



## Establishing a Sustainable Safety Culture- The Basics (A,B,C's of Safety)



# How do we establish a “World Class” Safety Culture?

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Two keys to "world-class" safety exist:

- the frontline organization (the team) is accountable for safety performance
- We engage all team members in each of our safety processes (systems).

## Is Compliance Enough?

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- The "fundamental principle" that undergirds federal regulation is that "accidents are caused by things, not by people." -*Dan Petersen*

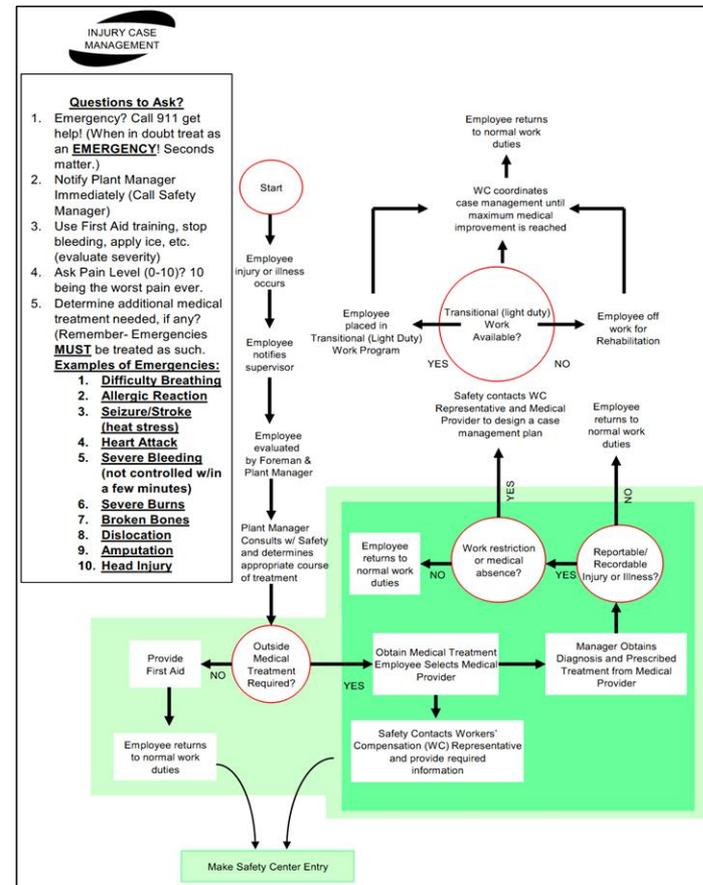
Petersen has long maintained, as he wrote in the 1988 edition of *Safety Management*, that safety is a "people problem."

# The Problem of a Sustainable “World Class” Safety Culture is Two-Fold

Two approaches to solving the problem of human fallibility exist:

- people

- systems



# Sustainable “World Class” Safety Culture- The People Approach

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The people approach focuses on the errors of individuals, charging them for forgetfulness, inattention, or moral weakness.



## Are Errors created by Systems or People?

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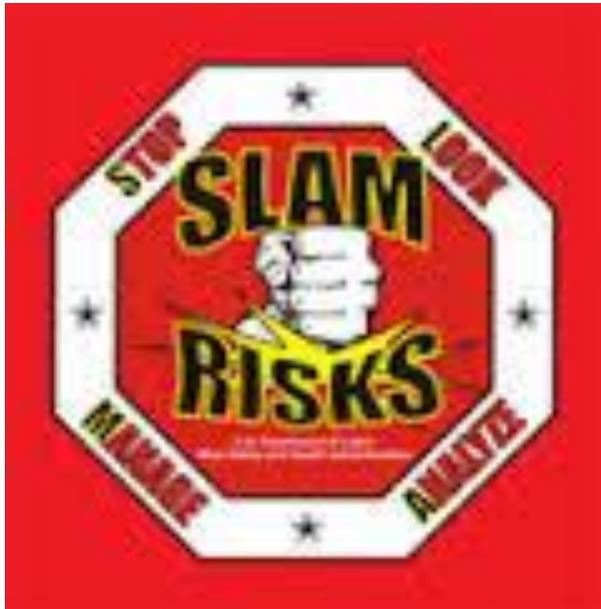
***“Error is intimately bound up with the notion of intention. The term ‘error’ can only be meaningfully applied to planned actions that fail to achieve their desired outcome.”***

James Reason

# Sustainable “World Class” Safety Culture- The Systems Approach

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The basic premise in the system approach is that humans are fallible and errors are to be expected, even in the best organizations. When an adverse event occurs, the important issue is not who blundered, but how and why the defenses failed.



# “World Class” Safety Cultures Continually Fight Complacency By: Envisioning a Better State & Forming Teams that Take Action

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The *team* envisions a better state and implements changes by challenging the status quo. The process is iterative; the future state becomes the current state, and a continuous improvement (PDCA- plan, do, check, adjust) process is used to identify new ways to reduce waste (incidents) making processes more efficient (safer).

## Establish the Vision- Sustainable “World Class” Safety By Creating Human Action

For a human action there must be (in no particular order):

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- **Uneasiness**;
- A **Vision** of a better state; and
- The belief that **taking action** can lead to a better state.

***“If eternal vigilance is the price of liberty, then chronic unease is the price of safety.”- James Reason***

# Empower Employees to Take Action

## A= Accountability

(Creates Unease)

### LEADERSHIP & EMPLOYEES (PASSIONATE @ SAFETY)



#### TOOLS

- Vision
- Expectations
- Training
- Involvement
- Communication



### RISK ASSESSMENT

- Identify Hazards
- Assess Risk



#### TOOLS

- Facility Internal Audits
- Workplace Exams
- Job Hazard Analysis
- Regulatory Inspections

Workplace  
Exams



### DEVELOP PLAN

- Hierarchy of Controls
- Review Best Practices
- Control(s) must be equal to level of Risk



#### TOOLS

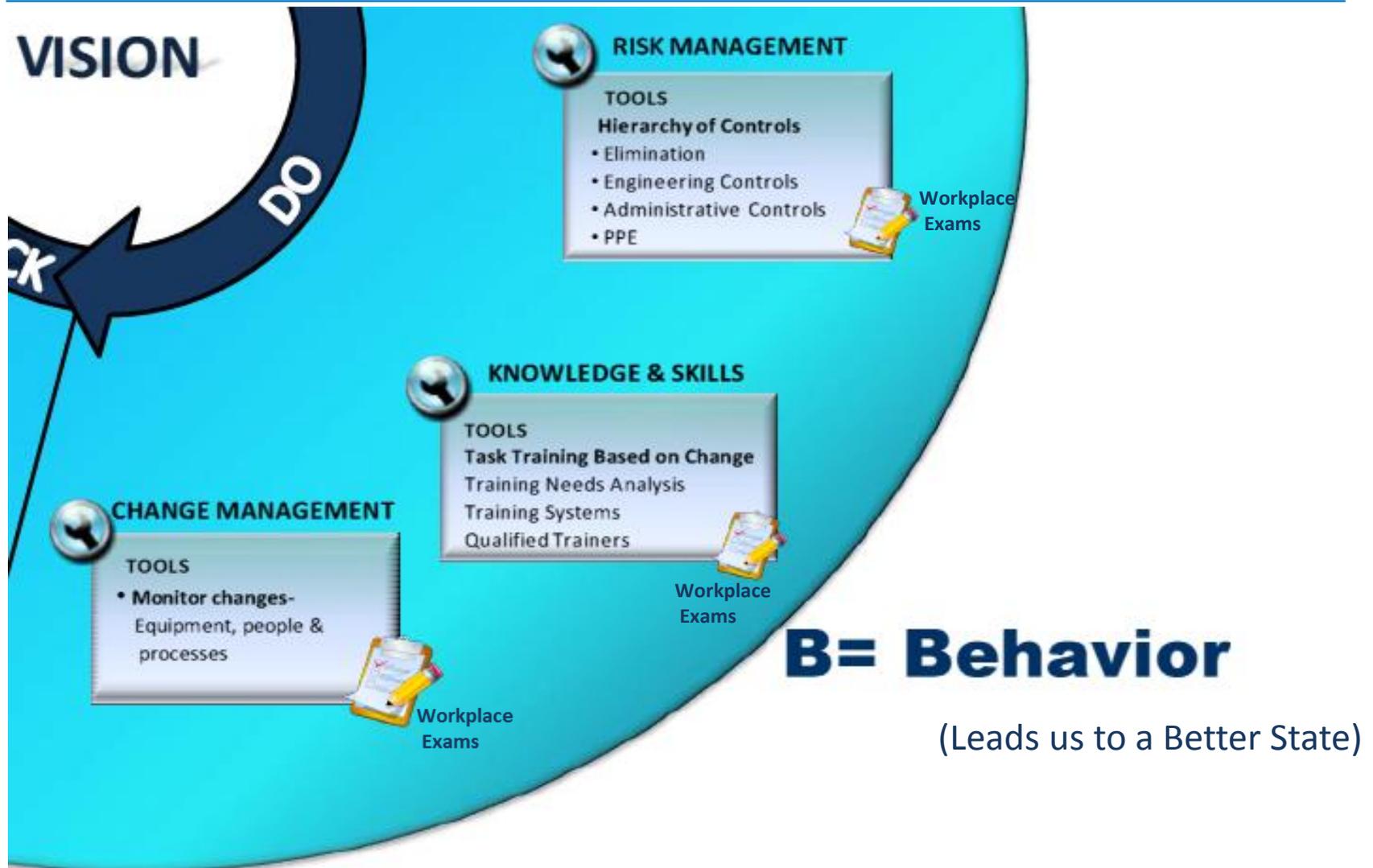
- Safety Improvement Plan

RISK ↓



# PLAN

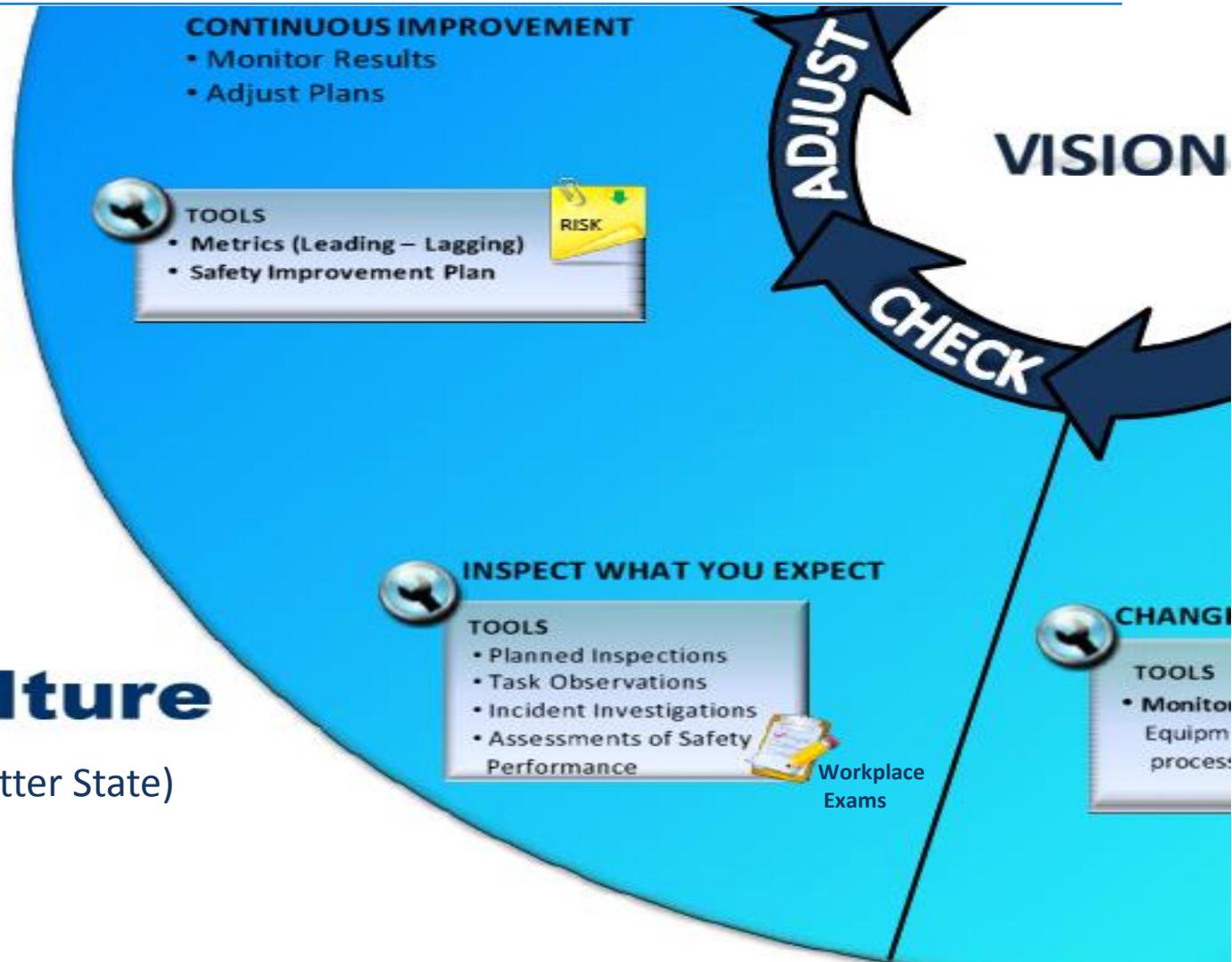
# Incentivize Beneficial Behaviors (Human Action Model)

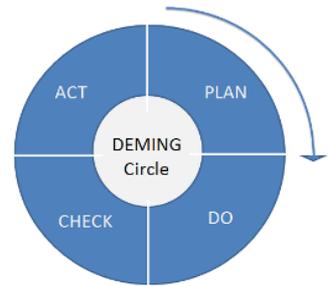


# Goals to Continuously Improve = Sustainable Culture

## C= Culture

(Continuous Vision of a Better State)





Accountability ≥ Behavior ≥ Culture

= D (Disciplined Workforce)

Time

A= Accountability

C= Culture

B= Behavior



# “World Class” Safety Cultures are Established by Disciplined Workforces

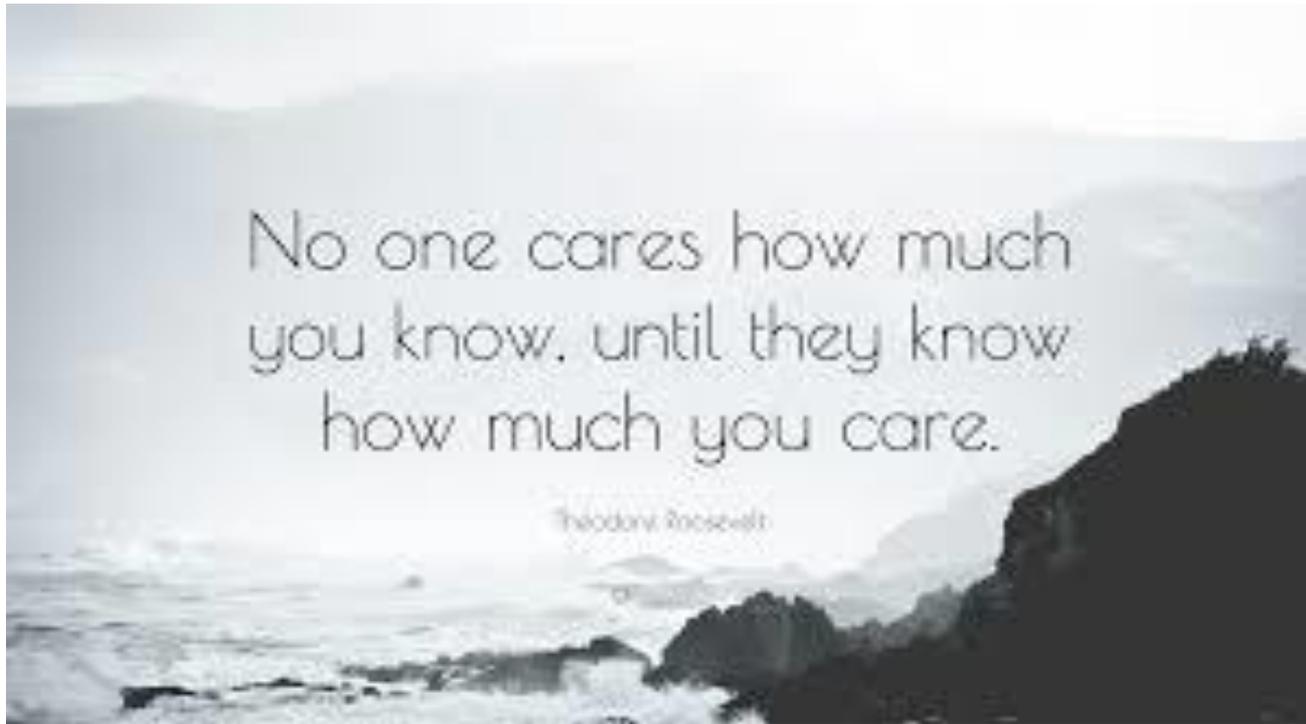


“You want the people coming in now to be better than you, to not go through what you went through,” he says. “I look at the younger employees and I think, ‘If I train you right, you should be better than me.’ If that’s how it turns out, then I’ll know that I’ve done a good job.”

***Anthony Patterson***

Many of the men and women Patterson met during his childhood at Ruby were his co-workers when the site celebrated 1 million work hours without a lost-time incident in the late 1980s. When the quarry reached that milestone again in 2015, Patterson took more ownership of the achievement. Not only had he been there for nearly every day of the safety streak, he had trained or otherwise mentored many of the younger employees who helped make the feat possible.

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# Questions?