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MAKE IT SAFE VANCOUVER

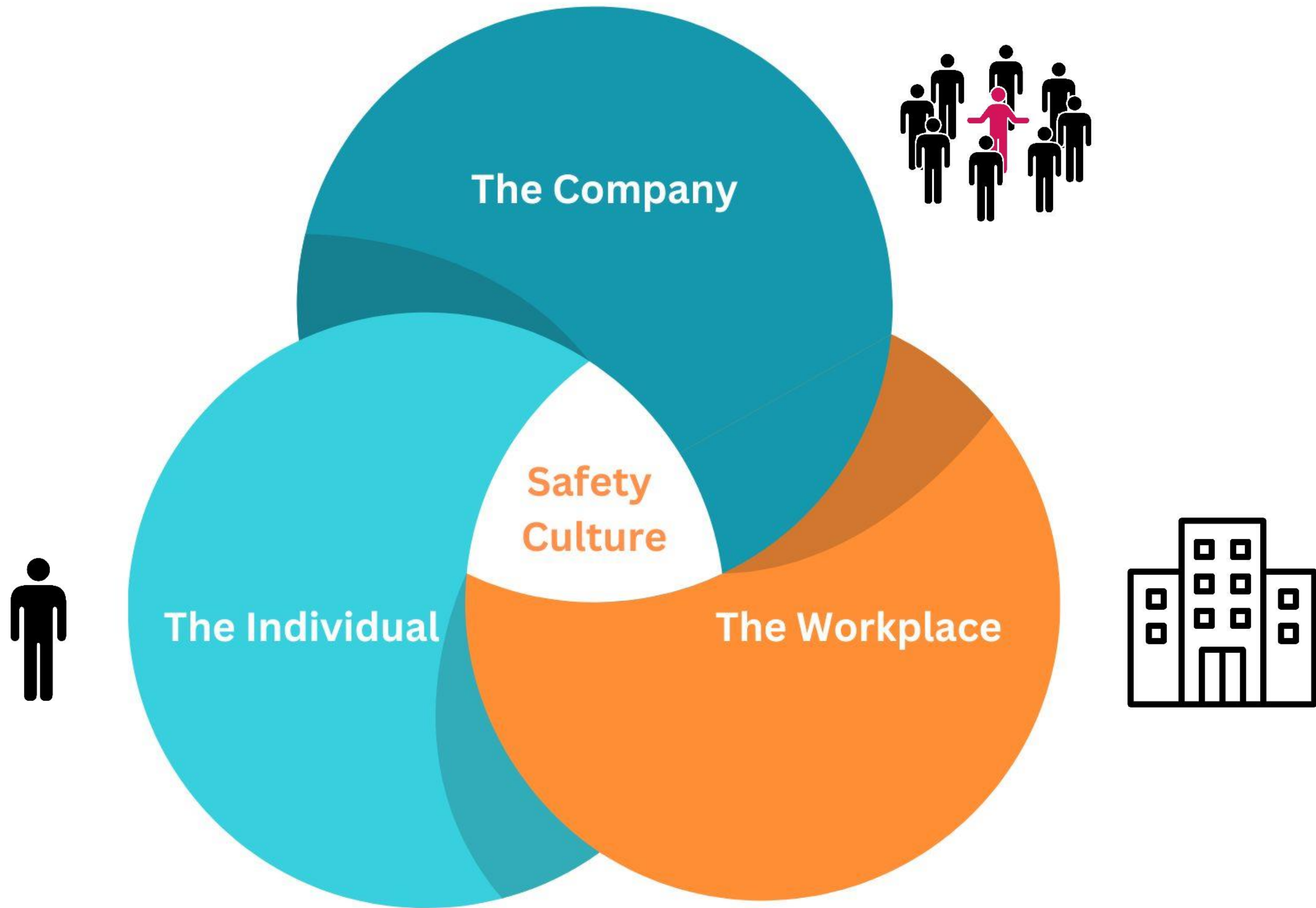
SUSTAINING A HEALTHY SAFETY CULTURE

OCTOBER 9 — 1:00 PM

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 makeitsafe.ca



Safety Culture

Safety culture is the collection of the beliefs, perceptions and values that employees share in relation to risks within an organization or workplace

[Wikipedia](#)

Attitudes

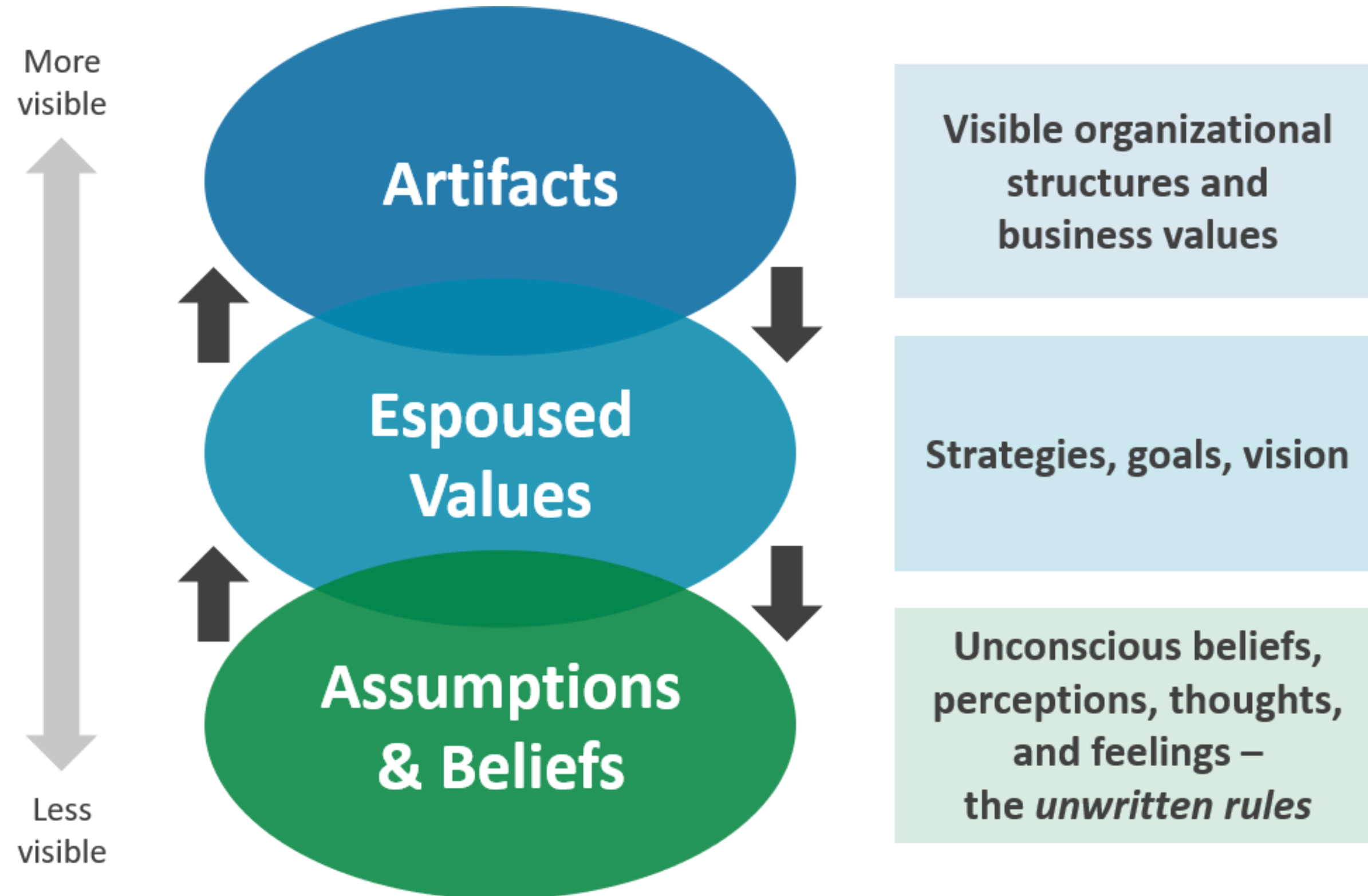
Mindsets

Behaviors

Commitment

Performance

Edgar Schein's Model – 3 levels of culture



The Onion Concept



Start looking and peeling the outer layer that everyone sees or the physical environment

- How does the organization interact and communicate
- official policies, vision statement, safety policy
- How the organization presents itself – when visitors or contractors arrive on site

Inner Levels as we peel the onion

- How people interact – is it a culture of support
- How departments work together

Further peel it down to the core

- asking about their reasons for doing things in certain ways
- their perceptions of what is appropriate behavior in different situations
- Attitude is an indicator of outcome



Too many reminders of
when it goes wrong



Crane collapse in Kelowna:
5 lives lost when a crane collapsed at
worksite in July 2021

Ironworkers Memorial Second Narrows Crossing

Construction on the bridge in B.C. started in 1957. In June 1958, part of the bridge collapsed, leading 79 workers to fall 30 metres into the water below. 18 workers were killed (either instantly or later succumbing to their injuries), and one diver searching for the bodies drowned. A report found that the collapse was a result of poor engineering.





North Vancouver Grain Elevator Explosion

- 5 men died, and 17 were severely burned—with some sustaining burns to over 80% of their bodies.



What is your why?

What are the drivers of Safety Culture?

- Core company or corporate value
- Working relationships must be built on trust and mutual respect
- Safety is integrated into all activities in the company
- Senior management is committed to safety





As leaders, we have a profound duty to strive relentlessly to build safer organizations

- Balancing culture with safety systems
- Managing risks
- While driving performance



SAFETY CULTURE



System

Policies

Procedures

Practices

Compliance

Operational excellence

Leadership

How management at all levels of the organization promote and reinforce safety as a core value

Vigilance

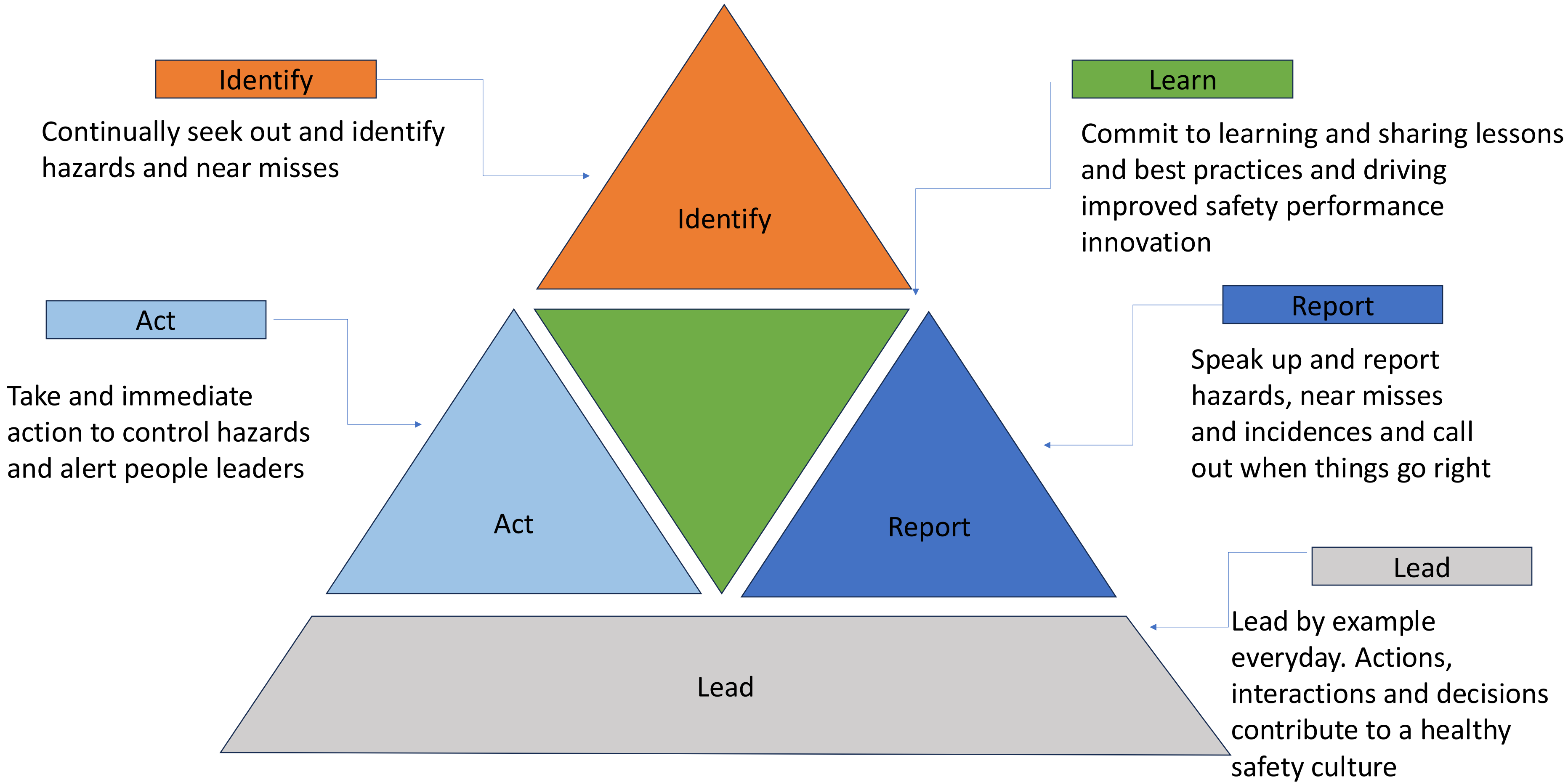
How the organization anticipates, senses and learns from risks

Ownership

How individuals are empowered, take personal responsibility and are held accountable for managing risk

Resilience

How the organization manages risk and the strategies respond under pressure





Governance, Risk Management, and Assurance

1st Line of Defense Own and Manage Risk <small>(not independent)</small>	2nd Line of Defense Oversee Risk <small>(somewhat independent)</small>	3rd Line of Defense Audit <small>(independent)</small>	External Experts <small>(independent)</small>
<ul style="list-style-type: none"> • Management identifies, assesses, controls, and mitigates risks <p>Examples:</p> <ul style="list-style-type: none"> • Self assessments and/or risk assessments or inspections • Management review 	<ul style="list-style-type: none"> • Performance, risk management, and compliance oversight <p>Examples:</p> <ul style="list-style-type: none"> • Benchmarking and Peer review • Operations and Integrity review of company risk assessments 	<ul style="list-style-type: none"> • Effectiveness of governance, risk management, and controls <p>Examples:</p> <ul style="list-style-type: none"> • Integrated Assurance Audit • Regulatory Audit or enforcement actions 	<ul style="list-style-type: none"> • Provides additional assurance to reinforce internal sources <p>Examples:</p> <ul style="list-style-type: none"> • Assurance from expert for integrity threat management • Industry leading safety expert to assess strategy

Policies and Programs

Elements	Minimum Requirements
1. Leadership & Governance	<ul style="list-style-type: none"> • Leader commitment and accountability
2. Risk Management	<ul style="list-style-type: none"> • Hazard and risk management processes
3. Compliance Management	<ul style="list-style-type: none"> • Legal & regulatory mgmt processes
4. Performance Management	<ul style="list-style-type: none"> • Goals, objectives, targets and metrics
5. Operational Controls	<ul style="list-style-type: none"> • Effective controls over asset lifecycle
6. Management of Change	<ul style="list-style-type: none"> • Systematically manage changes
7. Capability Management	<ul style="list-style-type: none"> • Workforce competence and training
8. Documents and Records	<ul style="list-style-type: none"> • Effective document & records mgmt
9. Assurance	<ul style="list-style-type: none"> • Audits, assessments, learning & actions to prevent and correct
10. Stakeholder Engagement	<ul style="list-style-type: none"> • Internal & external communications
11. Management Review	<ul style="list-style-type: none"> • Management reviews & continuous improvement.



Journey: Where are you headed?

Fixation with total recordables creates misperceptions.



What we know

- People make Mistakes
- Failure can occur safely
- Violations are rarely, if ever malicious
- Events can stem from normal deviations
- Management's response to failure matters
- Learning is a deliberate improvement of habits

In high hazard industries like energy operations, maintenance, and construction, we have lowered Total Recordables and assumed we were safer – while fatality rates flatlined



**Clearly managing
“Totals” did not actually
deliver the promise of
“everyone goes home at
the end of the day” as
we thought it would.**



Since 2010, there has been a 50% reduction in Totals with no reduction in serious injuries

- Safety culture requires a change in how we approach workplace incidents and near misses
- Accountability is important but so is recognizing the importance of the prevention of an incident or the due diligence and actions that lead to the elimination of a hazard or risk



Employee Wellbeing Focus

Supporting a better you - Builds a better us

Vision

- Support total well-being to drive employee success at work, home and in the community, and support organizational resilience.

Goals

- Leaders make well-being a team priority. Increase use of resources to support wellbeing and address workplace impacts on wellbeing.



Engage - Embed - Empower

Engage

- Prevention, early intervention and sustained recovery

Embed

- Focus on personal team and org well-being as part of the organizational culture

Empower

- Awareness and knowledge to address key health risks



Building a Safety Culture is a journey

- Its about creating a vision that is endorsed and held at the most senior level of a company or organization.
- Changing attitudes, behaviors and setting expectations and commitments at all levels in the company.
- Its about empowerment and accountability. Making a commitment at all levels of the company, promoting and reinforcing safety as a core value.



Questions

Thank you for attending

Wayne Arondus, CEO
Manufacturing Safety Alliance of BC

Recommended Courses



Some optional training to further support theories and information shared today

01

Safety Culture 101

A 90-minute online course for frontline employees, Occupational Health & Safety (OHS) professionals, members of OHS committees, and supervisors and managers. Learn the difference between safety climate and culture. Understand how safety culture fits into your corporate culture. Recognize the benefits of a strong safety culture. Plan ways to strengthen your own organization's safety culture.