



Compliance to Commitment:

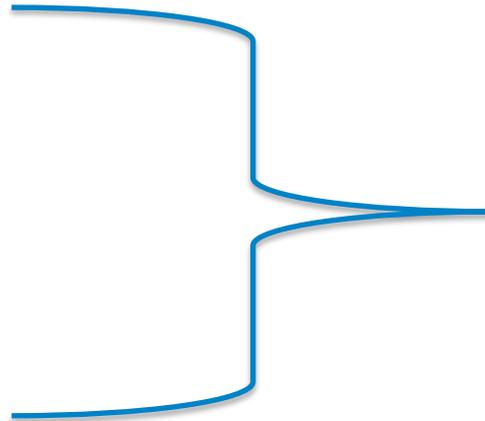
Safety Culture Transformation at the City of Vancouver



Opportunity
Theories
Methods
Outcomes
Key takeaways
Group Activities

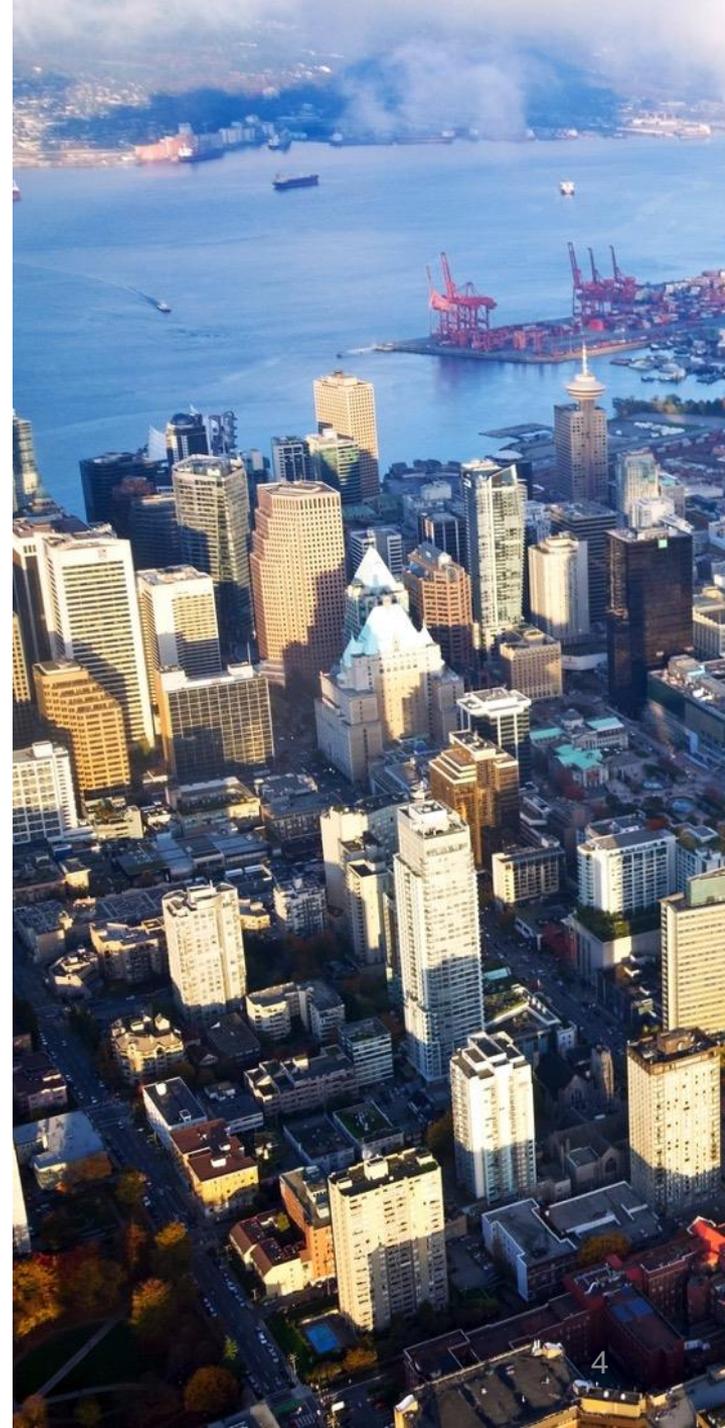
Setting the scene

- City works yard
- Approximately 200 staff
 - Trades shops
 - Carpentry
 - Coatings and Graphics
 - Welding
 - Electrical
 - Plumbing
 - Asphalt & Drainage
 - Construction
 - Mechanical
 - Warehouse
 - Stores
 - Equipment repair shop
 - Fleet and small equipment repair
 - Office
 - Leadership, support and administrative staff



Main focus

The Opportunity



The Opportunity

- Perception of poor safety culture from city leadership based on a serious near miss incident
- Historical context
- Fernie incident
- Lack of commitment to safety as seen through:
 - Observations of poor housekeeping
 - Inconsistent use of PPE
 - Ignoring administrative controls in place e.g. confined space entry
 - Insufficient training (auxiliary and temporary, new and young workers)
 - Too much dependence on administrative and PPE controls.

The Opportunity



The Opportunity



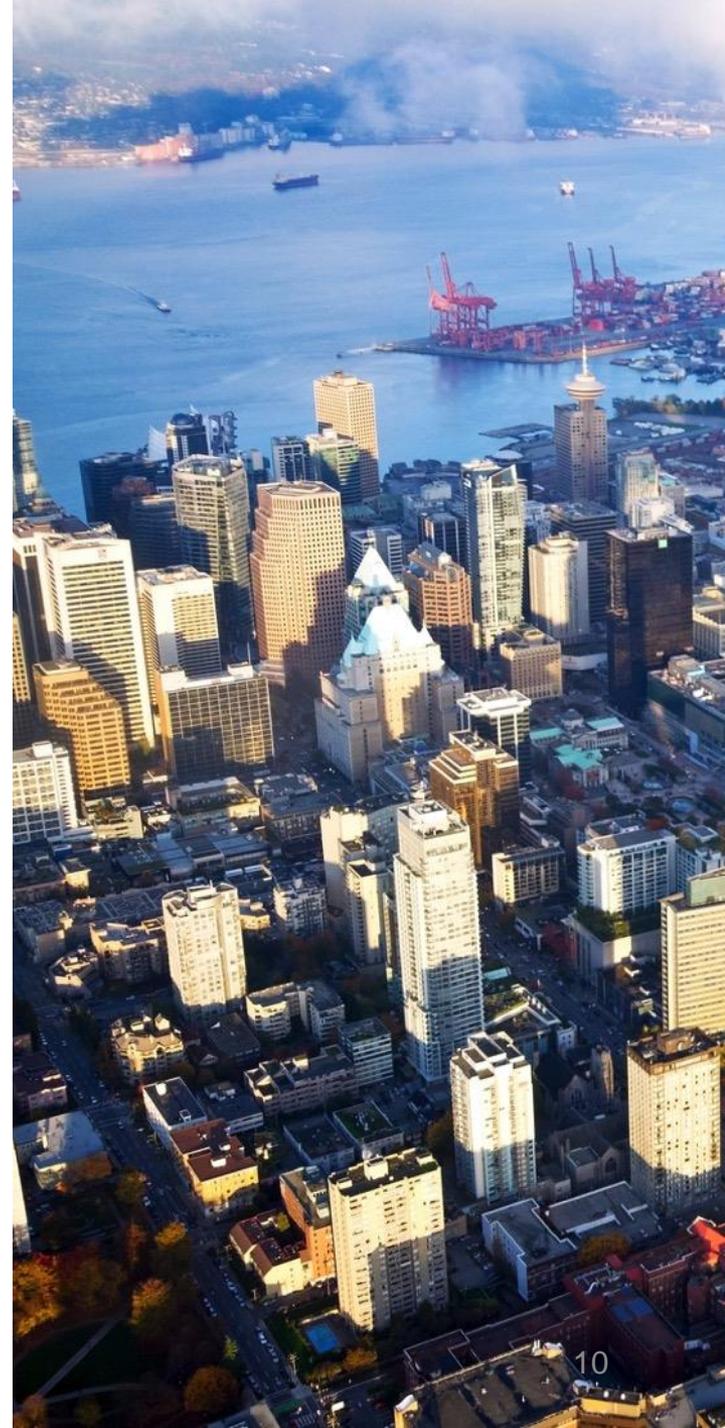
- Perception that safety is not a shared responsibility
 - Belief from workers and supervisors that safety is the just the employer's and safety department's job
 - Lack of clarity on safety roles and responsibilities
 - Supervisors unaware of the hazards in the work they assign
 - Supervisor not taking ownership of the controls for hazards in their work group
 - No initiative to develop controls for identified hazards
 - Workers not sharing identified hazards with supervisors
- Absence of a risk assessment mindset

Safety is everyone's responsibility?

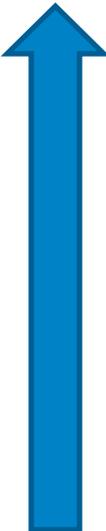


<https://www.youtube.com/watch?v=SIKHlzOeZO0>

Theories



“Possible attitudes toward a vision” (Peter Senge, The Fifth Discipline):

- 
- ***commitment*** – will make new practices in order to achieve vision
 - *enrollment* – will work within existing practices to achieve vision
 - *genuine compliance* – will work within existing practices to meet and exceed expectations
 - *formal compliance* – will work within existing practices to meet expectations
 - *grudging **compliance*** – will work to not lose job
 - *noncompliance* – will not do what is expected
 - *apathy* – will not do anything

Levels of maturity with respect to a safety culture



Vision?



Safety Culture?

- What does the term *safety culture* mean to you?



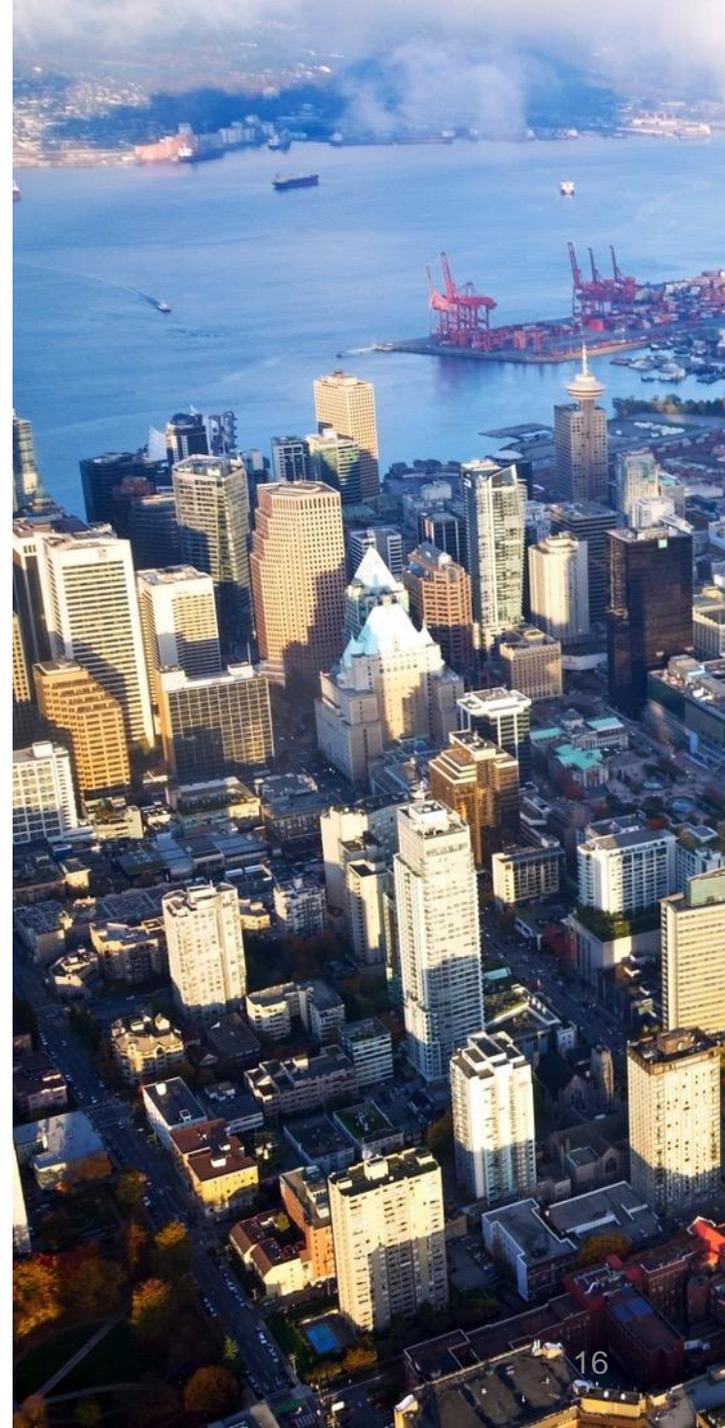
Safety Culture: Definition

- “Safety **culture** is the enduring value and priority placed on worker and public safety by everyone in every group at every level of an organization. It refers to the extent to which individuals and groups will **commit** to personal responsibility for safety, act to preserve, enhance and communicate safety concerns, strive to actively learn, adapt and modify behaviour (both individual and organizational) based on lessons learned from mistakes, and be rewarded in a manner consistent with these values.”

How Can We Improve Our Safety Culture?

Steve Merritt, Chevron Upstream and Gas | 21 November 2012

Methods



Culture change (or Die)

Unsuccessful

- Fact
- Force
- Fear

Compliance Culture



Alan Deutschman, 2007

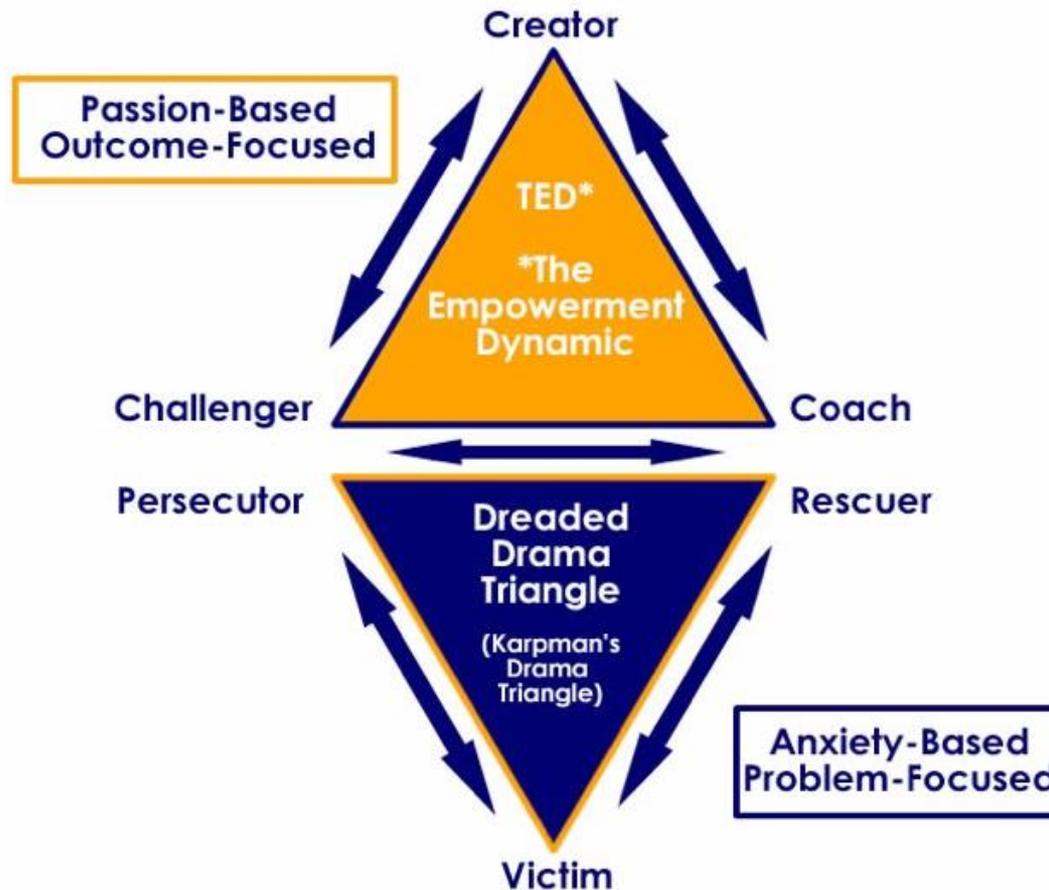
Successful

- Reframe
- Relate
- Repeat

Commitment Culture



The Empowerment Triangle



The Power of TED* (*the Empowerment Dynamic) by David Emerald

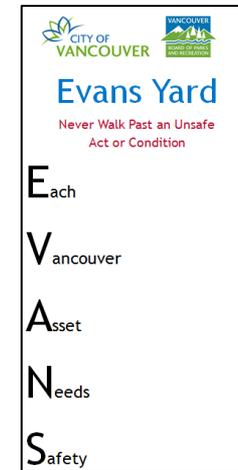
Deloitte – The new organization, different by design Culture and Engagement

Figure 3. The relationship between culture and engagement

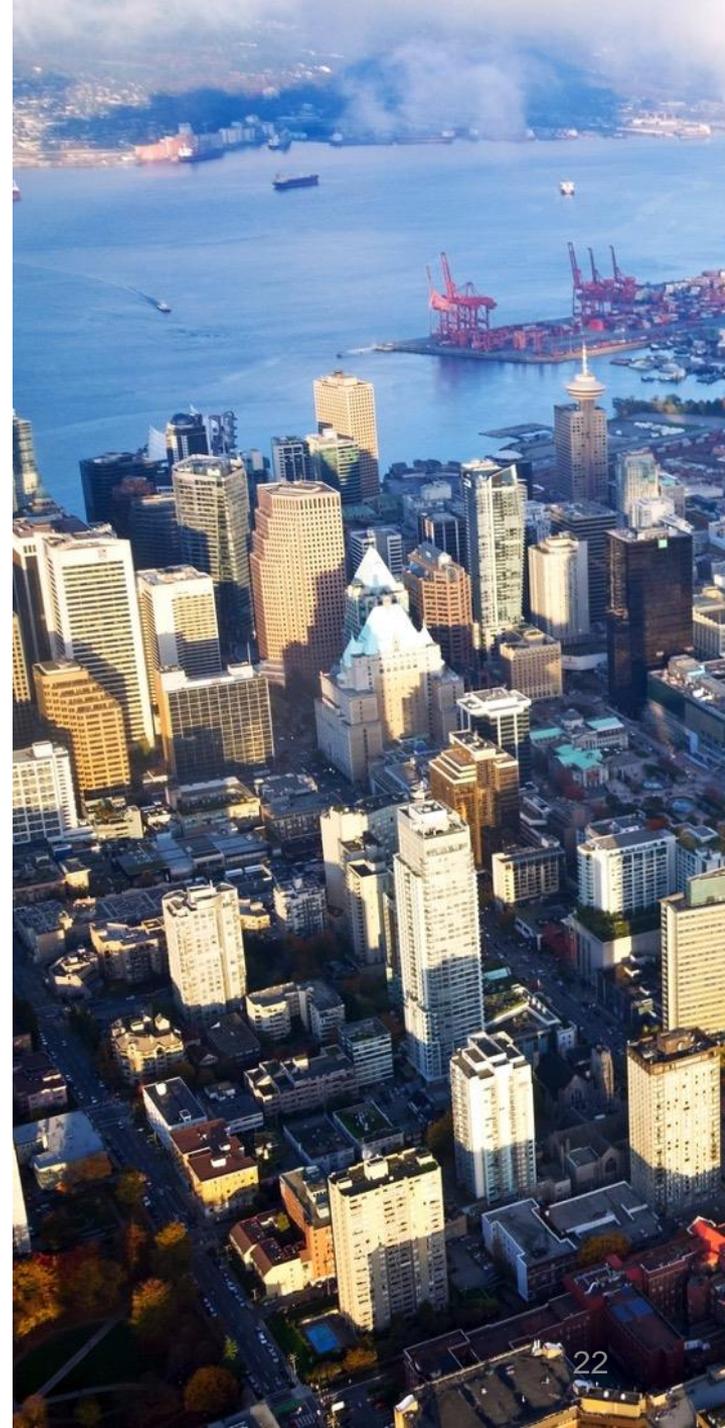


- Introduction and training for Hazard identification and Risk assessment
- Supervisor coaching and supporting development of a risk assessment mindset
- More site visits to improve relationships and increased visibility of safety at management and team meetings.
- Development of improved SMS documentation with workers, supervisors and JHSC
- Kick off event launching & raising awareness of safety campaign

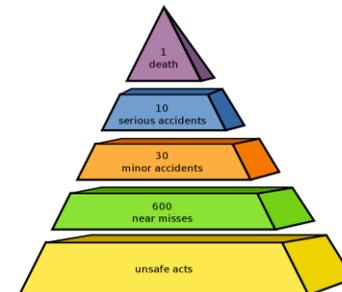
- Handbook for Hazard identification & RA (adapted from BCFerries)
- Pre-job discussion checklist stickers
- Contest – invited groups to ID hazards
- Creation of SharePoint site for Safety Management System



Outcome



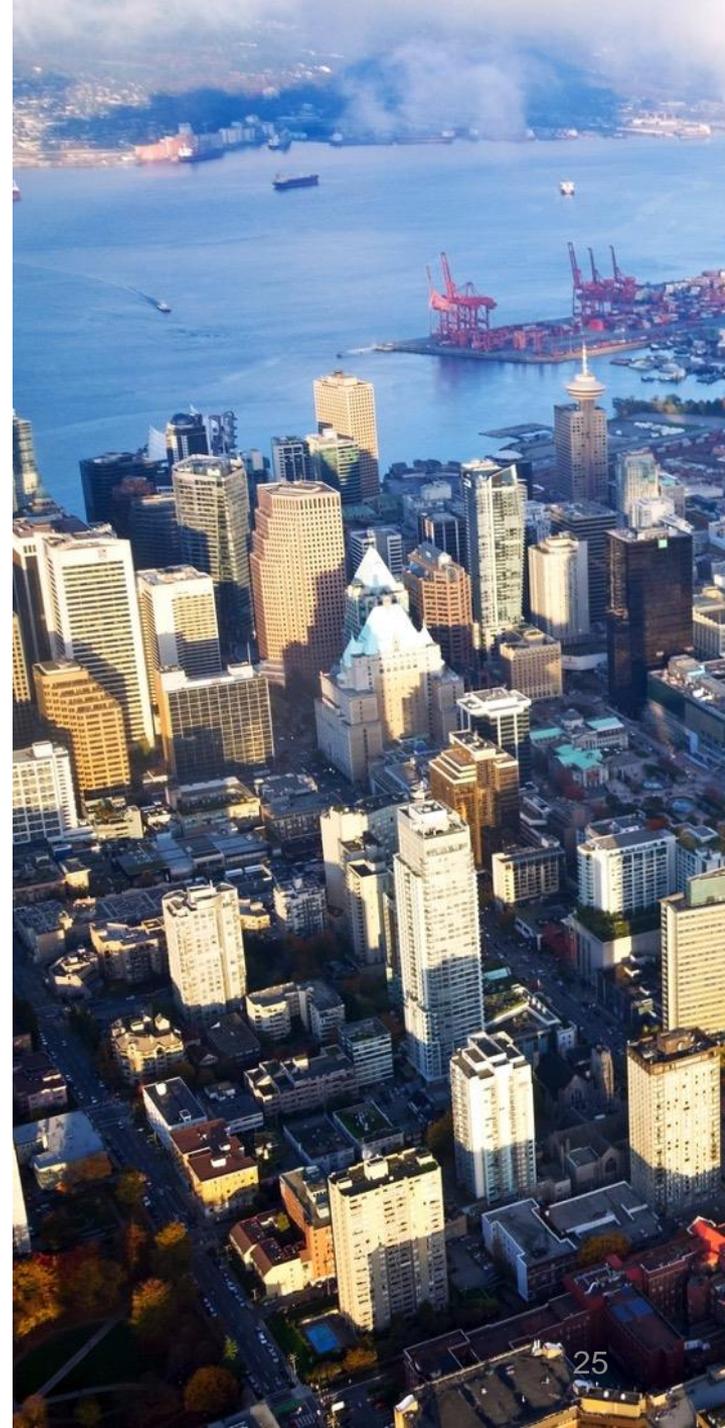
- Increased participation in hazard identification and reporting
- Increased participation in SMS development and continual improvement
- More collaboration at joint safety committee meetings
- Lowered injury rate
 - 8 shops - 2018 IR = 4.5 (claims costs ~\$5245);
2019 IR (Q1 and Q2 only) = 0 (claims costs so far ~\$162)
- Increased engagement in risk assessing and using the hierarchy of controls
- More engagement of workers and supervisors with safety department
- Increased hazard and near miss reporting



Outcome



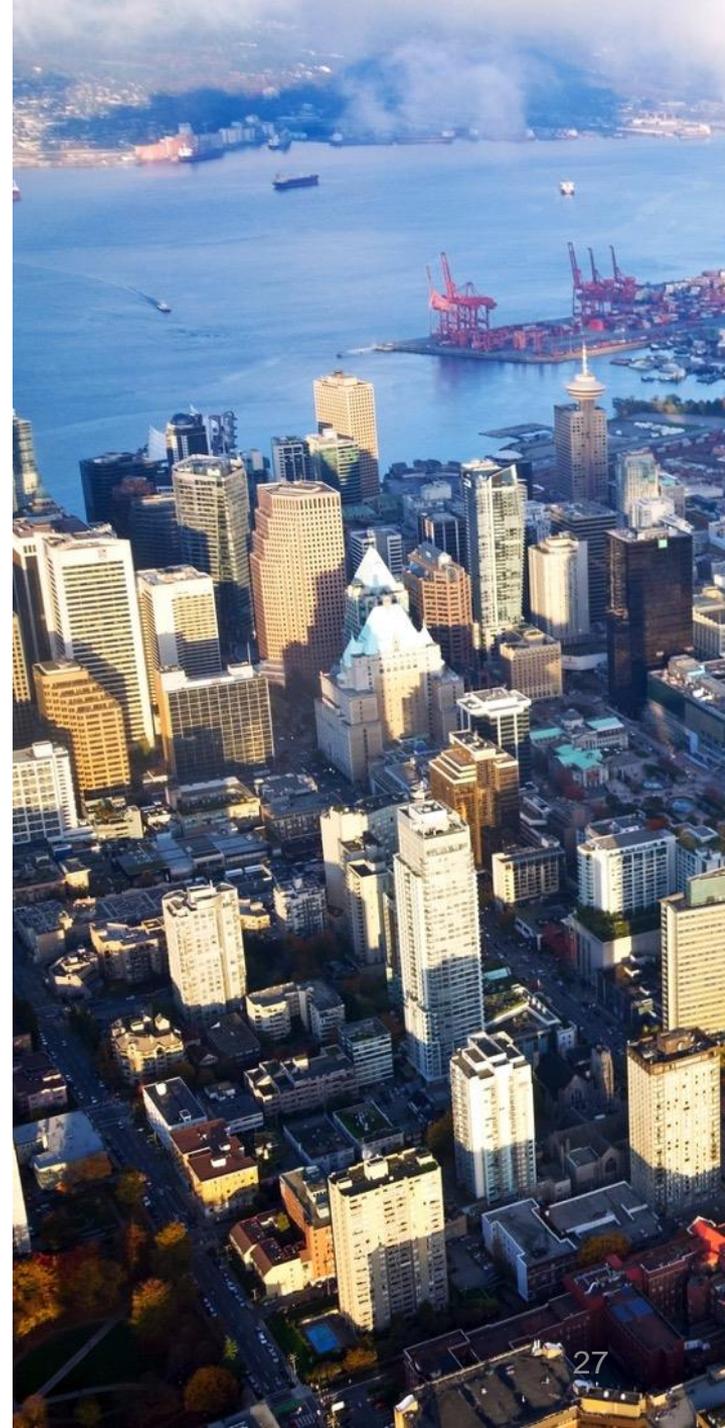
Summary



Summary

- Don't take away ownership, empower
- Don't treat people like kids
- Ask questions & don't tell people what to do
- Make things simple and efficient to do (not onerous)
- Don't think for people
- Focus on what needs to be done not what can't be done and not dwelling on barriers and roadblocks
- Perfected over time (continuous improvement)
- Engagement at all levels

Group Activities



Scenario 1

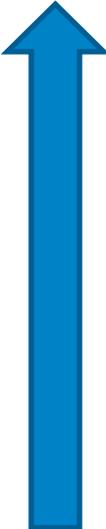
- Bill is a heavy duty mechanic at a major fleet repair company that services heavy construction equipment. Bill has been with the company for 21 years. Bill always wears his PPE and follows the rules....but only when the safety “cops” are watching and when his supervisor is performing the monthly shop inspection that goes to the joint health and safety committee. When Bill is replacing brake pads on a tandem dump truck, he gets dust and debris in his eye when he sprays the brakes with compressed air – he is not wearing his safety eyewear. Bill reports to first aid for treatment. When he informs his supervisor, his supervisor tells him to not mention the incident to anyone as they could both be fired.

Questions...

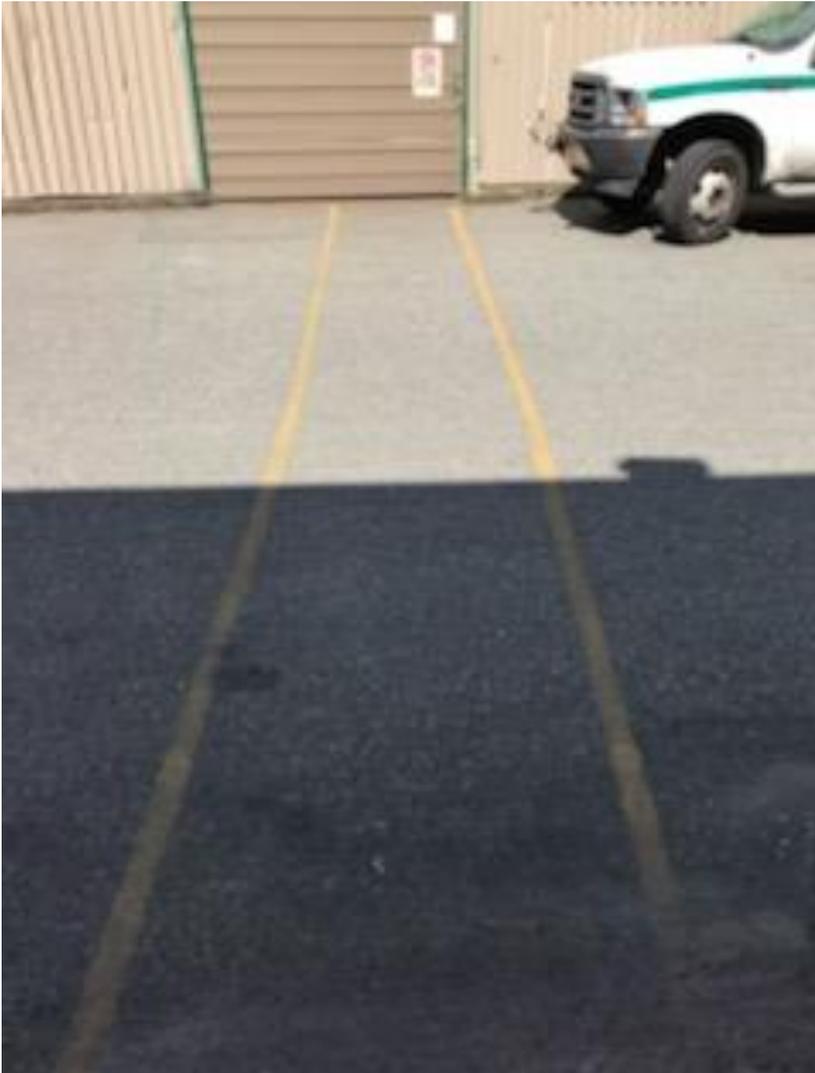
- 1) Determine level of Bill and his supervisor on the Safety Attitudes chart.
- 2) Decide on some techniques to try to improve safety culture.

How would you approach this situation to increase the safety culture?

“Possible attitudes toward a vision” (Peter Senge, The Fifth Discipline):

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Scenario 2



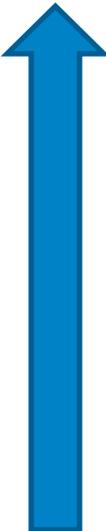
- A PPE policy with no worker engagement was put into effect at the yard. The welding shop employees did not like having to don safety vests and eyewear to walk through the yard to get supplies from their storage shed. With the shop supervisor's endorsement, the welding shop painted a walkway across the yard so that they could walk across and be "exempt" since they are in a designated walkway....

Questions...

- 1) Determine the level of the welding shop employees and their supervisor on the Safety Attitudes chart.
- 2) Decide on some techniques to try to improve safety culture.

How would you approach this situation to increase the safety culture?

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Questions



Project Team



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For Further Reading

- **Change or Die** by Alan Deutschman
- **Nudge: Improving Decisions About Health, Wealth, and Happiness** by Richard H. Thaler
- **Presence** by Otto, Scharmer, et. al
- **Good to Great** by Jim Collins
- **The Fifth Discipline** by Peter Senge
- **Change to Strange: Create a Great Organization by Building a Strange Workforce** by Daniel M. Cable
- **The Power of TED* (*the Empowerment Dynamic)** by David Emerald
- **The new organization: Different by design** – Deloitte Global Human Capital Trends 2016