

Who owns your Safety Culture?

And why it matters



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The Problem

**Who
SHOULD
Own It?**



**Who
DOES
Own It?**



**What
Percent
Equity?**



EHS

OPS

Unintended Consequences



Activity

Identify the
consequences of
EHS retaining ownership



Facts About Ownership



When a responsibility is relegated to a special team, it is abdicated by everyone else



When it is treated as an added task, it “gets in the way of real work” and the initiative fails



It must be integrated as a central part of the job

Building and Retaining



What are you currently doing to build ownership?

What might you be doing to retain ownership?

Solicit and Use Their Ideas

- Axiom: “No one disagrees with his/her own ideas”

Facility Leadership Must Drive It

- EHS is safety “advisor”
- Meet monthly to review progress and adjust

Centralize Processes / Distribute Ownership

- Ops=owners / EHS="stewards"
- Employees trained in safety culture

Integrate Rather than Silo

- Start w/ what they already do
- Make safety culture part of the job



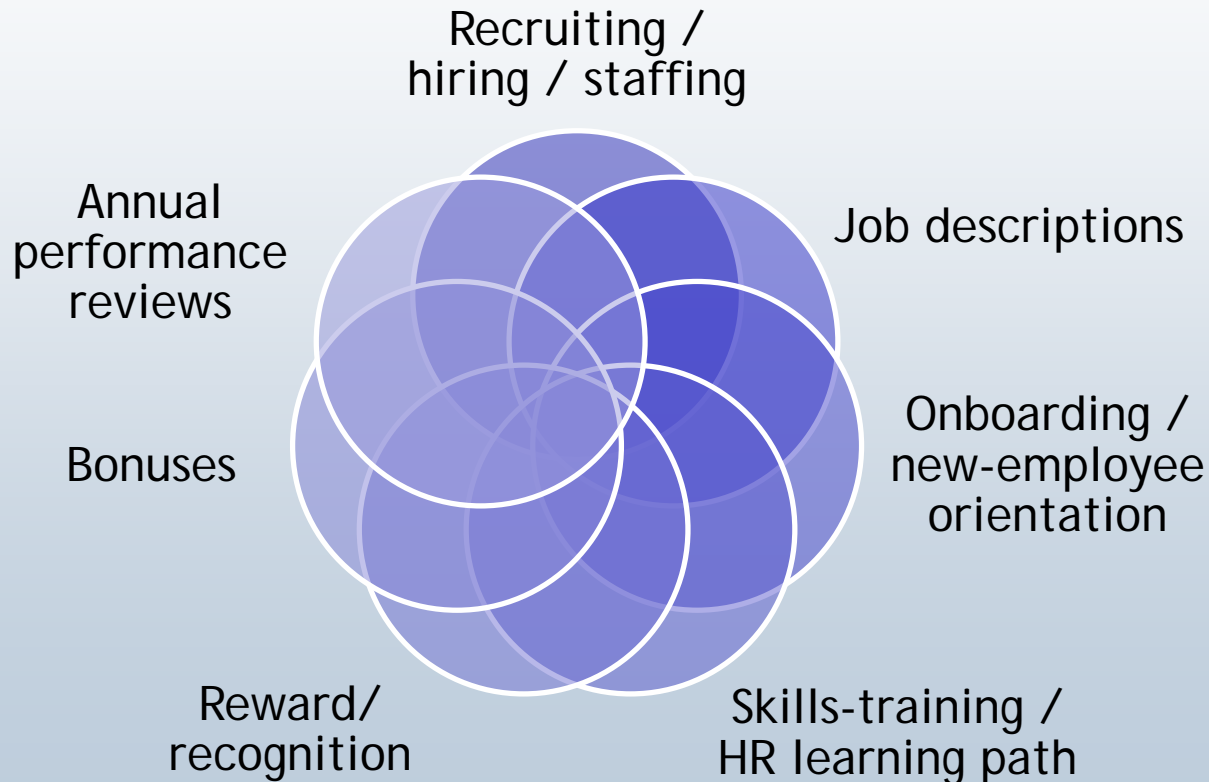
Objection:
“But that’s not
part of my job!”

Maxim: *“What gets measured gets done”*

Safety Culture Infrastructure



Response: “Now it is!” ...



Essential Employee Skills



Understanding
paradigm and
vision

Leading safety
communication

Coaching
unsafe
behaviors

Other
"activities
menu"
items

Infrastructure Exercise



Your turn! Create a safety-culture infrastructure plan.
What will you do to embed safety culture into their job?

Safety Culture Activities Menu safetyBUILT-IN

Guiding Principles

- ❖ ID appropriate activities for each employee level
- ❖ Allow them to select their own items
- ❖ Make it clear activities will be observed and measured
- ❖ Base advancement on activities



Sample Activities Menus



~ MENU ~

Floor Employees

- ❖ *Lead safety talks*
- ❖ *Coach unsafe behaviors*
- ❖ *Report good catches*
- ❖ *Report near misses*
- ❖ *Safety observations*
- ❖ *Safety committees*
- ❖ *Safety process taskforce*

~ MENU ~

Supervisors

- ❖ *Observe employee activities*
- ❖ *Coach employees on safety culture*
- ❖ *Communicate safety culture vision*
- ❖ *Build leadership capability in employees*
- ❖ *Coordinate activities*

Sample Activities Menus



~ MENU ~

Fac Mgr/AM/Dir/VP

- ❖ *Communicate vision*
- ❖ *Communicate expectations*
- ❖ *Coach supervisors*
- ❖ *Monitor culture*
- ❖ *Reinforce & adjust*
- ❖ *Address resistance*

~ MENU ~

Safety Leads

- ❖ *Program stewardship*
- ❖ *Observe/coach all lvls*
- ❖ *Help leaders message, model, measure*
- ❖ *Help build ownership for culture on floor*

Provide Practice Opportunities safetyBUILT-IN

Rotate safety-meeting leaders

- Toolbox, pass-down, pre-shift, etc.
- Be sure to coach these!

Implement “caught leading safety” program

- Good catches
- Coaching engagements
- Reward quality (drawing at plant meeting?)

Check their willingness: “Undercover Boss”

- Plant walkthrough with monetary reward
- Random “undercover boss” at all levels

Safety Programs

Arc Flash

Hazard
Communication

PPE

Emergency
Management

LOTO

Fall Protection

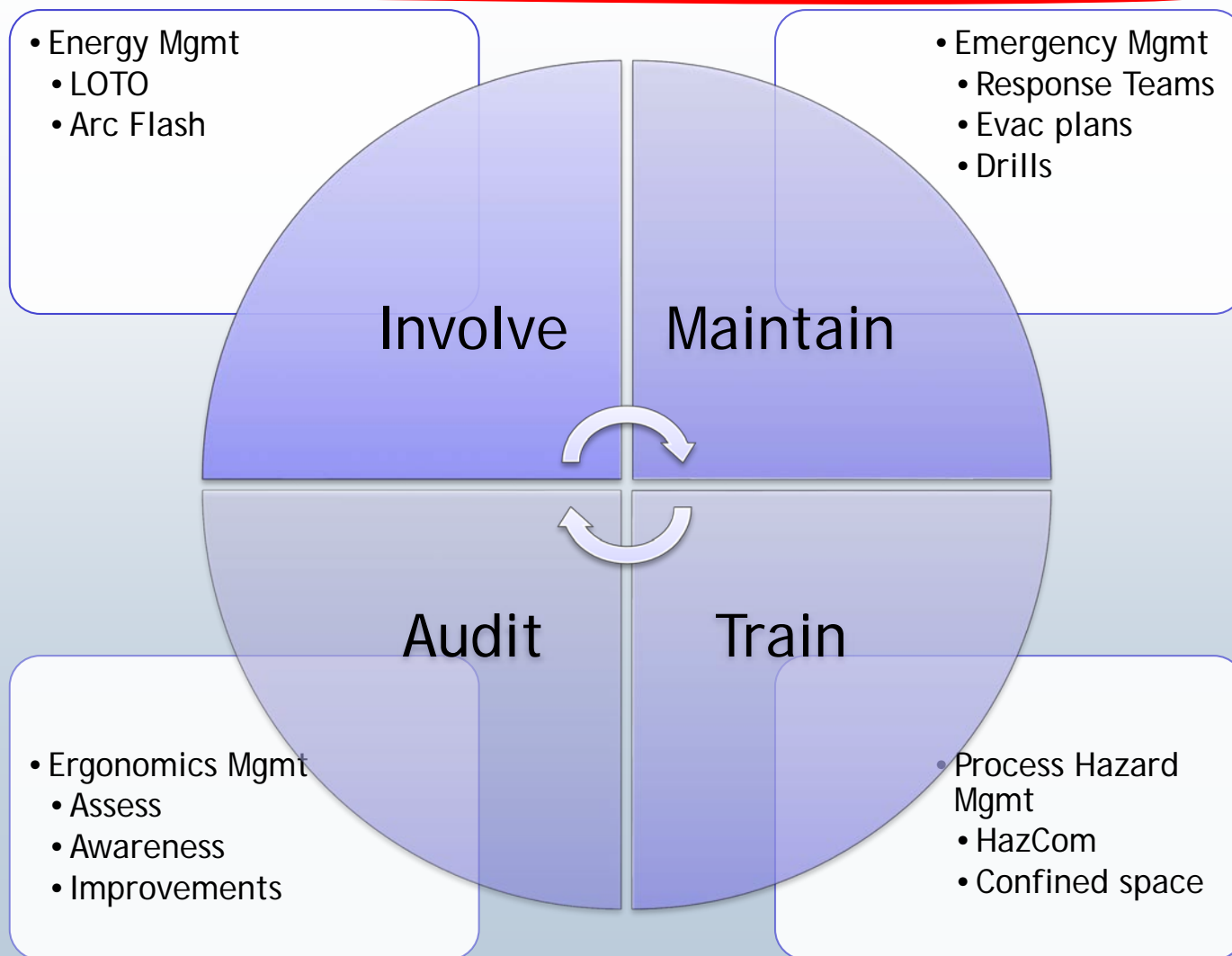
Confined Space

Ergonomics

Heat/Cold
Exposure

Others?

Safety Process Sub-Committees



Flavor of the Month Program



DIP 1

Process owners train all on monthly compliance topic (week 1)



DIP 4

Staff managers engage floor employees on safety culture (weekly)

DIP 2

Supervisors or designate train their employees on monthly compliance topic as it relates to their area (week 2)



DIP 3

Floor employees lead toolbox meetings to find hands-on applications (week 3)

Exercise: Building Ownership



Instructions: Working individually, identify what you need to do to build ownership for safety at your facility.

Action Item	Action Plan
1.	
2.	