2015 ABC WORKFORCE CONFERENCE

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.

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Figure 1 Elements of a Safety Culture

Safety Culture

- Why is Culture Important?

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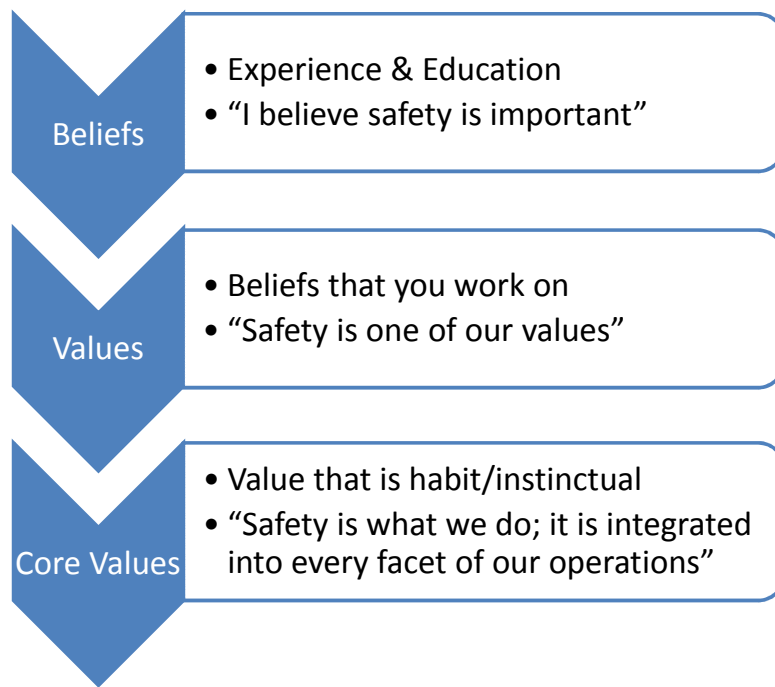
Safety Culture

- "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
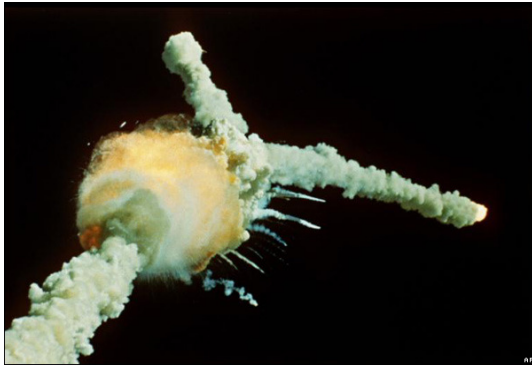
- Chernobyl
- Challenger & Columbia
- the 1987 Kings Cross underground station fire
- Any other examples?

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**
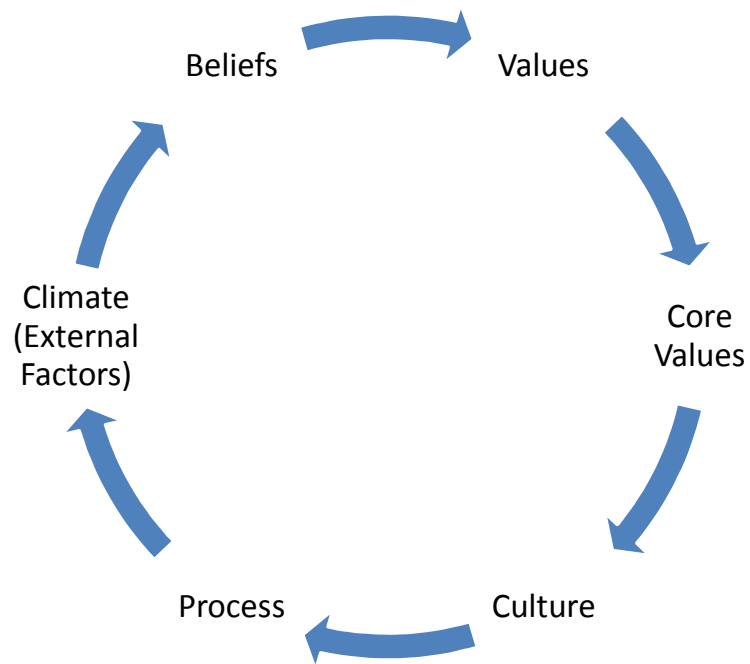 - Atmosphere
  - Environment
  - Conditions
  - Surroundings

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Culture vs. Climate

- Every company has an existing culture (good or bad)
- Core values determine culture
- Culture is the foundation of structural elements that manage day to day operations
- These elements are the major influence of climate
- Culture is typically established over many years.

- Climate can be created or changed in a very short period of time and can produce results rapidly.
- Climate can be influenced by internal and/or external factors
- A strong culture should be able to adapt to external forces and overcome unacceptable internal issues
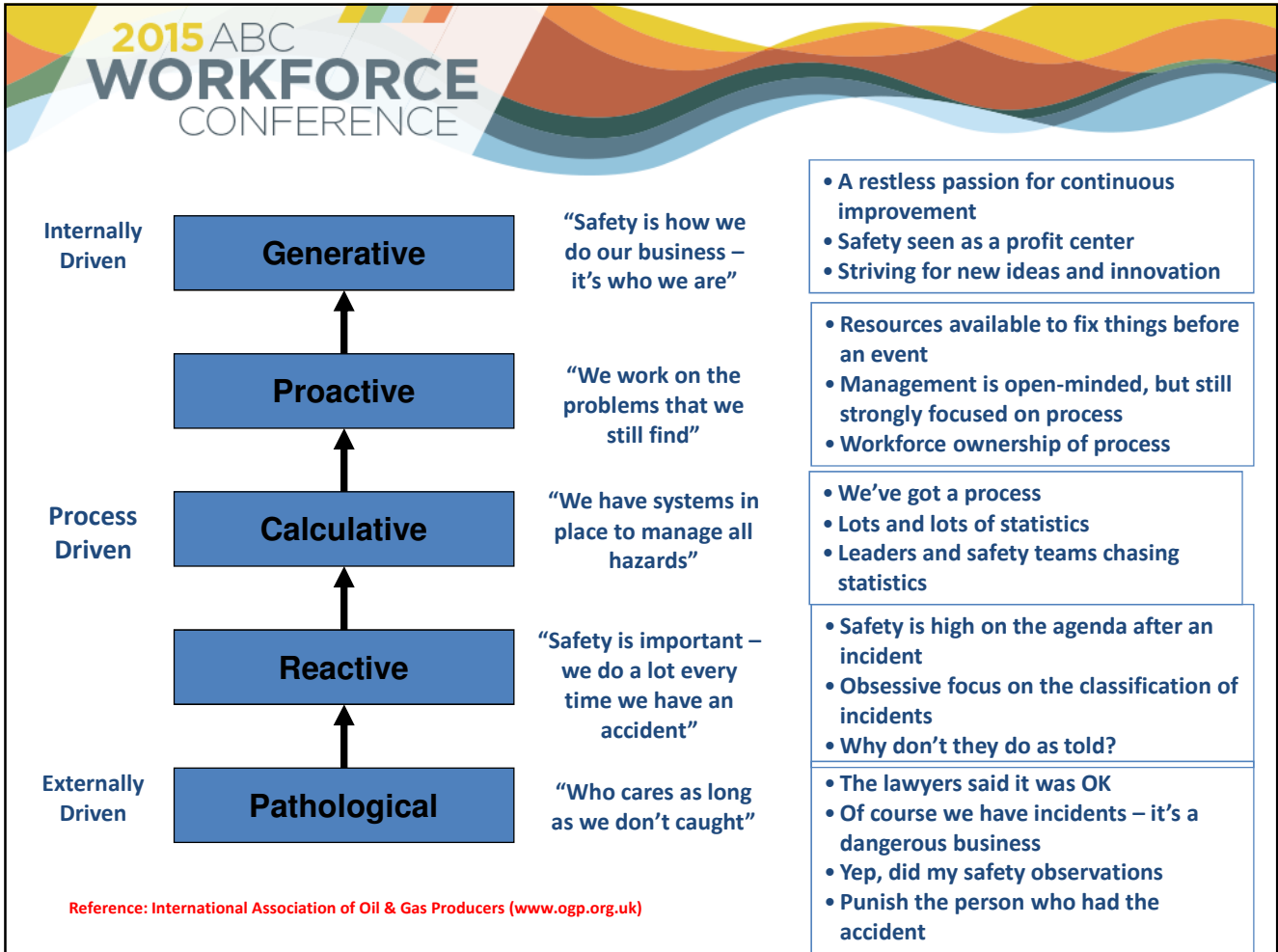- Climate is not a replacement of culture

Cyclical Development of a Safety Culture

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Where are you on the Ladder?

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Internally Driven	**Generative**	"Safety is how we do our business – it's who we are"	• A restless passion for continuous improvement • Safety seen as a profit center • Striving for new ideas and innovation
	Proactive	"We work on the problems that we still find"	• Resources available to fix things before an event • Management is open-minded, but still strongly focused on process • Workforce ownership of process
Process Driven	**Calculative**	"We have systems in place to manage all hazards"	• We've got a process • Lots and lots of statistics • Leaders and safety teams chasing statistics
	Reactive	"Safety is important – we do a lot every time we have an accident"	• Safety is high on the agenda after an incident • Obsessive focus on the classification of incidents • Why don't they do as told?
Externally Driven	**Pathological**	"Who cares as long as we don't caught"	• 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

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Safety Culture
Good or Bad?

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Your Safety Culture

- Is your leadership aligned?
- Are your safety values in writing and widely publicized?
- Do management and field behaviors reflect leaderships 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](#)