

# Developing an Effective Safety Culture

Presented by | Rich Moldstad, CDS  
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Cottingham & Butler

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# Welcome!

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- Questions will be answered by email following the presentation.
- Send your questions to “send privately”.
- Supporting information for this webinar will be emailed out shortly after the presentation.



## **Presenter**

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**QUESTIONS**

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Please send questions to [rich.moldstad@cb-sisco.com](mailto:rich.moldstad@cb-sisco.com).



# Culture/Climate

“How we do things around here”





# What is a Safety Culture?

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**Definition I liked:** Shared values (what is important) and beliefs (how things work) that interact with an organization's structures and control systems to produce behavioral norms (the way we do things around here).

Three questions might emerge:

- Who develops, defines and communicates shared values regarding safety in your work environment?
- What are the internal policies and procedures (beliefs) that create a culture of safety?
- How do the values and beliefs regarding safety interact with other organizational values and beliefs and how do they become standard practice throughout?

# Safety Culture Barriers

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## Trucking barriers to creating a “safety culture”

- Motor carrier leadership and management are not physically present during normal driver operations
- Research often finds that dispatchers work against the efforts of safety professionals (and their efforts to create a culture of safety) by placing production above safety
- Drivers independent spirit
- Driver pay structure
- Negative driver attitudes
- Stability of driver labor pool
- Effective communications with a remote workforce
- Time and money??

# Achieving Alignment

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## Goals and Objectives

- Loss Runs (Specific types of loss)
- CSA
- Action Steps
- Target dates for completion

## Accountability

- Operations
  - Crashes
  - Injuries
  - Log Violations
  - Moving Violations
  - Turnover
  - Motorist Complaints
  - ECM Info (Hard Brakes; Top Speed; etc.)

## Maintenance

- Monthly safety breaks
- Shop audits
- Injury rates

## ***Recruiting***

- Quality vs. Quantity



# Safety Culture

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Identified the following key concepts:

- Culture and safety have a clear connection
- Company mission statement regarding safety
- Effective top to bottom communications necessary
- Utilize terms such as “crash” and “wreck” vs. “accident” or “mishap”
- Recognition/rewards for safe behavior
- Driver experience enhances safety culture
- Many methods of communication necessary
- Policies, procedures, and safety message must be clear and simple
- Hiring, training, orientation , and safety management are keys
- Measuring safety performance of drivers and the organization is essential

# Standards of Performance

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- New Hire Selection Process
  - > MVR
  - > Pre-Employment Screening Program (PSP)
  - > Functional Capacity Testing (Partner with vendor)
  - > In-Person Interviews
- Driver Accountability
  - ***Rating System/Scorecard***
    - > Crashes
    - > Injuries
    - > Moving Violations (MVR and CSA)
    - > Log Violations
    - > Maintenance Violations (Pre-Trip Inspections)
    - > Operational Items
  - **Award Top Performers**
  - **Counsel/Corrective Action for Bottom Performers**



# Training and Driver Retention

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Safety must be a central theme in driver training, if not the core topic

Creating a connection between safety training and career advancement can be a key towards driver involvement and retention

# Communicating a Safety Culture

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How is a culture of safety promoted at your location?

- **Training:** Ample driver opportunities for training and gaining safety knowledge.
- **Incentives:** Bonuses, awards, prizes and campaigns.
- **Non-work Environment:** Involvement of driver's family, promoting safety outside of work, safety always comes first attitude.
- **Driver Involvement:** Drivers involved in safety planning.
- **Safety Slogans:** Each phone conversation with a driver ends with a safety slogan.

# Communicating a Safety Culture

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How is a culture of safety promoted at your location? (cont.)

- **Communications:** Safety message with daily/weekly dispatch. Feedback given to drivers and operations regarding safety.
- **Financial Backing:** Company provides finances and personnel to the safety function.
- **Top Leadership:** President, CEO and VP's act as safety spokespersons.



# Driver Incentives for Safe Behavior

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The following safety initiatives were essential to achieve increased benefits:

- Management demonstration of safety commitment
- Driver awards and recognition programs
- Effective communication within a company

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**QUESTIONS**

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# What Does Not Work?

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- Fear/creating a culture of fear
- Termination threats
- “Customer is always right” attitude (because the customer is not always right regarding safety)
- “Cop and robber” instead of “coach and team” approach
- Incentives without recognition to back them up
- Generic poster programs
- Dressing up a compliance program as a safety program

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## QUESTIONS

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Category	Stage 1 Uncertainty	Stage 2 Awakening	Stage 3 Enlightenment	Stage 4 Wisdom	Stage 5 Certainty
<b>Management Vision Values and Commitment</b>	Accidents will happen no matter what we do. It's just a cost of doing business so why worry about them?	Maybe safety can help us if it doesn't cost too much. My lips say I'm committed, but my heart and actions don't quite show it.	Other companies in our industry have good safety records. If they can do it, so can we.	Why did we wait all these years to improve safety? Look at the successes we've had so far. Let's do more in the future to improve our already good safety record.	We've rewritten the book on safety commitment. We've got an outstanding reputation to maintain in the industry and among our people.
<b>Organization for Safety</b>	Why do we need any more than one person responsible for safety? Isn't that what the safety director is for? You can't do much about safety anyway.	Maybe we should start a safety committee around here. Tell some of the employees to start one, but just let us (management) know what they're doing.	We think the safety committees would be more effective if someone from management was directly involved. That might show we're committed to safety.	Boy, what a difference it makes when the top person heads a safety committee! Notice how everyone becomes interested then? Line management really has to direct the implementation of a safety program.	Getting all of top management involved in safety was a great idea! The more we can involve the better. Our safety department can now concentrate fully on giving us support and advice.
<b>Operations Accountability and Responsibility</b>	Why should we (operations) be responsible for safety? Isn't that what we hired the safety person for? We wouldn't have so many accidents if employees would just do their jobs safely.	Maybe the safety person doesn't have total responsibility for safety. After all, operations is closer to the employees. We can't always blame the employees considering some of the things we ask them to do.	It's starting to make sense that operations needs to be held responsible and accountable to reduce losses. Doesn't management design, control, and change the systems employees work within?	What a different it's made since we started holding the management accountable! They're using positive motivation now and really getting to know about safety and their people's safety concerns.	We've given operations the tools and authority to make changes. They've gladly accepted their safety responsibilities. Everyone feels part of the same team now.
<b>Safety Review and Improvement Process</b>	We know what our safety problems are - PEOPLE! You can't change people so why should we spend time looking for other problem causes? Give us those quick fixes for our safety problems.	Are we really certain that people are always the cause of accidents? Could there be other causes? Let's start looking to see if we can come up with some new solutions to problems.	We're finding that the more you dig, the more safety issues you uncover. Let's start looking for problems before they happen.	We didn't know that root cause analysis could be so enlightening about so many areas of our company. We're starting to see big pay-backs on our problem-solving and improvement efforts.	We didn't know that so many employees could become so good at problem-identification, analysis, solution-generation and implementation.



Category	Stage 1 Uncertainty	Stage 2 Awakening	Stage 3 Enlightenment	Stage 4 Wisdom	Stage 5 Certainty
Safe Work Practices and Procedures	We don't need a lot of rules around here. We pay people to do a job and expect that they know how to do it correctly and safely. We always say, "If it ain't broke, don't fix it."	Maybe some of those accidents could have been prevented if we had a few more rules about safety, and maintenance. Let's start putting some safety rules together and tell employees to follow them.	We know that most jobs would benefit from written safety rules and procedures. We need standardization. Let's make sure employees know and follow safety procedures.	We've done JSAs. Let's start reviewing what we've got to make sure it stays current and anyone who works here knows and uses them. Auditing for safety rule compliance can help us.	We know that our safety system is in control because everyone follows our safety standards. We are continually improving those standards. Our accident rates clearly show that people have adopted the standards.
Safety Communication	Why should we have to "talk" about safety? Can't everyone "see" that we're all for safety? If you talk about safety too much, people will start thinking we have big safety problems around here.	What do you mean, "We don't walk the talk" when it comes to safety? Maybe we need to start looking at "what," "how often," and "by what methods" we communicate safety to employees.	Our non-verbal actions should match our written and verbal safety communications. Let's make sure they do!	Everyone in the company is now getting the same safety communications and has the same level of understanding. We know that for a fact because we receive regular feedback.	Everyone feels a part of the team with the emphasis we place on communications. No one is afraid to share their thoughts and ideas.
Safety Training	Why waste a lot of time and money on safety training? It's never done much good. People should know how to do a job safely anyway. It's their body that will suffer if they don't.	Maybe our safety record could be improved if we gave people some basic safety training. Let's have the best operator training other employees. Oh yeah - don't take too much time for this training stuff.	Do we always automatically assume that training is the answer? Maybe that's why we've been disappointed in the past. Let's give training only when it's needed and then let's do it very well.	There is a lot more to developing and giving training than we thought. We finally learned the lessons and it's showing in our employees' job performance!	We spend a lot of time and money on training, but it's money well spent. We're developing the most important asset we have - PEOPLE! Why do other companies keep asking for our training programs?

# Questions?

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