



BRINGING THE INDUSTRY HOME SAFE

Perception is Reality: Assessing Your Safety Culture

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parskey
consulting

Measures for Change

A Little Bit About Me

Academics 
business and
statistics

Measurement Areas 

Clients 
Fortune 1000
Companies


*Focus on
Performance
Measurement*



Manufacturing

Insurance

Oil & Gas

Utilities

Technology

Pharma



**“Your organizational culture is
by far your most effective safety
sustainability mechanism.”**

---Shawn M. Galloway, President, ProAct Safety

What Are Common Practices at Your Facility?



- Do you have a systematic method to regularly assess your culture?
- What methods do you use?
 - Audits by an external entity
 - Location walks
 - Safety statistics
 - Focus groups
 - Plant-wide safety survey

Be Honest, How Do You Feel About Surveys?



I love them!



I like them.



They are OK.



I don't care for them.



I really don't like them!

If everyone CAN create a survey, then at some point, everyone DOES

What Can We Learn From A Safety Survey?



Where are we succeeding; where can we improve?

Do our perceptions match those of our employees?

What factors most affect our safety culture?

What attitudes are we unaware of?

What could trigger a safety survey?

I'm starting a new process. I need to take a baseline of where we are.

We have improved our safety culture. Are we sustaining new behaviors?

We've uncovered issues in our organization, but we don't have any data to support our gut feel.



Implementing a Safety Survey

What To Consider; Watch Outs

- Considerations
 - Survey design expertise
 - Structured process
 - Focus
 - Employee involvement before and after
- Watch outs
 - Cycle of mistrust
 - Results you may not like or believe
 - Lack coordinated follow-up



The Catch-22 of Safety Culture Surveys



First, Break The Mistrust Cycle



- Acknowledge concerns
- Commit to privacy
- Create reporting rules



- Show you are serious
- Don't get too personal



- Protect confidentiality
- Don't get defensive
- Celebrate success
- Communicate
- Act on findings

Then Follow a Structured Design Process

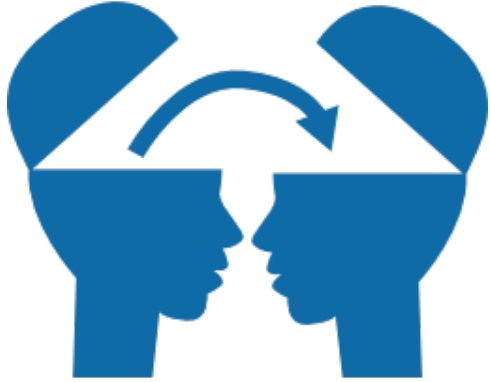


- What you want to learn?
- What are your assumptions about behaviors you want to evaluate?
- Who's perspective is important?
- How do you want to slice and dice the data?
- What qualitative information and insight is important to gather?



Insights from Safety Surveys

Four Important Areas of Learning



1. Differences in manager vs employee viewpoints
2. Desire for manager interaction
3. Involvement in safety improvement projects
4. Trust in the immediate supervisor

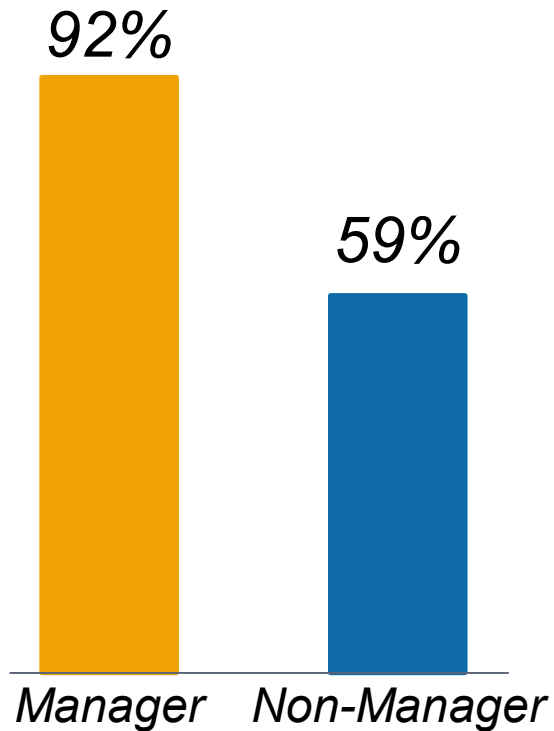
1. Managers Opinions About Their Behaviors



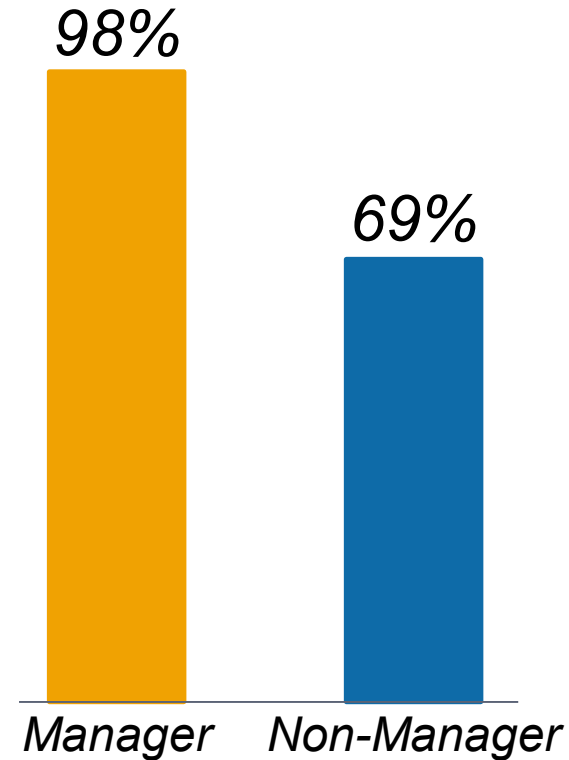
- Managers have a high opinion of their own behaviors compared to their employees' perspectives
- **Perception:** I'm doing a great job
- **Reality:** your people don't think you are quite as great as you do
- Gap 25-40% higher manager scores

Two Big Disconnects

Applies Consistent Standards



Treats Employees Fairly / Equitably



**So
What?**



2. Spend More Time On The Floor Observing Work

***On the floor at
least 3 hours/week***

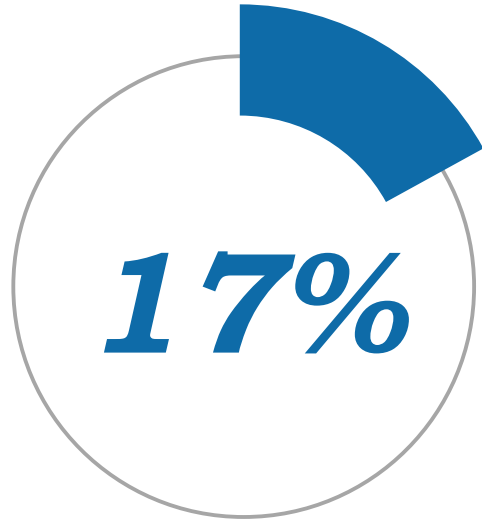
***>50% of managers
say they do this***

***20% of employees say
their managers do this***

So What?



3. Not Engaged in Safety Improvement Activities



% of employees who indicate they are currently engaged in a volunteer safety activity at their site

So What?

Employees involved in Safety Improvement Projects report:

- ***36% more alignment*** with organizational goals
- ***31% greater engagement***

4. The Impact of Trust on Safety Perceptions

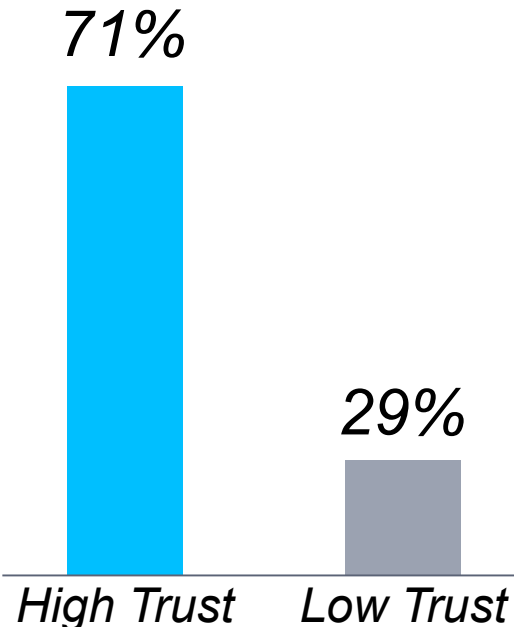


- *“I trust my immediate supervisor to make the right decisions about my health and safety.”*
- Employees who scored supervisor trust as 4 or 5 were deemed to have ‘High’ trust in their immediate supervisor.
- Employees who scored supervisor trust as 1,2 or 3 were deemed to have low trust.
- Employees were segmented into High and Low Trust groups.

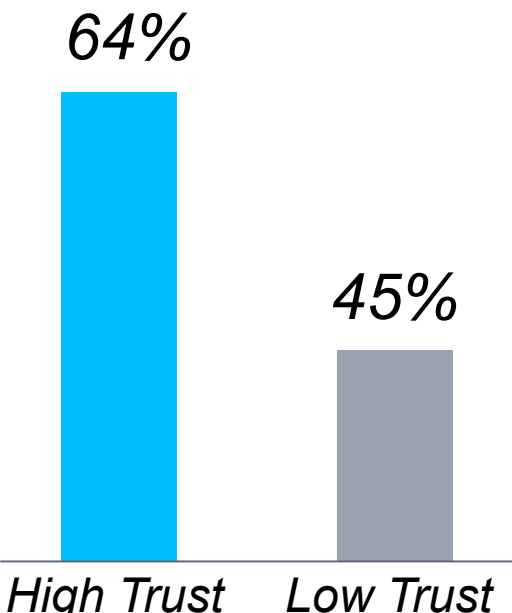


Low Supervisor Trust Affects Other Safety Factors

Communications



Compliance



So What?



What Have Leaders Done With These Insights?



- Communicated survey results and committed to actions
- Engaged more employees in safety initiatives
 - Created new programs that addressed critical issues
 - Obsoleted programs that weren't working
 - Ensured a broad representation of the workforce
- Drove accountability deeper into the organization (action over words)
- Moved ineffective managers into non-managerial roles or provided focused coaching for those who has promise



Call to Action: Two Leadership Discussions

“Do we have a robust method to gather meaningful and honest feedback from our employees about safety?”



“How can survey data help inform our efforts to improve our safety culture?”

Thank You

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