



SAFETY CULTURE

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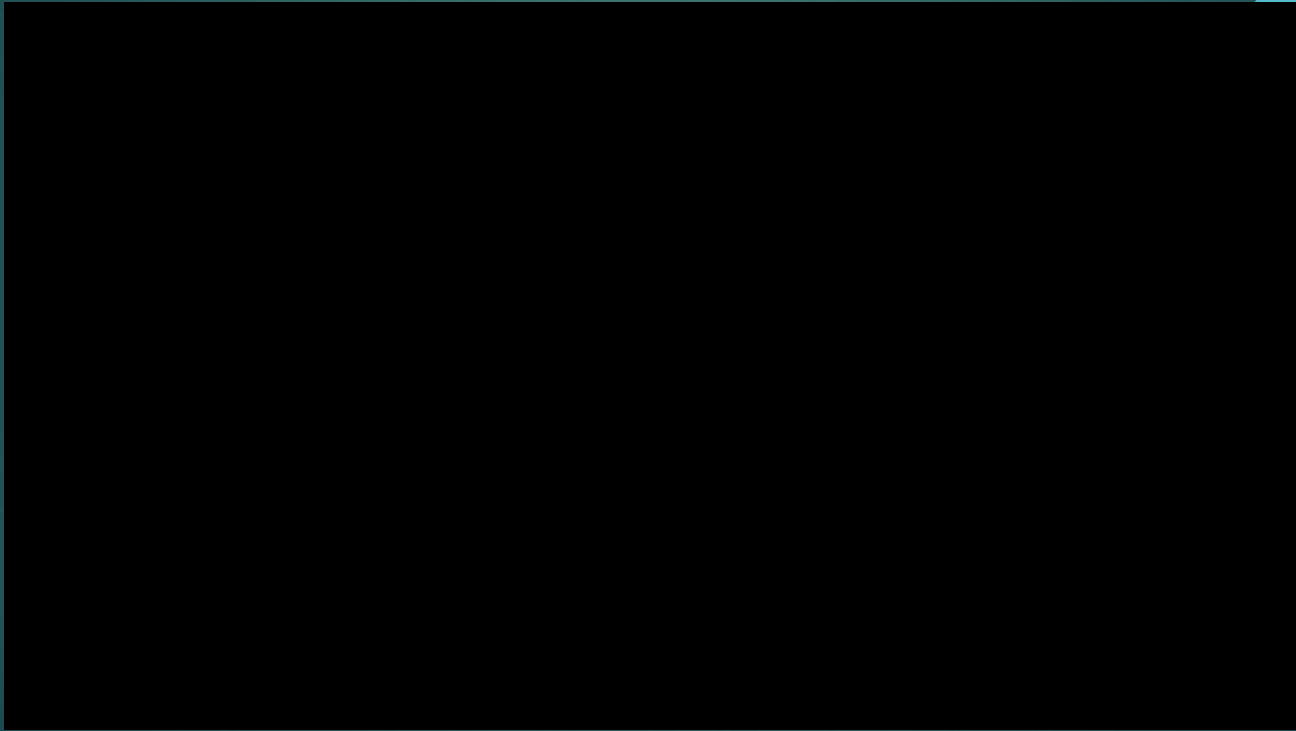
Safety Culture



- ▶ Safety Culture is the attitude, beliefs, perception and values that employees share in relation to safety in the workplace. Safety culture is a part of organizational culture, and has been described by the phrase "the way we do things around here"

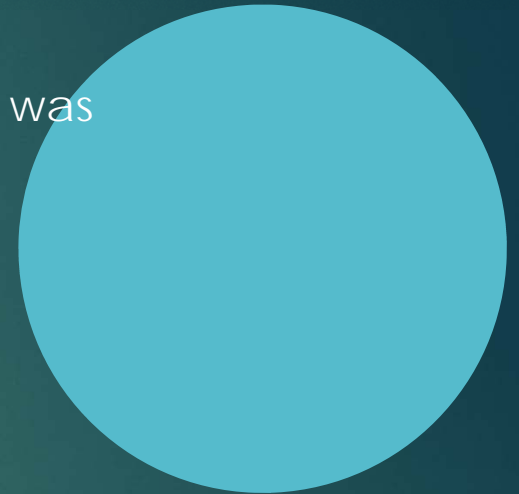
NASA Case Study

NASA management techniques discouraged dissenting views on safety issues and ultimately created blind spots about risks.



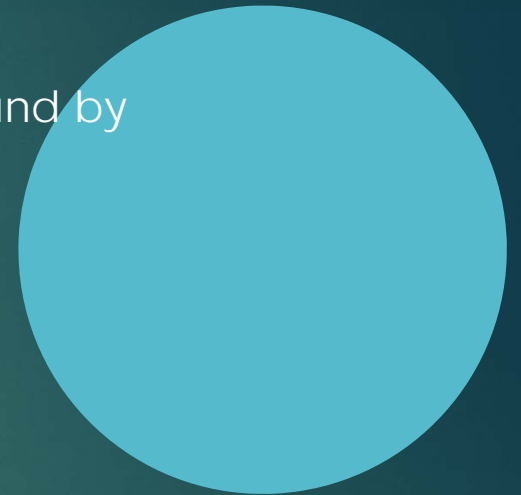
Profit before safety

- ▶ where productivity always came before safety, as safety was viewed as a cost, not an investment.



Fear

- ▶ problems remained hidden as they are driven underground by those trying to avoid sanctions or reprimands.



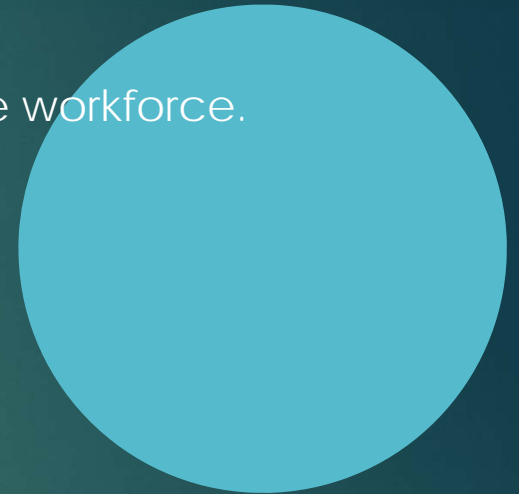
Ineffective leadership

blinkered leadership and the prevailing corporate culture prevented the recognition of risks and opportunities leading to wrong safety decisions being made at the wrong time, for the wrong reasons.



Non-compliance

- ▶ to standards, rules and procedures by managers and the workforce.



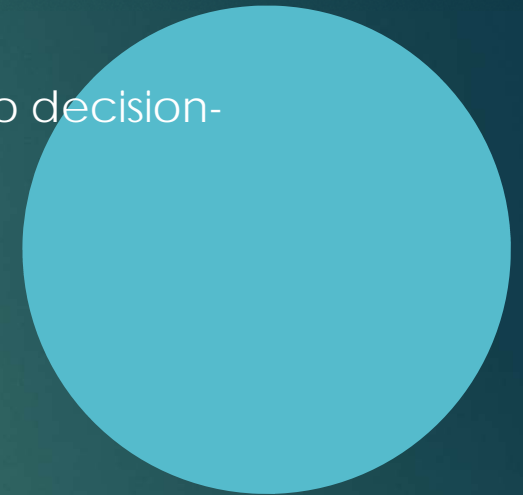
Competency failures

- ▶ where there were false expectations that direct hires and contractors were highly trained and competent.



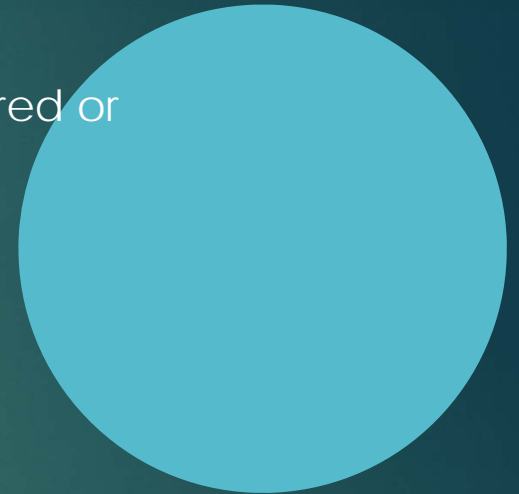
Miscommunication

- ▶ where critical safety information had not been relayed to decision-makers and/ or the message had been diluted.



Ignoring

- ▶ where safety critical information was NOT extracted, shared or enforced.



Broken Culture



- ▶ The First obvious sign of a poor safety culture may be a major accident.
- ▶ Profit before safety, fear, ineffective leadership, non compliance, miscommunication, competency failures, ignoring
- ▶ If one of the features of a broken safety culture is present in an organization, it is a good indication there are opportunities for change.
- ▶ If three or more exist, they should be addressed with the upmost urgency, as the potential for an incident increases exponentially with the number of broken safety culture features the organization has.

The Ideal Culture

- ▶ An organization considers an ideal safety culture “The Engine” that drives the system towards the goal of sustaining the maximum resistance towards its operational hazards” regardless of current commercial concerns or leadership style.
- ▶ This requires a constant high level of respect for anything that might defeat safety systems and “not forgetting to be afraid”

The Ideal Culture



- ▶ A good Safety Culture should consist of the following recommendations
- ▶ 1. Senior Management commitment to safety
- ▶ 2. Realistic and flexible customs and practices for handling both well-defined and ill-defined hazards
- ▶ 3. Continuous organizational learning through practices such as feedback systems, monitoring, and analysis
- ▶ 4. care and concern for hazards shared across the workforce

Management of a Safety Culture

SAFETY MANAGEMENT FACTORS	CULTURAL/SOCIAL FACTORS
DELIGATION OF SAFETY ACTIVITIES	EMPOWERMENT OF THE WORKFORCE
CONDUCT OF SAFETY AUDITS	GOOD RELATIONS WITH ORG
MONITORING OF UNSAFE BEHAVIORS	ENCOURAGEMENT OF LONG TERM COMMITMENT OF THE WORK FORCE
SAFETY TRAINING-INITIAL AND CONTINUEING	LOW TURNOVER AND LONGER SENIORITY
GOOD HOUSEKEEPING	ACTIVE ROLE OF TOP MANAGEMENT

Any Questions?

▶ My Story



Thank you for your time

