Work Is Not Always a Healthy Place
2.8 MILLION ILLNESS & INJURIES FOR AMERICAN WORKERS ANNUALLY

(BUREAU OF LABOR STATISTICS)

Work Is Not Always Physically Healthy
Work Is Not Always Psychologically Healthy

6% PHYSICAL ASSAULT
46% EMOTIONAL ABUSE

(NATIONAL SURVEY)
## Hazards

<table>
<thead>
<tr>
<th>Biological</th>
<th>Illness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical</td>
<td>Illness</td>
</tr>
<tr>
<td>Mechanical</td>
<td>Accident</td>
</tr>
<tr>
<td>Bio-mechanical</td>
<td>Overuse injury</td>
</tr>
<tr>
<td>Physical Violence</td>
<td>Injury</td>
</tr>
<tr>
<td>Psychological Mistreatment</td>
<td>Psychological Distress</td>
</tr>
</tbody>
</table>
Helen Green

Successfully sued Deutsche Bank in the UK

Secretary

Hospitalized for stress-related disorder

Abused and bullied at work

Awarded $1,575,000
Nurses Hazards

<table>
<thead>
<tr>
<th>Biological</th>
<th>Needlestick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical</td>
<td>Medication absorbs through skin</td>
</tr>
<tr>
<td>Mechanical</td>
<td>Slippery floor</td>
</tr>
<tr>
<td>Bio-mechanical</td>
<td>Patient lifting</td>
</tr>
<tr>
<td>Physical Violence</td>
<td>Patient assault</td>
</tr>
<tr>
<td>Psychological Mistreatment</td>
<td>Lateral violence from other nurses</td>
</tr>
</tbody>
</table>
Physical and Psychological

Mistreatment → Emotional Distress → Physical Pain

Performance Issues

Alcohol Use

Emotional Distress

Injury

Accident
Safe Conditions and Safe People

Ergonomics: Design of the physical environment
- Physical space
- Tools and equipment

People-nomics: Design of the social environment
- Talent
- Leadership
- Climate and culture
Safe Work Spaces
Direct Traffic in Warehouse
Safe Stairs
Ergonomic Design of Equipment
Table Saw Safety
Split Keyboard for Repetitive Strain
Lifting Device Prevents Back Injury
Unsafe Behavior
What Were They Thinking?
Think Safety First!

Is He Serious?
Violate Universal Precautions
Control of Unsafe Behavior

- Talent
- Leadership
- Climate and Culture
Talent: Safety KSAOs

Knowledge: How to be safe

Skill: Can perform safely

Ability: Can learn

Other: Personality and values
Leadership

Safety begins at the top
- Correcting: Progressive discipline
- Messaging: Talk about safety
- Modeling: Show how to be safe
- Rewarding: Praise for safety
- Teaching: Knowledge and skill
Climate

What Is Climate?
- Policies and Practices
- What is Encouraged and Discouraged
- What is Rewarded and Corrected
Organizational Culture

What Is Culture?
- What people are
- What people create
- What makes an organization unique
- Symbols
- Values
Symbols of Culture
General Safety Climate

Physical Hazards
- Biological
- Chemical
- Mechanical
- Bio-mechanical

People Hazards
- Physical violence
- Psychological mistreatment
People Need to Feel Safe

Physical Safety
- Can work without fear of injury
- Coworkers keep one another safe
- Management cares about worker safety

Psychological Safety
- Can work without fear of mistreatment
- Mutual respect among coworkers
- Management cares about worker well-being
Climate of Physical Safety

Safety policies: Written rules

Safety practices: What is done

Management actions
  ◦ Correcting
  ◦ Messaging
  ◦ Modeling
  ◦ Rewarding
  ◦ Teaching
Climate of Psychological Safety

Building a climate of tolerance
- Everyone is accepted for who they are
- Norm of civil discourse—disagree with being disagreeable
- People encouraged to speak up
- People valued for their differences
- Respectful disagreement
Climate of Psychological Safety

Safety policies: Written rules

Safety practices: What is done

Management actions
  ◦ Correcting
  ◦ Messaging
  ◦ Modeling
  ◦ Rewarding
  ◦ Teaching
Becoming the Culture

Design of the workspace

Built into equipment and tools

Symbols

Values

- “We believe that all injuries are preventable and that safety of life outweighs all other considerations.” Tampa Electric Company
- “We are committed to maintaining a safe work environment enriched by diversity and characterized by open communication, trust, and fair treatment” ExxonMobile
- “We cultivate a culture where everyone feels welcomed, respected, valued and free to bring their whole selves to work.” Raymond James Financial
Building Safe Organizations

- Focus on physical AND psychological safety
- Hire the right talent
- Invest in safety training
- Provide safety leadership
- Focus on climate
- Turn climate into culture
Thank You

Paul Spector

pspector@usf.edu

More about climate:
http://paulspector.com/organizational-behavior/what-is-organizational-climate/

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