

A portrait of Wayne Arondus, a middle-aged man with short, graying hair, wearing a light blue patterned button-down shirt. He is smiling slightly and looking directly at the camera. The background behind him is a blurred green plant. The portrait is set against a dark blue background with a large orange triangle on the left side.

MIS

MAKE IT SAFE

VANCOUVER

Wayne Arondus

CEO, Manufacturing Safety
Alliance of BC

» makeitsafe.ca

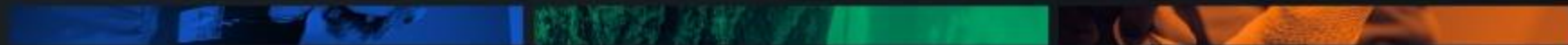


Safety Culture

Creating stronger Joint Health
and Safety Committees



What is Safety Culture?




.....

Defining safety culture

“The product of individual and group values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization’s health and safety management. Organizations with a positive safety culture are characterized by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures.”


International Atomic Energy Agency



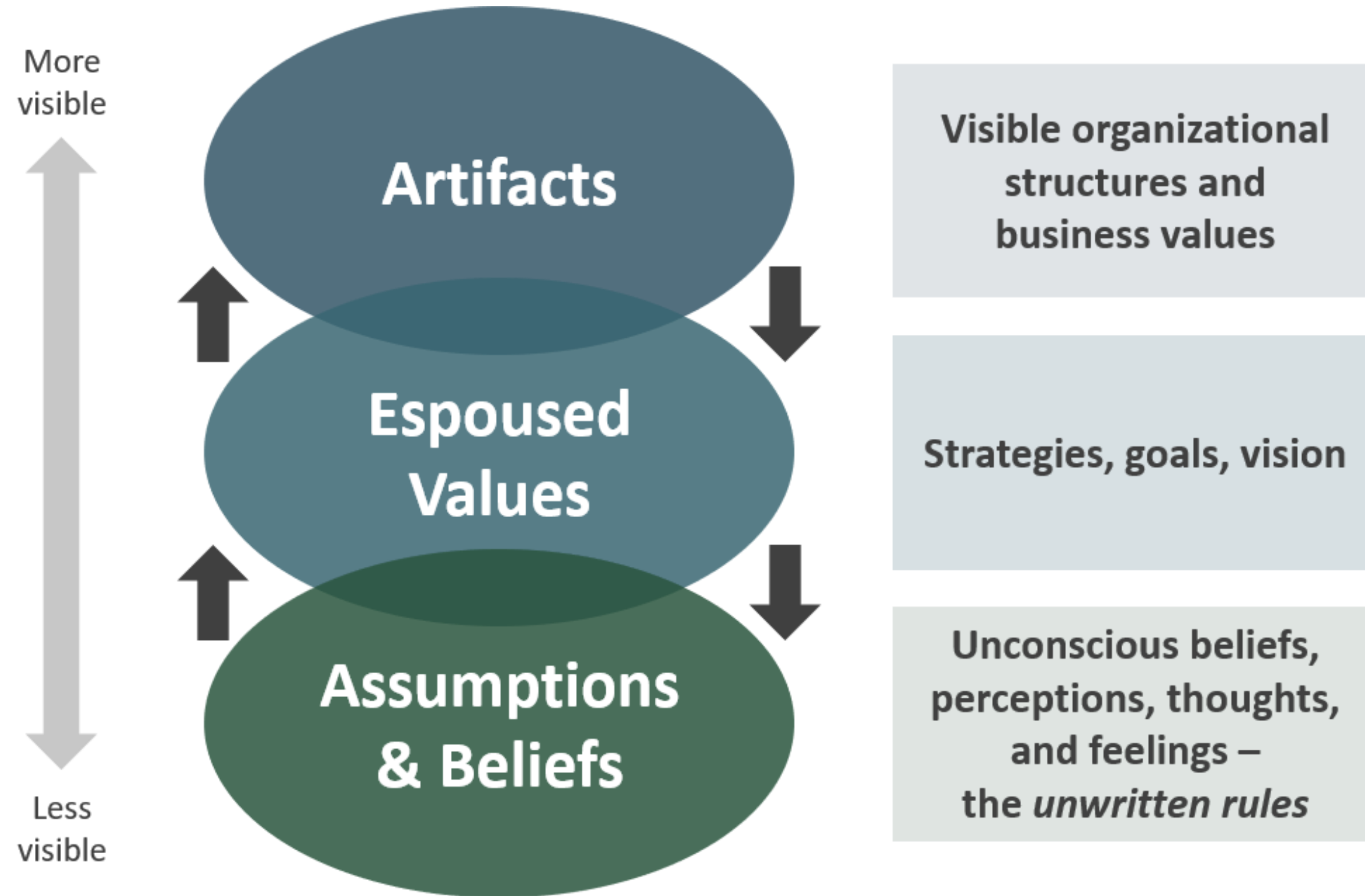
What are key ingredients of a strong safety culture?

- Safety is a core corporate or company value
- Working relationships are based on trust and respect
- Safety is integrated into all aspects and activities
- Senior management is focused committed to safety

What are key ingredients of a strong safety culture?

- Core value verses priority.....
 - Everyone is personally accountability for safety
 - Learning is a deliberate improvement of habits
- 

Edgar Schein's model – 3 levels of culture



3 pillars of a strong safety climate

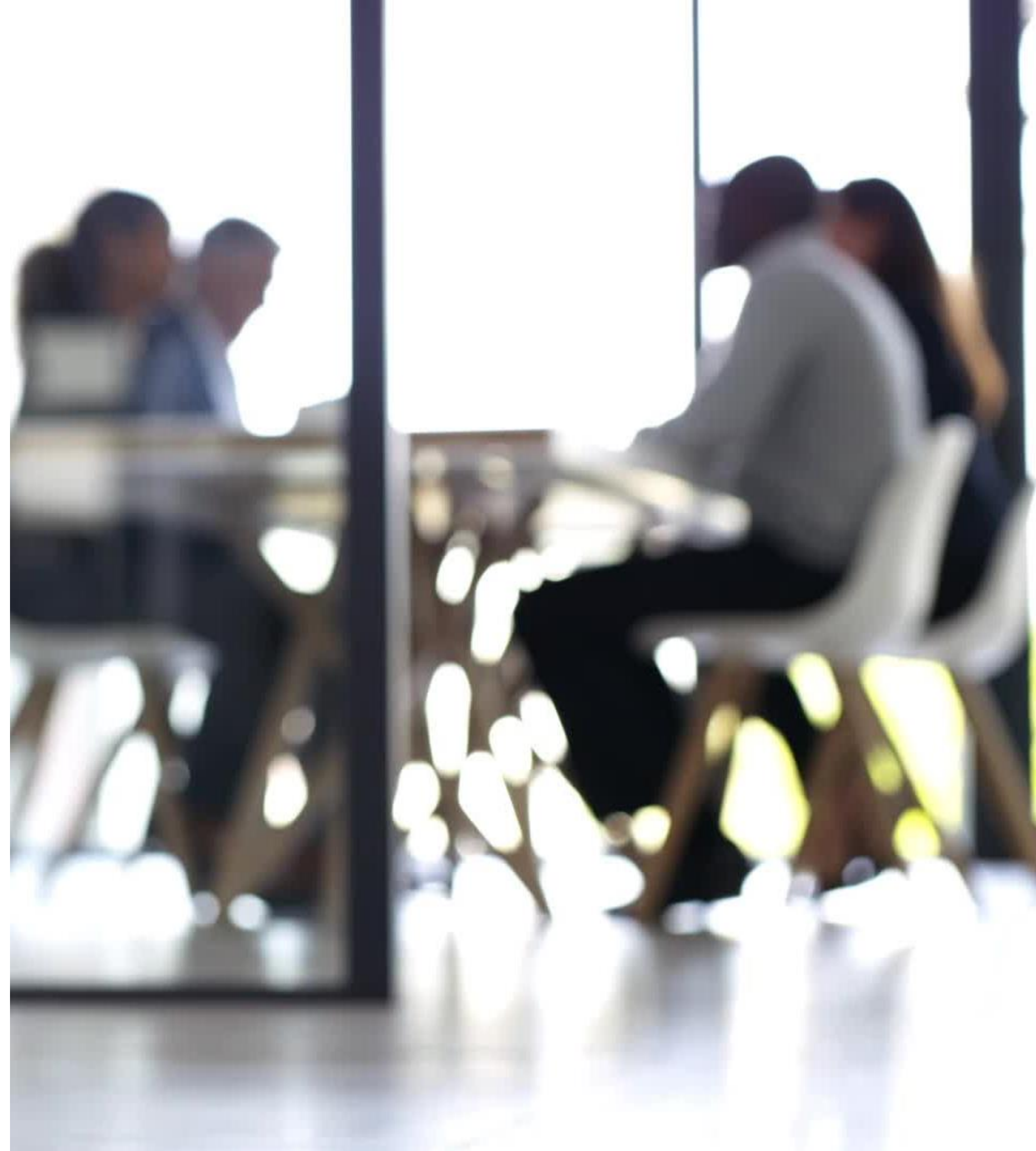
1. Compliance (monitoring/
controlling risks and hazards)
2. Caring (describing/communicating
safe practices)
3. Coaching (demonstrating safe
behaviors)

These 'three Cs' are responsibilities of OHS professionals and Joint Health and Safety Committees.


Question

What are some possible benefits of having a safety culture at your company?

What could be some of the cost savings associated with having a strong safety culture?




Employer benefits of a safety culture



Reduced
employer costs
for:

- Workers' compensation
- Long term disability
- Plant and equipment damage
- Product and material damage
- Repairs and replacement

Employer benefits of a safety culture



Reduced
employer costs
for:

- Absenteeism
- Overtime
- Loss of business and good will

Other organizational benefits

- Better business performance
- A safe and healthy workforce
- More engaged employees
- Greater employee loyalty
- Lower turnover



Other organizational benefits



Less cost to the public healthcare system



Reputation as a great place to work



Recognition for corporate social responsibility



Increased productivity and profits

Employee/manager benefits

- A safe and healthy workplace
- Improved health and well-being
- Higher morale
- Pride
- Better quality of work-life



Group discussion

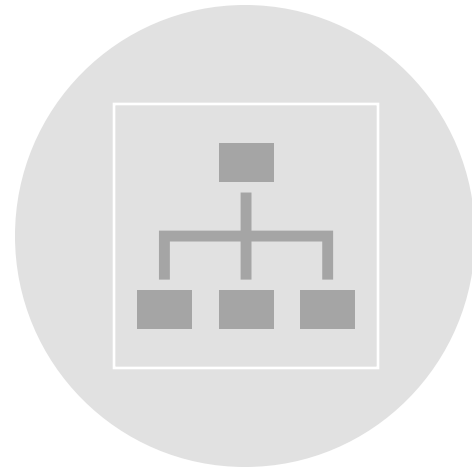
Looking at all costs savings and benefits, what do you consider the **TOP THREE** for your company?

What influences your decision?

How organizations have developed a culture of health and safety



Lessons from some 'Best Practice'



PINNACLE PELLET HAS BUILT
SAFETY INTO ITS
OPERATIONS.



VALUES: SAFETY,
TEAMWORK,
ACCOUNTABILITY, AND
INNOVATION.



HEALTH AND SAFETY IS A
CORE VALUE.

Group discussion

Based on the video, list some of the key factors contributing to a positive safety culture:

What are your big take-aways?

Safety culture enabling factors

- Safety is a core corporate value
- Leaders are committed to safety
- Leaders are involved in safety
- Everyone 'owns' safety

Safety culture enabling factors

- Everyone is accountable
- Everyone can speak up
- Continuous learning
- Baseline assessment

Safety culture enabling factors

- Trust
- Support from:
 - Manufacturing Safety Alliance of BC
 - Other Health and Safety Associations
 - WorkSafeBC

Group discussion

Based on the video and the list of key factors contributing to a positive safety culture:

Which enablers are most important for your company?

Lessons about safety culture



.....

Babine and Lakeland sawmill explosions

WorkSafeBC Review and Action Plan, 2014:

Recommendation 36. Develop and implement performance measures to assess the “health and safety awareness” levels among workers; the “health and safety culture” of the business enterprise...



Key Causes



INADEQUATE
SUPERVISION



PRESSURE TO MEET
PRODUCTION TARGETS



COMMUNICATION
BREAKDOWNS
BETWEEN SHIFTS OR
BETWEEN WORKERS
AND MANAGERS

Contributing factors

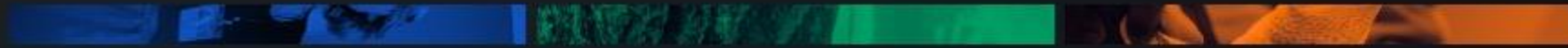
- Excessive work hours, fatigue
- High job stress
- Complacently
- Safety non-compliance

These 'human' causes can be reduced or eliminated by changing attitudes and behaviour to make safety the top priority.

Lessons

- Safety culture = continuous cycle of learning and improvement.
- Reduce future risks by learning from errors and near-misses
- Accidents can happen – planning can reduce the risks

Leaders' impact on safety culture



.....

How people leaders can build safety culture and stronger JHSCs

- Communicate a vision of a safe, healthy workplace.
- Explain how decisions take safety into account.
- Show how health and safety drives business success.
- Involve others in OHS planning and implementation.

Actions that build a safety culture

- Make health and safety a topic at every meeting.
- Regularly visit worksite to champion safety.
- Hold everyone to be accountable for safety.
- Challenge others to suggest improvements.
- Ensure there is an effective JHSC established.

How supervisors and managers promote safety

- Link production goals to safety.
- Ask how production goals could impact safety.
- Provide employees adequate safety training.
- Acknowledge good safety performance.
- Encourage going beyond safety compliance.

Transformational leadership checklist

- ✓ Model the way
- ✓ Inspire a shared vision
- ✓ Challenge the process
- ✓ Enable others to act
- ✓ Show appreciation



Trust

- Safety culture requires mutual trust.
- Trust contributes to workers' well-being.
- High-trust cultures are healthy, safe and productive.
- Need trust for employees to speak up.

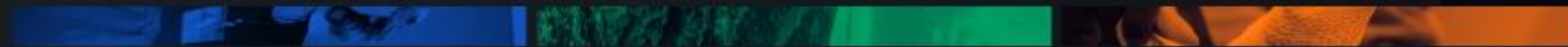
Are you a safety leader?

- Anyone can lead the way to safety culture
- Frontline employees can initiate change
- This is a 'bottom-up' approach to change

Group discussion

- What are 3 ways that leaders influence safety culture?
- What is 1 action you have taken to be a safety leader?
- Identify 1 action you can take as a safety leader

Other positive influences on safety culture



.....



What is an effective OHSMS?

- MSABC's Occupational Safety Standard of Excellence (OSSE) certification.
- A rigorous approach to assessing and managing health and safety risks.
- Designed to improve safety performance.



What is an effective OHSMS?

- Policies and practices require by legislation.
- Requires on-going training and education.

Developing an effective OHSMS



New employee training and orientation

- Health and safety training for new employees is essential.
- Emphasize the importance of your safety culture.
- Assign a 'safety champion' as a mentor for a new hire.

Do you have a multicultural workforce?

- Diverse cultural backgrounds can influence safety culture.
- National values and beliefs shape workers' safety behaviour.
- Is your safety training, orientation, and communication meaningful for all workers, regardless of their background?
- Do you need to translate safety training and signage into other languages?



How to move up the safety culture curve



.....

The Safety Culture Maturity Model...

- Requires time, commitment, people and resources
- Can guide you through the culture-change process
- Can be adapted to your company

Safety Culture Maturity Model



Improving and strengthening safety culture provides greater benefits for the company and its workers

Advice on successful organizational change

- Building your safety culture is major organizational change
- Successful change is evolutionary and incremental
- It requires continuous learning and improvement

Guidelines for successful safety culture change

- Make employees believe in safety
- Demonstrate that safety matters
- Create a learning environment
- Involve employees and managers
- Train workers, supervisors and managers

Lessons from effective safety culture interventions

- There is no 'magic bullet' solution to safety culture.
- Go beyond training and communication.
- Promote on-going dialogue about safety.
- Managers and safety professionals drive change.
- Involve employees every step of the way.

Group Discussion

- Where's your company on the safety culture curve?
- What change would move it up the curve?

