using 8" grinding wheel. This wheel was over sized and allowed only to be run at 3400 RPM.
Grinding wheel was running at 10,000 RPM (over listed speed) causing the wheel to fly apart and hit the mechanic's face.

What Went Wrong

- Used improper tool.
- No grade safety guard.
- Not using face shield for PPE.
- Mechanic has been warned but he ignored it.

For more information contact Adrian Connolly on x 9479

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6



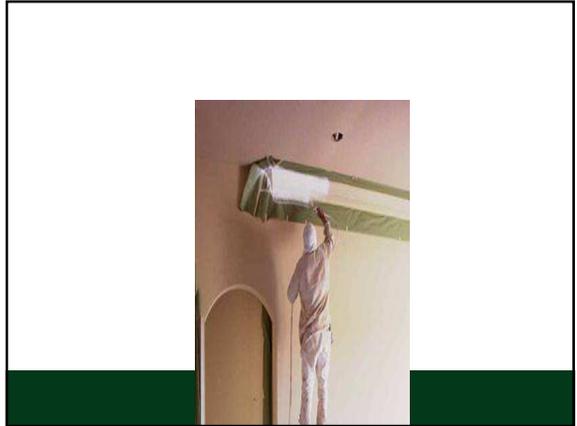
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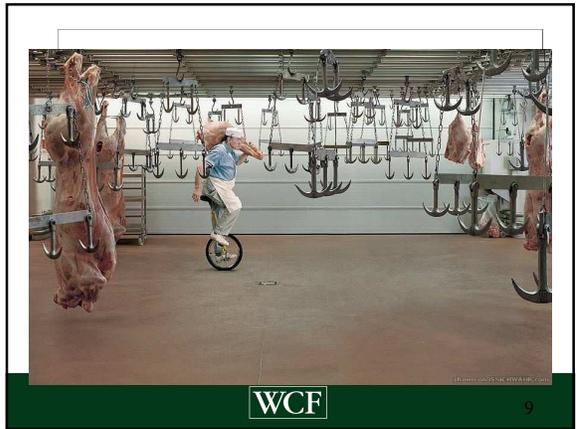
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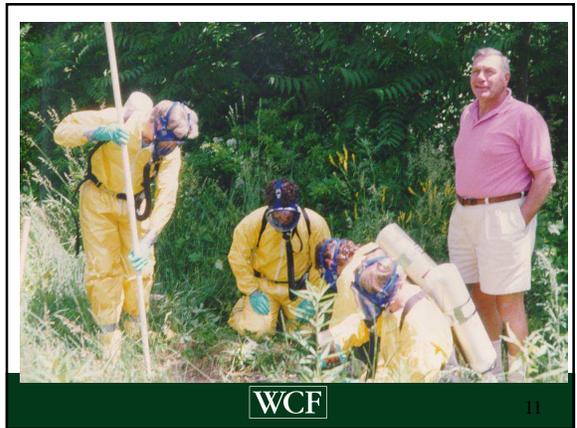


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10



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11



If you think that you have stupid people working for you, then they probably are stupid. There's a current law suit in the works by a Minnesota man named Henry Harlony.

Mr. Harlony is suing a famous drill company for physical damages caused to him by their tools. Mr. Harlony claim that he wanted to eliminate an itch in his nose, so he placed a power drill up his nose and turned the drill on with the drill bit still attached.

He successfully got rid of the "itch", but in the process he "drilled" off his nose. Here's a picture of Mr. Harlony taken at the hospital.

Here is a statement by Mr. Harlony:

"No where on the package, or the actual tool was there warning that specifically tells the consumer not to place the drill up their nose, or any orifice for that matter. These companies need to take responsibility for their products".

Mr. Harlony is suing for \$25 million.



12



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13



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15



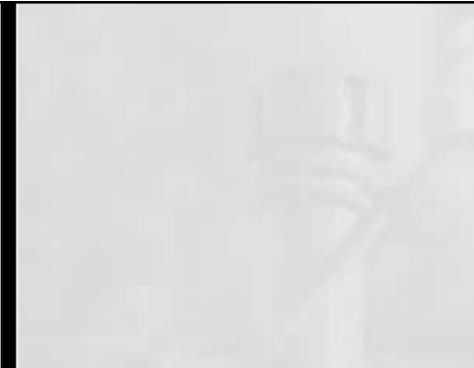
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18



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19



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21

Why are employees unsafe?

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Unsafe behavior is rewarding

- ☐ Saves time
- ☐ Convenience
- ☐ Comfort
- ☐ Negative consequences unlikely

☐ To develop a strong safety culture we must overcome these hurdles.

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Traditional Safety Program

- ✍ Management driven
- ✍ Rules and regulations
- ✍ Reports violations
- ✍ Uses discipline
- ✍ Provides little feedback-rarely a “thank you”
- ✍ Measures accident rates
- ✍ Sees occasional improvement

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What is the main thing you notice about the space below?

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Where is the focus of your program?

<p><u>Failures</u></p> <p>Losses</p>	<p><u>Achievements</u></p> <p>Safety suggestions</p> <p>Use of PPE</p> <p>Teamwork</p> <p>Good housekeeping</p> <p>Safety inspections</p> <p>Employee-made posters</p>
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Components of a Typical Safety Program

- **People** (morale, training, skills, experience, attitude, behaviors, motivation)
- **Equipment** (guarding, maintenance, age, condition)
- **Environment** (cleanliness, organized, workflow)
- **Culture** (leadership, concern for employees, atmosphere)

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Many safety programs give most attention to equipment and the environment.
More focus should be on people!

Many...Zero Injury Safety Incentives

- Discourage reporting
- Reward unsafe actions
- Focus on failure
- Reinforce that safety is punitive
- Create apathy
- Don't correlate actions and outcome

What influences safety culture?

- Top Management and Supervisor Participation and commitment
- Corporate Culture
 - Training
 - Procedures
 - Rules
 - Reinforcement
- Employee Attitude
 - Personal beliefs
 - Feelings
 - Habits
 - Ability
 - Knowledge

It may surprise you to know that

Rules
Discipline
Training
Direct, but do not *motivate* behavior.

Consequences Motivate Us!

Soon
Certain
Positive

Example

- "Staying safe doesn't feel like an accomplishment." Scott Geller"
- Most feel it won't happen to them.
 - When a person first starts driving.
 - Very careful, but before long they are speeding etc., and feel they will not be involved in an accident. Fortunately, they usually won't.
 - Now they become motivated by comfort, convenience, and speed.

- On the other hand, if a person crossing the street decides to ignore the “Don’t walk” sign the negative consequences are inevitable.
- Safety at work is more like driving a car.
 - More experience brings short cuts
 - Convenient bad habits continue because a person will rarely have an injury.

Consequences influence our behaviors.



37

Behavior Cycle

Precursor (Cues or signals to do something)

Behavior (What we can see someone do)

Consequence (What we get from what we do)



60



Consequence Structure

- Positive
 - We get wanted results
 - We avoid unwanted results
- Negative
 - We get unwanted results
 - We don't get wanted results

Actions are the result



38

How do we overcome the tendency for employees to by pass safety?



39

Scott Geller Suggests:

- We actively care about safety.
- “Looking out for the safety of others as well as ourselves. Even if we don’t know them.”



40

- Safety is not just a matter of following rules.
- **When rules are the main emphasis people feel controlled.**
 - People will act to assert their freedom.
 - They want to feel in control.

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41

- When they are involved they will feel rewarded.
 - They will work even harder to make it successful.

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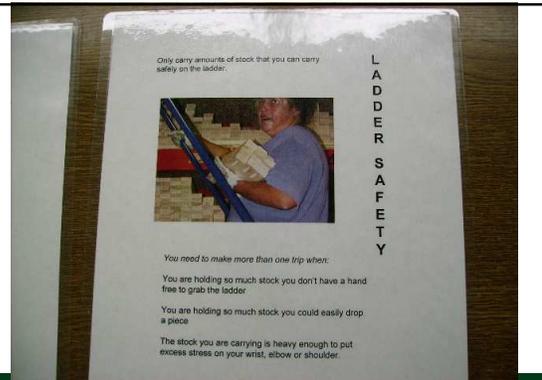
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Cabinetry by Karman



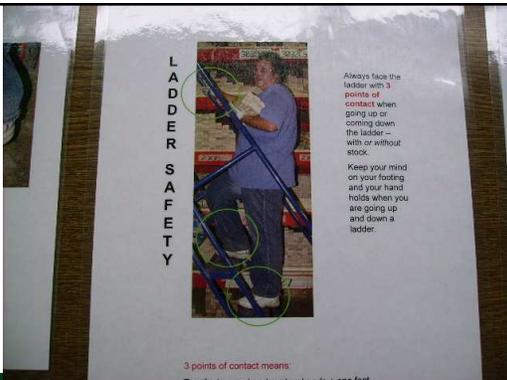
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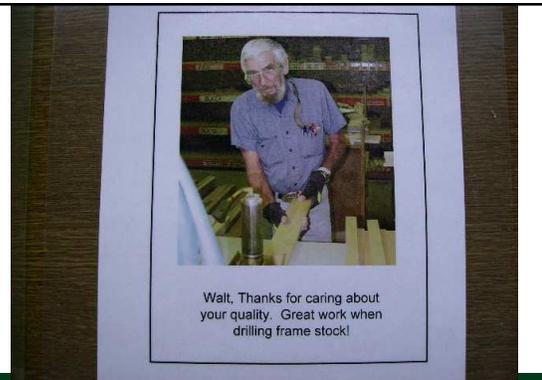
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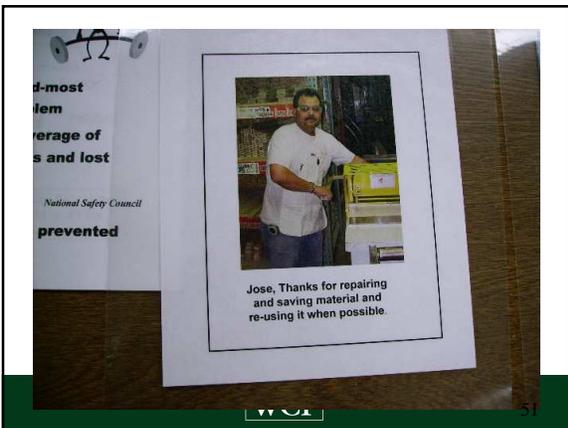
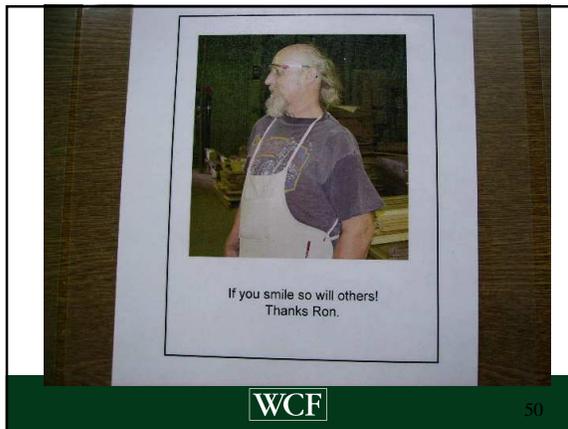
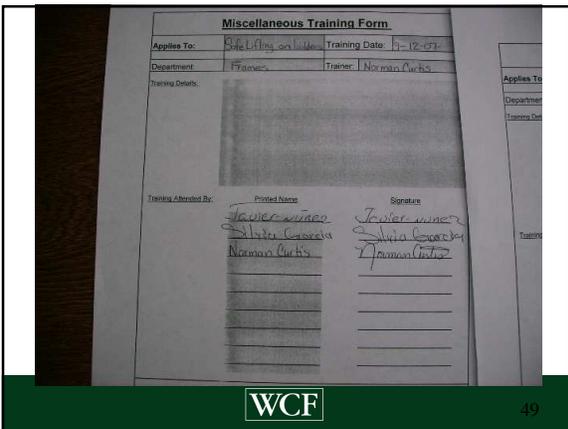
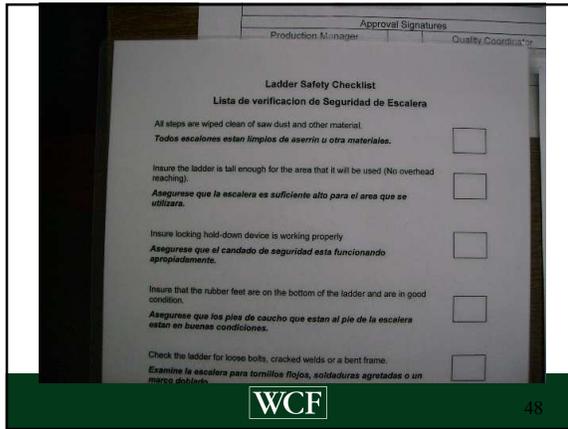
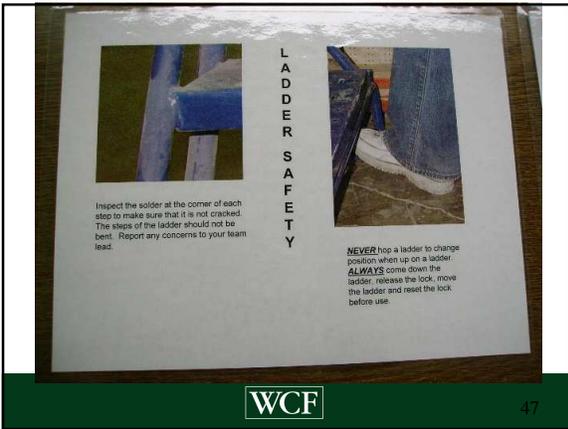
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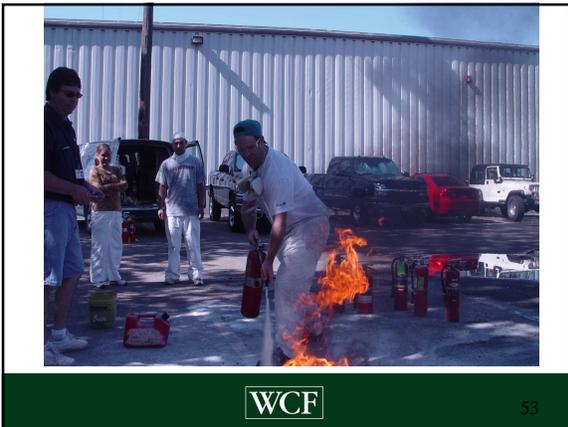
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46





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53

You
 can help employees realize
 their **safety** successes!

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54

“Most employees would rather
 work to achieve success than
 work to avoid failure.”

-Dr. Scott Geller



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55



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56

**What brings about a negative
 outcome?...**

- If we don't evaluate the processes we can't correct discrepancies
- Process discrepancies create compromise
- Compromise creates process breakdowns
- Process breakdowns create unintended outcomes (Incidents)

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57



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58

Areas with potential for improvement

- **People** (morale, training, skills, experience, attitude, behaviors, motivation) ➔ **Educate**
- **Equipment** (guarding, maintenance, age, condition) ➔ **Engineer**
- **Culture** (leadership, concern for employees, atmosphere) ➔ **Consequences**



59

In a Traditional Safety Environment:

- **Hazards are identified and corrected**
- **Emphasis is on fixing problems**
- **Managers and Supervisors take most of the responsibility for defining the "safe" environment and maintaining it**
- **Rules outline what is acceptable**
- **People follow rules because they are forced to**



62

To develop a strong safety culture:

- **Everyone participates in defining safe work practices and determining those that are most critical.**
- **Performance is measured through peer to peer observation and is tracked over time.**
- **Performance is achieved through feedback.**
- **Everyone participates in defining safe work practices and determining those that are most critical.**



62

- **Focus is on utilizing systems that support high performance**
- **Create an environment where people work safely because they *want* to and because their co-workers want them to**
- **Help people to develop *habits* that do not put them at risk**
- **Seek to continually improve**
- **Do things that will create a continuous desire within the people to achieve a higher level of safety.**



64

The following information is critical, but most often it is not communicated to the employees

- What types of accidents are the most frequent?
- What types of accidents are the most severe?
- What conditions contributed?
- What behaviors contributed?

They now can become part of the solution.



73

Involve employees in goal setting!!!



74

Coaching and Feedback

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“People don’t care how much you know until they know how much you care”.

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Safety Share*

- Moderator starts meeting describing what he/she did safely.
- Employees take turns and “share” what they did safely since the last meeting.
- Provide a simple recognition item (candy or whatever the budget allows).
- Thank employees for their safe behaviors.
- Ask the group what they learned.
- Ask the group how they can be more safe in the future.

*Adapted from “Working Safe” by E. Scott Geller

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Safety Share*

- Benefits
 - Safety is seen as an achievement
 - All can participate
 - Everyone learns from each other
 - Safe behaviors are encouraged and reinforced
 - Little planning time needed to have a very effective safety meeting
 - This safety approach will be remembered by employees

*Adapted from “Working Safe” by E. Scott Geller

WCF 79

Safety Culture Assessment

WCF 81

Safety Culture Assessment: A New WCF S&H Tool



Research Background

- S&H professionals have long asserted a connection between strong S&H systems and high business operating performance
- Recent research has provided new confirmation of this link and provided a basis for introduction of a new WCF



A Data-Based Evaluation of the Relationship between Occupational Safety and Operating Performance

Dr. Anthony Veltri
Associate Professor, Oregon State University
Journal of S&H Research
Spring 2007



Background

"Demonstrating a relationship between occupational safety performance and operating performance has always been an elusive undertaking"

"The basis for the affirmative answer is largely anecdotal and/or based solely on opinion surveys"

"Do investments in occupational safety practices contribute to operating performance?"



Hypothesis: Safety performance is related to operating performance

- An employee/management safety perception tool is used to test the hypothesis
- An employee/manager "disconnect" in safety perceptions is the key indicator
- The "disconnect" is manifested by differing answers to the same questions regarding safety issues imbedded within an operations management survey
- This reduces inherent biases often found in safety perception surveys
- "If safety perceptions are good and agreed upon by employees and*



Sample Data

- 19 manufacturing organizations were surveyed
- 144 employees and 40 managers completed blind/anonymous surveys based on specific directions from researchers, NOT individual interviews
- three safety questions measured on a 7 point Likert (level of agreement) scale
- Operational performance measures surveyed included quality performance, costs of production, reliability, delivery speed and others as compared to major industry competitors



Survey Results

- as safety disconnect increases internal scrap and rework increases with the converse true also
- as safety disconnect increases so does internal reliability and durability performance
- as safety disconnect increases so do external costs of production
- the relationship **failed** to be predictive of external quality perceptions of customers, innovation and growth



Take-Aways

- the argument for good safety practices as good business is supported
- safety perception surveys are again reinforced as being valuable as a measure of effective safety culture/programs
- safety climate/culture assessment surveys have a place in a consultant's tool bag as a measure of S&H program effectiveness
- "safety disconnects" between employees and management are a sign that an organization needs to evaluate efforts and can be



Survey Keys

- anonymity for those responding to the survey
- best practice is for the consultant to administer the survey directly to the workers and managers
- sample size must be large enough to be credible
- executive management must approve and be involved
- consultant must be prepared to recommend activities that if implemented would lead to more positive perceptions upon re-survey



The WCF Safety Culture Assessment (SCA)



An Excel-Based Program

- includes surveys, automatic tabulation and graphing
- survey can be administered in 5-10 minutes per person
- surveys are coded to differentiate between employees and managers



Safety Culture Assessment Tool

Questionnaire

Client: _____ Consultant: _____ Date: __/__/__

Manager/Supervisor Worker Survey # _____

On a scale of 1 to 5 (1 = strongly agree, 5 = strongly disagree) respond to the following statements:

1. I feel that my workspace and the company in general is a safe place to work. _____
2. Our company has an effective and fully functioning safety and health program in place. _____
3. My individual participation in the program is crucial to its success. _____
4. Workers have the chance to regularly offer ideas about how the program can be improved. _____
5. When an unsafe hazard or situation is discovered, it is usually taken care of quickly. _____
6. Top management of the company is frequently and visibly involved in promoting and encouraging safety efforts. _____
7. When an accident occurs, it's usually the result of carelessness or inattention. _____
8. Our company has a good record of controlling work related accidents and illnesses. _____
9. Our company takes the time to train new workers and make sure they work safely from day one. _____
10. I feel that my supervisor cares about my safety and health on the job. _____

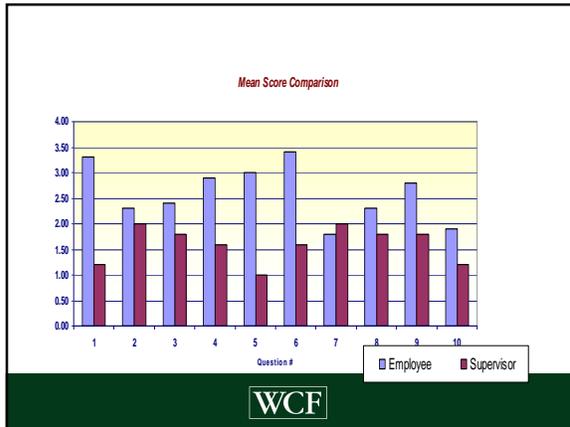
Safety Culture Assessment Tool
Summary Sheet

Company Name: XYZ Co.
Date of Survey: Friday, June 01, 2007

	Employee	Supervisor	Diff%
1. I feel that my workspace and the company in general is a safe place to work.	3.50	1.00	52.5%
2. Our company has an effective and fully functioning safety and health program in place.	2.30	2.00	7.3%
3. My individual participation in the program is crucial to its success.	2.40	1.80	18.3%
4. Workers have the chance to regularly offer ideas about how the program can be improved.	2.90	1.80	32.5%
5. When an unsafe hazard or situation is discovered, it is usually taken care of quickly.	1.70	1.00	18.3%
6. Workers have been completely trained on how to do the job safely and all needed equipment is provided to them.	3.40	1.00	48.3%
7. When an accident occurs, it's usually the result of carelessness or inattention.	1.80	2.00	-8.3%
8. Our company has a good record of controlling work related accidents and illnesses.	2.30	1.00	18.3%
9. Our company takes the time to train new workers and make sure they work safely from day one.	2.80	1.80	25.3%
10. I feel that my supervisor cares about my safety and health on the job.	1.90	1.00	17.5%

Number of Responses: Supervisors: 5
Employees: 15

Comments / Analysis:
Supervisors and managers consistently rate safety efforts as more effective than line employees. This is a concern and generally indicates a less than effective program. Also, both groups substantially agreed on question # 7 which indicates a poor understanding of the causes and prevention of accidents. The biggest discrepancies had to do with questions relating a feeling of personal safety and the speed with which identified hazards are corrected. This indicates a need to examine your hazard identification and correction program carefully. The highest median score among the employees was question #6, indicating employee training may not be perceived as effective.



Safety Incentives

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Controversy

The controversy over safety incentive programs and incident reporting remains a hot topic among **safety professionals, OSHA, organized labor, and management** alike.

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Areas of Concern

Incentives can discourage incident reporting if management:

- ↳ Puts too much emphasis on incident free records.
- ↳ Takes punitive action against injured employees.
- ↳ Performs post incident drug testing.
- ↳ Makes an example of an injured worker in front of co-workers.

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OSHA & Safety Incentive Programs

OSHA does not regulate the use of safety incentive programs, but will take action against the **under-reporting** of injuries and illnesses.

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Varied approaches

- Traditional Programs
 - Reward individuals or groups for incident free records.
- Non-Traditional Programs
 - Target safety activities
 - Wearing personal protective equipment
 - Attending safety meetings
 - Following safety rules

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Types of Rewards

- ✓ Cash Bonuses
- ✓ Gifts from a catalog
- ✓ Gift certificates
- ✓ Days off with pay
- ✓ Large prize drawings at the end of the year

Note: How the program is structured is far more important than the prizes

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Key elements for Success

- ✓ Management's commitment to safety objectives
- ✓ Fosters a culture of safety awareness and motivation at all levels
- ✓ Program is rewarding, entertaining, and easy to understand
- ✓ Provide daily safety focus rather than just when an injury occurs, or quarterly bonuses are due

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Key elements for success

- ✓ Generate healthy peer group pressure
- ✓ Visually dynamic and flexible
- ✓ Involves recognition
- ✓ Promote employee accountability, communication, and individual initiative
- ✓ Management and employee cooperation

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Key elements for Success

- ✓ Includes an element of rule enforcement, including the rule that all injuries and near misses as well as hazards and at risk behaviors must be reported
- ✓ Employees must be able to visualize reaching the goal and receiving the award
- ✓ Everyone must understand the goals

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Key elements for Success

- ✓ Participants must be continually informed of their progress
- ✓ The ultimate goal should always be to reduce injuries and illnesses, but additional goals can be set
 - ✓ better safety meetings
 - ✓ increase employee suggestions

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Resources

- “Working Safe”(Geller)
- “The Values-Based Safety Process” (McSween)
- “Current Issues In Behavior-Based Safety” (Krause)
- J.J. Keller
- “Behavioral Safety Now” conferences
- Various “Professional Safety” articles