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Building A Safety Culture

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What Is 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.”
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**
  - Safety by Natural Instinct
  - Compliance is the Goal
  - Delegated to Safety Manager
  - Lack of Management Involvement

- **Dependent**
  - Management Commitment
  - Training
  - Rules Procedures
  - Supervisor control, emphasis, and goals
  - Condition of Employment
  - Fear/Discipline
  - Expectations
  - Value all people

- **Independent**
  - Personal Knowledge, Commitment & Standards
  - Internalization
  - Personal Value
  - Care of Self
  - Practice, Habits
  - Individual Recognition

- **Interdependent**
  - Help Others Conform
  - Others Keeper
  - Networking Contributor
  - Care for Others
  - Organizational Pride
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
3. Effective Orientation/Recurrent Training/Knowledge Testing
10 Steps to Building a Safety Culture

4. Employee Participation
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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
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www.thestaffingstream.com/2014/04/15
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