Six Keys for Safety Culture Improvement

Objectives

- What is a Safety Culture?

- Why should I be interested in improving my Safety Culture?

- How can I improve my Safety Culture?
  - Six Keys to Safety Culture Success

What is a Safety Culture?

- Safety cultures consist of shared beliefs, practices, and attitudes that exist at an establishment. Culture is the atmosphere created by those beliefs, attitudes, etc., which shape our behaviors.

SAFETY IS OUR #1 PRIORITY

What is a Safety Culture?

- You have one, whether you know it or not
  - Great
  - Good
  - Bad
  - Just plain ugly

- "If you can manage safety well, every other aspect of the business, production, quality and employee relationships becomes easier to manage."
  - *Kermit Van Cannon Executive VP North America Operations, ALCOA- Ranked in the top five global mining companies*

Why Should You be Interested in Improving Your Safety Culture

- In a strong safety culture, everyone feels responsible for safety and pursues it on a daily basis; employees go beyond "the call of duty" to identify unsafe conditions and behaviors, and intervene to correct them.

- A company with a strong safety culture typically experiences few at-risk behaviors, consequently they also experience low incident rates, low turn-over, low absenteeism, and high productivity

- Creating a safety culture takes time. They are usually companies who are extremely successful by excelling in all aspects of business and excellence.

The Six Keys

- Management Leadership and Support
- Accountability
- Incident Management
- Risk Reduction
- Employee Perception & Involvement
- Safety Training and Communication

Management Leadership and Support Examples

- Lead by example
  - Safety agenda in every meeting
  - Comply with internal policies
  - Articulate your safety message

- Allocate "right size" resources

- Hold your direct reports accountable (be consistent)
  - Internal question:
    - Do you hold the person to the same level of accountability for Production, Quality, On time Delivery and Safety?

- Have a "working" strategic plan

- When touring your sites, ask for specific examples of safety improvement/opportunity

Accountability Examples
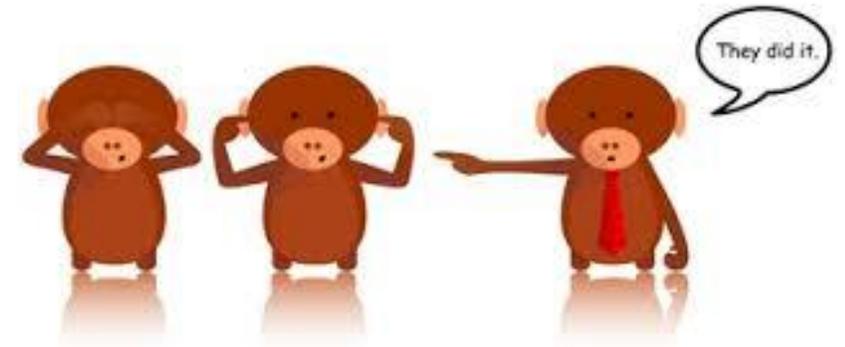
- Safety Performance is in the PAD

- Safety Performance is result *and* driver based

- All levels are held to the same standard
  - Safety in written job descriptions

- Incentive programs (if used) focus primarily on actions

- Safety expectations are communicated, communicated and communicated again…

Incident Management Examples

- Effective incident investigations for all incidents
  - Management, line leadership and affected employee(s) engaged in investigation
  - Encourage reporting of "near hits"
- Share the knowledge in an effective manner
  - Safety Alerts
  - Video Reenactments
- Use advanced metrics to identify trends

Risk Reduction

- Conduct effective risk assessments based on Severity and Probability
  - Annually
  - Changes to the process

- Reduce/remove high risk

- Train employees to the process

- Foster a mentality that line stops are acceptable if safety is jeopardized

Rating Tool to Facilitate the Process

An incident is likely to occur at least once in a 10 day period.	Frequent	6	24	18	12	6	
An incident is likely to occur at least once every three to four months.	Reasonably Possible	5	20	15	10	5	
An incident is likely to occur at least once every two to three years.	Occasional	4	16	12	8	4	
An incident is likely to occur at least once in a lifetime.	Remote	3	12	9	6	3	
A typical person will never have an incident .	Extremely unlikely	2	8	6	4	2	
It physically impossible for an incident to occur	Impossible	1	4	3	2	1	

Probability

	4	3	2	1
			Severity	
	Catastrophic	Critical	Marginal	Negligible

Note: When evaluating probability consider the following: Past Injuries, physical capibilities, and environmental conditions.

An incident will cause death or serious injury.	Catastrophic	4
Could cause severe injury	Critical	3
Could cause minor injury	Marginal	2
Will not result in injury (nuisance)	Negligible	1

- 🟥 Unacceptable
- 🟨 Serious Problems
- 🟩 Minor Problems
- 🟦 Acceptable

Employee Perception & Involvement Examples

- Know your culture
  - Conduct a Perception Survey
- An empowered Safety Team in place
  - Includes all levels
  - Has specific mission
- Management will follow up on employee safety concerns in a timely manner
- Create a 360 degree feedback loop mechanism

Perception Survey- Plant Example

Survey Questions	Leaders Response	Workers Response
1. Management emphasizes safety equal to or greater than production and quality.	4.1	2.7
2. Management is committed to providing a safe workplace for its employees.	4.3	2.8
3. Unsafe working conditions are identified and improved promptly.	3.4	2.7
4. Unsafe employee behaviors are identified and resolved promptly.	4.3	2.8
5. My immediate supervisor acknowledges me when I work safely.	4.0	3.2
6. My immediate supervisor will immediately talk to me if I'm not working safely.	4.6	3.0
7. I am comfortable talking to my supervisor about safety issues.	4.3	4.0
8. I am encouraged to participate in identifying hazards in my job and reduce or eliminate them.	3.7	3.8
9. Adequate equipment and tools to perform my job safely are available.	3.9	3.3
10. My department's safety goals and current performance are communicated to me on a regular basis.	2.3	3.3
11. The primary purpose of an accident investigation is fact finding, not fault finding.	5.0	3.8
12. My supervisor is genuinely concerned about my personal safety.	4.9	3.5
13. I am never asked to jeopardize my safety for production demands.	5.0	2.7
14. Given the current conditions I am confident a fatality is unlikely to occur on site.	3.9	3.0
15. I would immediately intervene if I saw an unsafe act of condition that could cause a fatality.	5.0	4.8

Safety Training and Communication Example

- All employees have safety training
  - Relevant to the hazards of the job
  - On and off job safety

- A training plan is in place that is measured for effectiveness

- Visuals are effective and obvious

- Safety is regularly in the news
  - If employees are talking safety, we all win

- Implement BBS