Six Principles for A Successful Safety Culture

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Safety Management Principles

Build a Culture of Engagement	Employ a Management Systems Approach	Effective Injury Prevention
Employee engagement (enthusiasm) is fostered by the opportunity to achieve, fair and consistent accountability, and positive recognition. Engagement results in more "want to" and less "have to", along with high job satisfaction and positive attitudes. A culture of safety begins to develop when safe behaviors (not just outcomes) are recognized and rewarded in the organization.	Safety should be managed like any other key business activity, using a structured plan-do-check-act process, specific goals and measurement, and strong line management accountability. Safety should be integrated into day-to-day training and operations processes wherever feasible.	We will use a variety of tools to identify hazards; employ a flexible, risk-based approach to prioritize hazards for efficient response; recognize the inevitability of human error and build in the ability to fail safely. We will rely on design and engineering methods to control hazards whenever feasible and will continually evaluate and deploy new technology where practicable to further reduce reliance on human behavior.
Positive Language, Goals and Accountability	**Positive Performance Metrics**	**Continuous Improvement Focus**
Negative language and fear is dis-engaging. We will strive to use positive, achievement-based language and metrics in goals, written programs, training materials, and safety communications. We need to communicate how safety matters to our individual and collective success in a positive way. We must clearly define desired behavior, measure it and provide clear, consistent feedback, and then make those behaviors matter with positive reinforcement.	Incident rates alone are not an effective measure of safety, and upstream measurement of behavior is needed to have confidence in the safety system. We need metrics that connect daily actions to safety goals. A truly safe workplace is one where we *know* that practice matches policy and procedure, and we recognize and reinforce what we do right.	Employees don't make accidents; they are heirs to weaknesses in our culture and systems. We recognize that everyone's decisions probably made sense to them at the time, so when something goes wrong, we will focus on the "why" rather than the "who", and we will treat near misses and human error as learning opportunities.

Build a Culture of Engagement

Employee engagement (enthusiasm) is fostered by the opportunity to achieve, fair and consistent accountability, and positive recognition. Engagement results in more "want to" and less "have to", along with high job satisfaction and positive attitudes. A culture of safety begins to develop when safe behaviors (not just outcomes) are recognized and rewarded in the organization.

Employ a Management Systems Approach

Safety should be managed like any other key business activity, using a structured plan-do-check-act process, specific goals and measurement, and strong line management accountability. Safety should be integrated into day-to-day training and operations processes wherever feasible.

Occupational Health & SafetyManagement System (OHSMS) (based on ANSI Z-10)
1.0 Management Commitment & Leadership
2.0 Planning & Allocation of Resources
3.0 Roles, Responsibilities, Accountability, Authority
4.0 Employee Participation/Engagement/Ownership
5.0 Operational Planning & Control
6.0 Hazard Assessment & Prioritization
7.0 Hazard Control Systems
8.0 Training & Communications
9.0 Contractor Management
10.0 Emergency Preparedness & Response
11.0 Performance Verification, Corrective Action Tracking
12.0 Management Review & Continuous Improvement

OSHA Voluntary Protection Program Safety Management System

https://www.osha.gov/sites/default/files/enforcement/directives/CSP_03-01-005.pdf

1. Management Leadership and Employee Involvement
2. Worksite Analysis
3. Hazard Prevention and Control
4. Safety and Health Training

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SAFETY MANAGEMENT SYSTEM

1.0 Management Commitment & Leadership	
1.1	Safety principles/Values statement crafted and published
1.2	Well-defined, tracked, communicated goals that go beyond injury rates
1.3	Visible senior management participation in safety program activities
1.4	Adequate, timely resources/staff to achieve program objectives
1.5	Management accountability for meeting program goals and objectives
1.6	Roles & responsibilities for meeting program objectives defined at all levels
2.0 Employee Engagement	
2.1	Positive language in policies, program documentation
2.2	Achievement-based performance goals, positive language feedback, recognitio
2.3	Meaningful employee involvement in safety program activities
2.4	Hazard reporting, tracking and feedback system
2.5	Communicated and effective Stop Work Authority
3.0 Hazard Identification & Control	
3.1	Systems for regular hazard identification/prioritization. e.g., inspections, JSA's
3.2	Change management system for new equipment/process review/chemicals
3.3	Pre-task controls (not vulnerable to human error) for high risk tasks
3.4	Occupational health hazard recognition/evaluation, follow controls hierarchy
3.5	Ergonomic demands review/assessment
3.6	Tracking & reporting/feedback system for corrective actions

4.0 Training & Development	
4.1	All ee's understand safety mission, values, expectations, rights/NEO
4.2	Supervisors/managers trained in safety coaching, feedback, expectations
4.3	System to evaluate/review training effectiveness (knowledge/skill checks)
4.4	Ongoing development/networking/training opportunities - ee's, safety staff, supvs
5.0 Performance Verification & Continuous Improvement	
5.1	Systems for incident reporting (w/ risk assessment), analysis & corrective actio
5.2	Auditing of compliance programs and behavior standards
5.3	Data analysis and reporting - injury trends, loss history, audit findings
5.4	SMS, data and goals reviewed regularly by Sr. mgmt, SMS updated as needed
6.0 Administrative Programs /Loss Exposures	
6.1	OSHA programs & documentation management
6.2	Emergency preparedness /Life safety processes
6.3	Workers' comp management systems
6.4	Fleet safety program - Driver qualification, monitoring, feedback

Effective Injury Prevention

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Example Risk Assessment

3 Certain	3	6	9
2 Possible	2	4	6
1 Unlikely	1	2	3
X	1 Minor Hurt	2 Recordable	3 Life Altering

Normal Job/Task Variance

Something went wrong, but it's within the expected scope of the job/task. If this event is repeated, the expectation of a significant injury or property damage is low.

Coaching opportunity or on-the-spot quick fix; manage, but no need to document

Near Miss

Reasonable/realistic potential for medical treatment injury or significant property damage if this event is repeated. There was no significant injury/damage this time mostly due to luck.

Document as a near miss.
Follow up with corrective action.

Positive Language, Goals and Accountability

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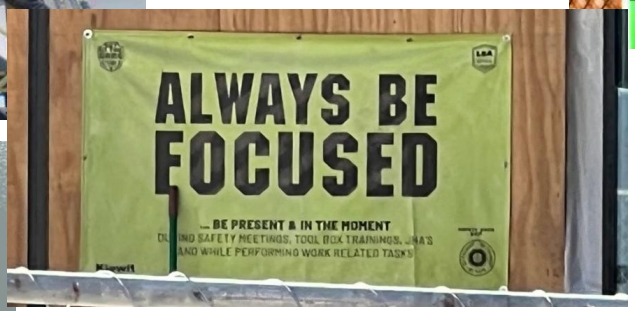

Positive Performance Metrics

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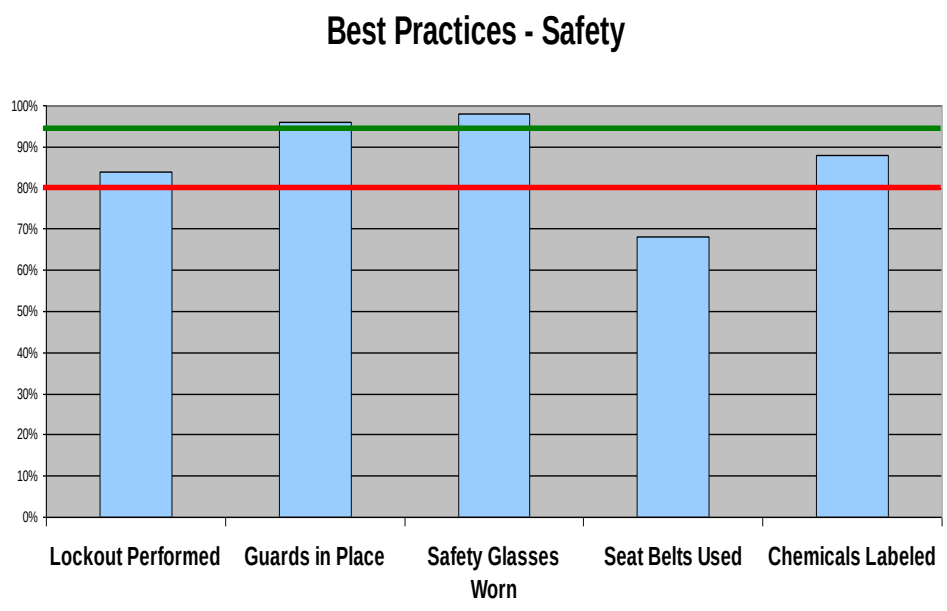

Continuous Improvement Focus

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