# WASTECON 2016

## Building A Safety Culture

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Co-Located With: StormCon

# What Is Safety Culture

# Safety Culture

The values, beliefs, perceptions and normal behaviors that are shaped by management and employees……

# Way More Than…….

- Good written policies and procedures
- Holding regular safety meetings
- Sending out safety messages on QUALCOMM
- Putting up safety posters in the driver's room
- Telling employees to "Have a Safe Day" or "Be Careful Out There"

# What It Is……

- It’s an attitude, beliefs and values that define employee safety related perceptions that result in job behavior
- It’s how safety is done
- It’s how safety issues are addressed

# Two Different Trash Haulers

- Both haulers experience the same incident
- A route driver backs into a parked car resulting in minor property damage
- Both haulers conduct an investigation

# Trash Hauler A

- Route Supervisor conducts an investigation
- Determines driver did not follow proper backing procedure
- Driver receives a warning letter for the file and told to be more careful in the future
- Employee promises “It won’t happen again”
- Everybody goes back to work

# Trash Hauler B

- Route Supervisor conducts an investigation
- Determines employee was sick on day of accident
- Happened when time restraints were greatest
- Maintenance issues had slowed route production
- Employees were frustrated with long hours
- Cutbacks had employees worried about their jobs
- Route Supervisor conducts a route analysis to minimize backing situations
- Meeting with all employees to address issues/corrective action
- Driver receives warning letter and remedial training on proper backing techniques

# So What's the Big Difference?

# Safety Culture

"That's just the way we handle safety around here"

# Metro North Railroad

- Passenger rail-line servicing NY and CT
- 5 serious accidents May 2013 to March 2014. Including 1 accident with 4 fatalities, 70 injuries near Bronx, NY
- National Transportation Safety Board (NTSB) investigated

# Three Major Safety Concerns

- Overemphasis on on-time performance
- Ineffective Safety Department
- Ineffective training program

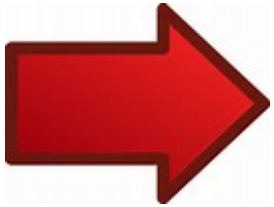
- NTSB Spokesperson – “Metro North did not have an effective system for identifying, monitoring, analyzing and mitigating safety risks.”

# In Other Words……

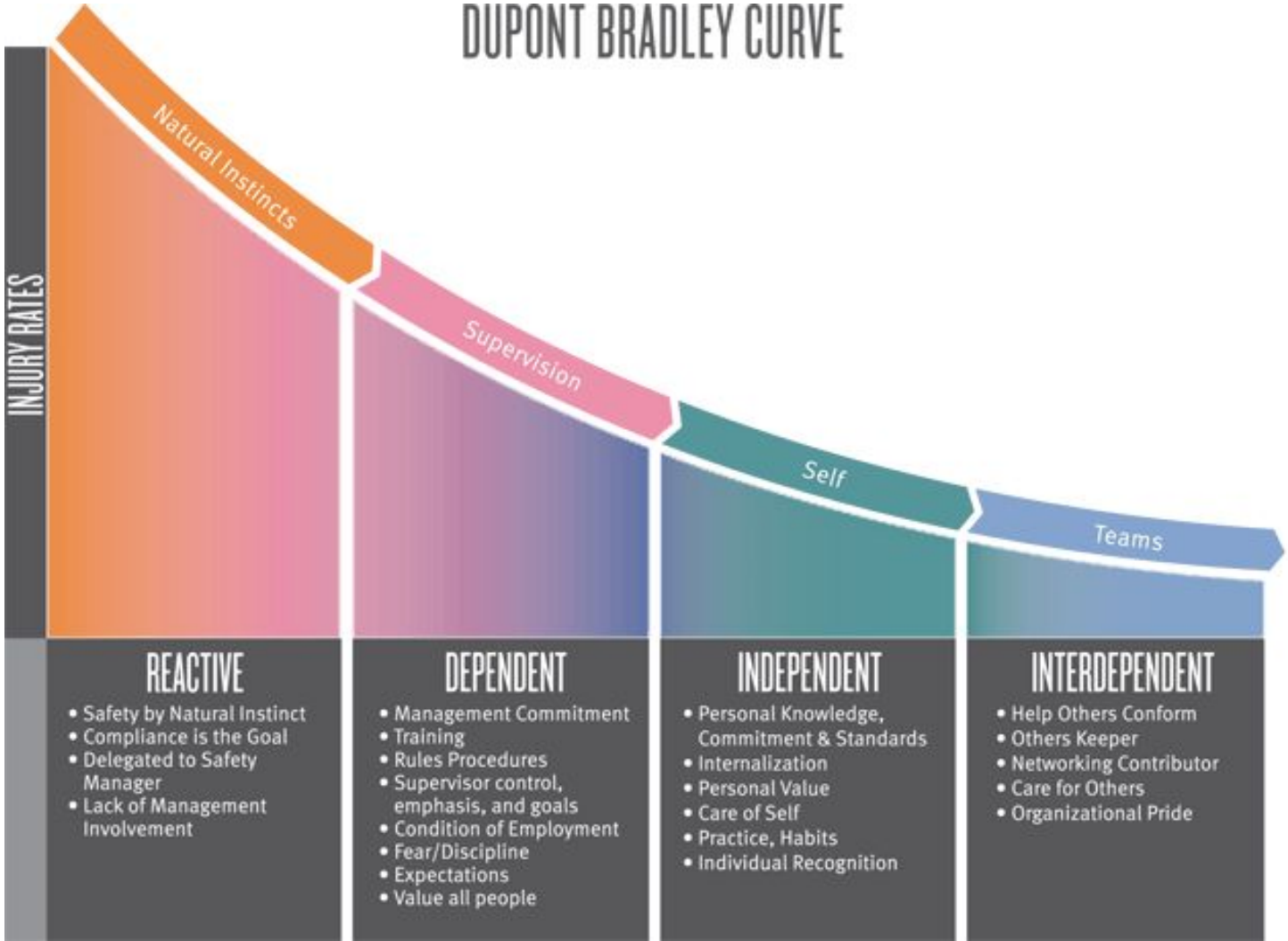
Metro North lacked a *safety culture*….a deficiency similar to the causes of the 1986 Chernobyl disaster, the 2003 Columbia Space Shuttle explosion and the 2010 BP oil spill……according to the NTSB Spokesperson

# The Goal

- Move your safety culture from Reactive to Dependent, to Independent, to Interdependent



# DuPont's Bradley Curve



# Reactive Stage

- Employees do not take responsibility for safety
- Safety is a matter of luck
- Accidents will happen…..and they usually do
- Safety Manager has sole responsibility
- Compliance is the goal

# Dependent Stage

- Safety is a matter of following a bunch of rules that Management made up
- Management thinks accidents will decline if only everybody followed the rules
- Fear of discipline
- Incidents decrease

# Independent Stage

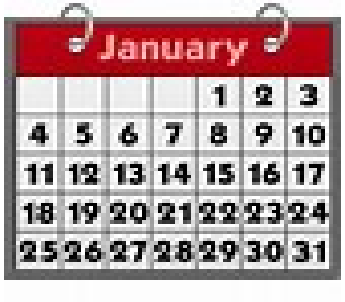
- Employees take responsibility for themselves
- Safety is personal and they can prevent accidents with their own actions
- Individual recognition
- Incidents decrease further

# Interdependent Stage

- Teams of employees feel ownership for safety
- Take responsibility for themselves and others
- Low safety standards and risk taking not tolerated
- Active communication
- True safety improvement can only be achieved as a group
- Having no incidents is possible

# Improving Safety Culture Takes Time

- Short term decline in incidents
- True cultural change may take years
- A series of steps



# Where Does Your Company Stand

- **A Negative Safety Culture**

- Employees do not communicate with management at all levels
- Safety rules are only used to discipline employees
- Management does not follow safety policies/procedures
- Production demands…on-time routes overshadow safety
- Management's concern not for well being of employees, but for a good safety record

# Where Does Your Company Stand

**A Positive Safety Culture**

- Open communication at all levels and feedback is welcome

- Everybody focuses on what can be done to prevent accidents and injuries
- Commitment to safety regardless of concerns

- People and their well being are valued. Focus on protecting people, not just the bottom line

- Senior managers set examples and follow safety policies and procedures

# Red Flags

- Managers and Supervisors – “We don’t understand safety; besides it’s the Safety Manager’s job
- Little demonstrated commitment from upper management
- Safety is driven by the safety staff
- Focus on “what” happened versus “why”
- Managers and supervisors – “We have productivity demands; can’t spend too much time on safety
- Little or no expectation of high safety performance

# Safety Culture

- You can judge whether an organization has a positive safety culture from what its employees actually **do** rather than what they ***say***!

# 10 Steps to Building a Safety Culture

## 1. Upper Management Commitment and Involvement

# 10 Steps to Building a Safety Culture

## 2. Hire The Right People

# 10 Steps to Building a Safety Culture

3. Effective Orientation/Recurrent Training/Knowledge Testing

# 10 Steps to Building a Safety Culture

## 4. Employee Participation

# 10 Steps to Building a Safety Culture

## 5. Two Way Communication

# 10 Steps to Building a Safety Culture

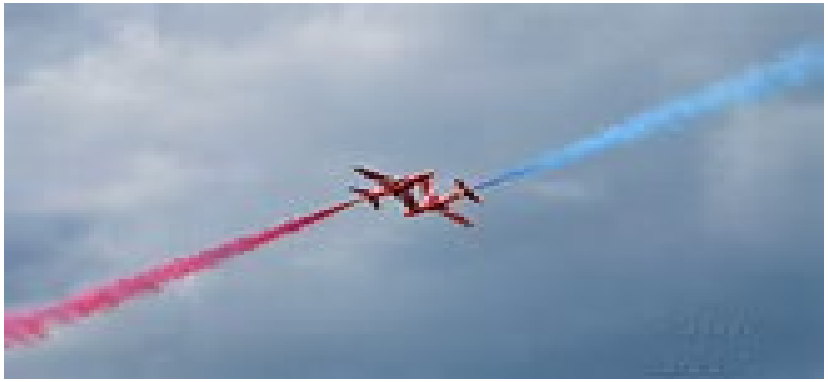
## 6. Hazard Identification and Remediation

# 10 Steps to Building a Safety Culture

## 7. Recognize Safe Behavior

# 10 Steps to Building a Safety Culture

## 8. Don’t Ignore Near Misses



# 10 Steps to Building a Safety Culture

9. Build Trust

# 10 Steps to Building a Safety Culture

10. Frontline Supervision

# A Strong Safety Culture

- Single greatest impact on reducing losses
- Lower injury and vehicle accident rates
- Less employee turnover
- Lower absenteeism
- Higher productivity
- Lower insurance costs

# Sources/Credits

"The DuPont Bradley Curve" – DuPont Sustainable Solutions

E. I. du Pont de Nemours and Company

www.dupont.com/2016

"Creating a Culture of Workplace Safety"

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www.thestaffingstream.com/2014/04/15

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