ORGANIZATIONAL BEHAVIOR & WORKPLACE SAFETY: PROMOTING A SAFETY CULTURE

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Vision: Creating an excellent city that provides the essence of success and comfort of sustainable living.

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What it takes to build an Effective Safety Culture at the Workplace

How to Develop and Promote a Strong Safety Culture

Assessing and Improving Safety Culture

How a Safety Culture may get damaged - Indicators of a Negative Safety Culture
WHAT IS A SAFETY CULTURE?

- Shared beliefs, practices and attitudes that exist at an establishment.

- Culture is the atmosphere created by those beliefs, attitudes, etc. which shape our behavior.

- A set of core values and behaviors that emphasize safety as an overriding priority.

- Expressed through what is said and done — through behavior.

- Unique to an organization.

Doing things right even when nobody is around
SAFETY CULTURE PROCESS

CONTINUAL IMPROVEMENT

BUILD
- Build an Effective Safety Culture at the Workplace

PROMOTE
- Develop and Promote a Strong Safety Culture

ASSESS
- Assessing and Improving Safety Culture

IMPLEMENT CHANGE
A. WHAT IT TAKES TO BUILD AN EFFECTIVE SAFETY CULTURE AT THE WORKPLACE
EFFECTIVE SAFETY CULTURE-COMPONENTS

1. Management Commitment
2. Empowering Behavior
3. Awareness / Communication
4. Adaptability
5. Information/ Measurement
6. Others
1. MANAGEMENT COMMITMENT

A Visible management is very important component of an effective health and safety culture.

GET BUY IN FROM ALL LEVELS OF THE ORGANIZATION (LEADERSHIP, SUPERVISORS, EMPLOYEES)

YOU WILL ACHIEVE THE LEVEL OF SAFETY THAT YOU MAY DEMONSTRATE YOU WANT TO ACHIEVE

- Create and involve Executive safety champion
- Involve all levels early on in decisions
- Explain why involvement of all levels is crucial to success
- Establish safety committees & track engagement
- Give People Time to Do Safety in their Job
- Get buy in for new processes
2. EMPOWERING BEHAVIOR

- Promote safe behaviors and attitudes
- Empowerment
- Behavior-based evaluation
- Promotion and reward of enthusiasm and good results

Part of everyday work at all levels
3. AWARENESS/COMMUNICATION OF THE SAFETY CULTURE

- Communicate expectations to employees
  - Verbal, Written & Graphic

- Communication of the safety culture throughout the organization without fear of criticism or retribution
- Surveys to monitor attitudes and feelings about safety
- Training to increase involvement
- Prepare through training:
  - Promote safe behaviors and attitudes
  - Endorse importance of safety for effective on-the-job behavior
- Extend your safety culture to your supply chain and contractors
- Make Safety Visible

Make Safety Visible
4. ADAPTABILITY

- Be willing to find and fix problems
- Celebrate finding a problem instead of hiding it
- Have systems to address change ready
- Systematic identification and assessment of hazards
- Devising and exercise of preventive systems which are subject to audit and review; in such approaches, particular attention is given to the investigation of error.

Incorporate and Be prepared for change
5. INFORMATION/MEASUREMENT

- Increases accountability – clear indication that the organization cares and is monitoring
- Non-safety employees more likely to feel involved and give their input
- Quicker identification of trends
- Display board/e-dASHBOARD/report cards
- Display stats that reflect your objectives
- Setting and monitoring of relevant objectives/targets, based upon satisfactory internal information systems

- You can’t manage what you can’t see
- Safety has to be made visible
- Measure & Monitor
Safety Culture Predicts Safety Performance!!

Key to preventing Accidents and Injuries!!

Build Trust within the Organization!!

Safety becomes 1st thought before starting any job;

Employees understand the company values safety!!
B. DEVELOP & PROMOTE A STRONG SAFETY CULTURE
When it comes to developing a safety culture, organizations typically follow these stages:

1. **Assessment:**
   Observing and analyzing unsafe behaviors and prioritizing changes
When it comes to developing a safety culture, organizations typically follow these stages:

2. Planning: Establish behavior goals and process for achieving them.
When it comes to developing a safety culture, organizations typically follow these stages:

3

Implementation:
Introduce and encourage safe behavior
When it comes to developing a safety culture, organizations typically follow these stages:

4 Measurement: Evaluating, recognizing and rewarding safe behaviors
Promoting a Strong Safety Culture

Step 1

Start with the Top Management Leadership and Commitment from the top which is genuine and visible. This is the most important feature.
POLICY statement of high expectations conveying a sense of optimism about what is possible supported by Adequate codes or practice and SAFETY STANDARDS
Health and safety should be treated as other corporate aims, and properly resourced.

Provide the personnel and financial resources necessary to properly implement this culture.
'Ownership' of health and safety must permeate all levels of the workforce. This requires involvement of all employee, training and effective communication.
What goals are used in your organization?

- Commonly understood and agreed goals.
- Realistic and achievable targets should be set and performance measured against them.
Incidents should be thoroughly investigated.

Root Cause is determined - the right way.
Consistency of behavior against agreed standards should be achieved by auditing and good safety behavior should be a condition of employment.
Deficiencies revealed by an investigation or audit should be remedied promptly.
Management must receive adequate and up-to-date information to be able to assess performance.
Acceptance that is a long-term strategy which requires sustained effort and interest.

Acceptance of responsibility at and from the top, exercised through a clear chain of command, seen to be actual and felt through the organization.
C. ASSESSING & IMPROVING SAFETY CULTURE
Examples of Assessment:

- Staff surveys
- Event reviews
- Checklist for safety culture elements
- Interviews
- Checking records to see that the minor concerns are in fact being reported
- Meetings, observation etc.
3

- Perform assessment using an internal team with some external help.
- Use professional expertise for statistics etc. but own the methodology internally as far as possible.

To Be Safe, You Should Assess Your Safety Culture
ASSESSING SAFETY CULTURE

- Makeup of the workforce (Especially migrant workers);
- Changes in industrial structure (rise of the service industry);
- Industrial scene (new technologies and the use of new chemical substances)

Safety culture is still in the development stage so further progress on Safety culture is called for...

Dubai’s Economic diversification

Growth is 4% annually from 2012-2014

Economic diversification

Diversification of work hazards
The desired safety culture should be described in a structured framework.

A set of assessment tools can be developed to find out how the real culture matches up to the desired culture.

The results need careful interpretation.

Improvements can then be made.
IMPROVING SAFETY CULTURE

- Obtain Top Management Commitment

- DESCRIBE THE DESIRED CULTURE in a structured “framework”

- Build a Common Understanding of Culture

- ASSESS THE EXISTING CULTURE

- Communicate the Assessment Results

- Identify Gaps, Root Causes and Key Initiatives to Improve

- Communicate the Direction and Engage Supervisors & Staff

- IMPLEMENT CHANGE
HOW A POSITIVE SAFETY CULTURE MAY BE DAMAGED?
NEGATIVE SAFETY CULTURE

1. Top Management not openly supportive of safety.
   Management doesn’t value or follow safety rules.

   Failure to deal with non-compliance of safety rules.
Lack of open communication
Role ambiguity
NEGATIVE SAFETY CULTURE

- Safety rules used to discipline employees.
- Staff feeling undervalued (fault finding)
NEGATIVE SAFETY CULTURE

- Job demands

Management production is prioritized over safety
Management’s safety concerns are more about a good safety record than about the safety of employees.
DM Occupational Health and Safety offers a wide selection of training courses to help broaden worker and employer knowledge on the recognition, avoidance, and prevention of safety and health hazards in their workplaces.

Examples of Trainings being conducted:
- Heat Stress
- Fire Safety Awareness
- Electrolyte Importance
- Office Ergonomics
- Chemical Safety etc.

Training Priorities:
- Annual Programs for DM Staff (H&S, Leadership, Management related) (more than 4000 of DM workers (labors))
- 1000 of (unit and section heads as well as office in charge)
- Other Government Bodies.
Customers are not anymore required to visit any DM office to transact or apply for clearances or permits. This will save them time and the hassles of travel or even finding parking areas in the DM Centers. Instead they will wait for the email or SMS as to update status of their application.
Using E-service for the OHS Clearance in support of “Zero Visit”

Before the E-service:
1. Initial visit & inquiry
2. Submission of documents
3. Payment /Pickup
4. Submission of lacking documents
(Optional)

With E-service:
1. Submission of USB (Docs>16 MB due to size limit in the system)
2. Signature & pick-up of the OHS Permit
Creating an effective safety culture is an ongoing process and is a large commitment on behalf of the entire organization.

However, the effort results in a positive attitude toward safety and a reduction in accidents and incidents.

Maintaining a safety culture requires the same commitment to safety long after initial safety training is completed.
Wish You All a Happy
Health and Safety
All The Times
& hope you have enjoyed the presentation!!