Benchmarking Your Safety Culture

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What is Culture?

Culture:

- integrated pattern of human knowledge, beliefs and behaviors
- shared ideas, beliefs, values, customs and way of life of a certain people or group at a certain time.

*Webster’s*
Key to a Safety Culture

LEADERSHIP

“Management commitment to safety is the major controlling influence in obtaining success.”

NIOSH Study
“Management culture is the key to safety results”

Hank Sarkis – Reliability Group

“Management involvement is critical to safety improvement”

John Maher – Unocal
“Management focus is the key to quality safety performance. Like all other management functions highly effective leadership is essential in occupational health and safety.”

George Robotham – OHS Consultant
“Leadership is crucial to safety results, as leadership forms the culture that determines what will and will not work in the organization’s safety efforts.”

Dan Petersen
Safety Evolution

- Systems Safety
- Behavioral Safety
- Traditional Safety
- Basic Compliance
Basic Compliance

- Leadership - little knowledge or interest in safety
- Operate in statutory ignorance
- Safety perceived as a burden or nuisance
- High frequency and severity
- Accidents - cost of doing business
- Short-term planning process, reactive
- Make-do solutions
- Few or no safety goals or measures
Traditional Safety

- Leadership may delegate safety
- Safety valued as long as it doesn’t interfere
- Safety programs often patterned after others
- Safety programs may be in place but not fully implemented or enforced
- Fix symptoms not root causes/systems.
- Focused primarily on unsafe conditions
- May blame employees for unsafe behaviors
- Measured by short-term frequency and severity reductions
Behavioral Safety

- Leadership - active, visible, committed
- Safety is core organizational value
- Safety is a line-management function
- Safety programs in place and enforced
- Supervisor and employee involvement
- Team – problem solving/decision making
- Positive climate of openness, trust, respect
- Clearly defined responsibilities/accountability
- Measure behavior modification & injury reduction
Systems Safety

The application of engineering and management principles to achieve an acceptable level of safety throughout all phases of a system.
Systems Safety

- Safety integrated into business operations
- Line management owns safety
- Safety is a good business investment
- Long-range goals – continuous improvement
- Causes for variations are identified and rectified
- Statistical process controls diagnose weaknesses
Systems Safety

- Remove system traps that cause human error
- Ergonomics designed into every work process
- Accident equals management system defect
- Employees report defects and find solutions
- Communication/feedback open and encouraged
- Behavioral sampling and perception
National Safety Council
Model Safety Management System

- Leadership commitment
- System management and communication
- Assessments, audits and performance measures
- Hazard identification and risk reduction
- Workplace design and engineering
- Operational processes and procedures
- Worker and management involvement
- Motivation, behaviors and attitudes
- Training and orientation
ANSI Z-10

- Management leadership
- Employee participation
- Planning
- Implementation and operation
- Evaluation and corrective action
- Management review
OSHA’s Injury and Illness Prevention Plan (I2P2)

- Management Leadership
- Worker Participation
- Hazard identification and assessment
- Hazard prevention and control
- Education and training
- Program evaluation and improvement
OSHA Study of I2P2 States Injury and Illness Reduction

- Alaska – 17.4%
- California – 19%
- Colorado – 23%
- Hawaii – 20.7%
- Massachusetts – 20.8%
- North Dakota – 38%
- Texas – 63%
- Washington – 9.4%
OSHA’s SHARP Program
Safety and Health Achievement Recognition Program

BWC analyzed 16 Ohio SHARP companies

- Average claims decreased 52%
- Average claim cost decreased 80%
- Average lost time per claim decreased 87%
- Claims/million dollars payroll decreased 88%
Benchmarking

- The process of comparing your operation’s key performance indicators and business processes, to industry norms.
- A positive, proactive process to change operations in a structured fashion to achieve superior performance.
- A powerful tool to gain competitive insight and provide “evidence-based” views of performance throughout product and organization lifecycles.
Benchmark Your Culture

- What do you plan to measure?
- Why?
- How will you measure it?
- What information/data do you need to collect?
- What will you compare it to?
- What will you do with the information?
- How will you use the information to improve?
Benchmark Your Culture

- Establish a baseline
- Assess current safety system, culture, employee perceptions
- Create a *Vision* of the desired future – gap
- Develop an action plan
- Specify roles, responsibilities, accountabilities
- Communicate and educate
- Monitor, assess and modify action plan
- Gather and analyze relevant data
Multiple Points of Measurement

- Both qualitative and quantitative measures must be combined into a systematic approach that accurately assesses the effectiveness of the safety management system and discovers the root causes of deficiencies.
Benchmarking Approaches

Quantitative
- Injury/Illness Rates
- Lost Workday Rates
- WC Experience Modifier
- Claims Cost
- Trend Analysis

Qualitative
- Safety Management Assessments
- Worksite/Process Audits
- Perception Surveys
- Safety Observations
BWC Resources for Safety Benchmarking

- Safety/Ergonomics/Industrial Hygiene audits
- OSHA required program reviews
- Job Safety Analysis
- Accident Analysis
- Safety Management Assessments
- Perception Surveys
- Behavior Based Safety Observation Tools
Ohio BWC/BLS Data Reports

www.bwc.ohio.gov

- Safety Services
- Featured Links
  - BLS Survey of Occupational Injuries and Illnesses
  - Statistics and Data
2012 Incident Rates
Non-fatal injury/illness recordable cases per 100 FTE

- National 3.4
- Ohio 3.2
- Illinois 3.2
- California 3.5
- Pennsylvania 3.9
- Indiana 3.9
- Michigan 4.0
- Kentucky 4.1
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2012 Incident Rate by Size

- Class size 1 (1-10 employees) 1.5
- Class size 2 (11-49 employees) 3.0
- Class size 3 (50-249 employees) 3.9
- Class size 4 (250-999 employees) 3.4
- Class size 5 (1000+ employees) 3.3
Questions?

- If you have additional questions, please check out our web site at www.bwc.ohio.gov and go to the safety services tab.

- You can also reach us by dialing 1-800-OHIOBWC and following the instructions.

- I will be happy to answer any questions you have at this time.