



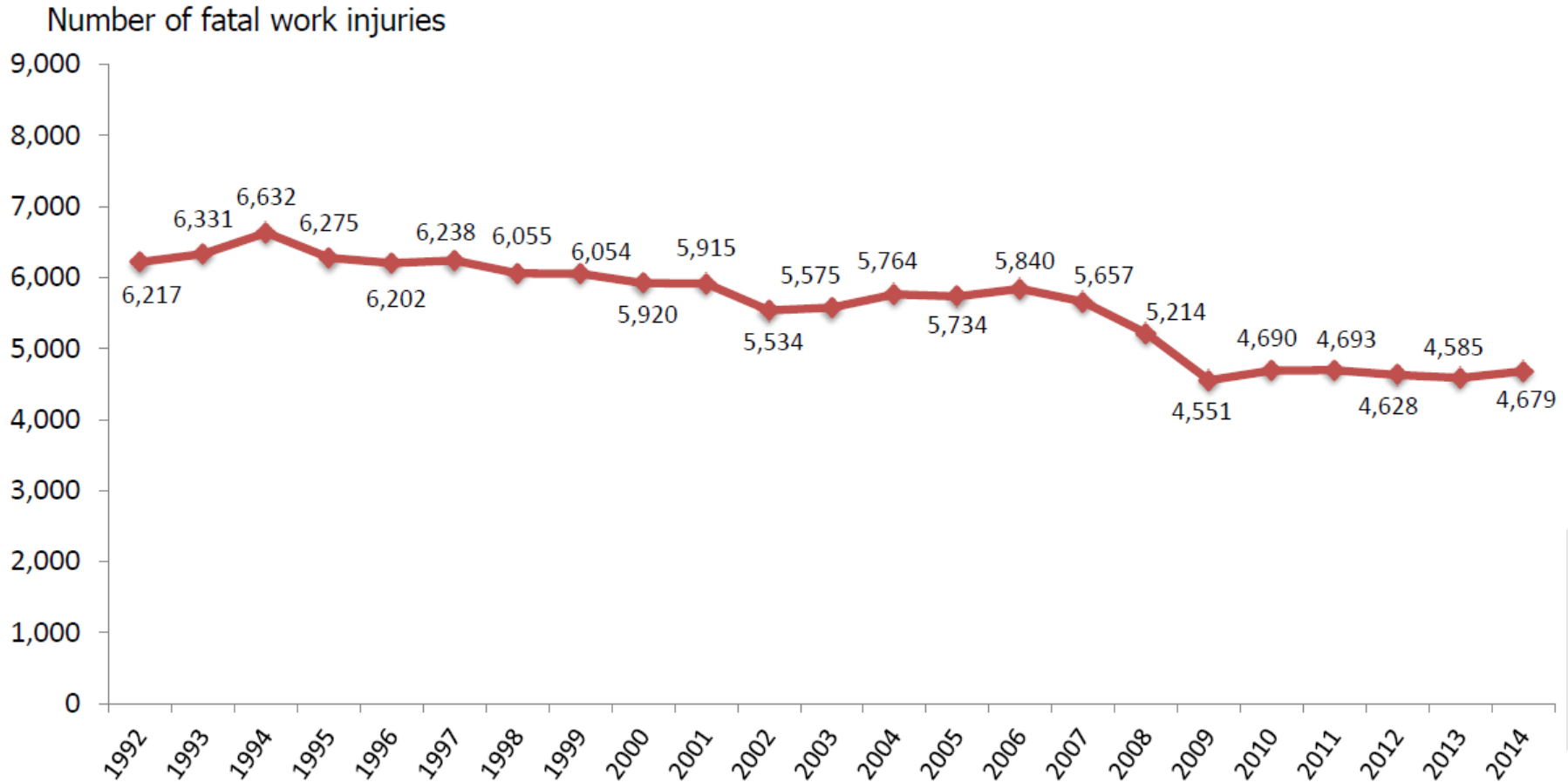
Building A Safety Culture: Employee Responsibility And Empowerment

Rob Leger CSP
HSE Director

- Look at why a safety culture is needed.
- Review Employee Compliance Vs. Commitment
- Understand organizations culture:
 - Psychological Approach
 - Structural Approach
- Defining Employee Responsibility and Empowerment
- Understand the relationship between Responsibility and Empowerment and how they work together.
- Management supporting and improving employee responsibility and empowerment.

WHY SAFETY CULTURE IS IMPORTANT?

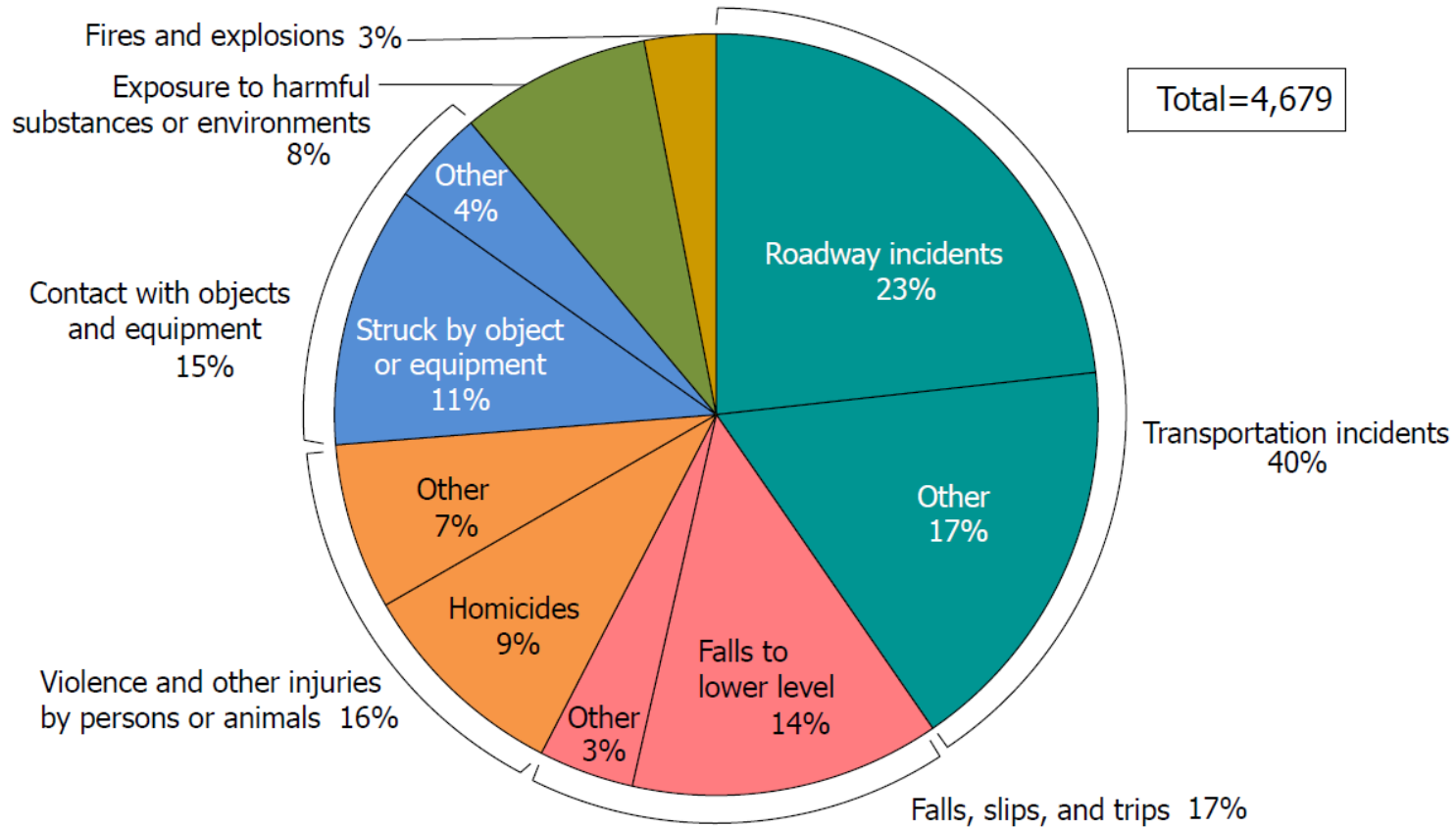
Number of fatal work injuries, 1992–2014*



The preliminary total of 4,679 fatal work injuries in 2014 was 2 percent higher than the final count of 4,585 fatal work injuries reported for 2013. The count for 2014 was the highest since 2011.

WHY SAFETY CULTURE IS IMPORTANT?

Fatal occupational injuries by major event, 2014*



More fatal work injuries resulted from transportation incidents than from any other event in 2014. Roadway incidents alone accounted for nearly one out of every four fatal work injuries.

*Source: Bureau of Labor Statistics, Bureau of Census

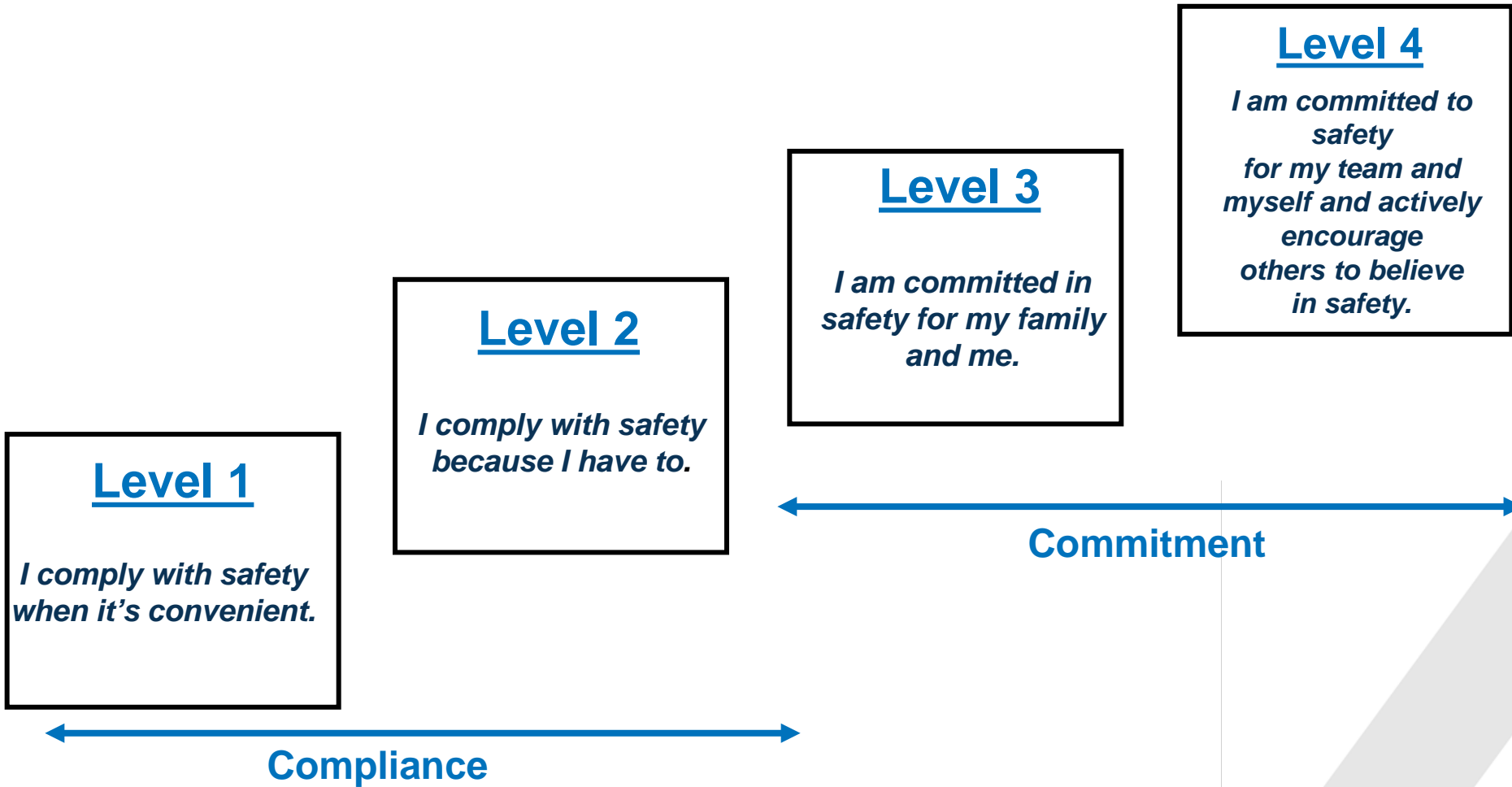
WHAT DRIVES A SAFETY CULTURE?

What drives SAFETY Culture?

- Behaviors
- Beliefs
- Values
- Habits

SAFETY CULTURE is People Driven Not Numbers Driven!!!

COMPLIANCE VS. COMMITMENT



COMPLIANCE VS. COMMITMENT

Compliance

- Does only what is asked or directed.
- No ownership of behaviors.
- Will engage in safe behaviors and processes, but will clearly see others (Leaders, Safety Personnel) as being most responsible and accountable for safety.
- Easily distracted from Safety when Leaders, Safety Personnel are not around.
- Don't make Safety a Value for themselves, co-workers or the organization.

Commitment

- Will do whatever is necessary to be safe and create a safe workplace.
- Uses creativity and personal courage to deal with problems, changes and obstacles.
- Takes personal ownership of safety.
- Always makes safety a priority: no excuses, no exceptions.
- Is safe at work and at home.
- Feels responsible for safety results.

COMPLIANCE VS. COMMITMENT

How can we move people from Compliance to Commitment when it comes to safety?

- Observe people being safe and provide positive recognition when noticed.
- Make your safety message personal:
 - How you feel about SAFETY
 - Why you feel the way you do about SAFETY
 - Ask others how they feel about SAFETY
- Share safety information.
- Consistently enforce safety.
- Provide Safety Coaching and Feedback.
- Create a high level of trust with one another.

What is Organizational culture?

Organizational culture is the collective behavior of people within a organization, it is also formed by the organizations values, visions, norms, working language, systems, and symbols, it includes beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

ORGANIZATIONAL CULTURE

There are different approaches to building a safety culture:

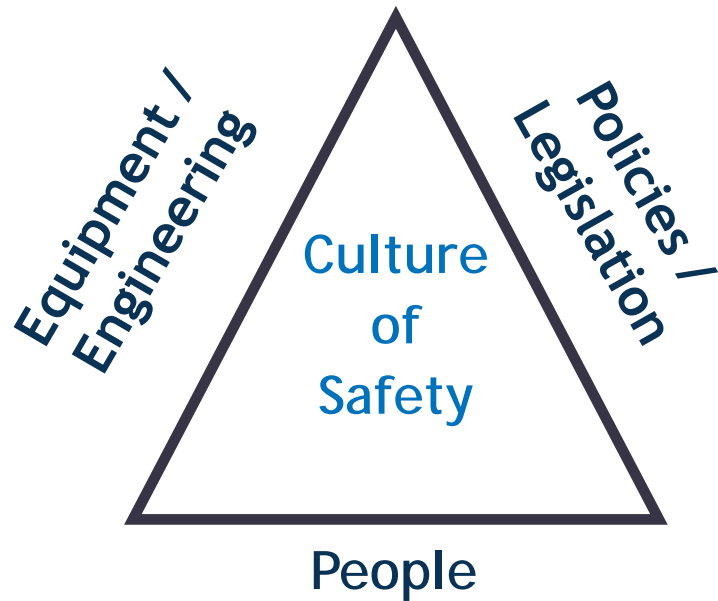
- **PSYCHOLOGICAL Approach:**

- Company values.
- Company communication for expected behaviors and attitudes.
- Provide training on how to apply company values.
- Investigate individual and team behaviors and attitudes.
- Used to bring employee into the same workplace culture.

- **STRUCTURAL Approach:**

- Develop employee skills through training and leadership.
- Provide relevant tools and programs (machinery, equipment, technology, communication...)
- Consider employee diversity and the impact on work and employee attitudes.

STRUCTURAL APPROACH



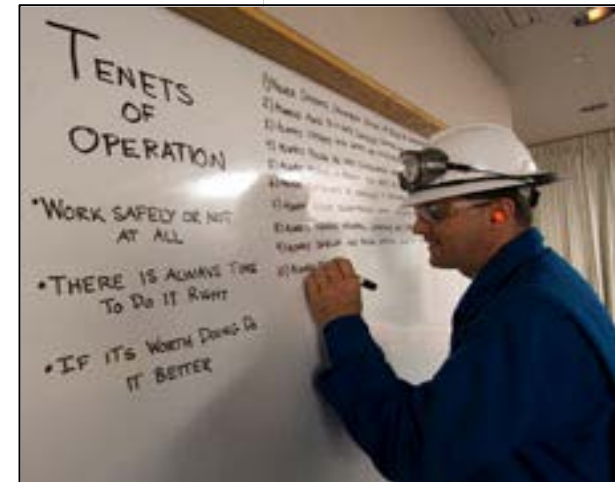
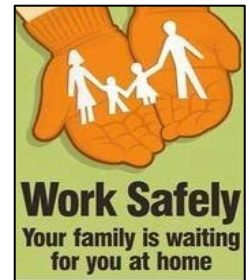
What is needed to change culture?

- Leadership
- Trust
- Communication
- Informed Workforce
- Commitment
- Responsible Ownership

PSYCHOLOGICAL APPROACH

What is needed to change culture?

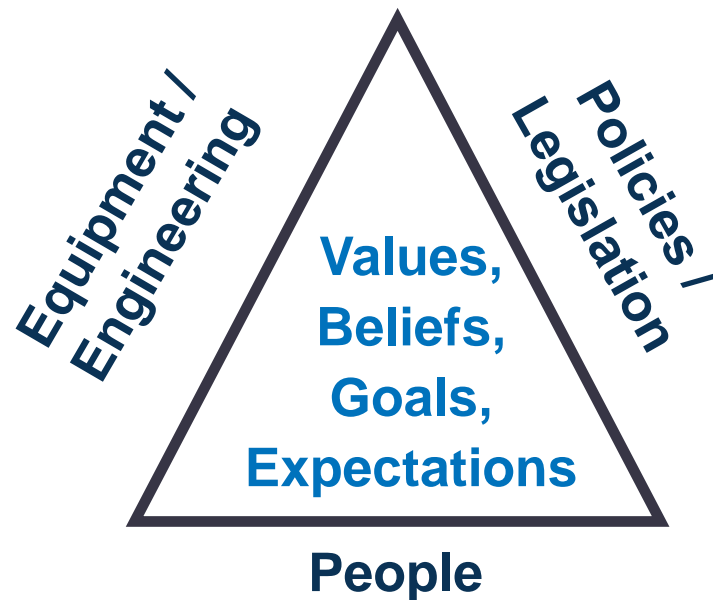
- Leadership
- Trust
- Communication Of Company
 - Values
 - Goals
 - Beliefs
 - Clear Performance Expectations
- Informed Workforce
- Commitment
- Ownership



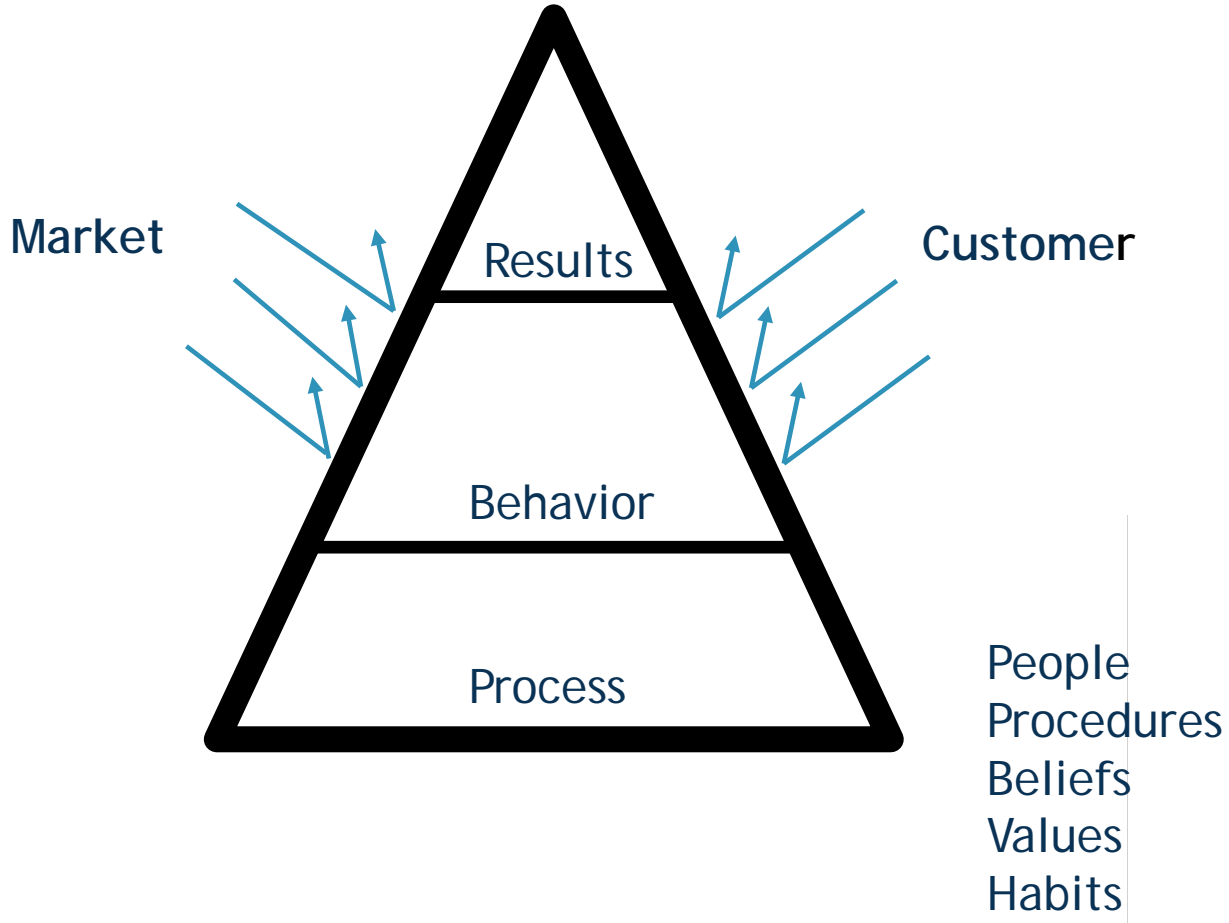
STRUCTURAL & PSYCHOLOGICAL TOGETHER

It is important for Leadership within the organization to communicate its values, beliefs, goals, and expectations to bring its employees together.

They should also use processes, procedures and inspections to set boundaries or the frame work for its employees to follow. It's equally important for companies to provide the tools and resources employees need for empowerment and responsibility.



Create A Culture
That Drives
Behavior and
Empowers the
workforce



Safety Culture Must Be Leadership Driven Not Support Driven....

Employee Empowerment:

- A management practice of sharing information, rewards, and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance.
- Is based on the idea that giving employees skills, resources, authority, opportunity, motivation, as well as holding them responsible and accountable for outcomes of their actions, will contribute to their competence and satisfaction.
- Is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level.

Employee Responsibility:

- Duty or obligation to perform or complete a task (assigned by someone, or created by one's own promise or circumstances) that must be fulfilled, and has a consequent for failure.
- Having a duty to deal with something or having control over something or someone.
- The opportunity or ability to act independently and make decisions within the structure of an organization.
- A thing that one is required to do as part of a job, role, or authorized obligation:
 - Work safe
 - Use Stop Work Authority
 - Intervene in unsafe behaviors and/or conditions

Advantages to Employee Responsibility and Empowerment:

When committed employees are responsible and feel empowered they provide distinct advantages. Employee empowerment should lead to increased organizational responsiveness to issues and problems. Another advantage of employee empowerment should be an increase in productivity. It should also lead to a greater degree of employee commitment to organizational goals since employees can take some degree of ownership in the decisions made toward goal achievement.

Taking a closer look at Employee Responsibility and Empowerment needed to build a safety culture.

RESPONSIBILITY	EMPOWERMENT
Discipline	Innovation
Sustainability	Diversity
Formalization	Autonomy
Simplicity	Entrepreneurialism
Accountability	

RESPONSIBILITY

- **Operational discipline-** Is where employees are committed to carry out each task, the right way every time. It's as simple as following processes/procedures to ensure work task are performed efficiently and safely. For this to happen employees should be measured on how well they follow processes and procedures. Coaching or Corrective action should be given to those who are not following the processes or procedures.
- **Sustainability-** is linked to employee responsibility , as employees become responsible for working and behaving in specified ways. It is also linked to employee empowerment. The extent of sustainability may depend on the levels of employee empowerment.
- **Formalization-** would be the use of policies, procedures, standards rules, and ways of working. The expectation that employees will comply with these while performing their job duties.

RESPONSIBILITY

- **Simplicity**- this would include streamlining information and material flow processes. Simplifying the delivery of processes and procedures can help improve employee discipline by making work easier to carry out. This must be done in a manner that doesn't minimize employee skills and experiences.
- **Accountability**- as providing visibility of what the individual, team or department must do to ensure the overall success. It lets everyone know what they should do. It may also allow for measurement of and response to the employee responsibility which includes discipline, reward, training etc..

EMPOWERMENT

- **Innovation or Improvement-** employee's work can be determined by the amount of support and since of empowerment given to them by management. If employees are allowed to create new process, improve procedures/process and/or participate in updating practices related to their jobs they will move their safety culture forward.
- **Diversity-** plays an important role in creating an empowered culture. It provides the environment for creating new ideas. Diversity would include the employees themselves, in terms of age, gender, ethnicity and experience levels. There are many levels of empowerment within an organization, such as individual, team, and departmental empowerment.
- **Autonomy-** employees who are confident and competent to make decisions on their own should be empowered by management. This will increase motivation and allow employees to make use of information others may lack.
- **Entrepreneurialism-** a persons ability to see things in a different manner which allows them to come up with new ways of doing things. Process, procedures, equipment etc....

WHAT'S THE RELATIONSHIP?

Empowerment and responsibility in the work place:

- Empowerment is what employees do when they take responsibility for making sure all work is done safely.
- If we expect employees to make positive contributions to our safety culture we must give them clear expectations and structure to empower them.
- Empowered employees can be found where there are clear expectations disciplined practice which allow employees to take responsible actions.
- Employees who are committed to their safety and the safety of others look for opportunities to improve process and procedures.
- Management that wants to empower employees to be leaders must provide them with clear expectations and trust.
- Ensure employees are comfortable and confident by asking questions, bringing forward new ideas and even taking a different approach that may fail.

UNDERSTANDING THE RELATIONSHIP

HSE Manager returns from conference where they have learned of a new program which would give the supervisors a better understanding of safety as a “Value”. Upper level mgmt. instructs HSE to develop the delivery material and begin training supervisors. The supervisors show a low level of attendance and participation. The supervisors have never been exposed to this concept before and feel the training has little to do with their jobs.

Level of Responsibility	Level of Empowerment
<p style="text-align: center;"><u>Low</u></p> <p>The training was not considered relevant to the supervisors.</p>	<p style="text-align: center;"><u>High</u></p> <p>Upper level mgmt. and HSE manager wanted to improve supervisor knowledge on safety as a value.</p>

UNDERSTANDING THE RELATIONSHIP

An employee is very familiar with test running an engine in the shops test bay. The employee sees where there can be guarding improvements around the flywheel during test runs. The crew member comes up with drawings to build guards. Their idea is discredited by the safety manager because the drawings were not properly engineered and didn't meet regulatory specifications.

Level of Responsibility	Level of Empowerment
<p style="text-align: center;"><u>High</u></p> <p>The employee is taking responsibility for making sure employees are protected from the engine flywheel during test runs.</p>	<p style="text-align: center;"><u>Low</u></p> <p>The idea could be beneficial to all employees working in the area, but there were no formal drawings to build approved guards.</p>

UNDERSTANDING THE RELATIONSHIP

An employee working in the machine shop notices that the equipment operating procedures are dirty and have become difficult to read. The employee researched different ideas on how to display the procedures and determined it was best to have them laminated making it easy to clean with a damp cloth. HSE manager learns about this initiative and decides to laminate equipment LOTO procedures the same way. This encourages the local management to develop a formal process for placing LOTO and equipment operating procedures near equipment throughout the company.

Level of Responsibility	Level of Empowerment
<p style="text-align: center;"><u>High</u></p> <p>The employee takes responsibility to make sure LOTO and safe work procedures can be read at work stations. HSE and mgmt. see the benefits and do their responsibility to communicate safety procedures.</p>	<p style="text-align: center;"><u>High</u></p> <p>The employee had time to research and the solution was supported by their manager. HSE also takes note.</p>

WORKING THE TWO

Responsibility and Empowerment:

- Employee commitment and responsibility must come first. Employee responsibility will produce effective employee empowerment.
- Employee responsibility will drive employee empowerment when employees are given knowledge, skills and training.
- Employees must have a clear vision of when and where management wants to be flexible.
- All levels of employees should be held accountable to uphold their workplace responsibilities. We should look for coaching opportunities as well as rewarding behaviors that move safety culture forward.
- The workplace has to promote empowerment and responsibility at all levels when opportunities exist.

EFFECTIVE COEXISTENCE

Employee Empowerment and Responsibility:

- There should be opportunities for training and career/professional development for employees.
- Communication should be clear and consistent regarding operational HSE goals and roadmaps. When employees knowledge and experience suggest goals/plans should be improved they should be given the opportunity to discuss and recommend change.
- Respect and encouragement should be given to all employee views regarding relevant workgroup.
- Adequate communication and tools should be used to enable empowerment and responsibility within the workgroup.
- Managers should be involved in the promotion of their employees empowerment and responsibility.

MANAGEMENT RESPONSIBILITIES

Demonstrate support:

- Provide employees with the skills and knowledge to make informed decisions. Allow time for problem solving and options for improvements.
- Trusting people's judgments on safety and opinions on work matters.
- Have an open door policy and encourage people to speak openly about safety concerns.
- Reward employees who raise safety issues and help them to progress and resolve issues.
- Provide employees feedback on their participation.

MANAGEMENT RESPONSIBILITIES

Improving employee empowerment and responsibility:

- Build strong safe work policies and procedures which minimizes the need to micro manage employees.
- Ensure employees are aware of your expectations when it comes to safe work practices and behaviors. They should also know when you are willing to bend and accept new ideas.
- Build programs that promote employee involvement.
 - BBS
 - SSE
 - Inspections
- Share skills, knowledge and information with employees and encourage them to share with co-workers and other workgroups.
- Involve employees when building procedures, processes, and/or job planning.

SUMMARY

- Its important to use both the Psychological and Structural approach when building a safety culture.
- Employee commitment and responsibility must come before empowerment.
- Organizational HSE goals, values, and expectation must be constantly communicated to all employees.
- Trust and respect must be achieved within all levels of employees.
- Provide employee with the proper skills, training, procedures and programs to be successful.