

RETRO

Workers Comp Retro



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Culture of safety

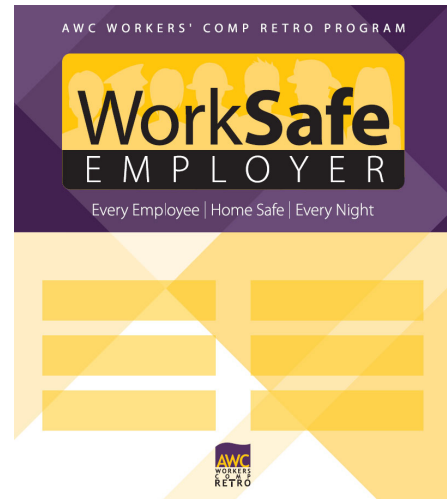
In the trenches on the
frontline of workplace safety



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The WorkSafe Employer Award

Recognizing those organizations who are creating and maintaining a **culture and system of safety** that protects all their employees.



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Objectives

- What a healthy safety culture looks like
- What you need, and steps you can take to start building a good safety culture at your organization
- How to leverage your formal program to build good habits and culture
- How to monitor your safety culture, and course-correct when necessary

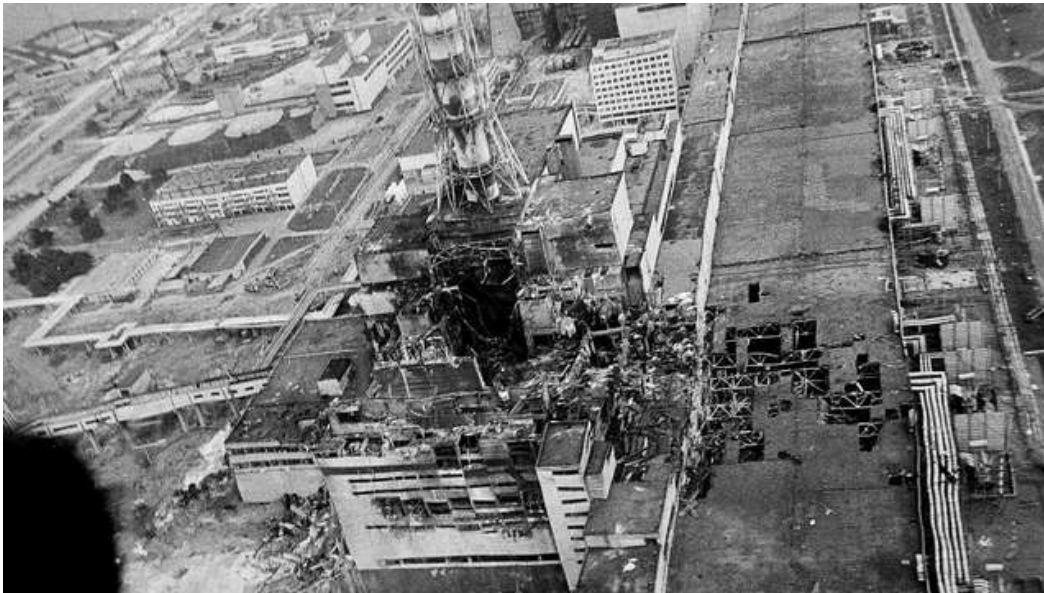
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“You can be a wonderfully compliant organization and still have abysmal safety performance”

- Paul O’Neill

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What does it look like?

In a healthy organizational safety culture we would expect to see:

- Shared understanding of safety's importance
- Mutual trust
- Belief in prevention
- Individuals accept common rules

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3 truths of workplace safety

1. Your workplaces have cultures, whether you intend it, or not.
2. Employee perceptions can matter as much as the explicit safety rules
3. Safety systems are re-enforcing and embedding a culture. With this consistency is a must.

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Building culture

Very easy to say you want a good culture that emphasizes safety. How do you do it?

**Management
Engagement**

**Safety
Systems**

**Establishing
Good Habits**

**Stakeholder
Involvement**

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Mgmt's influence on culture

“The connection between culture and leadership is clearest in organizational cultures...Culture is ultimately created, embedded, evolved, and ultimately manipulated by leaders. With group maturity, culture comes to constrain, stabilize, and provide structure and meaning to the group members...”

From Organizational Culture and Leadership, pg. 3

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Cultural Embedding by Leadership

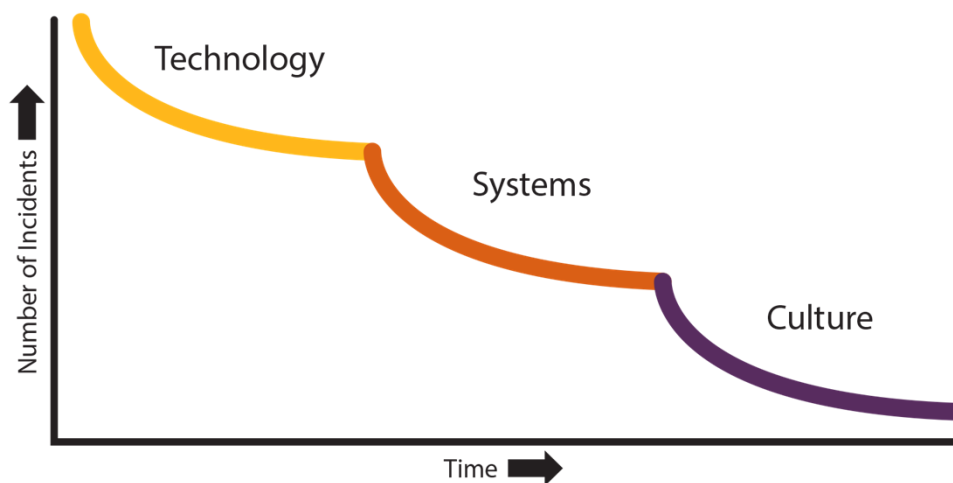
- What leaders pay attention to, measure, and control on a regular basis
- How leaders react to critical incidents and crises
- Observed criteria along which resource allocation follows
- Deliberate role modeling, coaching, and mentoring
- Observed criteria along which leaders allocate rewards and status

From Edgar Schein, *Organizational Culture and Leadership*

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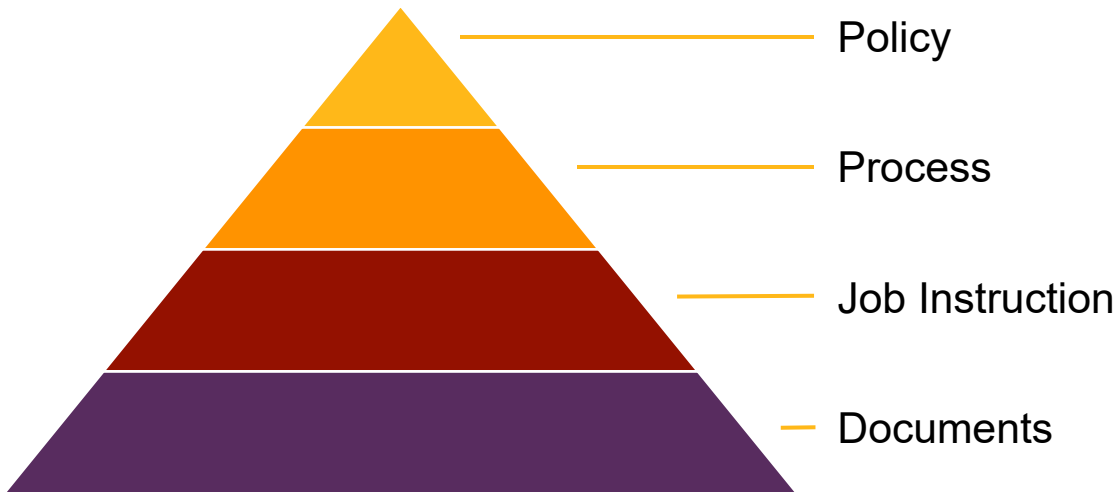
Hudson safety development line



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Layers of safety mgmt. systems



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Setting up good habits

Routines are the organizational analogue to individual habits.

Habits are one way culture influences decision-making; what were once decisions are no longer such. They are automatic.

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Not all habits are created equal

There are some (safety) routines that we should value over others. This is because some key routines build the structure and confidence for other successes to follow.

These are known as **keystone habits**.

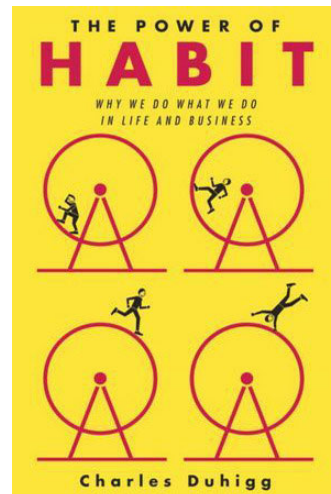
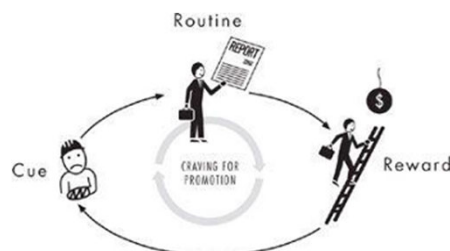
Organizations must be careful in selecting the routines they find most important and impactful.

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Developing habits

Institutional habit loop is when our organization's incentives, expectations, and rules influence decision making.



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Involving the stakeholders

Engaging directly with the workforce is critical to building organizational culture that values safety

Engagement should vary in who engages them, and what engagement efforts look like



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Ways to engage

Look for ways to engage not just with activities, but with their ideas:

- Incentive programs (leading indicators, please)
- Safety roles outside official assignments
- Recognition of positive safety practices

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Excellent safety programs provide the systems and structure that reinforce a culture of safety and instill good safety habits.

Program documentation and safety systems should always be designed to work towards that end.

What Difference Does it Make

Benefit Provided by Safety Program Documents	Basic Program	Well-written Program
Identifies hazards for org.'s employees	✓	✓
Provides instruction on PPE usage and care	✓	✓
Clearly sets out expectations of org. and ee's	--	✓
Safety responsibility of all positions made clear	--	✓
Lays out org.'s mission & goals for safety @ work	--	✓
Provides clear route and method for information and feedback on safety program	--	✓

Monitoring your culture

Implementation is not the end, but the beginning of culture-building

What and how do you monitor?

- Leading indicators (engagement)
- Safety performance (lagging indicators)
- Safety climate surveys
- Annual review discussions

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Correcting Course

When your monitoring shows deviation from desired culture, the organization must make concerted efforts to correct underlying issues

Effort should focus on:

- Identifying systemic shortcomings
- Re-emphasized mgmt. engagement and accountability
- Understanding the realistic limitations of human workers



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