

The Involvement of Employees in Safety

Agenda

- Role of Leadership
- Discussion of Employee Engagement
- Review of Safety Culture
- Discussion of Organizational Integrity
- Creating the Value Proposition

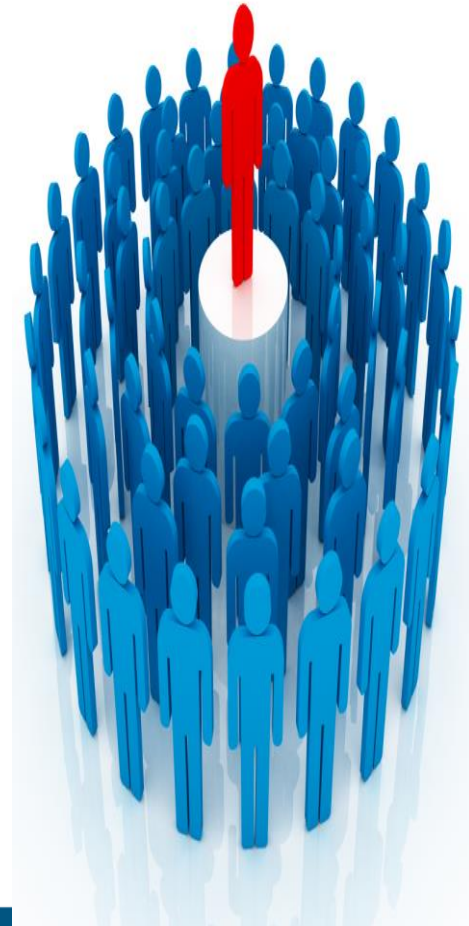
Management and Leadership....

- Set's Organizational Priorities
- Establishes and Impacts the Culture
- Creates the Environment Where Safety, Production, and Quality Intersect
- Must Lead by Example



What is Management's Role in Safety?

- Support
 - Allow Time for Safety Execution
 - Allow Time for Success in Safety
- Direction
 - Evaluates and Manages Data
 - Creates an environment where employees can be successful in safety
- Ownership
 - Ensures that all Elements of the Safety Process Occur
 - Removes obstacles to practicing safety
 - Asks Regularly for Feedback



Employee Involvement and Engagement

- Employees must be involved in the creation of the process
- Employees must have the sense that safety is being done WITH them not TOO them
- Employees must have a formal means of being involved in safety (Safety Committee, Near Miss Reporting etc)
- Employees must see the results of their actions

Why is Engagement Important?

- Engaged Employees Care More
- Engaged Employees use more Discretionary Effort
- At One Company (Molson-Coors) Engaged Employees were 7 times less likely to be injured than non engaged employees
- Engaged employees are much more likely to be ethical and driven
- Engaged employees are the source of innovative solutions

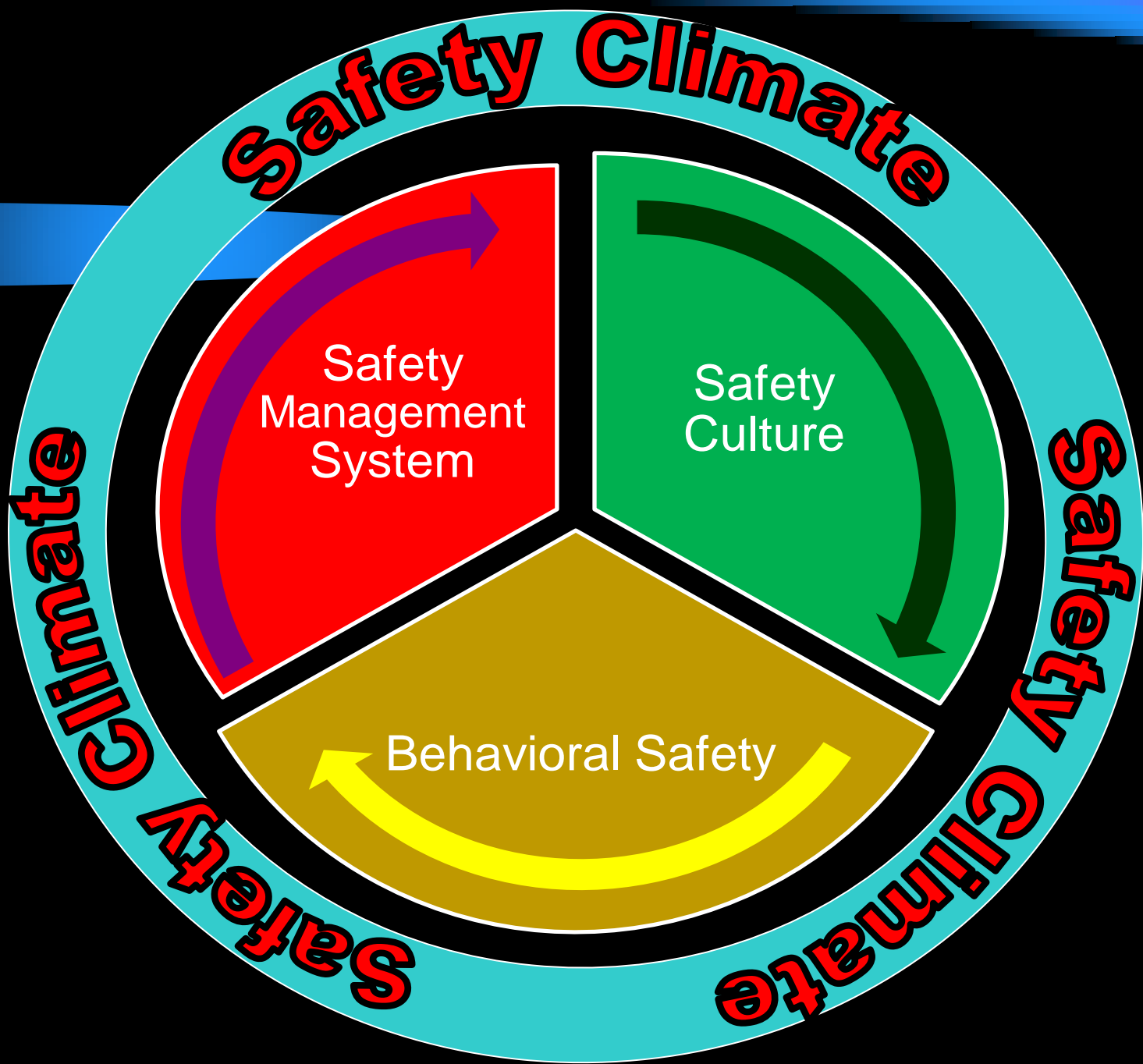
What are the Drivers of Engagement?

- Employee Perception of Importance of the Job
- Understanding the vision
- Clarity of Expectations
- Self Determination and Empowerment
- Consequences that Focus Employees on the Workplace
- A Sense that the Workplace has Integrity
- Advancement Opportunities
- Quality of Workplace Relationships
- Excellent Feedback, Dialogue and Communication
- An Organizational Focus on Process Rather than Outcomes

How to Obtain Employee Engagement?

- Help Employees Understand Their Input is Crucial
- Look for reasons to act on employee suggestions and not avoid them
- Make the employee part of the solution and not the problem
- Pass on all credit to the employees for their actions...
- Do not create a “rule-based” approach to safety

Understanding Culture to Obtain Employee Engagement



Setting a Safety Culture Requires Integrity

Integrity

- Integrity is defined as always being true to your core values
- Doing the right thing when no one is watching
- Demonstrating a repeatable and predictable pattern of always engaging in actions that are ethical, moral, and always contribute to the betterment of society

Safety

- Safety represents the preservation of life, health, and well-being. It is the fundamental condition of being protected against physical, financial, occupational, educational or other types of failure, damage, error, accidents, harm or any other event which is not desirable.

**When done the right way –
Safety must inherently have Integrity**

Aligning Words and Actions is Key to Create a World Class Safety Culture

Consider these Words

- Safety is our Most Important Value
- Be mindful of risk all the time
- Always be careful
- Be aware of your surrounds at all times
- Expect the Unexpected
- If it can go wrong
- ... it will?

What Words are Important

- Safety Vision and Mission Statement
- Well-Designed Written Programs
- Written Management Commitments
- Appreciative Feedback
- Education and Direction

How Words Impact Safety Culture

- To ensure that Integrity is practices within the culture words and actions must align
- Words that are not supported erode credibility
- When leadership loses credibility for safety employee engagement is IMPOSSIBLE

Knowing Your Company's Safety Culture

- Culture influences everything that an organization undertakes as an initiative
- Culture is the most important Leading Indicator and an Upstream Metric with predictive value
- Culture can change given directed efforts
- Organizational Behavior influences culture and vice-versa

What is Safety Culture?

- A constituent of Workplace Culture
- The key component to determining if a workplace safety process is successful or not (Erickson, 1994; Zohar, 2000; Petersen, 2001; Cooper & Phillips, 2004; and Krause, 2006 etc...)
- An idea that is not difficult to understand, but is difficult to define
- Not the same thing as Safety Climate (more on that later)

The Term Safety Culture

- Used over and over and over (1,333,000,00 Google Hits November 30, 2018)
- Not well understood by many in the field of safety...
- How do you know if you have a strong Safety Culture or not?
- Generally used to describe an overall sense of the way it feels like employees, supervisors, and managers engage in safety

Our Description of Safety Culture

- What Employees do When no one is Watching
- The way we do things around here
- A crucial part of the larger Organizational Culture
- The beliefs, actions, behaviors, values, and traditions of safety activities for a company tied together with a historical context

Where does Safety Culture Really Come From?

- The Larger Organizational Culture
- The Founder Effect
- Regional and Societal Norms
- Industry Specific Values and Traditions
- Environmental or Objective Driven Culture
- Set and Reinforced by Management

Thought Leaders in the Safety Profession Generally Agree...

- Safety Culture is Observable
- Safety Culture is Quantifiable
- Safety Culture is VERY Self-Sustaining
- Safety Culture is an Antecedent to Behavior
- Safety Culture is a different concept from Safety Climate

What are some Indicators of a Strong Safety Culture?

- Management that consistently sets the example
- A lack of Organizational Arrogance (different than pride)
- An empowered workforce able to make meaningful contributions Safety
- Employees are HIGHLY Engaged

Strong Cultural Characteristics Continued...

- A clearly defined balance between Production and Safety
- A safety-plan for mergers and acquisitions
- High-functioning safety committees
- Well-written safety Mission Statement
- An effective safety professional



Weak Cultural Characteristics

- Using only lagging indicators to measure performance
 - These measure failure rates
 - They manage safety by looking at what has happened not what will happen
 - May encourage injury hiding
 - Recordability or Severity is influenced by many factors AFTER the event
 - If you want positive change be like a coach, don't watch the scoreboard, watch the action on the field

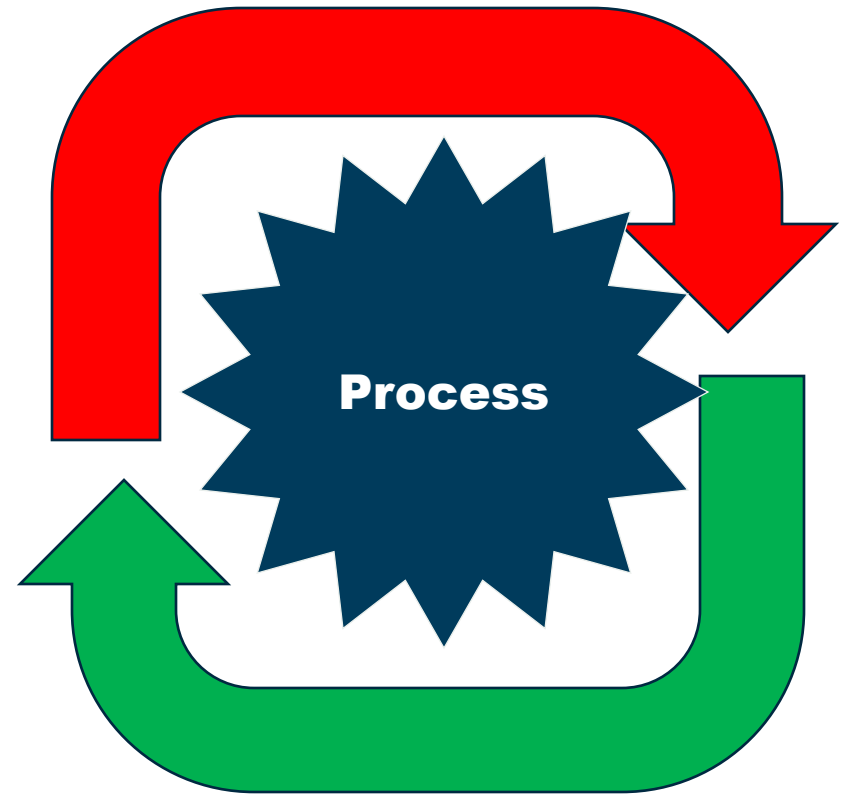
Weak Characteristics cont...

- Use of punishment in accountability standards
 - Punishment does not reinforce anything
 - Punishment becomes part of a repeating cycle
 - Has the use of punishment ever inspired anyone?



Focus on Processes and People not Results

- Create specific initiatives to enhance weaker elements of SMS
- Establish metrics that measure the progress achieved and avoid looking at the outcomes obtained
- Celebrate successes
- Look for opportunities to include employee suggestions and ideas



Punish Punishment

- Blame is NEVER Beneficial
- Changing a culture of accountability to a system of acceptance, support, empowerment, and reinforcement is difficult
- Providing critical feedback and coaching is much more beneficial and should be used as the standard response first and foremost
- Punishment can not be completely removed from the system



**PUNISHMENT IS EASY
PUNISHMENT GETS IMMEDIATE RESULTS**

**PUNISHMENT BECOMES AN
ORGANIZATIONAL VALUE**

**PUNISHMENT BECOMES A REINFORCER
FOR THE PERSON APPLYING IT**

Punishment gets only avoidance behavior.

Punishment does not reinforce anything.

**Causing bad behavior to go away doesn't mean that it
will be replaced by the behavior you want**

Employees who are punished tend not to be engaged



To Create Ultimate Employee Engagement the Motivation Paradigm around Safety Must Be Understood and Improved

- What are the two primary motivators for safety?
- How can we change this model???



The Principles to Engage Employees

- Always doing Safety the Right Way
- Making sure that the organization adopts a relentless hunger to incorporate safety into EVERY aspect of the business
- Ensuring that working safely is done at all times, not just when someone is looking
- Moving beyond compliance and blame
- Optimizing the behavior, culture, and SMS
- In order for an organization to achieve safety excellence, it **MUST** ensure that all elements of safety are integrated and practiced with **INTEGRITY!!!**

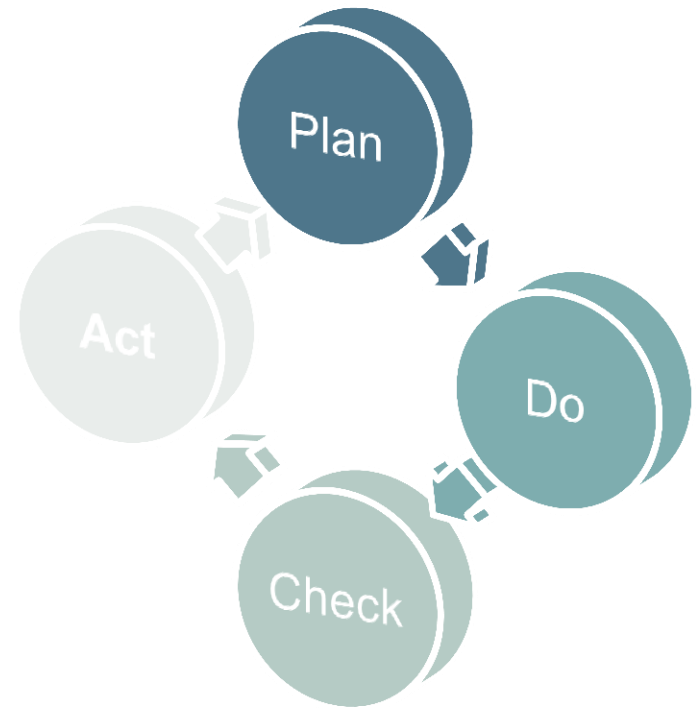
Look at Traditions

- Traditions may very well represent the ultimate manifestation of workplace culture
- Are the traditions:
 - Productive or Constructive
 - Harming or Limiting
 - Is there resistance to changing them?



(Re) Evaluate Results

- Have the initiatives improved the culture
- Are employees actively engaged in the safety process? Do they want to be?
- Are view points more closely aligned?
- CONDUCT A RESURVEY!!!



The Value Proposition

- Engaged employees are more successful
- Engaged employees are safer
- Engaged employees look out for others safety
- Engaged employees are the best source of information
- Engaged employees will do what it takes to make your organization successful

Conclusion

- Engaging employees is not a mysterious undertaking
- There is no good argument to avoid engaging employees
- Engaging employees may not always be easy or intuitive, but it is always the right thing to do