



# Your Safety Culture

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# What is Culture?

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- The Latin “Cultura” stems from the verb “Colere” meaning to cultivate, grow or live.
- Your culture is a collective of unwritten rules that are cultivated, live and grow within your organization
- Culture dictates your entity’s automatic/inadvertent behaviors.
- Character = What you do when no one is looking.
- Integrity = Doing right, even if no one is watching
- Culture = product of your entity’s character & integrity

# Safety Culture

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The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to an organization's health and safety management.

# What is Your Organization's Culture?

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- Look in the mirror
- What is important to you is what is important to your managers, supervisors and employees.
- As a leader, your priorities and example shape the culture of your organization.



# What is Your Organization's Culture?

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- The proverbial excrement rolls down hill and so does your culture.
- Natural forces and people seek the path of least resistance.



# What Messages do you Send?

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Broken Windows Theory – Dr. Philip Zimbardo

- Car in the Bronx



# What Messages do you Send?

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Broken Windows Theory – Dr. Philip Zimbardo

- Car in Palo Alto



- Example Set



# Why do your employees have accidents on the job?

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- Employee carelessness
- Inattentiveness
- Disregard for rules
- Improper use of equipment
- Employee laziness

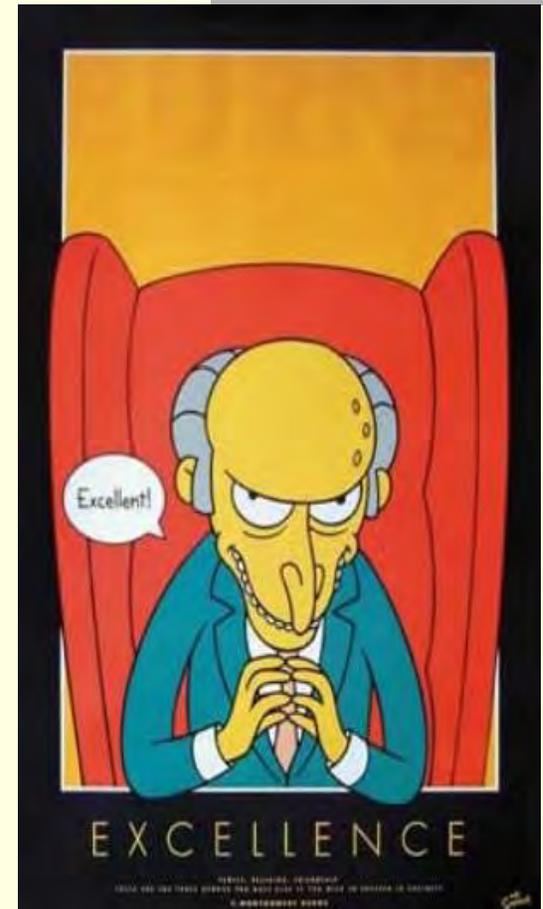


# The Real Question

## Why do employees.....

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- Act carelessly
- Fail to pay attention
- Disregard rules
- Use equipment improperly
- Fail to act / are lazy



- What kind of a leader is Montgomery Burns

# Greatest Obstacle to Safety Excellence

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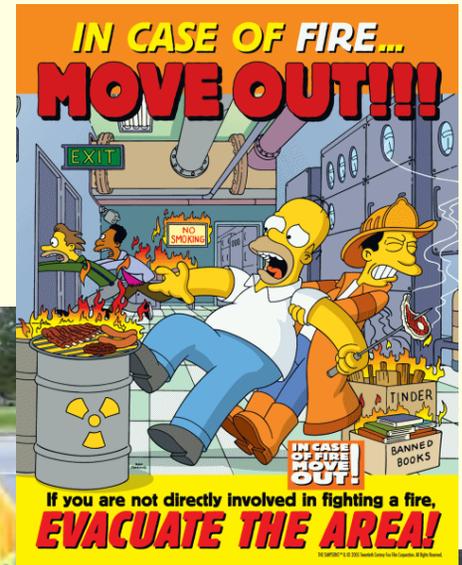
- Not looking in the mirror
- Status Quo
- Thinking the employees are the problem



# Strategies for Safety Excellence

## Basic 3 E

- Education
- Enforcement
- Engineering



# Strategies for Safety Excellence

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- Organizational Strategy (Every department and person play a roll)
  - Written Rules / Policy and Procedures
  - Tactics
  - Defining Responsibilities
  - Budgeting (put your money where your mouth is)
  - Setting Goals
  - Develop Action Plans
  - Measuring Results (evaluate success or lack thereof)

# Strategies for Safety Excellence

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- Performance Leadership
  - Change management practices from punitive to reinforcing (play a positive roll)
  - Employee's actions are a function of management style and actions
    - Management must “act” employees into thinking differently



# Strategies for Safety Excellence

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- Behavioral Safety (Key strategy)
  - A company will improve safety by changing organizational behaviors (what people do)
  - True behavior strategy address the actions of all people in an organization – not just frontline employees

# Examples of Organizational Involvement

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- Humane Resources – Safety Education
- Legal – Statutory Compliance
- Engineers – Safeguarding & Process Designs
- Executives – Values and Visible leadership
- Manager – Systems and Structure
- Supervisors – Management Practice and Motivation
- Frontline Employees – Safe Behavior (All)

# General Motors Corp.



- 1994
  - 29/100 employees with recordable incidents
  - 4.5/100 employees w/ lost time
- 2002
  - 3.8/100 recordable incidents (87% decrease)
  - 0.25/100 lost time (94.5% decrease)

# How did they do that?



- Made safety a topic at Board meetings
- Cultural change a priority from the top down
- Bench marks & looked to good examples
- Worked with union (employees reps)
- Councils and Safety committees
- Supervisor training
- MBWA – 45 minutes daily
- Money where your mouth is
- Walk the talk



# Positioning Safety

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- Safety cannot be in one place within an organization.
- Safety must be fully integrated in all functions.
- Safety is operational, not just administrative.
- Safety must report to the top executive.
- Safety should be a topic of business at every meeting of every council and committee from the governing board to the safety committee and a top priority for each person from the mayor to the grounds keeper.