

3 SAFETY CULTURE

ANSWERS—QUIZ 1

1. a
 2. b
 3. b
 4. a
 5. b
 6. d
 7. Student may give simple definition: the common and generally accepted way people behave in the workplace, as it relates to safe behavior. The culture is a group's feeling that everyone has to cooperate for safety, and that everyone in the group will try to behave in a way that protects the safety of each other. If the workers believe in safety for themselves and others and then they act like safety matters in their everyday work, that is a workplace that has an active safety culture. Or student may give a more academic definition: the growth of a shared perception that the collective efforts of all employees and managers should preserve the health of all, reducing the potential that harm will come to any of the members of the workplace community
 8. The Chief Executive Officer (CEO) has to express support for safety and show it by his or her actions and decisions.
 9. Answer might focus on Unions' effectiveness in collective bargaining for safety issues. Or it might discuss how unions actively support specific changes to make a workplace safer, or how they might persuade change in a company's focus from disciplining the individual to such things as pre-incident planning.
 10. Steps toward change include: top-down actions by management showing a real commitment to safety; bottom-up individual line worker awareness of the personal benefits of safety; shared responsibilities for the safety of all; adequate and realistic training; auditing performance in the workplace; investing in safer equipment and less harmful materials and processes; and frequent sharing and communication of views by safety committee or otherwise.
3. a
 4. b
 5. d
 6. Student's answer will probably focus on how some workplaces will under-report injury situations, or induce supervisors to manipulate the system by putting injured workers onto light duty so as to lose no points in a rating scheme that is driven by lost work time.
 7. A safety culture requires managers to work on earning workers' trust for safety programs by communicating effectively; focusing on safety, not just production output, as a goal; consistently acting in favor of safety when choices are made; and involving employees in developing programs for change.
 8. Managers might "practice what they preach" in terms of safety by putting on protective equipment before passing through a noise-hazard or eye hazard area with facility managers and touring executives. The best management approach is to show that safety and health issues mean a great deal to the manager's career success.
 9. Aside from the CEO, the facility management team, front line supervisors, workers, union, purchasing officials, and safety professional need to participate in creating a safety culture.
 10. Possible answers include: There are not enough skilled machinists in the readily available labor pool to step in when one experienced machinist gets injured. The training and investment a company makes in a worker is lost if the worker fears that this job may kill or injure him or her. Risks scare away many job seekers.

ANSWERS—CASE STUDY

1. In the simplest terms, a safety culture means the common and generally accepted way people behave in the workplace, as it relates to safe behavior. The culture is the group's feeling that everyone has to cooperate for safety, and that everyone in the group will try to behave in a way that protects the safety of each other. If the workers believe in safety for themselves and others and then they act like safety matters in their everyday work, that is a workplace that has an active "safety culture." OR student might give a more academic answer: Growth of a shared perception that the

ANSWERS—QUIZ 2

1. b
2. a

collective efforts of all employees and managers should preserve the health of all, reducing the potential that harm will come to any of the members of the workplace community.

2. Some of the key participants in the development of a safety culture are the chief executive officer, the plant management team, the front-line supervisors, the workers, the union, the purchasing officials, and the safety professional.
3. Earning workers' trust for safety programs by communicating effectively; focusing on safety as a goal and not just a production output; consistently acting in favor of safety when choices are made; involving employees in developing programs for change. Answer might also include: providing a well-designed and clean work setting, clear communication within the plant; encouragement for employee safety feedback; positive values expressed to workers by management; a sense of moral and ethical concern toward worker health and safety.
4. Help workers understand where the risks exist and what needs to be changed; involve workers in plans for avoiding these risks; consistently improve and reinforce safe work practices of team members.