The Culture of Safety

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Some starting questions?

Do you have a dedicated occupational health and safety department?

Do you have defined safety officers in your labs?

Who is responsible for your safety in the lab?
Risk

Risk is inherent in everything we do.

Risk never goes away.

How do we get employees to make decisions and behave in ways to reduce risk.
Objectives

1. Understand the basics of human behavior.
2. Understand the concepts of a traditional safety programs.
3. Understand the concepts of a behavior based safety programs.
4. Understand how to create and maintain a positive safety culture.
Behavior

Behavior is an observable act.
Behavior is not a personality, attitude or intelligence, although these may affect behavior.
What Influences Behaviors

Employee Ability
• Knowledge
• Skill

Corporate Culture
• Training
• Procedures
• Rules
• Enforcement

Employee Attitude
• Personal beliefs
• Feelings
• Habits
What Motivates People

People are motivated by many forces which combine to dictate behavior.

Internal Forces:
- Values
- Beliefs
- Fears
- Self interest
- Worthy causes

External Forces:
- Danger
- Environment
- Chance of promotion
- Pressures from
  - senior employees
  - peers
  - family
Motivations to Take Risks

What motivates employees to take risks?
• Saves time
• Convenience
• Comfort
• Laziness
• Workplace challenges
• Insufficient training
• Negative consequences unlikely
Unsafe Behavior is Rewarded

Unsafe behaviors don’t always result in accidents or injuries

Eventually this catches up with us

- near misses
- injuries
- exposures
- illnesses
Motivating Behaviors

Rules, discipline and training direct but do not motivate employee behavior.

**Consequences motivate behavior**

Behaviors must be observed and consequences must be delivered:

- Soon
- Certain
- Positive
Traditional Safety Approach

- Emphasis on rules, regulations and policies
  - Rules outline what is acceptable
- Top-down approach
- Disciplinary action for non-compliance
- Emphasis on fixing problems
- Measures success by number or accidents
- Focus on negative consequences
- Reinforces that safety is punitive
Traditional Safety Program

Emphasis on Failures
- Injuries
- Accidents
- Incidents
- Non-compliance

Unsafe Conditions
- 80% - 85% of all workplace incidents are the result of unsafe acts.
- 15%-20% of workplace incidents are a result of unsafe conditions.
“Do As I Say...”
Behavior Based Safety Program

• Communication about safety is abundant and consistent!
• Break down of silos within department and the organization
  • team building and employee involvement
• All employees participate in the safety program.
• Employees develop habits and behaviors that don’t put them at increased risk.
• Creates a culture where employees work safely because they want to and because their co-workers want them to.
• Creates a continuous desire where all employees work to achieve a higher level of safety.
Proactive or Reactive?

- Proactive: Scheduled, Preventative, Strategic, Predictable, Responsible
- Reactive: Random, Reactive, Fluid, Managed, Expensive, Risky
Policies and Procedure is a Behavior Based System

SOP’s ensure consistency of behavior, which increase the likelihood of consistent and predictable outcomes.
Elements of Behavior Based Safety Program

Communication
- from the bottom up, from the top down and in between
- safety goals communicated to all staff

A proactive approach
- facilitated by Occupational Health and Safety personnel and implemented by lab staff.
Elements of Behavior Based Program

Emphasis on employee behaviors and achievements
• Incentive programs
• Employee observations
• Performance reviews

Emphasis on employee participation
• Safety Committees
• Incident investigation
• Job safety analysis
• Employee feedback
Performance Reviews

• **Exceptional Performance**
  Employee has demonstrated strong leadership in monitoring and effecting departmental compliance with safety requirements; has been active in identifying potential hazards and contributing suggestions to mitigate or eliminate them; and routinely participates in safety programs, events and initiatives.

• **Meets Expectations**
  Employee understands and adheres to all safety requirements, and is attentive to potential hazards in their work environment.

• **Needs Improvement**
  Employee demonstrates inconsistency in adherence to safety policies, or unfamiliarity with requirements.

• **Unsatisfactory**
  Employee shows disregard for safety practices and cannot demonstrate familiarity with requirements.
Incentive Programs

Give positive reinforcement for desired behaviors
• Thank you
• Recognition in any form
• Small incentive awards

Include Safety as an indicator in performance reviews.

Include Safety indicators a corporate strategic goals.
Brainstorm....

What are some ideas for good incentive programs to promote or encourage employee health and safety....
Employee Involvement

Safety Steering Committee
• Allows top managers to provide input into safety policy decisions and direction of safety initiative

Safety Committee
• Employee committee to express concerns
• Forum to introduce new safety initiatives
• Recognize safe behaviors

Hazard Assessments and Job Safety Analysis
• Employee and managers should conduct them
Employee Involvement

Subcommittees
- Chemical hygiene
- Biosafety
- Employee safety subcommittee
- Radiation safety
- Fire and life safety
- Disaster preparedness

Evening and night shift safety liaisons/safety officers

Safety Town Hall meetings
Elements of Behavior Based Program

Emphasis injury prevention

• All injuries should be followed up on
  • Non punitive
  • Departmental level and corporate level investigations
• Root cause analysis of employee injuries, illnesses or exposures
  **Have employees assist in this process
• Encourage over reporting of injuries
• Emphasize reporting of near misses
• Balanced Score Card as a means of communicating safety success to all employees.
Balanced Score Card

Is a measure of safety performance
- Tool to measure lagging and leading indicator
- Behavior based safety programs focus more on leading indicators of safety program success

Great communication tool to leadership and change makers as to how the safety program is going.
## Balanced Score Card Group Activity

**Laboratory Safety Balanced Scorecard**

### CORPORATE GOALS:
- No Claims Greater Than $10,000.00
- No OSHA Citations or Fines
- No Adverse Accreditation Findings
- No Catastrophic Losses
- No Work Related Fatalities

### Scorecard Categories

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**Note:** monthly OSHA IR is based on average 160 hrs / month
Why are most of our efforts directed at finding employee fault?
Why are most of our efforts directed toward unsafe conditions?
Why do most companies avoid behavior based safety programs?
Defining Culture

A group of people, who share a common vision and have similar attitudes and behaviors.
We have plans and guidelines but no programs which focus on the blending of cultures within an organization to achieve a “ONE SAFE” culture.
What do we mean by “Safety Culture?”

“The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of an organization’s health and safety management systems” *
Positive Safety Culture Goals

Overall feelings from employees that:

- I work in a safe environment
- My company makes safety a top priority
- My company and co-workers actively care about my safety
- I think and behave safely because it is important to me, my co-workers and my company
- I am constantly looking out for the safety of myself as well as the safety of my co-workers, even if I don’t know them
- I feel comfortable pointing out an unsafe condition or process.

I belong to a Culture of Safety!
Creating and Maintaining a Positive Safety Culture

Employee safety is a core value, not a priority, for the company.

- There is no job so important that it should be done unsafely.
Creating and Maintaining a Positive Safety Culture

Lead By Example

Need genuine concern from all position levels that safety of employees is a top concern.

What you do speaks so loud that I cannot hear what you say.

- RALPH WALDO EMERSON
Creating and Maintaining a Positive Safety Culture

Accountability

- Employee and Manager
  **is created by employee involvement**

- OEH&S Department
  - Establishment of goals
    - Buy in from leadership
  - Clear communication of goals
    - Regular updates on goal completion
  - Regular reporting to work-force and leadership.
    - Balanced score card approach
    - Justification of why changes are being implemented
Role of the Safety Officer?

1. Increase dependence on you or increase capacity within other?
2. Do safety **for** and **to** other or **with** and **by** them?
3. Serve them or help them?
4. Implement or facilitate?
Creating and Maintaining a Positive Safety Culture

Make safety “visible” everyday for every employee

- Lab walk through
- Monthly and annual safety audits
- Email blasts about “hot” safety topics
- Articles in quarterly newsletters
- Committees and town halls
- Safety as an agenda items for departmental meetings
- Quality reporting
- Annual performance reviews
Creating and Maintaining a Positive Safety Culture

Safety culture assessment
- Done periodically
- Helps keep a pulse on how employees are perceiving safety in the workplace
Creating and Maintaining a Positive Safety Culture

Provide tools so employees will be successful

- Make PPE and tools to perform jobs safely available
- Make access to supervisors, managers, safety representatives and OEH&S staff readily available
  - safety website
  - anonymous suggestion box

Clearly communicate and post expectations.
Creating and Maintaining a Positive Safety Culture

Safety Training

• Provide employees with knowledge to make safe decisions in the workplace.
  Scenario based trainings

• Provided immediately upon initial employment and reinforced annually.
  Corporate and departmental level

• Demonstrates company commitment to safety in the workplace and defines expectations.
Creating and Maintaining a Positive Safety Culture

Goes beyond the emphasis on workplace safety.

Safety culture overlaps with employee overall wellness.

- Wellness
- Employee Assistance Program
- Nutrition Counseling
- Corporate Sponsored Family Events
- Disaster Preparedness
Challenges to Creating and Maintaining a Positive Safety Culture
Perception Challenges

“Staying safe doesn’t feel like an accomplishment.” Scott Geller

Safety is only about following the rules.

Safety is what will get me in trouble at work.

Safety makes everything more complicated than it needs to be.

Safety goes overboard. The risk is small and it is being treated as a huge risk.

Safety is pointless, you just need to use common sense.
The OSHA Cowboy

- Hard Hat With Wide Brim & Ear Protectors
- Padded Back Seat & Head Restraint
- Back Up Lights
- Tail Lights & Directional Lights
- Shoulder Harness
- Automatic Air-Filled Chest Protector
- Maps, If You Get Lost & Check List Before Riding
- Blue Tail Fly Repellent
- Seat Belt
- Self Starter (Accessory)
- Knee Pads (Just In Case) & Quilted Pants
- E.P.A. Emissions Control System
- Non-Skid Spark Supressors
- Dual Cinch
- 4 Wheels to keep horse upright in case he slips - endangering the rider
- Steel toed stirrups
- Safety net all around
- Prescription safety goggles to insure horses good vision
- Grab Rail
- Safety switches & "HOT LINE" to insurance company
- 180° Rear view mirror
- Head lights
- Bird-cage mask & safety goggles
- Automatic High-volume "WHOA"
- Safety rope when other systems fail
Demographics Challenges

Age
Gender
Culture
Internal Employee Challenges

- Fatigue
- Rushing
- Frustration
- Complacency
- Outside stresses
- Habits
Geographic Challenges

Development of subcultures

• some places can feel they don’t matter as much a main/central facility.
• do not get the same “attention” from the Safety Department as other areas.
Biggest Challenge

75% of corporate change initiatives fail to meet their objectives

Managers and supervisors make up 83% of the bottleneck.

Source: The Economist Intelligence Unit Survey
You are only as safe as the most tolerated unsafety behavior...