Expanding The Safety Culture

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Oregon OSHA

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Safety and Health in Academia

Oregon OSHA Impact
Laboratory Culture

Oregon OSHA Impact

* A-Z website (https://osha.oregon.gov)
* Health, Safety, Ergonomics (Divisions 1 – 7)
* Consultation services are free and confidential
* Laboratory Services
* Enforcement (schedules, complaint, drive-by)
* Referrals
* Program Directives
* Fact Sheets
* Guides
* 1910.1450 Code

Oregon OSHA Impact
Facility Risk Management

❑ Personal Illness and Injury Control
❑ Auto Accidents (ARB)
❑ Property Damage
❑ Building Inspections
❑ Fire Management
❑ Insurance Premiums
❑ Job Bids (Inside or Outside)
❑ Contract Oversight
❑ Citation Avoidance (State and Federal)
❑ Third Party Audits
❑ Grant Audits

Oregon OSHA Impact

Insurance Carrier

Claims Management

YOU

Legislature

OR-OSHA
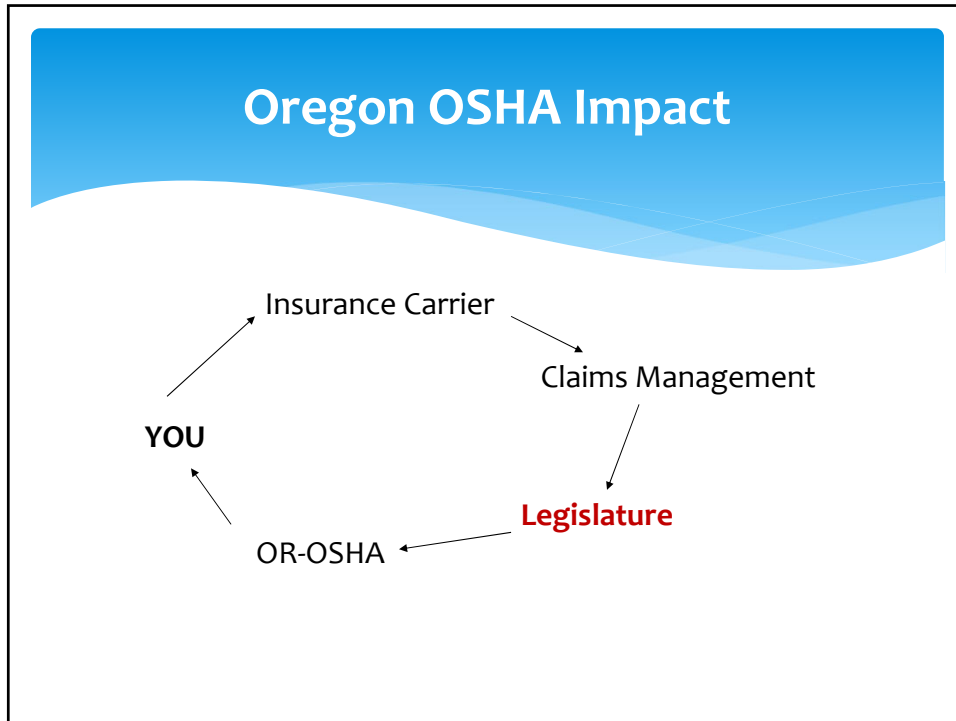
Safety Committee Code

437-001-0765 Duties and Functions

❑Management commitment to workplace health and safety.
❑Written records (available minutes)
❑Employee involvement (representation)
❑Hazard assessment and control (inspections)
❑Safety and health planning (tabletop assessment)
❑Accountability (annual summary)
❑Accident investigation (team)

see the code or more details of the expectations

The Committee is Not So Different !

P.I.s take pride in creating new methodologies to solve difficult problems. They break norms.

And so does the committee!

The following problems are evidence:

* Successful safety has long been recognized as behavior-based, not condition-based, yet the *codes are focused on conditions.* The Committee is forced to address this issue.

* The largest injury pool is ergonomics, yet there are *no codes for ergonomics.*

Safety Committee Accountability
437.001.765(8)

"The safety committee shall evaluate the **employer's accountability system** and make recommendations to implement supervisor and employee accountability for safety and health."

437-1-765(8) In addition to the above requirements, your safety committee must:

• Work with management to establish, amend or adopt accident investigation procedures that will identify and correct hazards.

• Have a system that allows employees an opportunity to report hazards and safety and health related suggestions.

• Establish procedures for reviewing inspection reports and for making recommendations to management.

• Evaluate all accident and incident investigations and make recommendations for ways to prevent similar events from occurring.

• Make safety committee meeting minutes available for all employees to review.

• Evaluate management's accountability *system* for safety and health, and recommend improvements. Examples include use of incentives, discipline, and evaluating success in controlling safety and health hazards.

Committee Tasks
I. Representing Departments

It is fine to represent several
departments, you will have to, but the departments need to
know you are their representative.
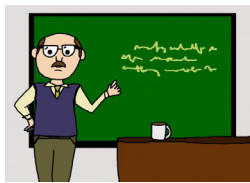
II. Team Approaches

1. **Illness/Injury Review and Prevention**
    (Accident Investigation process)
2. **(d) Employee exposure determination.**
   (1) Initial monitoring. The employer shall measure the employee's
   exposure to any substance regulated by a standard which requires
   monitoring if there is reason to believe that exposure levels for that
   substance routinely exceed the action level (or in the absence of an
   action level, the PEL).
3. **Hazard Inspections**
    Electrical Hazards
    PPE Use and Care
    Conditions
4. **Program Needs Assessment**
5. **Sub Committees**
    Ergonomics, wellness, Incentives

III. The Representation Irony

Many members do not feel they need the Safety Committee; they do not need representation, and their area should not commit time, resources and energy to the SC process

∗ *Unfortunately, when safety issues do arise, there is no response. The lack of response results in time loss, resource commitment, dissatisfaction, and, **ironically, calls to OSHA**.*

∗ *Additionally, the "hide-your-head" approach to regulations ironically leads to a facility that is ultimately dictated by regulations. It would seam to make more sense to embrace and control safety on your terms rather than on code terms.*

IV. Accident Investigations

∗ Specific Training
∗ Use Root Cause Analysis Tools
∗ Team Approach
∗ Present and Review Findings with S.C.
∗ Present and Review Findings with Mgmt.
∗ Drill and Prepare for Possibilities
∗ Consistent if Linked to PDP

Effective Safety Committees

∗ Write proposed solution statements as objectives (SHARP)
∗ Well-written objectives should have the following elements:

- Starts with an **action verb**. (Decrease, increase, improve, etc.)

- Specifies a **single key result** to be accomplished.

- **It is quantifiable.** Uses numbers to measure a desired change. (i.e., 50% increase)

- Specifies a **target date** for accomplishment

> *The more successful you are in selling management on the problem, the more successful you will be in selling management on the solution !*

Maintaining Performance

∗ *What If* Scenarios (PSM):
  ∗ Emergency Response
  ∗ Chemical Safety
∗ Conditions to Behaviors:
  ∗ What do you have to wear for this task?
  ∗ Where do you keep all your gear?
  ∗ When do you wear your gear?
  ∗ Do others take the precautions you do?

Why? Questions

Asking *Why?* three times is a common technique in Accident Investigations, and is a way to address behavioral aspects of health and safety in general (SHARP ands VPP)

❑ *Why* do you wear a respirator?

❑ *Why* do you Lockout this machine?

❑ *Why* is this guard here?

❑ *Why* do you have a confined space procedure?

Safety Committee Activities

❑ Conferences
❑ Invite To Safety Committee
❑ Tours (Cole-Parmer)
❑ Publication (trade, magazines, local)
❑ Postings, bulleting board
❑ Consortium sharing
❑ Course introductions
❑ Degree and Certification Accomplishments
❑ Visiting Laboratories
❑ Reading publications

Safety Committee Activities

❑Recognize safety academic achievements.
❑Have safety achievement program use talents of campus faculty.
❑"Safety Corner" in newsletter.
❑Create national safety memorial day for campus students, faculty or staff.
❑Education and training.
❑Bulleting boards.
❑Signs and Postings.
❑Synchronized labeling system.
❑Strong part of NEO for students, staff, and faculty.

Safety Committee Activities

❑Using SDSs in all training (Section 8 and 9)
❑Signed Safety Commitment Statement "…safety is as important as the job at hand…"
❑Post response to SC QI Reports
❑Post Inspection forms prior to use
❑"Safety Corner" in an in-house newsletter
❑Participate in local safety societies
❑Participate in national safety events.
  Participate in a local safety event
❑Posting of Objective and Goals
❑Define PI role as a manager

Selling Your Achievements

* The Committee should have measurable goals just as any process in the facility. Toot your horn.

* Quantify
  - Number of corrective actions
  - Number of personnel effected
  - Number of program revisions
  - Number of accidents reviewed
  - Number of members/tenure

Site Awards

* Small Farm Exemption
* Safety Health Achievement Recognition Program (SHARP)
* Voluntary Protection Program (VPP)
* OR-OSHA Training Grants
* EPA Training Grants

S.C. Access to Culture

* Present in the facility and laboratories at least quarterly
* Assess and document
* Written information that effects the laboratories
* Provide new hire training
* Talk with management
* Talk with employees – directs culture

Culture

Fukushima Daiichi vs Fukushima Daini

* Similar challenges after tsunami, different results
  * 7 miles apart, F. Daini **safely** shut down 4 reactors
* Fukushami Daini senior **leadership had built** very **strong relationships with** not only **staff,** but with **vendors** and **contractors** he relied on for support, so that when they asked for assistance or provided direction under stressful conditions, staff and vendors responded well and with urgency.

Lessons Learned from Fukushima Daiichi
Jim Scarola, Executive Director, Nuclear Energy Institute
   Chairman, Fukushami Response Steering Committee

Sites and Cultures

* **Maine**	independent	How does that help me…
* **Vermont**	isolated	I'm not….
* **ULL**	Cajun, festive	Why would you take time….
* **Boston University**	Academic	Do what you want…
* **Elon University**	Academic	Show me why….
* **Livingstone College**	Disinterested	No buy in
* **OIT**	Fined	Buy in, focus, how to make last
* **TPU**	Serious, power	Scattered by division
* **Nuprecon**	Consequence	Safety Sells
* OROSHA **Consultation**	Interested	Claims, large companies

5 Ways to Sabotage Your Culture

* **Culture impacts everything we do.** How we communicate, get things done, and interact with each other.
* Because culture impacts results, avoid the following:
    1. Talk the Talk, but don't Walk the Walk
    2. Provide Unclear Direction
    3. Be Inconsistent (quarterly inspections)
    4. Place Blame Rather than Seek Solutions (objectives)
    5. Hire, Fire, and Promote the Wrong People

Potential Barriers

* Culture Eats Strategy for Breakfast
* Employees always have a right to safety and health
* Feel a responsibility for their own safety and health
* Employee feel a duty to protect co-workers
* Concerned with how effective the workplace is in identifying, preventing, and controlling hazards

OSHA and Culture

* Successful safety has long been recognized as behavior-based (97%), not condition-based (3%), yet the _codes are focused on conditions._

* The largest injury pool is ergonomics, yet there are _no codes for ergonomics._

* The traditional OSHA model is <u>Manager and Employee</u>. In Academia these lines are blurred. Define roles it you are to use the OSHA paradigm.

Building a Stronger Culture

* Make CULTURE part of your habits, routines, and agendas by including it in:
  * **Meetings (S.C.)**
    * Make culture part of meetings; Share successes; Recognize people for living your culture;
  * **Communications (SHARP)**
    * Consistently communicate: Reinforce workplace culture
  * **Systems (VPP)**
    * Systems should align (get along) with culture
      * (if you are promoting teamwork, don't incentivize individual performance)

  This enables you to **operationalize** your culture

Influencing Stronger Culture

* Drive a culture that is focused on results
  * Not on activities
* Enable a culture of curiosity
  * Encourage Why? When? and How?
* Expect a culture of collaboration
  * This is how we do it here!
* This will allow you to manage the culture instead of the culture managing you!

Achieving Buy-In

* Developing Standard Operating Procedures
* Government Grants.
  * JHACO, CLIA, EOC, ILSM.
  * FDA, CDC, IACUC, LACF.
  * Emerging RMP Control Issues.
* Injury History (Loss Control)
* Temporary Position Insurance (VIP)

Involve Employees to Move Your Culture:

From	To
Management Driven	Employee Driven
Boss Responsible	All Responsible
Powerless	Empowered
Waiting for Orders	Taking Action
Reactive	Proactive
Blame Placing	Problem Solving
Doing Things Right	Doing the Right Thing

Using "In House Experts"

Use Your Strengths

A SHARP Requirement !

* Air Quality
* Asbestos
* Chemicals Exposures
* Bloodborne Pathogens
* SDSs
* Noise
* Personal Protective Equipment
* Ventilation

Using Academic "In House Experts"

* Safety Committee "Guest" can explain/share what is happening in their area.
* Department employees can help develop site-specific inspection forms rather than generic forms that may not appropriately address local hazards, conditions and behaviors.
* Hazard Assessment is a big part of Oregon OSHA code, it can take an expert in the field to do it right.

Organizational Culture

The organizational culture is simply **"the way we typically do things in this facility"**

➤ Collective behaviors (values, visions, norms, language, beliefs and habits) that develop regardless of controlled input
➤ Culture aligns, motivates, and controls large groups of people
➤ Culture of an organization guides how its employees work, dress, make decisions, think, communicate, act and behave

Who Influences Culture?

* Understand and model safety as a value
* Not dependent on the 'boss' to place a high priority on safety
* Value the well-being of self and subordinates
* Understands and pays attention to *systems* that reduce or eliminate exposure to hazards
* **Understands, supports, and maintains a positive culture**
* Leads by example

Safety Culture

* The safety culture is simply **"the way we typically do safety and health around here"**.
    * This relates to a full range of safety critical behaviors including
        * the wearing of PPE (or not),
        * employees watching out for each other
        * the quality (or lack) of delivery of a tool box talk, training session or safety meeting
        * the seriousness with which safety is discussed at a high level meetings and crew safety meetings.

"Safety Culture"

A term used to describe the *way in which safety is conducted in the workplace*, and often reflects **"the attitudes, beliefs, perceptions and values that employees share in relation to safety"** (Cox and Cox, 1991).

Culture IS the Game

* "When I came to IBM, I probably would have told you that culture was just one among several important elements in an organization's makeup and success — along with vision, strategy, marketing, financials, and the like.

  Louis Gerstner, former CEO of IBM

* I came to see, in my time at IBM, that culture isn't just one aspect of the game, **it is the game.**"

If Culture IS the Game, How do you WIN the game?

* Build culture into your game plan.
  ➤ **Operationalize your culture.**
* If culture is a process, embed it into your processes, make it a part of your habits, routines and agendas.

Truth from Supervisors

* How supervisors communicate about safety
  * How supervisors approach opportunities;
  * What supervisors focus on, ignore, or choose to emphasize;
  * What supervisors do, and what they delegate.
* Tells the employee what is **really** important

Improving Your Safety Culture   Carestream Health, Inc.   1/31/2019

Employees Influence Culture

- Employees are your most valuable asset
- Management must provide the direction and resources
- Since Employees are the most likely to get injured at work, their involvement is critical
- Cooperation and consideration goes a long way to set the right atmosphere for employee involvement
- Workplace culture is **"the way WE do things here"**

Components of an Organizational Safety and Health System
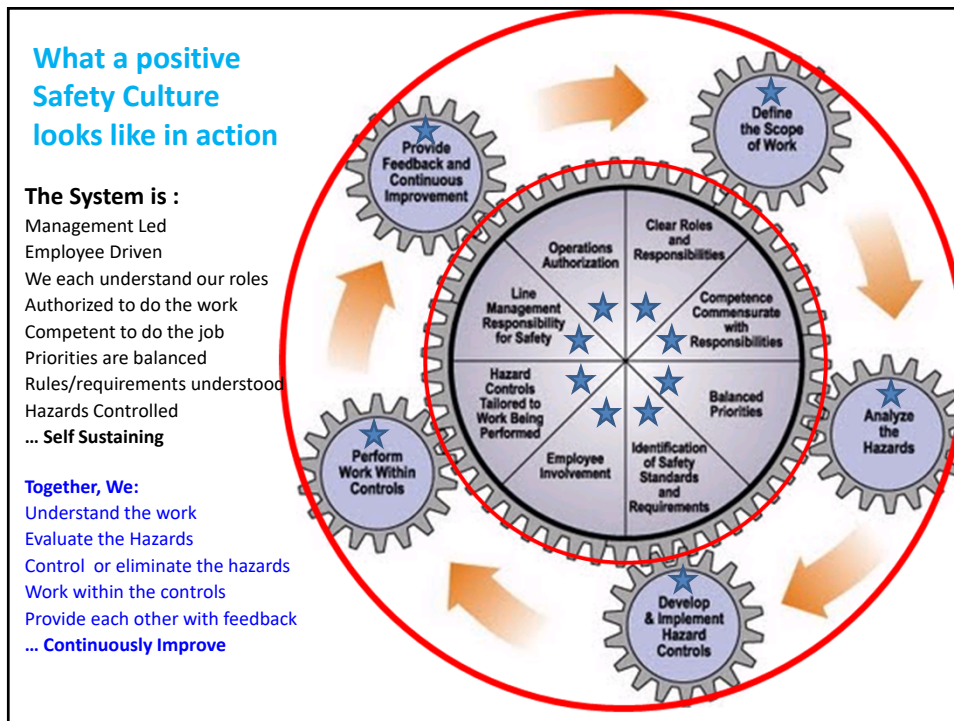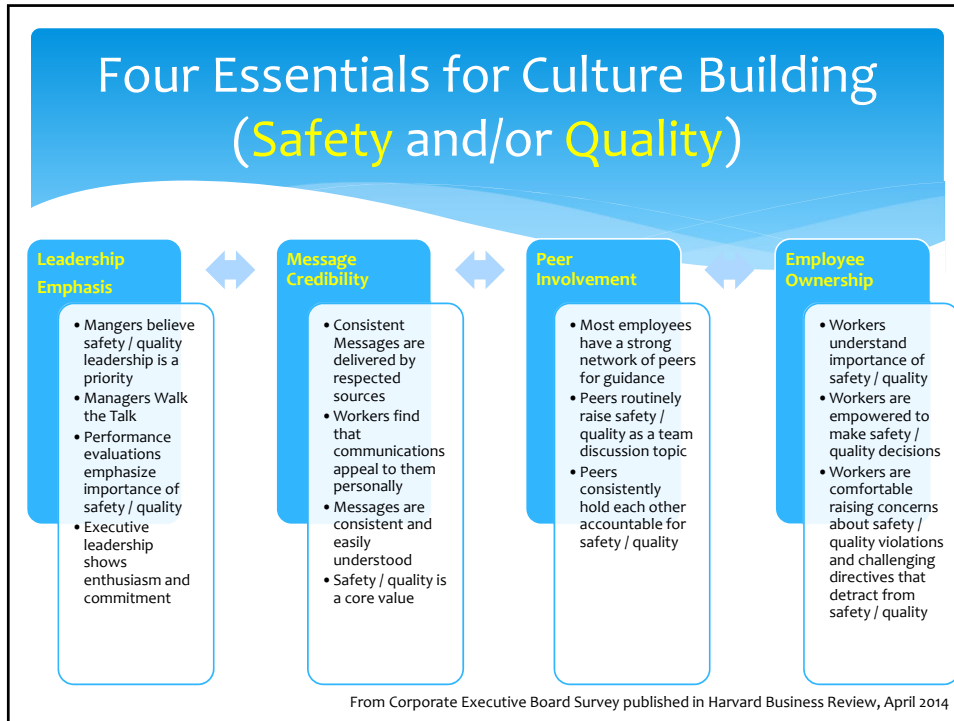
* **Operational Component**

| Hazard Anticipation & Detection |
| Hazard Prevention & Control |

* **Managerial Component**

| Planning & Evaluation |
| Administration & Supervision |
| Safety & Health Training |

* **Cultural Component**

| Management Leadership |
| Employee Participation |

Four Essentials for Culture Building
(Safety and/or Quality)

Leadership Emphasis
- Mangers believe safety / quality leadership is a priority
- Managers Walk the Talk
- Performance evaluations emphasize importance of safety / quality
- Executive leadership shows enthusiasm and commitment

Message Credibility
- Consistent Messages are delivered by respected sources
- Workers find that communications appeal to them personally
- Messages are consistent and easily understood
- Safety / quality is a core value

Peer Involvement
- Most employees have a strong network of peers for guidance
- Peers routinely raise safety / quality as a team discussion topic
- Peers consistently hold each other accountable for safety / quality

Employee Ownership
- Workers understand importance of safety / quality
- Workers are empowered to make safety / quality decisions
- Workers are comfortable raising concerns about safety / quality violations and challenging directives that detract from safety / quality

From Corporate Executive Board Survey published in Harvard Business Review, April 2014

What a positive Safety Culture looks like in action

The System is :
Management Led
Employee Driven
We each understand our roles
Authorized to do the work
Competent to do the job
Priorities are balanced
Rules/requirements understood
Hazards Controlled
… Self Sustaining

Together, We:
Understand the work
Evaluate the Hazards
Control or eliminate the hazards
Work within the controls
Provide each other with feedback
… Continuously Improve

Focus on Improving Technology is Not Enough!

* The best time to build trust is long before an event occurs!
* We must recognize the need for a defined set of behaviors for how we do the work (safety culture)
  * This stems from the attitude that we must learn lessons today to make operations safer tomorrow (continuous improvement mindset)
* In order to get everyone pulling together, **our culture must allow it.**

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