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Safety Culture Kickstarters: Identify Gaps and Opportunities to Improve Workforce Engagement

Presented by:

Earl Blair

Assistant Professor
Eastern Kentucky University

Wednesday, March 29, 2017
1:30 p.m. to 3:00 p.m. Eastern
12:30 p.m. to 2:00 p.m. Central
10:30 a.m. to 12:00 p.m. Pacific

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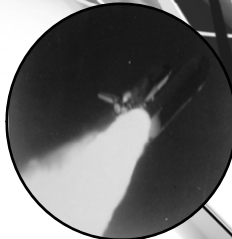Eastern Kentucky University

March 29, 2017

Why is *Culture* Important to Safety?

The level of safety performance you can achieve is *dictated* by the culture

BP Texas City & Deepwater Horizon

Tragic Accidents are often considered symptoms of poor safety cultures

NASA Challenger & Columbia

Is the Overarching Role of Safety Professionals to be *Culture Change Agents*?

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What about Risk Assessment?
Issues that Impact Safety Culture

Prioritize your safety activities using *Risk Assessment*

Establish Goals *for Risk Reduction*

Evaluate Risk levels *before and after controls*

Blair & Spurlock LLC

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What About *Safety Perception Surveys* to Identify Safety Culture Gaps & Opportunities?

Measure Progress against Baseline
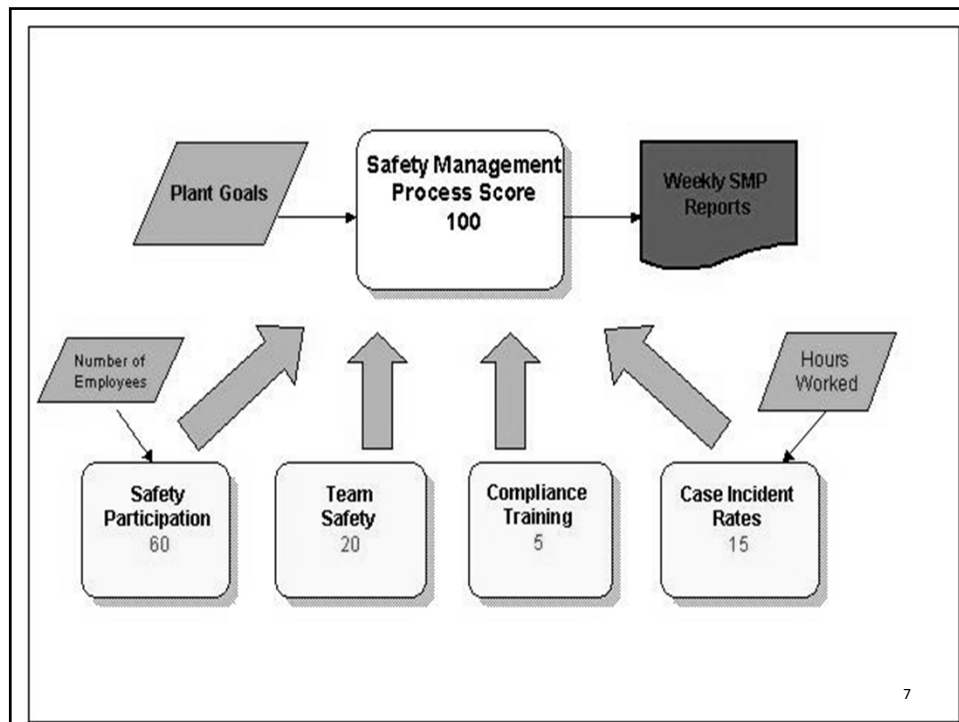
Identify Strengths & Weaknesses in your Safety Culture

Provide **Prescriptions for the Future**

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SMP Case Illustrates Examples of *Employee Engagement*

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Subtle Distinctions Can Drive Success

Employees were *given **quotas*** for safety activities with an important distinction:

Employees had *a choice in how they participated in safety*

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Employee Engagement Measures:
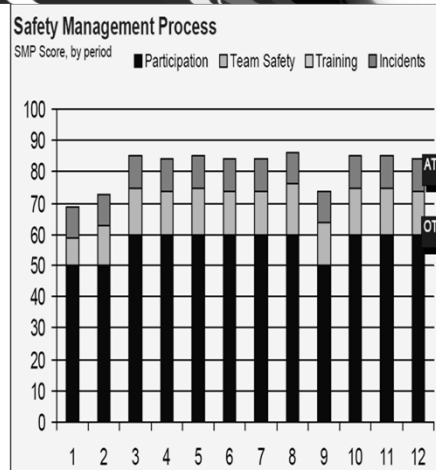## Options for Individual Safety Participation

Observation Cards	Ergonomic Assessment Requests
Job Safety Analyses	Ergonomic Assessment Actions
JSA Training	Project Walkthroughs
JSA Auditing	Safety Work Orders
Safety Meetings	Incident Reviews
Safety Audits	Safety Visual Aids
Maintenance Walkthroughs	Hazard Alerts
Pre-Shift Stretching	Individual Safety Initiative
IH Sampling Requests	Housekeeping Audit
IH Sampling Results	

(12x5 = 60)

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Employee Engagement Case Results

Safety Management Process
SMP Score, by period
■ Participation ☐ Team Safety ☐ Training ■ Incidents

- **Average SMP Score for plant 83**
- **1 Million Hours w/o Lost Time July 2004 and again in March 2005**
- **LWCIR 2005 < 1**

Anne Bevington

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What does *Incident Investigation* Reveal About Your Safety Culture?

A *Reporting Culture:* Are near hits reported and serious ones investigated?

A *Just Culture*: Do your investigations go beyond "Operator Error" and avoid blame?

A *Supportive Culture:* Does your management demonstrate visible ongoing support for safety related corrective actions?

A *Learning Culture*: Does your organization learn lessons, share information and make corrections based on incident findings?

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What is the Most Important Measure for Developing Your Safety Culture?

Leadership Visibility & Support for Safety!

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Gulf Platform Case Demonstrates Leadership *Support and Care*

5 Specific Leading Measures
- **Safety meetings**
- **Housekeeping**
- **Barricade performance**
- **JSA**
- *Leader Safety walks*

Jack Toellner

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Gulf Platform Case Results

- 2 Mil. Hrs of Work
- 1 Recordable Injury

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Leadership Self-Managed Checklist

Name:_____   Date:_____

(Pinpoint 3 to 5 Items for Weekly Performance)	Yes	No	N/A
1. Perform safety walkabouts to discuss safety			
2. Ensure the closeout of safety-related corrective actions			
3. Conduct safety coaching			
4. Promote safety coaching			
5. Attend safety related training with team			
6. Recognize employees for working safely			
7. Completed checklist turned in at the end of work week			

EXAMPLE

(Adapted from McSween)

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Visible Safety Leadership Is the Key to Developing Safety Culture

Learn what they don't know

Opportunity to reinforce the safety process

Opportunity to demonstrate they care

Leadership Conducts Safety Walks

Employees may develop greater trust in their leaders

Ensure that safety problems are resolved

Establish a hands-on safety example for supervisors

Employees see leaders are genuinely committed to safety

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References & Recommended Reading

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Earl Blair

Earl Blair is a Professor in Safety Management at Eastern Kentucky University. Prior to working for EKU, Dr. Blair served as the department chair for Safety & Health at Indiana State University in Terre Haute, and taught for 12 years as an award winning author and teacher at Indiana University in Bloomington. He worked for over 20 years as a safety professional, consultant and trainer to industry.

While working as a safety manager in industry, Dr. Blair helped a large pharmaceutical site reduce its Workers' Compensation costs by 50% and win the site of the year award. He helped get 2 of the earliest VPP STAR sites in the US while a Safety Manager for a Fortune 50 company in the 1980s. Dr. Blair has authored a number of articles and is a frequent speaker at national and international safety seminars for the ASSE and NSC. Dr. Blair's mission is to advance the existing knowledge about safety performance: to find and articulate the most efficient ways to save lives and reduce injuries.