The Building of a Safety Culture
WHAT EXACTLY IS A SAFETY CULTURE?

- A rumor?
- A myth?
- Safety geek “speak”?  
- Can you measure it?
- Can you feel it?
- What good is it exactly?
All Organizations Have Safety Cultures

Some are Strong

Some are Weak
Our Drivers

- Standards
- Metrics
- Tradition
Standards
History changing disasters

- The Titanic
- Triangle Shirt Factory Fire
- Coconut Grove Fire
- Flixborough
- Tylenol Bottle Tampering
- Bhopal
They came from organizations that considered themselves safety conscious.

They did not violate any existing regulations of the time.
Can set benchmarks for how to address risk of past disasters
Allow us to measure the same as our peers are doing
Give us a “generic” look at the risk
They DO NOT predict exposure to risk beyond their specific intent.
The Great Lies

- SAFETY FIRST
  OUR AIM
  ZERO ACCIDENTS

- SAFETY IS JOB #1

- SAFETY FIRST
  REPORT ALL UNSAFE CONDITIONS IMMEDIATELY

- WE HAVE PROUDLY WORKED 1327 DAYS WITHOUT AN ACCIDENT
  TARGET ZERO ACCIDENTS
Things I Hate to Hear From Management

- There is no budget for safety
- Safety is Job #1, no price is too high
- You can’t put a dollar sign on safety
- We will accept no less than zero accidents!

- Liar, Liar, Pants on Fire!
Safety is not “Job One”
Keeping the business viable is “Job One”
Safety is not “First”
It is ranked with several other vital components such as quality, profitability, cost controls…..
We will accept nothing less than zero accidents is a lie. As a matter of fact we run our operations knowing there is almost always residual risk in doing so.
Metrics
There are Lies, Damned Lies and Statistics

- We Need Metrics
- What gets measured gets managed
- But we need metrics that will make you fit in more with the rest of the management team.
Eternal Corporate Truism

- “What the Boss *Thinks* is Important *Is* Important
- We can become slaves of the metrics we create
- Choose your metrics carefully and tie them into your culture.
Who Are We?

- What is our role?
- What do we bring to the table?
- How do we earn our paychecks?
- How do we add value to our organization?
Starting an Organization

- Typically 3 phases of development:
  1. Start Up
  2. Victim of Success
  3. Critical Mass
### You’re Starting a New Widget Company
### What Skillsets Do You Need?

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<th>Start Up Gotta Haves</th>
<th>Victim of Success Needs</th>
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<tr>
<td>- Operations Manager</td>
<td>- Quality Mgr</td>
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<td>- Manager of Worker Bees</td>
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**Critical Mass Guys**
- Sales/Marketing Mgr
- Safety/Risk Mgr
What is the Strategic Mission?

- Reducing Risk to an Acceptable Level to the Organization!
- Which in turn reduces loss
- Which in turn makes you worth your salary
- Which brings us to the point......
- How do we do this carrying out our normal day to day activities?
- By Building a strong Safety Culture!
How do we build this Safety Culture?

- First we agree on a contract between the Management Team and Employees of what constitutes Safe Behavior and Acceptable Risk.
- And then doing it as part of the job not apart from it.
How Do You Do This?

- Not overnight
- Not with a memo from the boss
- Not by posting a lot of signs and slogans
- Not by safety contests
Eleuthere Irenée DuPont
Created first safety culture approach to business
Understood importance of reliable employee work force
Understood that this translated into a safe workplace
Understood this meant quality product produced on time
Wanted to stop Ole Joe from “Crossing the River”.
Building a Culture
How Did He Do It?

- Instituted safety incentives
- Created first employee health care system
- Created a safety design center
- Standardized work practices, first SOP’s
- Enacted first “drug free” workplace
- Got management involved to walk the talk.
What Did He Learn From This?

- Consistent workforce = quality product
- Consistent workforce = productivity
- Productivity + Quality = Increased Sales
- Productivity + Quality + Increased Sales = Profit
- Profit is a good thing
- Safety Pays!
Did it Work Out for Them?

- **DuPont**
  - Incident Rate: 0.42
  - Lost Time Accident Rate: 0.033

- **Average Industry**
  - Incident Rate: 10.4
  - Lost Time Accident Rate: 2.8
But they have a 200 Year Head Start
How Do I Build It?

- One brick at a time
Start with the risk assessments you have completed, ask yourself what risks you want to target to bring visibility to your management system.....it will spill over into your culture

- Update SOP/Policy to more accurately reflect the reality of how you will deal with these risks in the trenches
- Make sure all your efforts are top down driven
- Make sure management “walks the talk”.
The older the Culture, The tougher the Sell

- Shifting the existing culture is always a hard sell
- Is it the flavor of the month?
- Did some crazy consultant sell them on this latest fad?
The Pain of Change

- Attitude vs. Behavior
- A pilot and his dog
Most important traits in building a new culture of safety?

- Patience
- Planning
- Patience
- Planning
- Patience
- Planning
The Real Deal vs. Fantasyland

- Never develop procedures remotely
- Include the people who carry them out
- Keep them practical and real
- Use the old German army staff method.
1. Understanding your own SOP
2. Understanding the concept of Acceptable Risk
3. Understanding when work is moving outside of “safe boundaries” of Acceptable Risk
4. Teaching your people what is Acceptable Risk
5. Understanding that your actions speak louder then your words
6. Walking the Talk.
Walking the Talk
1. Do not deliver the “Do as I say not as I do” message
2. People are more perceptive about actions than talk
3. View your personal actions as the standard of performance.
Walking the Talk

- Do not try to sell the great lies of safety, say what you mean and then back it up!
- Start building your parameters of what constitutes Acceptable Risk
- Indoctrinate everyone regarding what these parameters are
- Enforce it!
Walking the Talk a Hot Day in Texas

- New project
- Many contractors
- New sheriff in town
Walking the Talk

1. You do not give Silent Permission
2. You lead
3. You view your actions as the standard of performance.
Do these things and one day you will wake up to a strong Safety Culture