

# **“Culture Change within the Health & Safety Management System”**

AIHA

September 28, 2000

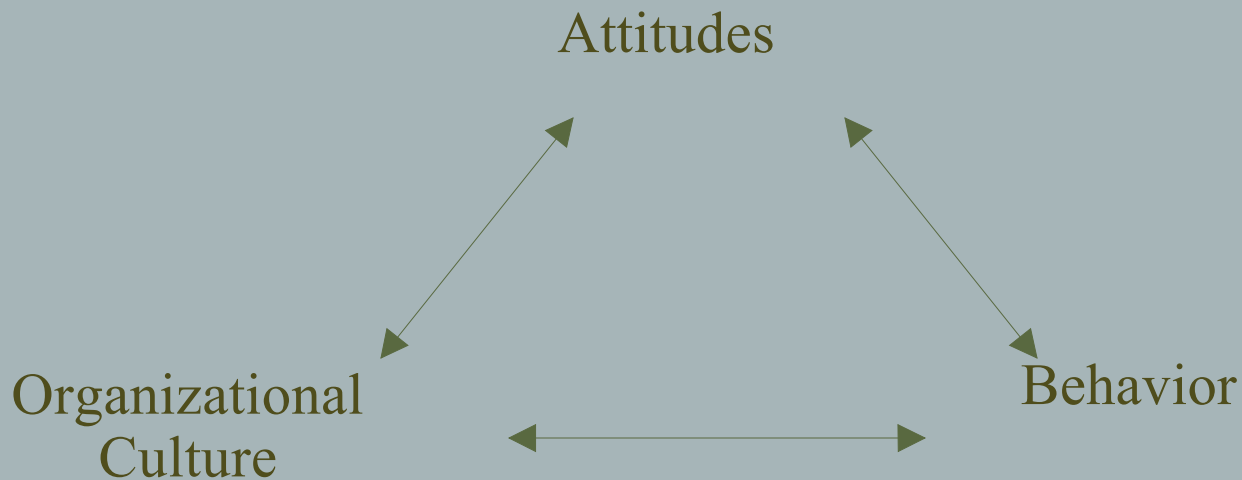
# What is Culture?

“The set of perceptions, values, beliefs, norms and assumptions that determine how we see the reality around us”

# Why is culture so important in the work environment?

Culture defines the founding basis for  
which we make our decisions.

# Organizational Culture is influenced by.....



# Defining Attitudes and Behavior

Attitudes are.....

“.....a state of mind.”

“.....the direction in which you lean.”

“.....a habit of thinking.”

“If a man hasn't discovered something  
that he will die for, he isn't fit to live.”

Martin Luther King Jr.

“There ain't no rules around here.  
We're trying to accomplish something.”

Thomas Edison

“He has the right to criticize who  
has the heart to help.”

Abraham Lincoln

How do attitudes affect  
us in the workplace?

# Defining Attitudes and Behavior

Behavior is.....

“.....the manner of conducting oneself.”

“.....the response of an individual or group  
to its environment.”

“.....an observable act.”

## Why do Organizations need to Focus On Culture Change within OH&S?

- Injuries and incidents are caused by Unsafe behavior (over 90%)

How can we change the unsafe behavior?

- Make a change in the culture

“Culture change is a distinct model for the continuous improvement of safety performance.”

# OH&S Culture Change at SaskEnergy

About SaskEnergy.....

❖ Crown Corporation

❖ Core Business:  
Distribution, Transportation and  
Storage of Natural Gas

❖ 850 Employees

# OH&S Culture Change at SaskEnergy

1996/97

- OH&S performance had plateaued
- Identified a need to get better
- Considered moving to a “behavioral approach”  
to OH&S
- Decided to focus on the culture first

How bad is the patient anyway?

How will we know if we are working  
on the right things?

“Let's do a perception survey!”

# SaskEnergy's Health & Safety Perception Survey

## Objectives:

- ❖ To determine if our organization's health & safety culture needed changing
  
- ❖ To give us insight into how and where to make the changes within the culture

## SaskEnergy's Health & Safety Perception Survey

❖ Only 28% of respondents feel they have unconditional support from the company to work safely

❖ 72% of respondents felt that working safely required more time, more money or more paperwork

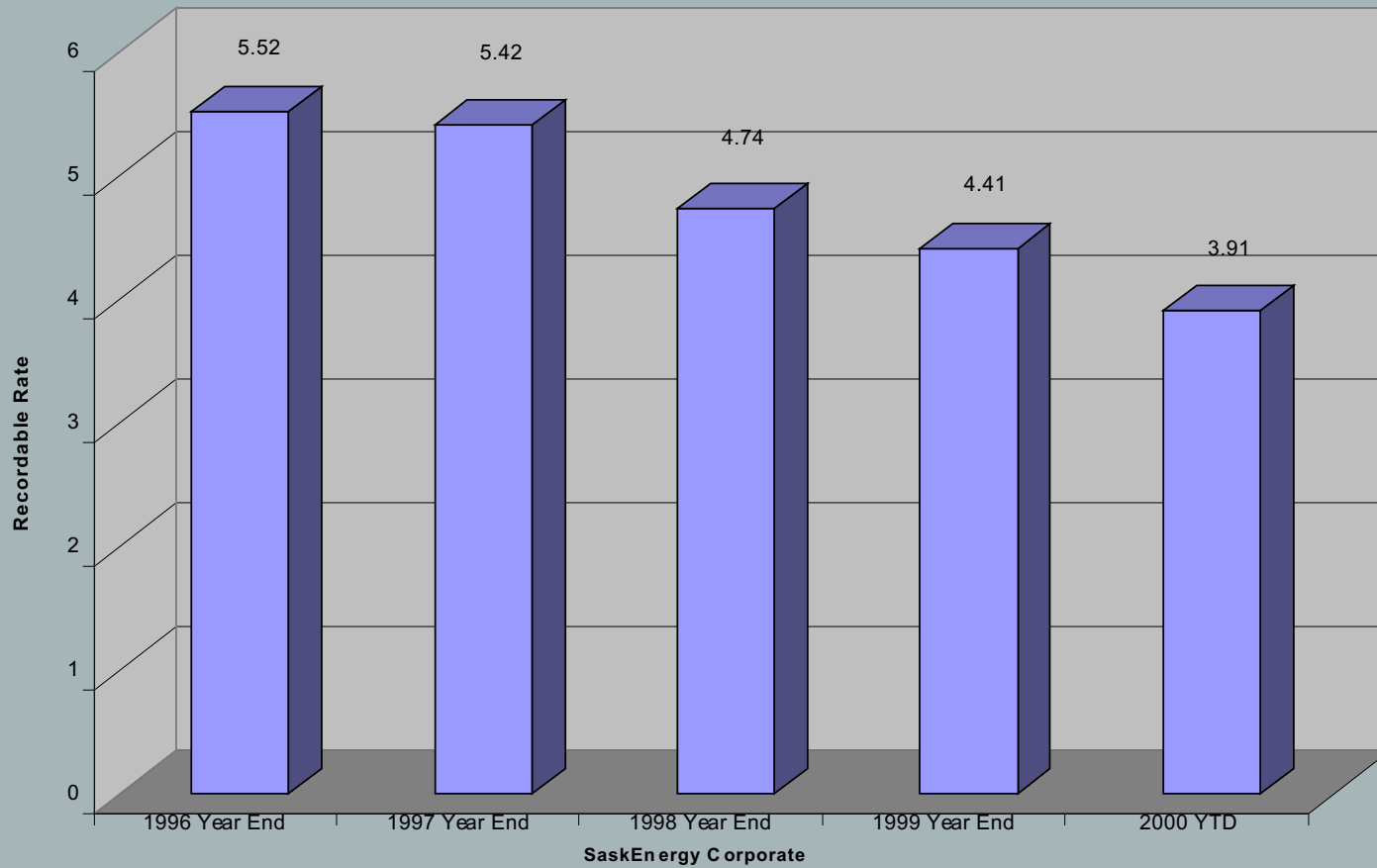
❖ 51% of the respondents were willing to compromise their health & safety (or that of their coworker) in order to meet a time deadline or financial target

## What did we do at SaskEnergy/TransGas to start the change?

1. Created and communicated a Philosophy
2. Identified barriers
3. Created action plans to remove barriers
4. Educated staff on Culture/Attitudes/Behaviors
5. Implementing Job Observations
6. Evaluate and Measure

# Has this approach worked?

Recordable Injury Rate



“Progress is impossible without change,  
and those who cannot change their minds  
can not change anything”

- George Bernard Shaw