

# Climate & Culture

Strengthening Jobsite Safety Climate

# Climate Vs. Culture

- ▶ The **Culture** of a company is a system of assumptions, values and beliefs shared by an organization that govern how people behave
  - ▶ The **Personality** of a company
  - ▶ Difficult to change directly
- ▶ The **Climate** of a company is how members of the company experience the culture of an organization
  - ▶ The **Mood** of a company
  - ▶ Much easier to change

By changing the climate of a company, we can effectively start to mold its culture

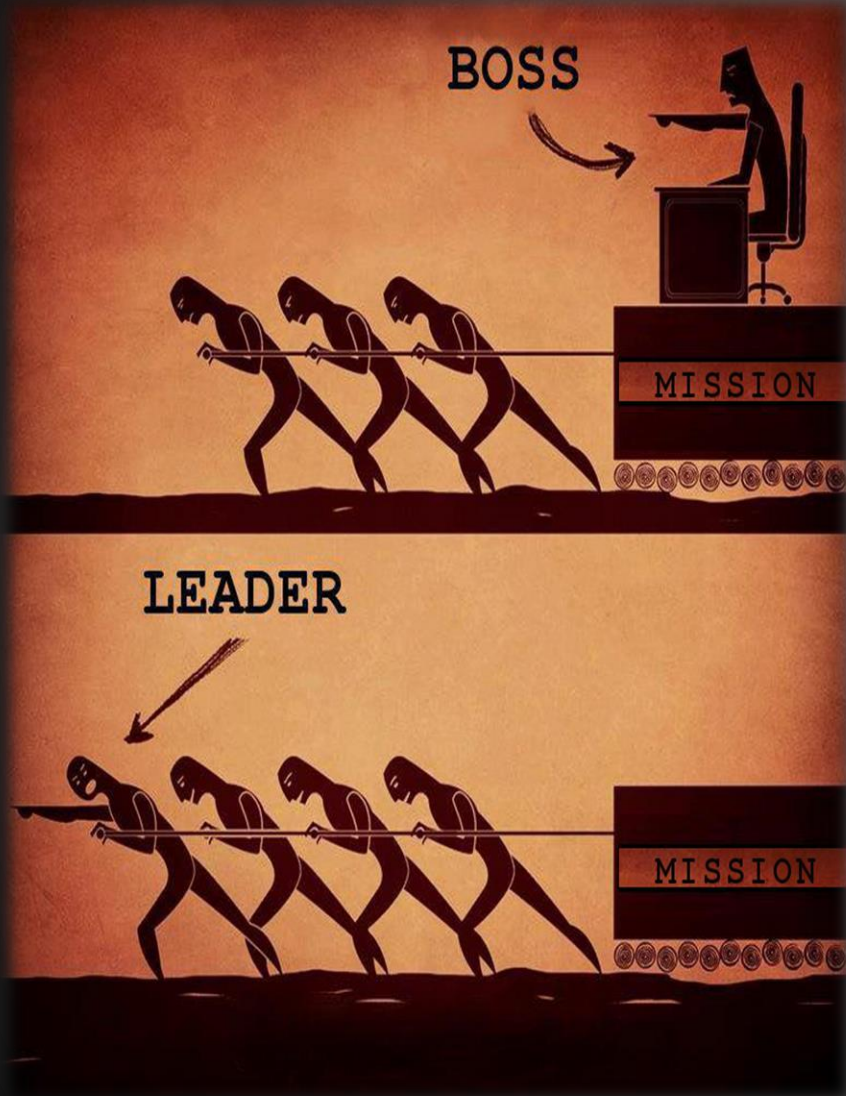
# Current State

- ▶ What is your Companies Culture and Climate?
- ▶ Who leads the charge?
- ▶ How do we improve?
- ▶ How do we measure?

# How to Improve Climate

- ▶ Demonstrate Management commitment
- ▶ Align and Integrate Safety as a value
- ▶ Ensure accountability at all levels
- ▶ Improve supervisory leadership
- ▶ Empower and involve workers
- ▶ Improve communication
- ▶ Training at all levels
- ▶ Encouraging owner/client involvement

# Demonstrating Managements Commitment



- ▶ Demonstration requires **action**
  - ▶ Are you providing lip service or are you involved?
- ▶ Words without action can have a negative effect on climate
- ▶ Be involved!
  - ▶ Attend safety meetings, participate in safety training, practice what you preach!
- ▶ Are you a Leader or are you a Boss?
  - ▶ What message are you sending?

# Aligning and Integrating Safety As A Value

- ▶ All operations and activities must reflect the attitude that is desired
  - ▶ Build a plan that includes everyone
- ▶ Integrate safety into the business and **ALL** its processes
- ▶ It starts with the policies! Lay the **foundation** for successful implementation
  - ▶ Introduce and embed safety related language and responsibilities into policy
- ▶ Make safety an equal consideration to other company values

# Ensure Accountability At All Levels

- ▶ Necessary for fostering a positive culture around safety
- ▶ A plan is nothing without the people who support it
  - ▶ Assign responsibility for:
    - ▶ Management
    - ▶ Supervisors
    - ▶ Workers
    - ▶ Committee Members
    - ▶ Administration
- ▶ **Rewarding the process not the outcome** will encourage a positive climate
  - ▶ “4 years incident free!”
    - ▶ What does this encourage?



It's not about whose to blame. It's about identifying what needs our attention so we can work together to improve!

# Improving Supervisory Leadership

- ▶ Supervisors are an extension of Management and their ideals
  - ▶ Must be equipped with the ability to communicate those ideals and work towards achieving them
- ▶ Leadership and communication skills are often overlooked when identifying who could be a supervisor
  - ▶ How will you improve the leadership skills of your supervisors?
- ▶ Leaders “talk the talk” and “walk the walk”
  - ▶ Set the example
  - ▶ Motivate
  - ▶ Coach
  - ▶ Include safety as part of performance reviews

*Leadership is action,  
not position.*  
Donald H. McGannon





# Empowering and Involving Workers

- ▶ Bridge the communication gap!
  - ▶ Empower workers
  - ▶ Develop processes for feedback
- ▶ Mix it up – put everyone on the same level
  - ▶ Joint committees
  - ▶ Management and worker inspections – **Together**
  - ▶ Safety meetings where everyone has a voice
- ▶ Build Trust
  - ▶ Encourage and reward reporting
  - ▶ Follow up

# Improving Communication

- ▶ The ability to understand and be understood
  - ▶ Communication is a two way street
- ▶ Informal communication vs. Formal communication
  - ▶ Informal methods allow for open discussion
  - ▶ Formal methods assist with planning
- ▶ Informal Methods:
  - ▶ Walking about
  - ▶ Follow up
  - ▶ Direct contact between all staff
  - ▶ Ask questions!
- ▶ Formal Methods:
  - ▶ Safety 'Huddles'
  - ▶ Start up meetings/Committee meetings
  - ▶ Hazard assessments review
  - ▶ (include sub-contractors!)



How the customer explained it



How the project leader understood it



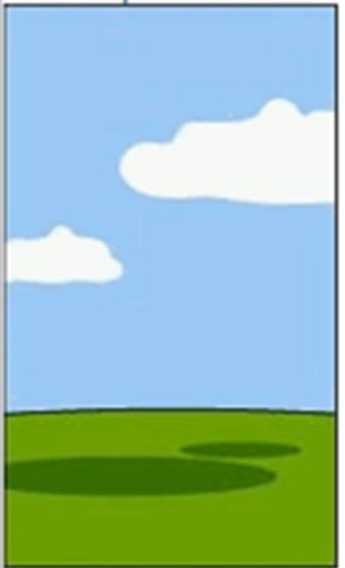
How the engineer designed it



How the programmer wrote it



How the sales executive described it



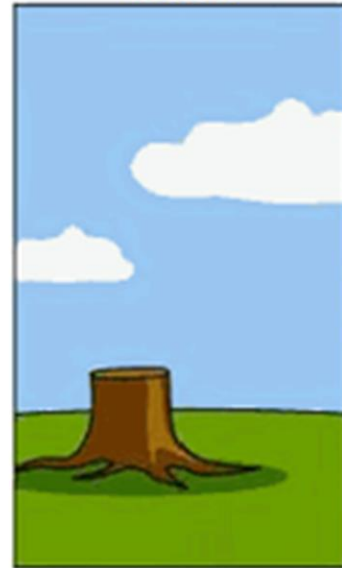
How the project was documented



What operations installed



How the customer was billed



How the helpdesk supported it



What the customer really needed

# Training At All Levels

## ▶ Training all Levels of employment is paramount

- ▶ Ask yourself:
  - ▶ Who needs it?
  - ▶ What is the training objective?
  - ▶ How will it be administered/measured/monitored?

## ▶ Supervisor Training

- ▶ Legal duties (*W210 Act Section 4.1*)
- ▶ Leadership and communication skills
- ▶ Root cause analysis

## ▶ Worker Training

- ▶ Legal duties (*W210 Act Section 5*)
- ▶ Avenues of communication
- ▶ Resource training

# Encourage Owner/Client Involvement

- ▶ Owners involved demonstrates safety buy-in
  - ▶ Be **actively** involved in training
    - ▶ Orientations
    - ▶ Safety Meetings
    - ▶ Process review
  - ▶ Provide & implement adequate resources to support safety objectives
    - ▶ In house vs. outsourced training
    - ▶ Information systems
  - ▶ **Lead by example**
    - ▶ Visit worksites
    - ▶ Demonstrate through action that the rules apply to everyone

# Where are you on this Journey?

Uninformed

Reactive

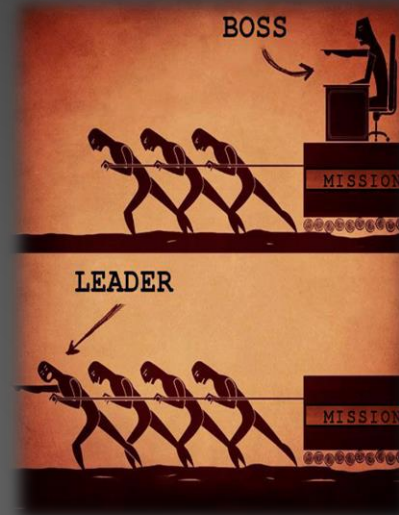
Compliant

Proactive

Exemplary

# Summary

- ▶ Demonstrate Managements commitment
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## ACCOUNTABILITY

IS THE GLUE THAT  
TIES COMMITMENT  
TO THE RESULT.

-Bob Proctor

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# Thank You!

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