

APTA

Effective Measures to Achieve a Positive Safety Culture

June 14, 2011 - APTA Rail Conference - Boston
Dennis Bonney, CSSD, MA (Leadership)
Director, Regulatory Compliance , North America

The Climate is Right For Trains



BOMBARDIER

Effective Measures to Achieve a Positive Safety Culture

Abstract:

- **Companies and organizations through out the world expend a considerable amount of resources to achieve that elusive positive safety culture.**
- **Aim of this research paper was to examine through analysis and review, what are effective measures or aspects which are required for an effective safety culture in an organization**
- **In the review of the research of positive safety culture, there were many theories but not solid approaches or measures defined to achieve this outcome.**
- **This paper summarizes the research in the four keys aspect of safety culture; leadership and organizational culture, behavioural based safety, safety management systems, and safety measures (indicators).**

Safety Culture

Definition:

- **Safety Culture has been defined as “the product of the individual and group values, attitudes, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety programs.”**

A better definition may be:

**Safety culture is how the organization
behaves when no one is watching.**

Effective Measures for Achieving a Positive Safety Culture

- Through this research, these are 4 key elements of focus for a positive culture in the work environment.

4 key areas of focus:

- Leadership
- Safety Processes / Systems
- People Engagement / Behaviors
- Safety Measures / KPI's

Leadership

Studies have found....

- **the actions of the leadership have a significant effect on the attitudes and behaviours of employees to avoid injury and other risks in the organization.**
- **perceptions of employees concerning the significance and value of safety in an organization depend on the seriousness with which the management treats safety in the daily operations of the company.**
- **that the levels of injury in the organization had a direct effect on this seriousness in the management about safety.**
- **Leaders in an organization, being decision makers, need to possess wide safety knowledge and motivation in order to facilitate the development of a safety culture in the organization.**

Leadership (continued)

- **The level of commitment and dedication that exists among leaders in an organization, which govern the safety knowledge and motivation, determines the establishment and development of a safety culture in an organization.**
- **The leadership needs to promote an environment for the sense of responsibility in both the management and individual employees, satisfaction for employees in their jobs, and freedom in communication among all levels in the organization**

Walk the Talk!!!

Safety Processes / Systems

- **have a strong impact in the prevention and control of accidents in the workplace**
- **they should define clear roles for each individual in the company in the system**
- **inclusion is a vital element for an effective safety management system, to involve and seek the input of all stakeholders in the systems.**
- **other vital ingredients include the defining the responsibilities in overseeing specific aspects of safety such as quality and supervision, establishment of effective decision- making for the direction of the various aspects facilitating safety control**

People Engagement / Behaviours

- **safety knowledge and motivation are therefore fundamental for the institution of a safety culture in an organization.**
- **feedback on the development of employees in relation to their behaviours in the workplace is important in promoting safety in an organization.**
- **feedback enables the individual employee and a group to change and adapt according to the feedback, and according to the changing conditions in the workplace.**
- **this highlights the importance of and communication between the leadership and employees in the workplace.**

Communication

Safety Measures / KPI's

- **proactive safety management involves focus on the future, rather than on mistakes in the past. Mistakes committed in the past provide lessons for how to institute infrastructure aimed at promoting safety in the organization**
- **serve as measurements of the quality or extent of the success of management of safety in organizations**
- **are important in the evaluation of effectiveness of strategies employed in the enforcement of an environment aimed at the development of a safety culture in an organization.**
- **provide leadership with evidence on the direction and extent of this success/failure. The leadership is then able to respond accordingly to reinforce or change strategies in order to achieve the safety culture targets / measures.**

Leading versus trailing indicators are key!!!

Conclusion

- **the challenge related to safety culture is that the majority of companies do not integrate safety into organizational culture. They miss the benefits that the relationship between the various features of safety, and the more general environment in an organization. This disconnection causes the threat of regarding and implementing the creation of a safety culture as a separate institution from the organizational infrastructure.**
- **there needs to be further research in the sustainability of these elements, as single components of a safety culture or are they more effective as fully mandatory and integrated components for a positive safety culture.**

Next Steps



Bombardier Inc. and all of its subsidiaries consider the protection of health, safety and environment a fundamental corporate responsibility and a value governing all its activities.

OUR PRINCIPLES

We take pride in designing, manufacturing and servicing products and systems that facilitate the sustainable mobility of people and goods. We are dedicated to continuously protecting our employees from occupational illness and work-related accidents, and promoting their wellness. It is furthermore our permanent challenge to continuously improve the environmental performance of our activities and products and to gradually apply a total lifecycle view in their design while maintaining their competitiveness.

Pierre Beaudoin
President and Chief Executive Officer
September 2008

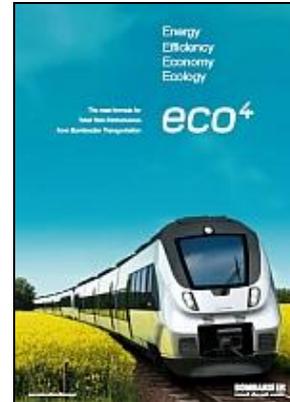
Health, Safety and Environment Policy

OUR COMMITMENTS

In support of these principles, we make the following commitments and require all employees at all levels to act accordingly:

- 1 **TO INTEGRATE** these principles throughout our activities from a life cycle perspective.
- 2 **TO COMPLY WITH** and, whenever possible, to go beyond the standards established by applicable laws, regulations and other requirements, and adopt the required standards, procedures, contingency measures and management systems in order to ensure our operations are managed safely, ecologically and in a sustainable way.
- 3 **TO TAKE APPROPRIATE ACTIONS** to foster employee health and to prevent all occupational accidents and illnesses.
- 4 **TO TAKE NECESSARY MEASURES** in order to prevent pollution and mitigate climate change, conserve and use rationally the natural resources and the energy required for our operations and implement relevant emergency response plans and procedures.
- 5 **TO COMMUNICATE** to management, employees and contractors our commitment to improving health, safety and environmental performance and to provide training adapted to their needs.
- 6 **TO MAKE THIS POLICY AVAILABLE** to all stakeholders and interested parties, and to promote health, safety and environmental awareness and good practices, including the implementation of management systems, through the supply chain.
- 7 **TO SYSTEMATICALLY EVALUATE** our health, safety and environmental performance through audits, and report on our achievements to all stakeholders and interested parties.

This Policy shall be endorsed locally by the site management.



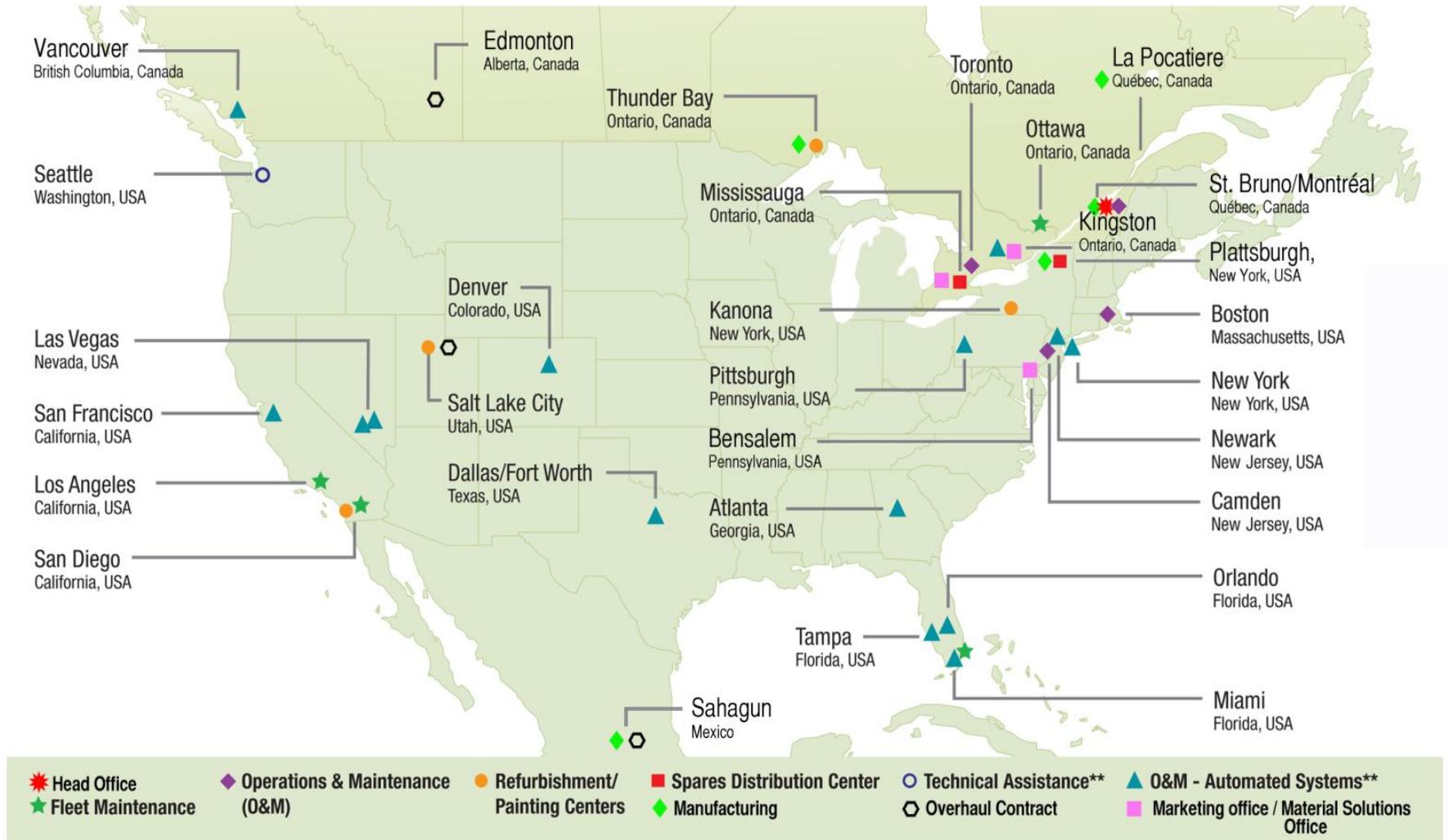
Vision:

- ***Provide a world class safety environment for our employees and our customers.***
- ***Creating a culture and supporting processes to facilitate ZERO accidents/incidents.***

SAFETY CULTURE IS KEY!



Bombardier – North America



Approach – North America 2011

Leadership

- Committed Leadership at the top
- HSE Performance included with overall Business performance
- Goals and Targets into individual PMP's
- “Walk the talk”
- communicate – right message

Processes

- Compliance to Performance based programs
- Standardized processes
- Processes / tools designed for the end user
- Standardized HSE Training
- HSE (Enablon) Information Tool

People Engagement

- Celebrate / acknowledge our safety achievements
- Participation and involvement
- Surveys

Safety Measures

- Leading versus trailing indicators
- Trending and analysis
- Visualizations

Questions?

