

Benchmarking Your Safety Culture

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What is Culture?

Culture:

- integrated pattern of human knowledge, beliefs and behaviors
- shared ideas, beliefs, values, customs and way of life of a certain people or group at a certain time.

Webster's

Key to a Safety Culture

LEADERSHIP

“Management commitment to safety is the major controlling influence in obtaining success.”

NIOSH Study

“Management culture is the
key to safety results”

Hank Sarkis – Reliability Group

“Management involvement is
critical to safety
improvement”

John Maher – Unocal

“Management focus is the key to quality safety performance. Like all other management functions highly effective leadership is essential in occupational health and safety.”

George Robotham – OHS Consultant

“Leadership is crucial to safety results, as leadership forms the culture that determines what will and will not work in the organization’s safety efforts.”

Dan Petersen

Safety Evolution



Systems
Safety

Behavioral Safety

Traditional Safety

Basic Compliance

Basic Compliance

- Leadership - little knowledge or interest in safety
- Operate in statutory ignorance
- Safety perceived as a burden or nuisance
- High frequency and severity
- Accidents - cost of doing business
- Short-term planning process, reactive
- Make-do solutions
- Few or no safety goals or measures

Traditional Safety

- Leadership may delegate safety
- Safety valued as long as it doesn't interfere
- Safety programs often patterned after others
- Safety programs may be in place but not fully implemented or enforced
- Fix symptoms not root causes/systems.
- Focused primarily on unsafe conditions
- May blame employees for unsafe behaviors
- Measured by short-term frequency and severity reductions

Behavioral Safety

- Leadership - active, visible, committed
- Safety is core organizational value
- Safety is a line-management function
- Safety programs in place and enforced
- Supervisor and employee involvement
- Team – problem solving/decision making
- Positive climate of openness, trust, respect
- Clearly defined responsibilities/accountability
- Measure behavior modification & injury reduction

Systems Safety

The application of engineering and management principles to achieve an acceptable level of safety throughout all phases of a system.

Systems Safety

- Safety integrated into business operations
- Line management owns safety
- Safety is a good business investment
- Long-range goals – continuous improvement
- Causes for variations are identified and rectified
- Statistical process controls diagnose weaknesses

Systems Safety

- Remove system traps that cause human error
- Ergonomics designed into every work process
- Accident equals management system defect
- Employees report defects and find solutions
- Communication/feedback open and encouraged
- Behavioral sampling and perception

National Safety Council

Model Safety Management System

- Leadership commitment
- System management and communication
- Assessments, audits and performance measures
- Hazard identification and risk reduction
- Workplace design and engineering
- Operational processes and procedures
- Worker and management involvement
- Motivation, behaviors and attitudes
- Training and orientation

ANSI Z-10

- Management leadership
- Employee participation
- Planning
- Implementation and operation
- Evaluation and corrective action
- Management review

OSHA's Injury and Illness Prevention Plan (I2P2)

- Management Leadership
- Worker Participation
- Hazard identification and assessment
- Hazard prevention and control
- Education and training
- Program evaluation and improvement

OSHA Study of I2P2 States Injury and Illness Reduction

- Alaska – 17.4%
- California – 19%
- Colorado – 23%
- Hawaii – 20.7%
- Massachusetts – 20.8%
- North Dakota – 38%
- Texas – 63%
- Washington – 9.4%

OSHA' s SHARP Program

Safety and Health Achievement Recognition Program

BWC analyzed 16 Ohio SHARP companies

- Average claims decreased 52%
- Average claim cost decreased 80%
- Average lost time per claim decreased 87%
- Claims/million dollars payroll decreased 88%

Benchmarking

- The process of comparing your operation's key performance indicators and business processes, to industry norms.
- A positive, proactive process to change operations in a structured fashion to achieve superior performance.
- A powerful tool to gain competitive insight and provide “evidence-based” views of performance throughout product and organization lifecycles.

Benchmark Your Culture

- What do you plan to measure?
- Why?
- How will you measure it?
- What information/data do you need to collect?
- What will you compare it to?
- What will you do with the information?
- How will you use the information to improve?

Benchmark Your Culture

- Establish a baseline
- Assess current safety system, culture, employee perceptions
- Create a *Vision* of the desired future – gap
- Develop an action plan
- Specify roles, responsibilities, accountabilities
- Communicate and educate
- Monitor , assess and modify action plan
- Gather and analyze relevant data

Multiple Points of Measurement

- Both qualitative and quantitative measures must be combined into a systematic approach that accurately assesses the effectiveness of the safety management system and discovers the root causes of deficiencies.

Benchmarking Approaches

Quantitative

- Injury/Illness Rates
- Lost Workday Rates
- WC Experience Modifier
- Claims Cost
- Trend Analysis

Qualitative

- Safety Management Assessments
- Worksite/Process Audits
- Perception Surveys
- Safety Observations

BWC Resources for Safety Benchmarking

- Safety/Ergonomics/Industrial Hygiene audits
- OSHA required program reviews
- Job Safety Analysis
- Accident Analysis
- Safety Management Assessments
- Perception Surveys
- Behavior Based Safety Observation Tools

Ohio BWC/BLS Data Reports

- www.bwc.ohio.gov
 - Safety Services
 - Featured Links
 - BLS Survey of Occupational Injuries and Illnesses
 - Statistics and Data

2012 Incident Rates

Non-fatal injury/illness recordable cases per 100 FTE

■ National	3.4
■ Ohio	3.2
■ Illinois	3.2
■ California	3.5
■ Pennsylvania	3.9
■ Indiana	3.9
■ Michigan	4.0
■ Kentucky	4.1

Industry	NAICS Code	Ohio	U.S.
Private Industry	All	3.2	3.4
Agriculture, forestry, fishing and hunting	11	2.8	5.5
Mining	21	2.1	2.1
Utilities	22	1.7	2.8
Construction	23	3.4	3.7
Manufacturing	31-33	4.2	4.3
Wholesale trade	42	2.8	3.3
Retail trade	44-45	3.5	4.0
Transportation and warehousing	48-49	4.8	4.9
Information	51	1.0	1.4
Educational services	61	1.3	1.9
Health care and social assistance	62	4.5	4.8
Other services, except public administration	81	2.2	2.5

2012 Incident Rate by Size

- Class size 1 (1-10 employees) 1.5
- Class size 2 (11-49 employees) 3.0
- Class size 3 (50-249 employees) 3.9
- Class size 4 (250-999 employees) 3.4
- Class size 5 (1000+ employees) 3.3

Questions?

- If you have additional questions, please check out our web site at www.bwc.ohio.gov and go to the safety services tab.
- You can also reach us by dialing 1-800-OHIOBWC and following the instructions.
- I will be happy to answer any questions you have at this time.