



**WORKERS' COMP
TRAINING CENTER**

How to Build a Better Safety Culture

Introduction

- Welcome
- Introduce session;
- Pre-frame Concept
 - Pre-frame definition: state of mind before an individual experiences the next event
 - Pre-Frame: MIT study –
 - 70 economics students told had substitute professor for the day;
 - each received a bio;
 - half described as “a very warm person”
 - other half described him as “rather cold”;
 - Evaluations
 - “warm”: good natured, considerate, and sociable
 - ‘cold’ said self-centered, formal, irritable, & ruthless
 - Safety Culture is Pre-Frame for Workers’ Compensation
- Punch Line:
 - "I cannot teach anybody anything. I can only make them think" - Socrates.
 - *Stop Telling People What To Do And Start Asking Them Questions*
 - *Guide, ask questions, and support employee’s answers*
- 3 Main Points:
 - Safety Attitudes & Expectations
 - 6 Steps to Build Better Safety Culture
 - Connect Safety with WC Injury Management

Main Point #1: Safety Attitudes & Expectations

- Definition of Culture
 - **Shared** values, attitudes, behaviors, and standards that make up a work environment.
 - Every company has a safety culture – good or bad
 - Are you intentionally shaping your culture, or does it just happen?



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- Common company attitudes
 - “we’ve come to expect a certain amount of accidents”
 - “workers’ comp is a cost of doing business”
 - “I can’t get hurt and know everything”
 - “safety is our number one priority”...until production is.
 - “we are dialed in with OSHA compliance and safety policies & procedures”
 - “we’ve spent a lot time investing in numerous safety programs, but are getting the same results”
 - “it’s about the numbers”; safety incentives that discourage accident reporting
 - Un-reported injuries
 - Little to no linkage between behavior and reward
 - Don’t understand what need to achieve reward
 - Safety management is not counting injuries. It’s about driving action to prevent injuries.
 - Authors of book Crucial Conversations.
 - Survey of 1500 workers in 22 organizations.
 - Found 93% of employees say their workgroup is currently at risk from a safety issue that is not being discussed.
- Employee attitudes:
 - Have to comply
 - When convenient
 - When someone watching
 - Want to comply
 - For myself & my family
 - For myself & my family, and my teammates
 - Navy Seals - Autonomy / Building Safety Points
- Create culture by what personally demonstrate and what reward and tolerate in others
 - Both employer and employee have responsibility
 - What do your actions say to other people? Do you continually demonstrate safety is a core value to you?
 - What behaviors do you reward in other people? Do you only look at the outcome of a job and not the risks taken to get it done quickly?
 - What behaviors do you tolerate? Do you find excuses not to speak up?



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- Silence from management about unsafe behaviors made them acceptable, and up to the employees to not get hurt

Main Point #2: 6 Steps to Build Better Safety Culture

- Silos & Collaboration:
 - McKinsey Institute Survey:
 - 80% of senior executives recognize collaboration across divisions in an organization as crucial for growth
 - 25% describe organization as effective at sharing information
- Employee engagement
 - 30% engaged
 - 52% not engaged
 - 18% actively disengaged
 - Hay Group: Companies with engaged employees have 48% fewer safety incidents; 65% less turnover

Step 1: Change company philosophy toward safety

- Financial Impact:
 - TRIR compared to industry, and compared to world-class in all industries 2.0 or less;
 - Sales to pay for accidents
 - Cost per FTE trends
- Organizational Impact:
 - People are happier coming to work; feel like part of a team
 - Increased employee productivity
 - High employee engagement
 - Lower turn over
 - Decreased rates of injury or accident
- Safety as Core Value
 - Priority vs Core Value
 - ***unwavering commitment in the face of competing objectives***
 - goes beyond compliance processes, policies and procedures.



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- Command & Control
 - management style of get it done “no matter what”; comes out in employee behavior
 - HUGE deterrent; employee’s only work safety when you are around and can work unsafely out of spite when you are not around.
 - Stephen Covey: Seven Habits of Highly Effective People; “hands and backs can be bought, hearts must be won”
- People Will Meet Your Minimum Expectations

Step 2: Set Goals

- Metrics & People
 - Who is responsible and accountable for
 - TRIR
 - DART
 - Severity Rate
 - People and families behind the statistics

Step 3: Introduce IPAR program

- Introduce IPAR Program (Injury Prevention and Recovery)
 - Get feedback from employees
 - Identify those who are interested to participate.
 - Focus on those that are supportive early adopters rather than trying to convince the fence sitting majority

Step 4: Develop Safety Committee

- Develop safety committee
 - Need all levels of employees: hourly through management.
 - No more than 12 employees.
 - Without all levels involved you’ll work hard and wonder why it isn’t working
 - Difference between average and great safety program
- Get feedback from committee members
 - Take care of low hanging fruit immediately



- Unsafe acts & unsafe conditions
- Fixing unsafe conditions builds trust and sets tone to eliminate unsafe acts
- Top concern is management doesn't care about safety, only production
- Build momentum and trust to see progress being made
- Lead by example
 - Where PPE, lock out equipment; follow all safety rules
 - Management guides and models behaviors
 - People will do what you do, not what you say; management sets the tone for the culture and needs to lead by example.

Step 5: Train Supervisors To Coach Employees

- Supervisors play important role in leadership
- Employee is either working safely or unsafely
 - Like balls and strikes in baseball; an

Bardney Technique for 2-Way Communication– Creating a Zero-Accident Culture (Keith Bardney)

- 1x per day – make it a habit (after I eat lunch, or on my way back from bathroom, etc)
- **Safe – 90% of observations**
 - I noticed you doing (safe task, be specific)
 - How do we get others to do that?
 - Can speak to:
 - Safety
 - Production
 - Quality
- **Unsafe – 10% of observations**
 - I noticed you didn't (unsafe task, be specific).
 - What is the worst that could happen when (unsafe task)?
 - Why would you take that risk?
- Tips:



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- Question needs to be asked open ended “why are you not holding onto the hand rail” vs “what’s the worst that can happen by not holding onto the hand rail”
- Employee keeps committing same act
 - “yesterday you told me you understood the worst that can happen with that unsafe act. Today I see you doing the exact same thing. What’s changed from yesterday?”
 - Typical answer is “I forgot”
 - “do you have a family at home?” I don’t want you working safety for me, but for yourself and your family. Would you do that moving forward?
- Coaching moments can be positive; presented non-confrontational; should be a benefit to the employee to work safety, not a benefit to you.
- Supervisor training:
 - Safety expectations
 - Coaching technique
 - Role-playing
 - Validation of understanding through role-playing
 - Homework: conduct a minimum of one touch point daily for 30 days.
 - 1:1 job shadowing of supervisors

Step 6: Dial In Safety Committee & Supervisor Focus

- Identify top 3 injury losses and start focusing on two way approaches on those
 - Proactive activities to reduce losses
 - Behaviors related to those injuries
- Open meetings by talking about recent safety observations and safety performance.
 - Managing our safety starts by consciously recognizing the hazards
 - Remote
 - Possible
 - Probable
 - Risk assessments is driven by the task, not the people doing the task



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Main Point #3: Connecting The Dots - Implementing Safety Culture Principles In Your WC Program – 20 Minutes

- Organizational Chart
 - Who is in charge of safety? What is your current relationship? Do you need to push yourself to improve this relationship?
 - What is the way you have always done it? For how long?
 - Roles & Responsibilities, create procedures
 - Communication shared and received from employees
- Branding & Unified Vision:
 - Review importance of pre-frame concept
 - Name of Program: ACME IPAR program
 - Create Logo, Identity
 - Employee Brochure- integrate & reference branding to safety message, “our employees are our first priority, we want you back to work”
 - Signage
 - Signage, color coded pipes, hazardous labels; fire extinguishers, eyewash stations, first aid kits; info about what PPE equipment is required; guards on machinery
 - Does management preach Safety First, but cut corners because safety cost on bottom line?
 - Easy to get a handle; often neglected
 - Biggest indicator of pre-frame, signage & response to safety work orders
 - CEO Letter or Video
 - Financial impact & employee value
 - We pay for WC, employees suffer from injuries
 - Opportunity to improve
 - Program Name
 - Program Leader
 - Expect Cooperation
- Collaborative RTW
 - Develop skills on how to give constructive feedback on safety observation
 - Core Elements of Process



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- Management commitment to safety
 - Also required in WC
 - Safety responsibilities
 - Team approach
 - Identify & report behaviors/conditions critical to preventing accidents
 - Input from injured worker on ability to work
 - Provide required training / correct unsafe conditions
 - Return to transitional duty
 - Provide unlimited feedback—verbal, graphical and written—on results.
 - Weekly meetings with injured worker
- Safety is about people
 - Safety is about interacting with people and reducing their risk of injury.