

COMMON SAFETY CULTURE PROBLEMS

BY MARK PARADIES

WHAT IS "SAFETY CULTURE"?

In a report after the Chernobyl reactor accident, the International Nuclear Safety Advisory Group of the International Atomic Energy Commission defined safety culture as: **"...that assembly of characteristics and attitudes in organizations and individuals which establish that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance."**

Later, the President of the Institute of Nuclear Power Operations (INPO) said that Nuclear Safety Culture is ...

"...an organization's values and behaviors, modeled by its leaders and internalized by its members, that serve to make nuclear safety the overriding priority."

The UK Health & Safety Executive said that Safety Culture is ...

"...the product of individual and group values, attitudes, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization's health and safety programs."

OK, maybe we should just say that we know safety culture when we see it! No matter the flavor of definition you pick, safety culture is becoming a more closely observed topic. Researchers, regulators and senior managers all discuss safety (or organizational) culture and want to know how a company is doing. Why? Because of the high profile accidents blamed on a bad safety culture including BP Texas City, Sego and San Jose mine collapses, Challenger, Chernobyl, Deepwater Horizon, Columbia, ... the list goes on and on.

But do you need a complex definition to understand safety culture? No. What you need is practical ways to understand your company's culture, and identify and fix safety culture issues.

TAPROOT® & SAFETY CULTURE

This increased interest in safety culture was behind requests from TapRoot® Users to show them how TapRoot® can help them identify cultural or organizational issues. Fortunately, TapRoot® is well suited to identifying safety culture issues in individual incidents and in the statistics from a company's safety history. Therefore, this article provides some common culture failures and how they can be identified using TapRoot®.

COMMON CULTURE FAILURES

Sometimes culture can be better understood by categorizing culture failures into understandable caricatures. Therefore, I created these easily understood examples:

1. Entrepreneur Culture
2. Git-er-Dun Culture
3. See-No-Evil Culture
4. No One Told Me Culture
5. Poor Problem Solving Culture
6. Backlog Culture

These examples will be explained in the following sections as well as how they can be identified using the TapRoot® System.

ENTREPRENEUR CULTURE

The Entrepreneur Culture has no rules or insufficient rules. It gets its name from small, start-up companies that are usually operated "by the seat of the pants." Most small companies (led by entrepreneurs) begin with no rules. As "incidents" happen, rules are developed. But these rules may not be written. The rules may be just what the "boss" says from experience, or they may be explained as "the way we do things around here." Thus, they are usually informal.

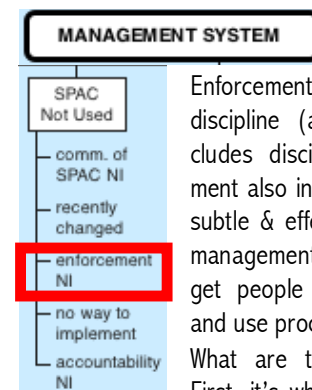
The Entrepreneur Culture is identified using TapRoot® by finding multiple examples of "Management System - Standards, Policies, or Administrative Controls (SPAC) - no spac" root causes over a series of incidents. Thus, this problem is a Generic Cause.

"GIT-ER-DUN" CULTURE



Larry the Cable Guy often tells his comedy routine audience to "Git-er-Dun." His emphasis on making progress at all costs exemplifies this cultural problem of over-emphasis on production at the expense of safety and quality.

Where is this on the Root Cause Tree®? Under the Basic Cause Category "Management System" and the root cause "enforcement NI" (NI=Needs Improvements).



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Enforcement is more than discipline (although it includes discipline). Enforcement also includes the more subtle & effective ways that management & supervision get people to follow rules and use procedures.

What are these methods? First, it's what management

asks for. These requests indicate where management places their emphasis. There can be formal rewards for these requests or there can be soon-certain-positive rewards inherent in the work. These inherent rewards may not be planned, but exist nonetheless.

Lack of enforcement also lets the workforce know what management really wants. Try this with your kids ... Make a rule that requires effort and something that isn't "fun." Then never ask if they are following the rule (or do anything to make sure that your rule is implemented). Do you have to think twice about what would happen? We do this all the time at industrial facilities.

The "Git-er-Dun" Culture is the most frequent dysfunctional culture that I see after major accidents. It is easy to fall into (after all, getting things done is what we want to do). Therefore, the "Git-er-Dun" Culture occurs naturally if management doesn't choose to prevent it.

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COMMON CULTURE PROBLEMS

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SEE-NO-EVIL CULTURE



After an accident, senior management often expresses amazement. They say, *"If only the operators had been using procedures, this accident would NOT have happened. Of course, I never knew that they had strayed so far from our guidance."*

Why do they "not know"? Because they don't look. They have the "See-No-Evil" Culture.

The See-No-Evil Culture is indicated by finding root causes under the "Oversight/ Employee Relations" near-root cause category on the Root Cause Tree®. Specifically, the "infrequent audits & evaluations (a&e)"; the "a&e lack depth"; and the "a&e not independent" root causes.

NO ONE TOLD ME CULTURE

This culture frequently accompanies the See-No-Evil Culture. In this case, you might say it is a Hear-No-Evil Culture because management never gets feedback about problems from employees in the field.

This culture issue is indicated by investigations that result in root causes under the "employee feedback NI" category.

POOR PROBLEM SOLVING

If a facility doesn't do a good job of finding and fixing the root causes of problems, they have a Poor Problem Solving Culture.

This culture is indicated by repeatedly finding root causes of incidents under the "corrective action NI" root cause on the Root Cause Tree®.

This culture is easy to solve (after all, TapRoot® is available), but it continues to exist because management refuses to see that they have a problem-solving problem. Often, they believe that the root cause system they have is adequate (a delusion of many companies using 5-Whys).

BACKLOG CULTURE

What happens when you do good investigations, find root causes, even develop good corrective actions, but your company isn't good at implementing fixes? You have a Backlog Culture.

This culture is indicated by repeated instances of the root cause "corrective action not yet implemented."

"BAD" SAFETY CULTURES

Culture problems can occur in only one of the previous six categories but, more commonly, they are a mixture of several culture issues.

For example, you might find a Git-er-Dun Culture combined with a See-No-Evil, No One Told Me, and a Poor Problem Solving Culture. In this case, you would also see repeated problems (Generic Causes) under other Basic Cause Categories on the Root Cause Tree® because problems aren't being solved.

Frequently, you find the Git-er-Dun Culture and the Backlog Culture combined because, in the Git-er-Dun Culture, no one has time for anything except "production." They just don't have time to implement corrective actions.

ANALYZING CULTURE ISSUES

You might think this is a great article about culture, but how do I find culture issues? That's a great question!

First, you need to learn TapRoot®. It provides the tools you need to find root causes that indicate culture problems. But there's another step. Attend the TapRoot® Finding and Fixing Culture Problems Course.

This new course was developed especially for our nuclear industry clients. However, it can be applied to any high-risk industry concerned that culture issues may cause major accidents. If your management doesn't want their facility name to become a synonym for disaster, they should consider attending TapRoot® Training and the TapRoot® Finding and Fixing Culture Problems Course.

FIXING CULTURE PROBLEMS

Identifying a dysfunctional culture is the first step toward a solution. Some solutions are relatively easy to implement. Others are more difficult. Some take concerted effort over a number of months (and perhaps years) to achieve a truly lasting change. Preventing some dysfunctional cultures takes continuous effort (not just a one time change program). All these solutions are covered in the TapRoot® Finding and Fixing Culture Problems Course.

For more info about the TapRoot® Finding and Fixing Culture Problems Course or to schedule on-site training, call Ken Reed at 865-539-2139 or e-mail info@taproot.com.

HOW TO SCHEDULE AN ON-SITE TAPROOT® COURSE

You know that you can attend our public TapRoot® Courses: the 2-Day, 3-Day Equifactor®, and 5-Day Team Leader. But do you know how to schedule these courses, or custom courses, at your site? Here's how...

First, decide the training needs. The needs depend on the types of investigations performed and the skills your investigators already have. Also, the needs depend on any special requirements for an industry or application (for example, the need to do culture assessments or in-depth trend analysis). To make this needs assessment easier, we would be happy to help. Call a TapRoot® Instructor at 865-539-2139 or e-mail info@taproot.com. TapRoot® Instructors are experts at helping companies develop plans to improve incident investigation and root cause analysis training.

What's next? Get preliminary dates for your courses and a quote. You can use this info to get your purchasing process started and get a purchase order in place.

Once we've accomplished the administrative requirements, our Course Coordinator will plan all the details including scheduling instructors and shipping materials. All you need to do is schedule the training facilities and get people to the course.

It's that simple. And the return on investment can be amazing. See the Success Stories from TapRoot® Users at:

www.taproot.com/about.php

You will see why you need TapRoot® Training for your investigators, managers, and supervisors.

NUCLEAR CULTURE COURSE

Do your investigators assess "culture" as part of a thorough root cause analysis? This can be a tough job. But SI has developed special training based on TapRoot® and the latest culture tools that equip your investigators with skills to perform culture assessments, keep management informed, and keep regulators happy. For more info, call Ken Reed at **865-539-2139**.

2012 TAPROOT® SUMMIT



2008 was the first TapRoot® Summit in Las Vegas. Since then, TapRoot® Users have been asking: "When are we going back?" The answer is:

Feb 27 – Mar 2, 2012

That's the next Summit Week in Vegas! What is **Summit Week**? It starts on Monday/Tuesday with special courses to enhance your performance improvement knowledge. See the list in the next column. The Summit is on Wednesday-Friday. It's a combination of networking, best practice sharing, new knowledge from top experts, excellent keynote speakers to motivate, and **8 Best Practice Tracks**:

**Safety, Process Safety,
& Risk Management**

**Behavior Change &
Human Performance**

**Investigations, Troubleshooting,
& Root Cause Analysis**

**TapRoot® Certified Instructor
Quality & Corrective Actions**

**Leading Performance Improvement
Healthcare Quality, Patient Safety,
& Sentinel Event Investigation**

**TapRoot® Software
Super-User/Administrator**

Here's a Summit keynote speaker tease ... First, **Ken Mattingly**, astronaut of Apollo 13 fame, will share his personal insights on the near-miss and the successful rescue. Next, **Rene Aguilar**, Safety Manager at Caldecott and second in charge of the rescue of the Chilean miners, will share the story that captivated the world.

Plan to attend the whole week: a course and the Summit. Bring a team from your company to cover all the Best Practice Tracks. The web site will be up and running soon, so watch for your notification in the *TapRoot® Expert & Friends e-Newsletter*.

CERTIFIED INSTRUCTORS

Certified Instructors must attend a Pre-Summit Course (below) and the TapRoot® Summit at least once every two years to maintain Certified Instructor status. There was no Summit in 2011 because we schedule the Summits once every 14-16 months and every decade or so, we skip a whole year. So, 2012 is a special year. **ALL Certified Instructors** must attend the 2012 Summit to maintain certification. That's great news for Certified Instructors - this will be the best Summit ever. The TapRoot® Certified Instructor Track includes:

What Makes Great Investigators?

**Identify Culture Problems Using TapRoot®
and Do Something to Fix Them.**

What's New in the TapRoot® Software

Corrective Action Best Practices

**TapRoot® Users Share Root Cause
Analysis Best Practices**

**How to Facilitate & Provide Management
with Positive Interactions**

**Using FACT to Measure & Analyze Fatigue
(Both Reactive & Proactive)**

Planning Your Improvements

Contact Linda Unger at **865-539-2139**
to get more info about the track.

SPECIAL PRE-SUMMIT COURSES

February 27-28, 2012

Las Vegas, Nevada, USA

In addition to our **2-Day TapRoot®** and **2-Day Equifactor®** Courses, we plan ...

TapRoot® Advanced Trending Techniques

How To Find & Fix Culture Problems

Stopping Human Error

TapRoot® Quality Root Cause Analysis

Basic Investigation Skills

Fatigue Risk Management Program

Advanced TapRoot® Skills

Risk Management

TapRoot® Software Admin/Super-User

That's 11 excellent courses to choose from. Sign-ups start soon. Watch for the notice in the weekly *e-Newsletter* and prepare to attend your first choice.

DEEPWATER HORIZON INVESTIGATION

The facts continue to trickle out about the Deepwater Horizon accident. The information makes this accident one of the most interesting I've seen for the causes that are being uncovered and also for the questions that don't seem to be getting answered ... and maybe never will.

As I was writing this newsletter, the "Joint Investigation" (Coast Guard and BOEMER) released graphs of pressure and flow indications, and a detailed report of the testing of the blowout preventer (BOP).

The graphs (computerized graphs and strip charts) show indications of flow & pressure anomalies that should have indicated that the well was in trouble. People missed these indications (if they were actually available). But the information about *why* they were missed is unclear. TapRoot® investigators would ask the 15 Questions and find out about fatigue, visual clutter, distractions, display design, and the training of those involved (just to name a few things). Some of these questions may have been asked, but it is difficult to find the answers in the investigation clutter.

Next, the technical experts evaluating the BOP decided that it did function after the blowout either by manual actuation or automatically, but that the drill pipe blocked the shear rams and caused the BOP to incompletely stop the flow. The drill pipe problem resulted from the blowout that had progressed "too far" by the time the BOP got the signal to close.

The information that is missing is ... "Why wasn't the latch-ditch failsafe mechanism designed to be able to cut through the drill pipe?" It seems that a device designed to be a last-ditch failsafe mechanism should be able to cope with blowout conditions. All I've seen is that it was produced to meet "industry standards & BP's requirements." The obvious questions are: "Did it meet the standards?" or "Why aren't these standards rigorous enough?"

Keep watching. The final Joint Investigation report should be out in June, and later look forward to the CSB investigation.

INTERNATIONAL ROOT CAUSE NEWS

TOUGH CORPORATE MANSLAUGHTER LAW IN IRELAND?

Before the recent Irish election, a bill was introduced to make workplace fatalities a more serious criminal offense for companies and directors/senior managers in Ireland. What would directors/senior managers have to worry about? A twelve year prison sentence if found guilty.

These types of laws are a result of changing public tolerance for corporate malfeasance & less social acceptance of on-the-job risk. But one must question the reasoning behind these laws. What motivates senior managers? Will these laws encourage better safety performance? Does a criminal investigation uncover ways to improve safety or just punish those unlucky enough to be a director or manager when an accident happens?

I listened to an interesting talk by Alan Smith (one of our UK TapRoot® Instructors) at the IOSH Conference. He explained the difference between a criminal accident investigation and a corporate accident investigation. Alan, who is experienced in both types of investigations, said that police investigations mainly focus on what happened and who is to blame. Cause isn't very important to a criminal investigator.

On the other hand, a corporate accident investigator must understand what happened but spends much more time finding out **why** the accident happened and helping to develop fixes to keep the accident from happening again. Blame is counter-productive because it keeps people from speaking freely.

Perhaps that's why sentinel event investigations in the US are so difficult. Healthcare professionals may be reluctant to speak freely because of pending civil litigation. It's a real problem.

Could this same reluctance cause safety investigators difficulties if the post accident focus switches to criminal prosecution rather than accident prevention? It certainly is something to consider. We should tread carefully or we may make work less safe.

LEADER OF CHILEAN MINE RESCUE TO SPEAK AT THE TAPROOT® SUMMIT

In late 2010, people were almost glued to their TV sets to find out what would be the fate of 33 Chilean miners trapped deep within the earth after a mine collapsed. Would they asphyxiate? Die of dehydration or starvation? How could they possibly be rescued when they were so deep down in the earth? We watched and wondered.

We now know the answers but you might be interested to hear the story of how it happened from the person who was second in command of the rescue. By the way, he just happens to be a TapRoot® User!

Where can you hear this amazing story first-hand? The TapRoot® Summit of course. Plan to attend the whole Summit week in Las Vegas and learn advanced skills and best practices from other TapRoot® Users. Reserve February 27 – March 2 in your 2012 schedule then watch for the on-line Summit registration to start.

IS THIS TRUE EVERYWHERE?

William's Law

There is no mechanical problem so difficult that it can't be solved with brute force and ignorance.

TAPROOT® COURSES AROUND THE WORLD

Find out about the advanced root cause analysis training that industry leaders from around the world are attending. See:

www.taproot.com/courses

Below, see pictures from recent TapRoot® Courses and international course locations.



Upcoming TapRoot® Courses Around The World ...

Location	Course Dates
Aberdeen	2-Day Jun 6-7 5-Day Sep 19-23
Montreal (French)	2-Day Oct 18-19
Las Vegas	5-Day Oct 3-7
Orlando	5-Day Aug 1-5
Stavanger	2-Day Oct 10-11 3-Day Oct 10-12
Manchester	5-Day May 23-27
Doha	2-Day Jun 19-20 3-Day Jun 19-21 5-Day Oct 16-20
New Delhi	5-Day Sep 5-9
Muscat	2-Day Sep 26-27 3-Day Sep 26-28
Hong Kong	5-Day Sep 5-9
Nairobi	5-Day Sep 26-30
Kuala Lumpur	2-Day Sep 12-13
São Paulo (Portuguese)	5-Day Aug 8-12 2-Day Sep 29-30
Johannesburg	5-Day Jul 25-29
Darwin	2-Day Oct 13-14
Perth	2-Day Aug 22-23 5-Day Sep 28-30
Brisbane	2-Day Aug 11-12
Sydney	2-Day Aug 4-5
Adelaide	2-Day Sep 13-14

All Courses in English unless otherwise indicated.

See more TapRoot® Courses:
www.taproot.com/courses

TAPROOT® COURSES
CANADA/USA/MEXICO

Sign up 3 or more at once and SAVE \$100 per person! See the full TapRoot® Course schedule at www.taproot.com/courses.

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 Equipment Troubleshooting &
 Root Cause Analysis Course**

2.4 CEUs **\$1895 USD**

Includes TapRoot® Software!

HOUSTON	Jun 21-23
CALGARY , AB, Canada	Jul 12-14
LAKE TAHOE , NV	Aug 23-25
EDMONTON , AB, Canada	Sep 7-9
HOUSTON	Sep 13-15

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 Incident Investigation &
 Root Cause Analysis Training**

1.6 CEUs 2 CIH CM Points **\$1095 USD**

HOUSTON	Jun 21-22
DENVER	Jun 28-29
OTTAWA , ON, Canada	Jul 6-7
CALGARY , AB, Canada	Jul 12-13
MILWAUKEE	Aug 9-10
AUSTIN	Aug 17-18
LAKE TAHOE , NV	Aug 23-24
EDMONTON , AB, Canada	Sep 7-8
HOUSTON	Sep 13-14
TUCSON	Sep 20-21

**5-Day TapRoot®
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 Team Leader Training**

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Includes TapRoot® Software!

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MINNEAPOLIS	Jun 20-24
NIAGARA FALLS , ON, Canada	Jul 11-15
SEATTLE	Jul 18-22
GATLINBURG	Jul 25-29
ORLANDO	Aug 1-5
ST JOHN'S , NS, Canada	Sep 19-23
CALGARY , AB, Canada	Sep 26-30
DALLAS	Sep 26-30



For TapRoot® Courses in Africa, Asia, Australia, Europe, Middle East, South America, see: www.taproot.com/courses

Issue 104 - May 2011 - Single Issue Price: \$14.95

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 Culture Problems**

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**Deepwater Horizon
 Investigation News**

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ROOT CAUSE NETWORK™ NEWSLETTER

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