



RISK MANAGEMENT SAFETY WEBINAR

IMPLEMENTING AN EFFECTIVE SAFETY CULTURE

PRESENTED BY:
COTTINGHAM & BUTLER AND SAFETY MANAGEMENT SERVICES COMPANY (SMSC)



Cottingham & Butler

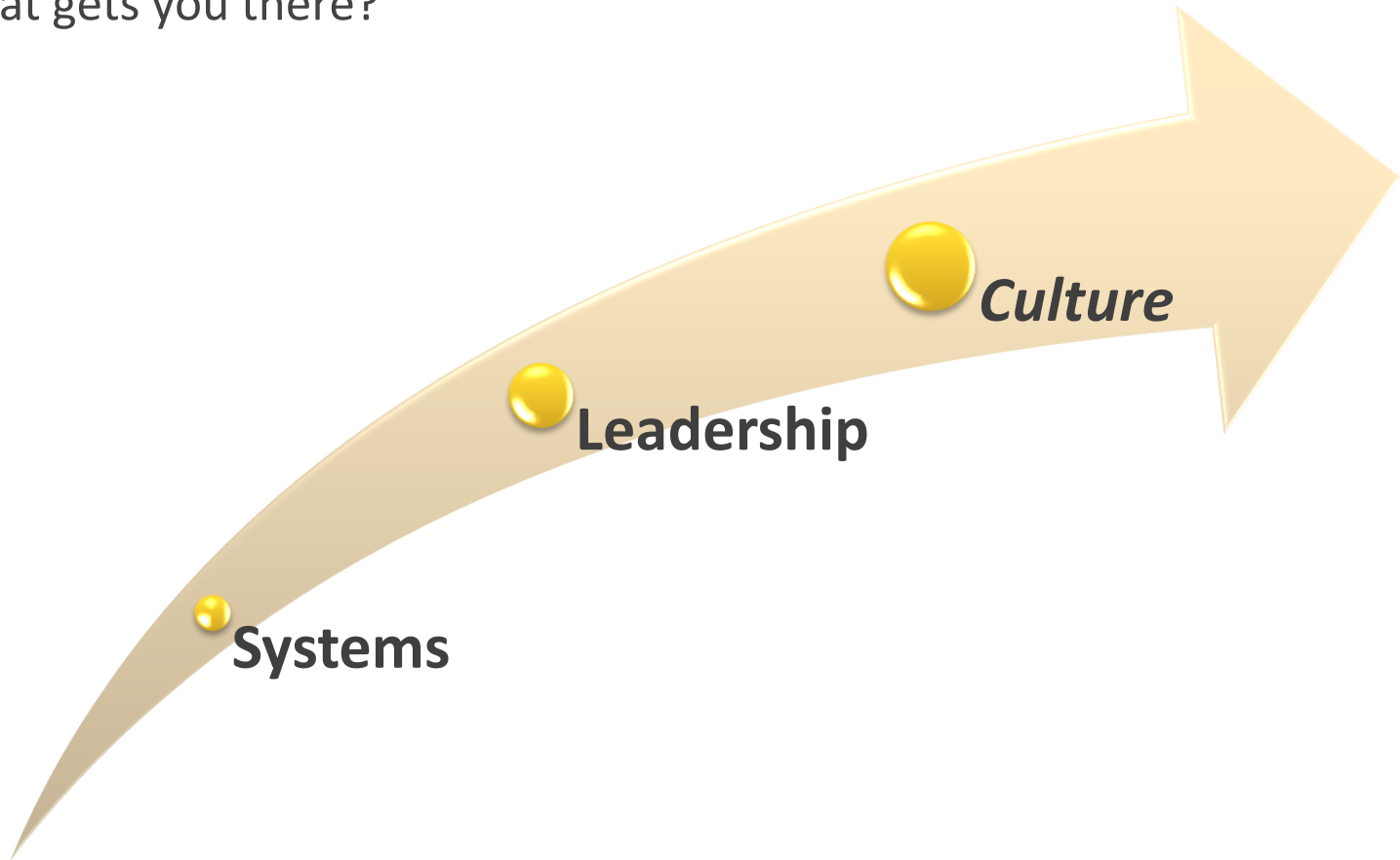
SAFETY MANAGEMENT PROCESS

- Tell me about the culture here.
 - A culture is a way of life of a group of people: the behaviors, beliefs, values, and symbols that they accept (generally without thinking about them) and that are passed along by communication and imitation from one generation to the next.
- How do you define safety management?
- What is your role in the safety management process?

SAFETY MANAGEMENT PROCESS

Achieving Safety Excellence!

- What gets you there?



POLL QUESTION #1

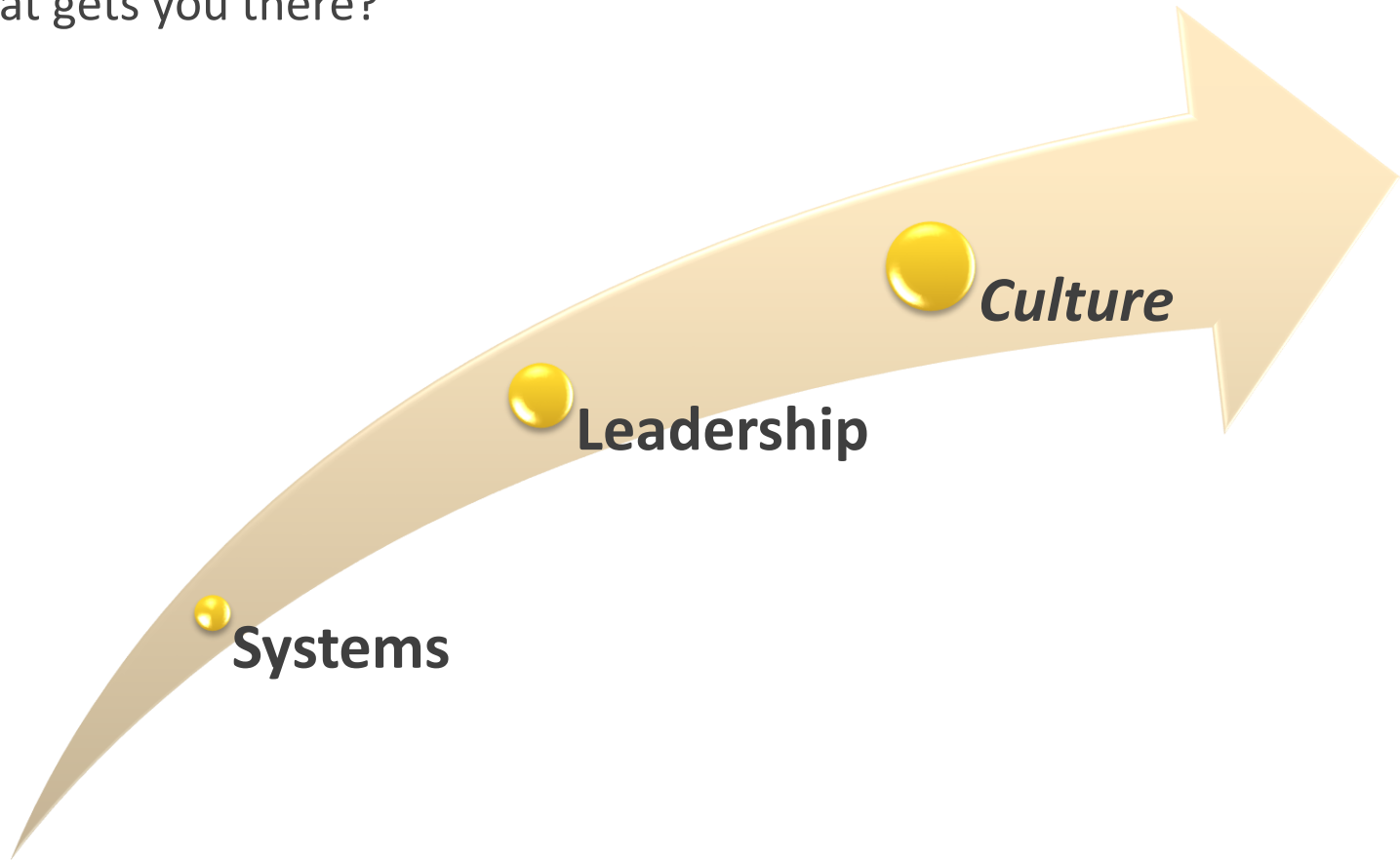
Which part is most critical to achieving success?

- A. Systems
- B. Leadership
- C. Culture
- D. All equally important

SAFETY MANAGEMENT PROCESS

Achieving Safety Excellence!

- What gets you there?



SAFETY MANAGEMENT SYSTEMS

- Management commitment
- Documented philosophy
- Employee responsibility
- Standards of performance
- Audits
- Communications
- Motivation
- Accident investigations
- Goals and objectives

LEADERSHIP

What is your definition of leadership?



SAFETY LEADERSHIP

Leadership is:

“A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”

- ✓ Purpose
- ✓ Direction
- ✓ Motivation

*“You do not lead by hitting people over the head....
That’s assault, not leadership.”*

- Dwight D. Eisenhower

SAFETY LEADERSHIP

What is Safety Leadership?

- Making organizational safety expectations clear
- Securing resources to support safety
- Being present when key safety issues are decided
- Supporting others' safety efforts
- Creating and insisting on a safe company culture

SAFETY LEADERSHIP

How Important is Safety Leadership?

- A key ingredient in an organization's safety success
- Determines the extent to which safety rules and procedures are followed
- Creates and maintains the safety culture

SAFETY CULTURE

“The product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization’s health and safety management.”

Leadership Quiz: “I worry more about having the right safety values than about having safety rules.”

Safety Culture

“How we do things around here!”



POLL QUESTION #2

Who is responsible for safety at your business?

- A. Safety Manager
- B. Human Resources
- C. Plant/General Manager
- D. Safety Committee
- E. Operations/Manufacturing

SAFETY CULTURE

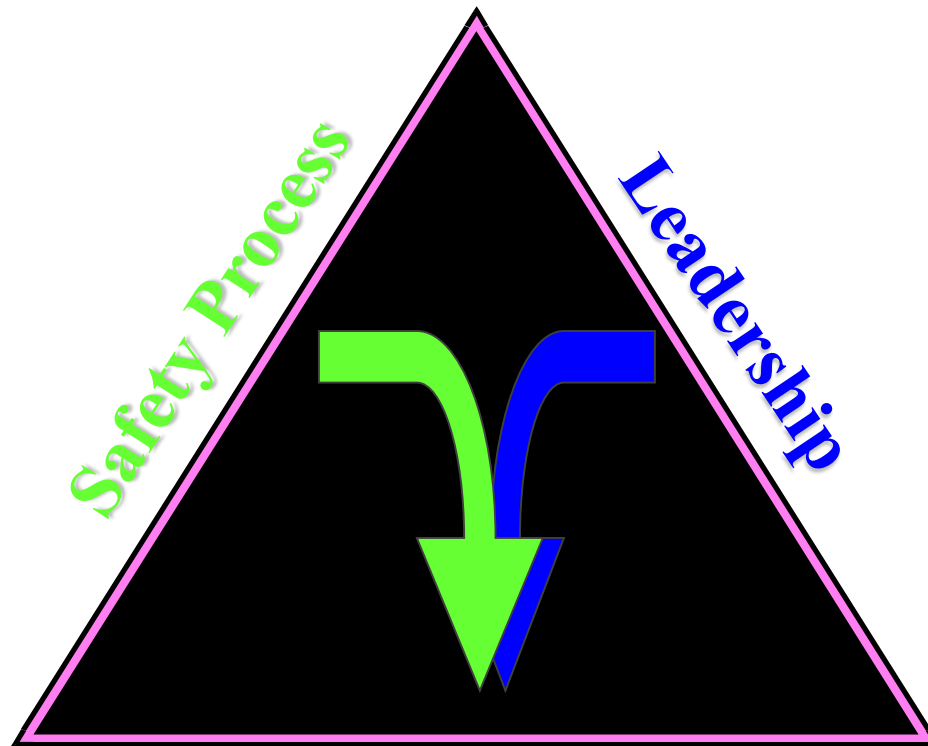
Unsuccessful vs. Successful

Safety Cultures

- Unsuccessful - Safety is the responsibility of the designated safety person!
- Successful - Safety is everyone's responsibility!

SAFETY MANAGEMENT PROCESS

Effective safety systems and good leadership will lead to a safety culture. Our ability to develop our team is critical to having a safety culture.



SAFETY CULTURE MATURITY ASSESSMENT

Category	Stage 1 Pathological	Stage 2 Reactive	Stage 3 Calculative	Stage 4 Proactive	Stage 5 Generative	Stage #
Management Vision Values & Commitment	Accidents will happen no matter what we do. It's just a cost of doing business so why worry about them?	Maybe safety can help us if it doesn't cost too much. My lips say I'm committed, but my heart and actions don't quite show it.	Other companies in our industry have good safety records. If they can do it, so can we.	Why did we wait all these years to improve safety? Look at the successes we've had so far. Let's do more in the future to improve our already good safety record.	We've rewritten the book on safety commitment. We've got an outstanding reputation to maintain in the industry and among our people.	
Organization for Safety	Why do we need any more than one person responsible for safety? Isn't that what the safety director is for? You can't do much about safety anyway.	Maybe we should start a safety committee around here. Tell some of the employees to start one, but just let us (management) know what they're doing.	We think the safety committees would be more effective if someone from management was directly involved. That might show we're committed to safety.	Boy, what a difference it makes when the top person heads a safety committee! Notice how everyone becomes interested then? Line management really has to direct the implementation of a safety program.	Getting all of top management involved in safety was a great idea! The more we can involve the better. Our safety department can now concentrate fully on giving us support and advice.	
Operations Accountability & Responsibility	Why should we (operations) be responsible for safety? Isn't that what we hired the safety person for? We wouldn't have so many accidents if employees would just do their jobs safely.	Maybe the safety person doesn't have total responsibility for safety. After all, operations is closer to the employees. We can't always blame the employees considering some of the things we ask them to do.	It's starting to make sense that operations needs to be held responsible and accountable to reduce losses. Doesn't management design, control, and change the systems employees work within?	What a difference it's made since we started holding the management accountable! They're using positive motivation now and really getting to know about safety and their people's safety concerns.	We've given operations the tools and authority to make changes. They've gladly accepted their safety responsibilities. Everyone feels part of the same team now.	
Safety Review & Improvement Process	We know what our safety problems are - PEOPLE! You can't change people so why should we spend time looking for other problem causes? Give us those quick fixes for our safety problems.	Are we really certain that people are always the cause of accidents? Could there be other causes? Let's start looking to see if we can come up with some new solutions to problems.	We're finding that the more you dig, the more safety issues you uncover. Let's start looking for problems before they happen.	We didn't know that root cause analysis could be so enlightening about so many areas of our company. We're starting to see big pay-backs on our problem-solving and improvement efforts.	We didn't know that so many employees could become so good at problem-identification, analysis, solution-generation and implementation.	

SAFETY CULTURE MATURITY ASSESSMENT

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Safe Work Practices & Procedures	We don't need a lot of rules around here. We pay people to do a job and expect that they know how to do it correctly and safely. We always say, "If it ain't broke, don't fix it."	Maybe some of those accidents could have been prevented if we had a few more rules about safety, and maintenance. Let's start putting some safety rules together and tell employees to follow them.	We know that most jobs would benefit from written safety rules and procedures. We need standardization. Let's make sure employees know and follow safety procedures.	We've done JSAs. Let's start reviewing what we've got to make sure it stays current and anyone who works here knows and uses them. Auditing for safety rule compliance can help us.	We know that our safety system is in control because everyone follows our safety standards. We are continually improving those standards. Our accident rates clearly show that people have adopted the standards.	
Safety Communication	Why should we have to "talk" about safety? Can't everyone "see" that we're all for safety? If you talk about safety too much, people will start thinking we have big safety problems around here.	What do you mean, "We don't walk the talk" when it comes to safety? Maybe we need to start looking at "what," "how often," and "by what methods" we communicate safety to employees.	Our non-verbal actions should match our written and verbal safety communications. Let's make sure they do!	Everyone in the company is now getting the same safety communications and has the same level of understanding. We know that for a fact because we receive regular feedback.	Everyone feels a part of the team with the emphasis we place on communications. No one is afraid to share their thoughts and ideas.	
Safety Training	Why waste a lot of time and money on safety training? It's never done much good. People should know how to do a job safely anyway. It's their body that will suffer if they don't.	Maybe our safety record could be improved if we gave people some basic safety training. Let's have the best operator training other employees. Oh yeah - don't take too much time for this training stuff.	Do we always automatically assume that training is the answer? Maybe that's why we've been disappointed in the past. Let's give training only when it's needed and then let's do it very well.	There is a lot more to developing and giving training than we thought. We finally learned the lessons and it's showing in our employees' job performance!	We spend a lot of time and money on training, but it's money well spent. We're developing the most important asset we have - PEOPLE! Why do other companies keep asking for our training programs?	

SAFETY CULTURE MATURITY ASSESSMENT

What Does Your Score Say About Your Organization?						Score
Your Safety System Is Currently Rated:	Pathological (7-13) <i>Who cares about safety as long as we are not caught?</i>	Reactive (14-20) <i>Safety is important: we do a lot every time we have an accident.</i>	Calculative (21-27) <i>We have systems in place to manage all hazards.</i>	Proactive (28-34) <i>We try to anticipate safety problems before they arise.</i>	Generative (35) <i>HSE is how we do business round here.</i>	

EXPECTATIONS!

What role will you play in the Safety Management System?

- Positive approach
- Active participation
- Be part of the solution

QUESTIONS?