

Accountability in a Safety Culture

Berry Bairrington, OHST



OUTLINE

- **Who is responsible for safety at your organization?**
- **Safety Culture: Are your leaders engaged?**
- **Principals for leaders to foster safety accountability.**
- **Accountability: Is it a part of your safety program?**
- **Key Elements of a Safety Certification Program.**

SAFETY:

**Who's
Responsible?**

Owners & Employers

- ***Owners and Employers*** are ultimately responsible for employee safety.
- They must set the stage and provide the resources for company safety.
- Hazards should be identified, Training performed and documented and PPE made available.
- Unsafe conditions must be follow up on

Owners & Employers

- An accountability system must be in place and communicated to ensure expectations are KNOWN.
- Performance monitored to ensure employees are adhering to the rules.
- Owners and Employers must gain the trust of employees by showing them that you ***“walk the talk” and “lead by example”***.
- The respect and control of employees is lost if you don't back your program with actions.

Employees

- Employees must follow
 - company/organization policies
 - procedures
 - safety rules
 - safe work practices
 - P.P.E. requirements
- They must understand that these are in place to protect them and prevent injuries.

in short.....employees must

- *Follow all company safety policies and procedures*
- *Focus on their job*
- *Continuously monitor work area*
- *Notify their supervisor about hazardous work conditions or unsafe workers*
- *Maintain a clean work environment*
- *Be part of the team and the solution, **NOT** part of the problem*

So, who's responsible?

BOTH ARE

YOU ARE

EVERYONE
IS

SUMMARY

- **BOTH** employer and employee are responsible for safety.
- It's a *TEAM* effort and affects everyone from the owners of the company to the most recent new hire.
- It's in everyone's best interest to actively participate in your safety program.

CAUTION

**SAFETY CULTURE
IN
ACTION**

WHAT IS SAFETY CULTURE?

**HOW IS THE CULTURE AT
YOUR ORGANIZATION?**

SAFETY CULTURE

Safety culture refers to the ways that safety issues are addressed in a workplace.

It often reflects *"the attitudes, beliefs, perceptions and values that employees share in relation to safety."*

Safety culture is employees **NOT** taking risks when leadership is absent

SAFETY CULTURE

In other words, *“it’s the way we do safety around here.”*

“The safety work of today affects every relationship that we have. It enters into the home, into our social life, into our business life and into every economic situation that we have”

Robert W. Campbell 1914



Safety Culture + Leaders

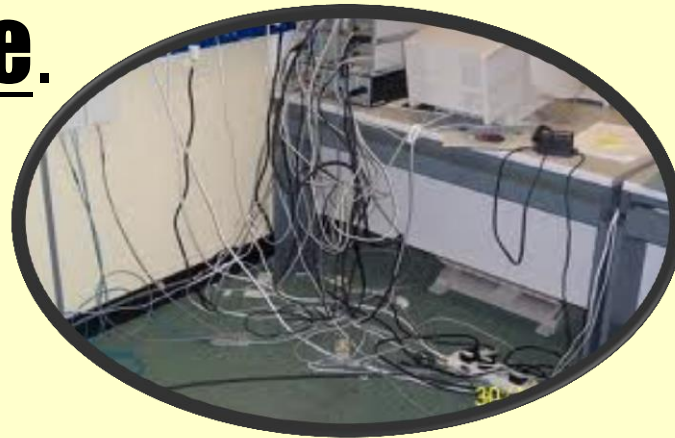
Culture is primarily influenced by leaders.

Two safety priorities that distinguish between an *effective* leader and a *mediocre* leader are:

1. Listening to your employees, and
2. Spending time monitoring safety performance out with your employees

Safety Culture + Leaders

- Leaders cannot effectively monitor their workplace and listen to their employees from their **office**.



- Where do **you** and **your leaders** “lead” from?



Principals to Foster Safety Accountability

Context

- Help people understand their role
- Create a safe working environment
- Promote safe work practices
- Help employees understand how working safe benefits them

Principals to Foster Safety Accountability

Direction

- Help employees develop objectives that tie to the safety goals of the organization
- Expectation to adhere to the rules, procedures and participate in safety programs
- Focus on the systems and activities that drive safe outcomes rather than unsafe behaviors

Principals to Foster Safety Accountability

Tracking

- Measure performance against objectives
- Use data collected to provide success and give feedback
- Focus on facts and actual unsafe behavior observations, rather than opinions shared or reported which can be second or third hand information.

**With these principals in place,
leaders can:**

- Promote health & safety accountability,
- Tie discipline to safety goals, and
- Ensure that people understand their role in achieving the highest safety outcomes.

Take Ownership and Create a Safe Workplace By:

- Holding yourself accountable first
- Know how safety really works
- Lead safety as if your own family worked there
- Have a strategy – a game plan

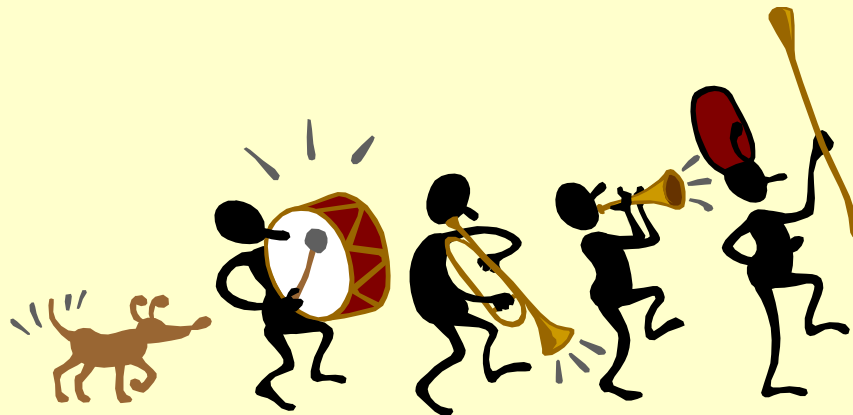
Safety Culture

IT'S WHAT WE DO

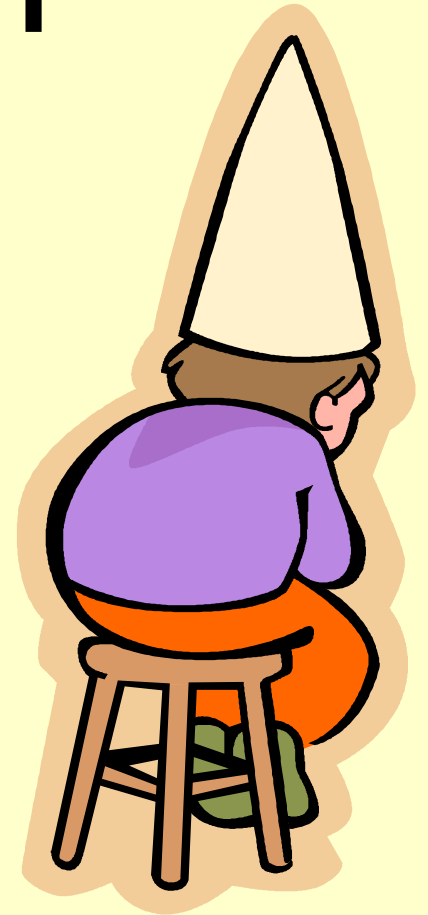
Lead by Example

***“You either lead by example,
or you don’t lead at all”***

Kouzes & Posner - *The Truth About Leadership*



ACCOUNTABILITY and CONSISTENCY



“I wasn’t raised on time out”

Accountability / Consistency

- Every *successful* Safety Program has a component to address unsafe behavior.
- It must be communicated to everyone.
- Everyone must understand the consequences that will follow for unsafe behaviors.
- When unsafe behaviors are permitted without consequence your program will suffer and most importantly *people get hurt, property gets damaged* and more.

THINK ABOUT IT

- *Would any program, policy, or goal be effective without accountability?*
- *What if your Safety Program is in place, you've identified the known hazards, you've written JSA's for all job tasks, employees are trained, but there's no accountability or consequences for unsafe actions.*
- *Would your program work?*

DISCIPLINE

- Discipline is a critical component to all safety programs.
- Used in the “*right*” way, it establishes an organization’s commitment to safety by enforcing the rules and procedures designed to keep people safe.
- Used in the “*wrong*” way or at the wrong time, it can undermine both safety and your culture.
- It should never be punitive by focusing on failure rather than promoting success.
- It should be used to build accountability around safety performance, never to blame.

What About Supervisors and Accountability?

- Employee favoritism
- Protecting employees
- Failed to train on hazards of job task
- Poor or lack of documentation
- No follow up when informed of unsafe equipment, tools, conditions, PPE, etc...
- Failure to report incidents after employees have reported
- And more.....

QUESTION

***How many times
should you tell a child
to NOT go near the busy
street where the cars are
speeding by?***

ANSWER

ONCE

UNO

1 time

ACCOUNTABILITY

“so why do we care?”



- We aren't guaranteed second chances
- The second time too close to the road could be tragic, not wearing a safety vest, not following Lockout/Tagout procedures, wearing the wrong gloves or other PPE, using the phone or being distracted while driving.....
- Everyone deserves to go home safely to their families, their pets, to whatever they love whatever that may be

SAFETY CERTIFICATION PROGRAM

“key elements for success”

Safety Certification Program

How it started in Waco.....

VISION & COMMITMENT

+

SELL IT / BELIEVE IN IT

+

TRAIN / ACCOUNTABILITY / CONSISTENCY

+

REDUCE YOUR RISKS

=

SAFE EMPLOYEES, REDUCED CLAIMS,
BETTER PRODUCTIVITY,
IMPROVE MORALE, AND MORE!

Safety Certification Program

Key Elements:

- Training
- Assessment for certification
- Incentives / Recognition
(individual and departmental)
- Incident Reporting and Documentation
- Investigations
- Discipline Matrix (accountability)
- Safety Review Board (with Summary)



IMPLEMENTING

- Supervisor and upper management training
- Employee training (field & office)
- Prepare for questions and resistance to change
- In the beginning ours was viewed as 1-2-3 you're fired / a big stick to "*catch people*"
- Must establish "***trust***" at all levels
- The ATTITUDE they see affects the entire program and the ***culture*** you're trying to establish

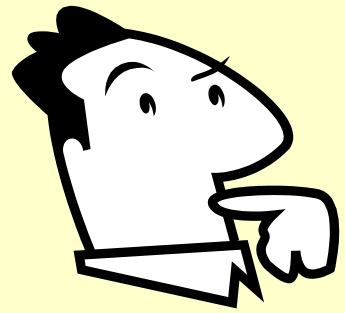
The Investigation

- A major element of any Safety Program is the *Investigation* that follows all incidents



- A thorough investigation should determine if what happened was ***“preventable or not preventable”***

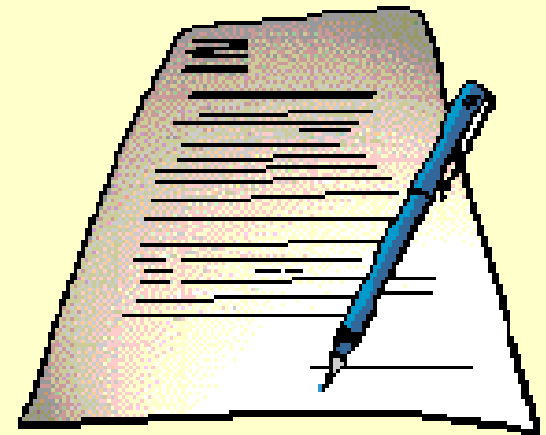
Preventable or **Not** ?



- Was there something the employee ***“did or failed to do”*** that ***caused*** the incident.
- Incidents deemed to be ***preventable*** a consequence (corrective measure) is administered.
- Actions to follow must be outlined in a well defined **Discipline Matrix**

Discipline Matrix

- Your Discipline Matrix is your game plan... your S.O.P.
- Call it what you want, but a well defined and communicated Matrix is a **WIN - WIN** for your program
- It WORKS



Waco's Discipline Matrix

- Purpose: *“to provide fair, firm and consistent corrective measures for incidents deemed to be preventable”*
- The corrective action taken is based on:
 - Number of “preventable incidents” in the last 12-months, and
 - The severity of the event (Minor, Moderate, Severe)
- Provides a consistent method to address unsafe behaviors without “blaming”.

Definitions

- **Minor Incident:** No lost time or restricted days resulting from the incident.
- **Moderate Incident:** Employee had lost time or restricted days from the incident.
- **Severe Incident:** The disregard or failure to follow safe work practices or procedures, safety rules or City policy that could or did result in a life threatening injury to yourself, a co-worker and/or a citizen.
- **Safety Probation:** Period of time (in months) assigned after an incident that allows an employee to demonstrate they can safely perform their job without any safety violations. If a preventable safety incident occurs during this time period, the employee will be subject to a more stringent corrective action up to and including termination.

Preventable Incidents in last 12 months	Outcome	Level	Corrective Action
First Offense	Injury with no restrictions or lost time from essential functions of job, or “near miss” without injury or damage but deemed as an unsafe act which could have caused an incident.	Minor	Informal Counseling
First Offense	Injury that results in restrictive activity and/or lost time.	Moderate	Written Warning
First Offense	Injury resulting from the failure to follow safe work practice, procedure, safety rule or city policy that could or did result in a life threatening injury to yourself, co-worker or a citizen. (includes knowingly and/or intentionally acting unsafe)	Severe	Suspension without pay 1-3 days, 6-mo safety probation and/or up to possible discharge.

Discipline Matrix

We have 3 Matrix in Waco:

- **Injury**
- **Property Equipment Damage**
- **Backing**

One of two things happen
when you hold employees
accountable.....

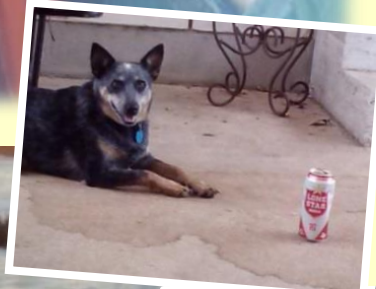
*Note: Your Matrix should be approved
by upper management, Legal and
Human Resources.*

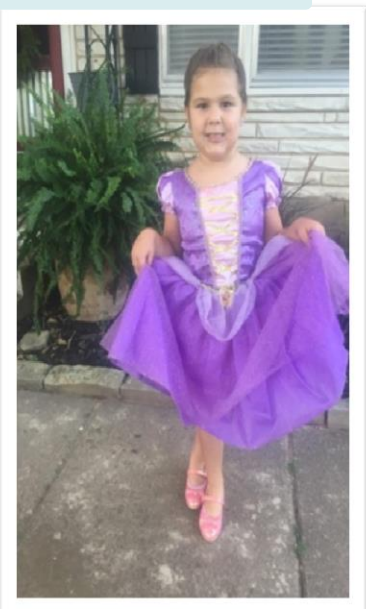
Safety Review Board

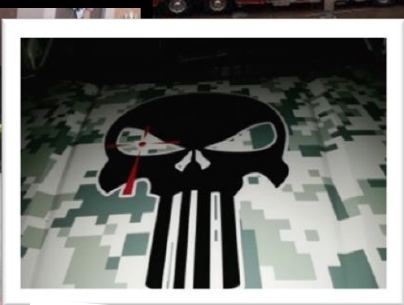
- Reviews all incident reports monthly
- Notes both *positive* and *negative* points to provide feedback and recommendations to the department.
- Determines if the Supervisor followed the Program
- A summary of the review goes to the Department Director and their Assistant City Manager
- Fulfills accountability at all levels

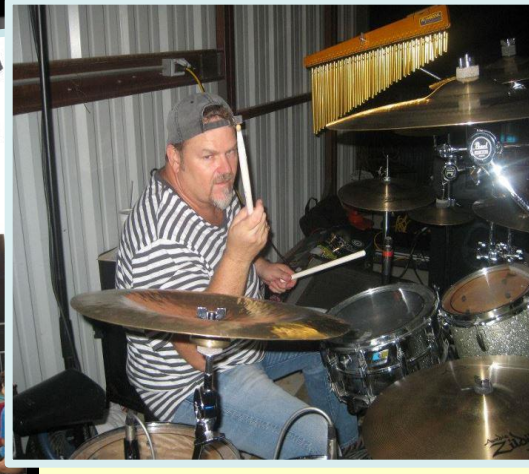
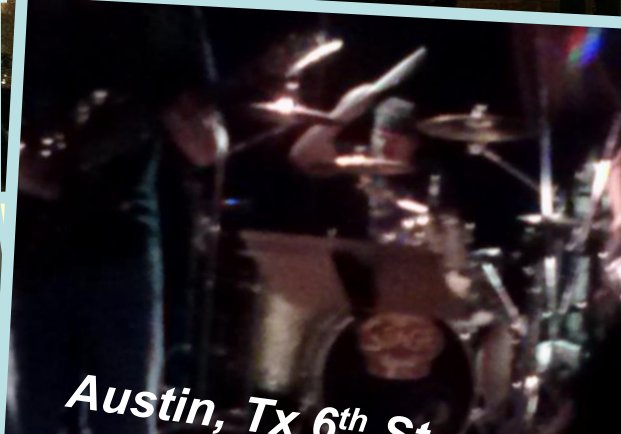
**Who Do You
Work For?**

**What Do You
Love To Do?**









Austin, Tx 6th St

INCIDENTS EFFECT:

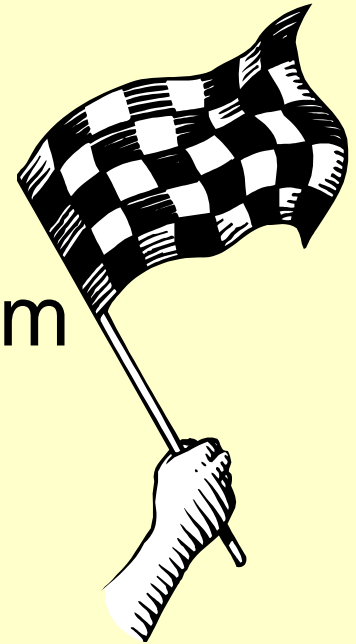
- Employees
- Your Family
- Co-workers
- Friends
- Your organization
- And on and on

SUMMARY

- Be certain that employees are trained, authorized and equipped for the job tasks they are expected to perform
- Knowledgeable of the task HAZARDS
- There are **zero excuses** for working unsafe
- Listen, communicate and follow up to ensure employee concerns are heard and respected
- Make TRUST a vital part of your program

SO.....

- Get back to the basics
- You WIN with a firm Safety Program
 - Training / Communicating
 - Reporting Incidents
 - Thorough Investigations
 - Accountability
 - Being Consistent
- It's like *“growing a garden”*



“we must lead by example”

"a safe workplace is the reflection of safe leadership"

Berry Bairrington

THANK YOU!

Berry Bairrington, OHST

City of Waco

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