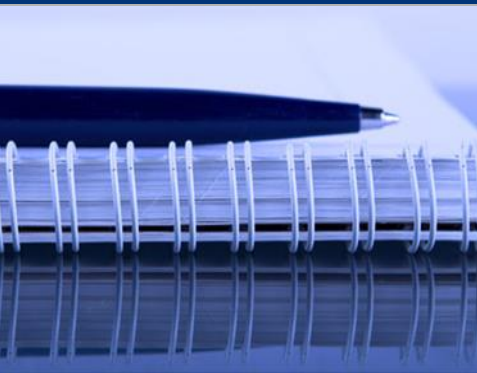




Using Cultural Assessment to Evaluate Operational Risk

Dustin Richartz, MPH, CSP
Sr. Loss Control Consultant





Today's Topics

❖ What is Culture?

❖ How to Measure?

- Operational Assessments

- Perception Surveys

❖ Now What?





Culture?

- ❖ The assumptions, shared beliefs, and values people live by.
- ❖ Organizational climate, attitudes toward work, degree of personal responsibility for work.
- ❖ Patterns of interactions, values, and attitudes from traditions and past practices.
- ❖ The nature of interpersonal and intrapersonal conversation.
- ❖ The “rules of the game” in an organization, or
The Way We Do Things Around Here.



Safety Culture Continuum

- ❖ All Operations/Production All the Time (Safety Afterthought)
- ❖ Regulatory Safety – “OSHA Says...”
- ❖ Safety as a Crutch – “Sorry can’t do that...”
- ❖ Safety Sometimes – “Safety is our 1st Priority”
- ❖ Operational Excellence – “Done Right the First Time”

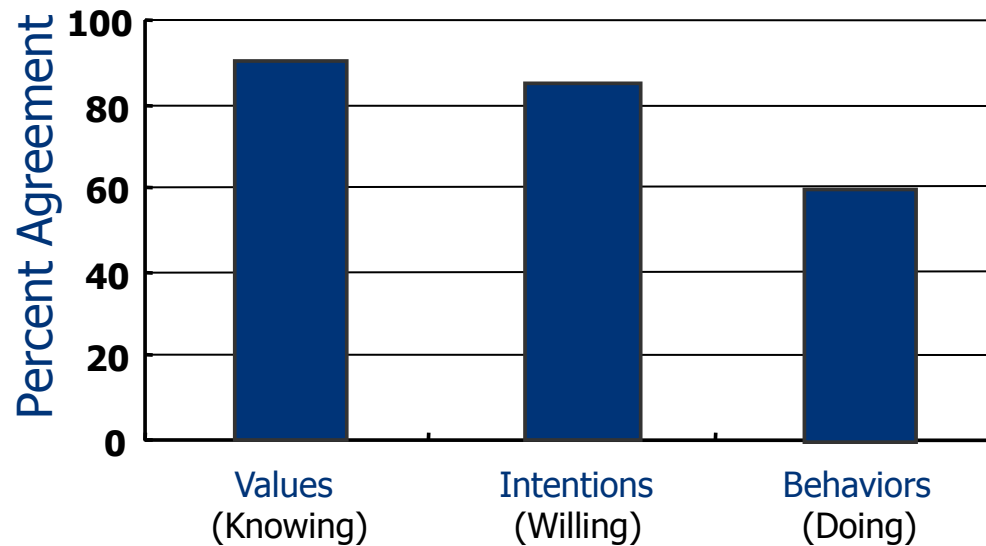


Organizations Aren't Always Consistent.

*"**Knowing** what they should do..."*

*"Being **Willing** to do what they should..."*

*"Actually **Doing** what they should ..."*





How to Measure

❖ Operational Assessment:

- What can you see?
- What can you hear?

❖ Perception Survey:

- What's Lurking in the Shadows?
- What's really going on?





Operational Assessment

- ❖ Process Evaluation
 - Written Programs
 - Boots on the Ground
- ❖ Leadership/Front Line Interviews
 - Individual Interviews
 - Focus Groups
- ❖ Loss Analysis
 - System Breakdowns
 - Injuries



Perception Survey

- ❖ How to Collect?
 - Online Tools
 - Written/Paper
- ❖ What are we Measuring?
 - Is there Variance?
 - What is reality?





Survey Focus:

Management - Management's understanding, commitment, and support of safety.

Supervision - Supervisor support, effective safety training, and respect commanded from employees.

Rules - Fairness, reasonableness, and enforcement of rules.

Safety - Accident investigation, corrective actions, accident reporting, hazard identification, and the overall safety environment.

Safety Training - Quality and applicability of safety education and explanation of safety rules.

Involvement and Teamwork - Employee interaction, involvement, attitude, and interest related to safety.

Safety Program Goals, communication, organization, and measurement of the safety program.

Culture - Working conditions support safety and evaluate the frequency of absenteeism and tardiness.

Rewards - Employee recognition and acknowledgement of service and safe work.



Survey Results

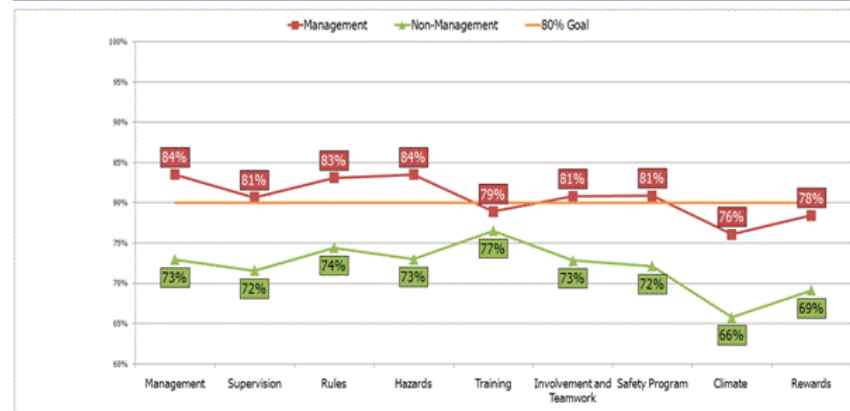
- ❖ Identify how different demographic groups (i.e., management vs. non-management or first shift vs. second shift) perceive the variables.
- ❖ Identify gaps in perceptions between demographic groups across the nine variables.

About Management:		
Questions	Overall	Rating Scale
1 Employees are dealt with fairly regarding safety problems.	70%	80% - 100%
2 Most employees view management's commitment to safety as good.	74%	70% - 79%
3 Management wants a safe working environment.	82%	60% - 69%
4 Management is supportive of safety.	78%	10% - 59%
5 Top management understands safety issues.	69%	
Avg About Management Average	74%	

By Position		
	Non-Management	Management
1	68%	79%
2	72%	87%
3	81%	88%
4	77%	85%
5	67%	79%
Avg	73%	84%

By Tenure					
	Less than 6 months	6 months - 1 year	1-2 Yrs	3-6 Yrs	Over 6 Yrs
1	75%	67%	70%	70%	70%
2	79%	72%	73%	74%	73%
3	86%	82%	82%	81%	82%
4	84%	78%	79%	78%	75%
5	78%	68%	71%	69%	65%
Avg	80%	74%	75%	74%	73%

By Position Perception Gap Graph





Moving Forward

- ❖ How to Respond?
 - Communicate Results
 - Team Approach
 - Celebrate Achievements
 - Reevaluate
- ❖ All or Nothing?



Why Do IT?

What's in it For ME (Wii FM)

- ❖ Process Improvements
- ❖ Morale Improvements
- ❖ Return on Investment from \$3 to \$6 (or more) per \$1 Invested.

- ASSE - <http://www.asse.org/professionalaaffairs/roi/>
- OSHA - <https://www.osha.gov/dcsp/products/topics/businesscase/benefits.html>



Effective Organizations

Continuous Improvement

Works in Progress

Key on Things to Better Themselves





Thank You

❖ Questions



Contact Information:
Dustin Richartz
Sr. Loss Control Consultant
Lockton Companies
E-mail: dustin.richartz@lockton.com
Phone: (303)414-6052