

Integration of a Safety Culture at the City of Calgary Collections

Jennifer Brown
Business Strategist
Waste and Recycling Services



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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



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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?

Jennifer Brown

Jennifer.brown2@calgary.ca

403-510-7454

Interview Matrix Information

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



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