Culture: Safety As A Core Value

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Developing a Safety Culture

• What is a safety culture?
• What happens when cultures fail?
• Differences between safety culture and safety climate
• Elements of a safety culture
• How to create a safety culture
• Management responsibilities
• Describe the important role that culture plays in the minute by minute decisions our workers make.
• Assess how we can affect culture on our projects and in the overall corporation
Culture – Webster’s Definition

The set of shared attitudes, values, goals, and practices that characterizes a company or corporation
Definition of Safety Culture

- The Advisory Committee on the Safety of Nuclear Installations (ACSNI) define safety culture as: the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and proficiency of, an organization's health and safety management.

- In short - the way we do things around here which impact on our Health & Safety performance.

It has also been described as "how an organization behaves when no one is watching".
Figure 1 Elements of a Safety Culture

- Reporting culture
- Flexible culture
- Learning culture
- Informed culture
- Just culture
- Safety-related behaviour
- Risk perception
- Attitudes to safety
Safety Culture

• Why is Culture Important?

• Culture influences the way we feel, act, think and make decisions!
Safety Culture

• “Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety and the efficacy of preventive measures”  

ACSNI
Cultural Failures and Aftermath

- Chernobyl
- Challenger & Columbia
- the 1987 Kings Cross underground station fire
- Any other examples?
Outlining the Safety Culture Progression

Beliefs
- Experience & Education
- “I believe safety is important”

Values
- Beliefs that you work on
- “Safety is one of our values”

Core Values
- Value that is habit/instinctual
- “Safety is what we do; it is integrated into every facet of our operations”
Safety Culture

• Elements of a Safety Culture

• Organizational Commitment & Alignment to Safety
• Formal Safety System
• Operational Discipline
• Informal Safety System
Safety Culture

- Organizational Commitment & Alignment to Safety
  - Refers to the degree to which and organizations upper management emphasizes safety in decision making and allocates resources to achieve the safety vision and goals
  - An organizational commitment and alignment to safety can be reflected by three major components:
    - Safety Values
    - Safety Fundamentals
    - Industry Leadership
Safety Culture

• Formal Safety System

• Refers to the process for reporting and addressing both occupational and process safety hazards

• These systems include:
  • Reporting systems
  • Feedback and response
  • Safety personnel
Safety Culture

• Operational Discipline

  • Refers to the degree to which those directly involved in the supervision of employees’ safety behavior are actually committed to safety and reinforce the safety values espoused by upper management

  • These personnel include
    • Supervisors and forepersons
    • Maintenance supervision
    • Safety trainers
Safety Culture

• Informal Safety Systems

  • Refers to the unwritten rules pertaining to safety behavior including rewards and punishments for safe and unsafe actions.

  • These systems include
    • Leading by example
    • Personal accountability/Employee professionalism
    • Verbal expectations
Safety Culture

Culture vs. Climate ??
Culture vs. Climate

- **Culture**
  - Values
  - Beliefs
  - Myths
  - Traditions
  - Norms

- **Climate**
  - Atmosphere
  - Environment
  - Conditions
  - Surroundings
<table>
<thead>
<tr>
<th>Culture vs. Climate</th>
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<tbody>
<tr>
<td>Every company has an existing culture (good or bad)</td>
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<td>Core values determine culture</td>
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<tr>
<td>Culture is the foundation of structural elements that manage day to day operations</td>
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<tr>
<td>These elements are the major influence of climate</td>
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<td>Culture is typically established over many years.</td>
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<td>Climate can be created or changed in a very short period of time and can produce results rapidly.</td>
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<tr>
<td>Climate can be influenced by internal and/or external factors</td>
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<td>A strong culture should be able to adapt to external forces and overcome unacceptable internal issues</td>
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<td>Climate is not a replacement of culture</td>
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Cyclical Development of a Safety Culture
Where are you on the Ladder?
“Safety is how we do our business – it’s who we are”

“We work on the problems that we still find”

“We have systems in place to manage all hazards”

“Safety is important – we do a lot every time we have an accident”

“Who cares as long as we don’t caught”

• A restless passion for continuous improvement
• Safety seen as a profit center
• Striving for new ideas and innovation

• Resources available to fix things before an event
• Management is open-minded, but still strongly focused on process
• Workforce ownership of process

• We’ve got a process
• Lots and lots of statistics
• Leaders and safety teams chasing statistics

• Safety is high on the agenda after an incident
• Obsessive focus on the classification of incidents
• Why don’t they do as told?

• The lawyers said it was OK
• Of course we have incidents – it’s a dangerous business
• Yep, did my safety observations
• Punish the person who had the accident

Reference: International Association of Oil & Gas Producers (www.ogp.org.uk)
How do we change culture?

• Change beliefs...
• ...To Values...
• ...To Core Values
How do we change culture?

• Change leadership beliefs
• Education: Cost, moral, business loss, ethics, legal, community pressure, news media, etc.
• Experience: Taking advantage of critical events, lessons learned, industry catastrophe, etc.
How do we change culture?

• To Values (Beliefs that they will work on)
  • Leadership and management alignment
    • Commitment workshops, deep internal dive around personal beliefs
  • Clear expectations
  • By procedure
  • Operational discipline
  • Audit, Audit
How do we change culture?

• To Core Values (Values that are completely internalized)
• Uncompromising leadership
• Rewarding behaviors that reflect values
• Environment to invite innovation - Trust and respect
Leadership is Essential

- How does safety become a value?
  - Consistent demonstrated by leadership
- Senior managers should instill “safety is a value” to all employees and design a SAFETY VISION
- Sell the Vision
- Assign Responsibility and Accountability
- Celebrate Success learn from Failure
Safety Culture
Good or Bad?
Your Safety Culture

• Is your leadership aligned?
• Are your safety values in writing and widely publicized?
• Do management and field behaviors reflect leadership's value for safety?
• Are your safety systems rigorously practiced?
• Is there an environment of continuous improvement?
Where Do You Fit?
Currently Available Case Studies:

- Collision of Two Washington, D.C. Metropolitan Area Transit Authority Metrorail Trains
- US Airways Flight 1549: Forced Landing On the Hudson
- Partial Collapse of the Willow Island Cooling Tower
- Upper Big Branch Mine Explosion - 29 Lives Lost