Safety Culture: Everyone Has One, But How Do You Make it an Innovative & Good One?

Bergamini, Flower, Callahan and Mandel
June 16, 2016
Agenda

1. Defining and Understanding the Safety Culture
2. The benefits associated with a strong culture of safety
   – Why some safety initiatives fail (lack of culture)
3. How do we create, implement and sustain a positive safety culture
4. The challenges and hurdles that you will face when establishing a safety culture
5. Q & A
Culture is…

- Norms of behavior.
- Reflection of the organization's practiced values.
- “The way we do things around here.”
Characteristics of a Successful Safety Culture

- Safety is held as a value by all employees
- Each employee feels a sense of responsibility for the safety of their co-worker as well as themselves
- Each employee “actively cares”
- Each employee realizes their responsibility to speak-up when a fellow employee is at risk
- Organizational alignment
Culture changes over time

- Technology improves
- Economic impacts
- Regulatory changes
- Industry focus
- Labor demands
- Leadership demands
- Most of the time evolutionary. Sometimes, revolutionary.
Culture changes over time

- Technology improves
- Economic impacts
- **Regulatory changes**
- Industry focus
- Labor demands
- Leadership demands
- Most of the time evolutionary. Sometimes, revolutionary.
Regulatory Changes

- OSHA civil penalties are set to increase dramatically on August 1, 2016
  - Implementation of the Federal Civil Penalties Inflation Adjustment Act of 2015
    - +80% increase
- Focus on repeat violations
- Increase in OSHA referrals to the USDOJ for prosecution.
Culture changes over time

- Technology improves
- Economic impacts
- Regulatory changes
- Industry focus
- Labor demands
- Leadership demands
- Most of the time evolutionary. Sometimes, revolutionary.
Basic Safety Culture

- Begins with hiring procedures
- Established through an engaging employee orientation and onboarding program
- Style and effectiveness of safety meetings
- Style and effectiveness of safety training
- Quality and focus of inspections
- Rules and policies that are consistent and fair
- Quality of safety equipment
- Safety techniques and procedures
Creating a Safety Culture requires:

- Safety is held as a value by all employees.
- A value is a belief that does not change with the situation.
- Each employee feels a sense of responsibility for the safety of their co-worker as well as themselves.
- Each employee performs “Actively Caring” and is willing and able to “go beyond the call of duty” for others.
What doesn’t work

• Top level rhetoric about the importance of safety
• Targeted training or “canned courses” presented as a reward or incentive
• System implementation without attention to employee engagement
• No integration with the job function or performance criteria
We talked about what safety culture is and why it’s important.

Now…we’ll focus on the “HOW” associated with developing a positive safety culture.
Safety Culture
Operational Excellence -
A Safety Diagnostic Event
Daniel Callahan, CSP
1. Use data and OE techniques to;
   a. Pinpoint where and how incidents occur
   b. Identify root causes and systemic issues to resolve and reduce incident frequency

2. Influence Safety Maturity and Culture so;
   a. Safety is integrated into all operations
   b. Associates become the driving force to identify, implement, and sustain proactive safety excellence
Session Agenda

- Safety Culture
- **DMAIC** Tools
  - Define: Data Review
  - Measure: Process Mapping and Injury Clusters
  - Analyze: Cause & Effect – Fish Bone
  - Improve: Current / Future State
  - Control: Steering Committee
Culture **DRIVES** Behaviors **SET** Norms

(Culture Drives Behaviors, Behaviors set the Norms)

*Change the Norm, you change Behavior

*Change Behavior, you change the Culture

**What is your** Safety Culture?
People will very quickly conform to the group norm. Watch as everyone appears to swiftly conform to their new ‘elevator group’.
**DMAIC Process**

1. **DEFINE**
   - “Bound the problem”

2. **MEASURE**
   - “Narrow the problem area”

3. **ANALYZE**
   - “Confirm with data”

4. **IMPROVE**
   - “Develop & pilot solutions”

5. **CONTROL**
   - “Maintain the gains & transition of full implementation”

**Start**
DEFINE: Data Review
### Performance By Department Example*

<table>
<thead>
<tr>
<th></th>
<th>Total Claims</th>
<th>Total Incident (OSHA)</th>
<th>Lost Time Claims</th>
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<tbody>
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<td>2015</td>
<td>Prior Year</td>
<td>2015</td>
</tr>
<tr>
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<td>93</td>
<td>82</td>
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<tr>
<td>Merchandisers</td>
<td>92</td>
<td>100</td>
<td>63</td>
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<td>Warehouse</td>
<td>57</td>
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<td>40</td>
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<tr>
<td>Account Managers</td>
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<td>42</td>
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</tr>
<tr>
<td>Cooler Service</td>
<td>15</td>
<td>13</td>
<td>13</td>
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<tr>
<td>ANYWHERE Region</td>
<td>319</td>
<td>310</td>
<td>226</td>
</tr>
</tbody>
</table>

*Figures shown are for demonstration purposes; they do not represent actual company statistics.*

Where: Below Prior Year

“*It would appear, Hopkins, that your ‘gut feel’ was only indigestion.*”
MEASURE: Process Map Clusters
Process Mapping and Defect Clusters*

Step 1: Map the Process Steps
Step 2: Align the safety defects / incidents with each step

Clock In

Select Route

Assess parking lot and find assigned truck

Complete Pre-trip

Driver exits yard and drives to first stop

Driver Parks/Docs truck

Driver exits vehicle

Driver operates lift gate

Clock Out

Enters trailer, removes product with hand truck/PIT from trailer

Driver moves product with equipment to store and stock location

Driver stocks shelves and coolers

Driver organizes stock room

Driver removes BDL and pallets

Driver enters trailer, organizes and cleans trailer

Repeat Delivery process

*For demonstration purposes
ANALYZE:
Cause & Effect
Fishbone
Drivers getting injured while moving product with equipment

**Main Category**

- Measurement
- Method
- Man

**Causes**

- Material
- Machine
- Environment

**Effect**

- Drivers not properly trained on equipment
- Drivers catching falling product
- Loads unstable, not properly wrapped
- Excessive force required to move product over thresholds
- Product not properly wrapped
- Slippery Trailer floor
- Steep Inclines
- Uneven pavement
- Snow, Sleet, Ice
- No defined training process for RD Unit
- New Employee training for RD not adequate
- Equipment in disrepair
- Pallets worn, not replaced
- RD units do not collapse
- Equipment in disrepair
- Lift gate operation does not work in cold

*For demonstration purposes*
Improve Current State / Future State
Identify Projects for Desired Future State

- Consult with Vendor to pilot motorized unit
- New/Existing associates certified to operate units

- Implement inspection process
- Include equipment on PM Schedule

- Extend pallet supports on existing / new units
- Budget / plan to purchase new equipment

Rapid Delivery Pallet
Control:
Steering Committee
Operational Excellence Journey

The Steering Committee is the accountability engine for ensuring sustainable improvements.

- Assigned Resources
- OE Structure
- Defined Goals
- Cross-functional Teams
- Customer View
- End-to-end Scope
- Strategic Focus
- Accountability to Goals
- Maintain Momentum
- DMAIC Structure
- OE Tools
- KPI Focus
- Focus on Waste
- Capability Building
- Demonstrating Success

A committed STEERING COMMITTEE is vital to success!!

CULTURE OF PRODUCTIVITY

WORKPLACE TRANSFORMATION

PROJECTS, WORKSHOPS

DIAGNOSTIC

COMMITMENT

A committed STEERING COMMITTEE is vital to success!!
Key Closing Takeaways

- Leverage TOOLS and DATA to direct you to improvement opportunities at your facility.
- Let the DATA tell you the story. Don’t assume.
- Mine your front line employees’ job expertise to identify ROOT CAUSES, DEFECTS and SOLUTIONS
- Select QUICK-WIN projects to gain early buy-in
- Sustain the process with ROBUST Steering Committee
Our job is to get our people and our business from **HERE** to **THERE**

Servant Leadership

- Mind-Set
- Skill-Set
- Tool-Set
3 Objectives for Today

1. **Mind-Set**
   Move Safety from a Process and Program to the way we do business; 24/7

2. **Skill-Set**
   Change from just Safety “Observations” to “Observations + Conversations”

3. **Tool-Set**
   Start having “S.A.F.E. Observations + Conversations” a bazillion times a day!
Servant Leadership

WE'RE HERE TO MAKE GOOD THINGS HAPPEN FOR OTHER PEOPLE.

SAFETY DRIVEN
"Be the safest" "Do the right thing"
Servant Leadership is HOW we do WHAT we do going from HERE to THERE.

We make good things happen for others by leaving our positive, indelible thumbprint on their lives.
But I coached him...
The Safety Loss Pyramid

- **1** Serious or Disabling Injury
- **10** Minor Injuries
- **30** Property Damage
- **600** Incidents With No Visible Injury or Damage

A Bazillion unsafe & risky behaviors
What is my role in “Reducing the Bazillion?”

“When I see unsafe behaviors, I must have a S.A.F.E. Conversation about my Observation to help Skippy have the Skill AND Will to behave safely”

If I See It, Say It!
But I coached him...
But I coached him... *do-over!*
Conversations Build Relationships
Relationships Builds Culture

No one cares how much you know until they know how much you care

S.A.F.E. Observations + Conversations = Connection
A conversation is:

CON = with

Two people *equally* sharing and listening to better understand the other.

And, by the way, they are building a relationship!
Servant Leaders

• “Other Person” focused
• Not a “1-and-done” conversation
• Keep at it – more conversations
• Repetition to form a habit
Observations + Conversations
<table>
<thead>
<tr>
<th><strong>S</strong></th>
<th><strong>State what you Saw</strong></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• I noticed....</td>
</tr>
<tr>
<td></td>
<td>• Which means...</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>A</strong></th>
<th><strong>Ask for Answers</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• That may be....</td>
</tr>
<tr>
<td></td>
<td>• Right now...</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>F</strong></th>
<th><strong>Find a Fix</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Explore - Ask</td>
</tr>
<tr>
<td></td>
<td>• Explain - Tell</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>E</strong></th>
<th><strong>Empower Employee</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Can I count on you?</td>
</tr>
<tr>
<td></td>
<td>• Thank you!</td>
</tr>
</tbody>
</table>

Yes, this is the 3-Minute Conversation....
Observations + Conversations

**State...Saw**
- What you saw
- How you feel about what you saw

**Ask...Answers**
- Be curious
- Learn the reason they are doing it right

**Firm the Fix**
- Share why it makes a difference
- Share the positive impact for the company

**Empower**
- The employee to keep at it – Thanks!
- To Ensure it Sticks – follow through
The Conveyor Belt of Influence
Do One Thing!

My D.O.T.

The most important thing I can do that would have the greatest positive impact on my team is....
Commitment Challenge

Definition:
**Commitment** - devotion or dedication, e.g. to a cause, person, or relationship

“It starts with ME”