How Safety Climate Affects Safety Performance

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Today’s Discussion Leader

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How do you define safety?
How does your organization define HEALTH & SAFETY success?

How does your organization measure HEALTH & SAFETY performance?
Safety is *not* the absence of incidents.

Safety is the *presence* of DEFENSES.
Safety is not the absence of incidents. Safety is the presence of CAPACITY.
Safety CULTURE
SAFETY CULTURE - STAGES OF DEVELOPMENT

1. Safety is based on rules and regulations
2. Safety is considered an organizational goal
3. Safety can always be improved

IAEA TECDOC 1329
SAFETY CULTURE - STAGES OF DEVELOPMENT

Compliance

1. Safety is based on rules and regulations

- Problems are not anticipated – organizations react
- Communication between departments & functions is poor
- Low collaboration & little shared decision-making
- People are named, blamed, shamed, and retrained
- Very little listening or learning – internally or externally
- Management is seen as enforcement
- People are rewarded for obedience and results
SAFETY CULTURE - STAGES OF DEVELOPMENT

Best Practice

2. Safety is considered an organizational goal

• Know that culture is there – and worried about it
• No clue why added controls and training don’t work
• Management’s response to mistakes is more procedures
• Organization is interested in learning externally
• People / technology interface is valued only for efficiency
• People are rewarded for meeting (exceeding) goals
• No attention paid to long-term consequences
Learning Organization

3. Safety can always be improved

• Problems are anticipated – event prevention practiced
• Inter-departmental collaboration is strong and normal
• No conflict between safety and production goals
• Management is present during safety decisions
• Learn from others, both internally and externally
• Mutually supportive relationship between management & employees
• People are rewarded for improving process and results
SAFETY CULTURE - STAGES OF DEVELOPMENT

Compliance

Best Practice

Learning
What Statement Best Describes Your Organization’s Default Response to Failure?

Crime & Punishment
(Blame, Shame, & Retrain)

or

Diagnose & Treat
(Learn First, then Act)
Blame **SILENCES** communications

Blame **CUTS OFF** access to information

Blame **IMPEDES** learning

Blame **STIFLES** improvement efforts
You can EITHER

Blame & Punish

or

Learn & Improve

You CANNOT do BOTH!!
The Blame Cycle

- Human Error
  - More flawed defenses and error precursors
  - Latent organizational weaknesses persist
  - Management less aware of jobsite conditions
  - Less Communication
  - Reduced trust
  - Individual counseled and/or disciplined

No blame cycle.
"The single greatest impediment to error prevention in the medical industry is that we punish people for making mistakes."

Dr. Lucian Leape - Professor, Harvard School of Public Health

Testimony before Congress on Health Care Quality Improvement

Source: www.Healthdatamanagement.com
Learning is **DELIBERATE!**

- It is a deliberate choice, after an event, to choose to learn from it.
- It is deliberate work design to create opportunities to learn from successful work.
- Both are vital to success

**Aviation Safety Action Programs (ASAP)**

- If a mistake, error or violation is made and
  - It is reported accurately and promptly
  - It does not involve criminal activity, substance abuse, controlled substances, alcohol or intentional falsification
- No punitive actions will be taken

**The Result**

**2010-2018, per NTSB**
- Over 85 million departures
- Over 7 billion passenger enplanements

**One fatality**

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Building a Learning Culture: A Learning Organization

- Learn from EVENTS, NORMAL WORK AND SUCCESSES
- Learning is integrated into all stages and aspects of work
- Learning happens at all levels of the organization
- LISTENING is required in order to learn; listening is a skill and takes practice
- Learn first, then improve - otherwise you might just have made things worse!
- Top organizations are obsessed with learning!
“In a world of change, the learners shall inherit the earth,

while the learned shall find themselves perfectly suited for a world that no longer exists.”

- Eric Hoffer
Renaissance in Health & Safety

• Driven initially by FSII (Fatal & Serious Injuries & Illnesses) Prevention

• Propelled by the realization that some of the fundamental concepts that underpin our profession required re-examination

• Recognizes the growing COMPLEXITY of operations and work

• Increased emphasis and more sophisticated understanding of RISK

• Intensified focus on LEARNING
Renaissance in Health & Safety

• Shift to **SYSTEMS** thinking

• Understands and is elevating the importance of building **RESILIENT** systems

★

• Renewed value, appreciation, and respect for **WORKERS**

• Deeper understanding of the **ROLE** of **SENIOR LEADERS** in setting the **TONE** and **EXPECTATIONS** for the organization
How is the HEALTH & SAFETY Function Perceived in Your Organization?
Health & Safety Perception?

- Compliance Police
- Firefighters
- Necessary Cost
- Adjunct Responsibility
- Priority

- Priority
- Value
- Business Enabler
- Business Partner
Health & Safety <-> Business Success

Safety Incidents <-> Organizational Health

Safety Perceptions <-> Quality

 <-> Productivity

 <-> Operating Performance