



Advancing Safety Culture: Mitigating Deviance and Working on Collective Responsibility



Scott Gaddis

Vice President, Safety and Health
Intelex Technologies



What You Will Learn Today

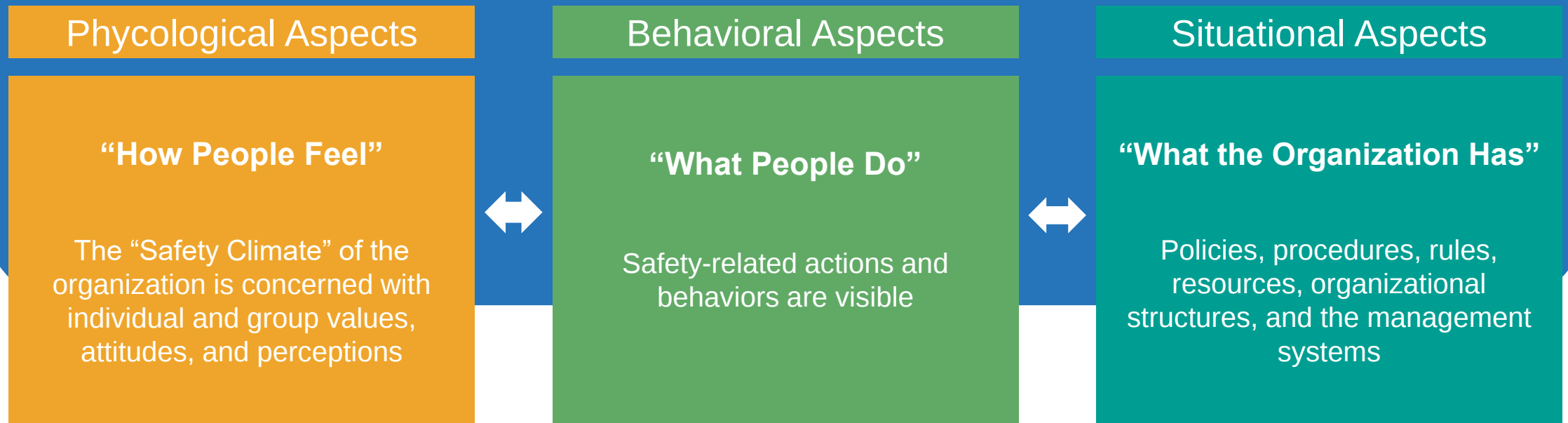
- **Speak as a practitioner** and offer Key areas of the Safety and Health program control that make a difference.
- Discuss some of the **barriers and challenges of deviance** affecting safety performance and your culture.
- Present the **stages of cultural growth**
- Discuss **Perception Surveys** and how to use them.
- Explain how **gaining participation leads to employee partnership**.



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Corporate Culture is the moral, social, and behavioral norms of an organization based on the beliefs, attitudes, and perceptions of its employees.

Safety Culture refers to the collective values, attitudes, competencies, perceptions, and patterns of behavior of individuals and groups within an organization. These factors can influence an organization's commitment to and proficiency in managing health and safety, as well as the style in which they approach it.



FROM PARTICIPATION TO PARTNERSHIP

A JOURNEY
TO SAFETY AT
THE FRONT LINE



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The transition from workers simply participating with you to a safety partnership is a collaborative effort involving the safety practitioner, the members of the management team, and the workers on the front lines.

Within an organization, a genuine relationship between its members connects each level.

What we should want is for front line workers to work together, take ownership of the safety process, and eventually take some of the responsibility for leading safety without you.

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When bad things happen to good people

Job Title: Maintenance Technician

Age: 57

Years of Service: 32 - 1 year from retirement

Event: Working with uncontrolled Energy

Fatality: Severe Trauma to Upper Body



What I Learned

- **Equipment poorly guarded**
- Policy and procedures not followed
- **Design issues with equipment**
- Programming issues with the control system
- **Equipment extended past service life**
- Poor equipment reliability and quality
- **Inadequate maintenance practices**
- Inadequate training
- **Employee was regarded as a risk-taker**
- Poor management oversight



Normalizing Device

“...when small changes in behavior start to occur, expanding the boundaries that allow additional deviations to become acceptable. In essence, when deviant events are tolerated, the potential for error grows and events are overlooked, misinterpreted, or allowed without question.”

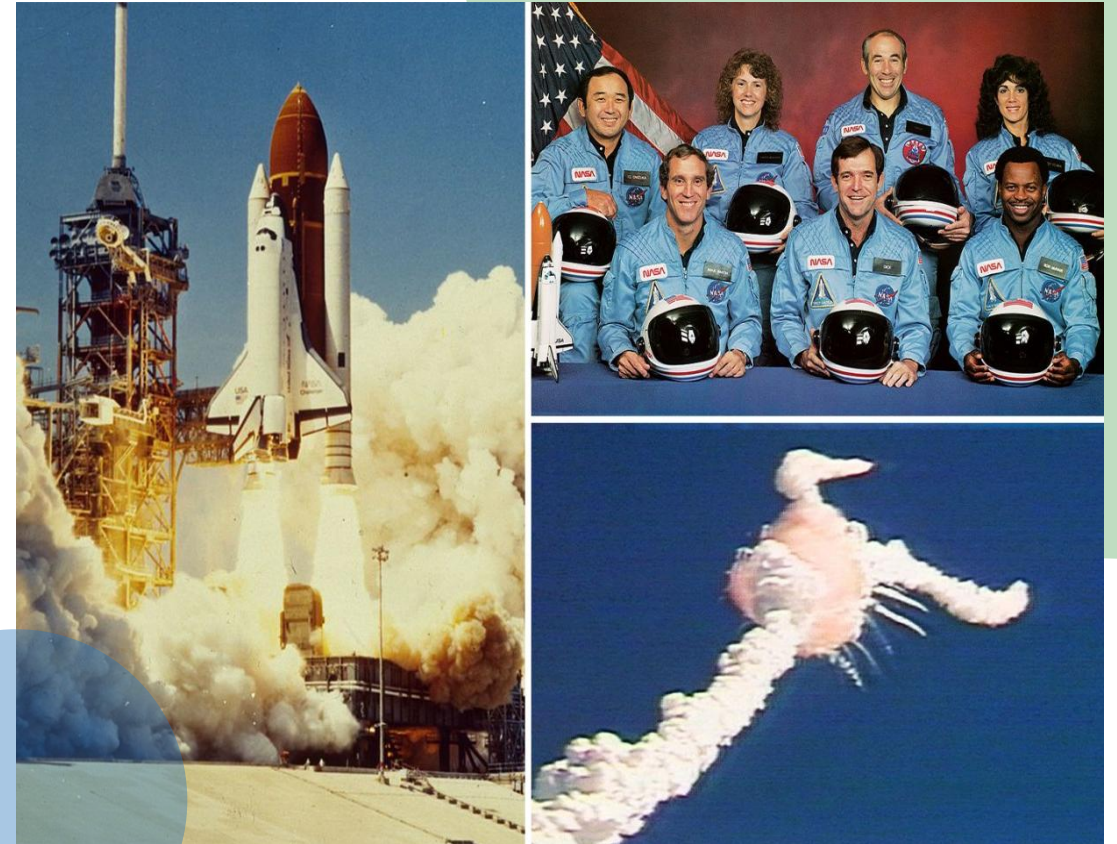
- Diane Vaughan (The Challenger Launch Decision)

Understanding System Error

Latent Errors – errors in design, management decisions, organizational, training, or maintenance-related errors that lead to operator errors

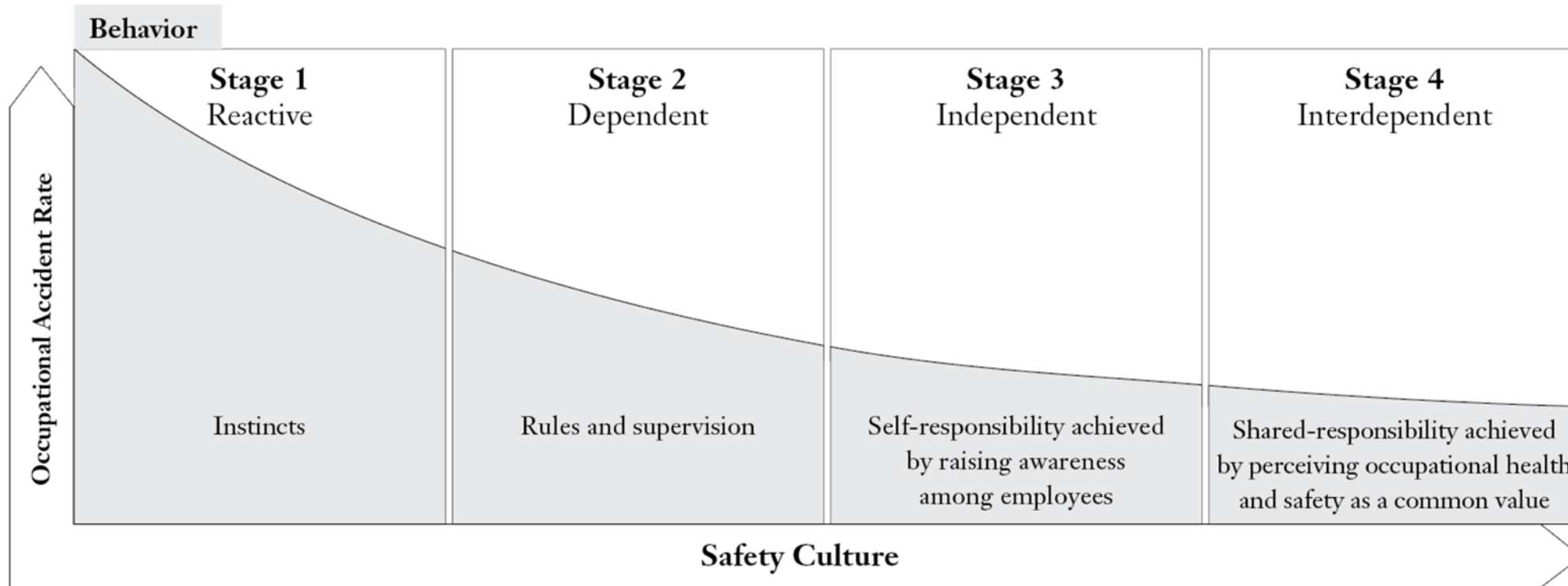
Armed Errors – errors in position that affect persons, property, or process. Often, human factors are involved.

Active Errors – errors are made and the resultant effects realized



The Bradley Curve

- Developed by DuPont to assess and improve safety culture.
- Four stages: Reactive, Dependent, Independent, Interdependent.
- Emphasizes cultural evolution to achieve sustained safety performance.

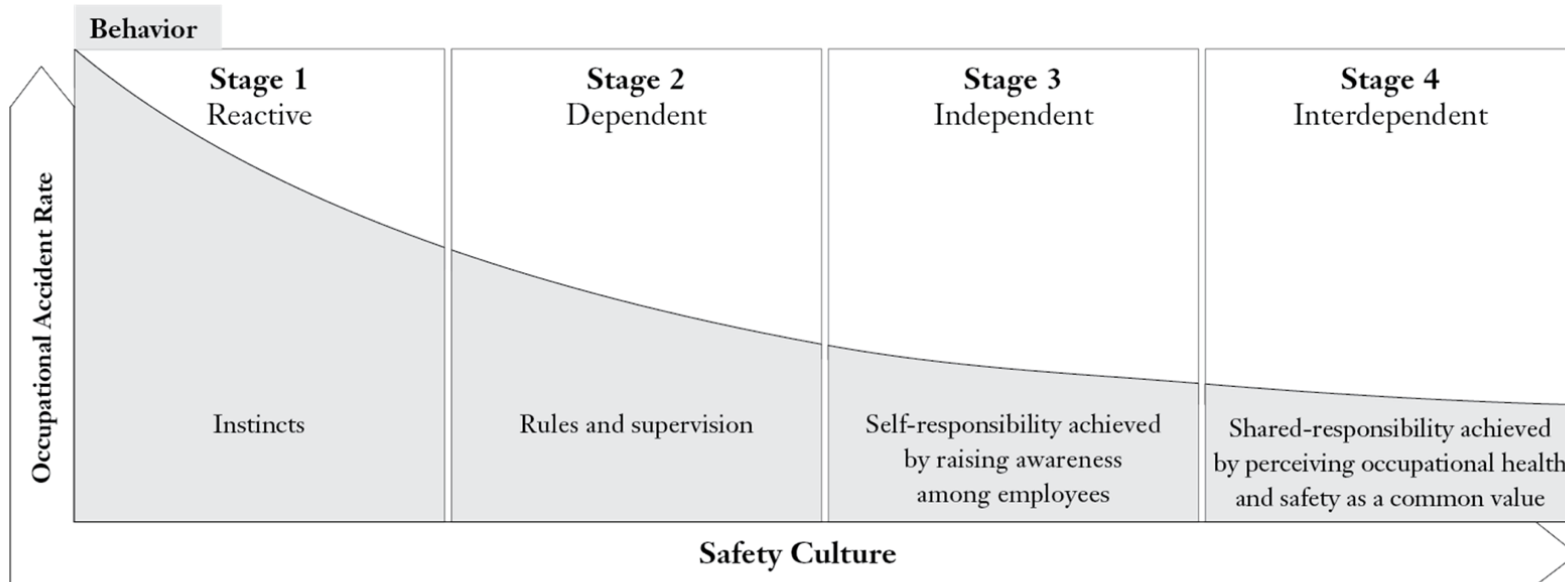


Source: The DuPont Bradley Curve

Reactive Safety Culture

Key Challenge: Safety is reactionary rather than preventive.

- Workers deny responsibility.
- Safety is seen as luck.
- Management lacks proactive strategies.

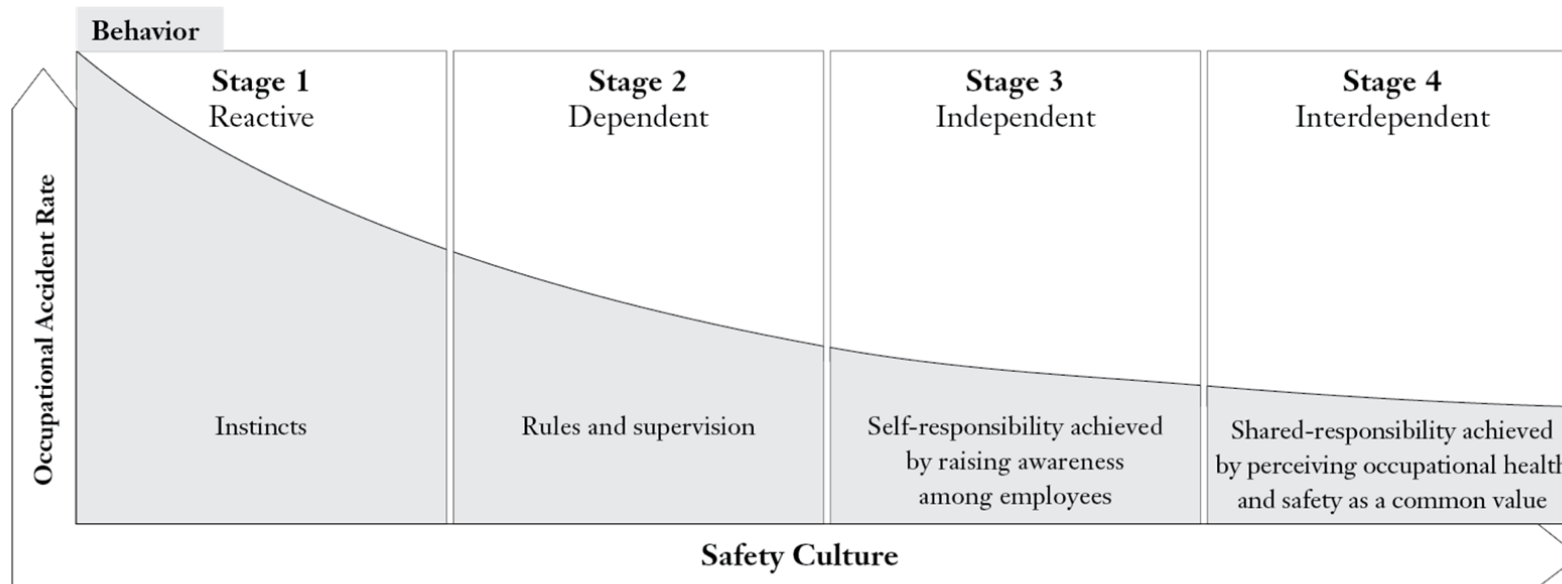


Source: The DuPont Bradley Curve

Dependent-Driven Safety Culture

Key Challenge: Workers follow the rules but may lack intrinsic safety value for them.

- Regulatory compliance is the primary driver
- Rules and procedures define safety.
- Management enforces safety through policy.
- Rewards and penalties influence behavior.



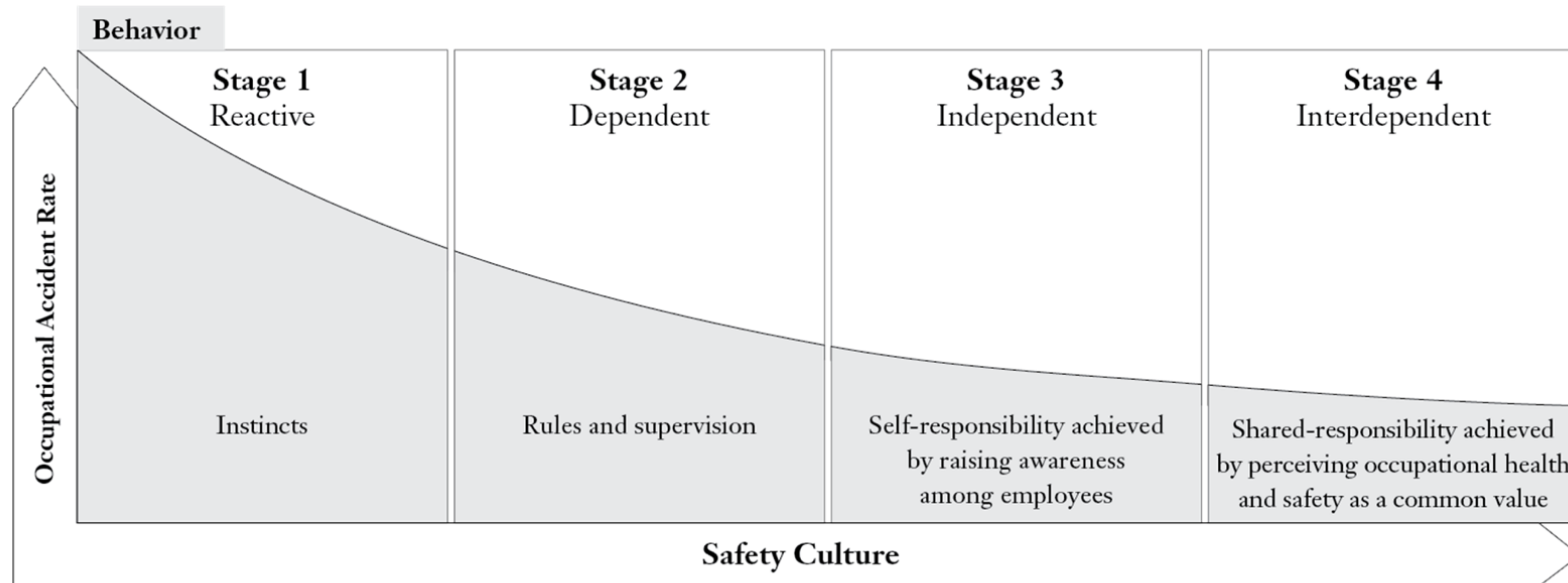
Source: The DuPont Bradley Curve

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Independent Responsibility in Safety

Key Challenge: Individual effort must be channeled into collective improvement.

- Workers take initiative and accountability.
- Safety is self-driven. (I can take care of Myself)
- Proactive hazard recognition and mitigation.

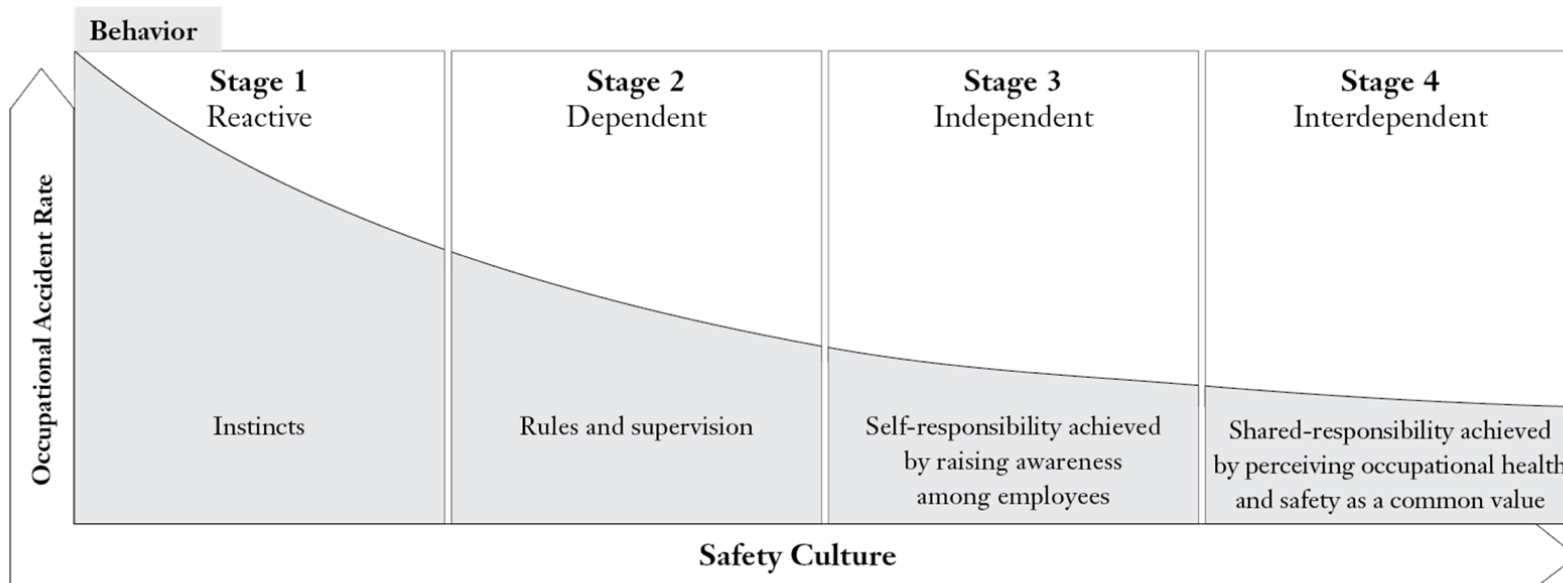


Source: The DuPont Bradley Curve

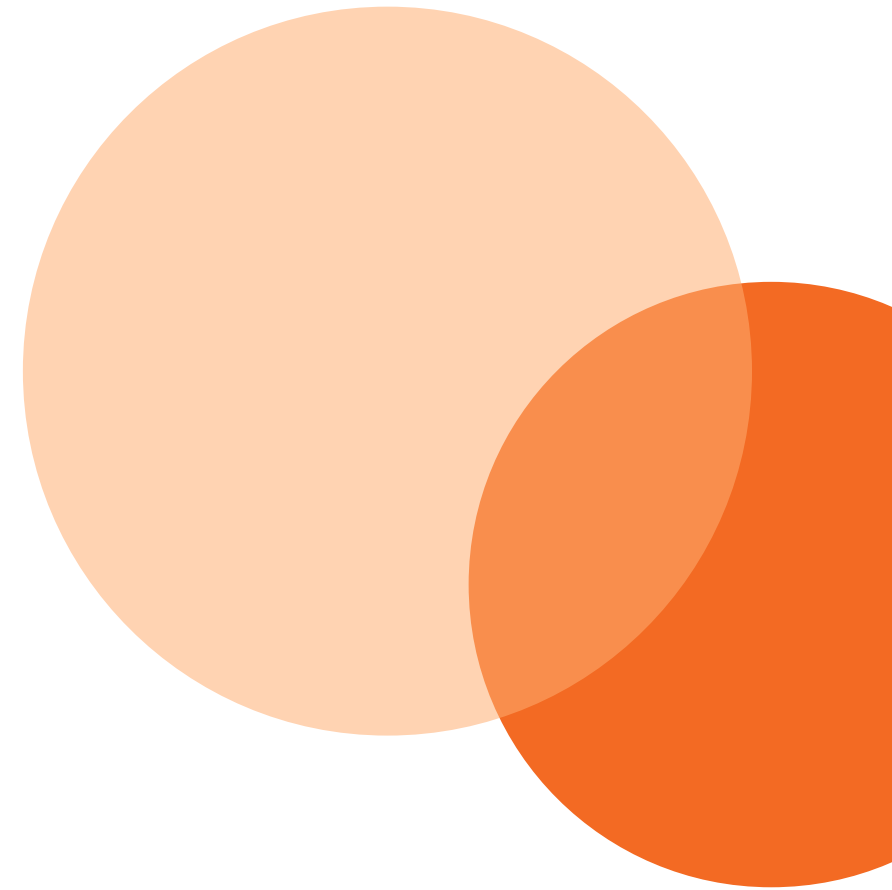
Interdependent Safety Culture

Key Challenge: Sustaining engagement and ownership at all levels.

- Safety is a shared responsibility.
- Teams collaborate for continuous improvement.
- Leadership and workers work together.
- Compliance and culture are imperative drivers.

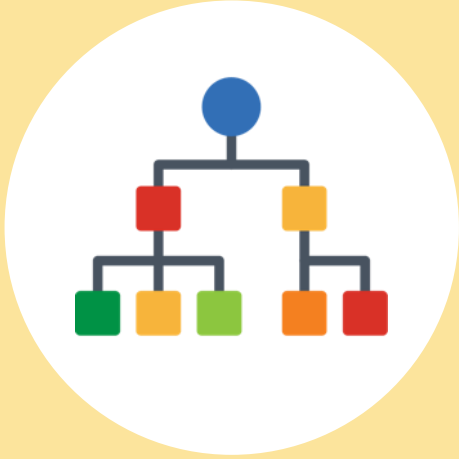


Source: The DuPont Bradley Curve



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Overcoming Barriers to Safety Growth



Many organizations remain stuck in the dependent stage.



Over-reliance on safety teams instead of shared responsibility.



Moving to interdependence requires cultural maturity.

Key Factors Influencing Safety Culture

Prevailing Opinion:

What do I think about safety around my workplace?

Overarching Behaviors:

Do my actions matter?

Leadership Style:

Does leadership care about me?

Safety Activities:

Is the company investing in my safety?

Personal Responsibility:

Am I included as a business partner in safety?

Defining the Stages



Reactive: Safety is viewed as an external imposition. Response-based.



Dependent: Management-driven; compliance-focused.



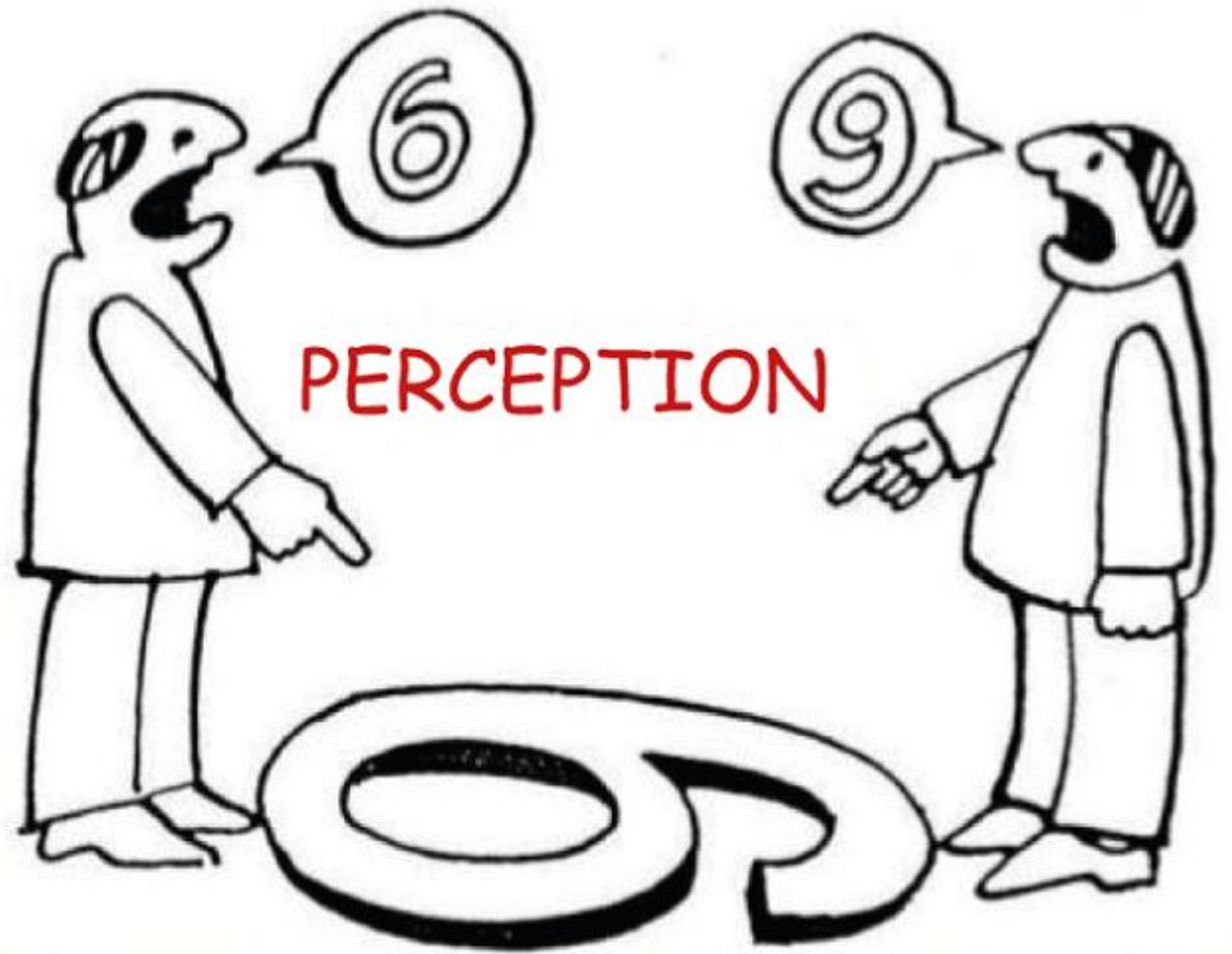
Independent: Personal accountability emerges.



Interdependent: Collaborative safety culture; active caring for each other.

	Reactive	Dependent	Independent	Interdependent
Prevailing Opinion	Loss-producing incidents are a regular part of doing work. The prevailing opinion is that accidents happen.	Acknowledgment that loss-producing incidents should be minimized mainly to meet external expectations.	A belief that accidents are preventable through individual actions and awareness.	A shared conviction that safety is integral to operational success and that all accidents can be prevented through teamwork.
Overarching Behavior	There are minimal to no proactive safety measures; accidents are responded to rather than prevented.	Beginning to comply with safety regulations due to external pressures, safety measures are rule-based.	Individuals take personal responsibility for safety, proactively identifying and mitigating risks.	Collective responsibility for safety, with high levels of collaboration and mutual care.
Leadership Style	Laissez-faire or autocratic, with little to no emphasis on safety from leadership.	Directing, with leaders and managers enforcing safety rules and procedures.	Participative, with leaders encouraging personal accountability and involvement in safety initiatives.	Transformational leadership fosters a partnering culture where safety is a core value and a shared responsibility.
Safety Activity	Ad-hoc and minimal, primarily focused on compliance after incidents occur.	Implementation of basic safety training and compliance protocols.	Comprehensive safety training, employee-led safety audits, and proactive risk assessments.	Advanced safety systems, continuous improvement processes, and cross-functional safety teams.
Personal Responsibility	Limited awareness or acceptance of safety responsibilities at any level.	Safety responsibilities are acknowledged by management but not fully embraced by employees.	Employees at all levels recognize and embrace their role in ensuring workplace safety.	Safety responsibilities are deeply ingrained and collectively owned, with everyone actively partnering in safety.

**How do
your workers
perceive
safety in your
organization?**



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It's All About the Management Process

Management Systems

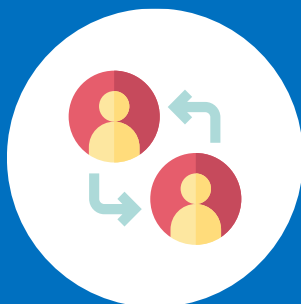
e.g., ISO 45001, ISO 14001, ISO 9001, ANSI Z10, Hybrids



Employee Behaviors & Engagement



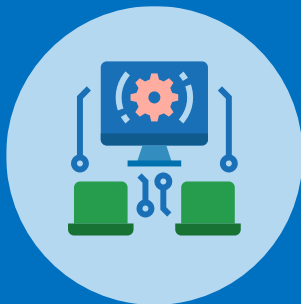
Capability and Capacity



Physical Control of the Work Environment



Management, Leadership & Accountability



Enabling Technologies

System Levers

Incidents

Observations

Behaviors

Illness/Injury

Health

Hazard ID

Audit/Inspections

Supportive Activities



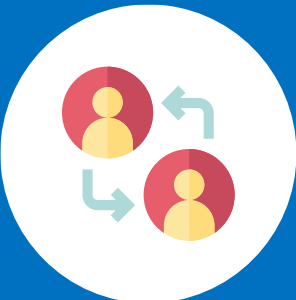
Employee Behaviors & Engagement

Partnering
Involving
Mentoring
Coaching
Embracing
Ensuring
Disciplining
Recognizing



Capability and Capacity

Understanding
Performing
Supporting
Elevating
Hiring
Motivating
Striving
Reasoning



Physical Control of the Work Environment

Inspecting
Assessing
Controlling
Developing
Designing
Engineering
Purchasing
Preparing



Management, Leadership & Accountability

Guiding
Monitoring
Expecting
Engaging
Communicating
Adapting
Innovating
Celebrating

Measuring Culture Progress

The Role of Perception Surveys

- Surveys reveal workforce perceptions about safety.
- Benchmarking helps identify gaps between current and aspirational stages.
- Encourages honest feedback for actionable insights.

Safety Perceptions Scale

0 - Strongly Disagree

The individual strongly disagrees with the statement. They perceive significant threats and believe that safety measures are either absent or completely ineffective, leading to a constant sense of danger and vulnerability.

1 - Disagree

The individual disagrees with the statement. They acknowledge some efforts towards safety but find them largely ineffective, resulting in frequent feelings of unsafety and exposure to potential harm.

2 - Somewhat Disagree

The individual somewhat disagrees with the statement. They see some safety measures in place but consider them insufficient, leading to occasional concerns and a general feeling of being somewhat unsafe.

3 - Neutral

The individual neither agrees nor disagrees with the statement. They recognize that there are safety measures but doubt their adequacy and effectiveness, resulting in a balanced perception with concerns and reassurances.

4 - Agree

The individual agrees with the statement. They believe safety measures are generally effective and well-implemented, with only minor concerns about potential risks, leading to a mostly secure feeling.

5 - Strongly Agree

The individual strongly agrees with the statement. They have full confidence in the safety measures and believe their environment is free from significant risks, leading to a strong sense of security and well-being and a collaborative work culture.

Assemble Your Work Teams

I have used the Bradley Curve most effectively when I have thought deeply about how I felt about our cultural journey, where we were at the time, and where I wanted to go.

Pull small groups separately from the front line, middle management, and senior leadership, review each stage of the Bradley Curve, and ask where they believed we were.

You will find significant disparity between distinct groups and levels in the organization.

You will also find that not every group is at the same stage of the curve. There will be parts of your safety process that might be doing very well, but other parts that are not performing and need help getting to the next stage.

The magic occurs when you combine all the groups I have described and discuss where the organization is overall today and if you have the appetite to move forward.



Measuring Safety Perceptions

Scale 0-5



Next Steps for moving Up the Curve



The Path to Safety Excellence



- Worker engagement drives safety success.
- Understanding how loss occurs and using the Bradley Curve helps assess cultural maturity.
- Understanding perceptions about safety matters.
- Safety partnership is key to achieving interdependence.
- Continuous improvement ensures long-term success.

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Questions?



Scott Gaddis

Vice President, Safety
and Health
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