Is There a Difference: Culture or System?

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Paul Esposito CIH, CSP
Safety Technology Auditing, and Risk Management

STAR Consultants, Inc.
580 Bellerive Drive Unit 5B
Annapolis, MD 21401
410-349-9713

561 Golden Links Drive
Orange Park, FL 32073
904-298-1817

www.starconsultants.net
Objectives

In the Debate of Management Systems vs. Culture

★ Which is More Important?
★ What is the Definition of Each?
★ Are They Necessarily Independent?

I hope to maybe not answer each question, but provide food for thought in helping S&H professionals understand the relationship.
Background

☆ OSHA and their VPP approach has over 20 years of helping businesses build both exemplary Management Systems and Culture

☆ They published their “Program Management Guidelines” in 1989

☆ There has been a plethora of Management Systems developed over the last 5 years (24 at current count – Z 10 on the way)

☆ In Some Discussions, Culture = Leadership?
What are Management Systems?

- Unsafe acts, unsafe conditions and accidents are all symptoms of something wrong in the management system (Dan Petersen)
- Culture
- Understand, Recognize, Evaluate and Control (IH)
- Planning, Organizing, Directing and Controlling (Mgmt 101)
- Plan, Do, Check, Act (ISO)
- Using tools such as communication, responsibility, authority, accountability.
- Benchmarking and Continuous Improvement (Malcolm Baldrige)
What are Management Systems?

How does Webster define a system?

**Process**
☆ “A series of actions, changes, or functions that bring about an end or result. To put through the steps of a prescribed procedure.”

**System**
☆ “A group of interacting, interrelated or interdependent elements forming or regarded as forming a collective entity.”

NOT A “PROGRAM”
Behavior Based Theory

Some behavior theorists have constructed this concept:

<table>
<thead>
<tr>
<th>CULTURE</th>
<th>MANAGEMENT SYSTEMS</th>
<th>EXPOSURE</th>
<th>END POINT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Vision</td>
<td>• Policies</td>
<td>• Behaviors</td>
<td>• Incidents</td>
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<td>• Values</td>
<td>• Practices</td>
<td>• Equipment</td>
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<td>• Assumptions</td>
<td>• Facility and Equipment Design</td>
<td>• Conditions</td>
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<td>• Training</td>
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<td>• Resources</td>
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<td>• Metrics</td>
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It is critical to have a management system or processes in place in order to actually achieve results (control end points) and change behavior.
OSHA’s Program Management Guidelines - VPP Criteria

**29 Elements**

** MANAGEMENT LEADERSHIP **
- Management Commitment
  - Policy
  - Planning
  - Goals, Objectives
  - Visible Top Management Leadership
  - Responsibility and Authority
  - Line Accountability
  - Resources
  - Contract Worker Coverage
  - Written S&H Management System
  - Annual Self-Evaluations
- Employee Involvement
  - Encouragement
  - Participation
  - (Committees)

** WORKSITE HAZARD ANALYSIS **
- Baseline Assessments
- Routine Hazard Analysis
- Change Hazard Analysis
- IH Program
- Routine Self-Inspections
- Reporting System
- Investigations
- Trend Analysis

** HAZARD PREVENTION & CONTROL **
- Certified Professional Resources
  - Hazard Elimination and Control Methods
    - Engineering
    - Admin
    - PPE
  - Work Practices/Rules/Discipline/Recognition
  - Process Safety Management
  - Occupational Health Care
  - Preventive Maintenance
  - Tracking of Corrections
  - Emergency Preparedness

** SAFETY & HEALTH TRAINING **
- Managers
- Supervisors
- Employees
  - Emergencies
  - PPE

1/26/89 & 3/25/03
30 Elements

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1/26/89 & 3/25/03
VPP Requirements...

Have in place at least one year:

- Management Commitment
  - Goals and Objectives (measurable initiatives)
  - Performance Appraisals
  - Annual Evaluation and Narrative Report
- Employee Involvement
  - S&H Steering Committee
- Worksite Analysis
  - IH Program
  - Inspections
  - Hazard Analysis Process
  - Accident Investigations
- Tracking Systems

The Science of Safety - not just Common Sense
Incorporate Safety into Existing Management Processes
Facilitate Employee Involvement
Plan for Continuous Improvement
Summary

★ Culture is Leadership
★ Culture Drives the Development and Implementation of Management Systems
★ Both Management Systems and Culture can be Measured as Part of a Management Systems Assessment, as Management System Assessments include Interviews and Surveys

Presentation available at:

www.starconsultants.net /What’s New / Conferences