



## **Summary of responses from the Safety Summit Session**

The safety summit was an exercise in brainstorming with a group of safety minded individuals on 4 questions around Safety Culture.

We have summarized the responses to each question below and have attached the actual responses in Appendix A.

### **Question # 1**

#### **What does safety culture mean to you?**

The overall message was that a safety culture is an attitude toward safety within an organization.

It includes:

Leaders demonstrate (by example) safety every day.

An intrinsic desire for people to be safe.

A consistency across the business (i.e. between departments or groups) toward safety?

Safety considered by everyone during the everyday tasks that take place.



Question # 2

**What issues or obstacles are you struggling with today to improve your safety culture?**

The responses were categorized into the following groups:

Category	% of responses	Common Theme
Leadership Accountability	43%	Lack Safety ownership by Leaders
Communication	26%	Message not being received by employees on the importance of Safety
Employee Accountability	14%	Not taking responsibility for self or others
Demographic differences	9%	Safety being treated differently based on generational differences
Programs	8%	Difficulty with specific programs

Overall lack of accountability accounts for 54% of the issues or obstacles facing participants.

Communication was identified as an issue in 26% of the responses.



Question # 3

**What has been done or could be done to improve your safety culture?**

The responses were categorized into the following groups:

Category	% of responses	Common Theme
Communication	63%	Mainly through various meetings and specific messaging
Programs	21%	Mainly Observations, Audits, Checklists, Improved reporting, incentives and continued learning (i.e seminars)
Leadership	16%	Leaders visably leading safety

Improved communication was clearly the main thing that has been done to improve safety culture with 58% of the responses including various types of meetings like tool box talks as well as delivery of specific safety messages

Question # 4

**What can an outside training organization do to help you improve your safety culture?**

The main theme of the responses was that by bringing in an outside resource it can bringing a different perspective and can also lend credibility to a subject.

The right training organization will be able to provide a different perspective and have a different approach to current training methods.

They can also provide other services like Auditing where they can remain impartial



## APPENDIX A

Listed below are the responses from the brainstorm questions.

### **What does Safety Culture mean to you?**

- Protection of you and equipment
- Organizational mindset, safety first and foremost
- Make home safe every day
- Safety gear continuous improvement
- Organizational support
- Root cause and investigation
- To provide tools, equipment, support to promote healthy safe work environment
- All parties on the same page
- Training
- Money – safety costs money but reduces costs in the long run (insurance)
- Documents, procedures, plans, safety policies
- Large disconnect sometimes between employee and management
- Safety is different at different sides and companies
- Communication is a big part of culture
- Proactive safety approach – include family or bulletin board to remind them why they want to work safe
- Risk analysis – proactive
- No near miss – we call it a “proactive at risk”
- Employee incentive
- Vision statements driven by management then employees have the same expectation
- Take your safety mindset home with you
- Safety culture should be developing safety habits
- Teaching, making people aware “Safety First Use Your Brain”
- Education process what you’ve learned and experienced
- Family
- Carrying over safe work habits into your family and personal
- Have to have buy in with management and employees – science and culture gets stronger transition from years ago to now
- Reduces accidents
- Sense of pride to work safe
- When I come to work I know its safe, sense of comfort... people care about me and I care about myself
- Safe arena to communicate issues and concerns
- Respect – Expectation
- Two way communications between different shifts
- Positive culture – Effectively trained, Supervised, Doing things be the right reasons.
- Could easily be negative – Breaking rules, no consequences, short cuts, 9-5 one way, after hours different set of rules
- Dealing with contractors don’t have same culture/expectation changes things.



- Got to bed at night wake – work all fingers/toes
- Being able to go home to their family
- Changing with time
- Brining it home
- Always the same way “Being able to accept change” new ideas.
- Motivations are different for different people
- Culture is hard to check not visual
- Waiting for important equipment PPE... waiting to long for safety items impacts culture negatively and people don’t bring forward because they think no one cares.
- Safety talks EVERY DAY
- Be safe for yourself and for others
- Address immediately
- Safety is everyone’s responsibility
- Everyone has a family and wants to go home
- Individual report or responsibility
- Follow up to know hazards are addressed.
- What you do when no one is watching
- Not because you are gold to
- It is personalized
- Communication
- The people at work (employment) is it a culture
- Concentration
- If you believe it and incorporate safety in your life your family and coworkers will do the same.
- Safety culture not only effects your work life, but also your home life
- Eventually it should be like a habit (automatic)
- Second nature
- Time does not effect safety culture
- Even if an accident happens at work, it effects home and others
- Hard to push change
- Think with your head and think with heart
- Identifies a company
- How you live everyday
- Lead by example
- Have a program and follow it
- Due diligence
- Do as I say not as I do
- It needs to be in front line right from management to field workers
- Consistency
- The ability to live it and believe it
- Everyone needs to know the safety issues and be addressed
- Understanding Safety
- You should feel as safe all day at work as you would at home.
- You have to respect your life, your family, your coworkers
- You have to live it



- Ergonomics and equipment effect all of us
- Culture needs to have all parts of the puzzle – training
- If it is not a culture it will not work
- Constantly reminding about safety
- Everyone is to concerned with only themselves
- More hands on for safety training
- Learned behaviour
- Should be defined and refreshed
- Not because it is policy but because you believe and recognize it
- No name no blame
- Not developed overnight
- Education
- Starts from the top down #1 priority
- NB Power has same WCB rates as florist
- Culture – People buy into it
- Training from day of being hired
- Personal protective equipment
- More Training
- Team Approach: for example “Nobody wants to be the guy to break the loss time record”
- At work, home, and play
- Top to bottom
- Management
- Be developed by management and labour, but pushed from the top
- Attitude
- Has to be shown by management to have buy in
- Continuous improvement
- Challenge when some clients hold safety in high regard and others do not
- Continuity is important
- There has been significant change in corporate culture
- Training
- Blameless organization
- Has to be proactive approach
- Have everyone involved eg. Everyone is responsible for a piece of the safety manual
- Ask the question is there a safer way
- Everyone wins with safety
- Motto: “Safety takes you home”
- This is my reason for going home safe
- Safety should grow
- Wear the equipment
- Can be hard to change behaviour
- Going home at the e3nd of the day
- Written procedures
- Safety can save money
- Promotes awareness
- Educates



- Recognizes different levels of safety (low risk vs high risk)
- Involve people to recognize hazards and participate in eliminating or reducing hazards
- Evolving/changing process and tools requires people to remain aware
- Making Safety “Everybody’s responsibilities”
- Sharing learning from incident investigation
- Making safety and everyday task
- Lead by examples
- Being safe without being told
- Avoid taking risks
- Plan an “How Safety the work can be done” not “How the work can be done”
- Zero tolerance
- Proper training & education before starting
- Encourage safety at all times
- Bottom line “Going back home safe” and continue safety at home
- Create easier communication and simplify processes to manage safety
- Make safety support more accessible
- Continuous learning process
- Making people think that safety is always “what we do”
- Not all about being reprimanded

### **What issues or obstacles are you struggling with today to improve your safety culture?**

- Plant – safety used as an obstacle
- Making it an incident free – head for 0
- Communication – everyone understands
- Communication from top – in the middle gets lost
- Production more important
- New people change culture
- Getting feedback back
- Confuse communications with accountability
- Investigations are skating around laying blame
- Education – share – incident share
- Enforcement consistent
- Own up to the unsafe act
- Others will follow the longer running employees
- Not following safety – maybe you should not work here
- Coaching – everyone’s responsibility
- Leading by example
- Too many back and not enough heads
- Not competent to do the job
- Long term people won’t change
- Safety on cars
- Ok is good enough



- Other jobs – not allow time
- Safety is everyone's responsibility
- Safety Everywhere
- Injury at home
- Safety must be integrated
- Don't do everything the same
- Walls are up from head office to sites
- Bridging generations that have different cultures
- 17 to 75 plus age difference
- No loyalties
- Employees change jobs often
- Safety must be today
- Hard for supervisors
- Repackage how we communicate – social media
- Show accident videos to new employees
- Few employees to work
- Average age 53 no replacement
- Social media a concern
- Training
- Young people today have a sense
- 90% by safe – rep roll strong policies
- Let them loose
- Do what they are supposed to do without supervisors
- Make safety personal-passion
- Passion about what to do
- Pro-active- family pictures
- Risk assessments – Limit hazards
- Empower the employee
- Recognition – Important to employees
- Bring awareness to safety
- Why you get home safe everyday
- Remind employees why they want to go home
- Eliminate risk prior to performing job
- Employee to judge what is safe, mixed message
- Empower employees
- Everyone different
- One issue of if not high risk it does not apply
- Accident happen only in big city far away – change the way people think
- Unsafe at home
- Big issue people themselves
- Most accidents happen at home
- Mind set
- Safety not only at work
- Employer must take ownership
- Safe work practices – safety will undermine production



- Assessment rates
- Continuation of policies/procedures no follow up
- Depending on management, not looking out for coworkers
- New generation – generation gap – education vs experience
- Hard to change for times
- Change not followed through, communication
- Supervisors have real role, have to act right away, if not becomes new norm. Not acting condoning
- Workers – don't act; not same impact as supervisor
- Training new employees correctly
- Everyone needs to take responsibility
- Peer pressure to fit in (new workers)
- Longtime method not necessarily right
- Shortcuts, quick fixes, sometimes rewarded, becomes norm
- Communication procedures in place, not followed
- Financing – approval process
- Time crunch
- Too many people involved
- Not clear guidelines in OHS act (ie temperatures) too many to interpret
- Management not familiar with workers jobs (no experience)
- Many different people doing different jobs
- Sharing PPE – Cost, doesn't fit properly, not cleaned, broken etc.
- Companies following guidelines because they have to – not being followed
- Getting new guidelines passed – certain areas say yes, others say no
- Contractors – not open to new ideas; safer methods slowing down
- Two new employees partnering, no proper mentoring, bad habits
- No proper training
- Looking at upfront cost, not total overall
- Contractors issue, not following procedures, orientation
- Ownership – rewarding behaviors; not all around
- Consistent message
- Shortcuts on procedures – working fast vs efficiency
- Part timers don't get enough training
- Casual/Part Time/Contract not trained properly
- Safety issues pass on (pass the buck)
- Some industries have orientation, can't follow up (i.e. trucking)
- Brushing things off – quick fix – looks corrected but not
- Minute incidents reported – too many; get brushed off
- Forms and procedures exist – employees not following, fear of being reprimanded
- Employees not sharing experiences
- Contractors – fear of not returning
- Managing incidents not cause of incident
- Need to be more risk aware
- Get employee to practice what you preach
- New employees are not as risk aware



- Turnover, new people with different backgrounds
- Some people come from less risk aware backgrounds
- Complacency
- Reluctant to do hazard scan
- Lack of hands on supervisor
- Disconnect between supervisor and employee
- Lack of hands on experience
- Challenge of creating a culture in which employees take responsibility
- Repetitive no time of work breeds complacency
- Need to move safety from head to heart
- Put pictures in vehicles of loved ones to remind people of why they want to go home safe
- Policy and procedures are not the answer
- NB Power motto "Safety takes you home"
- Complacency is an obstacle – forget to do scanning, don't do hazard recognition
- Challenge to support supervisors
- People will only work safe when they are watched
- Lack of clear definition of responsibilities and accountability
- Perpetuation of bad practice
- Money to provide proper training
- Depth of training to cover off vacations and other absence
- Viewing safety committees as an investment not a cost
- View of safety as the enemy of productivity
- Lack of awareness of the real costs of accidents among employees
- Lack of connection between safety and the sustainability of the business
- Understanding human factors
- Need for soft training to get a better handle on human factor
- New employee learning process
- Culture of responsibility
- People practice what is being presented
- More information to front line employees
- Does it mean something
- Finance for training overall and safety training in particular
- Lack of perception by supervisors of safety as an investment
- Focus on productivity
- Lack of consistency "flavor of the month" syndrome
- Lack of accountability
- Lack of cultural reinforcement through messaging
- Lack of employee buy in
- Lack of management to drive accountability
- Need for daily reinforcement
- Lack of supervisory control
- Lack of personal responsibility for safety
- Lack of willingness to drive accountability
- Lack of leadership to drive accountability – discipline



- Computers make information less available
- Lack of willingness to hold people accountable for safety performance
- Lack of management knowledge
- Tolerance to risk
- Attitude
- Culture – stretching safety zone – like failing to move a ladder to the next work area
- Trying to make employees aware as a corporate entity – communication through to others
- Resource issues – need more dedicated to safety - have lost many employees including safety people
- Companies not always training key people – don't always put your eggs in one basket.
- Planning resources for company, must include safety people and consistency
- Innovation in training trying to make it interesting
- Every construction worker must be orientated to every new job site, in addition to company safety orientation – could this be standardized
- Lack of sharing and transfer of knowledge on safety before moving to other jobs or regions.
- Workload and time to do the work – time restrictive
- Frontline leadership – manager listening to feedback on safety issues
- Folks unwillingness to change old habits – older guys, some jobs for years – bullet proof mentality of younger workers
- Recognizing potential hazards – struggling with unknown risks
- Safe lifting culture – re-educate older employees on stretching and proper lifting techniques.
- Job Planning – Planning ahead to task at hand
- Management buy in
  - Need to lead by example
  - Manager practicing what they preach
  - If they don't agree to make changes this could frustrate employees
- Refresh training
  - Challenges of making change with senior employees (including managers)
  - This always how we did it
  - Trying to get the message out consistently
  - Considering outside trainers to reinforce the message
  - Mindset challenges of senior folks are passed down to younger employees
- Trying to train new workers the safe way of doing things.
- Proactive change
- Accountability and at all levels and responsibility for safety and in a time frame that benefits the employee
- Managers not making changes in a timely fashion
- Some industries if the issue has been brought forward, regulators will investigate and see due diligence issues
- Need to provide due diligence training
- Continuing to communicate the message
- Need effective safety committee if issues are not being resolved by a manager



- Regular safety discussions at meetings to having the time to do it.
- Change is difficult
- Old school mentality – we've been doing it for "x" number of years and nothing has happened yet
- Safety resources – solution – create safety champions
- Telling new people what the hazards are on the job
- Inside office:
  - Soft tissue injuries
  - Management offering on time course but it is not enough
  - Need better work position
  - Sitting at desk in an ergonomic positive way
- Issues being brought forward but not being resolved
- Cost of resolutions can stifle improvement

## **What has been done or could be done to improve your safety culture?**

- Do observations
- Billboards are changed once a month
- Improvements in JHSC goal to have member go out to engage employee
- Welcome employees to come to the JHSC members with issues
- Employee engagement through JHSC members
- JHSC members do follow ups on issues brought up the previous month
- Pushed safety out to front line supervisors
- Check box is checked each month – each supervisor has to check 17 employees over a period of 30 days
- Union employees are engaged by "Safety Bingo" each employee gets \$100 gif cards during the month Bingo numbers are drawn (you gift card has 4 numbers on it) and if your shift has no accidents and you win bingo you get to keep the \$100 gift card. Employees love it.
- NB Power Safety Team – every 2 years they have new people on this team
- Company has every employee attend a one day safety meeting (once every 3 years)
- Reason why you want to get home safe – an image come on their computer screen every day before a driver starts his trip
- TAD ((Task Assignment Discussion) before they start any task the group meet to talk safety before work begins
- Tail Gate Talks – same as above (must do it once a day)
- NB Power Safety is #1 the job is important but management want safety in the forefront
- Every supervisor must do a safety job observation at least once a week
- Regional safety champ – supervisor is hired to travel to job sites to do surprise visits
- Workplace audits yearly done once a year
- Five minute safety talk every morning
- Supervisor is accountable to fill out a safety scorecard each month
- TAD before work gets assigned the task must be discussed WRT safety – your reinforcing safety



- Safety orientation after 1<sup>st</sup> day new employee must pass a test. This involves contractors also
- Skill test with contractors they must be tested on the different jobs they do. Could be fall arrest or confined space
- Tail Gate Talk every day it gets documented and all employees sign off on it. They do this every day
- Incident reports all accidents and near misses get reviewed by JHSC
- Audits of all contractors on site 3 days or longer
- Contractors are expected to attend all tail gate meetings.
- Supervisors submit employees names doing safety acts during the month – names put into a draw for prizes once a month
- All employee attend a two-day safety meeting
- Hired Dupont to do a safety audit of business. Looking at doing a STOP program
- NB Power want to stop “blaming employees” for accidents – want employees to report all near misses
- Look at human factors that cause incidents
- Near misses – not using names in near misses, they use the internet to report the near miss
- Better reporting – all done on computer, they want to remove the negative in reporting accidents
- Safety takes you home plastic folder with family pictures placed into truck cabs.
- Slow Down Take a Break – PSA’s
- Training
- Tailgate meeting in the morning, fill out questionnaires, hazards, changes, have another meeting
- More education is important and what you’re doing as an individual. You are the one who gets hurt
- Individuals is important – Be selfish about it
- PSA’s keep clear keep safe. Winter (snowmobiles) Spring (around the dam, rivers stations) to generate public awareness
- Partnerships – RCMP, NB Fishing Association, Safety Services
- PSA’s work... like “power line” commercial – check for hazards engrained in the head
- More Safe driving tips, more safe driving techniques
- Bell Aliant – 2004 – No occupational health and safety for clerical workers
- Active committee, bulletins, see an improvement as members of committees determine safety/.
- Lead by example – fits in everywhere – personalize safety
- Difficulties changing older workers; being on site, helping, coaching, sometimes fear of legislation
- Behavior based safety – but other techniques to be used in different situations
- Safety Policies have been put in place and seem to be working – rate of accidents has decreased
- Committees/Employees/Everyone is involved, rather than just managers
- Standards need to be put in place – Learning from policies need to be put in new policies
- Recommendations as we go



- Attend Safety Symposium to learn how to approach it
- Hazards are everywhere
- Training of management staff
- In University – don't get training
- Regulations Act – don't know them from school
- Those with high education do not know the acts and safety regulations – they delegate to other people
- Promotion process – needs to be part of that in order to move up – safety score
- Strong message when President of company saying "Safety First – Profit Second"
- Increase the visibility of every injury
- Weekly meetings – Talk a lot about safety (1 hour – 45 min Safety 14 min on other parts)
- 90% of workplace are unsupervised everyday have to assume that things will be going okay – they why did it happen
- Culture – they know they're supposed to do it but they want to do it their way. Change of culture, way of thinking
- Coming up with better format for Safety meetings for 12 hour shift workers – Frustrating for operations
- Chance to incorporate safety training – make it work – get paid – will change the culture
- Last 15 years on the job – hazard – risk – danger – clarify the grassroots communications
- Communication is the key to safety
- Educate the supervisor – Right to Refuse – Look Lazy but aren't celebrated. Supervisor is think production
- Cost of injury is a lot – 1 million dollars for one injury – safety is an investment
- Ownership at the management level
- How do they predict the cost of prevention for the company, easy to calculate the costs AFTER injury
- What about budget, supervisors working with a budget
- See the numbers of the burden of injury on the company
- Promotions should come from production and safety
- Available from Workplace NB – costs of injury.
- Awareness (signs, campaign, retrain/refresh, consistency)
- Pro-active Safety – look first – prevention
- Risk assessment group
- Look job – work orders coming up
- Near miss reporting system (how you can assess)
- \$50 gift card to report near miss accident (incentive/quarterly draw)
- Culture survey between supervisors and co-workers
- Briefing of work – talk about
- Tool box talk – supervisors
- Event free tools – error prevention (supervisors)
- Daily check list (walk around vehicle and equipment)
- Observation coaching
- Senior manager – better leader about safety



- 2 day wellness days – Safety quiz obstacle course
- Monthly safety meetings
- ISSO 14000 OSHAS 18001... continued improvement
- Conferences.. how many senior managers attend safety conferences – why not high profile executives attend. Should have them attend, there would be a good change that they would get better grip on safety. Know how they are effected
- Safety surveys
- Run various reports and distribute to employees
- There are more regulator meeting s- miner incidents are reported
- At meetings everybody start in talking safety – zero tolerance on safety
- Risk assessment – involve more employees, involve experienced workers
- Report potential incident
- Buddy/buddy safety habits
- Safety orientation (WHMIS, Electrical Safety)
- Task assignment – know your job – tail board conference
- TAD (Task Assessment Discussion)
- Know the job before you do the job
- Know burners
- Mental Health – Don't stress in workplace, wellness policy committee
- Seminar on harassment
- Education of Safety #1 (refresher) Monthly incident, no injuries month
- Risk Card – size out the job, spot thee hazard, control the hazard, carry out the plan
- Coworkers are welcome to any safety committee meeting
- Have everyone involved in safety not just one person involved. Switch people around
- 5.27 reporting program
- Stop program – site observation. President walk around the site
- Ruse Bar (target) on Safety – Education
- Real life examples – work good with employees
- Health & Safety reporting – safety concerns form (4 steps) Supervisor, Manager, JOHSC, Senior Management
- It is all tracked and shared with all employees in the department – workers will take ownership – involve them in the process
- Search for good leaders in your group
- Try to separate labor issue and safety issue

## **What can an outside training organization do to help you improve your safety culture?**

- Fresh set of eyes
- Expert opinions (experience)
- In house vs. outside – see adversity of doing business
- Non biased
- Bringing life to your training
- Cross Culture
- Issue specific (such as particular equipment)



- Provide and update of rules
- Not everyone can afford an in house trainer
- May be repeating the same mistakes over and over
- Provides a positive feedback to employees – help resolve outstanding issues
- Employees may be apt to bring up solutions to outside person
- Sometimes due to company or organization culture –things don't change
- New proactive ideas – have you thought of this or that
- Someone to stir up the pot – open up new communications
- Someone to confirm or correct you. Affirm you are doing a good job
- Could be cost savings
- Outside person or organization to train the trainer.
- Get everyone on same page
- Consistency
- Specialists for specific training needs
- Sometimes we are always repeating the same thing – bring someone from outside
- New ideas – fresh approach to deliver the same safety message
- Safety is not the most interesting subject – keep it interesting
- Novel approach
- Experts in their field, they see things in a different fresh way
- For the participant it comes from a fresh voice
- New suggestions for your group to try
- Young people may come with a really new approach (dynamic)
- Forces us to be open to other points of view
- Different source of data/experiences
- A different way to skin a cat
- You can go back to the resource later for expert opinion. New contacts for expertise
- They may know someone to best meet our needs
- Networking
- The outside organizer gets experience from other clients to bring to us.
- Different approach to doing things
- Might be able to inform organization of new rules/regulations
- Fresh approach – bring older info to the front burner, see things in a new light
- Could encourage employees to re-commit to being involved
- The fact that your organization is bring someone from the outside – sends a message to employees that this is important
- May already have best practices & procedures – don't have to reinvent the wheel
- Outside trainer can help drive the message to your organization – help define safety culture to your people to increase awareness of rules and procedures
- Using different works or different approach can have an impact on different people in different ways
- New material to supplement voids in training
- Could be a calming influence on hot topics – because now we know – awareness
- Change mind set – sometimes it takes someone from outside
- Employees will hear the same message differently when given by an outside resource
- Outside resource will help when rules change



- Tap on their experience from other clients within your industry
- Can free up internal resources
- Sometimes it is much more cost effective
- Can work around schedules
- Can provide certification to training
- Can provide suggestions on filling gaps in your safety program
- Bring new ideas
- Different points of view
- More expertise in specific field
- Tell the facts – not biased
- Potentially cost effective – hard to measure safety
- Different points of view
- Go outside the box
- Spot things that we missed
- Make recommendations – can't enforce
- We have good training – we don't always know what else is out there
- Up to date with safety – communication
- New rules – Jan. 2011 – didn't know until Feb 2011
- More up to date for internal safety providers
- Different point of view
- Do an audit of what safety precautions they are doing now – and what's new
- Make sure staff is not getting complacent
- Cost effective but must be subject matter expert
- Outsider – people may listen to outsider more than internal trainer
- Outsider may be more neutral
- Outsider may bring different perspective
- Challenges that face other companies
- Getting area fire department to come to assessment
- Outsider may see things in a different light
- Employees may listen more to an outside perspective
- If group is small may not have all the expertise
- May be more up-to-date – fresh point of view
- May not be biased, not employer driven
- Outsider – share different perspective
- Company name not be aware of changes
- Employees may not have time to deliver internally
- Remind people of proper procedure
- Employees may be more receptive to outside organization
- Neutral
- Fresh perspective
- Somebody different with different take
- Different point of view
- More specialized and current tools and information
- Not biased



- WorksafeNB was brought onsite to work with employers and employees to identify weaknesses
- 5\*22
- NBCC brought in to teach employees on heavy equipment usage
- TDG training
- Police safety and defensive driving
- Confined space, high angle rescue, scaffolding experts
- Fire department to help with fire safety
- St. John Ambulance
- Networking with different companies
- Different perspective from outside organization
- PLC, tagout and lockout
- Teach management and employees to work together
- Experience and Knowledge
- Fresh set of eyes
- Different perspective
- Regulatory reinforcement (not just company perspective)
- Personal experiences – real worlds
- Used as backup to in house training
- Gauge effectiveness
- Can provide answers to questions you might not have answers to
- Shows commitment of company that they are spending dollars
- Not just in house commitment
- Concerning due diligence on specific topics
- Employees willing to accept info as in house
- Bringing in training organization shows commitment
- Manage the risk vs. eliminate
- Employees will open up to outside organization
- Involves JOSH from beginning of process
- Acceptance easier attained
- Guest organization a better perspective with employee involvement
- Training organization has to “get it” when it comes to training – entertaining. A different “competent” trainer
- Delivery method important. Face to Face vs. Online
- Third party bring examples of other cultures
- Training organization has time to bring proper information
- Reinforce in house in right direction
- Certification
- Get more satisfaction/pride from out sourced training
- Outside gets exposure from numerous organization, can include from other organizations
- In house vs. out house – Minimal vs. best practices
- Fresh, current, stories (emotional side) – acceptance
- Provide gap analysis
- Do audit as 3<sup>rd</sup> party
- Measure us as a KP1



- Identify proper training for what you are doing (annual requirements)
- More likely to adopt safety culture
- Need to get outside consultants to give courses because we don't have available resources
- Can help change culture
- Provide fresh perspective
- Need a consultant to do a master plan
- Can share experiences
- Can provide historical data and perspective
- Fresh set of eyes, lenses
- Can utilize lessons learned from other groups
- May help managers "buy off"
- May be able to identify the right people needing training
- Help bring company back on board
- Can measure due diligence objectively
- Can create awareness
- Can bring different perspective
- Can help develop new procedures and bring new tools etc.
- Can help organization deal with stress
- Can help bridge gap between employer and employee
- Could help think outside the box re work methods
- Can help deal with change, same message could be accepted more
- Outside group has respect, influence
- Help older employees change
- Unbiased
- Employees may have hidden agenda. Outside group may help remove it
- Can help finish things
- No outside baggage
- Unbiased idea of what has to be done
- Unrestricted
- Share some challenges
- Can bring different perspective
- Can help save money in the long run
- More economical than developing training in house
- Help us in how to "not make mistakes"
- Can demonstrate the practice other groups are following
- To warn us of hazards to look out for
- Add expertise and new equipment, tools, etc
- Gets management on board to invest money
- Being able to share experiences from fresh perspective
- Motivational
- Same message – different perspective
- Help make organization aware of resource strains, issues
- Avoids complacency
- As part of safety plan, could be accredited regularly



- Include safety in course by outside groups
- The perception of it being different – better is part of using an outside group
- May be able to identify simple concepts being regularly missed.