

The background of the slide features abstract, overlapping green geometric shapes, primarily triangles and polygons, in various shades of green, creating a modern and dynamic visual effect.

My name is Randy Hultgren

Safety manager for Swanson Family of Companies

What Makes a Great Safety Culture

City of Stockton asked me to speak at their annual meeting



Pillars to a good safety program

Safety training

Facility Audits

Accident Investigations

Employee Recognition Programs

However; a Positive Culture is the FOUNDATION to a good
Safety Culture

Safety culture is:

1. Attitude 2. beliefs 3. perceptions and values
that employees share in relation to risks in the
workplace

A map of the Stockton area with a red pushpin. The map shows various roads, including highways 5, 4, and 265, and cities like Stockton, Manteca, and Escalona. A red pushpin is placed on the map, pointing to the city of Stockton. The background of the slide is a green gradient with a white diagonal line.

City of Stockton

Union and management refused to talk and the city was going bankrupt. State had intervened.
The culture wasn't healthy.

Can't have a healthy safety culture without
a healthy culture.

Brought team together and allowed them to determine what role they would play in the safety program.

Created team leads: engaged the most challenging individuals and asked them to assist.

Team came back with a list of things that needed to change from permit required confined spaces to fall protection.

Biggest opportunity was by the union shop steward-electrician.

He said the entire attitude of this place needs to change

I asked how would you go about changing the attitude of this place.

Game plan:

We started having weekly meetings with the facility director and invited the city manager to our quarterly meetings.

Common goal was found- safety for the entire team shared by management, union and the entire staff.

Employees wanted a voice at the table

A few of the employees refused to be a part of the team-
the city freed up their future.

.

What are you willing to sacrifice to ensure a healthy
safety culture

.

Nothing discourages a good employee faster
than watching you tolerate a bad one.

.

•

You can mandate safety training, facility audits, etc.
However, a great safety culture includes employees in the
solution process.

In a **great safety culture**- people will stop and remove
slip, trip and fall hazards; stop others from unsafe acts;
ensure safety is recognized in all aspects. Employees in this
culture see themselves as the company, not just an employee.

What do you think the number one reason companies stated they didn't term. someone that should've been-
over the past 2 years?

- A. Too much paperwork
- B. too hard to find employees
- C. everyone is out on covid
- D. Too scared they have access to Hunter's Laptop

Relating to multi-generational workforce

Gen Z, or Centennials: Born approximately 1996 – 2015

Shorter attention spans- quick communication- probably already checked out 7 slides ago-lol. Born with a cell phone- prefer social media.

Motivated by working in Teams

Millennials or Gen Y: Born approximately 1977 – 1995.

They want recognition and rewards- they want to collaborate. Prefer texting. Called the complimented generation. Motivated by opportunities to explore different job task.

Generation X: Born approximately 1965 – 1976.

Flexible and informal communication- can use technology, or old school face to face- Basically the greatest generation. Motivated by clear goals and objectives.

Baby Boomers: Born approximately 1946 – 1964.

Confident, independent and self reliant. They questioned authority and systems. Prefer written documentation. Faithful

Motivated by titles and ability to mentor younger generations. Seek meaning and balance.

Relating to multi-generational workforce

LiveCareer did a study and found that all generations valued recognition and respect. More important than money was the feeling of being connected to others on the team.

Stated communication that has a positive focus motivated employees and made them feel like they were part of a team. Created long term employees= safer work environment.

Teaming generations together can make for the best team.

Who here has had a bad boss? Please don't point, they might be here.

If your a leader and your team doesn't feel like you care about them, it will be an uphill battle trying to convince them you **care about their safety.**

A study was done at Berkely in 1989.
The study used an electric cage where rats were placed in
the cage.

*they wouldn't be able to use rats these days- substitute
with humans.*

.
They Shocked rats to get them from A to B. Rats after 3
days wouldn't move. Used food to get rats from point A to
B and the rats shattered the record- never stopped.

Positive reinforcement

Retention

A study completed in February of this year called

The Great Attrition survey found that 54% of those who left their company, did not feel valued by their organization; didn't feel like the company invested in them or their safety.

Training- round-Robin approach allowing individuals to have a voice and to feel connected.

Pat Summit, women's college basketball head coach who accrued **1,098 career wins**, the most in college basketball history at the time of her retirement

A number of her staff quit; she asked them-why?
Could you work for yourself???



How to create a productive/healthy safety culture.

My roommate from college wrote a book called
Win Their Hearts and Win Their Minds.

He has his doctorates in education.

I probably gave him the idea while in college. He worked in Fresno at one of the most dangerous High Schools.

He established trust, kindness and accountability with each student. Once they trusted him and saw that he cared, they immediately engaged in his classroom. One student came asked him about baseball each year and

Power of Encouragement

Daniel Nava- kid in his class that met with Scott regularly about wanting to play on the high school baseball team. Tried out 3 years and never made the team until his senior year.

Scott told him to keep going for his dream

Some of the
best talent just
needs
encouragement



Press Injuries to both wrists have landed Daniel Nava on the disabled list.

**Safety policies and trainings are key to a good safety
program**

Confined space

LOTO

Hot Works

Fall Protection

Hazcomm.

Etc.

Everything you need to know about safety can be found at Cal/OSHA- Title 8 website

<https://www.dir.ca.gov>

Search the index:

[Clear](#)[Find](#)

When searching for a single word, enter that word in the search box above. When searching for multi-word phrases **use quotation marks**, e.g. "pile driving" & "fall protection". However, it is recommended that you start your search with one of the words in the phrase; you then may elect to narrow the search when a large number of unwanted references are found.

Search for singular and plural forms of words by using separate searches since many words appear in both forms.

Search for words with the same prefix by using quotes and a trailing asterisk, e.g. type "rail*" to find rail, rails, railing, railroad.

Search for multiple exact individual words by using "and", "or" and "not", e.g. asbestos and (laundering or clothing) and not operations.

- [Additional tips for searching](#)
- [Download the Index in PDF](#)
- [List of Acronyms Used in the Index](#)
- Questions/comments about the index? Email us at OSHSB@dir.ca.gov

Emergency Temporary
Standards, Information and
Resources

- [Revisions to the COVID-19 Prevention Emergency Temporary Standards](#)

- ▶ [Worker Safety and Health in Wildfire Regions](#)

Quick Links

- ▶ [File a workplace safety complaint](#)
- ▶ [Obtain a free consultation](#)
- ▶ [Important Cal/OSHA updates](#)
- ▶ [COVID-19 related violations cited](#)
- ▶ [Public records request](#)
- ▶ [Cal/OSHA Training /](#)

How can we
help you
today?

Cal/OSHA Branches & Units