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HOW TO BUILD A STRONG SAFETY CULTURE

JULY 2024

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PRESENTER



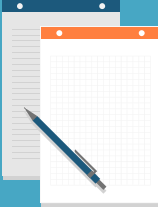
Nick Hardesty
Director EHS Field Services
KPA


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AGENDA

- Understanding Safety Culture
- Gaining Executive Team Buy-In
- Engaging Frontline Workers
- Bridging the Gap Between Leadership and All Employees
- Developing a Safety Action Plan



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SAFETY CULTURE

“Safety culture” is defined as “shared attitudes, values, and perceptions toward safety held by organizational groups” that is assumed to be “both a product and driver of risk-related practices”

“Safety culture refers to safety attitudes and behaviors within an organization. Or to be even more blunt, it’s simply ‘how things are done’

“Safety culture is the combination of attitudes and behaviors toward safety that are conveyed when walking into a business.

“Safety culture is the shared commitment to prioritizing safety in all aspects of work.

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WHAT IS SAFETY CULTURE?




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SAFETY CULTURE

Leadership Safety Values and Actions	Problem Identification and Resolution	Personal Accountability
Leaders demonstrate a commitment to safety in their decisions and behaviors.	Issues potentially impacting safety are promptly identified, fully evaluated, and promptly addressed and corrected commensurate with their significance.	All individuals take personal responsibility for safety.
Work Processes	Continuous Learning	Environment for Raising Concerns
The process of planning and controlling work activities is implemented so that safety is maintained.	Opportunities to learn about ways to ensure safety are sought out and implemented.	A safety conscious work environment is maintained where personnel feel free to raise safety concerns without fear of retaliation, intimidation, harassment or discrimination.
Effective Safety Communications	Respectful Work Environment	Questioning Attitude
Communications maintain a focus on safety.	Trust and respect permeate the organization.	Individuals avoid complacency and continually challenge existing conditions and activities in order to identify discrepancies that might result in error or inappropriate action.



NRC safety culture website:
<http://www.nrc.gov/about-nrc/regulation/enforcement/safety-culture.html>

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EXECUTIVE BUY-IN

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EXECUTIVE BUY-IN

Key Questions

- Does top management in your organization provide active and visible support for safety and health?
- Does your organization prioritize safety over production and/or other business demands?
- Has your company's budget for EHS/Safety increased over the past few years?

"The key to get management to "buy in" for safety involves finding a common purpose."
- J.A. Rodriguez Jr., CSP Chief Strategy Officer for the BCSP

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EXECUTIVE BUY-IN

Legal Obligation/Costs

- OSHA requires employers to furnish a workplace which is free from recognized hazards which may cause or are likely to cause death or serious physical harm.

OSHA Citations

- Are you prepared to combat OSHA inspections due to accidents, emphasis programs, random audits?


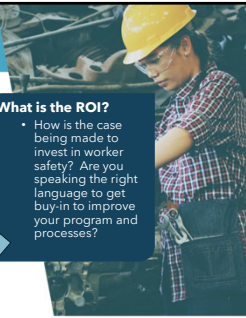
What is the ROI?

- How is the case being made to invest in worker safety? Are you speaking the right language to get buy-in to improve your program and processes?

Communicate Value

Use Data

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EXECUTIVE BUY-IN

LEGAL COSTS

- "Here's a quick look at real-world personal injury settlement and civil court verdict in case involving ankle injury..."
 - \$350,000 settlement for plaintiff after forklift tipped over and caused severe ankle fracture."
- ...but the employee was negligent?!?
 - OSHA will build the majority of the case for the attorney
 - No training
 - No inspections
 - No maintenance




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EXECUTIVE BUY-IN

OSHA CITATIONS

Citation 1 Item 1 Type of Violation: Serious	1910.178(o)(1)(ii) Prior to permitting an employee to operate a powered industrial truck (except for training purposes), the employer shall ensure that each operator has successfully completed the training required by this paragraph (I), except as permitted by paragraph (I)(5).	\$5,500
Citation 1 Item 2 Type of Violation: Serious	1910.178(o)(5) All parts of any such industrial truck requiring replacement shall be replaced only by parts equivalent as to safety with those used in the original design.	\$4,400
Citation 2 Item 1 Type of Violation: Willful	1910.178(o)(11) If at any time a powered industrial truck is found to be in need of repair, defective, or in any way unsafe, the truck shall be taken out of service until it has been restored to safe operating condition.	\$60,500
Citation 2 Item 2 Type of Violation: Willful	1910.178(o)(7) Industrial trucks shall be examined before being placed in service, and shall not be placed in service if the examination shows any condition adversely affecting the safety of the vehicle. Such examination shall be made at least daily. Where industrial trucks are used on a round-the-clock basis, they shall be examined after each shift. Defects when found shall be immediately reported and corrected.	\$60,500
Total Proposed Penalties		130,900

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EXECUTIVE BUY-IN

OSHA CITATIONS

2022

2021

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EXECUTIVE BUY-IN

SELLING THE ROI

- A calculation used by insurance carriers to determine the premium amount a business will pay for their worker's comp policy
 - "costs of a company's actual workers' compensation claims compared to the expected costs for companies of similar size in the same industry."
- Retroactive over the past three years prior to the term year
- "1" is the magic number
 - EMR job classification industry average
- Example
 - EMR = 1.4 then its possible to pay 40% more
 - EMR = 0.89 then its possible to pay 11% less
- Typically, more incidences carries more weight

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EXECUTIVE BUY-IN

Leading Indicators	Near-misses	Lagging Indicators	Recordable Injuries
	Employee audits		Citations
	SCM participation		Case Rates (Incidence and DART)
	Inspection results		Worker's Comp Claims
	Training participation		Experience Modification Rating
	Equipment maintenance		
	Housekeeping		
	Safety surveys		


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ENGAGE WORKERS

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ENGAGE WORKERS

What is your current status?

- Honest review of current safety culture

Seek out your team

- Don't throw your safety culture idea in someone else's lap
- Volunteers are better than Volun-tolds
- Issue your team the time

Create a Risk Assessment

- Based on your risks, what do you need?
- What is the best means to achieve your goals?
- Are we tracking leading/lagging indicators?

Analyze inside and outside resources

- "We have a technician who was a past forklift operator for a shipping firm"
- "Our shop foreman is willing to share stories about how she has seen hand tools slip before and can do a shop talk"
- "We have a former fire fighter that is now a parts delivery man"
- "The local red cross hosts CPR and basic first aid training"
- "We had a consultant at a past facility that I worked with who did safety training"

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ENGAGE WORKERS

COMMUNICATION

Work Process
Communication

}

Bases for
Decisions

Free Flow of
Information

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Expectations

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COMMUNICATION

Identification

Evaluation

Resolution

Trending

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ENGAGE WORKERS

LISTEN TO YOUR EMPLOYEES

If resources were not an issue, what would be at the top of your wish list in regard to ensuring employee safety?

- "Better communication equipment for all of us to work together and rely on each other."
- "Better training! Not more. Better."
- "Additional staff to focus on specific areas like ergonomics, machine guarding, accident/incident prevention and emergency response."
- "Full, digitized system of reporting for injuries, near misses and employee observations."
- "Completion of projects to discover the levels of OSHA compliance related to requirements/issues for the individual, and the engineering solutions to reduce or eliminate issues such as noise, ergonomic issues, training, etc."
- "Significantly more behavioral safety training for construction workers."
- "Increase employee feedback and recognition for doing the right thing."

*National Safety Survey - EHS Today
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ENGAGE WORKERS

Talk to them

- Avoid the stereotypes and bias
- What are their realistic career goals?
- How can you help them?
- Make their importance known

Create opportunity

- Assign them as leads on tasks
 - Run point on lead indicator data assessments

Put them to the test

- Make improvements
 - SDS Recovery Time Challenge

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ENGAGE WORKERS

EMBRACE TECHNOLOGY



- Mobile Applications
 - Digital Inspections
 - QR Codes
 - Employee training
 - KDS
- JSA Builders
 - Simplify process & improve communication
- COI Tracking
 - Keep all in one place
- Permit Tracking
 - How are we managing all of this information
- Incident Managers
 - Increase communication
 - Simplify process
 - Reduce lag in reporting
 - Improve tracking
- LMS
 - Better training
 - Ease of use
 - Tracking and your fingertips

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DEVELOP YOUR PLAN

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DEVELOP YOUR PLAN

1. Identify the strategy for improvement
 - Vision
 - Business need
 - Strategy
 - Tactical Goals
 - Operational Goals
7. Implement Improvement
5. Analyze the information and data
 - Trends?
 - Targets?
 - Improvements required?
6. Present and use the information
 - Assessment summary
 - Action plans

2. Define what you will measure
3. Gather the data
 - Who? How? When?
 - Criteria to evaluate
 - Integrity of data
 - Operational goals
 - Service Measurement
4. Process the data
 - Frequency?
 - Formats?
 - Tools and systems?
 - Accuracy?

PDCA




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DEVELOP YOUR PLAN

- Establish active, visible leadership
- Increase/Improve training
- Provide opportunities for employee ownership
- Open channels of communication and provide immediate feedback
- Learn from leading and lagging indicators
- A focus on the acts and conditions across the organization
- Empower leaders across company




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IMPLEMENT YOUR PLAN



Working Safely Together

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QUESTIONS



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