7 Steps to Creating an Effective Safety Culture

Presenter: Sheldon Primus, COSS, MPA

About Sheldon

- ❑ Over 20 years in Safety and Health in the utility sector, construction, and general industry

- ❑ Owner of ShelBrough Safety, LLC

- ❑ Host of Safety Consultant with Sheldon Primus podcast

- ❑ www.SafetyConsultant.TV Founder

- ❑ Authorized OSHA outreach trainer for the 10 hour and 30 hour general industry and construction

- ❑ Certified Occupational Safety Specialist (COSS) Instructor

- ❑ Certificate of Occupational Safety Manager (COSM) Instructor

- ❑ SME and Instructional Designer for HSI, Red Vector, 360 Training, SAP Litmos, American Safety Council

www.sheldonprimus.com
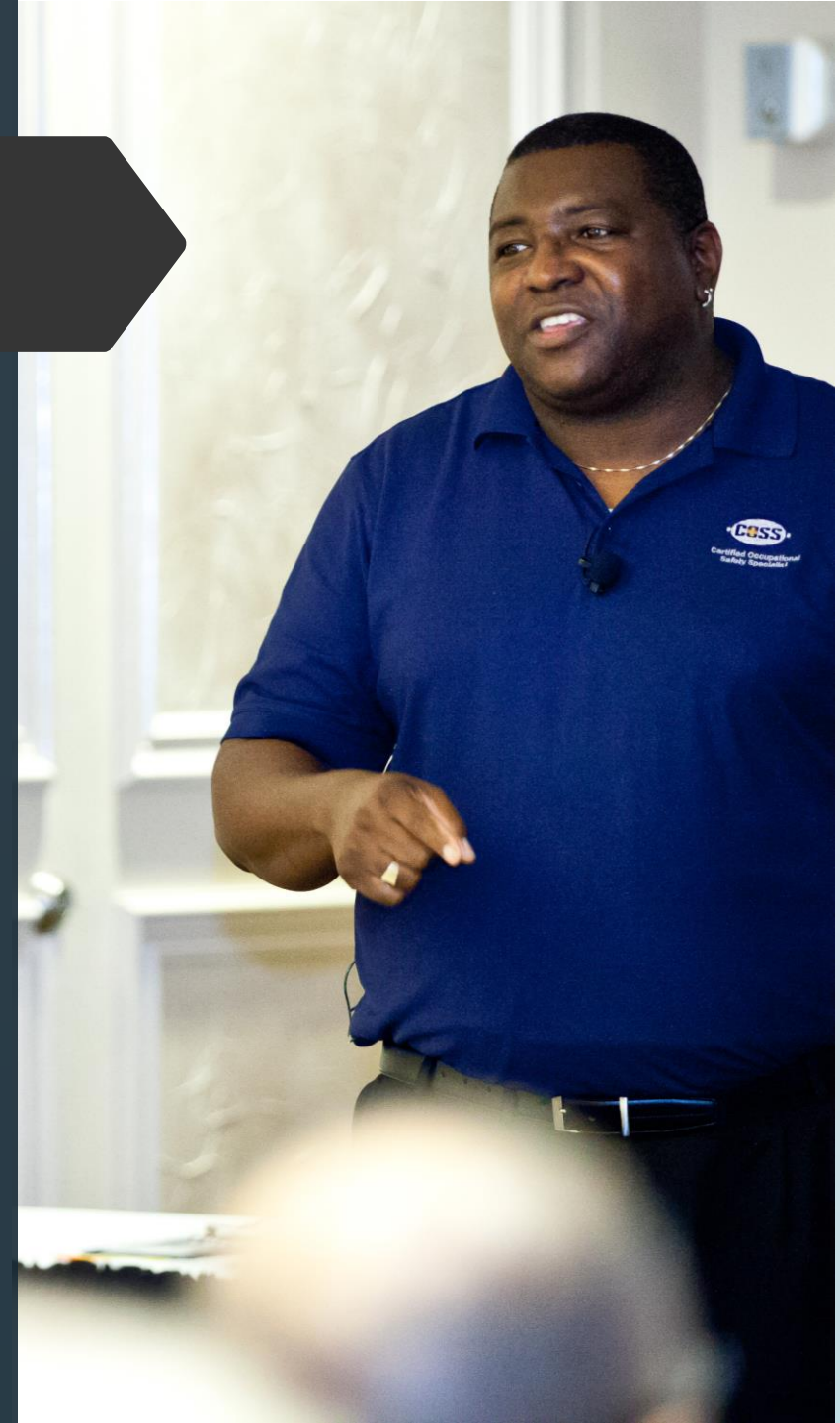
Overview

- This presentation will give the attendee an overview of the voluntary Safety and Health Management Guideline from OSHA. Employers are encouraged to develop and maintain a comprehensive and effective Injury and Illness Prevention Program (IIPP) to protect the employees.

- Cal OSHA and a few other states have made the IIPP system mandatory, while other states are still voluntary. Having an active IIPP system in place will save the employer money through lower workers compensation cost, increase production, and increased worker morale.

Objectives

- Explain the regulatory climate related to worker safety

- Understand the impact of an injury to an organization

- Describe the impact of an injury to the worker

- Analyze the 7 core elements of an effective safety and health program

- Discuss an action plan to move from compliance safety to safety culture

- Evaluate tools that are available to help develop a safety culture

Required Reading

- OSHA Recommended Practices for Safety and Health Programs

- OSHA 3885 October 2016

- www.osha.gov/shpguidelines

- Title 8 of the California Code of Regulations (T8CCR) section 3203

  - https://www.dir.ca.gov/title8/3203.html

Management Leadership

Worker Participation

Find and Fix Hazards

Recommended Practices for

What is a safety culture?

- Shared value system on all levels of the organization
- Lower risk tasks and activities is desired above all else
- System of accountability is established and enforced
- Safety is equal to production or any other business output
- All levels of the organization buy-in to the concepts of low risk and worker protection

Why have a safety culture?

"Safety Pays" Cost of a Back Sprain

Direct Cost

➡ Costs that are can easily be identified from an accident.

➡ Cost of repair

➡ Cost of therapy

➡ Cost of compensation

Indirect Cost

➡ Cost that are not easily quantified or impossible to quantify.

➡ Loss of productivity

➡ Loss of earning power for the family
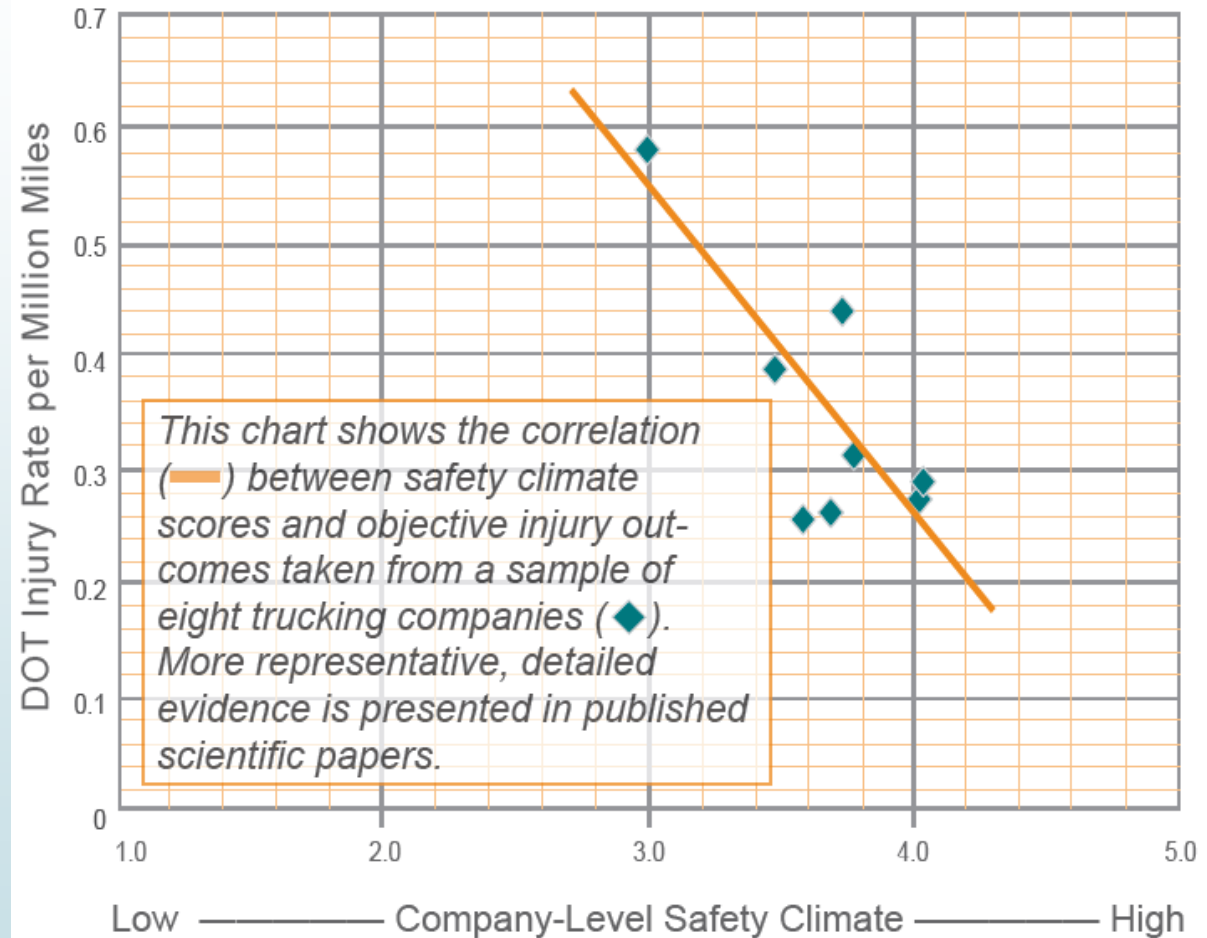
➡ Loss of customers

Back Strain Total Cost

Totals	
Estimated Direct Costs:	$ 33,528
Estimated Indirect Costs:	$ 36,880
Combined Total (Direct and Indirect Costs):	$ 70,408
Sales To Cover Indirect Costs:	$ 1,229,360
Sales To Cover Total Costs:	$ 2,346,933

- Historical cost as provided by the National Council on Compensation Insurance (NCCI).
- Reflects the average cost in the policy years 2009-2011
- Indirect cost provided by several entities
- 3 % profit margin

# Safety Climate vs. Injury Rate Study

- Emily Huang, Ph.D. Study
  - Liberty Mutual Research Institute for Safety (LMRIS)
- Safety climate was evaluated by the employees' shared perceptions of their organization's safety policies, procedures, and practices
- Risk Management Approach

Safety Climate and Injury Rate for Eight Trucking Companies

This chart shows the correlation (━━) between safety climate scores and objective injury outcomes taken from a sample of eight trucking companies (◆). More representative, detailed evidence is presented in published scientific papers.

What an accident means to the worker

- Lawrence Davis
  - Bacardi Bottling Plant
  - Temp worker
  - Died very first day on his first job ever!
  - Avoidable fatality by using a lockout tagout program
  - Lack of a safety culture was to blame
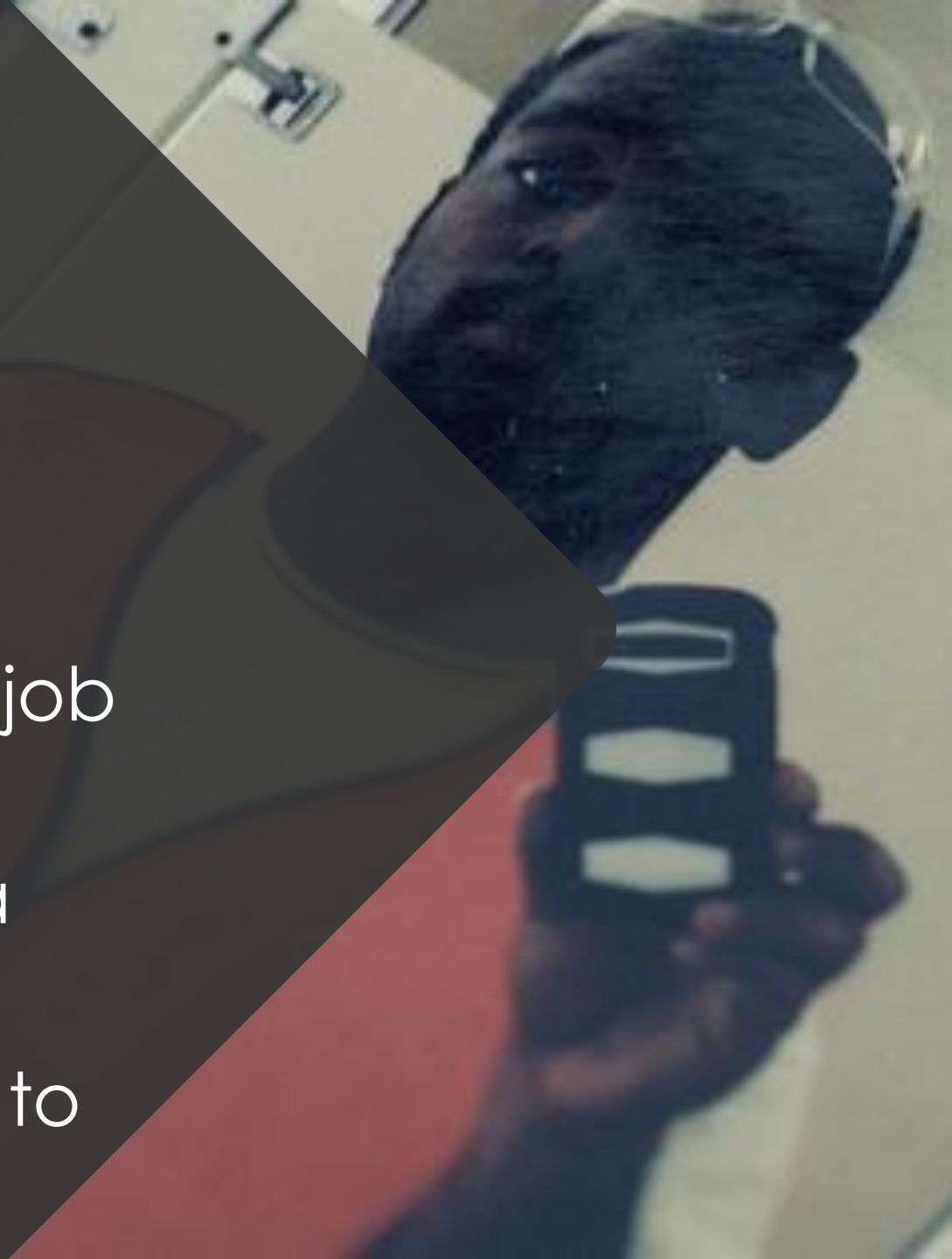
The 7 Core Elements of a Safety Culture

Core Elements of the Safety and Health Program Management Guidelines

Management Leadership
- Top management demonstrates its commitment to continuous improvement in safety and health, communicates that commitment to workers, and sets program expectations and responsibilities.
- Managers at all levels make safety and health a core organizational value, establish safety and health goals and objectives, provide adequate resources and support for the program, and set a good example.

Worker Participation
- Workers and their representatives are involved in all aspects of the program—including setting goals, identifying and reporting hazards, investigating incidents, and tracking progress.
- All workers, including contractors and temporary workers, understand their roles and responsibilities under the program and what they need to do to effectively carry them out.
- Workers are encouraged and have means to communicate openly with management and to report safety and health concerns without fear of retaliation.
- Any potential barriers or obstacles to worker participation in the program (for example, language, lack of information, or disincentives) are removed or addressed.

Hazard Identification and Assessment
- Procedures are put in place to continually identify workplace hazards and evaluate risks.
- An initial assessment of existing hazards and control measures is followed by periodic inspections and reassessments to identify new hazards.

Hazard Prevention and Control
- Employers and workers cooperate to identify and select options for eliminating, preventing, or controlling workplace hazards.
- A plan is developed that ensures controls are implemented, interim protection is provided, progress is tracked, and the effectiveness of controls is verified.

Education and Training
- All workers are trained to understand how the program works and how to carry out the responsibilities assigned to them under the program.
- All workers are trained to recognize workplace hazards and to understand the control measures that have been implemented.

Program Evaluation and Improvement
- Control measures are periodically evaluated for effectiveness.
- Processes are established to monitor program performance, verify program implementation, identify program deficiencies and opportunities for improvement, and take actions necessary to improve the program and overall safety and health performance.

Coordination and Communication on Multiemployer Worksites
- The host employer and all contract employers coordinate on work planning and scheduling to identify and resolve any conflicts that could impact safety or health.
- Workers from both the host and contract employer are informed about the hazards present at the worksite and the hazards that work of the contract employer may create on site.

Title 8, Section 3203 Cal/OSHA Regulation

Responsibility	Compliance	Communication	Hazard Assessment
Accident/Exposure Investigation	Hazard Correction	Training and Instruction	Recordkeeping

To be Effective your IIPP must:

Fully involve all employees, supervisors, and management

Identify the specific workplace hazards employees are exposed to

Correct identified hazards in an appropriate and timely manner

Provide effective training.

Management Leadership

Management's Role

- Write a clear and concise policy for safety and health that is signed by upper management

- Make sure all of the levels of the workforce and management know what the policies are in the workplace.

- Allocate resources for the safety program

- Expect performance through clear communication and progress goals

- Be available to assist and give feedback on the program

Management Buy-In

- Show them the true cost of an accident by using the OSHA "Safety Pays" tool

- Calculate the amount of money that will be saved through having reduced injury and illnesses

- Do a NAICS code search on the OSHA website for the top 10 violations for your code and relate it to deficiencies at your facility.

- Show the cost of citations from companies in your industry through the OSHA website
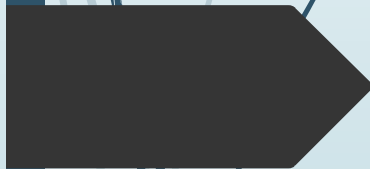
Worker Participation

Employee Involvement

- Seek to get worker involvement for the development of hazard analysis tools like a JHA.
- Buy-in is established by involvement, because the direct worker has input on the job.
- Create an atmosphere to empower the workers to speak freely.
- Create a company wide safety pledge for everyone to sign
- Have the workers participate in safety committees
- Work with union representation to get them to promote a safety culture

Hazard ID and Assessment

Hazards

- Any condition or behavior that, if left uncontrolled, can cause a potential injury or illness to a worker or create organizational losses.

- If a hazard exist the worker can have an accident once they become exposed to the hazard.

Sample Hazard Types

Hazards

1. Chemical (toxic)

2. Chemical (corrosive)

3. Ergonomics (sprain)

Hazard Descriptions

1. A chemical that can cause illness and disease if it gets into the body

2. A chemical that will damage materials and skin if come in contact with them

3. Damage to the tissue due to overexertion or repetitive motion

What is a JHA?

Job Hazard Analysis overview from OSHA using the job of grinding iron casting.

Job Hazard Analysis

OSHA 3071
2002 (Revised)

OSHA Occupational
Safety and Health
Administration

U.S. Department of Labor

JHA Overview

A technique to use the standard operating procedures (SOP) for tasks and identify hazards for each step.

After each hazard is identified, then a control is chosen for that hazard.

The important part of the JHA is to make the process effective without being too general or too specific.

Management commitment is essential to the success of the JHA system

Benefits of a JHA

- Employee participation
- Elimination or prevention of hazards
- A major component of an effective safety and health program
- Increased productivity
- Use as a tool for accident investigation

Hazard Prevention and Control
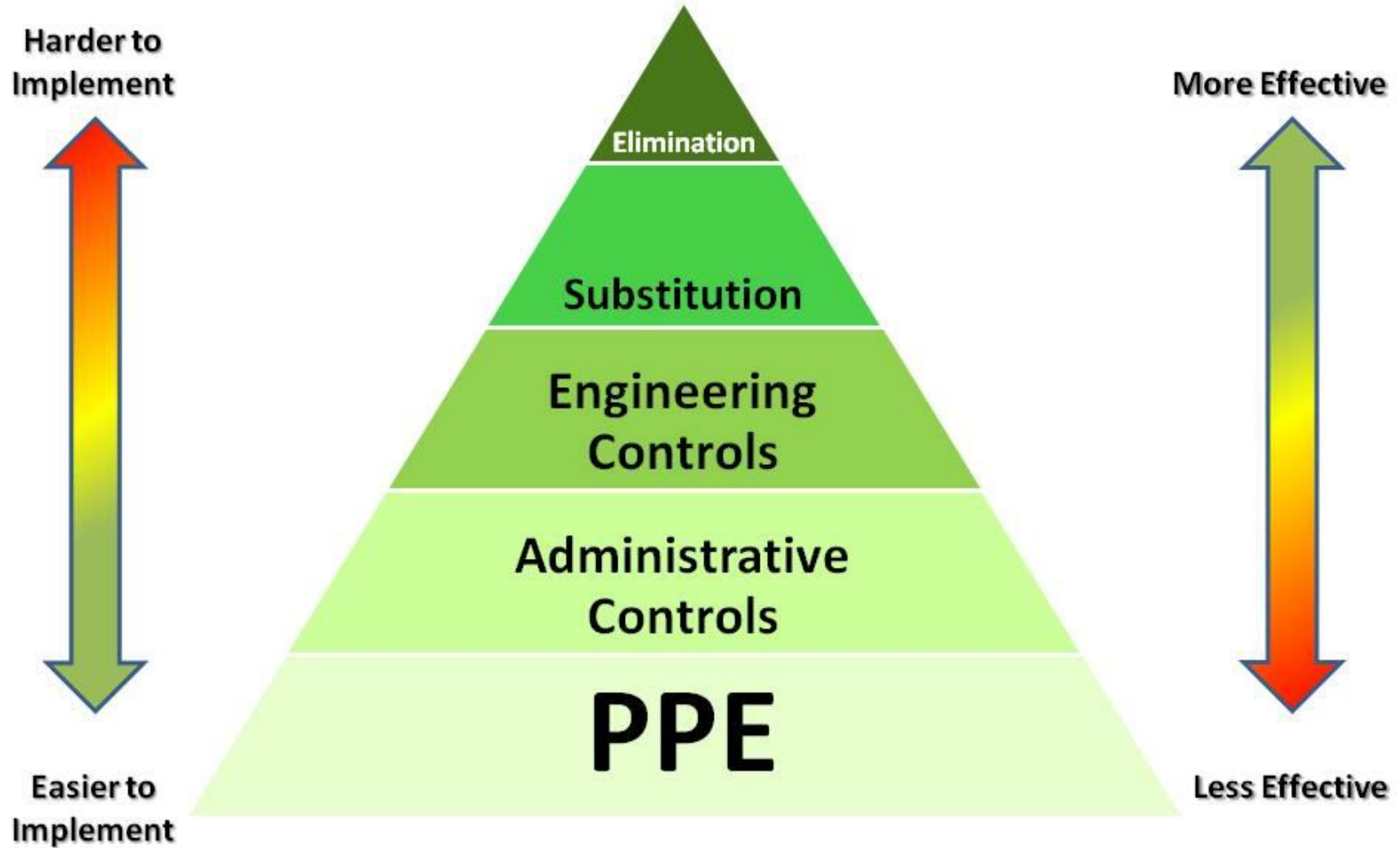
Recommended Actions:

➥ Formalize Safety Procedures

➥ Conduct Behavioral Based Safety Observations

➥ Use Predictive Safety Matrix such as Near Miss Reporting or Safety Opportunity Reporting

➥ Seek to incorporate a safety attitude that transcend the workplace and to the home.

Hazard correction

- Promptly correct unsafe work practices or conditions

- Imminent danger items must be fixed immediately

- Hold supervisor responsible for the safety of there work crew

Education and Training

Training and Instruction

- Initial training should be robust and not just sitting workers in a room by themselves to review safety manuals and procedures
- Have your own "Safety Stand Down" for common injuries at the workplace
- Have workers take safety assessments.
  - A safety assessment reveals the default safety behavior for the worker before intervention

Types of Safety and Health Training

❑Injury reporting

❑Behavior based safety

❑Safety leadership

❑Industries specific

❑Goal setting

❑Critical thinking

❑Hazard awareness

Safety and Health Training

Recommended Actions:

Ensure that all employees understand;

- The hazards to which they may be exposed

- How to prevent harm to themselves and others

Safety and Health Training (cont'd)

Recommended Actions:

Ensure supervisors carry out their S & H responsibilities, including:

- Analyzing their work area to identify potential hazards

- Maintaining physical protections in work areas

- Reinforcing employee training through performance feedback and enforcement of safe work practices

Program Evaluation and Improvement

Evaluation Tools

- Perception Surveys
- Anonymous Comment Boxes
- Learning Teams
- 3rd Party Audits
- Inspections
- Leading Indicators
  - Worker participation in safety and health activities
- Lagging Indicators
  - Injury Rates

Improvement
Options

Behavior Based Safety

- BBS focuses on what people do, analyzes why they do it, and then applies a supported intervention strategy to improve what people do.

- Behavior is observable and measurable; therefore, it can be self managed.

Behavior Based Safety

- BBS uses simple but effective observation techniques; coworkers observe each other and give constructive feedback to reinforce safe work behaviors and discourage at-risk behaviors.

- BBS Involves significant workforce participation; gets employees to take ownership of safety principles and practices

The BBS Goal

➢ To increase individual appreciation of the *Value* of safety

❑ People do it because they want to, not because they have to: Self directed vs. Other directed

❑ Part of the way we live

➢ To increase Participation in Safety

➢ To Change our Safety Culture

❑ Change the way everyone thinks & behaves with regards to safety

The Path to Incident-Free Operations
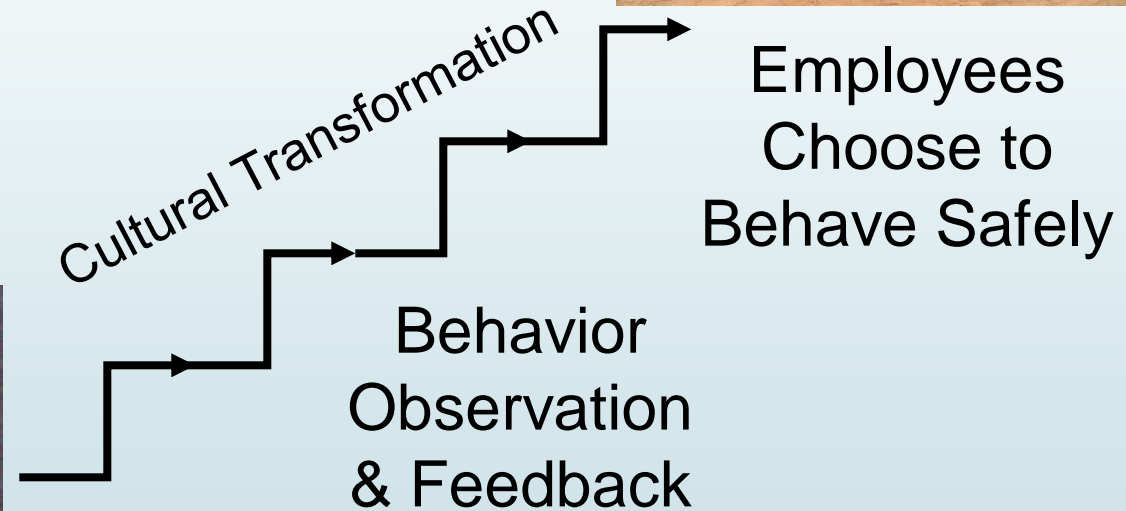
Pyramid model of at risk behaviors

What Drives At Risk Behavior

At-Risk Behavior is Usually a *Result* of:

- Poor Communication
- Ergonomic Issues
- Lack of Supervision
- Confusing Procedures
- Inadequate Training
- Time Pressure
- Peer Pressure
- Bad habits
- Lack of Accountability
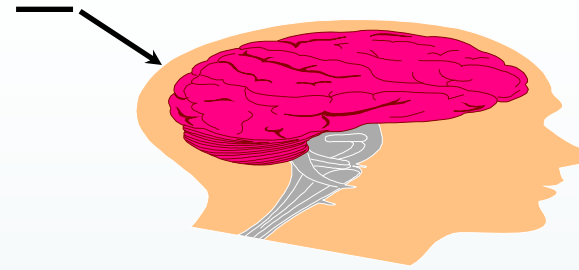
Attitudes

Are inside a person's head -therefore they _are not_ observable or measurable

however

Attitudes can be changed by changing behaviors

ABC Model

Antecedents

(trigger behavior)

⬇

Behavior

(human performance)

⬇

Consequences

(either reinforce or punish behavior)

Follow up and remove barriers

- Initiate work order for repair of equipment

- Engineer equipment to eliminate at-risk behavior

- Change procedures / JSA's addressing behavior

- Provide proper tools for safe task performance

- Conveniently locate tools, PPE, etc.

- Train employees in safe task performance

Human and Organizational Performance (HOP) View

Audits

- Use a Risk calculation to decide which items get addressed first

- Audit Good!

- Determine what "Probability" and "Impact" levels mean to your company

- Establish action-based safety teams

  - Fire and Emergency

  - Health and Environmental

  - Housekeeping

  - Incident Investigation

Impact

Probability		Very Low 1	Low 2	Medium 3	High 4	Very High 5
Very High	5	5	10	15	20	25
High	4	4	8	12	16	20
Medium	3	3	6	9	12	15
Low	2	2	4	6	8	10
Very Low	1	1	2	3	4	5

Coordination and Communication on Multiemployer Worksites

Multi-employer Sites

- The host and contract employers must equally protect workers from exposures to hazardous chemicals that can injury the workers.

- It is a citable offense if your contract workers are not following proper procedures and rules and your employees are exposed to the hazards.

Questions and Answers

Ways to Connect

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