Connecting Safety Performance to Safety Culture

Safety Services Conference

January 21, 2014
Outline

1. The Big Picture - Manitoba’s 5 Year Plan
2. What is safety culture?
3. Does safety culture matter?
4. How do we measure safety culture?
5. What does the research say?
6. What does the future hold?
1. The Big Picture
Manitoba’s Five Year Plan
“Making our province a nationally recognized leader in safety and creating a lasting culture of safety is a shared responsibility that requires the commitment of all.”
2. What is Safety Culture?
Merriam-Webster

- the characteristic features of everyday existence (as diversions or a way of life) shared by people in a place or time

- the set of shared attitudes, values, goals, and practices that characterizes an institution or organization
OSHA

• The shared beliefs, practices, and attitudes that exist at an establishment. The atmosphere created by those beliefs, attitudes, etc, which shape an organization.
“CULTURE”

• Provincial Safety Culture
• Sector Safety Culture
• Workplace Safety Culture
• Work Group Safety Culture
3. Does Safety Culture Matter?
What does the literature say?

• Safety is heavily influenced by the decisions and behaviours of management and those who lead the organization

• There are limits to safety improvements from engineering and traditional personnel policies and actions

• Thus, the focus has moved to highlighting of cultural and management system limitations
Level of Safety Program Maturity

- **PATHOLOGICAL**
  Who cares as long as we’re not caught

- **REACTIVE**
  Safety is important, we do a lot every time we have an accident

- **CALCULATIVE**
  We have systems in place to manage all hazards

- **PROACTIVE**
  Safety leadership and values drive continuous improvement

- **GENERATIVE**
  HSE is how we do business around here
Stages of OHS Culture Evolution

- Barely Conscious
- Struggling
- Managing
- Consistent and Collaborative
- Dedicated and Deeply Involved

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4. How Do We Measure Safety Culture?
Leading vs. Lagging Measures vs.

What is the Difference?
Lagging Indicators
Leading Indicators
Leading Indicators
- % of Employees Receiving Safety Training
- Number of Inspections Completed
- % of Safety Material Available in Worker’s First Language
- Size of Safety Budget
- % of Maintenance Items Completed on Time
- Safety Climate

Lagging Indicators
- Number of Injuries
- Number of Lost Work Days
- Injury Costs
- WCB Assessment Rate
- Improvement Orders and Stop Work Orders
What is Safety Climate?

• Safety Climate – perception of safety policies and procedures by members of an organization at a given point in time, regarding the adequacy of safety and consistency between actual conditions compared to safety policies and procedures

• Subgroups tend to develop shared perceptions while between-group differences are not uncommon within an organization
Why Safety Climate?

- Measuring safety climate can be a useful leading indicator of safety performance.
- As a leading indicator the safety climate score can be used to proactively change before an injury or near miss occurs.
- Safety climate can be used to benchmark organizational safety over time and against industry sectors.
5. What Does the Research Say?
SAFE Work Manitoba Study

• Develop a safety climate survey to be used to measure safety climate at the firm level.
• Funded through the Research and Workplace Innovation Program (RWIP).
Key Safety Climate Themes

1. Leadership
2. Communication
3. Worker Involvement
4. Co-worker Behaviour
5. Safety Systems
6. Safety Equipment
7. Training
Objective of the Study

Enable a company to:
• Identify strengths and weaknesses in their organization
• Compare by employee type (management, supervisors, workers)
• Compare by departments or shifts
• Compare to industry scores
• Review results by each question
Institute for Work & Health Research

• 8 Question Safety Climate Survey
• Completed by the ‘key safety informant in an organization’
• Can be applied to all organizations.
• Look for correlation between climate score and safety performance.
• Helps target sectors with greatest risk.
1. Formal safety audits at regular intervals are a normal part of our business.

2. Everyone at this org. values ongoing safety improvements in this org.

3. This organization considers safety at least as important as production and quality in the way work is done.

4. Workers and supervisors have the information they need to work safely.

5. Employees are always involved in decisions affecting their health and safety.

6. Those in charge of safety have the authority to make the changes they have identified as necessary.

7. Those who act safely receive positive recognition.

8. Everyone has the tools and/or equipment they need to complete their work safely.
5. What Does the Future Hold?
SAFE Work Manitoba

- Participating in national discussions and projects related to safety climate measures and best practices
- Developing a plan to measure safety climate in Manitoba
- Developing safety climate survey to measure safety climate at the firm level
Your Future Role

• Consider participation in the new safety climate tool when available.

• Consider certification in the new provincial safety certification program in 2016.

• Contribute to a positive safety culture in your workplace.
Questions
References


Drew Dudley Video Here

- Drew Dudley “Everyday Leadership”
- TED Talk, Toronto 2010
- 6:15
- YouTube Version
- https://www.youtube.com/watch?v=HR2UnsOuKxo