

When No One's Watching...

Exploring Safety Culture

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Ground Rules

- Don't Take Copious Notes
- Ask Frequent Questions
- Give Feedback

What to Expect...

- Where the term Safety Culture came from?
Is it real? Is it a “buzz” word?
- Relationship between Culture and Behavior
- Strong vs. Weak Safety Culture
- How it is measured, evaluated, and validated
- Safety Culture and Safety Climate

What Event Lead to the Term “Safety Culture”?

- Chernobyl Disaster:
 - April 26th, 1986 in Ukraine
 - Under direct jurisdiction of SU
- What happened?
 - Unexpected power surge caused an emergency shutdown
 - Large spike in power output occurred and led to a reactor vessel rupture and a series of steam explosions in the core
 - Exposed the graphite moderator to the air causing it to ignite
- Result?
 - Highly radioactive material was released into the atmosphere
 - Most Recent Data: As of March 2013, death toll is 985,000 (Global Research Organization)

What is Safety Culture?

- A constituent of Workplace Culture
- The key component to determining if a workplace safety process is successful or **not** (Erickson 1994, Petersen 2001, Krause, 2006 etc...)
- An idea that is not difficult to understand, but is difficult to define
- A LEADING INDICATOR

The Term Safety Culture

- Used over and over and over (30,500,000 Google Hits in 0.19 seconds – September 20th, 2014)
- Not well understood by many in the field of safety...
- How do you know if you have a safety culture or not?
- Generally used to describe an overall sense of the way it feels like employees, supervisors, and managers engage in safety

A Key Component of Workplace Culture

- Some authorities completely discount the concept of “safety culture”
- Others view it as a component of overall workplace culture
- Many Safety Professionals view it as a distinct entity in and of itself
- Some advocate that it is a leading indicator and others state it is lagging

Our Description of Safety Culture

- A CRITICAL PART OF THE OVERALL CULTURAL FRAMEWORK OF AN ORGANIZATION
- The way we do things around here
- Integrity - What employees do when no one is watching
- The beliefs, actions, behaviors, values, and traditions of safety activities for a company tied together with a historical context

Common Misconceptions of Safety Culture

- Only set by the management
- Safety initiatives will immediately improve the culture
- Culture can't be controlled or changed, it just is...

Where does Safety Culture Really Come From?

- The Larger Organizational Culture
- Regional and Societal Norms
- Industry Specific Values and Traditions
- Environmental or Objective Driven Culture
- Management Influence (management often rose through the ranks and was selected because they conform to the culture)

Corporate Culture

- Corporate Culture:
 - “Culture appears to reflect shared behaviors, beliefs, attitudes, and values regarding organizational goals, functions, and procedures” (Furnham & Gunter)
 - “Beliefs, attitudes, and values about the corporate body, its function or purpose can vary from division to division, department to department, workgroup to workgroup, individual to individual” (Cooper, Professional Safety, June 2002)

Safety Culture is a Reflection of People's Perceptions about Reality

Perception gets in the way of “reality”

- *A camera man for CNN was at the scene of some very intensive forest fires where a number of homes were threatened. The camera man was attempting to get permission to charter a private plane from the local airport in order to obtain first-run pictures of the action as it was happening.*

His request approved, the CNN News photographer quickly used a cell phone to call the local airport to charter a flight. He was told a twin-engine plane would be waiting for him at the airport. Arriving at the airfield, he spotted a plane warming up outside a hanger.

He jumped in with his bag, slammed the door shut, and shouted, 'Let's go'. The pilot taxied out, swung the plane into the wind and took off. Once in the air, the photographer instructed the pilot, 'Fly over the valley and make low passes so I can take pictures of the fires on the hillsides.'

- *'Why?' asked the pilot. 'Because I'm a photographer for CNN', he responded, 'and I need to get some close up shots.' The pilot was strangely silent for a moment, finally he stammered, 'So, what you're telling me, is . . . You're NOT my flight instructor?'*

Factors that Directly Influence and Shape Culture

- Management Attitudes Regarding Safety and Personal Involvement in Workplace Safety
- Management sets the tone
- The Environment & Relationships
- Recent Severe Injuries, Incidents, or other events
- Long-term Perspectives about Safety (Founder Effect)

How to Change/Improve an Existing Safety Culture...

Let's Talk about Employee Motivation

- What are the two primary motivators for employees to work safely???
- If you want to get different results... change the fundamental motivation.

If you want Different Results... Do Something Different

- Transition from a culture of blame to one of accomplishment
- Focus on the positives
- Move from Fault-Finding to Fact-Finding
- Create a fully Engaging Culture
- YOUR ROLE IS A CHANGE AGENT! (Petersen)

How is Safety Culture Usually Evaluated?

- Safety Surveys
- Safety Cultural Interviews
- Behavioral and Situational Observation
- Each of these evaluates a slightly different manifestation of safety culture (perception, beliefs, and actions)

Using a Perception Survey

- Allows for Anonymous Involvement of Employees
- Automatically Becomes Empirical
- Not Difficult to Administer
- Typical Participation can be as High as 90%
- According to the Petersen Study (2001) is the indicator that is directly linked with outcome performance



A survey can accomplish...

- Gains trust of employees
- Quantified Culture Evaluation Allows an Organization to:
 1. Determine Gaps in Perception Between Management and Employees
 2. Establish A Baseline to Measure the Results of Safety Initiatives Against
 3. Demonstrates Concern for Employees
 4. Can Benchmark with Other Organizations
 5. Provides information on a number of Demographics
 6. Offers an opportunity for 100% employee involvement
 7. Gives management the opportunity to prove the value of safety

Zero Index – Colin Duncan Reference

“the first words out of every leader’s mouth will need to reinforce the message that safety is not a ‘priority’ – it is a core value. Priorities change based on shifting business exigencies, values do not...Keep in mind that everyone in the organization is evaluating the depth of your commitment based on their interpretation of the message. Be specific, be unambiguous, and integrate your safety message into every communication”.

What To Look For in Results?

- Internal comparisons
- External comparisons
- Strengths or weaknesses in SMS
- Gaps in perceptions based on:
 - Employee Tenure
 - Job Classification/Employee Grade
 - Locations

Sharing and Communication

- Communicate Results to all organizational levels
- Allow employees to respond to the results
- Create a concise report to share company-wide
- Develop action items or a strategic plan with realistic goals
- Align any plans with your organization's vision



CARESSURVEYTM

CULTURAL ASSESSMENT REGARDING EMPLOYEE SAFETY

What have we found with regards to Safety Culture from our CARES Survey™?

<u>CATEGORY</u>	<u>2014 CARES Survey™ Data Base Average</u>
Control Questions	4.66
Safety Training and Safety Fluency	4.47
Employee Engagement in Safety	4.42
Safety Systems/Policies and Procedures	4.37
Management Ownership of Safety	4.27
Workplace Systems	4.25
Performance Management	4.24
Communication Questions	4.21
Safety vs. Production	4.18
Employee Empowerment	4.16
Safety Department Functionality	4.15
General Cultural Questions	4.13
Risk Identification and Control	4.10
Supervisor Ownership & Involvement in Safety	4.08
Reporting and Investigation	3.95
Overall Average	4.24

What are we seeing with companies that have taken more than one CARES Survey™?

- When conducted in Conjunction with BBS or other Safety Culture Improvement Initiatives...
 - 1) The Safety Culture Score Improves from 10% - 15%
 - 2) Injuries Decline 35% - 65%
 - 3) Production and Profitability is not Impacted during Behavioral Observations



CARES SURVEY™
CULTURAL ASSESSMENT REGARDING EMPLOYEE SAFETY

Other Trends/Commonalities

- Business Acquisitions
- Management Support for Safety Appears to have Paramount Importance
- Organizations with the strongest Safety Cultures tend to:
 1. Sets expectations (Safety Training and Policies/Procedures)
 2. Have a high level of pride for their work
 3. Have willingly employees who want to be engaged

Why Conduct Interviews?

- To Gain Additional Knowledge About the Safety Culture
- To Obtain Specific Information
- To Validate the Results of Specific Initiatives
- To Provide Relevant Location Information



Why Observe Behaviors?

- To Validate the Results from Surveys and Interviews
- To Obtain the “*REST-OF-THE-STORY*”
- To Accumulate Any Other Relevant Information
- Provides an opportunity to understand the Consequence of specific actions

Is Safety Culture the Same Thing as Behavior?

- No, but the interrelatedness is undeniable
- The culture of the workplace obviously drives the organization's behavior and influences the individual employee's behavior
- Research shows that behavior also influences culture....



What are some indicators of a Strong Safety Culture?

- Management that Consistently Sets the Example
- Making safety personal (Zero Index reference)
- An Organization that is Willing to Ask and Answer Hard Questions
- An Empowered Workforce that is Able to Make Meaningful Contributions to the Safety Process

Strong Cultural Characteristics Continued...

- High-Functioning Safety Committees
- Well Written Safety Mission and Values Statements
- A Professional Safety Department
- Not “JUST” Starting Organizational Meetings with Safety (mentioned throughout as appropriate)

Strong Cultural Characteristics Continued...

- A Process of Self Auditing, Risk Assessment, or Formalized Hazard Identification
- Presence of a Plan for Mergers, Acquisitions, and Sale of Business Units

Weak Cultural Characteristics

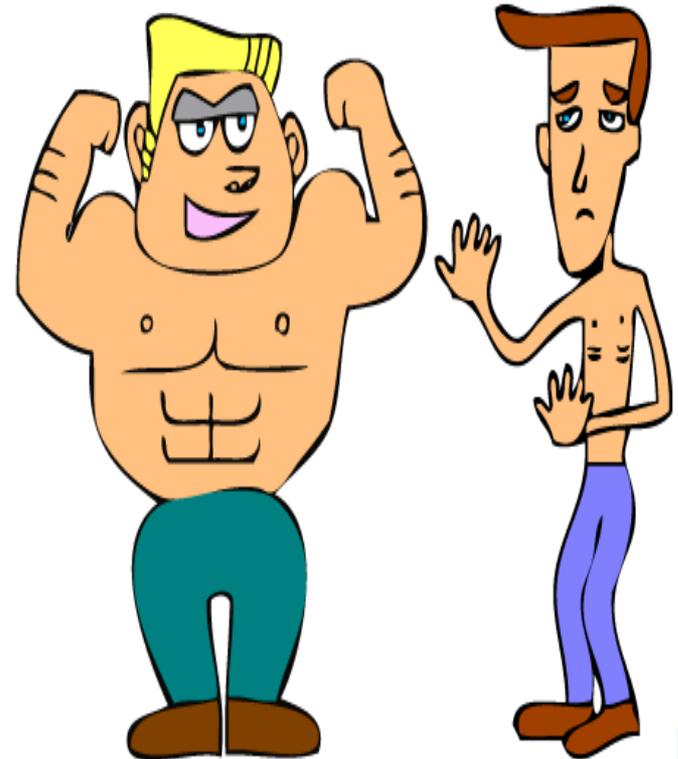
- Using only lagging indicators to measure performance:
 - These measure failure rates
 - They manage safety by looking at what has happened not what will happen
 - May encourage injury hiding
 - Recordability or Severity is influenced by many factors AFTER the event

Weak Characteristics (cont'd)...

- Poor Incentive Programs
- A vigilant focus on the outcomes not the process
- Too much safety training
- Accident Investigations that result in causal factors like “wasn’t paying attention, needs to be more careful”

Weak Characteristics (cont'd)...

- Use of Punishment in Accountability Standards
 - Punishment does not reinforce anything
 - Punishment becomes part of a repeating cycle
 - Has the use of punishment ever inspired anyone?

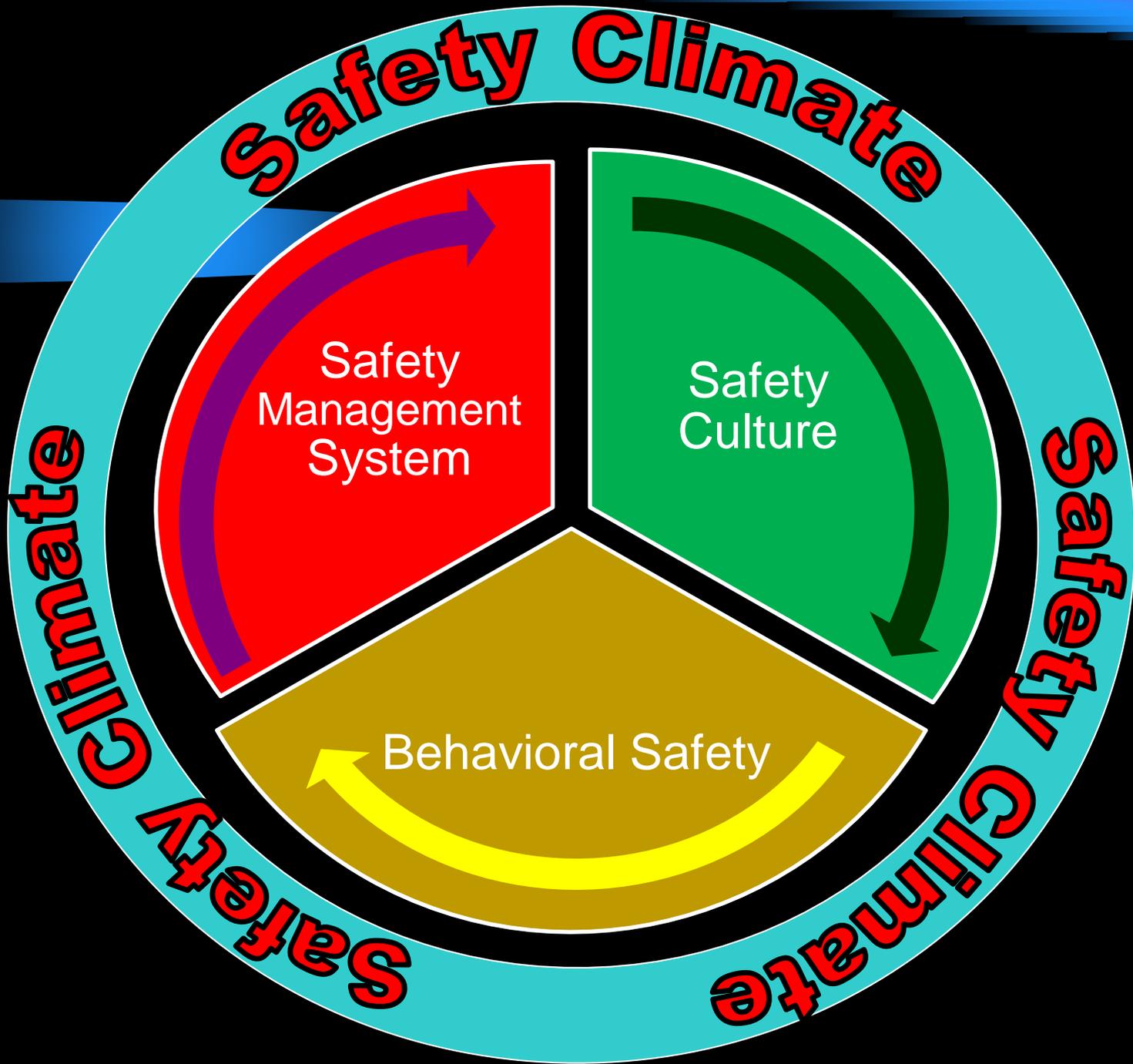


Accountability vs. Punishment

- Punishment can become an organizational value
- Punishment is needed under certain circumstances... however, it will only generate malicious compliance (at best)
- Balance is KEY!

WHAT ABOUT CULTURE VERSUS CLIMATE?

- Safety Climate and Safety Culture are often used as one in the same concept... but there are significant differences
- Culture is the underlying belief system that drives innate actions. Culture is generally a company concept (but not always)
- Climate is a specific measure in time that describes how things are at a location or other sub-unit level.



Knowing YOUR Organization's Safety Culture

- Culture influences everything that an organization undertakes as an initiative
- Culture is the most important Leading Indicator and an Upstream Metric with predictive value
- Culture can Change Given Directed Efforts
- Organizational Behavior influences culture and vice-versa

What Occurs when the Safety Culture is Strengthened?

- Morale Improves
- Productivity goes up
- Employee Engagement Improves Dramatically
- Safety Results are Greatly Enhanced
- A System of Continuous Improvement is Established



The Pinnacle of Workplace Safety!

- Senior leadership provides a concrete vision of ethical safety
- Continuous improvement is measured using leading indicators
- Employees take personal ownership for their own safety and the safety of their co-workers
- All elements of the Safety Management System (SMS) are fully integrated

For Further Information...

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<http://ohsonline.com/Blogs/The-OHS-Wire/2013/12/Making-a-Change-by-Means-of-Effective-Communication.aspx>

