


Collaborative Bachelor's Degree Program of Fire Protection and Safety
Engineering Technology between Southwest Jiaotong University and
Oklahoma State University, U.S.A.



FPST 3013
Safety Management

Safety and Health Management – Part 3

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**HOW DOES A COMPANY GET A
SAFETY CULTURE?**

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**All companies have a safety
culture**



- Is it what they want?
- Watch Video:
 - Creating a Safety Culture

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Basic Requirements



- Acceptance of safety role by company leaders
 - CEO's speech
- Safety culture among workers
- Shared responsibility
- Safety as a way to recruit
 - Feelings of security and wellness

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How do I get a Safety Culture?

- Understand their individual role for safety in the organization
- Accept the responsibility willingly
- Hold safety as a value
- Make each employee feel responsible for safety
- Be willing to go "above and beyond the call of duty"
- Demonstrate caring for others

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The Steps Towards ~~Improvement~~ ~~Change~~



- Effective Safety Leadership Traits
 - Top-down actions by management
 - Set the example
 - Adequate and realistic training
- Auditing performance
 - Plan, Do, Check, Act
- Investing in safer equipment
- Frequent sharing and communication



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Cultural Improvement



- Demonstrate commitment to the safety process
- Chart the course – Create the Vision
- Define roles and responsibilities
 - All levels of management
 - All employees
- Hold individuals accountable for their responsibilities
- Create climate that actively fosters employee engagement
 - Encourage employee participation at all levels.

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Cultural Improvement



- To improve a Safety Culture
 - Principles, Values, and Beliefs
 - Accept Safety as a Value
 - Develop a workplace where everyone feels responsible for safety and pursues it on a daily basis in every aspect of the business.

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Supporting a Safety Culture



- Managers must work on
 - Earning workers' trust by practicing what they preach
 - Acting in favor of safety when there is a choice
 - tool chain guard example
 - Involving employees in the process
- Management's other roles
 - Leadership
 - Annual evaluation including safety
 - Clear statements about injuries
 - Funding
 - Fix the system or process

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Supporting a Safety Culture cont.

- Management should provide positive employee setting
 - Well-designed and clean
 - Clear communication
 - Encouragement for employee feedback
 - Expression of positive values
 - Sense of moral and ethical concern
 - Measurements

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Supporting a Safety Culture cont.

- Focus less on blaming employees
- Focus more on safety planning
 - Risk Assessment
 - Prevention
 - Engineering
- Outside Resources
 - Government's Role – OSHA
 - Workers' Compensation
 - National Safety Council
 - Consensus standards

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Supporting a Safety Culture

- Employees must:
 - Hold safety as a value
 - Accept responsible for their own safety as well as the safety of their co-workers
 - Bottom-up individual line worker
 - Set the example
 - Peer pressure
 - Faith in company's commitment
 - Barrier is fighting stereotypes

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TRANSFORM SAFETY CULTURE

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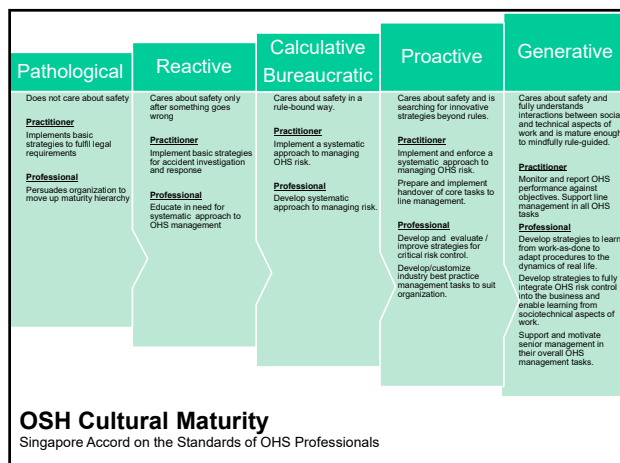
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"If you don't know where you want to go, then it doesn't matter which path you take."

Lewis Carroll, Alice in Wonderland

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Transforming Safety Culture



- Change focus from short-term incident numbers to long-term system change
 - Majority of time it's a process problem, not a people problem
- Team development of incident prevention strategies and encourage ideas from users
 - Engage and empower employees
- Safety in design
 - Easier to build it in than to bolt it on
- Training in safe use

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Influencing Attitudes



- Understanding where the risks exist
- Understanding what needs to be improved
- Involving workers in developing solutions and plans for avoiding risks
- Consistently improving and reinforcing safe work practices

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Developing a VISION for Safety



- Focused solely on Regulatory Compliance, or above and beyond compliance?
 - Industry Standards (ISO, WSO, VPP)
 - World Class Safety
 - Best Industry Practices
 - Hazard Prevention
- Begin with the End in Mind
 - What do we want our Safety Culture to look like?
 - What do you want to be?

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Barriers to a Safety Culture



- **Inconsistency**
 - Blow smoke for safety in safety meetings and policy statements
 - Production takes priority in the heat of the moment
- **Obsolete Rules and Procedures**
 - Regulatory focused
 - Impossible to keep up with
 - Ensure that you all agree on what you say you are going to do
- **Us vs. Them thinking**
 - Unresolved conflicts
 - Past history
 - Blame the employee mentality
- **Leadership Deficiency**
 - Leaders don't follow rules
 - Encourage risk taking for the sake of production
 - Ineffective
 - Rick and Dave
 - Sometimes it's easier to change people then to change people

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Accountability



- Accountability is a personal choice to rise above one's circumstances and demonstrate ownership necessary for achieving desired results.

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Improving Safety Accountability




- Each member of leadership should have SMART Goals for Safety
 - Avoid "zero" accidents or focus on Incident Rates
 - Specific activities that can be accomplished
- Identify optional activities that managers and supervisors can accomplish to go "above and beyond"
- Develop a measurement system to track accountabilities
- Periodically review individual performance
 - Annually
 - Semi-annually
 - Quarterly
 - Monthly


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Writing SMART Goals




- Start with an Action Word
- Specify a single key result that is to be accomplished
- Specify a target date
- Specify what and when
 - Avoid why and how

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SMART or NOT SMART?



- Develop and implement a program to train and license fork truck drivers
- Improve safety performance next month
- Conduct weekly inspections and ensure hazards are corrected within 24 hours
- Our Goal is ZERO recordable accidents
- Reduce Recordable accidents by 5%
- Complete weekly tool-box talks with 100% attendance.
- Investigate all incidents

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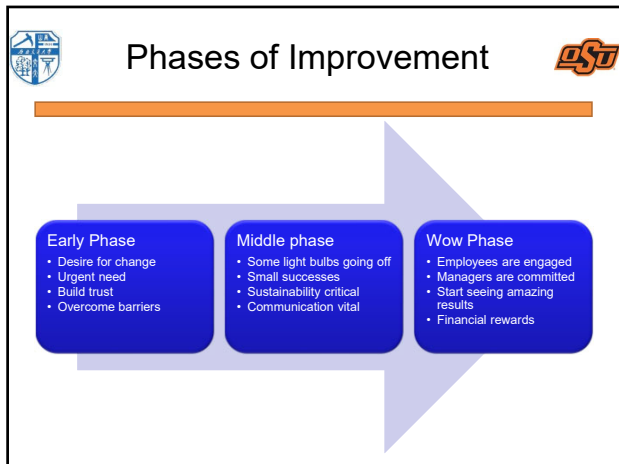


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Principles & Values	People are our most important resource. Our company's principal responsibility is the safety and health of our employees. Every Employee is entitled to a safe workplace. No job is so important it can't be done in a safe manner. If its not safe, we will not do it.		
Vision/Mission	We will operate our facilities in a responsible manner that is consistent with regulatory requirements and industry best practices. We will constantly strive to improve our operations and practices to protect our people, our property and the world around us.		
Objectives	Reduce Incidents by 15% each year – ultimately striving for zero injuries	Reduce our direct costs of accidents by 25%	
SMART Goals	Complete 100% of OSHA required training for all 360 employees by the end of the 2018	Conduct 52 weekly toolbox talks in individual production crews. Each crew member will be responsible for leading one safety discussion this year.	Conduct Daily Housekeeping inspections at the beginning and end of each shift and correct any hazards noted before continuing work.
Strategies (Mgmt Systems)	Training Policies Funding Training Matrix Learning Objectives	Policy Time and Scheduling Labor Relations	Policy and Procedure Production Planning Maintenance Systems
Tactics	✓ Develop Materials ✓ Train trainers ✓ Conduct Training ✓ Track in LMS	✓ Develop Topics ✓ Train Trainers ✓ Document forms ✓ Tracking	✓ Schedule Audits ✓ Train Auditors ✓ Develop Checklists ✓ Track Corrective Actions

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The Hawthorn Studies

- 1924 - Professor Elton Mayo, conducted a study at the Hawthorne Works of the Western Electric Company.
- Varied the lighting levels in the factory
 - One group light was increased
 - One group light was decreased

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Hawthorne and Safety



Pre-Judgements	Findings	Safety Culture
Job Performance depends on the individual employee	The group is the key factor	Being involved in activities and provide input to leadership
Fatigue is main factor affecting output	Perceived meaning and importance of work determined output	Daily leadership through specific activities, employee ownership of safety is key.
Management sets production standards	Workplace culture sets its own production standards	Top management shows employees visible commitment to safety and is the driving force.

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How do we engage employees in Safety?



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Employee Engagement in Safety



- Must be meaningful
- Must be part of an overall leadership strategy
- Solicit leader's support
- Ongoing evaluation and continuous improvement

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Employee Engagement in Safety

- Activities must drive success to reach safety goals
 - Does activity control or eliminate hazards?
 - Does activity teach employees to recognize hazards?
 - Does activity empower employees to take action?
 - Does activity help shape Safety Culture in organization?

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Benefits of Employee Engagement in Safety

- Early Identification of Hazards
 - They have closest contact with hazards
- Identification of Training Needs
 - Better allocation of training dollars
- Identification of Safe Operating Procedures
- Identification of Best Practices
- Reduce hazards/risk = reduce incidents
- Increase in Employee Morale
 - Employees feel empowered

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Ways to Get Employees Involved

- Toolbox/Talks
- Peer reviews
- Safety Suggestions
- Safety Procedure Development & Review
- Perception Surveys
- Job Hazards Analysis
- Incident Investigation teams
- Self-Inspections
- Behavior Observations
- Who can do all the above besides the Safety Professional?
 - Safety committees!!!

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Safety Committees



- Regular Meetings
- Discuss Issues
- Comprised of members of staff, employees, safety, etc. (recommend no management)
- Sometimes mandated by Union Rules
- Can be general or specific
 - Safety Steering Committee
 - Lock/Out Tagout Committee

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Building a Safety Committee



- Tips For An Effective Safety and Health Committee
 - Larry Z. Sherman, CSP, CPCU, ALCM
 - Sherman Safety Management
 - <http://www.shermansafety.com/tips.html>

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Tips For An Effective Safety and Health Committee



- Establish a Strong Management Commitment
- Establish a Clear Purpose and Set Goals
- Focus on Significant Hazards and Loss Sources
- Choose Members Who Are Interested in Safety
- Make Attendance Mandatory
- Require Active Participation by Each Member
- Encourage Input From All Employees
- Have an Agenda and Follow it
- Hold Meeting At The Same Time On The Same Day
- Take Actions On Committee Recommendations
- Assign Action Items And Require Follow-up
- Prohibit Non-safety Related Items
- Take Good Minutes And Keep Good Records
- Train Members In Safety And Health Issues
- Give Members Time For Their Duties And Responsibilities
- Have a Competent Safety Professional as a Resource

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Safety Committees



Advantages

- Open Communication
- Forum for Concerns
- Education & Training
- Brainstorming Ideas
- Problem Solving
- Synergy

Disadvantages

- Gripe Session
- Groupthink
- Inter Org Politics
- Can grow stale
- Membership
- Attendance
- No Action

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Job Hazard Analyses



Advantages

- Encourages safe work practices
- Empowers employees
- Facilitates communication
- Provides training
- Feedback
- Problem solving
- Continuous improvement

Disadvantages

- Without training, can be done incorrectly
- Paperwork burden for updating
- Parallel/conflicting Analysis
- Lack of action
- Lack of long term solutions
- Too often, PPE is the solution

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Job Hazards Analysis



- Strategies for Success
- Management Commitment
- Train employees on JHA process
- Set Up Document control system for review, updates
- Ensure follow-up on Corrective actions
- Start small, gain momentum with success
- Communicate Results

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Toolbox Talks



- Very Informal
- 3-10 min. gathering of a work crew at the beginning of a shift
- Specific topic, usually the task of the day
- Review procedures, SDS, JHA etc.
- Led by 1st line supervisor or crew leader
- Could be assigned a different crew member each time
- Advantages and disadvantages

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Tool Box Talks



- Strategies for Success
- Relevant Information
- Have a different person lead the talk each day
- Encourage open communication
- Provide Follow-up on issues
- Stay focused
- Keep it short.

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Audit/Inspection Teams



- Assist in Mandatory physical Inspections of the workplace
- Using checklists
- Provides informal training on requirements and standards
- Empowers employees to know what rules are
- Take Action

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Incident Investigation Teams



- Be part of a team to determine root causes
- Utilizes employees expertise of job
- Problem solving/continuous improvement
- Employees know the ins/outs of tasks
- Can provide valuable inputs
- Formal and Informal communication

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Safety Suggestions



- Employees contribute
- Early hazard detection = prevention
- Feedback required
- Follow-up necessary

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Perception Surveys



- Employees opinions can be heard
- Anonymously – get a truer picture
- Focus on true issue
- Find out what's important to employees

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Sustaining Engagement



- Pitfall to the process
 - Avoid the "Flavor of the Month" safety program
 - Make the improvements, don't talk about them
 - Thoughts without action are just dreams
 - Celebrate at the end, not the beginning

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Watch Video: The X Model of Employee Engagement

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Barriers and Challenges



- | | |
|---|---|
| • Lack of Trust | • Blame and accusations |
| • Climate of Fear | • Leaders who won't let go |
| • Amount of time/effort involved | • Failure to define roles of participants |
| • Uncertainty of change | • Processes not designed to support change |
| • Not involving key stakeholders | • Too little or too much structure |
| • Not involving unions | • No transition plan |
| • Lack of Management Commitment | • Failure to communicate |
| • Lack of responsibility | • Program instead of process |
| • Not allowing enough time for change results | • Overwhelming tasks |
| • Resistance from stakeholders | • Inadequate training |
| • Inadequate training | • Org history of poor employee engagement or lack of action |
| • Failure to educate | |

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**INDIVIDUAL DIFFERENCES
AFFECT EMPLOYEE
ENGAGEMENT**
