BUILDING A LASTING SAFETY CULTURE

Justin Thygerson Ph.D., CSP
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.
The Characteristics of a Successful Safety Culture

Safety is held as a value by all employees

Each employee feels a sense of responsibility for the safety of their co-workers as well as themselves

Each employee actively cares
Safety Triangle

Environment
Equipment, Tools, Machines, Housekeeping, Heat/Cold, Engineering

Person
Knowledge, Skills, Abilities, Intelligence, Motives, Attitude, Personality

Behavior
Putting on PPE, Lifting properly, Following procedures, Locking out power, Cleaning up a spill, Sweeping floor, Coaching co-workers
Actively Caring and the Safety Triangle

**Environment**
- Making sure needed equipment is available.
- Posting warning signs, housekeeping, cleaning other's work area.

**Person**
- Sharing skills and knowledge with each other.
- Listening, helping in a crisis, recognizing team member contributions.

**Behavior**
- Observing co-workers, giving feedback, modeling behavior.

Often neglected in traditional safety approaches. Little or no feedback on or encouragement of safe behavior.
Measuring At-Risk Behaviors

Behavior Based Safety

1. Application of science of behavior change to real world problems
2. Focuses on
   1. What people do AND
   2. Why they do it
Identifying At Risk Behaviors
SAFETY CULTURE MATURITY MATRIX

PATHOLOGICAL CULTURE
Safety is not important and we don’t bother with it
Management doesn’t know and doesn’t care

REACTIVE CULTURE
Responding when we have incidents or inspections is important
Management knows, but doesn’t always care

COMPLIANCE CULTURE
Complying is important and we have systems in place to manage hazards
Management cares, but doesn’t always know

PROACTIVE CULTURE
Continual improvement is important and everyone is involved
Management cares and knows how to improve

MATURE CULTURE
Safety is our top priority, is embedded in our culture and we know it is good for business
Management knows, cares and measures
Strategies for A Stronger Safety Culture

- Accountability
- Engagement
- Recognition
- Motivation
- Appreciation
- Credibility
• Setting goals and making them visible shows confidence on the part of management. Most importantly, it shows confidence that their employees will take safety seriously enough that they have minimal injuries.
Realistic Goals

- Make sure safety goals are realistic and achievable
- Do not create your safety goals in a vacuum
- Make the goals measureable
- Keep trying
- Start at the Top
- Review injuries sustained over the last year
How Goals Help......

• Achieving goals puts them in the position of feeling a sense of accomplishment. It's not easy finding measurable goals that involve everyone.

• It lets everyone know that you are paying attention, and that injuries and accidents will be noticed.

• It also opens the door to more discussion regarding incidents and how they could have been prevented. Having consequences can be a positive motivator to doing the right thing, the first step to taking personal responsibility for being safe.
# WCF – Safety Success Scorecard

## WCF Safety Success Balanced Scorecard - Data Page

<table>
<thead>
<tr>
<th>Metric</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Annualized</th>
<th>Last Year</th>
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<td>Total Employee Hours Worked</td>
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<td>200</td>
<td>200</td>
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<td>1</td>
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<td>1</td>
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<td>1</td>
<td>0</td>
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<td>5</td>
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<td>4</td>
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<td>Safety Work Orders</td>
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<td># Safety Work Orders Completed in 10 Days</td>
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<td>4</td>
<td>3</td>
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<td>6</td>
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<td>6</td>
<td></td>
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<td>53</td>
<td>120</td>
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</table>
WCF – Safety Success Scorecard

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current Year</th>
<th>Last Year</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSHA Recordable Incident Rate</td>
<td>0.3%</td>
<td>0.4%</td>
<td>🟪</td>
</tr>
<tr>
<td>Lost Workday Incident Rate</td>
<td>2.3%</td>
<td>1.6%</td>
<td>🟧</td>
</tr>
<tr>
<td>% of New Employees Receiving Safety Training w/ 30 Days of Hire</td>
<td>70.0%</td>
<td>70.0%</td>
<td>🟪</td>
</tr>
<tr>
<td>% of Safety Committee Mts. Held on Schedule w/Documentation</td>
<td>95.8%</td>
<td>80.0%</td>
<td>🟦</td>
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<tr>
<td>% of Scheduled Safety Training Held as Planned w/Documentation</td>
<td>90.4%</td>
<td>75.0%</td>
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</tr>
<tr>
<td>% of Planned Hazard Inspections Completed</td>
<td>70.8%</td>
<td>75.0%</td>
<td>🟧</td>
</tr>
<tr>
<td>% of Safety Work Orders Completed w/ 10 Days</td>
<td>71.6%</td>
<td>80.0%</td>
<td>🟧</td>
</tr>
</tbody>
</table>

Legend:
- 🟪 = Improving
- 🟦 = Unchanged
- 🟧 = Declining
An “engaged employee” is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization’s interests.
Employee Involvement

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

- Dr. Scott Geller
Signs of A Disengaged Workforce

- Employees don’t report minor injuries or hazards
- Low participation in safety committee meetings and other safety related meetings
- Lack of respect for the safety program, feeling that management is not serious about it.
- Employees regularly break the safety rules if they think they won’t get caught.
- Safety professionals are viewed as “cops”
- Safety performance doesn’t improve despite adequate OSHA compliance, leadership, commitment, and training.
Internal justification for Disengagement

- Nobody asks me for my opinion
- This safety policy makes my job harder
- Management is just waiting to catch me violating safety rules
- I’ve been saying we need to make this change for years; its finally changing because of an accident.
- Management violates the safety rules but wants us to follow them.
- I reported a safety concern two months ago; nobody did anything about it.
- Management only cares about productivity, they want us to work faster even if it is unsafe.
- I have been working this way for 30 years and have never been hurt, I don’t see the importance of safety
• Discuss proposed workplace changes with affected employees before implementation.
• Let employees sample PPE, hand tools, etc. before making a change.
• Solicit employee ideas when developing JHA’s, risk assessments, and solutions to hazards.
• Encourage participation in safety meetings and emergency response teams.
• Encourage employee suggestions and give recognition (formal & informal).
• Invite employees to participate in incident investigation, workplace safety inspection, and behavior based safety
• Hold regular shift huddle meetings to discuss safety, encourage employee comments.
• Hold informal discussions with employees about safety
Recognition

- Make it personal
- Make it Immediate
- Make it Frequent
- Make it Social
- Make it Earned
Motivation

Rules, Discipline, and Training

Direct, but do not Motivate behavior
Consequences Motivate Behavior!

Immediate  Certain  Positive
ABC Model of Behavior Change

Antecedent (Cues or signals to do something)

Behavior (What we can see someone do)

Consequence (events that follow behaviors)

“We are what we repeatedly do. Excellence then, is not an act, but a habit.”

-Aristotle
Antecedent
15%

Training
Procedures
Manuals
Instructions

Behavior

Consequence
85%

Recognition
Rewards
Punishment
+/- Reinforcement
Consequences

Positive Reinforcement

A consequence that increases the probability that the behavior that comes before it will occur more often in the future. It is the only consequence that maximizes performance.

Negative Reinforcement

Consequences that people work hard to avoid. Only produces a level of performance necessary to escape or avoid punishment.
What are positive reinforcements?

<table>
<thead>
<tr>
<th><strong>Natural Reinforcers</strong></th>
<th>• Those that occur directly as a result of the behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Token Reinforcers</strong></td>
<td>• Points or tokens that are awarded for performing certain actions. These tokens can be exchanged for something of value.</td>
</tr>
<tr>
<td><strong>Social Reinforcers</strong></td>
<td>• Involves expressing approval of a behavior, such as saying, “thank-you” or “good work” or “I am glad I have you working here”</td>
</tr>
</tbody>
</table>
| **Tangible Reinforcers** | • Involves presenting actual, physical rewards such as candy, treats, toys, money, and other desired objects.  
• Can be powerfully motivating, and should be used sparingly and with caution |
Recognition and enjoyment of the good qualities of someone or something

Synonyms: valuing, respect, admiration, regard, esteem, high opinion
Everything management does in regard to safety is a kind of proof statement. Inconsistencies will be noticed. General organizational attitude is typically a direct reflection of the attitude that workers perceive management has toward safety. Setting goals but never following up
Where to begin.....

- Meet the basics
- Respond to safety hazards as well as safety suggestions
- Publicize safety goals and keep them visible
- Actions align with what is said
A Safety Culture Assessment

- 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
I feel that my workspace and the company in general is a safe place to work.

Mean Score: E 7.61, M/S 8.74, % Difference 14%

Comments:
I feel we tend to slack on safety sometimes.
I do not know if it is safe.
My store in general, everything is very safe.
Provide opportunities for supervisors and managers to offer information about unsafe conditions.

• Setting up a safety committee
• Suggestion box
• Employee observation checklists
Key Points of Safety Culture

Creating a Safety Culture Requires

• Safety is held as a value by all employees. A value is a belief that does not change with the situation.
• Each employee feels a sense of responsibility for the safety of their co-workers as well as themselves.
• Actively caring
Thank You!

jthygerson@wcf.com