

**Improving Your Safety Culture**

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### General Information

- \* Emergency exits
- \* Cell Phones - Pagers
- \* Restroom facilities
- \* 1.0-hour session
- \* Workshop Handouts < Slides

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### General Information

- \* Speaker:
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  - \* Oregon OSHA
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  - \* [mark.e.hurliman@oregon.gov](mailto:mark.e.hurliman@oregon.gov)
- \* Attendees:
  - \* Sr. Management?
  - \* Supervision?
  - \* Employee?
  - \* Safety Committee?
  - \* Consultant/Trainer?
  - \* Regulator?
  - \* Other?

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### Class Overview

- \* Culture
- \* SHMS
- \* How to Change (or Improve)

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### Purpose

- \* Help you better understand how culture affects safety
  - \* So you can help keep yourself and co-workers safer
- \* Take what you can use, toss what you can't
- \* If you can get one thing you can take back with you, this class will have been successful

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### Safety Culture

- \* What is your workplace culture?
- \* Good?
- \* Bad?
- \* Describing your workplace culture is like a **“fish describing water,”** he is in it and oblivious to its presence.

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## Where did it come from?

- \* The term “safety culture” was first used in INSAG’s (1988) ‘Summary Report on the Post-Accident Review Meeting on the Chernobyl Accident’
- \* Safety Culture was described as: **“That assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance.”**
- \* Concept introduced to explain how the **lack of knowledge and understanding of risk and safety** by the **employees and the organization** contributed to the disaster.

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## “Safety Culture”

- \* A term used to describe the way in which safety is conducted in the workplace, and often reflects **“the attitudes, beliefs, perceptions and values that employees share in relation to safety”** (Cox and Cox, 1991).

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## Safety Culture

- \* The safety culture is simply **“the way we typically do safety and health around here”**.
- \* This relates to a full range of safety critical behaviors including
  - \* the wearing of PPE (or not),
  - \* employees watching out for each other
  - \* the quality (or lack) of delivery of a tool box talk, training session or safety meeting
  - \* the seriousness with which safety is discussed at a high level meetings and crew safety meetings.

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## Fukushima Daiichi vs Fukushima Daini

- \* Similar challenges after tsunami, different results
  - \* 7 miles apart, F. Daini **safely** shut down 4 reactors
- \* Fukushima Daini senior **leadership had built very strong relationships with not only staff, but with vendors and contractors** he relied on for support, so that when they asked for assistance or provided direction under stressful conditions, staff and vendors responded well and with urgency.

Lessons Learned from Fukushima Daiichi  
Jim Scarola, Executive Director, Nuclear Energy Institute  
Chairman, Fukushima Response Steering Committee

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## One Takeaway...

- \* **“You never want to find yourself in an emergency having to pass out business cards to introduce yourself to those whose help you need”**
- \* **The best time to build trust... is long before an event occurs.”**

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## Focus on Improving Technology is Not Enough!

- \* We must recognize the need for a defined set of behaviors for how we do the work (**safety culture**)
- \* This stems from the attitude that we must learn lessons today to make operations safer tomorrow (**continuous improvement mindset**)
- \* In order to get all the people pulling together, our culture must allow it.

Lessons Learned from Fukushima Daiichi  
Jim Scarola, Executive Director, Nuclear Energy Institute  
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### Beware of Culture Clash

- \* When the culture does not support the concepts being introduced.
- \* i.e. Workers encouraged to speak up and point out when activities or direction is not conducive to safe outcomes.
- \* In some cultures, this could be viewed as disrespectful or even insubordinate behavior.

### Sub-Cultures within the Culture

- \* **Impact the Culture**
  - \* Can build it up or tear it down
  - \* Normalized Deviation
- \* Tacit (implied) Approval
- \* "Minor" Infractions
- \* Production Value / Safety Priority
- \* Safety Value / Production Priority

### Safety & Health Management System (SHMS)

- A system of managing systems
- Intended to explain the arrangement or working of a whole
- Within the system
  - 3 Components
  - 7 Subcomponents

### Three Components of a SHMS

- **Operational** (*Find/Fix, Field/Facility*)
- **Managerial** (*Programs/Policies/Procedures*)
- **Cultural** (*How We Do the Work*)
  - All three components are interrelated and *together* they transform safety and health into an organizational safety and health management system
  - Every OSHA mandate program contains operational, managerial and cultural elements
  - A safety and health system is much broader than all the mandated programs combined.

### Components of an Organizational Safety and Health System

- **Operational Component**
  - Hazard Anticipation & Detection
  - Hazard Prevention & Control
- **Managerial Component**
  - Planning & Evaluation
  - Administration & Supervision
  - Safety & Health Training
- **Cultural Component**
  - Management Leadership
  - Employee Participation

### Operational Component (finding and fixing)

- \* Deals primarily with where and how we do the work.
- \* Concerned with how effective the workplace is in identifying, preventing, and controlling hazards

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### Managerial Component (managing the work)

- \* Concerned with traditional management functions such as
  - \* Planning
  - Coordinating
  - \* Directing
  - Controlling
  - \* Staffing
  - Staff Development
  - \* Communicating
  - Organizing
  - \* Motivating

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### Cultural Component (how we do the work)

- \* **Management Leadership** is needed to initiate change toward an improved safety and health culture
- \* **Employee participation** is necessary to nurture and grow that culture

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### Cultural (Continued)

- \* You know a sound safety and health cultural component exists when everyone believes they have a
  - \* Right to safety and health
  - \* Responsibility for their own safety and health
  - \* Duty to protect co-workers

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### Cultural (Continued)

- \* There are non-safety cues that indicate the existence of a positive safety culture
  - \* Profit sharing
  - \* Continuing Education
  - \* Child care
  - \* Wellness programs
  - \* High Performance, Self-Directed work teams




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### Fairness: Create a Reporting Culture

- \* When the workforce understands the benefits of near-miss reporting and feels unthreatened to do so, many more injuries can be avoided.
- \* This is more than dictating that accident and near miss reporting is important.
- \* It requires a measured and honest approach to evaluating existing practices and adjusting them such that reporting becomes “how we do things here.”

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### Transform Your Culture

- \* **About Giving and Getting Responsibility**
  - \* Empower
  - \* Trust
  - \* Appreciate
  - \* Follow-up 
- \* **Focus on looking out for each other**
  - \*  Unsafe
  - \* Always Communicate All-Ways 

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### Transformational Leaders Influence Culture:

- \* Understand and model safety as a value
- \* **Not dependent on the ‘boss’ to place a high priority on safety**
- \* Value the well-being of self and subordinates
- \* **Understands and pays attention to systems that reduce or eliminate exposure to hazards**
- \* **Understands, supports, and maintains a positive culture**
- \* Leads by example

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### Four Dimensions of Transformational Leadership

- \* **Influencing** – Builds a sense of mission and commitment to the vision, gaining respect and trust, increases optimism and instills pride
- \* **Inspiring** – Sets high standards, enables focused effort, models new standards, communicates a vision, translating it into language that resonates with individuals at all levels
- \* **Engaging** – Helps others commit to the desired direction, has the ability to coach, mentor, provide feedback and personal attention to link the individual’s needs to the organization’s mission
- \* **Challenging** – Provides subordinates with a flow of challenging new ideas aimed at rethinking old ways of doing things: discovers and challenges dysfunctional paradigms, promotes rationality and careful problem solving

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Transactional Versus Transformational Leadership: An Analysis of the MLQ. (Hartog, VanMuijen, Koopman) Journal of Occupational and Organizational Psychology, 1997



### Employees Influence Culture

- **Employees are your most valuable asset**
- **Management must provide the direction and resources** 
- Since Employees are the most likely to get injured at work, their involvement is critical 
- **Cooperation and consideration goes a long way to set the right atmosphere for employee involvement** 
- Workplace culture is “the way WE do things here”

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## Methods for Involving Employees

- \* Safety Committees 
- \* Safety Sub-Committees
- \* Program Owners 
- \* Evaluate/update/train
- \* Safety Captains 
- \* Safety Champions
- \* Quick Hit Teams
- \* Kaizen Events 
- \* Safety Raids
- \* Pre-Task Meetings 
- \* Wellness Committees
- \* 5S or 5SSQ 

- \* Program Evaluation 
- \* Planning/goal setting
- \* Routine Analysis 
- \* Self Inspections
- \* Pre-Use Analysis / MOC
- \* Chemical Hazard Analysis
- \* Accident/Incident Investigation 
- \* Trend Analysis
- \* Training 
- \* Plan, Deliver, Critique, Improve

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## Involve Employees to Move Your Culture:

From To

Management Driven	Employee Driven
Boss Responsible	ALL Responsible
Powerless	Empowered
Waiting for Orders	Taking Action
Reactive	Proactive
Blame Placing	Problem Solving
Doing Things Right	Doing the Right Thing

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## To Improve Your Culture

### Build Communication and Trust

- Share the Knowledge
- Share the Vision
- Share the Enthusiasm
- Do what you say you'll Do



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## Moments of Truth

- \* How supervisors communicate about safety
- \* How supervisors approach opportunities;
- \* What supervisors focus on, ignore, or choose to emphasize;
- \* What supervisors do, and what they delegate.
- \* Tells the employee what is really important

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## Improving Your Culture

### Provide Training and Education

**Learning and training should be the norm**

**Knowledge = Confidence**  
If you know the rule you have the confidence to enforce the rule

**Culture is what takes over when there is no rule**

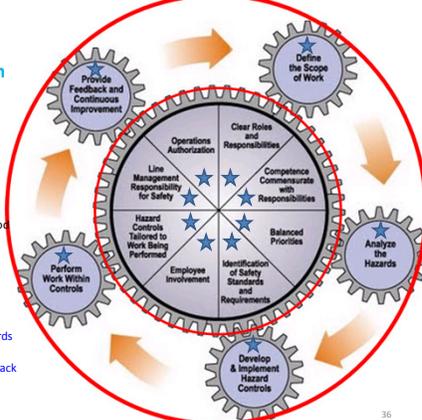


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## What a positive Safety Culture looks like in action

**The System is :**  
Management Led  
Employee Driven  
We each understand our roles  
Authorized to do the work  
Competent to do the job  
Priorities are balanced  
Rules/requirements understood  
Hazards Controlled  
... Self Sustaining

**Together, We:**  
Understand the work  
Evaluate the Hazards  
Control or eliminate the hazards  
Work within the controls  
Provide each other with feedback  
... Continuously improve



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What are some things YOU have seen that helped improve your safety culture?

**Audience Participation Time!**

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**THANK YOU**

for attending

**Improving Your Safety Culture**

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