



NORTH RISK PARTNERS™

Cultural Influences on Your Health and Safety Efforts

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Tony Kuehn
CSP, OHST, ALCM
Director of Health and Safety Services
Integrated Loss Control, Inc.

Cultural Influence on Your Health and Safety Efforts

Objectives/Considerations (discussion items) for today:

- **Define “Culture”**
- **Revenue Protection -Good for All**
- **Multi-tasking, Time Management**
- **Corporate Leadership- Leadership Roles, Finance, Time Allowance, Disciplinary Action**
- **Communication Barriers, Cross-Cultural Issues**
- **Employee Structure**
- **Union, Non-Union Environments**
- **Summary, Developing Strategies, End Results**



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Culture:

1. the arts and other manifestations of human intellectual achievement regarded collectively.

"20th century popular culture"

a refined understanding or appreciation of culture.

"men of culture"

2. the customs, arts, social institutions, and achievements of a particular nation, people, or other social group.

"Caribbean culture"

the attitudes and behavior characteristic of a particular social group.

"the emerging drug culture"

3. *Biology*

the cultivation of bacteria, tissue cells, etc. in an artificial medium containing nutrients.

"the cells proliferate readily in culture"

a preparation of cells obtained from a culture.

"the bacterium was isolated in two blood cultures"

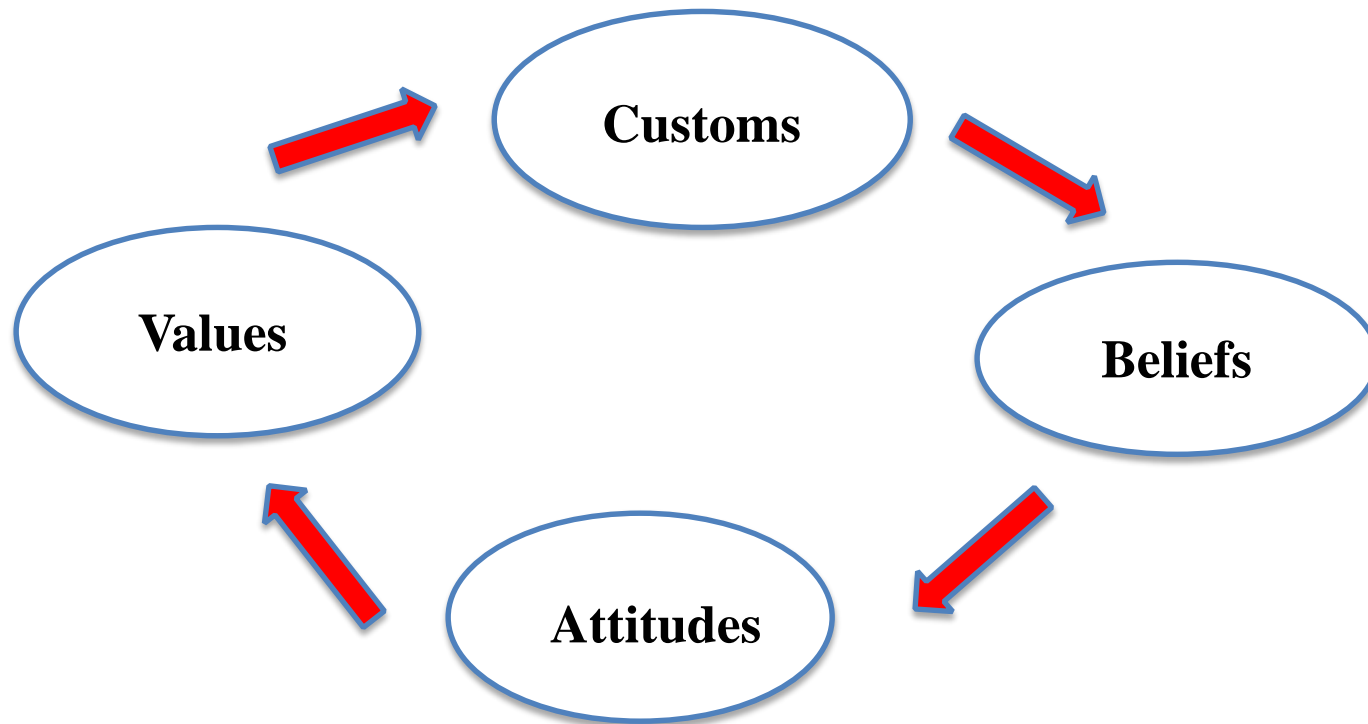
4. the cultivation of plants.

"this variety of lettuce is popular for its ease of culture"



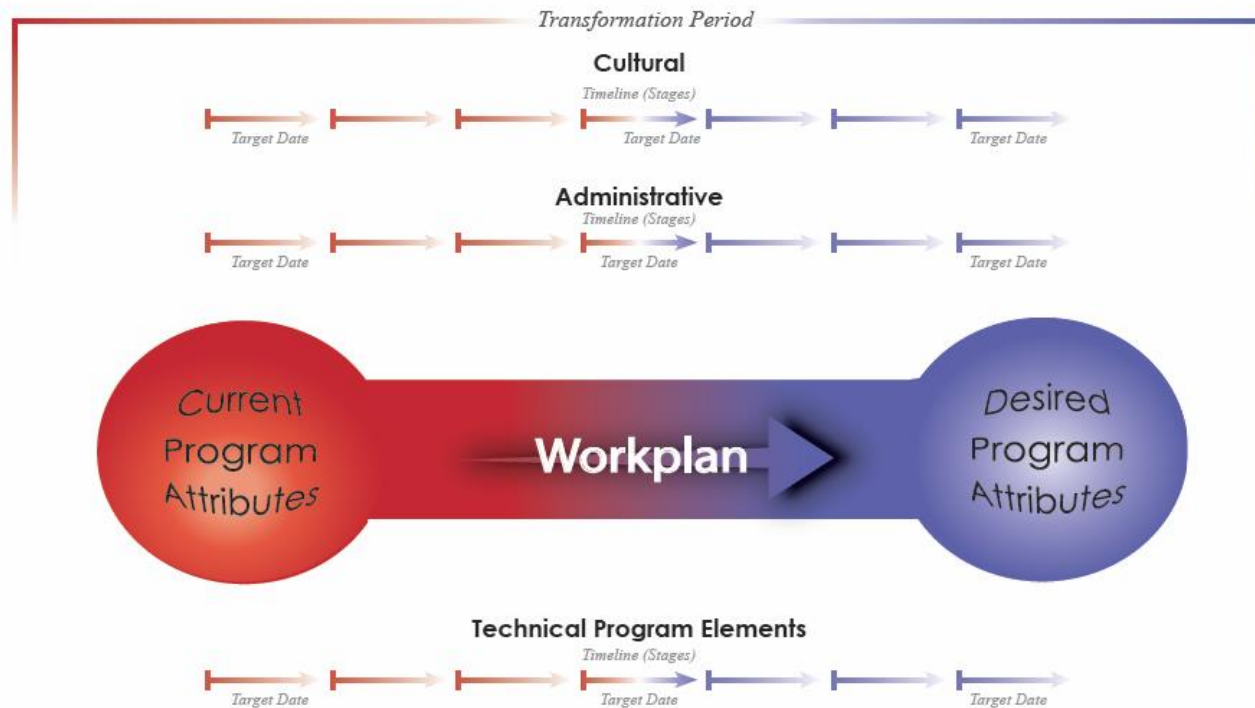
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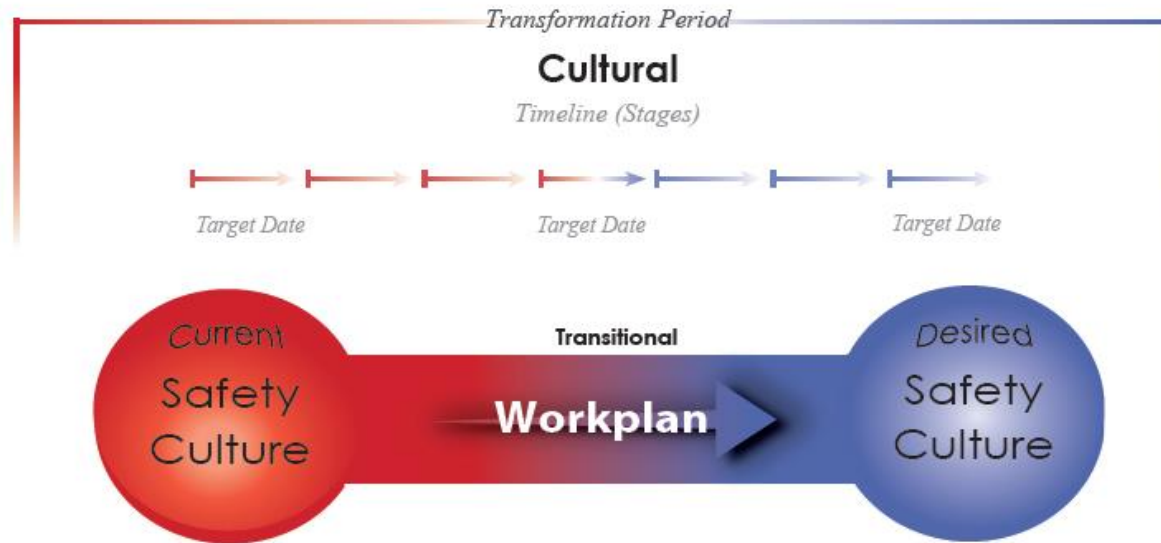
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Integrated Loss Control, Inc. Loss Control Program Strategic Plan



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Once recommendations (goals) have been identified by management, the **Cultural Workplan** can be formulated. The above graphic depicts the *Cultural* track. The **Plan Development and Implementation Team Members** will be determined during the evaluation process.

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WorkPlan is developed after an assessment is completed to evaluate the safety culture.

WorkPlan establishes a sustaining or changing approach.

Action Steps are created to accomplish the goal.





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Revenue Protection Good for All (Protecting Human, Physical and Financial Resources)

**Without revenue, the business would
collapse. That is just an undeniable truth.**

**Isn't a safe employee a more productive,
more prosperous employee by default??**



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“For Every Dollar Spent on an Injury / Illness Prevention Program, An Employer can Expect up to Six (6) Times Return on Investment¹”

A case study from Goldman Sachs found that
“Companies that did not adequately manage workplace safety and health performed worse financially than those who did (from Nov. 2004-Oct 2007). Investors could have increased their return during this period had they accounted for workplace safety and health performance in their investment strategy²”

1-Injury and Illness Prevention Programs by OSHA US Dept. of Labor-Sept. 5, 2014

2-Business Case for Safety and Health by OSHA US Dept. of Labor-2013



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CONSIDER...

Multi-tasking, Time Management

- **Busy**
- **Beyond Busy**
- **Understaffed**
- **Tipping Point**
- **Prioritization**



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CONSIDER...

Corporate Leadership-Leadership Roles, Finance, Time Allowance, Disciplinary Action

- **Leadership Needs to be on the Side of Safety**
- **Written Policies-Applied Universally**
- **Practice What You Preach**
- **View/Value Compliance Differently**



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CONSIDER...

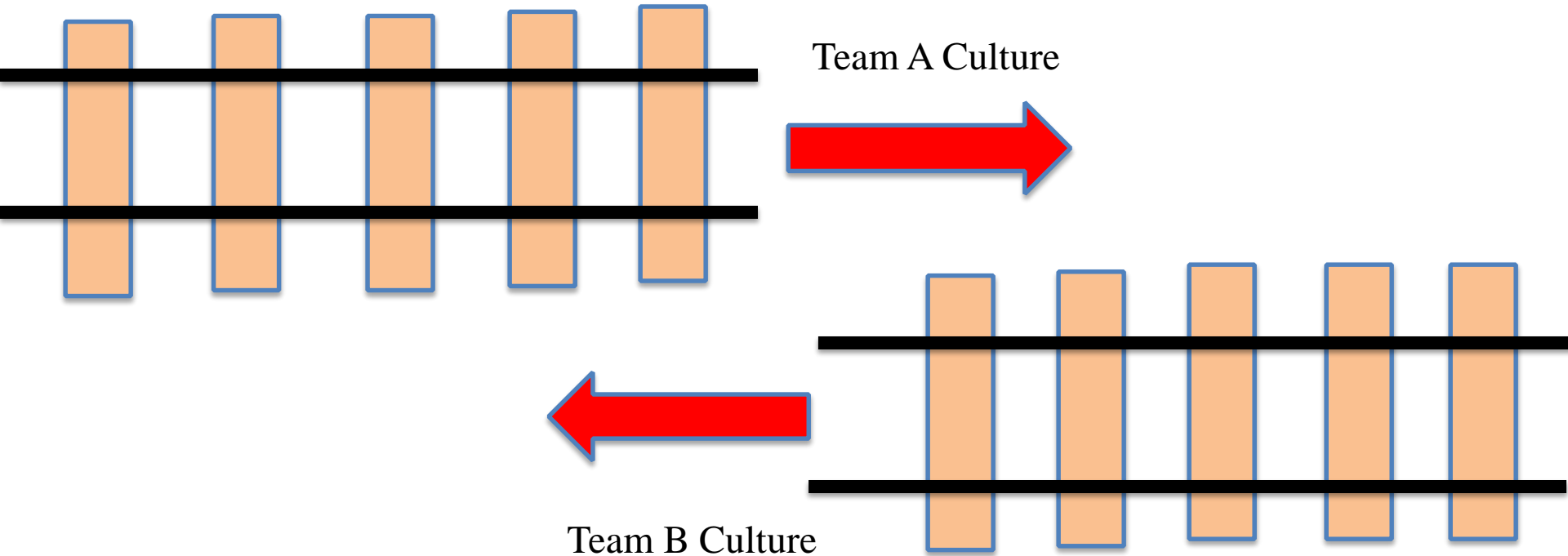
Communication Barriers

- **First and Second Languages**
- **Language Specific to a Work Group or Team**
- **Translator(s) Available??-Verbal as Well as Written Resources**



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CONSIDER...

Cross-Cultural Issues: Socio-Economic, Religious Barriers, Various Experiences, Worry Over Retaliation

- **A co-worker and their superior need to understand safety and who is responsible for it,**
- **Subordinates, equals and superiors have to appropriately interact with each other**
- **People can say work is done but does it equate to how the work is actually done??**
- **Employees may perceive work dangers/solutions relative to other risks they face in their daily lives**
- **Employees adapt to workplace dangers**

How are the items above similar or different for work from different cultural backgrounds??



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CONSIDER...

Employee Structure

- **Age**
- **Gender**
- **Physical Make-up**
- **Full time or part-time**
- **Seasonal**
- **Temporary**
- **Transient**



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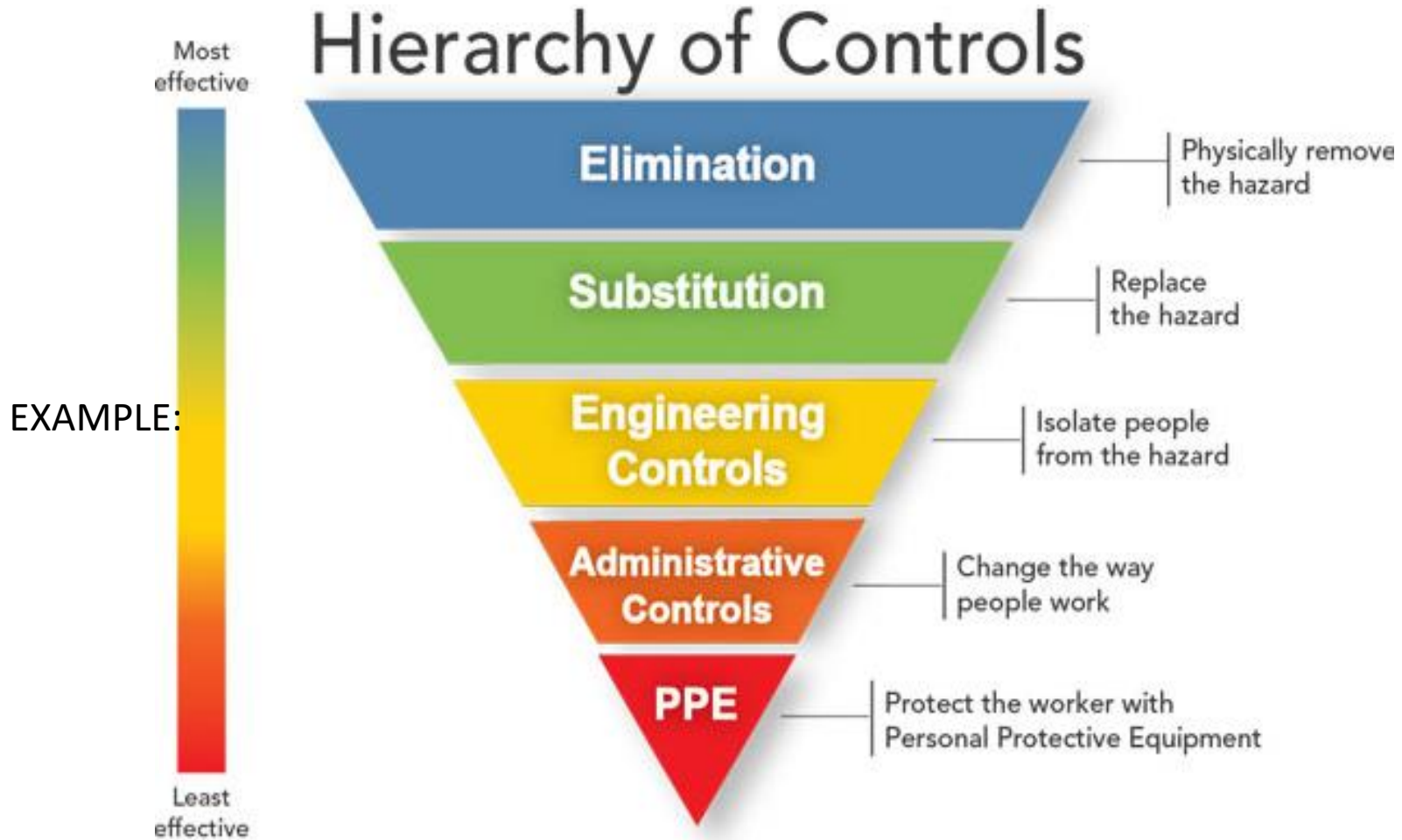
CONSIDER...

Union, Non-Union Environments, Who is Controlling the Implementation of the Program?

- **Are They Properly Informed?**
- **What is Actually in the Contract?**
- **Proper Application of Policies, Procedures**



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Source: NIOSH Infographic



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CONSIDER...

Corporate Merger, Takeover, Change in Organization Ownership

- **New Complaints May Surface**
- **Action Plans May Stall**
- **Health and Safety Ramp Up for Investors or new Management**
- **How Does the Change Update the Compliance Identity and Safety Message?**



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Have You Evaluated?

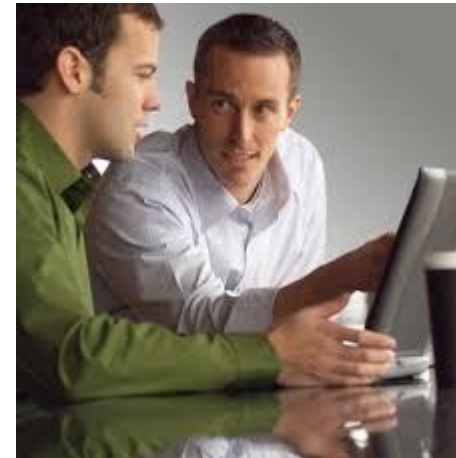
- **Who Is Involved**
- **Internal vs. External**

How Do You Evaluate?

- **Cultural Surveys**
- **Team Assessment (All Levels of Organization)**

What Do You Do With Information?

- **Share with Team**
- **Establish Consensus (Change or Maintain?)**
- **WorkPlan and Action Steps**



Cultural Influence on Your Health and Safety Efforts

OBSERVATIONS MADE:

- **Conflicts?**
- **Competing Agendas?**
- **Common Causes of Failure?**

ACTIONS:

- **Sustain Current Culture or Change It**
- **Develop a Strategy/Workplan to Address Culture**
 - **Mediation, Negotiating Actions for a Positive Outcome**
 - **Trust or Lack Thereof**
 - **Use of Technology-A Barrier or a Catalyst (IT Friend or Foe)**



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OBSERVATIONS MADE:

Conflicts?

- **Communication Based**
- **Power Struggle**
- **Disagreement on Strategy**
- **Inadequate Information**



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OBSERVATIONS MADE:

Competing Agendas?

- **The Real Message Behind the Safety Message**
- **A Separate Meeting After the Team Meeting**



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OBSERVATIONS MADE:

Common Causes of Failure

- **Not Defining the “Target” Culture**
- **Failure to Develop a Consensus of the Target Culture**
- **Failure to Evaluate Current Culture**
- **Ignoring the Possible Affect of Culture on H&S Programs**
- **In-adequate Dialogue Before Decisions Are Made**
- **Decisions are Never Made or When Made, Not Communicated**
- **In-ability to Be Flexible**
- **Not Recognizing Individual Groups, Team and Individual Employee Needs**
- **Complacency During Times of Change (culture shift)**



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Develop a Strategy/Workplan to Address Desired Culture

- **Build Teams for Discussions, Open Exchange of Ideas**
- **Take the Workplan Approach**
- **Utilize the Safety Committee**
- **Network with Human Resources**
- **Network with Employee Groups**
- **Network with Trade Associations**
- **Consider Succession Planning**



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Mediation, Negotiating Actions for a Positive Outcome

*“Nothing Stronger Than an Idea Whose time Has Come” –
Victor Hugo, French Poet*



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Use of Technology-A Barrier or a Catalyst



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Trust or Lack Thereof

- **Increased Speed Due to Extended Trust**
- **Can be Demanded but Develops Over Time**
- **Builds Strong Relationships**
- **Retains Strong Relationships**
- **Communications**

“You can’t bottle it, can’t model it, can almost touch it, you know when its not there. Trust is the beef”- Chuck Clark



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What Can a Good Safety Culture Bring to the Table for an Organization?

- **Improved Employee Engagement in Health and Safety**
- **Reduced Costs (hidden and measurable) Associated With Injuries, Lawsuits, etc.**
- **Ability to Bid on Large Contracts with Extensive Compliance Requirements**
- **Better Access to Talented Employees**
- **Improved Assurance for Employees Who Are Up-to-Date on Required Training, Certification, etc.**
- **Better Reputation, Branding**



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So.....What Does Culture Mean to You??

**Location,
People,
Processes, and
Equipment?**



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Creating a culture of safety that is sustainable or ‘sticks’ throughout your organization isn’t something that can be established overnight. A culture change or “shift” is an investment (ROI) that takes significant time, resources, and communication.

A sustainable safety culture outlasts the team that defined and created it.



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“Praise the Slightest Improvement”-Dale Carnigie



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Questions?





Integrated Loss Control Contact Information

North Risk Partners Value-Added Services Hotline **(888) 667-4135**

Call the hotline to get personalized advice from HR and safety professionals on a variety of topics, including state and federal compliance, employer best practices, workplace programs and more.

***You may also reach Integrated Loss Control by emailing safety@northriskpartners.com**



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