From Compliance to Culture: How We Can All Be Safety Leaders

September 13, 2018
SAFE Work Activities

• Training
• Public Awareness
• Targeted Initiatives (e.g., youth, agriculture, etc.)
• Support Industry Safety Associations.
• Certification and Incentives.
Time-Loss Rate

- 4.0 in 2008
- 3.5 in 2009
- 3.3 in 2010
- 3.2 in 2011
- 3.3 in 2012
- 3.2 in 2013
- 3.1 in 2014
- 3.0 in 2015
- 2.9 in 2016
- 2.9 in 2017

Time loss injury rate per 100 FTEs.
Domino Theory

Social environment

Fault of person

Unsafe act (mechanical or physical)

Hazard

Accident

Injury
Loss Causation Model

1. Inadequate program
2. Inadequate programs standards
3. Inadequate compliance to standards

Basic causes
- Personal factors
- Job factors

Immediate causes
- Substandard acts & conditions

Incident
- Contact with energy or substance

Loss
- People
- Property
- Process
“Swiss Cheese” Model

SUCCESSIVE LAYERS OF DEFENCES, BARRIERS & SAFEGUARDS

Some holes due to active failures

Hazards

Other holes due to latent conditions (resident ‘pathogens’)

Losses
Limitations of Human Error Model

- Broad differences in injury rates among similar employers.

- Immediate causes also need an explanation.
Updated Swiss Cheese Model

The Reason Model of Systems Safety
Time Sequence Model

Prior to the first consequence, opportunity for the ‘supervisory system’ to control the risk

Opportunity for ‘active control’ of the occurrence

Opportunity for damage control and rehabilitation

TIME AXIS

EVENT

Development of conditions supporting possible event mechanisms

Initiation of event mechanism

Specific outcome

Detected Damage starts

Complete Recovered or stabilised

Time zone 1 pre-conditions

Time zone 2 occurrence

Time zone 3 consequence
Functional Resonance Accident Model

- Negligent Safety Culture
- Unclear conditions
- Design (unanticipated consequences)
- Limited maintenance
- Impaired or missing barriers
- Incident, accident
- Stochastic
- Latent conditions
- Technological glitches and failures
- Human performance variability
- Incapacity
- Local optimisation (ETTO)
- Resonance
- Inadequate maintenance
- Design flows and oversights
Culture eats strategy for breakfast.

- Peter Drucker
Negative Safety Culture

“Normalized Deviance”: The gradual process through which unacceptable practice or standards become acceptable. As the deviant behavior is repeated without catastrophic results, it becomes the social norm for the organization.
Chernobyl
Challenger
Deepwater Horizon
Safety Culture

• Can be changed but can’t be “managed”.

• Every organization has one, whether they want it or not.

• Can exert a far greater influence than laws, policies and procedures.
Safety Culture

“A positive safety culture exists when a set of shared values and beliefs about workplace safety and health influences and drives practices for preventing workplace injuries and illnesses.”
What is safety culture?

Values

• People value and expect safety and health in the workplace

• People in the workplace are our most valuable resource

• Safety and health is valued with productivity, quality and pay
What is safety culture?

Beliefs

• **Workplace injuries and illnesses can be prevented (not inevitable).**

• **Leaders drive improvement.**

• **We all have a role to play in building healthy and safe workplaces.**
Dimensions of a Positive Safety Culture

- Safety and health hazards and concerns are addressed
- Leaders demonstrate a commitment to safety and health
- Trust and respect saturate the work environment
- Each person in the organization is personally invested and accountable for safety and health
- The work environment is inclusive, regardless of role or background
- Continuous learning is a feature of the organization
Leaders Drive Improvement

• Demonstrating commitment.
• Creating the vision.
• Modelling.
• Defining roles and responsibilities.
• Ensuring accountability at all levels.
• Fostering meaningful involvement.
Being a Safety Leader

• Care.
• Model.
• Mentor.
• Protect.
Summary

• Real, lasting improvement lies in creating and maintaining a positive safety culture.
• Leadership is crucial and is not the purview of management alone.
• Am I a good leader?
• How can I be a better leader?
From Compliance to Culture: How We Can All Be Safety Leaders

September 13, 2018