Integration of a Safety Culture at the City of Calgary Collections

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Who am I?

- Business Strategist, Collections Division
- Background in Urban Planning
- Focus on people and collaboration
- Worked in both highly operational and highly strategic environments
- Personal focus in track and field





What do I believe about safety?

- People do actually want to be safe
- You limit your creativity and expansion potential if is only seen as a regulatory system
- Just saying is not enough
- Safety is like flying a helicopter
- We cannot let flying wrenches dictate





City of Calgary context

- Fall of 2013 an identified refresh was required
- Began a baseline discussion on safety
 - Engage employees at every level
- Goal: A shift in safety culture in a direction where our staff accept more ownership of individual and organizational safety.
 - Safety culture: the attitudes, values, beliefs, perceptions that employees at all levels share with respect to risk and safety

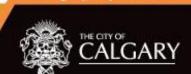




Where did we start?

- Everyone was given the opportunity to speak only about safety
- A work plan was created to address for 5 key areas
 - Near miss reporting
 - Meaningful rewards program for staff
 - Expanded emergency response planning
 - Stronger safety tracking system
 - Increased employee involvement in hazard identification
- Utilization of a joint site worksite committee





What was the result?

- A simple dialogue between all levels of the business
- Key message around safety was clarified
- A change in the desired skills in hiring safety advisors
- The discussion regarding safety as a whole changed
 - Everyone knows someone who has been affected
 - It is better to be alive than to be right
- The discussion to safety opened up
 - People were more willing to speak





Our ongoing work

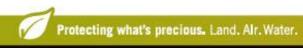
- Still moving to place where safety is just part of life
- Collective comfort to talk about incidents
- Identification of near misses as prevention
- Utilization of every opportunity possible
 - NAOSH week (month)
- Communications strategy to address items immediately





Baseline learning's

- There is always room for improvement
- Every incident is preventable but we need to be willing to talk about it
- Outcome is the information
 - How do you get the engagement with the staff once you have their attention through a common connection?
- The tools can change- the discussion is key





"Time is the least thing we have of." Ernest Hemingway





The Interview Matrix

- A tool to build dialogue in small groups
- Work together in teams of 4
- Simple questions asked multiple times
- One question is asked per round
- Rounds last 60- 90 seconds
- Come together at the end in question groups
- Goal: recommendations for each question





To remember

- The first number in the pair is asking the question to the second number
- You have less than 90 seconds
- Don't think or filter





4 questions

- 1. What was the best first action for the safety program to take to make a change?
- 2. Considering where we are now what is the best next step to take?
- 3. How we make sure we don't lose our momentum if we lose our champions
- 4. What did you hear today that has given you a new idea to try?





Questions?

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Interview Matrix Information

http://www.managers-gestionnaires.gc.ca/eng/tools-leadership-and-learning-building-learning-organization#toc35



