

'SAFETY CULTURE' ASSESSMENTS

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Why are we here?



Recently

- (h) Safety Culture Assessment. The stationary source shall conduct a safety culture assessment. The assessment shall be based upon a method listed in the Contra Costa County CalARP program guidance document or shall be reviewed by the department to determine substantial equivalency. The initial assessment shall be performed by one-year following the revisions to the industrial safety ordinance guidance document that addresses the safety culture assessment, and at least once every five years thereafter. The safety culture assessment will be reviewed during the audit and inspection of the stationary source. The department may perform its own safety culture assessment after a major chemical accident or release or the occurrence of any incident that could reasonably have led to a major chemical accident or release, or based on department audit results of the stationary source.

Safety Culture Assessment done:

- ✓ Initially
- ✓ Every 5 years
- ✓ Perhaps by department after major event

What are we going to talk about?

1. What is culture?
2. What does this have to do with safety?
3. How do we assess cultures?
4. Case study

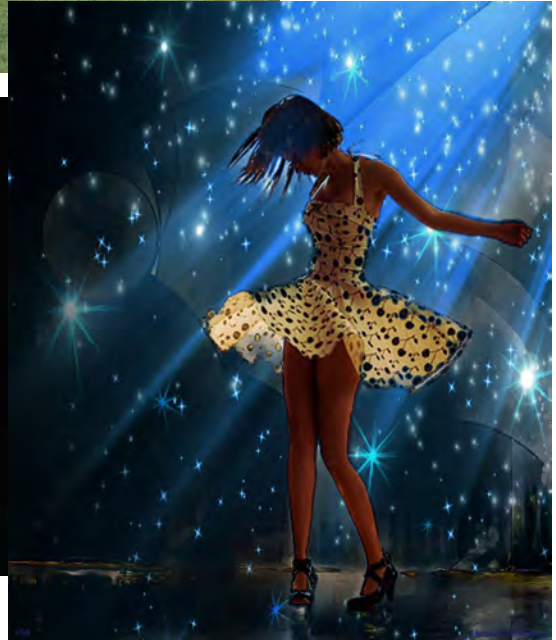
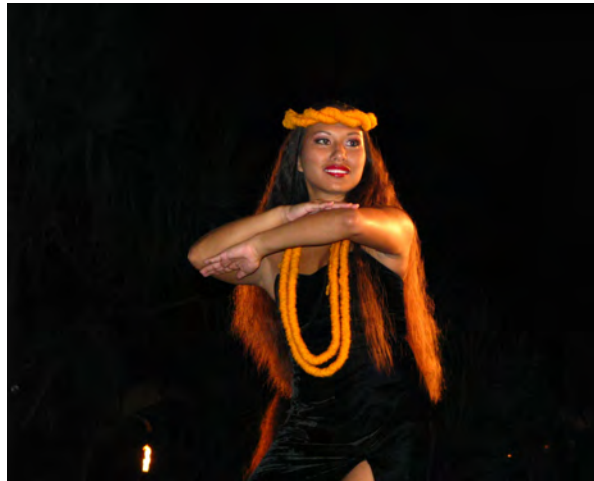
What is culture?

Basic definition

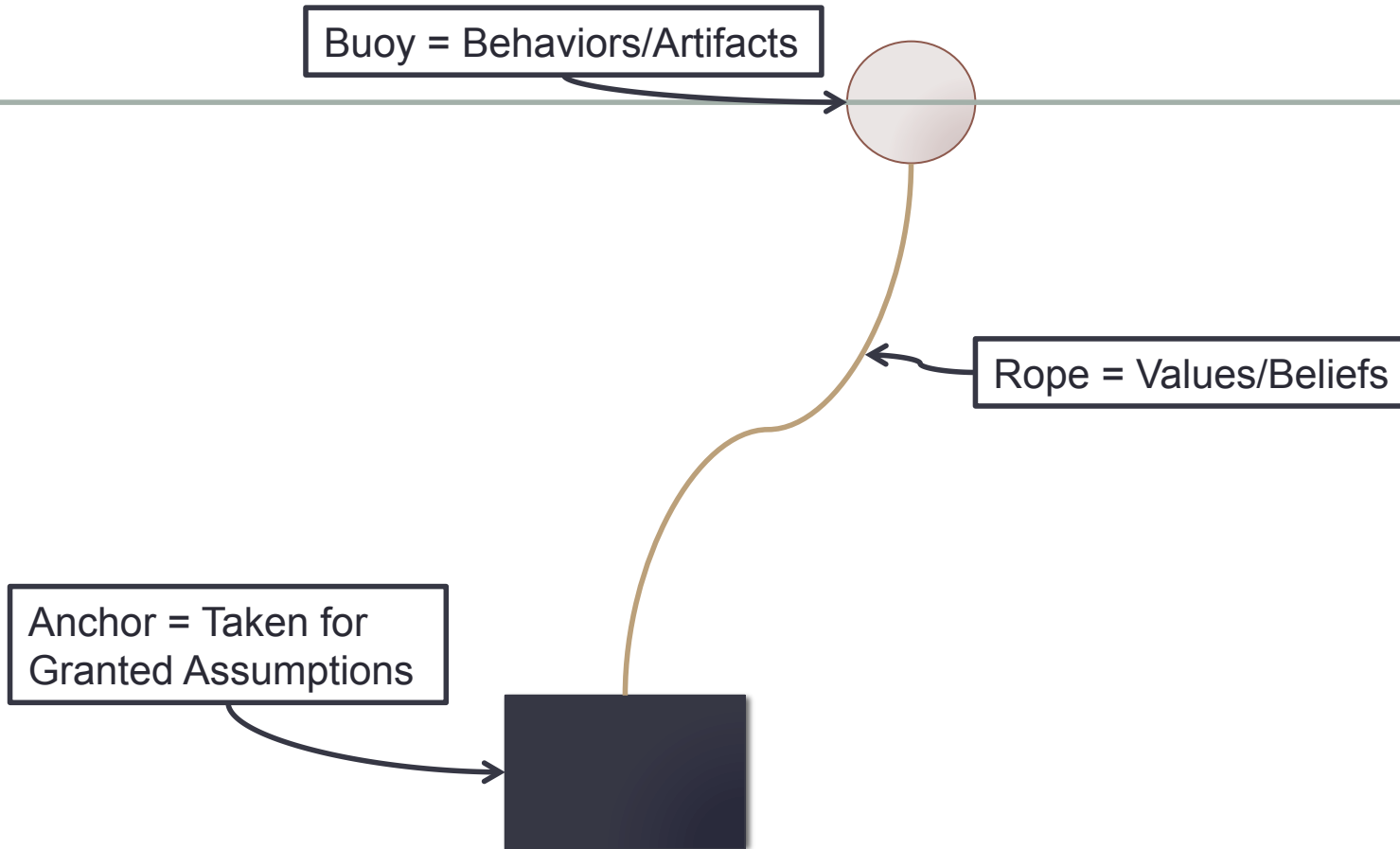
Shared patterns of
learned behavior

Inherently tied to
environment

Behaviors, beliefs,
values, etc. that
increase probability of
success



Schein Model of Organizational Culture



Some implications

1. All established groups have a culture.
2. Culture is a group phenomenon.
3. Culture is not the only (or even primary) influence on behavior.
4. Cultures cannot be understood without also understanding their context.
5. Culture is very hard to see from the inside.
6. Cultures, on their own, are neither good nor bad.
7. Culture change is hard.
8. Culture change is scary.

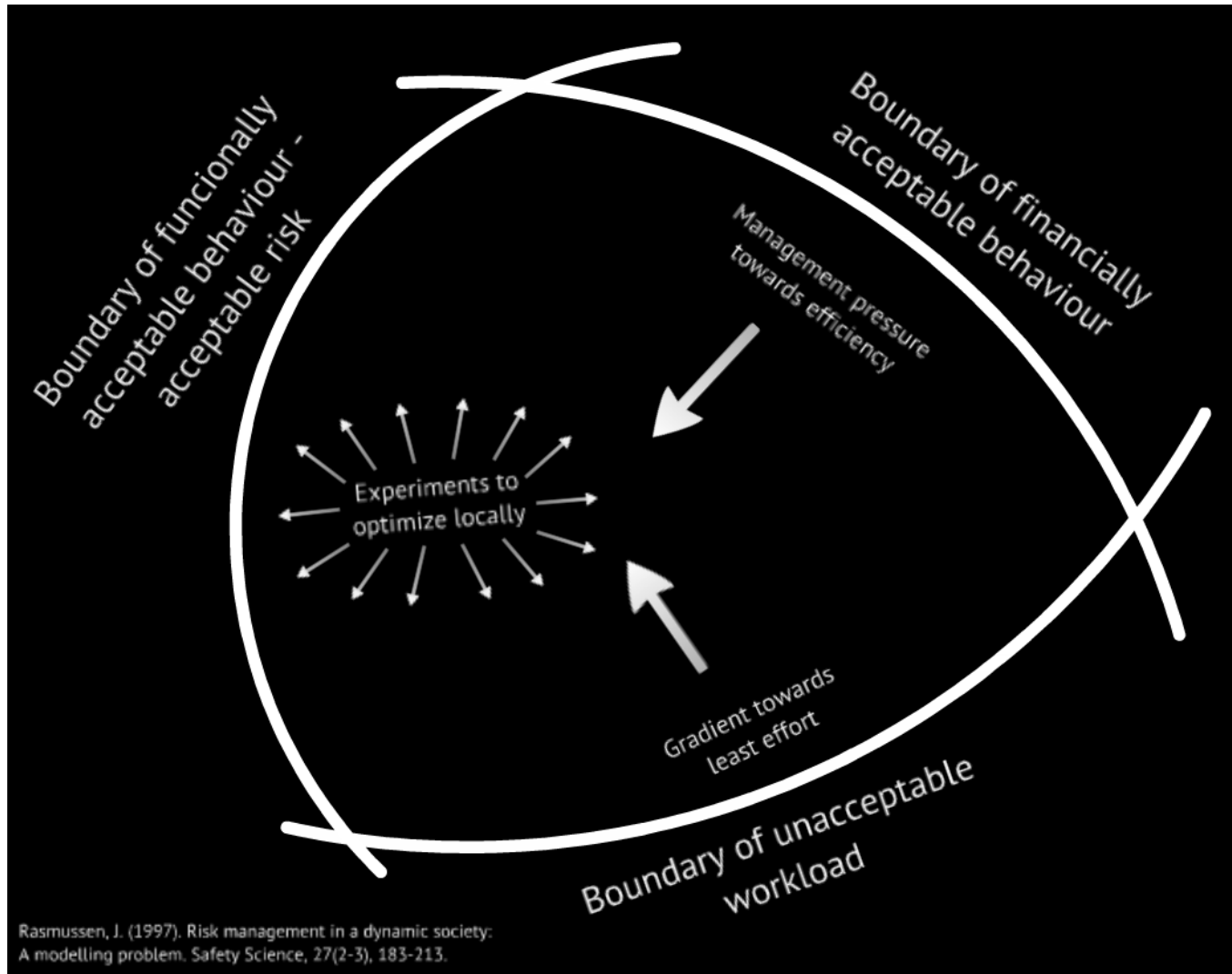
Applying this to safety

Safety culture

Shared patterns of learned behavior related to safety and risk acceptance

Must be context specific!





Resilience

The ability or capacity to withstand change or stress in an environment

The ability to achieve success under varying conditions



Assessing Culture

Culture assessment must be performed using criteria in guidance document, or get approval from CCHMP.

Requirements:

- ✓ Large enough sample of workforce
- ✓ Representative sample of workforce
- ✓ Minimize bias in the process
- ✓ Must be completed in 60 days
- ✓ Must have assessment plan and assessment report

Culture Assessment Methods

Ethnography

✓ Surveys

- Easy to administer
- Easy to misinterpret
- Should rarely be used as the sole data point

✓ Interviews

- Ability to delve deeper
- Challenging to administer well
- Useful for getting information from top of the organization

Culture Assessment Methods

✓ Focus Groups

- Gets at group interactions
- Very difficult to administer well
- Useful to get work crew behavior

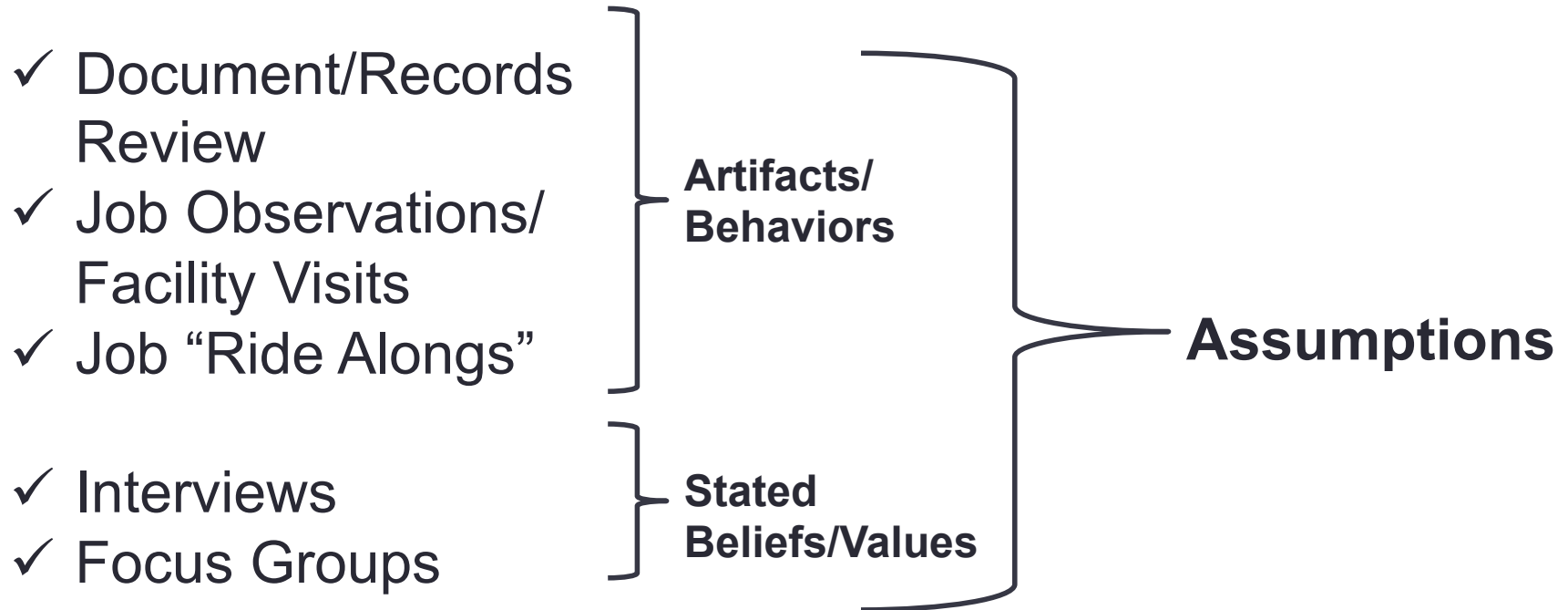
✓ Observations

- Sees the behavior “in the wild”
- Often don’t really see the reality
- Focus on the intangible influences

✓ Artifacts (Documents and Records)

- Often get to see a more accurate representation of the past
- Can’t always take the data at face value

Our assessment approach



Case Studies

1. Major International Airport
2. Specialty Chemical Manufacturing Plant



Lessons Learned

- Focus on the group level as much as possible
- Demystify 'culture' by focusing on how the behavior helps achieve success
- It helps to have cultural insiders to help you make sense of what you're seeing
- Always consider sub-cultures and overlapping cultures

Lessons Learned

- Cultures are neither good nor bad on their own
- Change the practices, change the culture
- Change the environment, change the practices
- Sometimes its better to make the environment work with the culture rather than try to change the culture

THANK YOU!

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