

How to Create Your Safety Culture

HSE Leadership Tactics

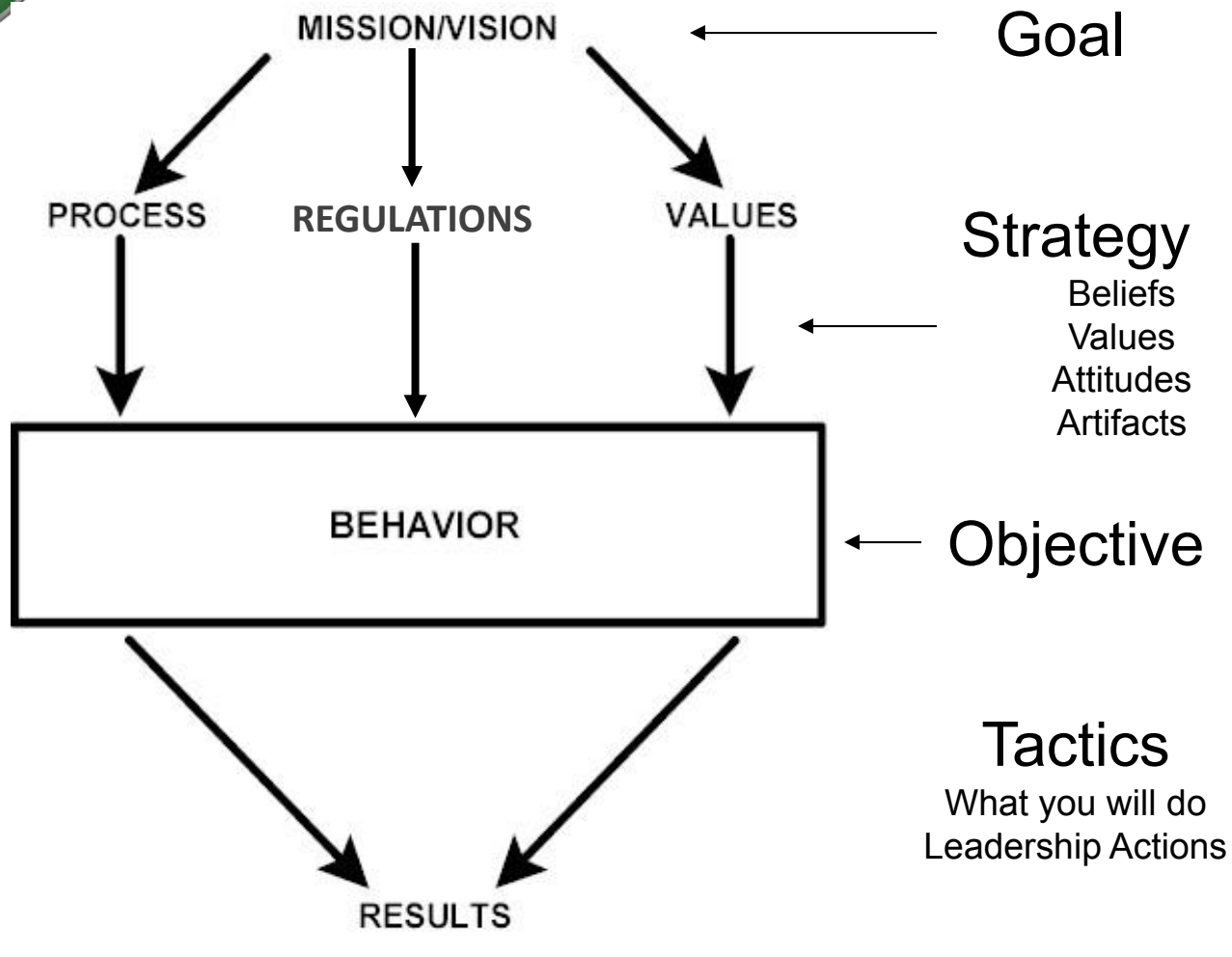
How To Change the Safety Behavior Within Your Organization

Leadership is the Key





Working the Right Side – Safety Culture





Organizational Culture Strategies

- Arises from shared beliefs.
- Beliefs drive behaviors but are not always overt
- Beliefs can be buried under the supportive layers of values, attitudes and artifacts.
- Culture can only be assessed and interpreted through observing human behaviors.
- Beliefs, values, attitudes and artifacts create the culture which manifests itself in behaviors or human performance.



- Beliefs
- Values
- Attitudes
- Artifacts
- Behaviors



Safety Beliefs

- Not inherent to individuals, they are learnt, shared, and arise from a common experience of organizational survival.
- Cannot be seen or measured but, can be understood indirectly through the values, attitudes and artifacts.
- Staff “poor” safety behaviors can be indicators of a misalignment between the truth and the spoken values. They expose the truth or falseness of the values, attitudes, artifacts and the shared safety-beliefs.
- The organizational culture is dependent upon the senior management’s commitment to organizational safety as a business risk and encouraging “good” shared safety-beliefs.
- Example: The belief in minimalist compliance through the senior teams spoken values and attitudes creates a limited interest in safety issues and possible minimalist safety documentation. These behaviors strongly align with the belief.



Safety Beliefs

Good Safety Beliefs

- The safety of staff, contractors, and the public is our number one priority in all circumstances.
- Accountability for safety rests at all times with managers.
- Responsibility for safety rests with employees.
- In safety vigilance at all times.
- Human error is normal and can be expected.
- Our engagement in safe behaviors is necessary for safe operations.
- Human errors are a learning opportunity.
- People are fallible and will make mistakes.
- Legal compliance is a minimum requirement and we strive to do better.
- In a “just” safety culture and that people do come to work intending to do a good job.

Poor Safety Beliefs

- Minimalist approach to safety and insufficient scrutiny so that with the passing of time true safety and conditions become hidden.
- Focus on just legal compliance paying scant attention to operational safety and overly focus on production
- The behavior of questioning or challenging not being welcomed and possibly results in negative individual consequences.
- Failure of dialogue and open communication arising from a fear culture.
- Diverse safety views fail to emerge.
- Fear Culture – individuals true beliefs may remain hidden.



Consequences of a Fear Culture

- Appearing to be stupid/silly
- Appearing to lack knowledge
- Seemingly incompetent or unprofessional
- Considering others are far more knowledgeable and experienced
- Being seen as weak at a moment of decision
- Letting the team or side down, not being “on board”
- Being possibly seen as purposefully obstructive
- The cause of schedule delay or possible adding cost
- Afraid of losing one’s job
- Afraid of manager’s personality or authority
- Actually having little faith in one’s assessment of a safety issue
- The “new boy”, best to be “seen and not heard”
- A fear of not being “liked” or “accepted” by the group



Spoken Values

- Our individual attention to safety is a condition of employment
- That everyone is responsible for safety, our own, others' safety and the protection of our facilities.
- That respect is given to all safety views as everyone has the right to question and report safety issues
- People's interventions to ensure all potential health and safety incidents are prevented
- Everyone has the right to challenge on safety issues
- That the organization strives for an open dialogue culture
- That teamwork to resolve safety matters is strongly supported
- That all events and near misses are reported as we recognize that even minor injuries or events are important
- Thorough safety training and competence as essential for safe working.
- That we regularly check and report our safety-performance



Attitudes

Safe Attitudes

- Safety questioning
- Safety challenging
- Conservative safety attitude to
- Unease about safety
- Identify deviation from normal operations or practice
- Supportive of team problem-solving
- A concerned for personal and others safety
- A “nothing is routine” attitude
- We can always learn and improve – humility
- There are inherently safe features, not inherently safe plant
- The engineered systems are only as good as the people nurturing them.
- Systems can and will degrade
- Cooperative attitude – dialogue culture
- Supportive attitude to team – dialogue culture

Unsafe Attitudes

- Past personal performance justifies current and future performance
- Heroics
- Invulnerability
- The best in the field, we have nothing to learn – arrogance
- Look after “our” group not the organization
- Eleventh-hour excitement (lose safety focus and become careless close to task closure)
- Procedures can occasionally be ignored
- Love a crisis; fire fighting brings out the best in people
- The facility is inherently safe nothing can go wrong
- The engineering and systems will always protect us
- Lack of safety unease
- Financial decisions affect only the balance sheet, not safety



Artifacts

- ❑ An organizations safety culture can be indicated by the presence or absence of artifacts. These serve as reminders to all staff of their share safety-beliefs, values and behaviors.
- ❑ Artifacts are symbols of an organizations identity.

Formal artifacts

- HSE Mission and Policy Statement
- Safety management system
- Safety progress reports
- Public, annual reports
- Safety posters in the plant
- The Company logo
- The safety news bulletin
- Safety awards
- Results of questionnaires on safety
- Quality and standard of work attire
- Collated safety-performance data

Informal artifacts

- Technical jargon used by the organization
- Corporate stories about which the organization has pride
- Company rituals – safety schemes, annual safety conference
- Partitioned walls or private offices (hindering dialogue)
- Reserved car parking (importance of status and hierarchy)
- Peoples posted photographs showing safety merit or achievement
- Well-maintained safety wallboard, statistics, posted achievements, conferences, lectures.



Behaviors

- ❑ Good safety behaviors are the most visible expression of a safety culture.
- ❑ Organizations need to generate, encourage and implement their required safety-behavior expectations. Examples include:

Executive and Senior Managers

- Give visible leadership and commitment to safety
- Communicate and implement agreed organizational safety-beliefs and values within a dialogue culture
- Challenge and question on safety issues at all times
- Have a positive attitude to safety
- Exercise transformational and mentoring management style
- Actively delegate safety responsibility within their framework of safety accountability
- Generate trust and openness
- Personally commit to and exercise good (physical) safety behaviors

Middle Managers

- Give visible leadership and commitment to safety
- Communicate and implement agreed organizational safety-beliefs and values within a dialogue culture
- Challenge and question on safety issues at all times
- Have a positive attitude to safety
- Are periodically actively engaged in facility safety interactions
- Demonstrate safety is a business priority in operations
- Actively generate trust and openness
- Have a humanistic management style
- Personally commit to and exercise good (physical) safety behaviors



Behaviors continued

Supervisors

- Demonstrate safety leadership
- Have a positive attitude to safety
- Support the teams' safety decisions
- Motivate teams for safety improvements
- Develop trust within teams
- Communicate and implement agreed organizational safety-belief and values
- Promote an open safety-dialogue culture
- Promote a learning culture
- Be seen to personally display good (physical) safety-behaviors

Workforce

- Are actively involved in safety initiatives
- Demonstrate autonomy through questioning and challenging safety issues
- Show risk perception and risk aversion with safety the first priority
- Actively promote a cohesive team spirit
- Self-motivated to be compliant with systems
- Communicate and implement agreed organizational safety-beliefs and values



Example Individual Leadership Tactics

Essential Leadership Tactics to Support Behavioral Objectives

- Participate in a safety walk-through with an HSE staff each quarter
- Have all employees sign off on roles and responsibilities
- Conduct a monthly HSE review with HSE Regional and Local Safety Representative
- Minimum of two (2) Elective Activities

Suggested Elective Leadership Tactics to Support Behavioral Objectives

- Commit to raising safety issues in every call to staff and employees
- Implement a leadership safety contact initiative throughout the organization
- Develop Safety KPI's for key management performance evaluations
- Conduct regular safety celebrations (lunches, BBQ, Pizza Parties, etc.)
- Develop a newsletter highlighting safety accomplishments
- Develop a system of accountability across the organization
- Ensure HSE Training of all Managers and supervisors
- Participate in Job Safety Observations
- Establish local safety teams to raise safety concerns to the top of the organization