



Safety Culture... What's at Stake? ...How Do We Change?

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What is a Safety Culture?

Definition:

Safety Culture is *the way safety is perceived, valued and prioritized in an organization. It reflects the real commitment to safety at all levels in the organization.*

It has also been described as *"how an organization behaves when no one is watching"*. Safety Culture is not something you get or buy; it is something an organization acquires as a product of the combined effects of Organizational Culture, Professional Culture and, often, National Culture.

Safety Culture can therefore be positive, negative or neutral. Its essence is in what people believe about the importance of safety, *including what they think their peers, superiors and leaders really believe about safety as a priority.*

Why is Safety Culture Important?

Safety Culture can have a direct impact on safe performance.

If someone believes that safety is not really important, even temporarily, then workarounds, cutting corners, or making unsafe decisions or judgments will be the result, especially when there is a small perceived risk rather than an obvious danger.

A Healthy Safety Culture is:



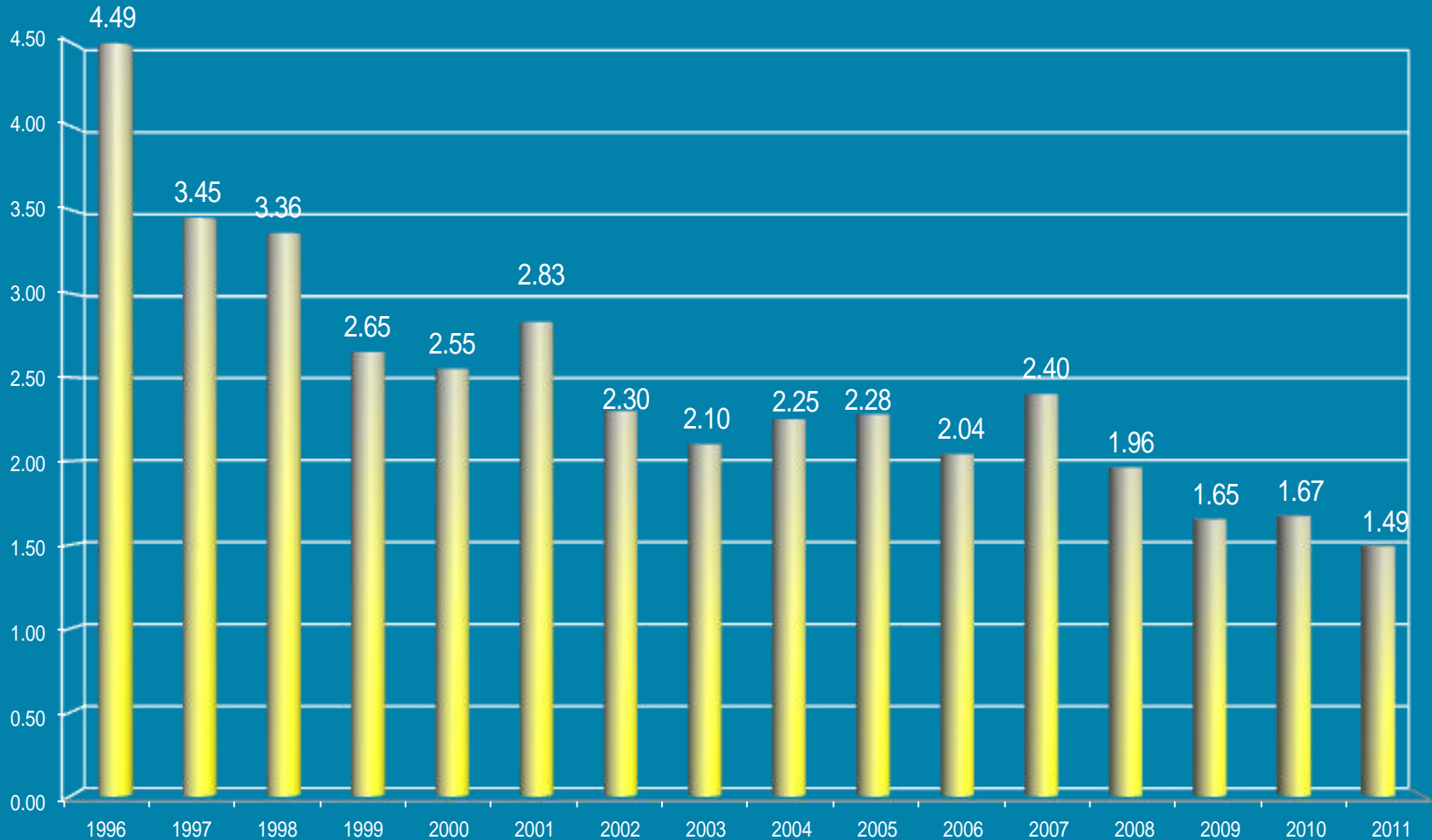
A Cohesive, Omni-present, Integrated and Conscious Effort...

A Healthy Safety Culture includes:

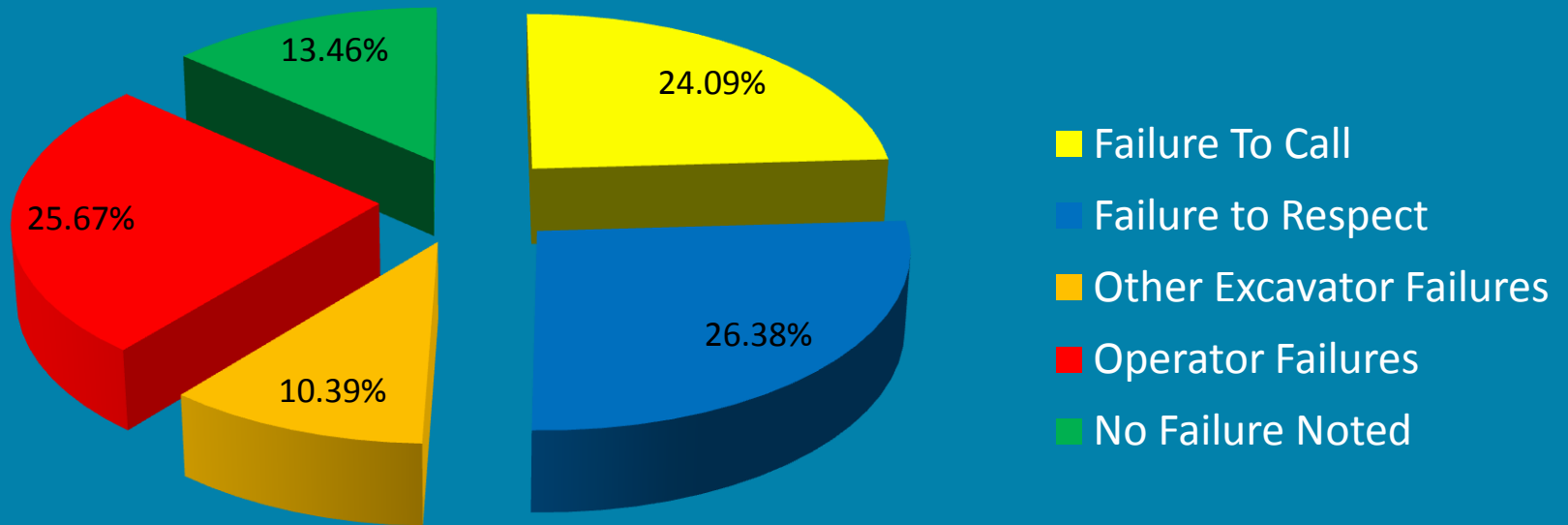
- Belonging to, and communicating regularly with, a community of like-minded organizations and individuals
- Team education of all members of their organization
- Written directives, expectations, goals and penalties
- Regular (field) inspection, evaluation and correction
- Pre-planning of work with a damage prevention mind-set
- Fiscal and logistical support from all levels of the organization
- Coordination/communication with those who may be impacted
- The participation of the ultimate customer and levels in between
- *NO EXCEPTIONS!!!*

Virginia's Program Results

Gas Damages per 1,000 Gas Tickets



2011 Damages Root Causes



What's at Stake?



So what else is happening when they think no one is looking?

Identifying the Risk: Individual

Mitigating the Risk:

- Is it a singular occurrence or a pattern?
- Investigate true Root Cause
- Research commonality in previous episodes
- Then, identify missing component (Education, Tool, Information)
- Add inclusion of new directive to Training
- Increase supervision to assist in deployment for a period of time
- Maintain increased inspection for a period of time
- Recognize the improvement with reward
- Include individual in assisting future correction actions



Identifying the Risk: Culture

- Management is not aware of activities until after being briefed
- Damage Prevention Education is not planned or documented
- The written directives and goals are those supplied by Contract
- No Compliance personnel on site during excavation
- Waits until day of work to sort out issues present
- Crews operating independently and/or on their own
- Calls appropriate parties only after damage occurs
- Ultimate Customer and Intermediates are hands-off
- Short-cuts usually a sign of economic desperation

Mitigating the Risk: Culture

- Public Awareness from all Stakeholders
- Risk Assessment Models
- Contract Evaluation for Damage Prevention
- Other Enforcement Tools
- After the Enforcement

Public Awareness

- Is the Community of You
- Is not just about jurisdictional gas
- ...If we don't know... then they don't know
- Is an opportunity to consolidate and maximize efforts
- Re-enforces your Training program
- Increases the security of your assets

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Risk Assessment

- ...I like the Odds
- Makes economical sense
- Beats shotgun solutions
- Re-uses data you already have
- Re-enforces your Training program
- Increases the security of your assets

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Contract Evaluation

- Is key to changing Culture
- Inspection should not just be Final
- Should tie Damage Prevention to Disincentives
- Should Cascade through Prime to Sub Contractors
- Is indicate of the Contract Authority's stake in Damage Prevention
- Connects the Ultimate Customer to the work being done on their behalf

Contract Evaluation

Out of 255 pages...

A. The Contractor shall exercise caution when working in areas of underground utilities. Underground utilities, as indicated on the drawings, are shown in the approximate location. Neither the Owner's Representative nor the Owner shall be held liable for any reason, for any omissions of underground utilities. The Contractor shall notify "Miss Utility" of Virginia, 811, to locate utilities before beginning any work.

B. Any removal or relocation of public utilities shall be coordinated with the Owner.

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After the Enforcement

- Restock the Pond
- Let the training continue
- Operator Field visits to more sites
- Engage the Contractor with follow-through

In Summary...

- Evaluate your Contracts
- Inspect what you expect
- Evaluate your training methods
- Then, expect more from your crews
- Cross pollinate through your Associations
- Create a Public Awareness that works for you
- Support the Local and Regional Committees

