



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

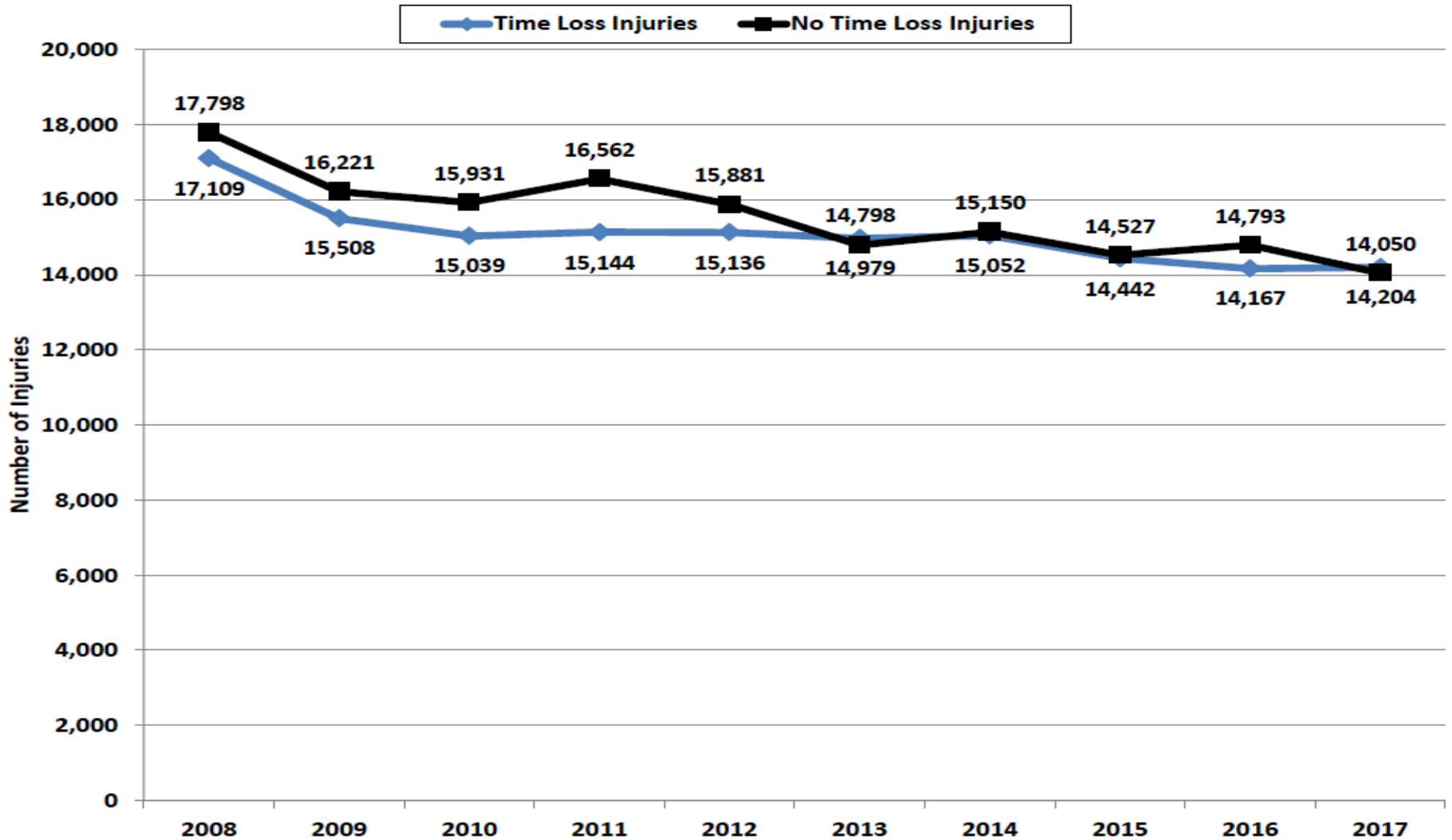
September 13, 2018



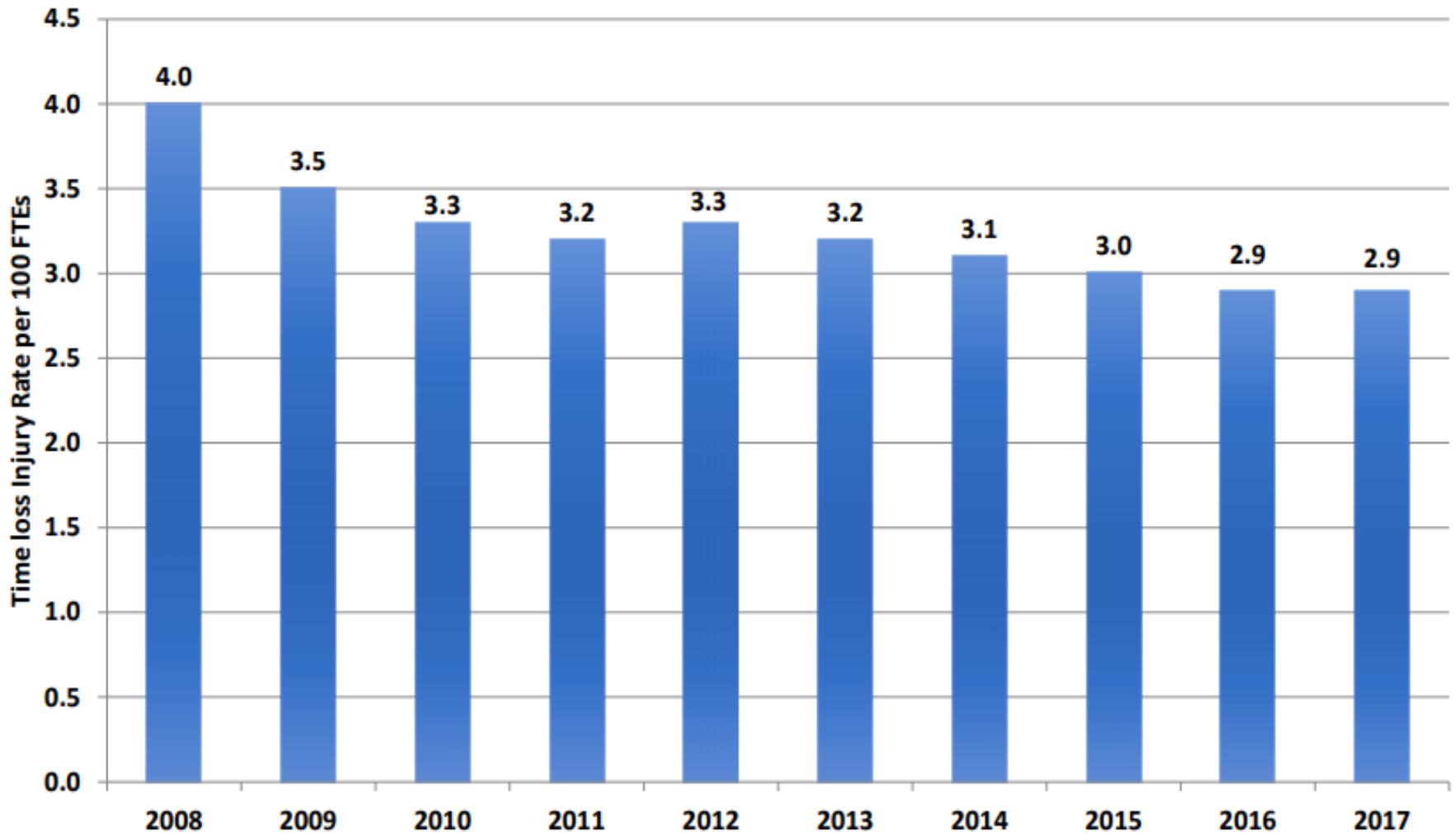
# **SAFE Work Activities**

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

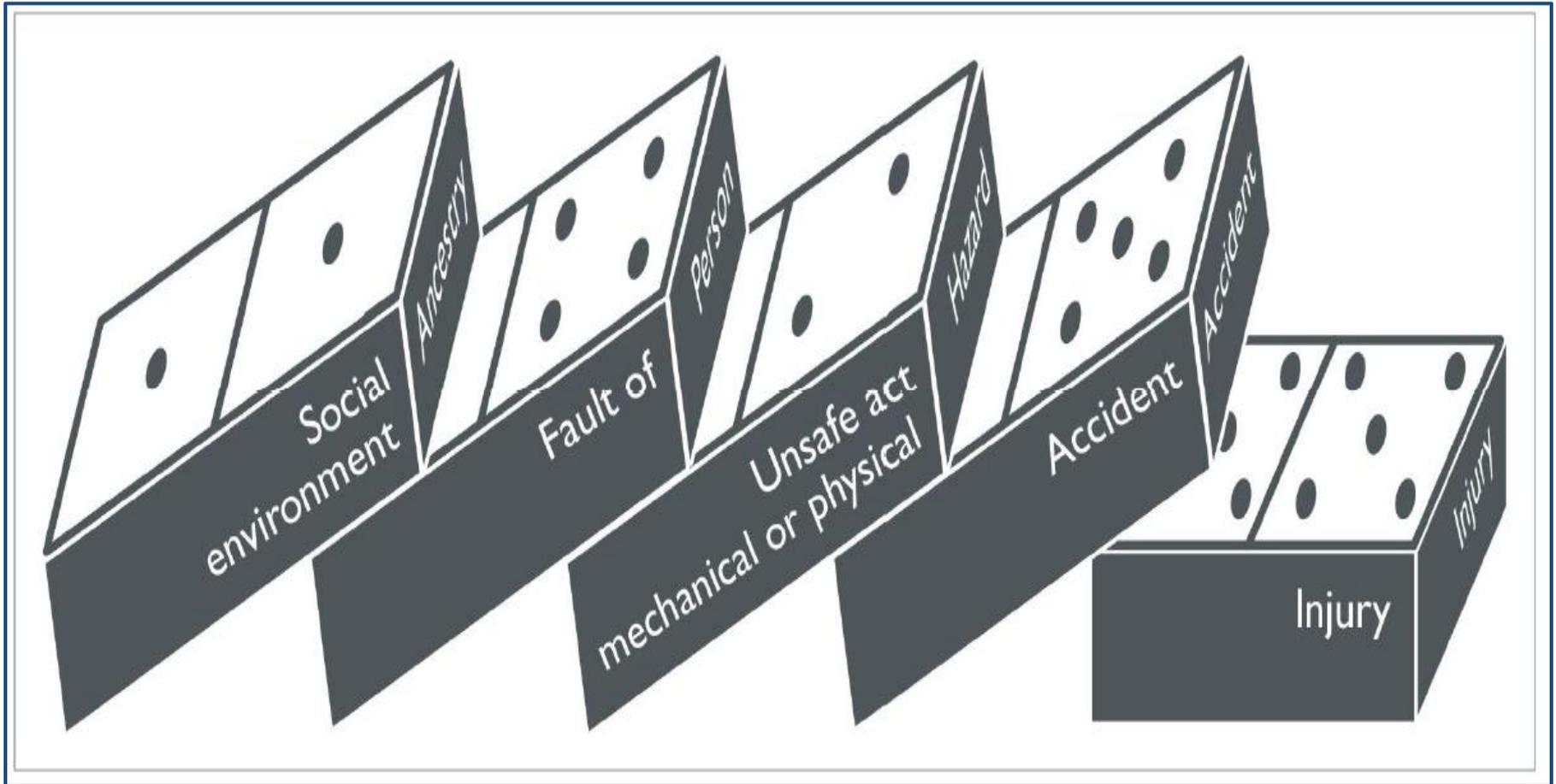
# All Injuries 2008-2017



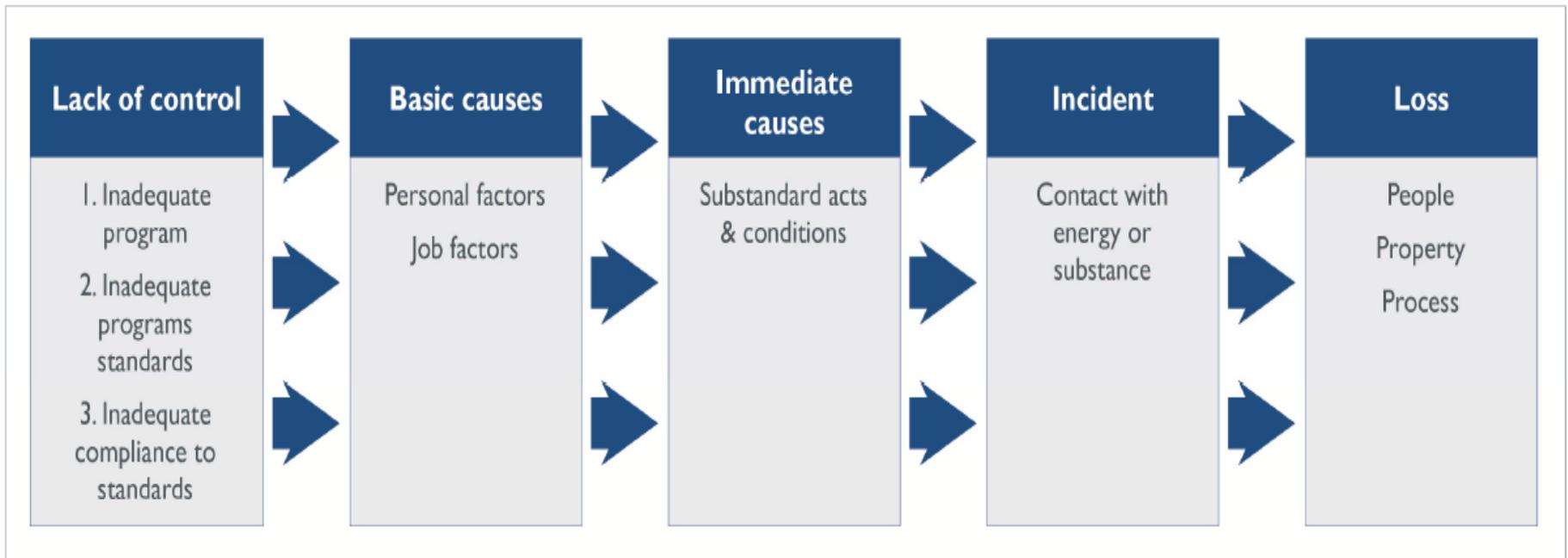
# Time-Loss Rate



# Domino Theory



# Loss Causation Model



# “Swiss Cheese” Model

## SUCCESSIVE LAYERS OF DEFENCES, BARRIERS & SAFEGUARDS

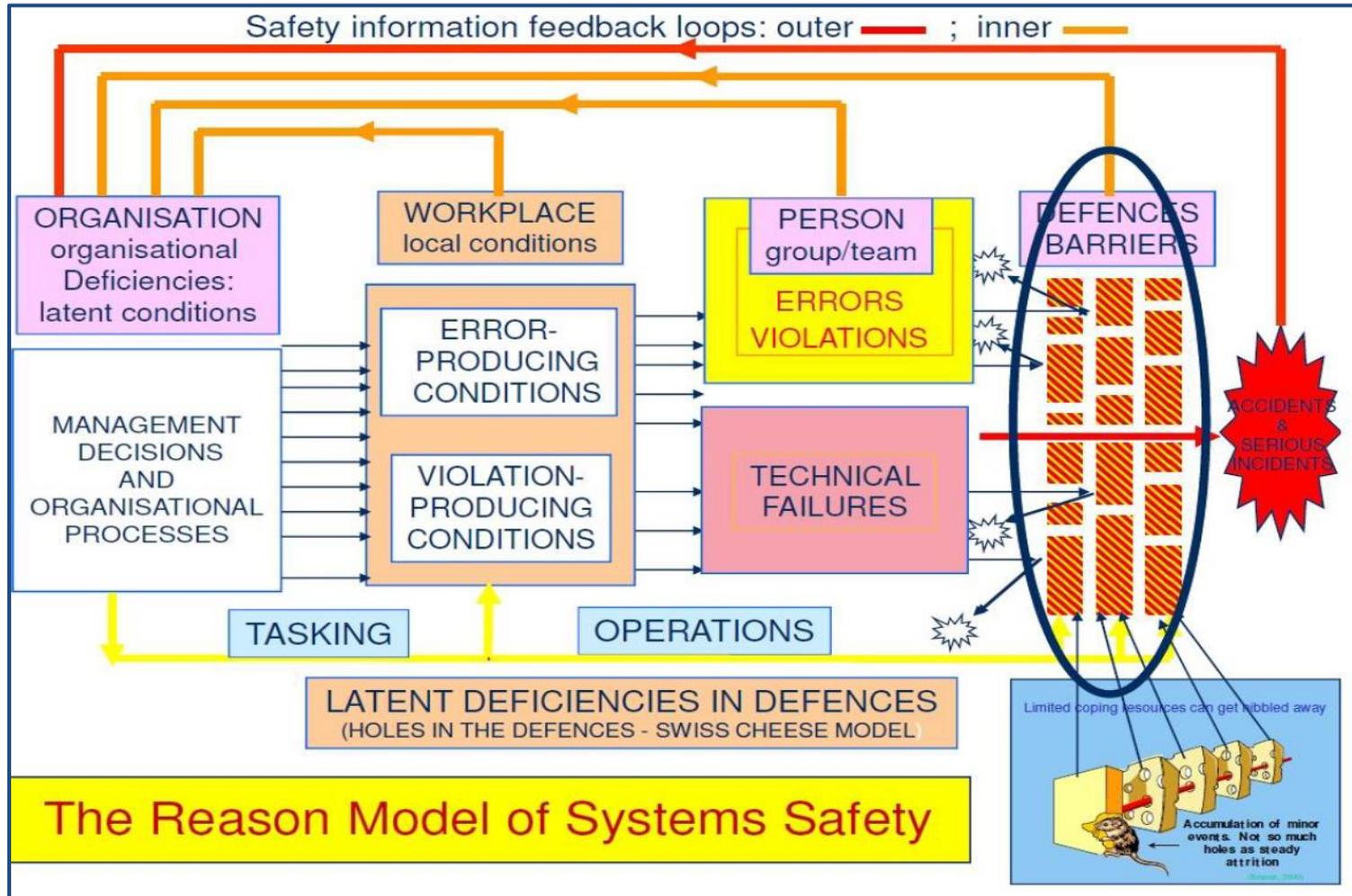
Some holes due to active failures



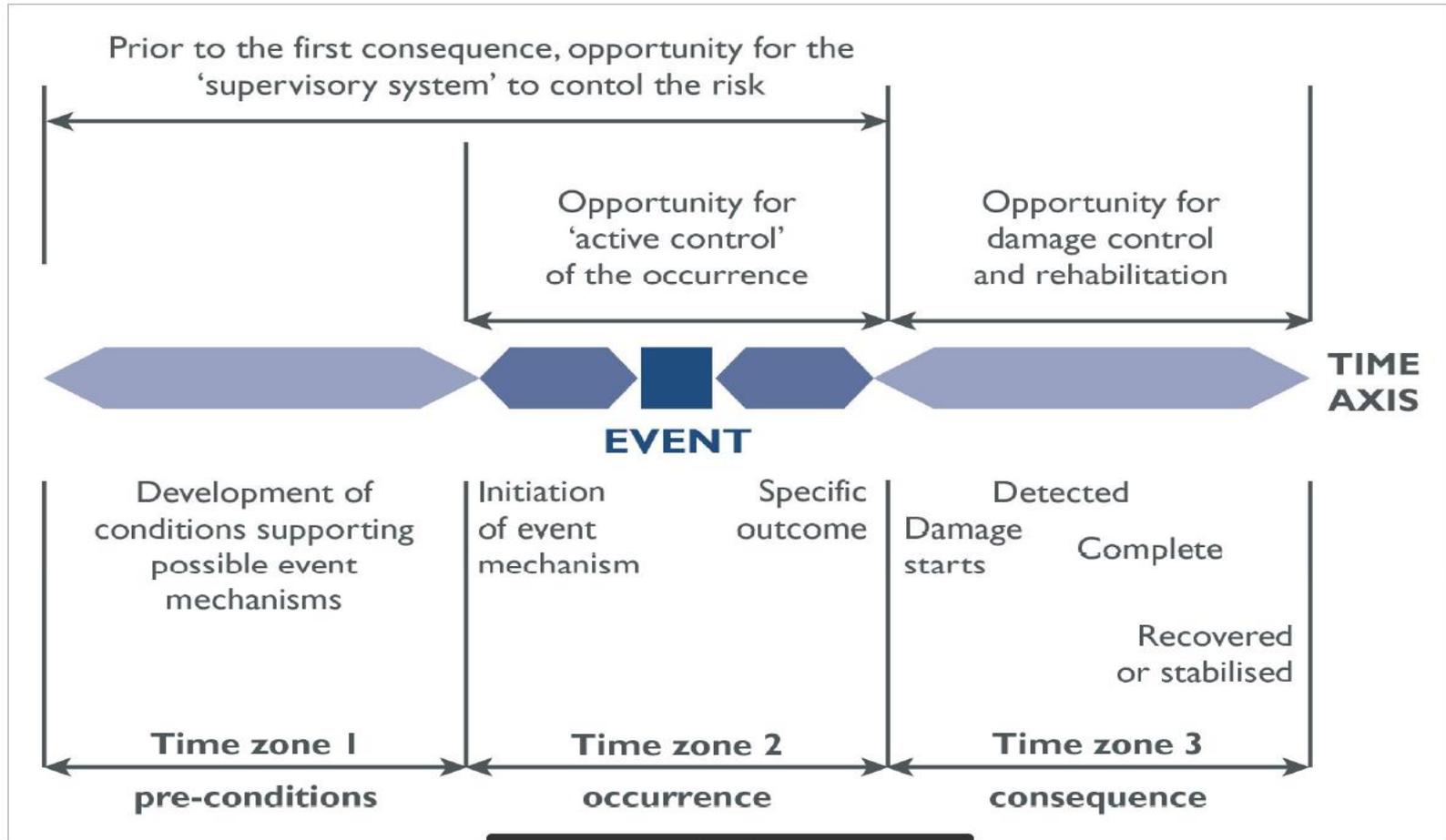
# Limitations of Human Error Model

- **Broad differences in injury rates among similar employers.**
- **Immediate causes also need an explanation.**

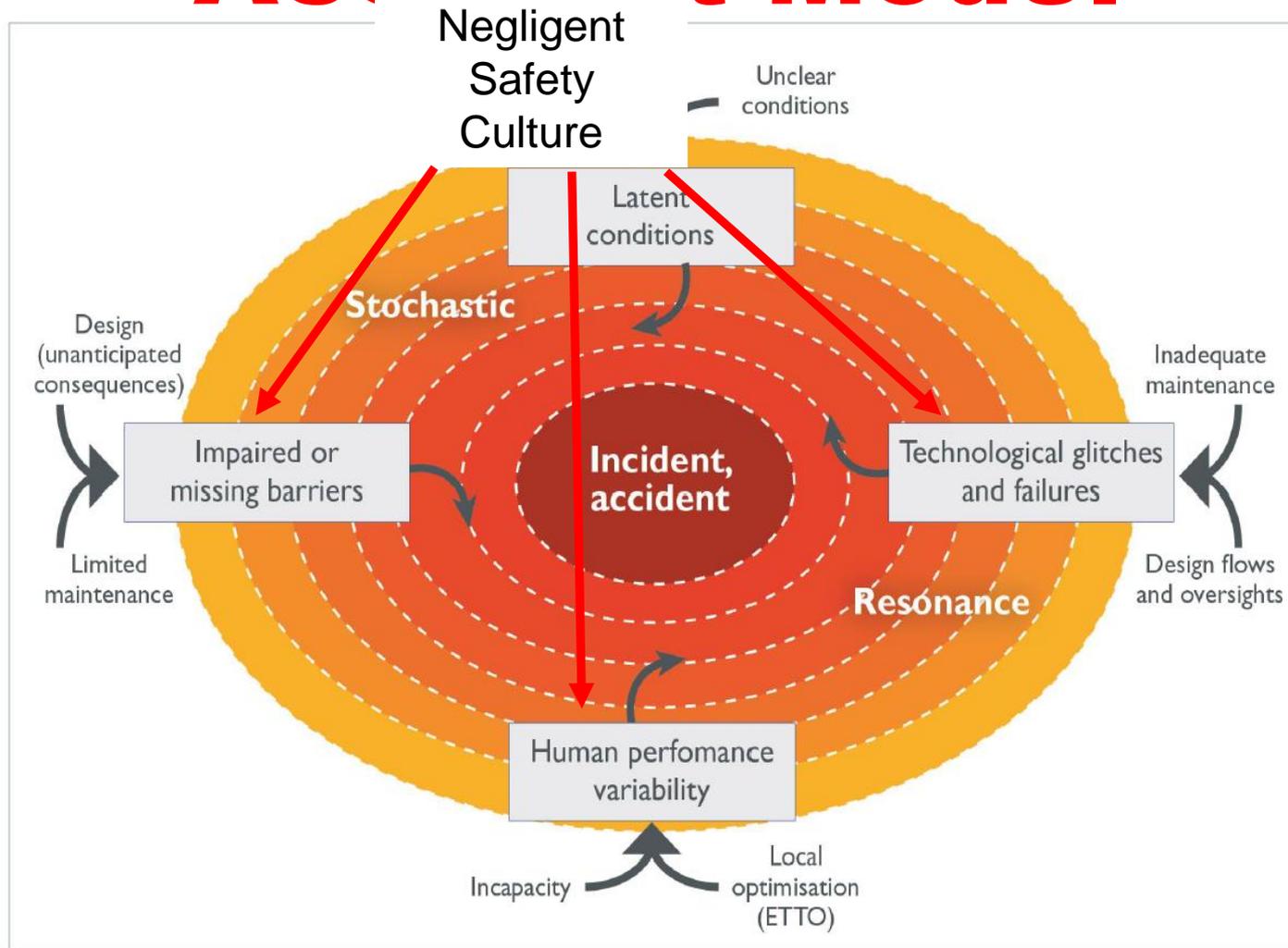
# Updated Swiss Cheese Model



# Time Sequence Model



# Functional Resonance Accident Model



**Culture eats strategy  
for breakfast.**

- Peter Drucker

# Negative Safety Culture

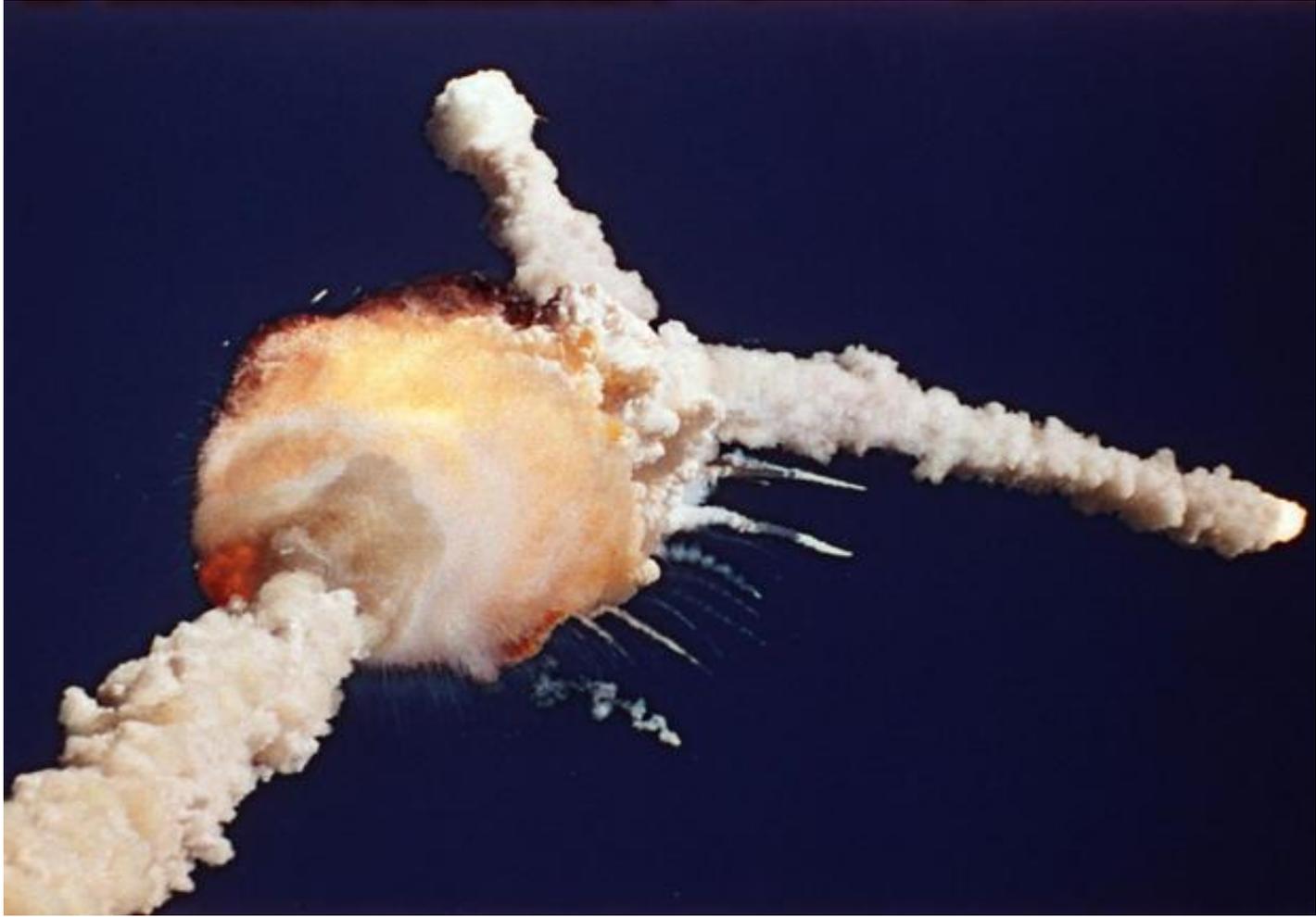
**“Normalized Deviance”:** The gradual process through which unacceptable practice or standards become acceptable. As the deviant behavior is repeated without catastrophic results, it becomes the social norm for the organization.



# 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?**



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