SAFETY CULTURE ASSESSMENT

REPORT OUT PRESENTATION

February 2024

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1 PROJECT BACKGROUND & LENSES OF ANALYSIS

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3 SAFETY CULTURE MATURITY RATING

4 STRATEGIC PRIORITIES

PROJECT BACKGROUND

ASSESSMENT PROCESS - OVERVIEW

Safety Culture Survey

37% Response Rate (1,519 respondents).

Interviews + Focus Groups

21 on-site and virtual, from frontline to executives.

Site Tours + Meeting Observations

Across various laboratories and workspaces.

Artifact Reviews

8+ hours of virtual systems review.

OVERALL ROLL-OUT PLAN

FEB 05-06 — **Assessment Report Out x2**
- **Safety Culture Assessment & Maturity Model**
- **Strengths & Opportunities**
- **Strategic Priorities**
- **Dimensional Analysis**
- **Recommendations Discussion**

FEB 22 — **Strategy Kick Off**
- **Create plan for Front Line Sessions**
- **Set tone for strategy planning**

TBD — **Front Line Strategy**
- **Capture targeted bottoms-up input into strategy**
- **Improve change buy-in**

TBD — **Strategic Planning Sessions**
- **Develop 3-5 Year Strategic Plan & Roadmap**
- **Elaboration of high-level project charters**

TBD — **Half Day Safety Leadership Workshop (X2)**
- **Executive Program to equip leaders to support Culture Change (followed by Executive Coaching)**

LENSES OF ANALYSIS

PROPULO EVIDENCE-BASED SAFE PRODUCTION MODELS

CULTURE OF SAFE PRODUCTION MODEL

Our **Safety Ownership Model** built using years of operational experience and the latest evidence-based research, relies upon four groups with four dimensions each to fully understand the intricacies of what drives Safe Production behavior, and what levers exist for organizations to enhance their Safe Production. Rooted in the importance and interconnectedness of Mindsets, Behaviors and System to improve the Predictability of Safety results and more importantly to reduce Serious Injuries and Fatalities (SIF) and ultimately drive towards a vision of Zero Harm. We understand that to produce long-term enduring results, organizations need to simultaneously act on all three dimensions. Created to bridge the gap between traditional models of safety culture, which often fail to contemplate or incorporate the business and operational contexts of safety, and other culture models, which do not fully consider the nuances of safety, the Culture of Safe Production Model provides the most accurate method of interpreting and understanding an organization's culture with the greatest certainty of delivering business outcomes.
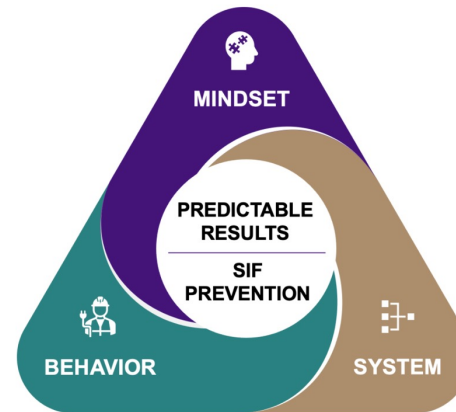

Dimensions dealing with organizational decision-making and direction
STRATEGIC

Physical or institutional dimensions, providing the environment of work
STRUCTURAL

Dimensions that exist between individuals and focus on interactions
INTERPERSONAL

Thoughts, feelings, and internally focused dimensions
INTRAPERSONAL

- Safe Production and Safety Ownership is built on the interconnected relationship between Mindsets, Behaviors and System.

- Most approaches focus solely on one of these dimensions and ignore the interconnectedness.

- Built on brain science and real-world experience, our approach takes a holistic view and drives results.

Focus = Safety is WHO WE ARE…Not Something we DO.

SAFE PRODUCTION CULTURE MATURITY MODEL

Our evidenced-based **Safe Production Culture Maturity Model** consists of six levels of cultural maturity, each characterized by a different set of criteria, general 'feelings', cultural markers, behaviors, and decisions made by the organization and informs the "how" in addressing areas of opportunity identified in the safety culture assessment.

Cultural Maturity reflects the degree to which an organization's culture permits the achievement of desired outcomes.
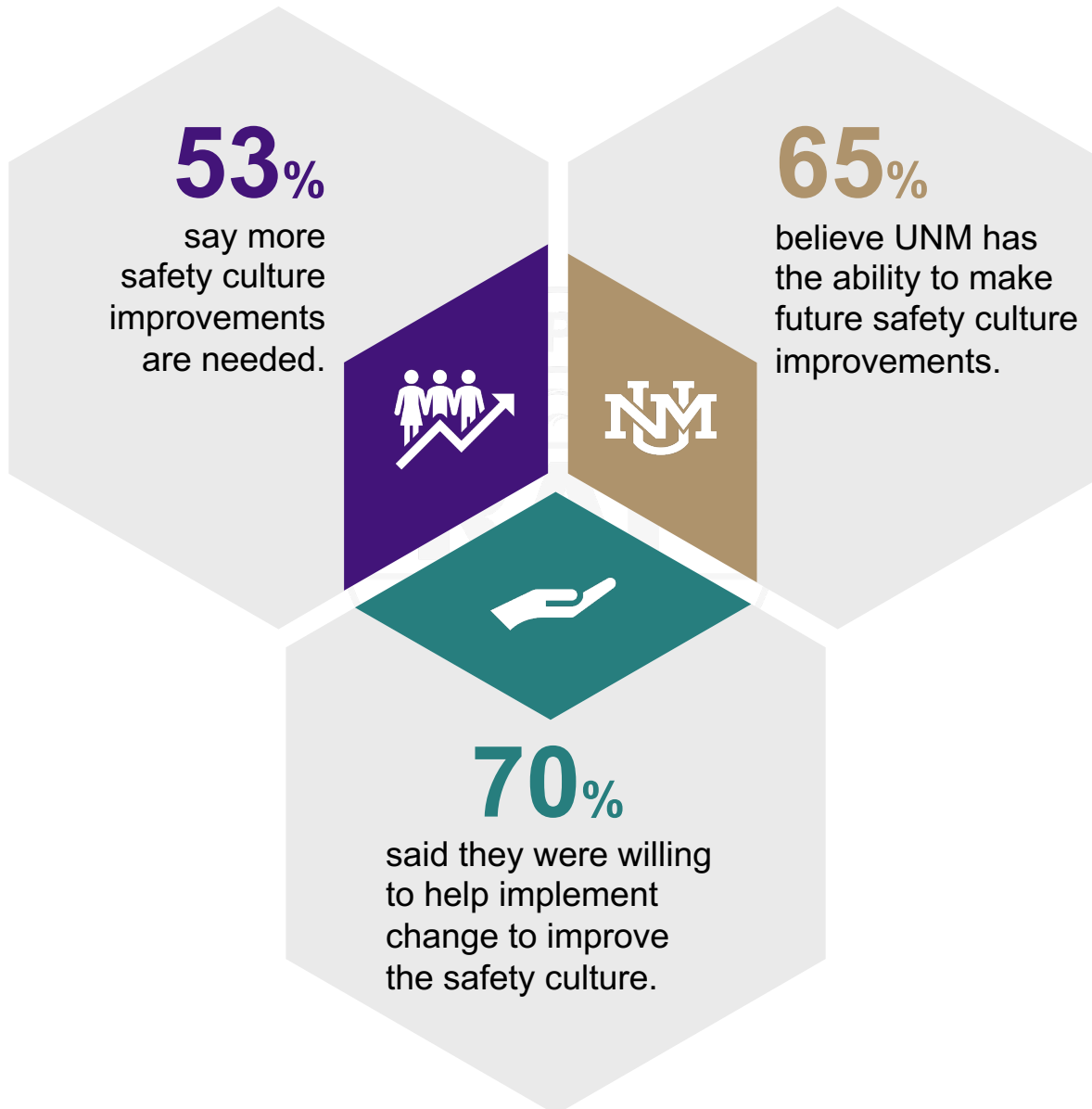
Decisions and actions are detrimental to organization or to Safety outcomes.

Disengaged

Rules are followed while being observed, not because of belief in them.

Compliant

Rule-following and thinking is for hazard avoidance. Emerging organizational problem solving for safety.

Precautionary

Emerging focus on safety as an investment and collective problem solving to improve business and safety outcomes.

Proactive

Focus is not just on their own performance, nor that of their team, but on the operational and overall performance of the organization.

Owner

Social responsibility is prominent. People think about the impact of their decisions on other divisions of the company, their customers, and the general public.

Citizen

STRENGTHS & OPPORTUNITIES

THERE IS A STRONG BASIS FOR SAFETY CULTURE IMPROVEMENT

53% say more safety culture improvements are needed.

65% believe UNM has the ability to make future safety culture improvements.

70% said they were willing to help implement change to improve the safety culture.

Lab managers and supervisors are prioritizing safety.

Peer support and coaching among students and staff.

PRIMARY STRENGTHS

Strong EHS commitment and motivation.

Motivation and willingness to improve.

SURVEY ITEMS WITH HIGH PERCENT AGREEMENT
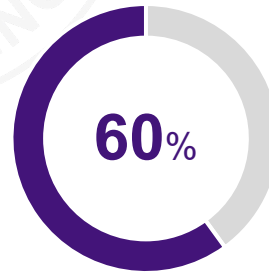
PERCENT AGREEMENT ACROSS ALL RESPONDENTS

"

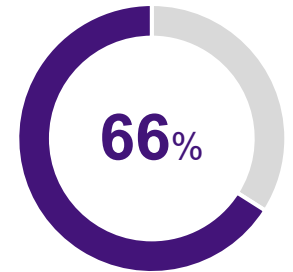My supervisor's main focus is getting the work done safely even if it takes longer.

"
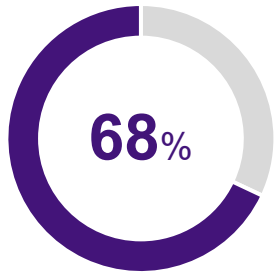
I feel it is okay to speak up to my coworkers if I see them taking a safety shortcut.

"
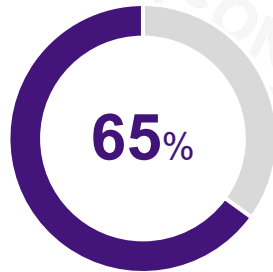
There is no stigma associated with making safety the top priority.

"

In general, our supervisors and leaders enforce safe work procedures.

68%

65%

60%

66%

Are these strengths what you expected to see?

Any surprises?

THE OPPORTUNITY

- The EHS department's efforts and commitments have been critical for driving safety programs forward.

- Lab managers and supervisors show strong ownership and generally take on management of risks and hazards that students are exposed to.

HOWEVER

- There is a perceived lack of attention to safety among university leadership.
- Stakeholders report safety is not a common topic of conversation within labs or operational units (with some exceptions).
- There is a belief that reporting hazards and concerns won't matter due to prolonged delays in response and preventative maintenance.
- Basic safety needs are perceived as unmet due to lack of resources.
- Safety culture follows a pattern of "as my leader go, so goes safety".
- Lab managers' efforts come at the cost of a lack of safety leadership from faculty and departmental leaders.
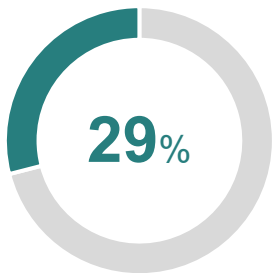- There is limited accountability over safety expectations.
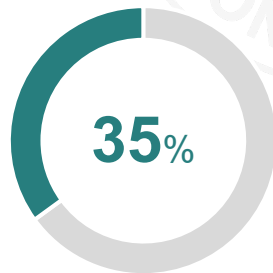
SIGNIFICANT OPPORTUNITIES FOR IMPROVEMENT

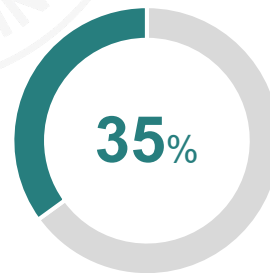## PERCENT AGREEMENT ACROSS ALL RESPONDENTS

" Executives (UNM President, Executive VPs) spend sufficient time among the campus community to understand real safety issues.
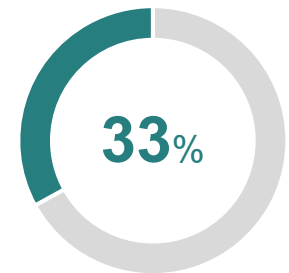
29%

" Leaders actively seek out employee feedback to improve safety.

35%

" In the last month, I have received appreciation and recognition from my supervisor for working safely.

35%

" Safety communication is strong across different departments and locations.

33%

SIGNIFICANT OPPORTUNITIES FOR IMPROVEMENT

PERCENT AGREEMENT ACROSS ALL RESPONDENTS
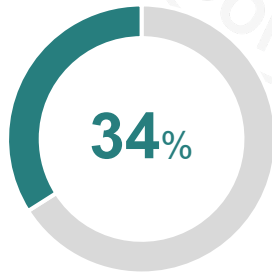
"

My peers speak positively about the UNM safety culture.

30%

"

I personally know a peer that is actively involved in a safety improvement project or safety-related committee.

34%

"

Within our team, we talk about safety throughout the day.

35%

"
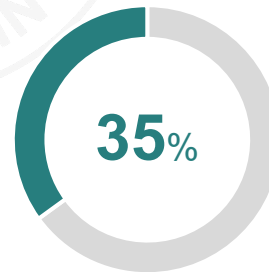
In the last week, I've taken active steps to mitigate at least one hazard in my work environment.

35%
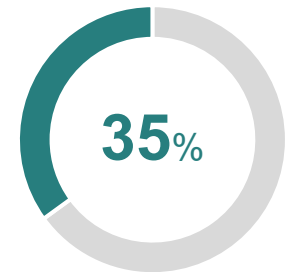
Are these opportunities what you expected to see?

Any surprises?

SAFETY CULTURE MATURITY RATING

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UNM: Disengaged Maturity
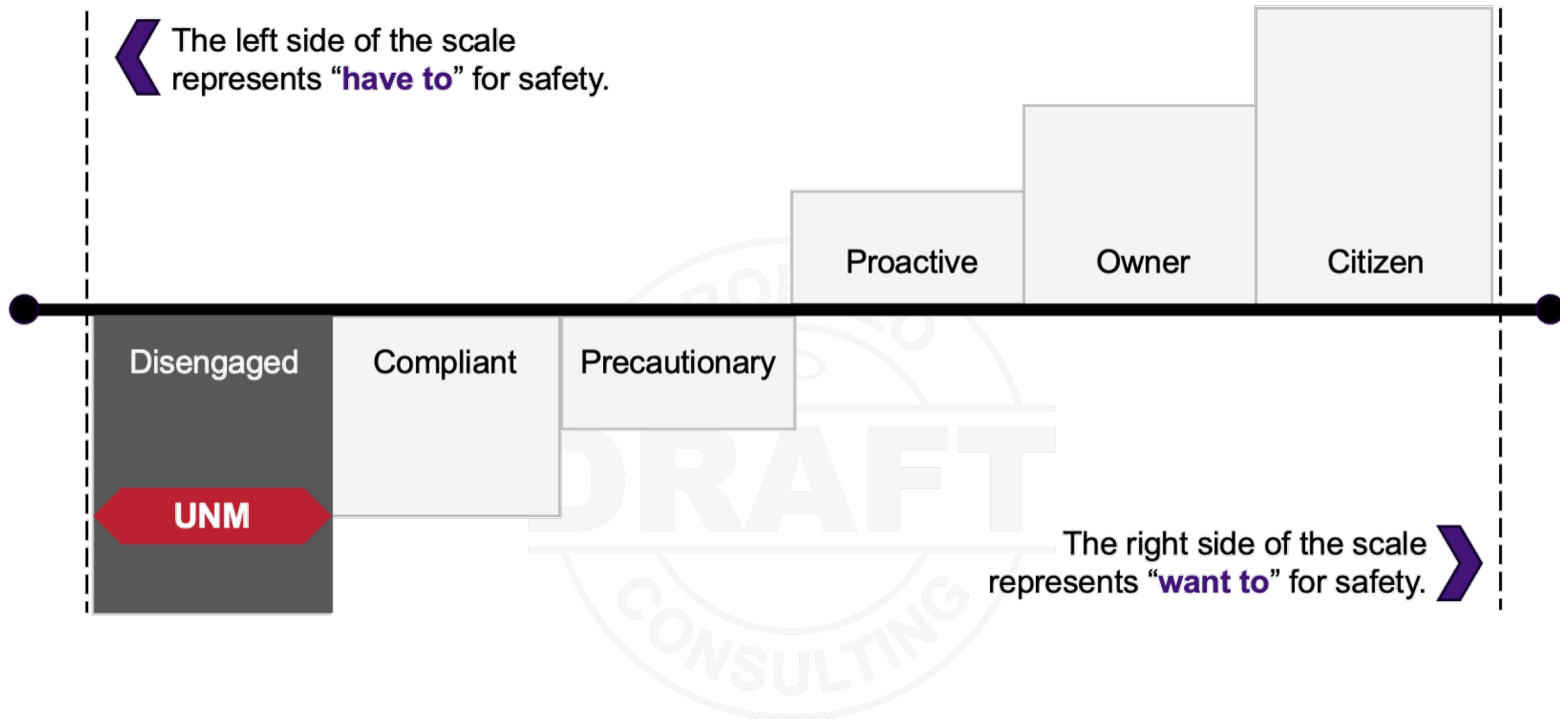
Disengaged Maturity Characteristics
• Safety efforts are met with resistance or laissez-faire.
• Safety is viewed as an obligation instead of an internalized value.
• Leadership and stakeholder safety ownership is low across labs and operations.
• Pressure to meet deadlines and other factors negatively impact safety.
• Employee input and reporting is minimal.
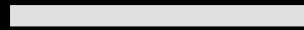
STRATEGIC PRIORITIES

SHOW THAT SAFETY MATTERS

- UNM stakeholders believe there is lack of attention to safety among university leadership.

- Perception safety is not seen as a priority or discussed among senior leaders only arise in response to serious events

- Belief that that reporting safety hazards and concerns won't matter and may go unaddressed or face prolonged delays.

- Examples shared with us include:

Unaddressed hazardous spills
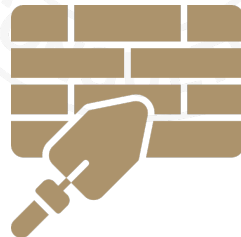
Building and floors without necessary safety structures

Public security concerns

" Departments, many of which do not have the funds to do so, are abandoned by the university to resolve dangerous working conditions that nobody is trained or equipped to handle. "

" I got into my cart, and there was heroin in there. You can put the work order in for it, but you don't know when they are going to show up, so we take it into our own hands. "

" There have been times I have asked about safety regarding our facilities/offices, and the answer I received was that there was not anything they could do about my safety concern, so I do not ask anymore. "

STRATEGIC PRIORITIES SUMMARY

To help UMN show safety matters, we've identified **four strategic priorities** for driving safety culture change.

Show That Safety Matters
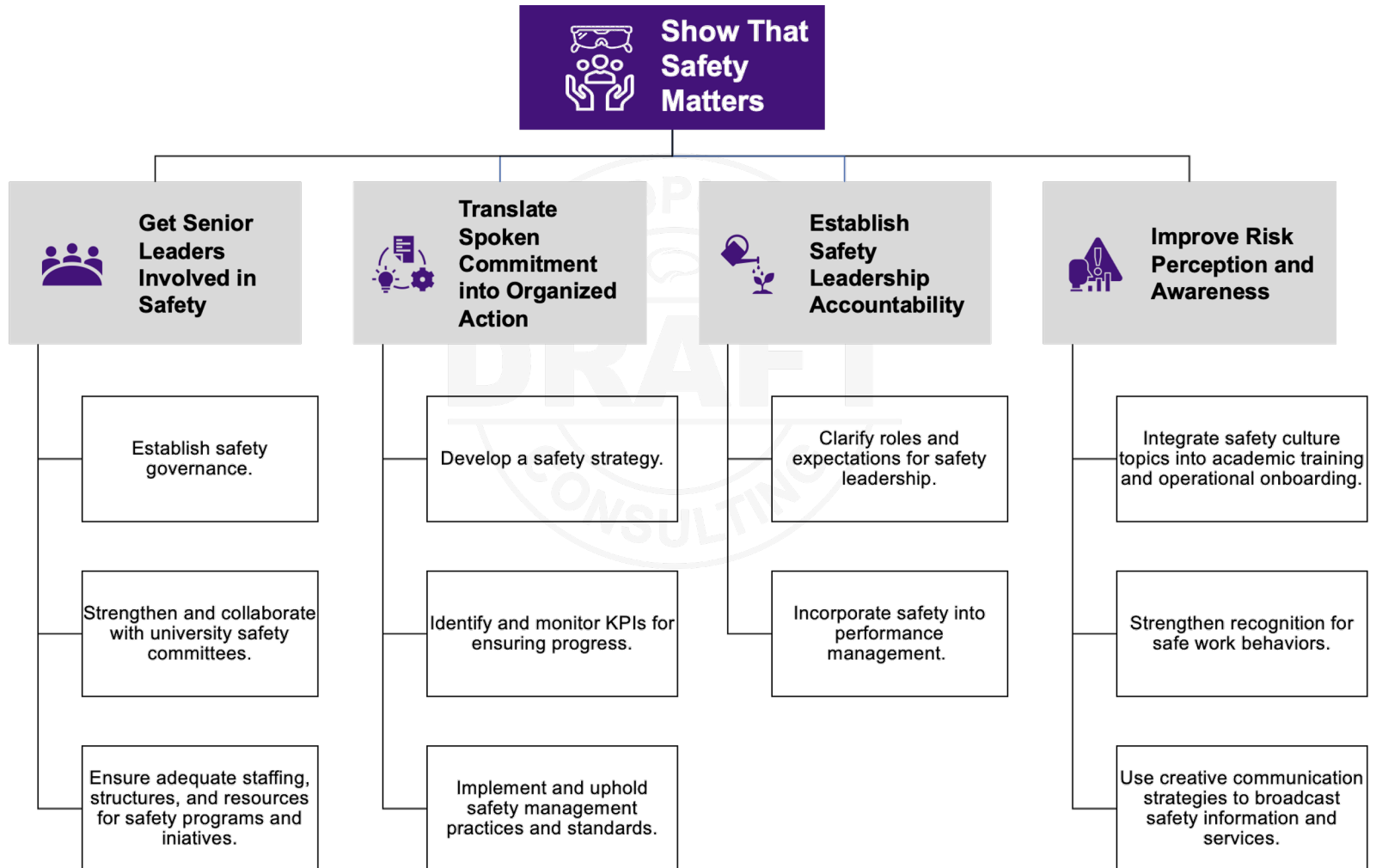
Get Senior Leaders Involved in Safety	Translate Spoken Commitment into Organized Action	Establish Safety Leadership Accountability	Improve Risk Perception and Awareness
Establish safety governance.	Develop a safety strategy.	Clarify roles and expectations for safety leadership.	Integrate safety culture topics into academic training and operational onboarding.
Strengthen and collaborate with university safety committees.	Identify and monitor KPIs for ensuring progress.	Incorporate safety into performance management.	Strengthen recognition for safe work behaviors.
Ensure adequate staffing, structures, and resources for safety programs and iniatives.	Implement and uphold safety management practices and standards.		Use creative communication strategies to broadcast safety information and services.

ADVANCING THESE ISSUES WILL IMPROVE SAFETY CULTURE AND REDUCE RISK

01

- Less than 1/3 of university stakeholders believe executive leaders spend enough time among the campus community to understand real safety issues.

- Stakeholders perceive reporting as ineffective due to a lack of response from leadership when raising safety concerns.

- Onsite assessment revealed many leaders were unaware of the safety culture needs and safety concerns within their departments or areas.

- Various stakeholders feel that basic safety needs go unmet due to a lack of funding or personnel to complete necessary maintenance.

- Stakeholders want a way to voice and share concerns with upper leadership.

41%
believe Executives communicate their vision for safety from an authentic, personal perspective.

29%
believe Executives spend sufficient time among the campus community to understand real safety issues.

49%
said Executives genuinely care about employees and prioritize their safety and well-being.

37%
agreed Executives take active steps to address and improve mental health and well-being.

SPECIFIC COMMENTS

QUOTES FROM INTERVIEWS, FOCUS GROUPS, AND SURVEY COMMENTS

"I think UNM has poor communication across areas that deal with safety concerns. For example, CEEO, HR, UNMPD, Risk Services, etc. I believe that safety is somewhat siloed out to different areas, and it is difficult for employees/managers to know what to do in safety-related situations that are not obvious. I don't think that we have one area that takes ownership of safety across campus and can uphold a safety standard."

"Departments, many of which do not have the funds to do so, are abandoned by the university to resolve dangerous working conditions that nobody is trained or equipped to handle.

"Safety culture has to be driven from the top down. Until that happens, nothing will change."

ADVANCING THESE ISSUES WILL IMPROVE SAFETY CULTURE AND REDUCE RISK

02

- University safety goals seem to be set by individual teams and departments. The result is is everyone is heading in a different direction for safety.

- UNM needs a university-wide safety strategy with measurable goals and an overarching safety management framework.

- These should address the university's safety needs as a whole as well as define responsibility of stakeholders across levels and departments.

- There should be a predefined set of leading and lagging indicators for measuring progress on the university's safety strategy, as well as a cadence for monitoring these indicators.

CHANGE WILL REQUIRE A CONCENTRATED FOCUS

LEADING ORGANIZATIONAL CHANGE

We believe that to deliver business value, an assessment needs to deliver clear and actionable change recommendations. Given that Organizational and Culture Change is challenging, those recommendations needs to factored the best guidance in Organizational Change. To this end, we recently conducted a comprehensive review of the latest research in Organizational Change and combined it with our depth of experience to develop a modern, comprehensive and evidence-based Organizational Change Model. This allows us to ensure that we drive recommendations that are most likely to deliver meaningful and sustainable outcomes.

MOMENTUM

5 Communicate a Compelling Change Vision with a Sense of Urgency
6 Establish a Network of Change Ambassadors and Train them
7 Establish New Organizational Skills & Capabilities
8 Empower Broad-Base Change Action & Experimentation

MOBILIZE
1 Understand Current State & Organizational Readiness
2 Establishing a Governing Coalition & Align Them
3 Develop a Clear 'To Be' Vision with a Sense of Urgency
4 Establish an Agile Change Strategy

EMBED
9 Consolidate & Promote Quick Win while Learning from Actions
10 Preserve Through Resistance
11 Build reinforcement Tools, Measurement & New Organizational Habits
12 Embed Change into Organizational Systems

EMPHASIS NEEDS TO BE PLACED ON BROADENING ADOPTION

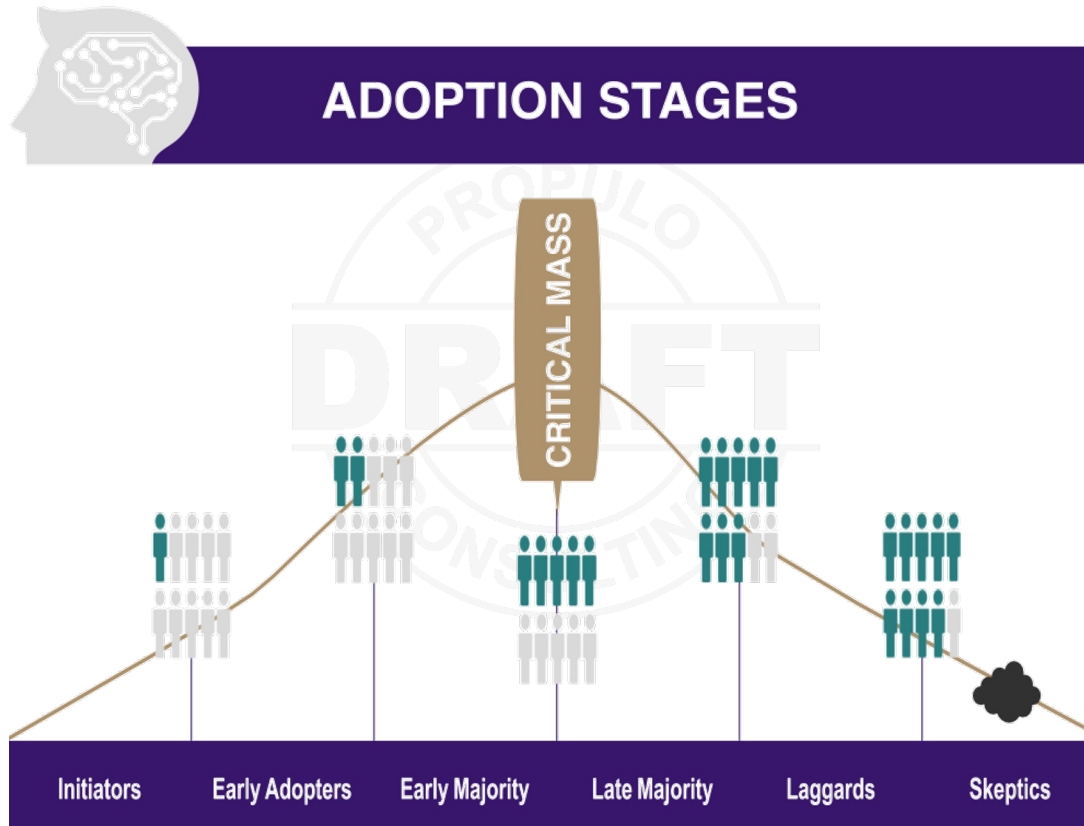## ADVANCING THESE ISSUES WILL IMPROVE SAFETY CULTURE AND REDUCE RISK

03

- Our assessment revealed significant gaps in safety leadership accountability.

- Faculty and department leaders are seen as "handing off" responsibility for safety to lab managers or safety personnel.

- Perception among some faculty that safety gets in the way of innovation.

- Seemingly insignificant consequences for faculty who repetitively ignore safety concerns.

- Need to promote the notion of "Safe Research" and identify an accountability mechanism that facilitates learning but also has an impact.

48% agree Senior leaders clearly and effectively share key safety information with their employees.

32% believe safety leadership has improved over the last two years.

36% say they have heard their leader/supervisor stress the importance of balancing safety and deliverables in the past month.

56% agree their managers are readily available, talk one-on-one with employees about safety, and lead by example.

"It is disheartening to expect a high level of care and attention from students and expect them to take time and pay attention when they see a faculty member not even care."

"Chairs and deans do not seem involved with the safety in their departments. The same issues occur year after year, and they do nothing about it."

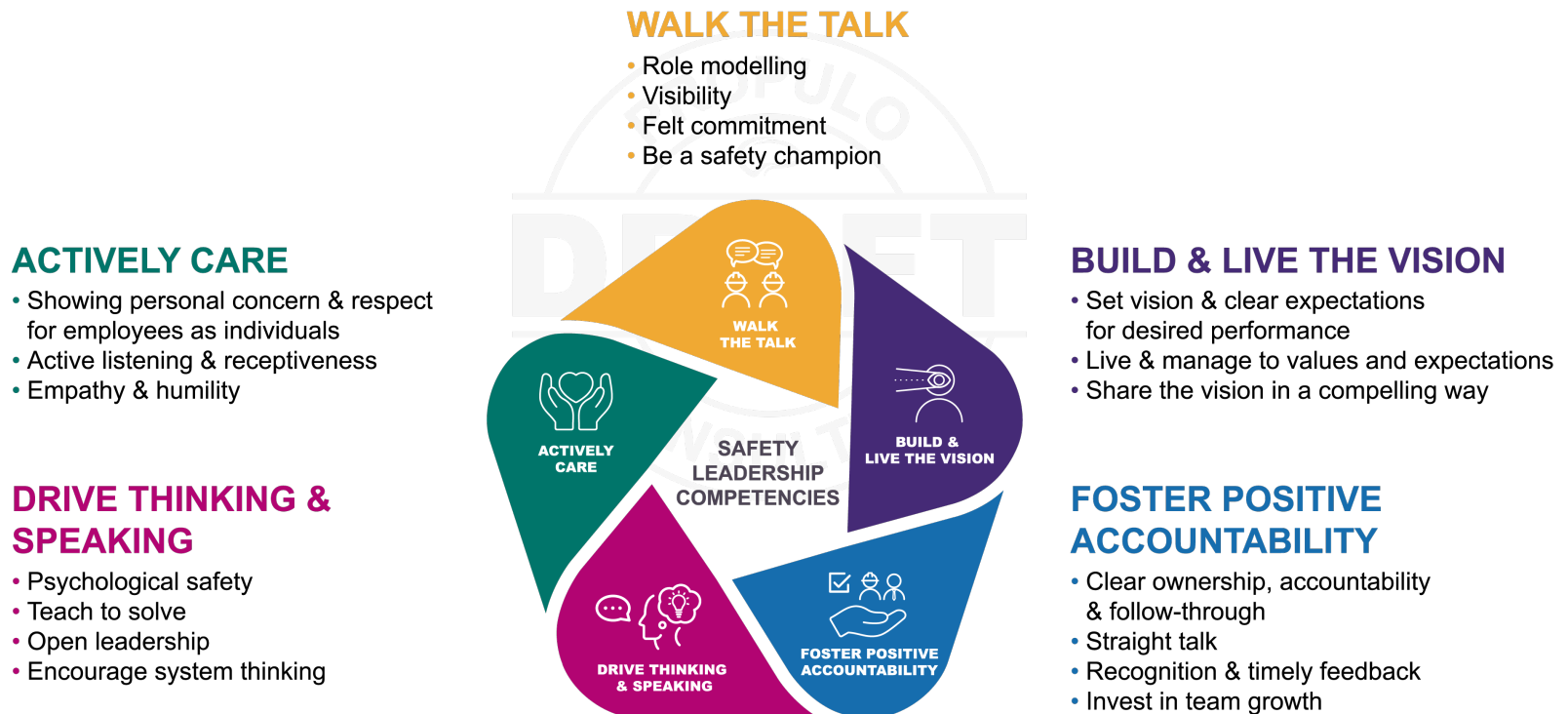"It's really on the faculty to teach the students, but they don't."

OUR APPROACH

EVIDENCE-BASED LEADERSHIP COMPETENCES

These **5 core leadership competencies** need to be optimized to drive sustainable safety performance excellence. Advancing these competencies improves safety culture and reduces the likelihood of safety incidents.

WALK THE TALK
- Role modelling
- Visibility
- Felt commitment
- Be a safety champion

ACTIVELY CARE
- Showing personal concern & respect for employees as individuals
- Active listening & receptiveness
- Empathy & humility

DRIVE THINKING & SPEAKING
- Psychological safety
- Teach to solve
- Open leadership
- Encourage system thinking

BUILD & LIVE THE VISION
- Set vision & clear expectations for desired performance
- Live & manage to values and expectations
- Share the vision in a compelling way

FOSTER POSITIVE ACCOUNTABILITY
- Clear ownership, accountability & follow-through
- Straight talk
- Recognition & timely feedback
- Invest in team growth

SAFETY LEADERSHIP COMPETENCIES

WALK THE TALK

ACTIVELY CARE

BUILD & LIVE THE VISION

DRIVE THINKING & SPEAKING

FOSTER POSITIVE ACCOUNTABILITY

IMPROVE RISK PERCEPTION AND AWARENESS

ADVANCING THESE ISSUES WILL IMPROVE SAFETY CULTURE AND REDUCE RISK

04

- There is significant variability in the understanding and application of existing safety practices.

- Onsite assessment showed differences by department and operational unit related to:

  - Extent to which individuals engage in personal safety strategies (e.g., wearing PPE)

  - Exercising caution towards risks and identifying hazards

  - Understanding or knowledge or services offered to them by EHS

  - Complying with safety rules and procedures

INCONSISTENCY BETWEEN UNDERSTANDING AND APPLICATION

- On the survey, 66% of all stakeholders believe they are aware of the hazards of their job and have been trained on how to protect themselves from those hazards.

HOWEVER

- Fewer (53%) perceive others as understanding the real risks of their jobs and tasks.

- During onsite assessments, stakeholders reported a need for more robust safety and hazard recognition training

- Some stakeholders expressed concerns regarding their ability to determine hazards when they arise

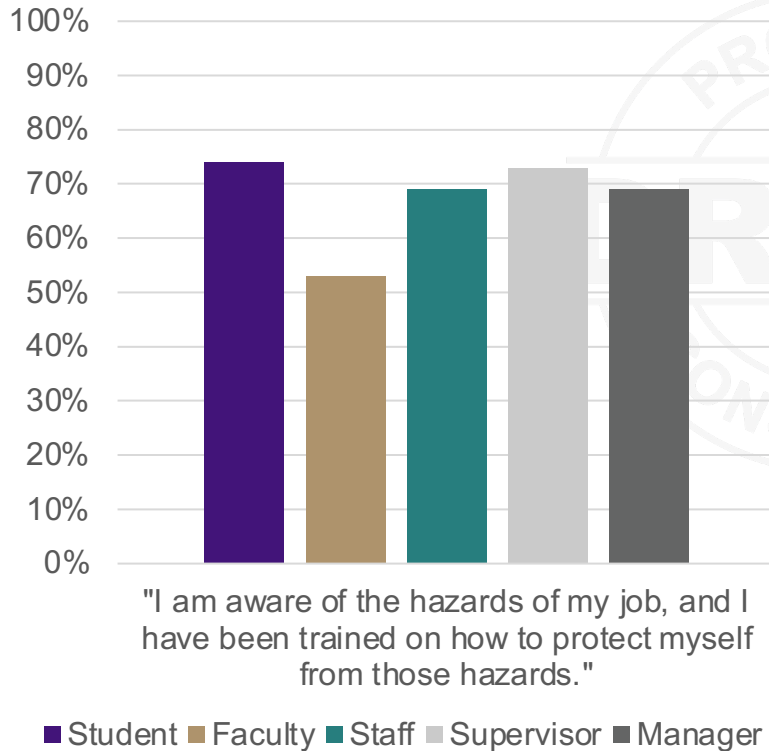"[In the field] there are times when I don't know what a hazard is or what is the right thing to do if one occurs."
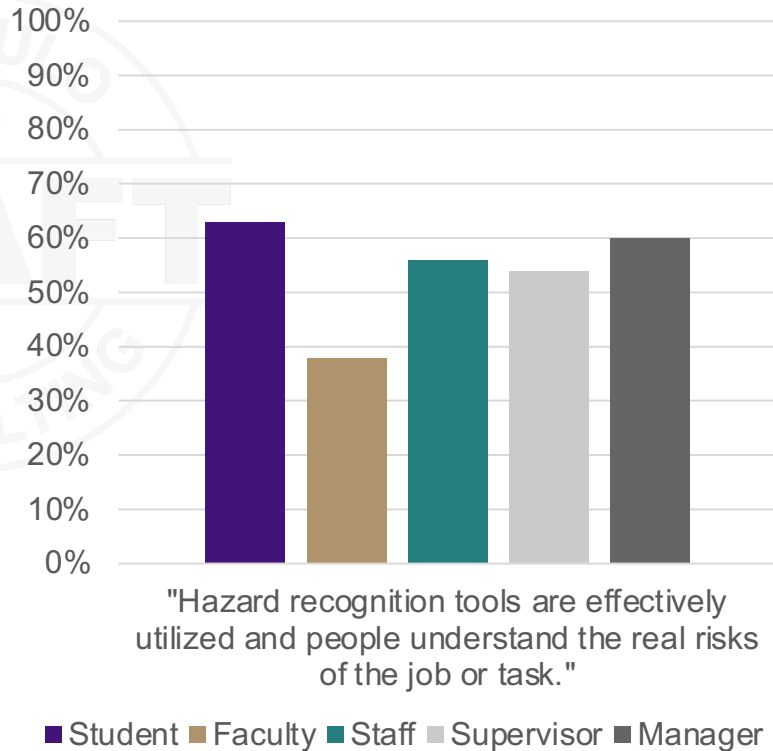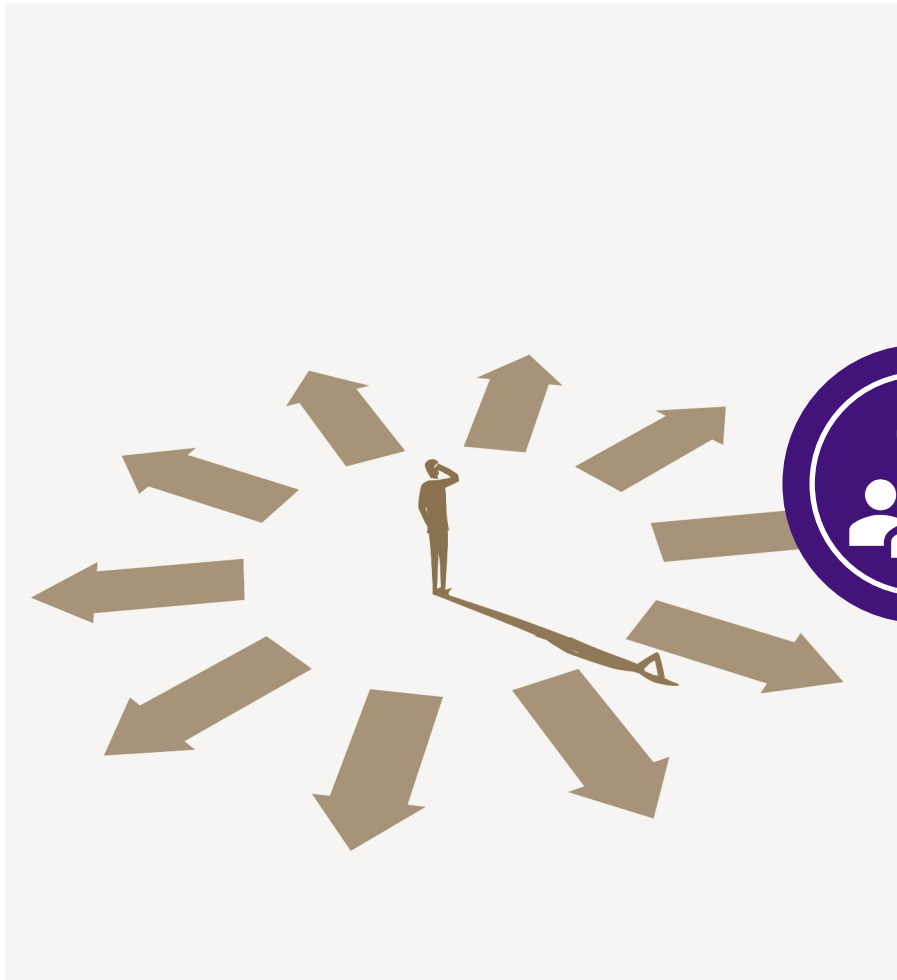
SURVEY RESPONSE RESULTS BY POSITION

Faculty demonstrated the lowest levels of agreement
related to hazard awareness and risk mitigation.

Percent Agreement by Position

"I am aware of the hazards of my job, and I have been trained on how to protect myself from those hazards."

■ Student ■ Faculty ■ Staff ■ Supervisor ■ Manager

Percent Agreement by Position

"Hazard recognition tools are effectively utilized and people understand the real risks of the job or task."

■ Student ■ Faculty ■ Staff ■ Supervisor ■ Manager

Are any of these findings surprising?

What issues need to be tackled first?

THANK YOU!

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