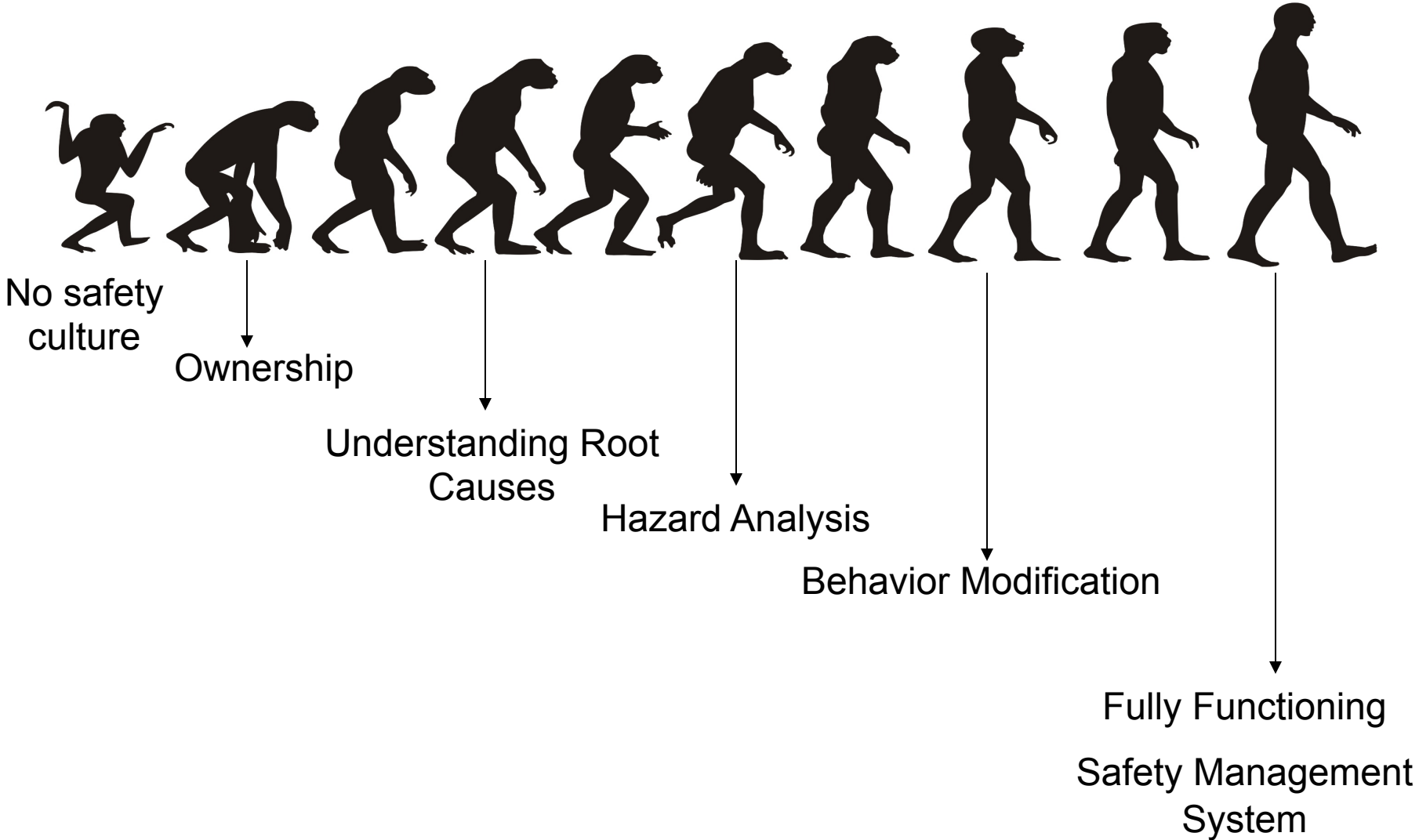




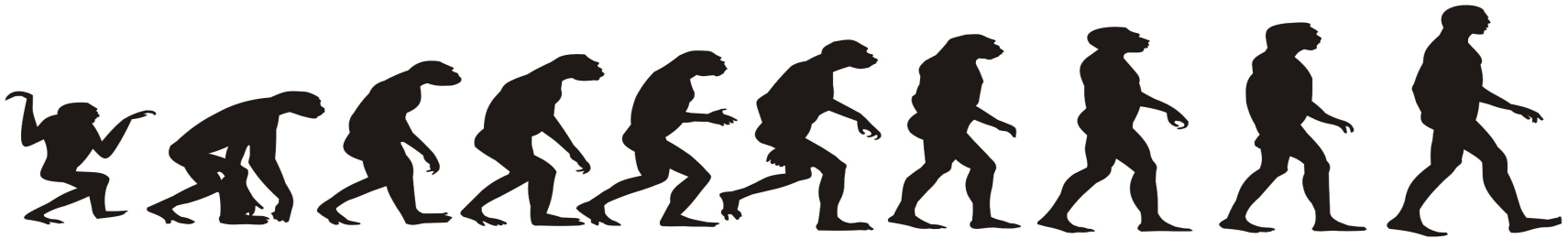
# Measuring Safety Culture

June 2012

# Safety Culture - Oversimplified



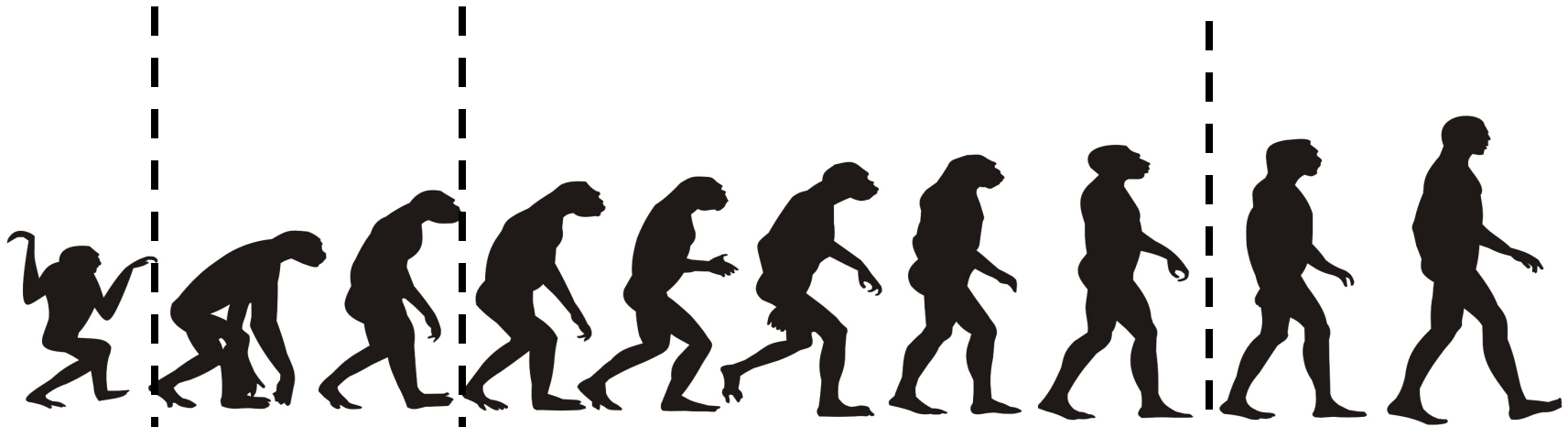
# Where Are We?



- Actions for improvement are different at each step – you leap from “bad” to “great” in one move.
- The wrong actions will be a setback – they will frustrate, confuse, discredit, and consume resources.
- Organizations are not monolithic – you can’t assume that all sites, even with similar histories, are the same.
- Culture not the same at all depths of organization – some aspects may not have penetrated to workforce.

- Fault/Blame for system failures.
- Perceived relationship between safety and:
  - Productivity.
  - Quality.
  - Customer Service.
  - Morale.
- Reliance on experience vs. systems for positive outcomes and performance.
- Relative attention to outcome management vs. process management.
- Performance measurement metrics and use of leading indicators.

# Fault/Blame for Injuries and Accidents



No one is at fault. It's just what happens in this business.

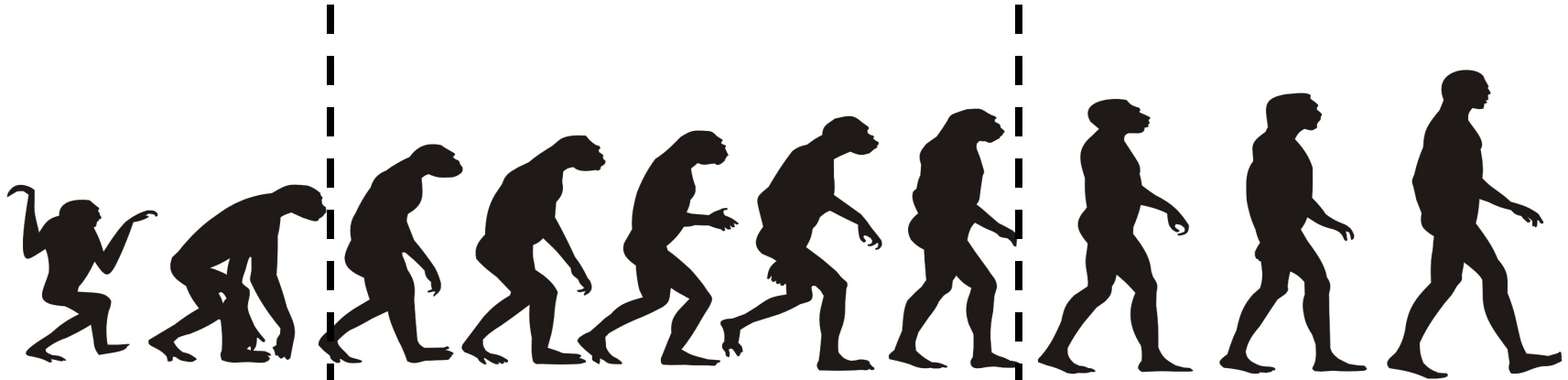
Blame the person most directly involved or impacted. They took a shortcut or weren't paying attention.

Managers, coworkers, and the injured share varying degrees of responsibility for the incident.

Blame falls to a faulty process:

- Hiring
- Training.
- Supervision.
- Job Design.
- Engineering.
- Etc.

# Safety vs. Productivity, Quality, Service, and Morale

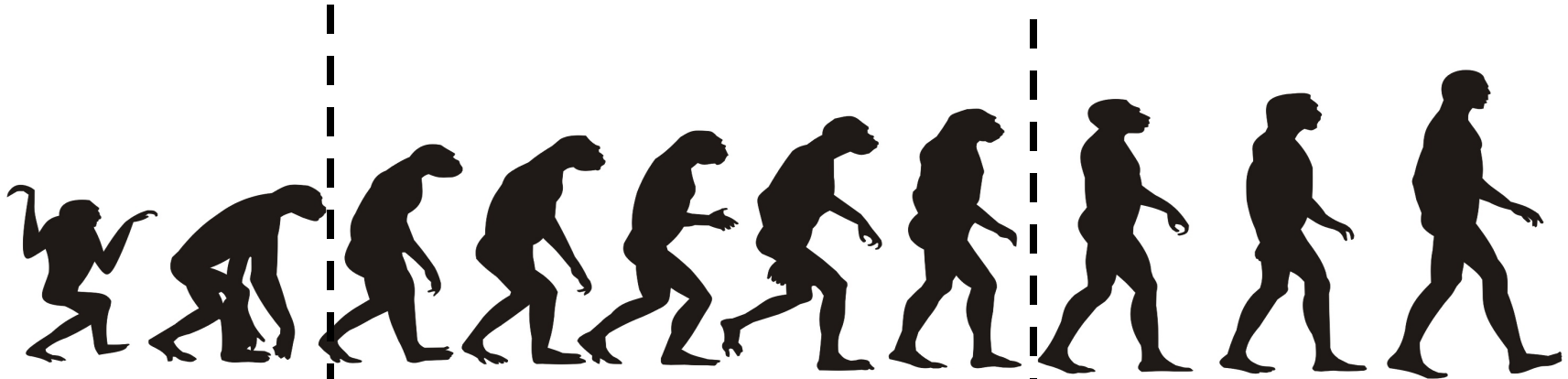


They are competing interests – advance one at the cost of the others.

They coexist – may conflict, have no relation, or support each other.

They reinforce and support each other – progress in one area means progress in all areas.

# “Experience” vs. Systems for Safety

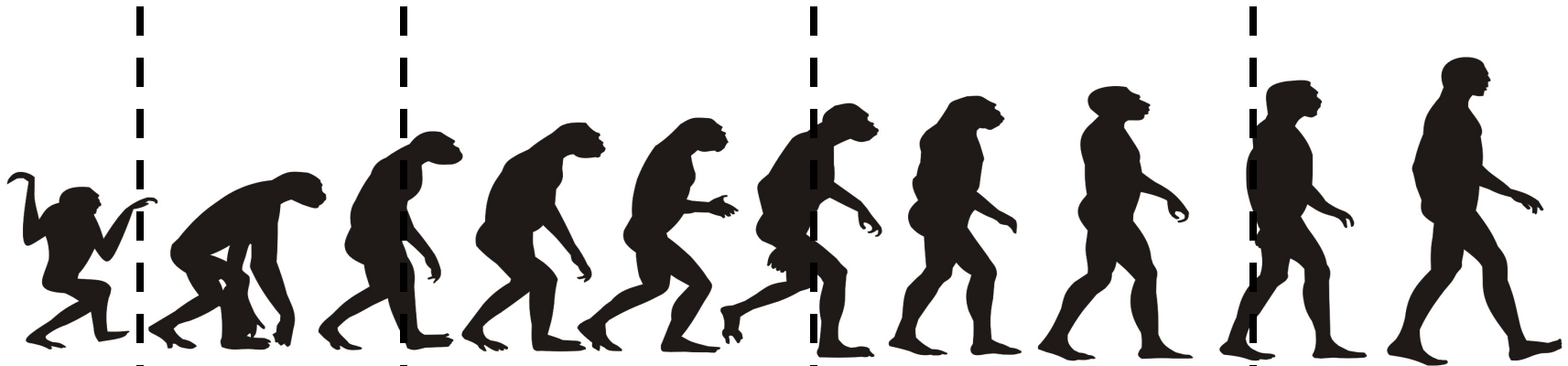


Complete reliance on personal experience to avoid injuries and accidents.

Reliance on a combination of personal experience, training, and experience of others to avoid injuries and accidents.

Reliance on training, mentoring, supervision, engineering, job structure, etc.

# Attention to Process vs. Outcome



No attention paid to either one.

Focus on events after the incident.

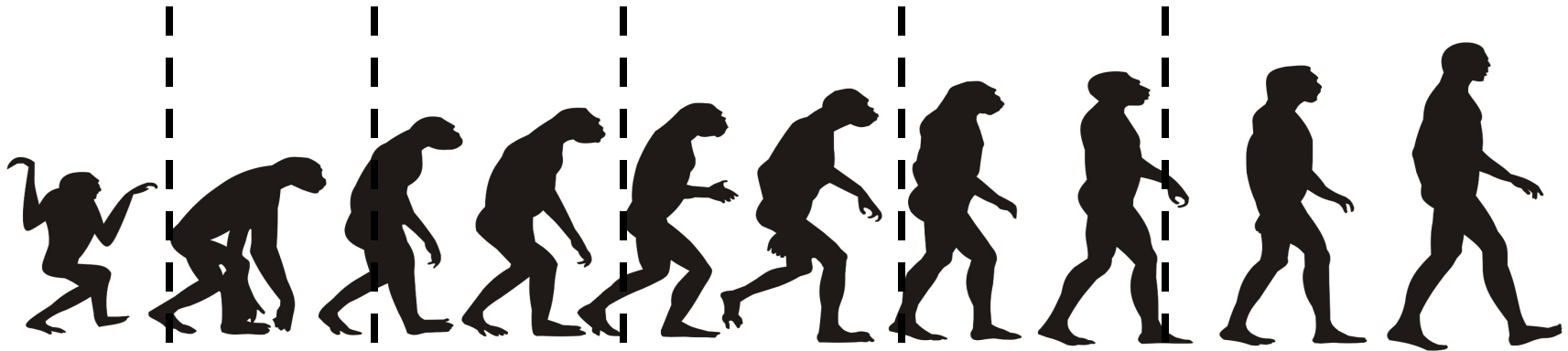
Focus on events at the time/place of the incident – immediate situation only.

Focus on events before the incident: planning, conditions, training, etc.

Focus on missed warning signs and other system failures.



# Measurement of Safety Performance



Not measured, no attention paid, or compliance only

Fatality Rates

Lost Time Rates.

Recordable Injury Rates

All injury rates, including near-miss reporting.

Leading indicators:

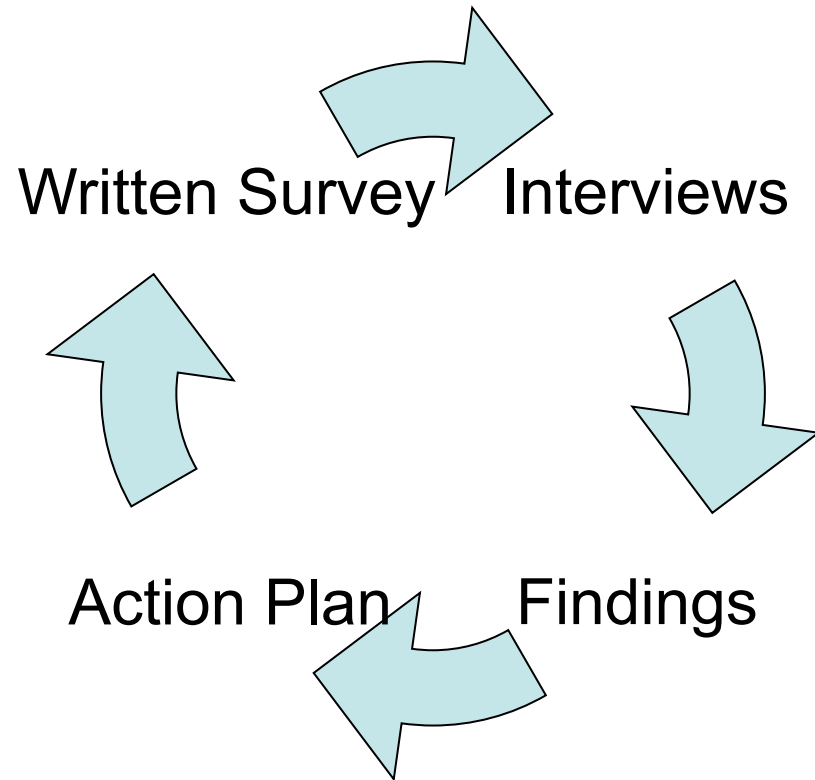
- Improvement activities.
- Personal involvement by line managers.
- Safe behavior audits.
- Etc.



- Don't believe everything you read.
  - RCA's, conventional audit results, etc. don't always show reality.
  - Culture can be far worse, but seldom better than it appears on paper.
  - Assessment must be in-depth, personal, professional, and confidential.
  - Also important to watch **how** they work, not just what they say.

- In-Depth evaluation of plant safety culture.
- Not graded or scored.
  - No attempt to manipulate or change findings.
  - Open to feedback.
  - As confidential as possible.
- Objective: performed by professionals from outside the site.
  - Performed on sites from 5 to 220 people.
  - PIP team ranges from 1-5 people.
  - Larger sites provide better, more detailed findings.
- Can uncover or confirm obstacles to safety performance improvement and opportunities.

# How the PIP Works



# Introduction and Survey



- Introduce purpose, process, and outcomes.
- 18 Question Survey.
  - Anonymous.
  - “Yes” or “No” answers for most questions.
  - Detailed answers allowed for ALL questions.
- Important to survey everyone possible.
  - Sets tone for rest of process.
  - Must include all shifts, departments, areas.
- Answers compiled and examined before interview process.

## Confidential Safety Perception Survey

Do not include your name. Answer all questions completely.

- | Yes                      | No                       |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Do you believe it's possible to have zero injuries at this plant? Why?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Are all injuries reported? If not, why?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Does management at this plant follow safety rules and enforce safe work practices? Why do you think that?            |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Is safety always the #1 priority at this plant? If not, what is?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Is required PPE <sup>1</sup> used consistently by managers and hourly employees?                                     |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. Are the safety meetings effective? Why?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. Is your safety training effective? Why?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. Is discipline for safety violations fair and consistent? If not, why?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 9. Are equipment and tools maintained in a safe working condition? Explain.   |
| <input type="checkbox"/> | <input type="checkbox"/> | 10. Are employees or managers ever under the influence of drugs or acohol at work?                                      |
| <input type="checkbox"/> | <input type="checkbox"/> | 11. Is fatigue a problem, i.e., does the amount of time spent at work affect performance?                               |
| <input type="checkbox"/> | <input type="checkbox"/> | 12. Do you believe that CEMEX genuinely cares about your safety? Why?   |
| <input type="checkbox"/> | <input type="checkbox"/> | 13. Do employees and managers communicate freely on safety issues?  |
| <input type="checkbox"/> | <input type="checkbox"/> | 14. Do you feel like management listens to your concerns about safety and other employee issues and is there follow up? |
| <input type="checkbox"/> | <input type="checkbox"/> | 15. Are safety hazards corrected in a timely manner? If not, why?   |
|                          |                          | 16. How many near miss <sup>2</sup> incidents did you experience or see in the last month?                              |
|                          |                          | 17. What is the most important thing that should be done to improve safety at this site?                                |
|                          |                          | 18. What safety "program or activity" has been the most important in helping you believe in Zero 4 Life?                |

<sup>1</sup> Hard hat, safety glasses with side shields and steel toed shoes.

<sup>2</sup> An incident that could have resulted in an injury, property damage or occupational illness, but didn't "i.e., a close call."

# Interviews

- Anonymous.
- Done in workplace whenever possible.
- Flesh out details from written survey.
- Responses compared for themes, consistencies.
- May reveal very different findings from survey and overall observations.



# Findings and Presentation



- Survey, interviews, and observations are all compiled and outlined in presentation.
- Complete PIP team meets with key managers.
- All details discussed.
  - Sometimes very positive or very difficult.
  - Names normally omitted.
  - Highlights perceptions vs. management intentions.
- Improvement plan outlined during meeting.

# Common Findings



- No one believes what you say in safety meetings – they watch how you work the other 99% of the time.
- “Open door” policies usually attract those with an agenda – managers have to seek more input.
- Bargaining unit representatives are not messengers. Don’t assume that the workforce is aware of something just because you’ve included a rep. in a meeting.
- Sometimes small or insignificant events can become iconic, and the workforce will react.
- Discipline is perceived far more often than it is administered.
- Making the safety message personal, and not about the company’s interests, will give you a huge headstart on employee buy-in.

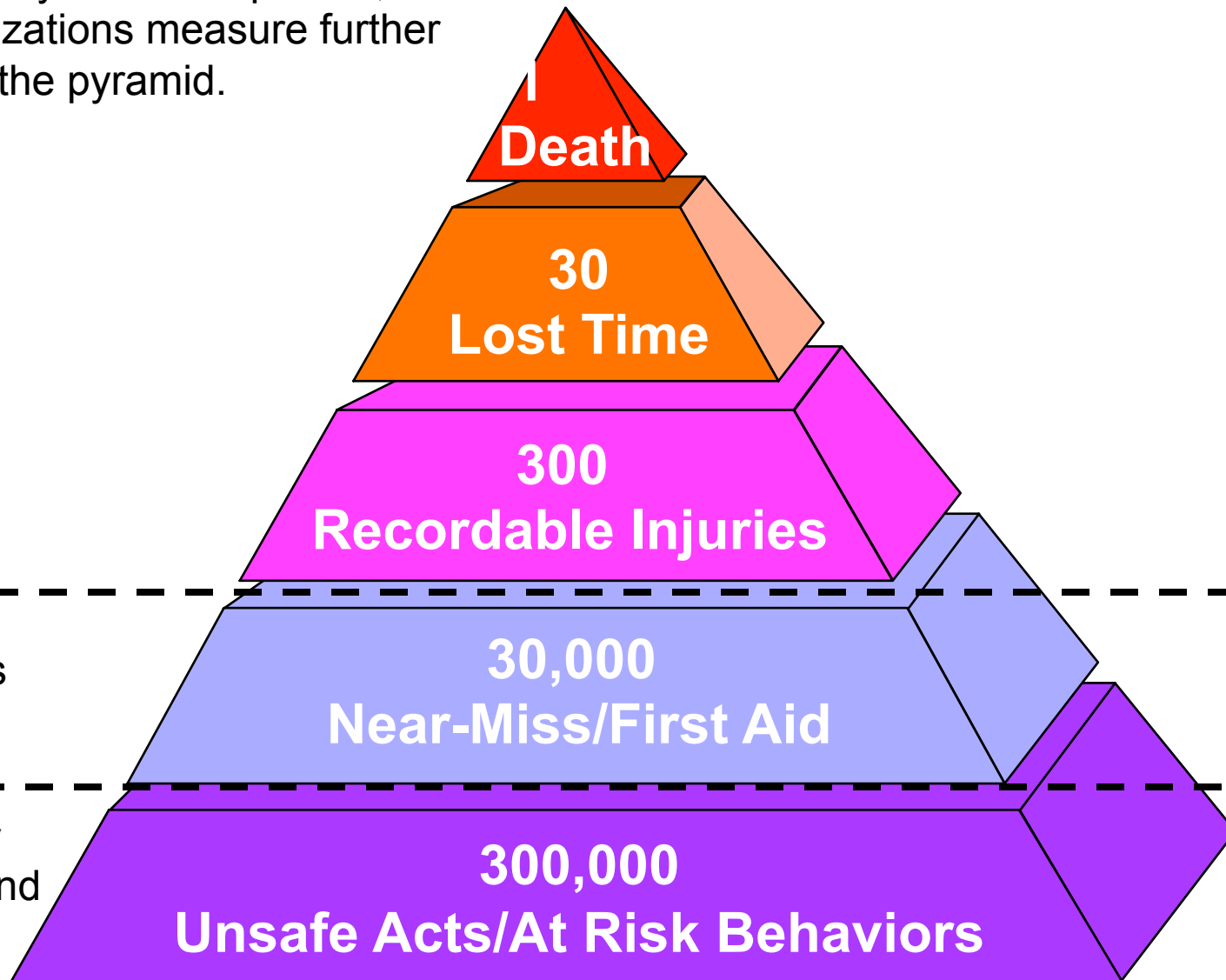




Thank you.

# How do you know you're working safely?

As safety culture improves, organizations measure further down the pyramid.



Near miss reporting

Safety Audits and SMS

