

Roll Design and Safety Culture

Matthew Hammer

**Ya'll
Or
All Ya'll**

Matthew Hammer

**So how do we
get from this...**



Or this...



Or from here...



To here...



Strong cultural attributes



Cul

What



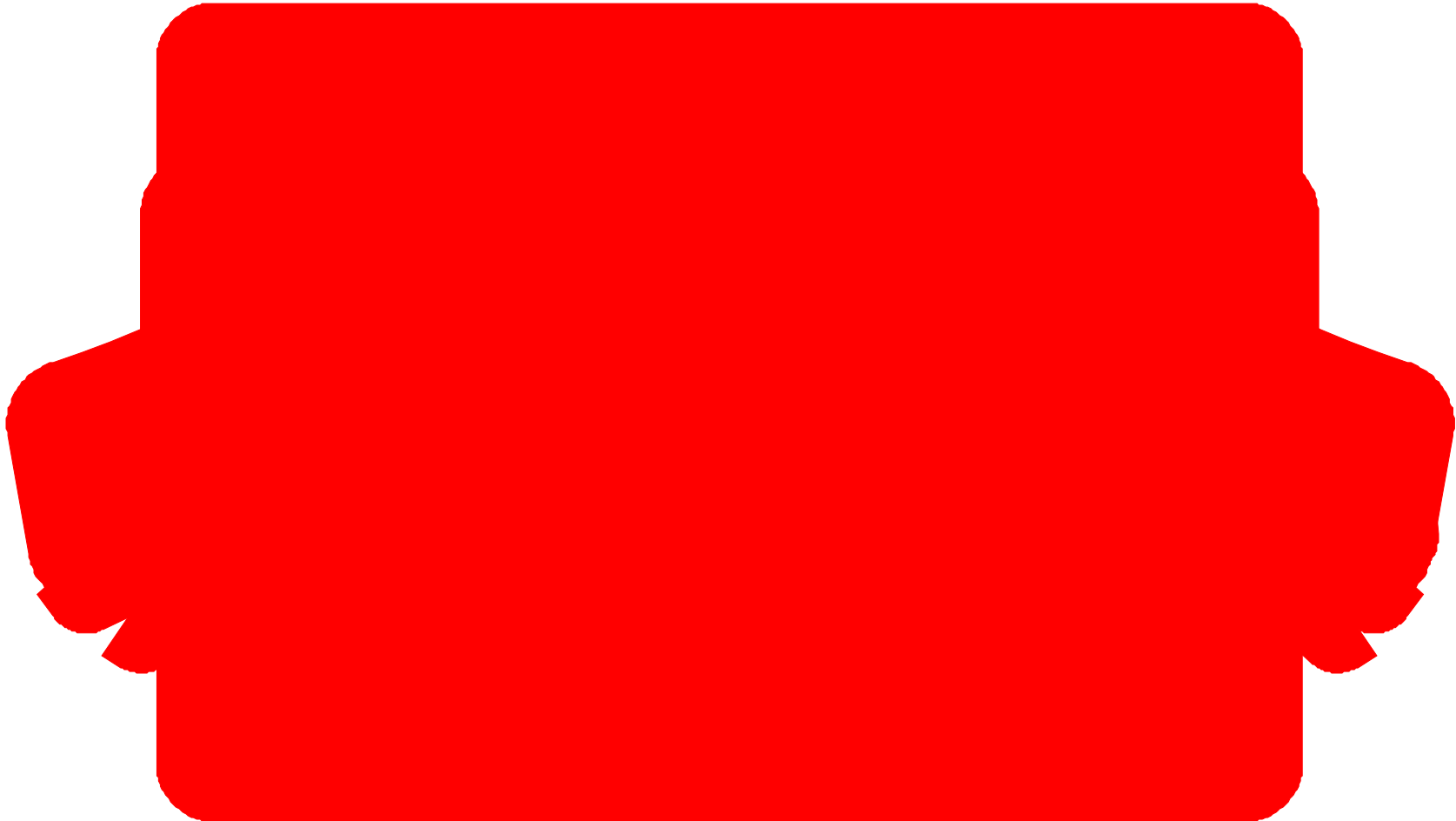
Priorities can change
QUICKLY!!!

Cultural Development

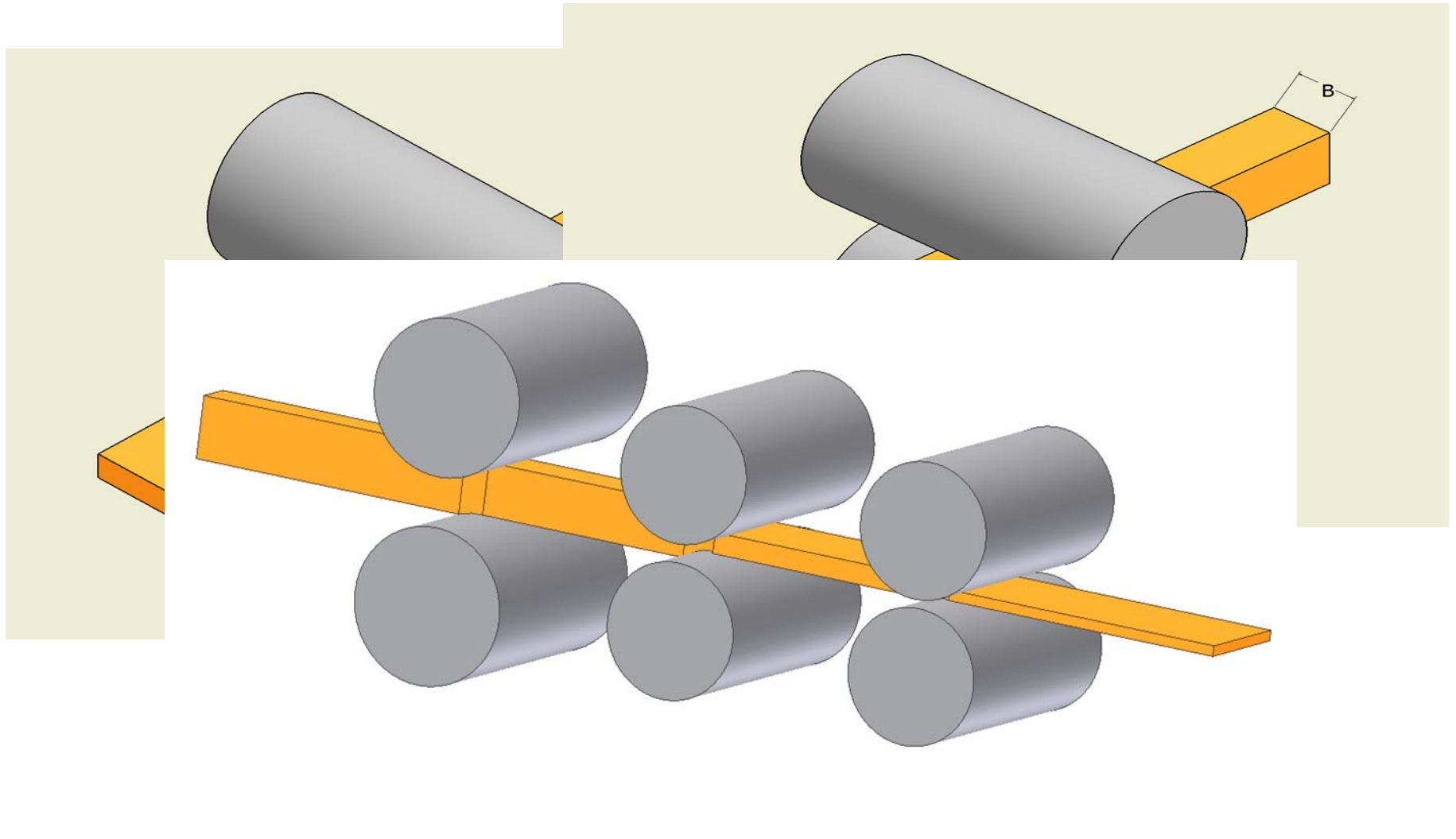
- The goal is to develop the culture that gives you the results you are looking for.
- Cultures are not mandated – they are molded...



Or better yet - Rolled



What happens when we begin a change?



Accepting the change...

- We have to recognize the need for a change
- We have to accept the need for a change in behavior
- We must also recognize what the change means
- We must understand that things will be different

- The Absolute... To remember why the change is important.

Accepting the change and the “Punching Bag”

- You are about to tell a bunch of adults that what they are doing is wrong.
- How well did that go last time?





Paradigm Shift

We have to get this guy...



Does this guy believe this is safe – or is he tolerant of risk?

To here...



Paradigm shift

- Anyone can make a new rule and expect it to happen.
- In training situations – the new rule makes sense and is easily identified
- But what about in the field or on the floor...

- This is how I did the job yesterday, last year...it was the way we were trained, in fact it is how the procedure says to do it...

- Once we can recognize that the paradigm must shift and we need to see things differently – we can take action.

Paradigm shift

- Even in fire safety regulation, often times problems are not corrected by physical means, but by “Management Standard”
- Issues are addressed by making exceptions and putting in a rule where the issue is “managed” by people rather than engineering.
- Article in *Fire Safety Engineer* discusses allowances for inward swinging fire doors if they are pinned open during “high occupancy” times.
- Will this happen every time?

Todd, C. (2009) FORGIVING THE MANAGEMENT. *Fire Safety Engineering*. 16(8), 16-18

Paradigm shift

- We may have to change not only the rules, but:
 - The tools we use
 - The procedures
 - The parts we use
 - The process
- We may have to change the way we change!

Tools

If we Say...

...We must Do

What seems like a simple rule, say fall protection at 4 feet, may have huge implications.



Tools

- Hazard recognition
 - Take Ten
 - Take Two
 - Take 5
 - Work Permits
- Behavioral approach
 - Stop and Go
 - Stop Cards
 - Observation programs
- Standards
 - Audits (ISO, business performance, consultant)
 - Document control and review
 - Preliminary Risk Analysis

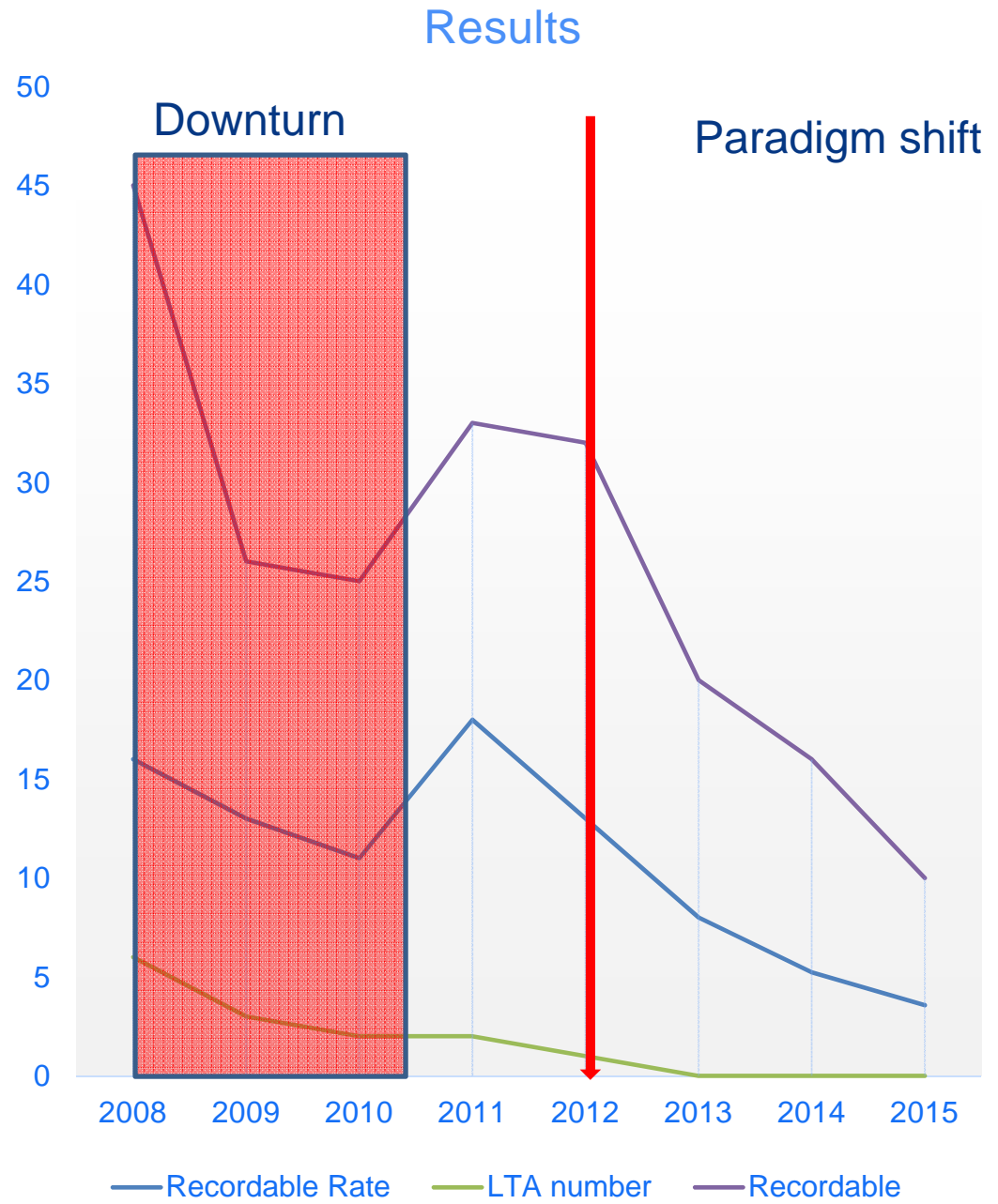
Habits and culture

- Voice your cultural expectations daily
- Make your day to day actions drive the cultural expectation
- Use the tools to drive the day to day actions
- Reinforce the day to day actions

If you are the first one to the office daily, do you still feel 'off' if you are a few minutes later than normal?

Results

End results will be measurable.



“Lest we forget...”

Matthew Hammer – Gerdau Beaumont 