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Building a Culture of Safety Beyond a Pandemic

Chuck Pettinger, Ph.D.

Predictive SOLUTIONS
AN INDUSTRIAL SCIENTIFIC COMPANY

Accelix™

Webinar Series

Chuck Pettinger, Ph.D.

Process Change Leader,
Predictive Solutions

- Received doctoral degree under Scott Geller, Ph.D., at Virginia Tech

- 30 years of experience designing, implementing and evaluating culture change initiatives

- Helps organizations assess culture, engage leadership, and predict Injuries

- Twice named "*101 Top Leaders in Safety*" by *ISHN*

Predictive Solutions
Vision & Strategy

➤ **Our Vision:**
To eliminate death
on the job by 2050.

➤ **Our Strategy to Achieve Vision:**
We save lives,
by predicting workplace injuries.

We Need to STOP
Reacting to Injuries...

And START
Predicting Them!

POLL QUESTION No. 1

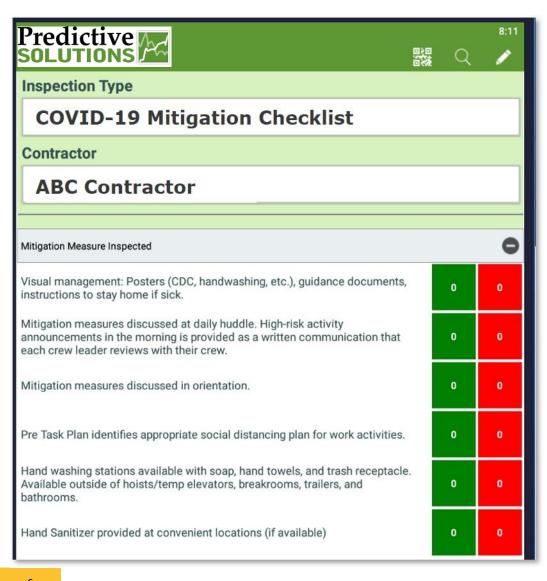**?** How concerned are you that COVID-19 is negatively impacting your culture?

(Click only one answer)

- Extremely concerned

- Somewhat concerned
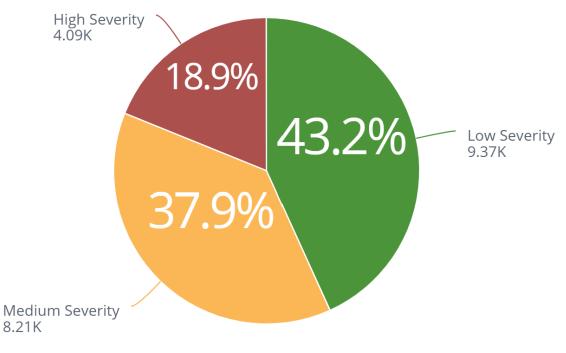
- Not that concerned

- Not sure

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COVID - Data Analysis

- **1,008,000 Total Observations**

- **24,295 Opportunities**

- **5,214 Different Observers**

High Severity
4.09K

18.9%

43.2% — Low Severity
9.37K

37.9%

Medium Severity
8.21K

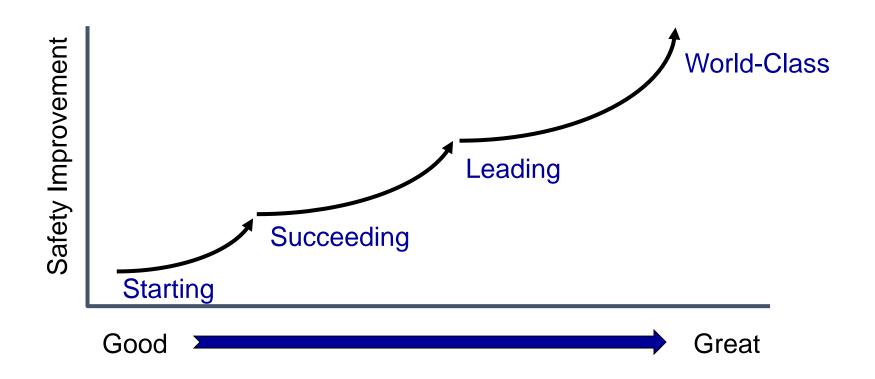■ Low Severity   ■ Medium Severity   ■ High Severity

Assessing Culture is Vital for Growth

Cultures Ebb and Flow...Change is Constant

When do safety cultures most often change?

Agenda

Building a Culture of Safety Beyond a Pandemic

- Organizational Climate vs Culture

- Culture of Safety: Creating a Step-Change

- Leading a Culture of Safety

- Case Study: Leading a Culture of Safety

Climate vs. Culture

Climate:

Experientially based description of what people see and report happening to them in an organizational situation. Climate can be seen as a *leading indicator* of culture.

Culture:

Instead of descriptions of what happens, it defines **WHY** things happen.

(Schein, 1991, Dennison 1996, Schneider, 2000, Schein, 2000)

Difference Between Climate and Culture

Climate:

- Perceptions of what the organization is like in terms of practices, policies, procedures, routines, and rewards.

- Focus is on the situation and its link to the perceptions, feeling, and behaviors of employees.

- Temporal, subjective, & subject to manipulation.

- More immediate than culture.

Culture:

- Employees' fundamental ideologies and assumptions.

- Influenced by symbolical events and artifacts.

- More stable than climate and strong roots in the organization's history.

- Resistant to manipulation.

- Deeper phenomenon that reflects core values and underlying ideologies and assumptions.

"Safety Culture"

"The product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organization's health and safety management."

- U.K. Health and Safety Commission

How Do We Measure a World Class Safety Culture?

...Through

"Cultural Proxies" or

"Leading Indicators"

Cultural Proxies:

Conditions or behaviors that are representative of a good culture.

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Fortune Article Exercise:
See Your World-Class *Safety Culture*

You are writing a Fortune Magazine article about your world-class safety culture, what will it look like? How did you know things have changed? What do employees and leadership do the same, and/or differently?

Write down some ideas as to what your evolved Safety Culture would be like. Be sure to list culture characteristics (values, behaviors, leadership & environment) and safety characteristics (processes, systems, rules & regs, training).

 If you walked on/into a great dept/project…what would it look like?

_____

_____

_____

_____

_____

_____

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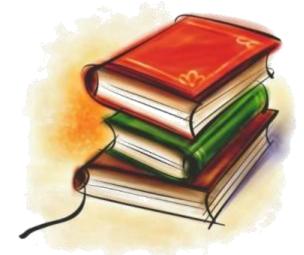# How is
Safety Motivated?

Internal or External?

How Do We Create a Culture of Safety?

Make it Personal

Trust

Active Caring

Safety Step-Change

or

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How Do We Create a Culture of Safety?

...through

Making Safety Personal

Responsibility

VS.

Accountability

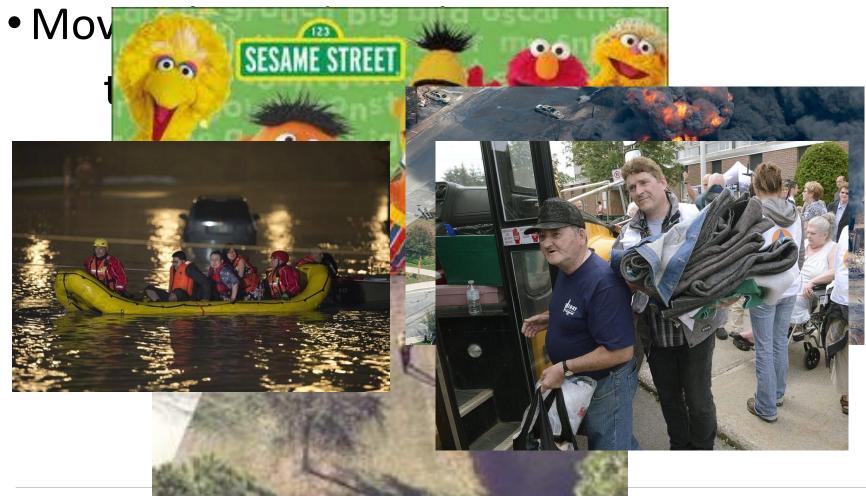# How Do We Create a Culture of Safety?

Make it
Personal

Safety
Step-Change

Active
Caring

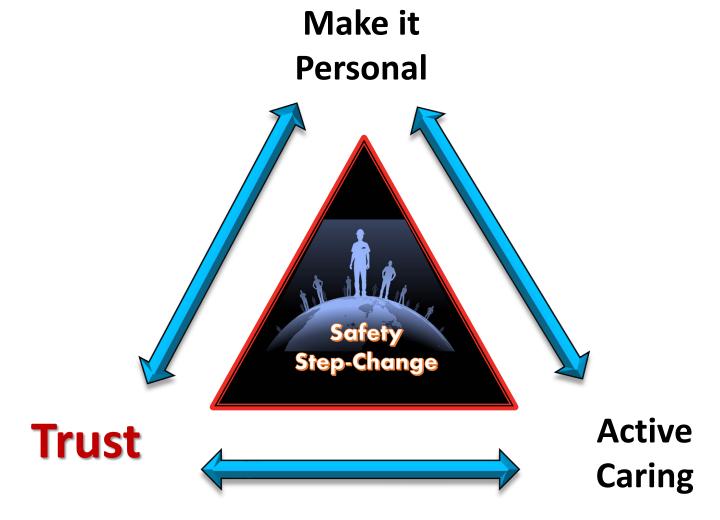FLUKE
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Active Caring

- Scott Geller, Ph.D. – Virginia Tech

- Mov

How Do We Create a Culture of Safety?

Make it
Personal

Safety
Step-Change

Trust

Active
Caring

How is Trust Important to Safety Culture?

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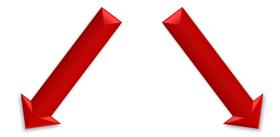
Trust

Firm reliance on the integrity, ability, or character of a person or thing.

Trust in:

Intentions   Behaviors

Most Important for Safety Culture?

Trust in <u>Management</u>:

❯Intentions   ☐

❯Behaviors   ☒

Trust in <u>Coworker</u>:

❯Intentions   ☒

❯Behaviors   ☐

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Management is
doing things right…

Leadership is
doing the right things

- Peter Drucker

Today's Companies
are **over managed**
and **under lead**

- John Kotter

Safety Management or Leadership?

- ➢ ***Supervisors*** perform their jobs by creating output through the efforts of others.

- ➢ Supervision = Management + Leadership:

  \- "**Management**" is holding people accountable for their behaviors.

  …Supervisors Manage Behaviors

  \- "**Leadership**" is inspiring others to feel responsible for their own behaviors.
  …Supervisors Lead People

Involvement vs. Engagement?

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Leadership Scorecards

➢ **Safety is overall 20% of total scorecard**

– 50% "Leadership Metrics"

– 20% ORIR
– 30% DART

➢ **Leadership incentive**

– Leadership metrics must be met first
  • No pay out on ORIR & DART if not met

➢ **Executive scorecard Leadership measurements**

– Crew observations

– Safety meeting participation

– Regional safety reviews

Leadership Engagement Goals

Executives & Directors:

➢ **Conduct Crew Visits**

- <u>Executives</u>: 3 per quarter minimum (required)
- <u>Directors</u>: 6 per quarter minimum (required)

➢ **Leadership Engagement Activities**

- <u>Executives</u>: Pick 4 activities (minimum) per year
- <u>Directors</u>: Pick 4 activities (minimum) per year

Leadership Engagement Activities

Select any 4 of the following activities per year:

- Attend safety meetings

- Participate in safety recognition events

- Active involvement in union safety team efforts

- Kick off safety leadership training events

- Kick off safety compliance training efforts

- Develop & implement safety action plan

- Lead a team in identifying key issues that need resolution

- Implement system induced solutions

- Create & implement proactive initiatives

- Conduct & complete area safety reviews

Leadership Engagement Goals

Managers & Supervisors:

> ### Conduct Crew Visits

- Managers: 6 per quarter minimum (required)
- Supervisors: 9 per quarter minimum (required)

> ### Leadership Engagement Activities

- Managers: Pick 6 activities (minimum) per year
- Supervisors: Pick 12 activities (minimum) per year

Senior Leadership Engagement Questions

1. What are you working on today?

2. What's the worst thing that could happen?

3. What are you doing to prevent it?

4. What can I do to help?

Leadership Analytics

Before Step-Change Engagement: 200 Crew Visits/mo.

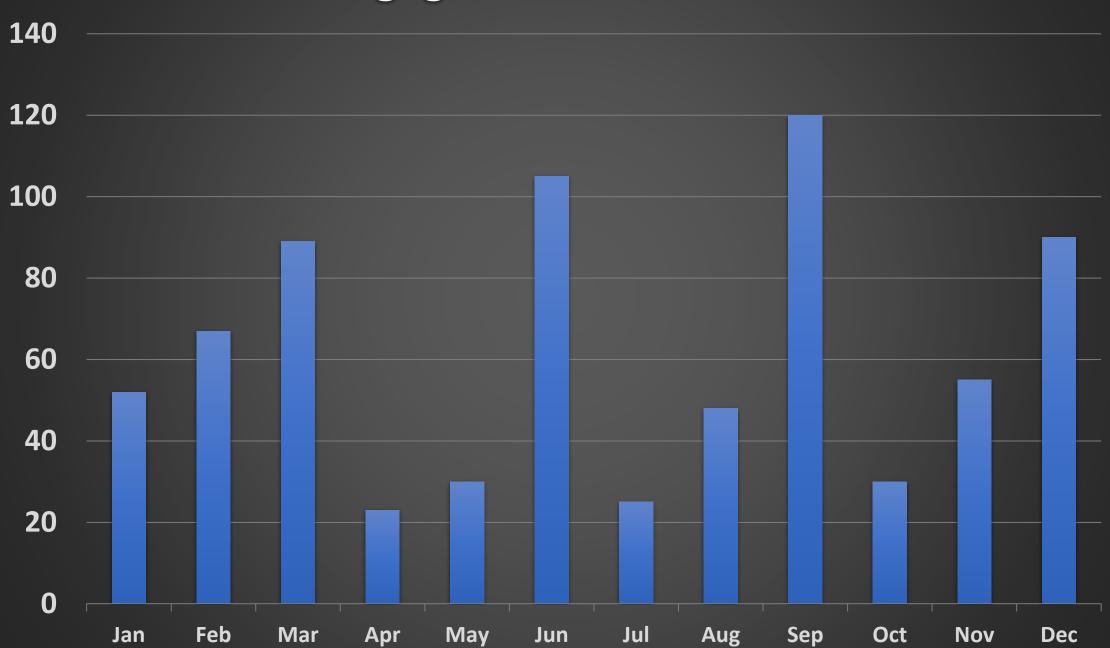**Post Step-Change Engagement: 1300 Crew Visits/mo.**

Safety Crew Observations - Managers & Supervisors														
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	
2010 Monthly Target	0	1,126	1,206	1,142	1,135	2,325	1,095	1,101	1,168	1,084	1,084	1,156	13,622	On
2010 Monthly Actual	521	960	1,459	1,452	1,561	1,502	1,333	1,250	1,526	1,317	1,110	1,265	15,256	On
2010 YTD Target	0	1,126	2,332	3,474	4,609	6,934	8,029	9,130	10,298	11,382	12,466	13,622	13,622	On
2010 YTD Actual	521	1,481	2,940	4,392	5,953	7,455	8,788	10,038	11,564	12,881	13,991	15,256	**15,256**	On

Safety Crew Conversations - Directors and Above						
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total	
2010 Quarterly Target	55	66	66	67	254	On
2010 Quarterly Actual	123	106	100	91	420	On
2010 YTD Target	55	121	187	254	**254**	On
2010 YTD Actual	123	229	329	420	**420**	On

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Crew Visits Positively Impact Safety Culture

Employee Top Two Box Agreement With "I Feel Comfortable Talking About Close Call/Near Miss With Manager/Supervisor" By Number Of Supervisor Crew Visits

Percent of Respondents Top 2 Box

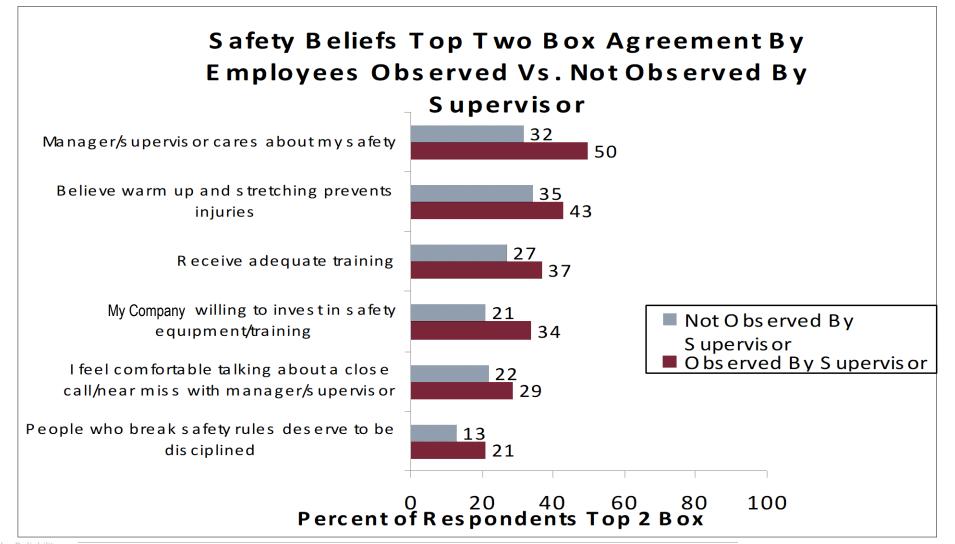| None	1 to 5 times	6 to 10 times	11 to 15 times	16 to 20 times	21 or more times
22	27	29	35	38	38

- **The more times leadership observes an employee, the more likely he/she is to bring up a near miss**

- **An employee proves more likely to believe his/manager cares when he/she is observed**

- **Leaders view crew observations as an opportunity to commend and encourage safe behavior**
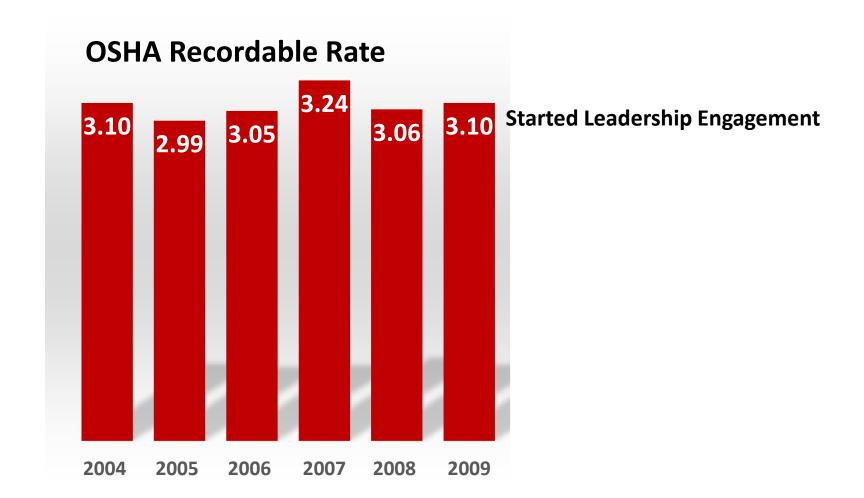
Crew Visits Positively Impact Safety Culture

Safety Beliefs Top Two Box Agreement By Employees Observed Vs. Not Observed By Supervisor

Belief	Not Observed By Supervisor	Observed By Supervisor
Manager/supervisor cares about my safety	32	50
Believe warm up and stretching prevents injuries	35	43
Receive adequate training	27	37
My Company willing to invest in safety equipment/training	21	34
I feel comfortable talking about a close call/near miss with manager/supervisor	22	29
People who break safety rules deserve to be disciplined	13	21

Percent of Respondents Top 2 Box

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Did It Make a Difference?

OSHA Recordable Rate

Started Leadership Engagement

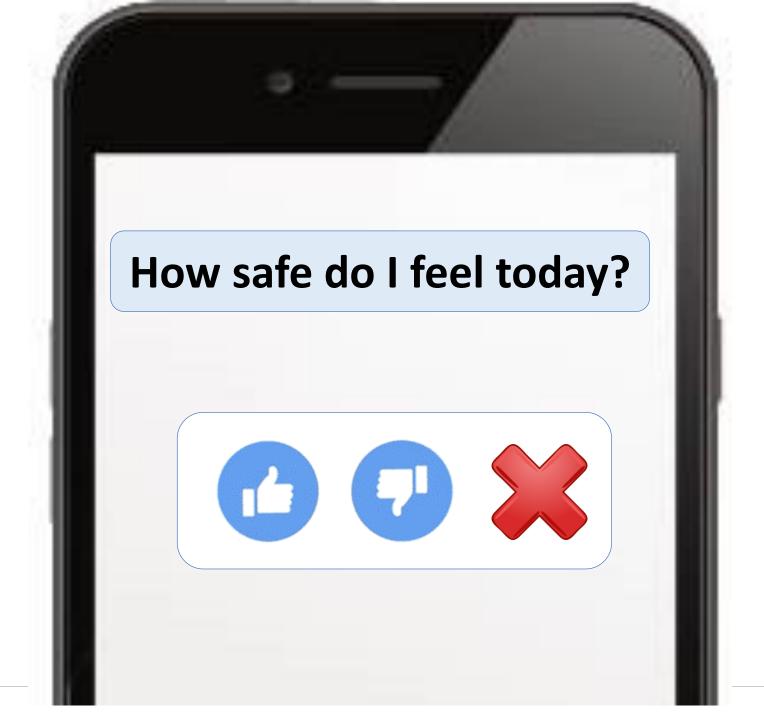| Year	Rate
2004	3.10
2005	2.99
2006	3.05
2007	3.24
2008	3.06
2009	3.10

Measuring Culture by "Pulse" Surveys

Pulse Surveys:

- One or two questions every 1-2 weeks
- Easy to understand and answer
- Seen as non-intrusive
- Choice of anonymity can be proxy
- Used by HR to assess employee engagement
- Also used to assess training retention

Cultural Pulse Metrics

- Leadership
- Recognition
- Collaboration
- Developmental
- Performance
- On/off boarding
- Feedback
- Suggestions

- Participation
- Customer Loyalty
- Customer Churn
- Advocacy/Pride
- Wellbeing
- Employee Churn
- Satisfaction
- Growth/Succession

We Need to STOP
Reacting to Injuries...

And START Creating a
Culture of Safety!

Clarifications?

?

Thank you!

Chuck Pettinger, Ph.D.

cpettinger@predictivesolutions.com

540.230.7233

Process Change Leader, Predictive Solutions

<u>Nex</u>t webinar: Understanding CbM tools that impact the P-F curve

BEST PRACTICE WEBINAR

Wednesday, Sept. 30, 11 a.m. ET

Understanding condition-based maintenance tools that impact the P-F curve

A distinguished panel of Fluke Reliability experts – **John Bernet** (top left), **Gregory Perry** (top right), and **Dries Van Loon** (bottom center) -- discuss the merits of Inherent Availability condition-based maintenance strategies, tools, and techniques designed to help find the earliest signs of potential component failure.

These techniques include oil analysis, ultrasound, motor circuit testing, vibration, and thermography. Which ones are most critical to you? Which ones are the most complicated? We'll provide extended time for Q&A.

Join us!

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