MIOSHA Training Institute

MIOSHA Michigan Occupational Safety and Health Administration

Macomb Community College

Understanding and Improving Your Safety Culture

Student Materials

MTI Level Two Certificate Course
Consultation Education and Training Division
Michigan Occupational Safety and Health Administration
Michigan Department of Licensing and Regulatory Affairs
www.michigan.gov/miosha
517-284-7720

MICHIGAN DEPARTMENT OF LABOR & ECONOMIC OPPORTUNITY

MIOSHA Michigan Occupational Safety and Health Administration

(Revised 09/22)

Understanding and Improving Your Safety Culture

Presented By:

Consultation Education and Training (CET) Division

Michigan Occupational Safety and Health Administration

Michigan Department of Labor and Economic Opportunity

www.michigan.gov/miosha - 517-284-7720

MIOSHA
Michigan Occupational Safety and Health Administration

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Introductions

Please introduce yourself and tell us:

- Your name
- What company you represent
- What you hope to gain from this class today?
- What challenges do you foresee to improving the culture in your organization?

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Objectives

- Define organizational culture and its effect on performance
- Explore the factors that impact safety culture
- Evaluate your company's safety culture

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Module One

Understanding Culture

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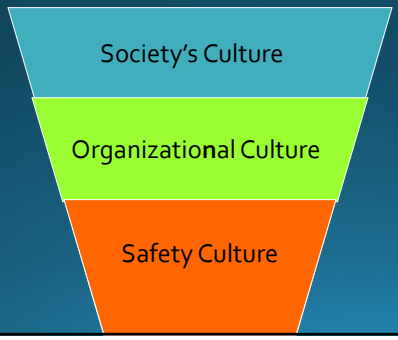
Influence of Broader Cultures

- Society's culture affects the organizational culture.
- Organizational culture affects the safety culture.



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Examples of Differences in Societal Culture:

What Americans eat at a baseball game:

What Japanese eat at a baseball game:

Can you think of other differences between cultures? (food, leisure activities, family, education, etc.)

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More examples:

Etiquette:

Dress (business):

7

7

Has Our Culture Changed Regarding Safety?

OK to Smoke?

Seatbelts?

Other examples?

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What is Organizational Culture?

- It is the underlying **Beliefs and Values** that form the foundation for an organization's management system
- Simply defined as:
  - the way we do things around here
  - what we do when nobody is looking
- Our beliefs and values are demonstrated through what we **Say** and **Do** — creating a system of expected behavior
- Mission and Vision are descriptions of the organizational culture

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Organizational Culture and Subcultures

Organizational culture

Safety culture

Environmental culture

Quality culture

Production culture

Wellness culture

Others?

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Review Handout

- Take a few minute to review the NSC Article on Safety Culture
- Discuss your thoughts on how this fits your conception of what exactly safety culture means

SAFETY CULTURE

What is it, and how do you know you have it?

safety culture *n* 1: "A management/operating philosophy and value system that emphasizes and requires [illegible] policy, which creates an environment that holds everyone in the workplace accountable for owning and collaborating fully to reduce the risk of injury and illness." – *Courtney Billingtoo, Jessup Supply Group LLC*

By Kyle W. Morrison, senior associate editor

Twenty-five years ago, the term "safety culture" was not used very frequently. According to a 2002 study, the phrase did not become part of discussions about major incidents and analyses of safety failure until investigations of the 1986 Chernobyl power plant disaster in Ukraine (then the Ukrainian Soviet Socialist Republic) identified a "poor safety culture."

The 2002 study, conducted by researchers at the University of Illinois at Urbana-Champaign, examined earlier attempts to define safety culture. The paper found growing consensus between researchers on the term's definition, but noted that disagreements remained.

So, what exactly is a "safety culture"? How do you know when you have a good or positive safety culture, as opposed to a bad or negative one? The answers to these questions may, at first, seem obvious, but experts in a wide range of fields disagree on the answers. And some experts even argue about whether or not that disagreement really matters.

"I have my own view of safety culture, how it should be defined. At this point, so do 50 other people," said Steve

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Culture Examples

- Quality culture: Anybody can stop the production line.
- Environmental culture: Kelloggs evaluates every product for how much plastic is used, recyclability, etc. They have "Sustainability Engineers" on staff.
- Production culture: ISO, Lean Manufacturing investments and training.
- Wellness culture: Company hires a masseuse to come in once a month.
- Culture of workplace benefits: free snacks and drinks, exercise equipment.

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Beliefs

- We don't often think about them, just take them for granted.
- Shared beliefs of management underlie the corporate culture.
- Examples of shared beliefs:
  - Nature of people (how they are viewed)
    - Generally lazy or hard working?
    - Can be trusted or can not?
  - How much info to provide and input from workers?
    - Should workers be given more info or just be told what to do?
    - Their opinion matters or do they just need to do their job?
  - Common sense
    - Do people need to be told basic safety info or should they just know it because it is common sense?

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Beliefs

- **Belief is** the conviction that something is true, exists, or is right.
- <u>Examples</u>:
  - Safety is as important as quality.
  - Dress professionally to be perceived as professional.
  - Workers who fear for their jobs will work harder.
  - Take care of your workers and they will take care of you.
  - Young workers think they are entitled to high pay, easy work, work when they want, etc.
- What are some other examples of beliefs you or others have?

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Values

- Represent the organization's standards--how things should be done.
- This includes desired outcomes, goals, or objectives and how they will be achieved.
- Shape or guide actions - (compass).
- Examples:

Safety	Family	Good health
Happiness	Friendships	Social responsibility
Respect	Integrity	Sense of accomplishment
Free time		

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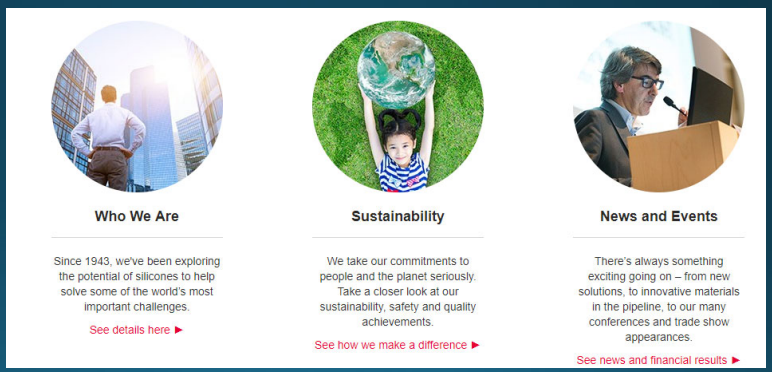
Examples of Company Values

Dow Corning

- Integrity
- Employees
- Customers
- Safety
- Quality
- Sustainability
- Technology



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Examples of Company Values

Marathon Petroleum Co

- Health and safety
- Environmental stewardship
- Integrity
- Corporate citizenship
- Inclusive culture

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Examples of Company Values

Michigan Packaging Company

- Personal accountability
- Customer relationships
- Supplier relationships
- Shareholder expectation
- Support we expect from the company

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Put yourself in their shoes…

- Pretend that you are a new employee at a company you have never worked with before.
- Look at the images on the following slides and discuss with the class what assumptions you make about the culture of the company you now work for.
- With the limited information available, state some of the things that assume about the company, their commitment to safety, and what behaviors are expected/accepted.

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What assumptions can we make about the safety culture of this company?

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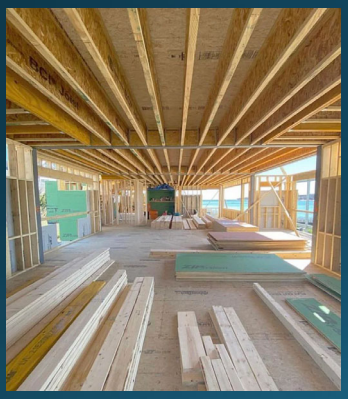
What assumptions can we make about the safety culture of these companies?



VS

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What assumptions can we make about the safety culture of these companies?

VS

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What assumptions can we make about the safety culture of these companies?

VS

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What assumptions can we make about the safety culture of these companies?

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VS

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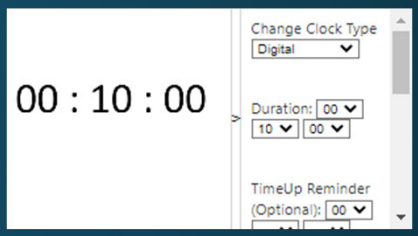
Learning Activity #1 Values



- What are the values at your company?
- What are some beliefs of leaders at your company?
- What are some specific examples of your safety culture? Things that management or workers do that are the norm for safety?
  - (Use a different company if you are uncomfortable talking about your company)

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Vision and Mission

- **Vision** describes the future you want, strive for, or imagine could be.
- **Mission** defines who you are, and what is your focus.
  - MIOSHA Mission: To help protect the safety and health of Michigan workers.

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Mission and Vision

- Does your company have a mission and vision statement?
- What does it say?

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Actions and Behaviors

- Values guide management's actions and behavior.
- Reflected by what management:
  - Does
  - Pays attention to
  - Ignores
  - Measures
  - Controls

- "What you do speaks so loud I cannot hear what you say."…Ralph Waldo Emerson

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Linking Organizational Culture to Safety

- Research proves the relationship between management philosophy and safety performance:
  - Maine 200 Study
  - Erickson - effects of corporate culture on I & I rates
  - Michigan Disability Prevention Study

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Erickson Info

- High and low performer common traits
- How culture and behaviors can drive safety

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Inputs to Culture

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Hey McBer Six Styles of Leadership

- Hey McBer styles of leadership describe fairly distinct patterns of leadership.
- There are others who have created "styles of leadership" which may be just as good or better.
- The Hey McBer styles are used here as good descriptors of leadership style, not to be interpreted as the most correct or only "styles of leadership".

Descriptions of Hey McBer taken from: http://www.huffingtonpost.com/rosalind-cardinal/6-management-styles-and-when-to-use-them_b_6446960.html

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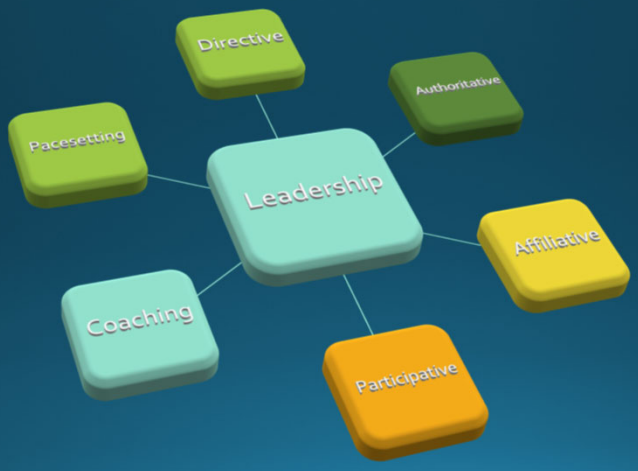
Leadership: one size doesn't fit all



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Hey McBer Six Styles of Leadership

DIRECTIVE (Coercive) - primary objective of immediate compliance from employees:

- "Do it the way I tell you" manager.
- Closely controls employees.
- Motivates by threats and discipline.
- Effective when:
  - There is a crisis.
  - When deviations are risky.
- Ineffective when:
  - Employees are underdeveloped — little learning happens with this style.
  - Employees are highly skilled — they become frustrated and resentful at the micromanaging.

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Hey McBer Six Styles of Leadership

AUTHORITATIVE (Visionary) style has the primary objective of providing long-term direction and vision for employees:

- The "firm but fair" manager.
- Gives employees clear direction.
- Motivates by persuasion and feedback on task performance.
- Effective when:
  - Clear directions and standards needed.
  - The leader is credible.
- Ineffective when:
  - Employees are underdeveloped — they need guidance on what to do.
  - The leader is not credible — people won't follow your vision if they don't believe in it.

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Hey McBer Six Styles of Leadership

AFFILIATIVE style has the objective of creating harmony among employees and with managers:

- The "people first, task second" manager.
- Avoids conflict and emphasizes good personal relationships. Motivates by trying to keep people happy.
- Effective when:
  - Used with other styles.
  - Tasks routine, performance adequate.
  - Counseling, helping.
  - Managing conflict.
- Least effective when:
  - Performance is inadequate.
  - There are crisis situations needing direction.

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Hey McBer Six Styles of Leadership

PARTICIPATIVE (Democratic) style has the primary objective of building commitment and consensus:

- The "everyone has input" manager.
- Encourages employee input in decision making.
- Motivates by rewarding team effort.
- Effective when:
  - Employees working together.
  - Staff have experience and credibility.
  - Steady working environment.
- Least effective when:
  - Employees must be coordinated.
  - There is a crisis - no time for meetings.
  - There is a lack of competency - close supervision required.

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Hey McBer Six Styles of Leadership

PACESETTING style has the primary objective of accomplishing tasks to a high standard of excellence:

- The "do it myself" manager.
- Expects employees to follow his/her example.
- Motivates by setting high standards and expects self-direction from employees.
- Effective when:
  - People are highly motivated, competent.
  - Little direction/coordination required.
  - When managing experts.
- Least effective when:
  - When workload requires assistance from others.
  - When development, coaching, and coordination required.

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Hey McBer Six Styles of Leadership

COACHING style has the primary objective of long-term professional development of employees:

- Helps and encourages employees to develop their strengths.
- Motivates by providing opportunities for professional development.
- Effective when:
  - Skill needs to be developed.
  - Employees are motivated and wanting development.
- Ineffective when:
  - The leader lacks expertise.
  - When performance discrepancy is too great - coaching managers may persist rather than exit a poor performer.
  - In a crisis.

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Styles of Leadership

- How does the style of leadership affect safety culture?
- What can happen if the wrong style of leadership is used?
- Should we provide feedback to leaders on how they can be more effective when it comes to safety?

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Has Your Organizational Culture Changed?

- Adapting more quickly to changes?
- Are employees viewed as valuable resources?
- More emphasis on safety?
- Conclusions:
  - Your organization does have a culture, it just may not be the one you want.
  - The culture is always changing.

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Module Two

Evaluating Your Current Safety Culture

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How to Measure Safety Culture

Many possible methods, including:

- Interviews
- Focus group discussions
- Observations – and inference about safety culture
- Observations of work behavior and analysis of safety and health management systems
- Safety Perception Surveys
  - The most objective
  - Least likely to be biased by management
  - The only one that gives you a score

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What is a Safety Culture Perception Survey?

- A questionnaire.
- Given to management and workers.
- Asks how people feel about safety in their organization.
- Asks about safety attitude.
- Tries to see safety from the employee's perspective.
- Results in objective data (you get a score).
- Most common method of measuring safety culture.

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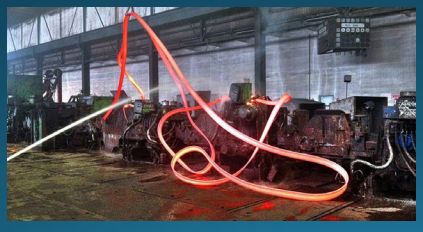
What Topics Would You Survey?

- If you are creating a safety perception survey, what are some of the categories you want to ask about?
- Erickson's research gives us clues on where to look- which pertain to your company?



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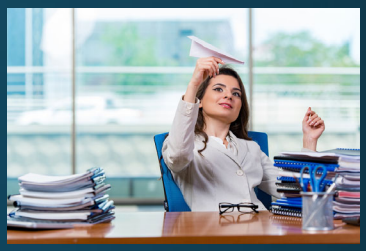
Possible Topics



- Organizational structure
  - Can this company be safe?
  - Are we set up to deal with safety effectively?
- Management Commitment
  - When it really matters, is management making the effort?
  - Is there strong safety leadership at the top?
- Importance of Safety
  - Is safety more important than production?
  - Do they really want me to stop because it's not safe?

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Possible Topics

- Safety Diligence
  - Are supervisors and managers keeping a focus on safety?
  - Do we keep on focusing on safety consistently?
- Responsibility and accountability for safety
  - Is everyone clearly responsible for certain aspects of safety?
  - Are people held accountable when they don't perform?
- Open Communication
  - Can I raise concerns?
  - Do we talk freely about safety issues?

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Possible Topics

- Management behavior
  - Can I give examples of management doing something for safety?
  - Can we *trust* management?
- Employee involvement
  - I have a role in safety, other than just working safely.
  - My coworkers and my opinions and ideas are listened to.
- Employee responses and behavior
  - Workers follow the safety rules.
  - Workers point out hazards and report near misses.

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Many Ways to Break it Down

- No consensus on:
  - the exact topics.
  - which topics must be focused on.
  - how many topics to focus on.
- You may choose your own focus, break down the topics your own way.
- Know that your survey may be:
  - Just fine.
  - Conceptually flawed, but yields useful info.
  - Junk.

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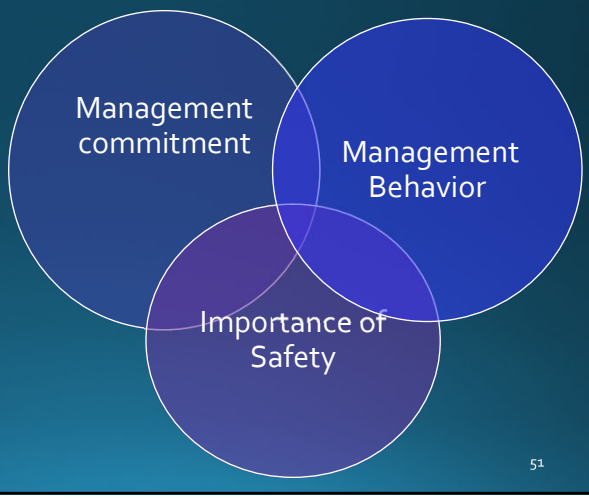
Many Ways to Break it Down

- Some topics have overlap.
- "Management measures safety and rewards safe work." You could probably fit into all three categories.



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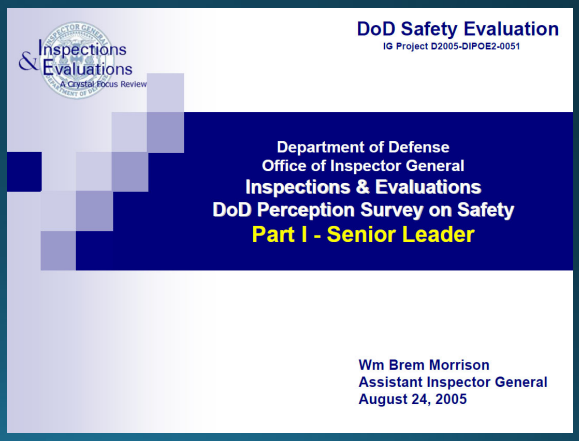
Review Handouts

- Review the Department of Defense perception survey
- Discuss how this survey has been designed to investigate specific areas that relate to safety culture
- How can a thoughtful approach be used to target specific areas of action using results?



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Issues that do NOT belong on a perception survey

- Knowledge of safety topics.
- Inform you of hazards that exist.
- Ideas for improvement of safety.
- Contest for safety slogan or t-shirt designs.
- Brand / style of PPE they prefer.
- Did they like the trainer / training.
- What training or PPE do they need or want.

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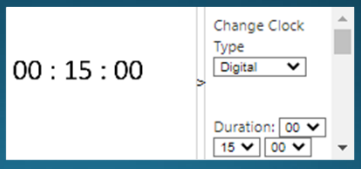
Learning Activity 2: Your Survey Priorities

- Organizational structure
- Management Commitment
- Importance of Safety
- Safety Diligence
- Responsibility and accountability for safety
- Communication
- Management behavior
- Employee involvement
- Employee actions and behaviors



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Writing Quality Survey Questions

Questions must relate to culture topics.

- Example: Employee Involvement – "I have opportunities to help with our company safety program."
- Bad example: "Safety is more than a slogan here, but our managers do not always follow through with training and we do not get any say so in safety."
- *Validity*- the questions are soliciting the information intended.

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Writing Quality Survey Questions

Write at least two or three similar questions about each topic

- Determines if people answer consistently
- Multiple measurements of same thing are more accurate than one measurement
- May space those questions out instead of putting them all in a row
- *Reliability*- the information you are getting is consistent

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Writing Quality Survey Questions

Write from the perspective of the reader (use "I" and "me" and "my" statements).

- Example "I rarely see anybody violating the safety rules."
- Bad example "The safety rules are always complied with."

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Writing Quality Survey Questions

Ask their opinion, not facts

- Facts can be determined in other ways
- Example: "Our safety committee has made a difference to my safety."
- Bad example "This company has a safety committee that meets regularly."

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Quality Question Writing

- Keep total questionnaire simple and short.
  - 50 questions is a lot to answer!
- Keep each question simple and short.
  - Fewer words, simple words, single concepts.
- Avoid blame.
  - Bad Example "Supervisors don't do…
  - Bad Example "Maintenance fails to follow…

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Quality Question Writing

- Likert scale for most questions.
  - Often on a scale of one to five.
  - Strongly agree to strongly disagree.
  - May need a sixth Not Applicable (N/A) category.

1	2	3	4	5	6
Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Not Applicable

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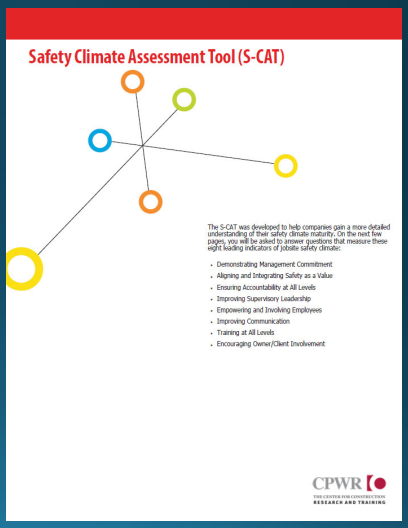
Where to Focus?

Safety Climate Assessment Tool is a great foundation to identify areas to focus on further.

- Locate this in your student handouts and briefly review some of the questions.
- All questions start with 'In MY company'…
- What are the advantages of this?



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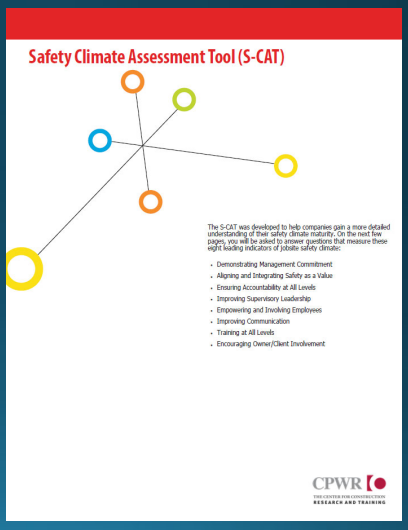
Follow the Directions!

- Designed primarily for construction contractors.
- S-Cat information is found at:

  scmis.com
- Not using it as intended may result in invalid results.



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Quality Question Writing

- Open-ended questions can be useful.
  - Tells you why people agree or disagree.
  - If somebody rates your safety program horribly, you will want to know why.
  - People often have great ideas, if you will listen.
- Ask others to help write questions.
  - safety committee
  - top management
  - workers

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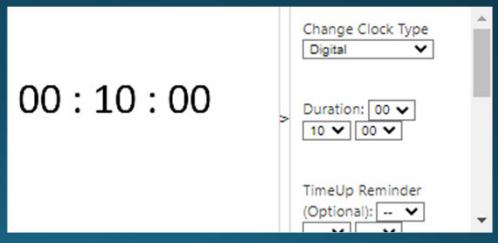
Learning Activity 3: Review Sample Perception Survey Questions

- Work in pairs.
- Review the questions on the worksheet.
- Score them as strong or weak questions.

We will discuss as a group afterward to identify strengths/weaknesses



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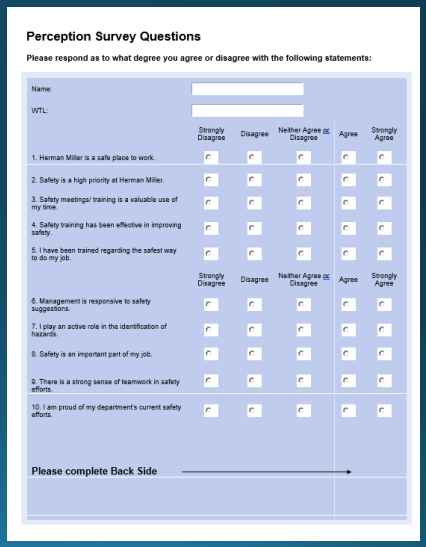
Review Handout

- Herman Miller perception survey
- What are some thoughts on the questions and format?



Perception Survey Questions

Please respond as to what degree you agree or disagree with the following statements:

Name:

WTL:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1. Herman Miller is a safe place to work.					
2. Safety is a high priority at Herman Miller.					
3. Safety meetings/ training is a valuable use of my time.					
4. Safety training has been effective in improving safety.					
5. I have been trained regarding the safest way to do my job.					
	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
6. Management is responsive to safety suggestions.					
7. I play an active role in the identification of hazards.					
8. Safety is an important part of my job.					
9. There is a strong sense of teamwork in safety efforts.					
10. I am proud of my department's current safety efforts.					

Please complete Back Side →

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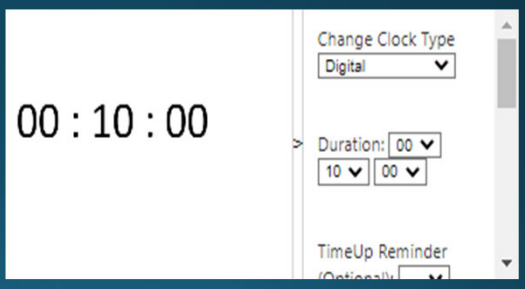
Learning Activity 4: Write Some Questions

Collaboration can be the key to success!

- Write three questions for your company.
- Share with your neighbor and help your neighbors at your table. Work together!



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Steps to Conducting A Perception Survey

1. Assess your organization to determine topics to study.
2. Consider what you will do with results.
3. Determine how you will conduct the survey.
4. Collect questions and write survey.
5. Pilot survey and fix problems.

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Steps to Conducting A Perception Survey

6. Administer survey
7. Summarize and analyze results
8. Distribute results
9. Use results for improvement

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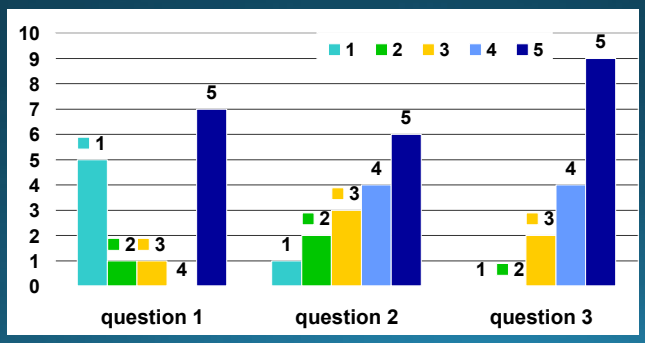
Summarizing and Analyzing Data

Averaging data vs Bar graphs of data

- Averages often obscure important data
- Bar graphs make it hard to summarize data concisely



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Example: Scores from One Question

1	2	3	4	5	6
Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Not Applicable
5	1	3	0	6	0

- 15 people responded to the question.
- (5 x 1) + (1 x 2) + (3 x 3) + (0 x 4) + (6 x 5) = 45
- Average = 45/15 = 3
- If we just look at the average, we would conclude that employees neither agree or disagree with the question.
- Reality is that employees are very widely dispersed.

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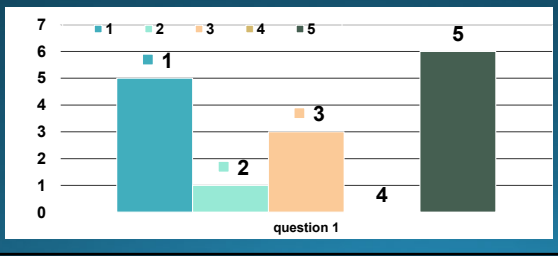
Example: Scores from One Question

1	2	3	4	5	6
Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Not Applicable
5	1	3	0	6	0

- Bar graph shows how there are two groups: one that strongly agrees and one that strongly disagrees.
- If this occurs frequently, figure out why. Management vs workers? Day shift vs night? New workers vs old?



71

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Summarizing and Analyzing Data

- Group questions together that ask about a topic to:
  - Analyzing for internal consistency.
  - Create an overall score for that topic (can be an average or overall bar graph).
  - Note that question #4 is WAY off from the others. That should be looked into.

Topic: Safety Diligence

Question #	Avg Score
1	4.1
2	4.5
3	3.9
4	2.4

Overall Score = 3.725

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Summarizing and Analyzing Data

Create sub-groups.

- Management, employees
- By facility
- By shift
- Trends in groups can lead help narrow your focus

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Uses for the Data

- Finding issues to improve.
- Obtaining suggestions for how to improve.
- Adjusting management perception to worker perceptions.
- Correcting perceptions and communications where it becomes clear employees don't understand.
- Determining training versus motivation issues.
- Monitoring for improvement over time.

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Limitations of Surveys

- Reliability - Poor questions result in poor answers.
- Validity - Doesn't ask about what you think.
- Fear of answering honestly: Not knowing how they really feel.
- Not caring.
- Results are interpreted to tell you what you want to hear if you design it and interpret it.

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Module Three

Improving Safety Culture

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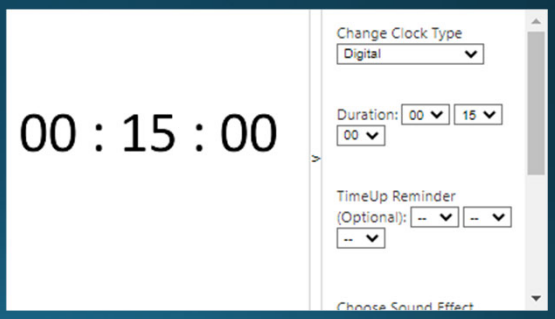
Learning Activity 5: Consider YOUR Safety Culture

1. Pair up with a neighbor from a different company.
2. Interview each other.
3. Give specific examples of what your company has done or is doing to contribute to a positive safety culture at your workplace.
4. Give examples of things your company could be doing better.



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Managing Quality, Managing Safety

Many companies have processes for managing things like quality, customer service, productivity, etc.

Example: ISO standards can be used to manage quality.

Many of the principles of recognized management systems (Six Sigma, ISO, Lean, Operational Excellence, etc.) can be applied to a safety and health management system.

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Marathon Case Study

The problem:

- High injury/illness rates.
- Management and employees not communicating.

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Case Study: Marathon

- A group of managers and hourly employees met off-site for an entire week.
- They discussed the issues and problems with safety.
- Created "DRIVE," which addresses not just safety, but many of pertinent issues pertaining to the operation of the plant as well.

80

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DRIVE Safety

- *D* etroit
- *R* efinery
- *I* nvestment in the
- *V* alue of its
- *E* mployees

Areas that needed improvement:

- Management Leadership.
- Safety Responsibility.
- Safety Meetings and Committees.
- Maintenance of Safe Working Conditions.
- Development of Safe Work Performance.
- Incident Reporting and Investigation.
- Industrial Health and Hygiene Systems.
- Emergency Response Systems.
- Contractor Safety.
- Process Evaluation and Improvement.

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DRIVE

DRIVE

- Values
- Beliefs
- Principles
- Goals

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DRIVE Methods

- DRIVE Safety takes the most widely recognized tools used in the oil and gas industry:
  - Start of Shift meetings.
  - JSA's.
  - What If's.
  - Safety inspections.
  - Behavioral Based Safety.
  - Sequential Safety Meetings.
- The use of these tools has helped to foster a high level of employee involvement and ownership of the safety process.

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Marathon SHMS Highlights

- Sequential safety meetings (SSM).
- Pass-up concerns.
- Safety Opportunity to Share (SOS).
- Intranet site for safety (MARAWEB).
- Team activity plan.
- Monthly contractor meetings.
- Behavior based safety program.

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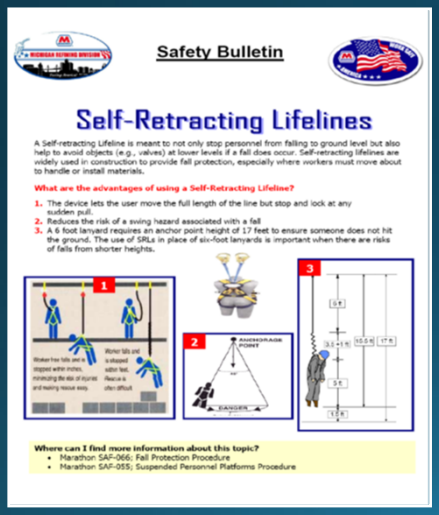
Educate Employees and Contractors


Safety Bulletin

Self-Retracting Lifelines

A Self-retracting Lifeline is meant to not only stop personnel from falling to ground level but also help to avoid objects (e.g., valves) at lower levels if a fall does occur. Self-retracting lifelines are widely used in construction to provide fall protection, especially where workers must move about to handle or install materials.

What are the advantages of using a Self-Retracting Lifeline?

1. The device lets the user move the full length of the line but stop and lock at any sudden pull.
2. Reduces the risk of a swing hazard associated with a fall
3. A 6 foot lanyard requires an anchor point height of 17 feet to ensure someone does not hit the ground. The use of SRLs in place of six-foot lanyards is important when there are risks of falls from shorter heights.

Where can I find more information about this topic?
- Marathon SAF-066; Fall Protection Procedure
- Marathon SAF-055; Suspended Personnel Platforms Procedure

Safety Bulletin

Fall Protection

Falls accounted for 21 percent of the more than 200 workplace fatalities investigated by MIOSHA in the past five years. In construction, the number is even higher at 37 percent of fatalities investigated.

The height distribution of construction fall accidents

The percentage of falls has increased with time over the past 12 years.

Fall Hazards are the major contributor to our fellow co-worker's injuries and therefore must be:
- Recognized
- Wear / Utilize the proper PPE or Personal Fall Arrest System
- The selected PPE / PFAS must be used or worn correctly.

Where can I find more information about this topic?
- Marathon SAF-066; Fall Protection Procedure
- Marathon SAF-055; Suspended Personnel Platforms Procedure

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Portable Engineered Fall Protection For Tankers

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Success Story – Marathon Oil

DRIVE has led to:

- Significantly reduced injury/illness rates.
- Significantly reduced contractor recordable injuries.
- Excellent employee participation in safety.

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Case Study #2
Employee Involvement

Herman Miller furniture company:

- Safety committee.
- B.O.B. (Best of the best).
- Safety suggestions.

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Case Study #2
Employee Involvement

Herman Miller:

- Safety training.
- Safety skits.
- BBS (Behavior based safety).

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Case Study #2
Employee Involvement

Herman Miller:

- Communication Team.
- Safety Blitzes.
- Safety Videos.

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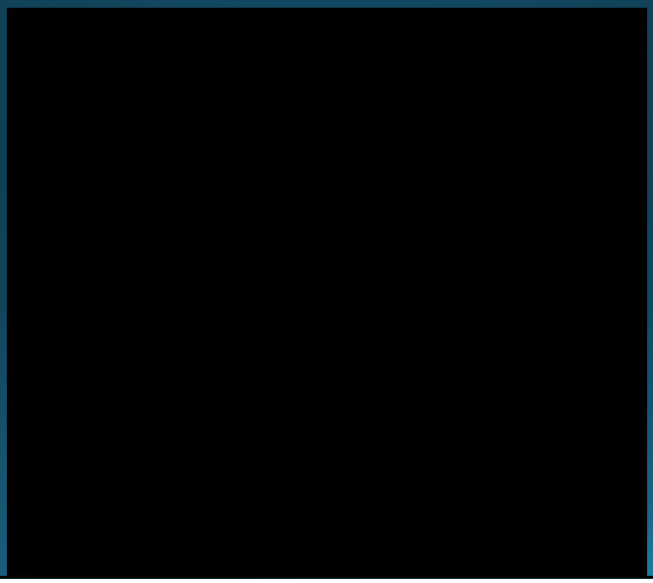
Herman Miller Video



Case Study #3

Sherwin Williams

- The issue:
  - PSM.
  - Safety and health management system.

Case Study #3

Sherwin Williams

- Dealing with corporate.

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Case Study #3

Sherwin Williams

- Building employee enthusiasm – "getting buy in".
- Site and corporate management commitment.
- Goals .

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Sherwin Williams Results

Improvements realized:

- 63% improvement in incident rates.
- 46% improvement in productivity.
- 12% cost reduction.
- 37% reduction in hazardous waste.
- 68% improvement in cost of poor quality.
- Customer service levels over 99%.
- Significantly reduced absenteeism and turnover at all levels.

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No Two Are Alike

- Every company and every site is different.
- Because every site has different employees the culture at each will be different.
- Management must address and continually work to improve culture.

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Learning Activity 6: Management Commitment

Learning Activity 6:

- Discuss with your group.
- Describe reasons why management may not be as committed to safety as they should be.

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Making the Business Case

How do you convince management?

- First, determine why management is not fully committed.

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Making the Business Case

How do you convince management?

- Talk to management.
- Discuss the positive financial impact.
  - Lower worker's compensation costs.
  - Lower indirect costs of injuries.
  - Workers feel the company cares, so more productive and less likely to leave.

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Making the Business Case

- Explain how management will need to be involved and why.
- Provide an estimated timeline.
- Discuss continuous improvement and the potential benefits.
- MTI – Recommended Practices for Safety and Health Programs course.

100

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OSHA

- Many safety and health resources and tools are available from OSHA.
- Check them out at OSHA's etools: https://www.osha.gov/dts/osta/oshasoft/index.html

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Module Four

What Does a Good Safety Culture Look Like?

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Safety and Health Management System

- An effective safety and health management system is the foundation that a good safety culture is built upon.

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Safety and Health Management System Elements

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Management Leadership

- Indicators of good safety leadership:
  - Continuous improvement.
  - Communication.
  - Expectations and responsibilities.
  - Safety and health is a value.
  - Safety and health goals and objectives.
  - Resources are provided.
  - Leads by example.

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Management Leadership

- What statement does this make about management commitment?
- What expectations does this create for behavior for:
  - -Workers
  - -Field staff
  - -Management

CEO SAFETY TOOLBOX TALK

Date

INSERT PHOTO

WHO is Responsible for Safety?
Many people answer this question with, "Government agencies like OSHA, MSHA and the DOT." Others might say, "My company and safety manager are responsible for my safety."

While those answers are technically correct, at **[COMPANY NAME]**, **ALL EMPLOYEES** are responsible for their own safety-related practices. To create a "Stop When Unsure Culture" we educate everyone to recognize hazardous situations and empower them to **SPEAK UP**. This means that **EVERYONE** has an important role in maintaining a strong positive safety culture. If all of us aren't doing our part, accidents will happen.

Employees are responsible for the following as part of our safety culture.

- Utilize their Stop Work Obligation
- Understand and follow the Life-Saving Rules
- Speak up to supervisor about any safety-related concern or hazard
- Intervening when you believe someone is exhibiting an unsafe behavior or is in an unsafe work environment
- Working in accordance with EHS management system, which includes policies, procedures, safe work practices, safety rules and various programs, including Life-Saving Rules
- Actively participating in the Job Safety Plan (JSP) process, as applicable
- Never undertaking a job that you do not fully understand or believe to be unsafe
- Never performing a task outside of your physical capabilities
- Reporting all incidents, regardless of severity, according to reporting procedures
- Actively participating in safety meetings
- Providing safety suggestions to improve safety for everyone

REMEMBER:
Your most important job is to keep yourself and others **SAFE**. **SPEAK UP** and **INTERVENE** if you see something unsafe.

Our employees are our NUMBER ONE asset and are critical to our success!

Safety is something we take seriously **EVERY DAY**.

STOP WORK

YOU are the only one who can control your decisions. Empower yourself to use your Stop Work Obligation when needed! We can only be safe and accomplish zero injuries and incidents by taking on one task, one job and one day at a time.

We are **ALL** responsible for our own safety and the safety of our co-workers, customers and the people around us. **OWN** safety every minute of every day!

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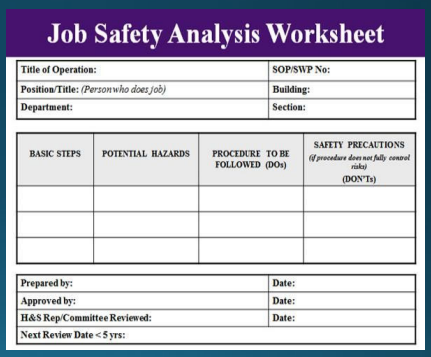
Worker Participation

- Workers are involved in all aspects of the safety and health management system.
- Workers understand their roles and responsibilities.
- Workers are encouraged to communicate with management and to report hazards.
- Barriers to worker participation in the system are removed or addressed.

Hazard Identification and Assessment

- Procedures are in place to identify hazards and evaluate risks.
- Hazards from routine and non-routine tasks are identified and assessed.
- Initial baseline hazard assessments have been performed and periodic reassessments are performed.



Job Safety Analysis Worksheet

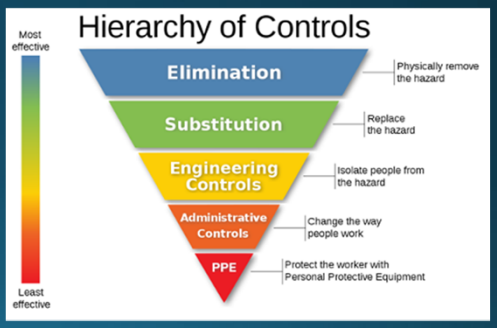
Title of Operation:	SOP/SWP No:
Position/Title: *(Person who does job)*	Building:
Department:	Section:

BASIC STEPS	POTENTIAL HAZARDS	PROCEDURE TO BE FOLLOWED (DOs)	SAFETY PRECAUTIONS *(if procedure does not fully control risks)* (DON'Ts)

Prepared by:	Date:
Approved by:	Date:
H&S Rep/Committee Reviewed:	Date:
Next Review Date < 5 yrs:	

Hazard Prevention and Control

- All incidents are investigated to determine root cause(s).
- Appropriate controls are utilized to protect employees from hazards, in accordance with the hierarchy of controls.
- Interim controls are utilized when needed.
- The effectiveness of controls is verified.



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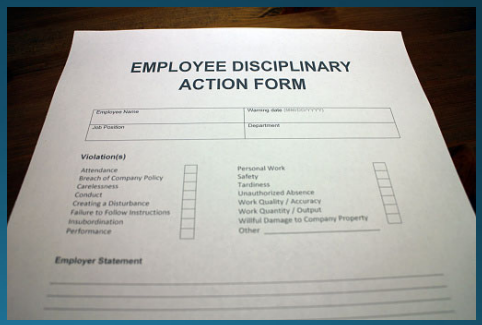
Hazard Prevention and Control

- Disciplinary system that is enforced equally with all employees.
- Safety rules, policies, and procedures.



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Education and Training

- All workers are trained and know their expectations and responsibilities.
- Management receives training on safety – as well as the employees.
- All workers are trained to identify hazards and to understand control measures.

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Education and Training

- New employee orientation includes applicable safety and health information.
- Supervisors receive training that covers the supervisory aspects of their safety and health responsibilities.

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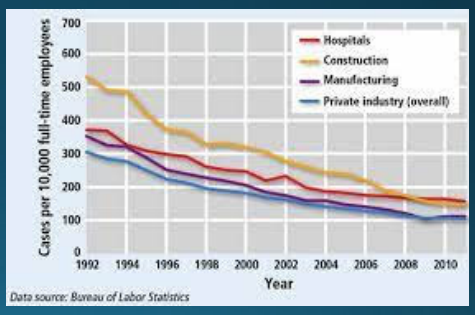
Program Evaluation and Improvement

- Control measures are evaluated for effectiveness.
- Processes are established to monitor the system and identify opportunities for improvement.
- Actions are taken to improve the system.



Communication and Coordination

- Host employers and contractors commit to the safety and health of all employees.
- Host employers and contractors discuss the hazards at the worksite as well as the hazards that the contractor's operations may create.
- Host employers establish specifications and qualifications for contractors.
- Host employers coordinate work operations with contractors.

MVPP: "Best of the Best"

Companies recognized by MIOSHA for having implemented a truly effective safety and health management system (SHMS):

- Management Leadership
- Worker Participation
- Hazard Identification
- Education and Training
- Program Evaluation and Improvement
- Coordination and Communication

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"Best of the Best"

- VPP Companies have injury/illness rates that are well below their industry average in injury and illness rates.
- MVPP sites have:
  - Increased productivity.
  - Lowered workers' compensation costs.
  - Increased employee morale and well being.
  - Lower absenteeism and employee turnover.
- Acknowledged in their community as "great places to work."

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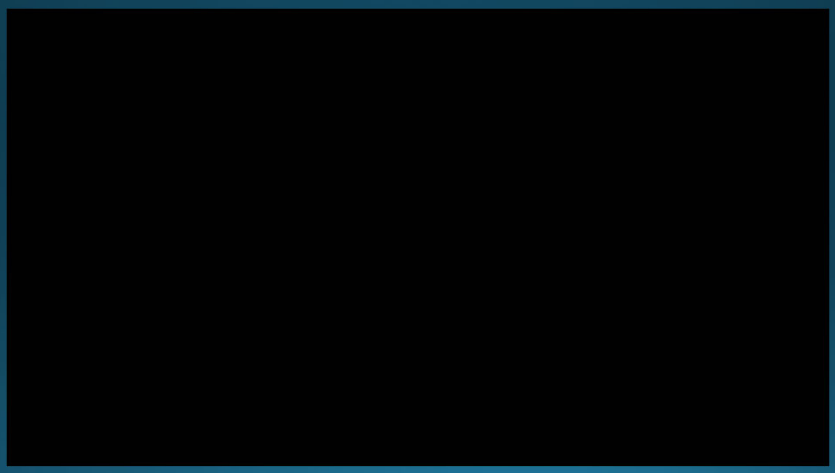
Video from the Marathon Rising Star Celebration



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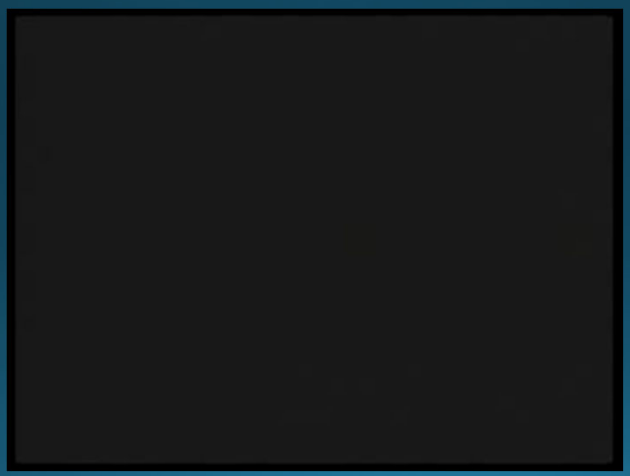
Turner Construction SHMS



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Leadership

- Warren Bennis and Burt Nanus study of leadership:
- Interviewed 90 successful leaders.
- Four areas of competencies emerged:
  - Vision
  - Communication
  - Trust
  - Development of Self
- What are some examples of these four traits that you have seen (good or bad)?

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Workplace Safety Culture

- Geller (1996) – "A corporate value of caring can result in a total safety culture where empowered employees and managers work together to improve safety performance."
- Lisa Cullen, CIH (2000) – "Safety culture based on mutual respect, honesty, and dignity can only exist within a corporate culture based on similar values of caring."

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According to OSHA…

A strong safety and health culture is the result of:

- Positive workplace attitudes.
- Involvement and buy-in of all employees.
- Mutual, meaningful, and measurable safety and health improvement goals.
- Clear policies and procedures (not obscure).
- Responsibility and accountability throughout the organization.

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Employees Watch Out for One Another

- "I am my brothers' keeper".
- Safety is a fundamental, values-based part of the organizational culture.
- The responsibility for improvements is both organizational and personal.

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Empowerment

- Employees are provided ample opportunities to be involved.
- Employees are encouraged and empowered to make corrections within their scope of authority.
- Employees take ownership of safety and health.

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Healthy Organizations

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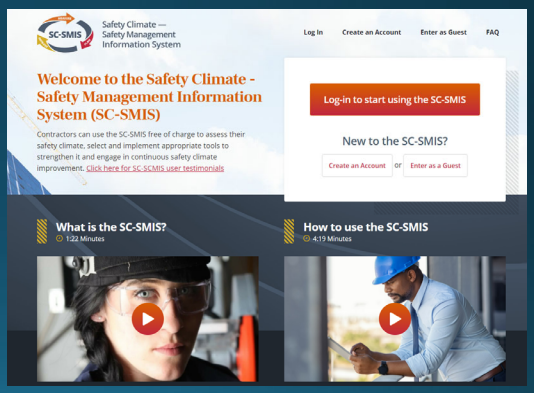
Resources to Help

- Safety Climate-Safety Management Information System
- Put out by the Center for Construction Research and Training
- Provides tools to assesses safety culture, forms, and suggestions for improvement
- Home | SC-SMIS (scsmis.com)



Course Summary

- Define organizational culture and its effect on performance.
- Explore the factors that impact safety culture.
- Evaluate your company's safety culture.

- *Note: Bonus Activity 8 is in your Activities packet to help get you started!*

Learning Activity #7

Take what you have learned and brainstorm some ideas to improve safety culture at your company. The "3-2-1" approach is one way to help you to find ways to get started and gain some momentum without getting too overwhelmed.

- Identify three small things you can do immediately to improve safety culture.
- Identify two bigger things you would like to set as goals to work on to improve safety culture.
- Think about your organization's current safety culture, and begin to list some of the steps you would take to create a comprehensive plan for improving your safety culture.

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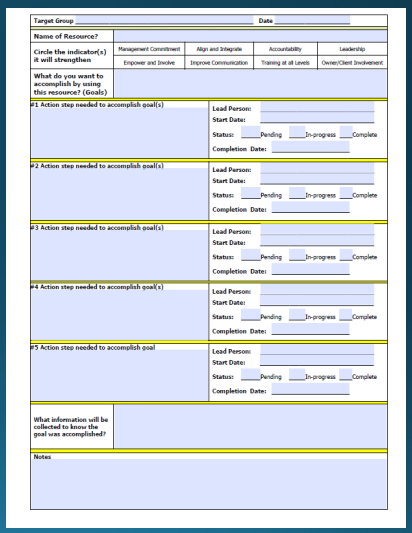
Review Handout

- Review the CPWR action plan handout
- Taking action sounds good but can be confusing
- Creating a specific plan of action is a great first step to change



Target Group _____ Date _____

Name of Resource?				
Circle the indicator(s) it will strengthen	Management Commitment	Align and Integrate	Accountability	Leadership
	Empower and Involve	Improve Communication	Training at all Levels	Owner/Client Involvement
What do you want to accomplish by using this resource? (Goals)				

#1 Action step needed to accomplish goal(s)	Lead Person: Start Date: Status: ___Pending ___In-progress ___Complete Completion Date:
#2 Action step needed to accomplish goal(s)	Lead Person: Start Date: Status: ___Pending ___In-progress ___Complete Completion Date:
#3 Action step needed to accomplish goal(s)	Lead Person: Start Date: Status: ___Pending ___In-progress ___Complete Completion Date:
#4 Action step needed to accomplish goal(s)	Lead Person: Start Date: Status: ___Pending ___In-progress ___Complete Completion Date:
#5 Action step needed to accomplish goal	Lead Person: Start Date: Status: ___Pending ___In-progress ___Complete Completion Date:
What information will be collected to know the goal was accomplished?	

Notes

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Assessment

- The purpose of this assessment is to validate the knowledge learned in class.
- Passing score of 70% correct is required.
- Class reference materials/books are not allowed to be used during the assessment.
- Collaboration/discussion with others is not allowed during the assessment.
- Answers will be reviewed after everyone completes and submits their assessment.

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Online Transcript

www.macomb.edu/webadvisor

- Choose NonCredit/Continuing Education
- Log In

What?

- Check individual courses – Proficient / Not Proficient.
- Track courses taken through the MTI.
- Request a transcript to show certification.
- Manage account information.

How?

- Select *What's My User ID?*
- Key in the Last Name and SS# or Macomb ID.
- Select *Log In.*
- If you need help call 586-498-4106 or email mti@macomb.edu

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Thank you for attending!

For further information or to request consultation, education and training services, call 517-284-7720
or
visit our website at **www.michigan.gov/miosha**

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MIOSHA
Michigan Occupational Safety and Health Administration

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Michigan Department of Licensing and Regulatory Affairs
Michigan Occupational Safety and Health Administration
Consultation Education and Training Division
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