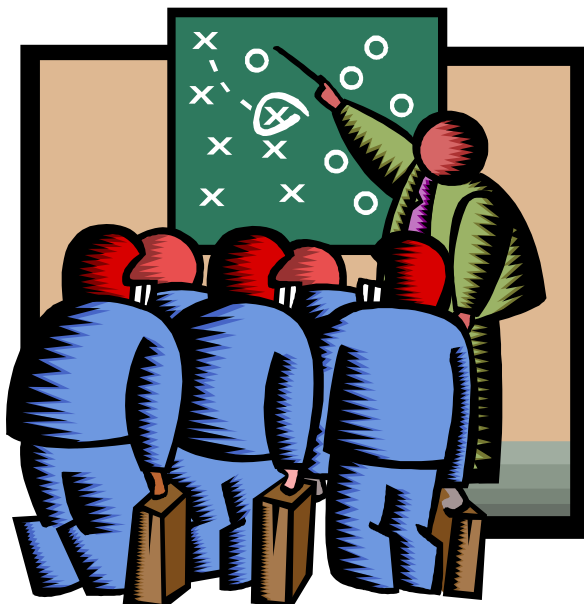


Evaluating Your Safety Culture

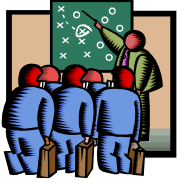
“A company is always perfectly designed to produce what it is producing.”

Vic Dingus, Eastman Kodak



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Evaluating Your Safety Culture

Purpose: This exercise will help us understand the cultural attributes that strengthen or weaken a safety and health program.

Instructions: As we discuss each of the cultural elements and their related attributes below, circle the number on each of the rating scales to evaluate your organization's safety culture. Total your scores to determine if your organization's culture tends to be coercive, controlling, or caring.

Leadership - Motivation

Why does your employer (owner/CEO/administrator) do safety?

[-----1-----2-----3-----4-----5-----6-----7-----]
 To comply/Be legal To save money/Be profitable To save lives/Be moral

Why might fulfilling the moral imperative above be the most effective business strategy?

What is your supervisor's approach in getting things done?

[-----1-----2-----3-----4-----5-----6-----7-----]
 Do it my way! We do it our way Let's do it your way

Why might some supervisors be reluctant to let you do it your way?

[-----1-----2-----3-----4-----5-----6-----7-----]
 To be served/selfish To serve others/selfless

What's the difference between selfish and selfless ambition?

What is your supervisor’s approach to safety?

[-----1-----2-----3-----4-----5-----6-----7-----]
Hands-off Encourages safety Insists on safety

Why might it be dangerous to “encourage” safety?

What’s is being measured - identified, analyzed, corrected?

[-----1-----2-----3-----4-----5-----6-----7-----]
Nothing Lost-time injuries All injuries All Incidents All hazards Systems

What’s the message to employees when only production criteria are measured and indexed on a performance appraisal?

What’s management’s response when an accident occurs?

[-----1-----2-----3-----4-----5-----6-----7-----]
Investigation to fix the Blame Analysis to fix the hazard Analysis to fix the system

Why is a “fix the system, not the blame” approach more effective?

How important is safety?

[-----1-----2-----3-----4-----5-----6-----7-----]
Safety is not a priority Safety is a priority Safety is a core value

Value vs. Priority: What’s the difference?

How do employees get involved?

[-----1-----2-----3-----4-----5-----6-----7-----]
 Comply + Report injuries + Report hazards + Suggest + Join

Why is employee involvement so important?

What is the nature of the consequences?

[-----1-----2-----3-----4-----5-----6-----7-----]
 Extinction Punishment Discipline Recognition/Reward

* Extinction is the withholding of positive consequences.

True or false: Every culture is a culture of consequences. Why or why not?

What's being evaluated?

[-----1-----2-----3-----4-----5-----6-----7-----]
 Nothing Results Behaviors/Process

[-----1-----2-----3-----4-----5-----6-----7-----]
 Uncontrolled factors Controlled factors

What happens when we're measured on criteria over which we have no control?

Behaviors - Outcomes

How is commitment demonstrated?

[-----1-----2-----3-----4-----5-----6-----7-----]
None Moral support Some Time/Money Serious Time/Money

How does management demonstrate commitment?

Who gets the credit?

[-----1-----2-----3-----4-----5-----6-----7-----]
Leader takes credit Leader gives credit

How is management “dependent” on labor for success?

Who does safety?

[-----1-----2-----3-----4-----5-----6-----7-----]
Safety Director Safety Committee Supervisors Everyone

Is safety a human resources issue, or a production issue? Why?

Who owns the system?

[-----1-----2-----3-----4-----5-----6-----7-----]
Management Employees Everyone

How does ownership affect a system?

What is the relationship between management and labor?

[-----1-----2-----3-----4-----5-----6-----7-----]
 No trust Low trust/Adversarial High trust/Cooperative

The “Prime Directive” for safety people is to increase trust. Why is this so important?

What do employees say about managers?

[-----1-----2-----3-----4-----5-----6-----7-----]
 They’re terrible! They’re incompetent They’re competent They’re great!

* What might be the causes any/all of these responses? Are they always justified?

What is the nature of worker stress?

[-----1-----2-----3-----4-----5-----6-----7-----]
 Fear Anxiety In control

* How do we decrease fear in the workplace?

How do workers generally interact with each other?

[-----1-----2-----3-----4-----5-----6-----7-----]
 Physical violence Arguing Disrespect Cold/Distant Warm/friendly/humor

* Is this a safety issue or a health issue? Or, is it both? Why?

Total score _____ Circle the cultural approach below that applies.



Evaluating Your Safety Culture

GOAL: Help identify areas of strengths and weaknesses in an organization's safety culture.

PROCEDURE: As the instructor briefly discusses each of the elements and attributes of an effective safety culture, participants indicate their perceptions by rating the organization, immediate supervisor, or management group for each of the elements on the scales provided.

PRESENTATION IDEAS: Briefly summarize each of the elements for participants. To engage the class, develop and ask searching questions like:

Why is important for safety cultures to exhibit attributes, behaviors, activities, at the high end of each rating scale?

What are the benefits to the organization?

What may be the reasons the organization may not be rated high for an element?

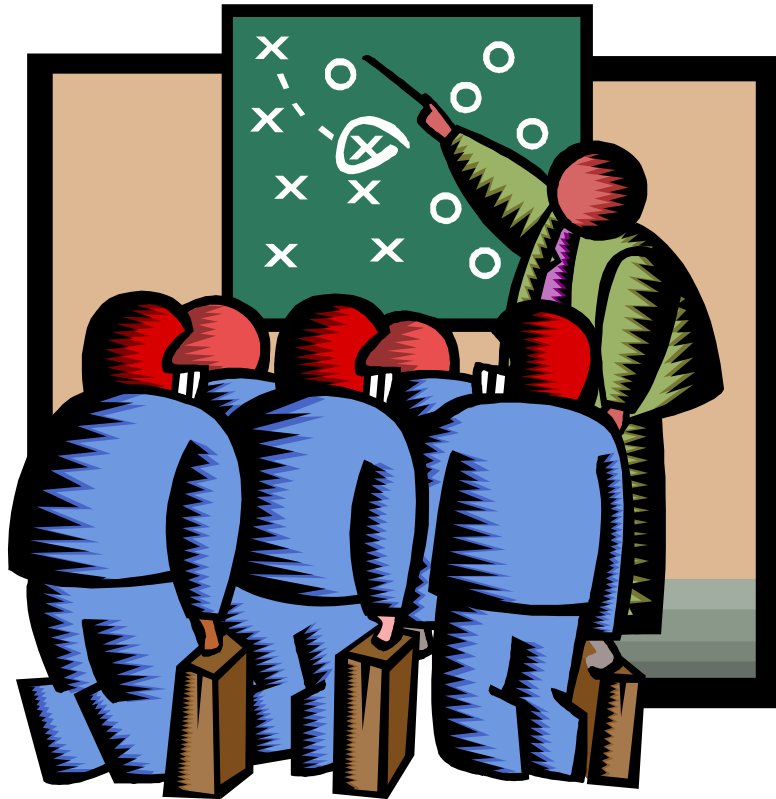
What does a "7" look like for this element?

How do we increase the rating to get closer to a "7"?

In larger classes, divide the class into groups and ask each group to "design" ways to improve the safety culture for one of the elements.

COMMENTS: This exercise can generate a lot of discussion. It also serves as an example of a survey design that might be used by the safety committee to determine perceptions about any safety subject being analyzed and evaluated.

Evaluate your safety leadership culture



Leadership - Motivation

Why does your employer do safety?

- To comply/Be legal
- To save money/Fiscal
- To save lives/Moral

Why employers do safety

The Legal Imperative

Fulfill obligation to government to comply with the law.

Goals:

- Stay out of trouble
- Reduce penalties
- Achieve compliance



The Fiscal Imperative

Fulfill obligation to stakeholders to operate business in a fiscally prudent manner - at a profit.



Goals:

- Save money?
- Reactive - Maximize short-term profits by reducing cost.
- Proactive - Maximize long-term profits by investing in prevention.

The Moral Imperative

Fulfill obligation to be socially responsible as a corporate citizen.



Goals:

- Keep employees safe because it's the right thing to do.
- Keep our valued employees safe each day ?

What is your immediate supervisor's leadership style?

- My way
- Our way
- Your way



- Be served
- Serve



- Hands-off
- Encourages safety
- Insists on safety

What's measured identified, analyzed, corrected?

- Nothing
- Lost-time injuries
- All injuries
- Incidents
- All hazards
- Systems



Why are accidents investigated?

- Fix the Blame
- Fix the hazard
- Fix the system



How important is safety?

- Safety not a priority
- Safety is a priority
- Safety is a core value



How do employees get involved?

- Comply +
- Report injuries +
- Report hazards +
- Suggest +
- Join +
- Cooperate



What's being evaluated?

- Nothing
- Results
- Behaviors/Process
- Uncontrolled factors
- Controlled factors



Accountability - Consequences

When do consequences occur?

- None
- Delayed
- Soon
- Immediate



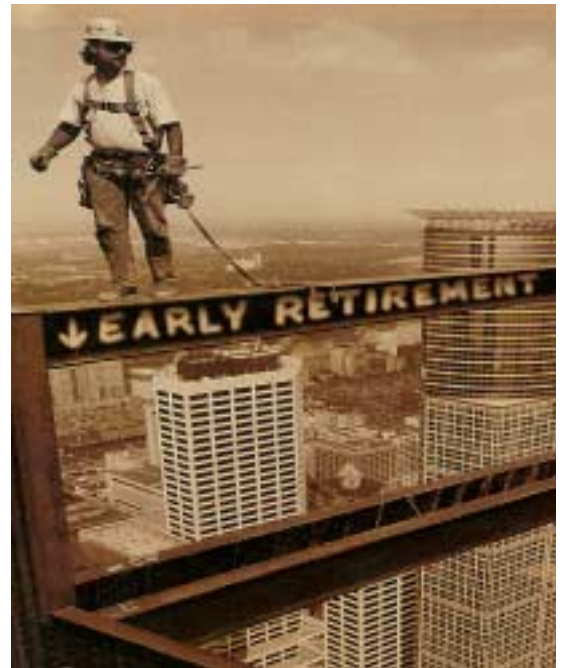
How certain are consequences?

- None
- luck
- Unpredictable
- Arbitrary
- Predictable
- Certain



How significant are consequences?

- None
- Political
- Public - Program
- Private - Personal



How sincere are consequences?

- I have to do this
- I want to do this



What is the nature of the consequences?

- No consequences
-
- Punishment
-
- Discipline
-
- Reward
-
- Recognition



Behaviors - Outcomes

How is commitment demonstrated?

- None
- Moral support
- Some Time/Money
- Serious Time/Money



Who gets the credit?

- Leader takes credit
- Leader gives credit



Who does safety?

- **Safety Director**
- **Safety Committee**
- **Supervisors**
- **Everyone**



Who owns the system?

- **Management**
- **Employees**
- **Everyone**



What is the relationship between management and labor?

- No trust
- Low trust/Adversarial
- High trust/Cooperative



What do employees say about managers?

- They're terrible!
- They're incompetent
- They're competent
- They're great!



What is the nature of worker stress?

- Fear
- Anxiety
- In control



How do workers generally interact with each other?

- Physical violence
- Arguing
- Disrespect
- Cold/Distant
- Warm/friendly/humor



0-40

41-100

101-140



Coercion

Controlling

Caring

