Integration of Safety Management into Corporate Cultures

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Safety Culture and Management
Safety Culture and Management

- Evolution of a Concept -- CRM and Corporate Culture
Safety Culture and Management

- Evolution of a Concept--CRM and Corporate Culture
  - *Cockpit* Resource Management
    - Emphasis on cockpit teams
Safety Culture and Management

Evolution of a Concept--CRM and Corporate Culture

- *Cockpit* Resource Management
  - Emphasis on cockpit teams

- *Crew* Resource Management
  - Emphasis on expanded teams
Safety Culture and Management

- Evolution of a Concept--CRM and Corporate Culture
  - **Cockpit** Resource Management
    - Emphasis on cockpit teams
  - **Crew** Resource Management
    - Emphasis on expanded teams
  - **Corporate** Resource Management
    - Emphasis on entire organization
Safety Culture and Management
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- Organizations *can* cause accidents
Safety Culture and Management

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- HERALD OF FREE ENTERPRISE
Safety Culture and Management

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Safety Culture and Management

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  - Air Ontario Dryden Accident
Safety Culture and Management

Organizations *can* cause accidents

- **HERALD OF FREE ENTERPRISE**
  “From top to bottom, the body corporate was infected with the disease of sloppiness.”
- **Air Ontario Dryden Accident**
  A landmark study of an *organizational accident*
Safety Culture and Management
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- Safety Culture: What is it?
Safety Culture and Management

- Safety Culture: What is it?
  - You’ll know it when you see it!
Safety Culture and Management

Safety Culture: What is it?

- You’ll know it when you see it!
- A shared set of views, beliefs, values, and, most importantly, behaviors that govern risk management within a corporation

Protection of
- Customers
- Employees
- Capital Plant
Safety Culture and Management
Safety Culture and Management

An Operational Definition from the Nuclear Power Industry
Safety Culture and Management

- An *Operational Definition from the Nuclear Power Industry*
  - Actions to Enhance Safety Culture: Integration of Safety Management Principles
    - Corporate Policy and the role of Senior Management
      - Has a corporate nuclear safety policy been issued?
    - Does the selection and promotion of staff take attitude toward safety into account?
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- *Operational Definition, continued*...
Operational Definition, continued…

- Measuring Safety Culture
  - Are managers aware of trends of safety performance indicators?
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**Operational Definition, continued…**

- **Measuring Safety Culture**
  - *Are managers aware of trends of safety performance indicators?*

- **Attitudes & Behavior of Managers**
  - *Do managers establish expectations of performance that clearly recognize safety as the overriding priority?*
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- **Operational Definition, continued...**
Operational Definition, continued…

Attitudes & Behavior of Individuals

Do individuals at all levels of the organization exhibit the following behaviors:

- respect for the reactor core
- a questioning attitude
- accountability for shortfalls in performance and a willingness to hold others to high standards of performance
- identification of problems through rigorous self-evaluation
Safety Culture and Management
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How do you grow it?
Safety Culture and Management

How do you grow it?

- Management
  - Board of Directors
  - Chief Executive
  - Other Senior Management
Safety Culture and Management

How do you grow it?

- Management
  - Board of Directors
  - Chief Executive
  - Other Senior Management

- Workforce
  - Supervisory staff
  - Individuals
Safety Culture and Management
Safety Culture and Management

- Roadblocks and Obstacles
Safety Culture and Management

- Roadblocks and Obstacles
  - Culture of blame
Safety Culture and Management

Roadblocks and Obstacles

- Culture of blame
- Litigation
Safety Culture and Management

- Roadblocks and Obstacles
  - Culture of blame
  - Litigation
  - Psychology of change