Rebranding Safety Culture: A Marketer’s Take on Changing a Culture

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Leverage existing knowledge and new research to gain:

- An honest assessment of our audience
- Key themes we need to tackle with our initiative
- A clear understanding of where we stand as a department
YOUR COMMUNICATION IS ONLY AS EFFECTIVE AS YOUR AUDIENCE THINKS IT IS
MEANING: The better you know your audience, the more effective your communication is.
Stakeholder Research

- Interviews with EH&S team (32)
- One-on-one PI interviews (13)
- DSC survey and focus groups (16)
- LSC survey and focus groups (80)
- Lab researcher/staff survey (3K)

Background

- Campus responses to proposed changes to safety policy
- Safety Committee Meetings
- Analysis of focus groups for PPE fitting and website
WHAT WE FOUND
**Consistency**

**LSC turnover**
Quick turnover of LSCs with no consistent form of training means a game of never ending telephone

**Too many new asks**

**Provide me with what’s required**

**Less than perfect are tolerated**

**WHY ME?? NOT ME!**
When restrictions become too restrictive

Credibility

“REASONABLE”

Redundancies

Busy paperwork

Too many trainings for new people

I already entered that in another website

Hoops to jump through

A visiting scholar can’t get started for weeks when they are here for a month

When restrictions become too restrictive

Safety, first. Rules, second.

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Education

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Too many trainings for new people

Welcome wagon:
Immediately make contact with new staff so they consider you an ally vs an impediment

Punishment is the starting point
Communicate too much rather than too little

WHEN

restrictions become too restrictive

Safety, first. Rules, second.

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PI: BREAKDOWN

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Credibility

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Provide me with what’s required

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Why?

Clarity

Hard to figure out what needs to be done

When I go to find it, I can’t

TOO

Broad
Buried
Hidden
Non-existant
Full of jargon
Chemistry-focused

Punishment is the starting point

When restrictions become too restrictive

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**Consistency**
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  - Buried
  - Hidden
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  - Full of jargon
  - Chemistry

**Conversation**
- Blanket policy without wiggle room for reality
  - This doesn’t apply to me
  - My lab wasn’t built to accommodate this

**WHY ME?? NOT ME!**

**Streamlined Communication**

**COLLABORATE**
Lab Safety Contact: BREAKDOWN

LSC Hot Potato
- There for 1-5 years
- Often a new member
- LSC ‘job’ is low priority

Trial by fire
- Not given much if any info
- The longer they’re there, the more they get it
  (Even with a checked out PI, the show must go on)

1 in 5 lack PI support

Luck of the draw
How much they know depends on their prior experience, good communication and a proper hand-off from the previous LSC

1 in 10 lack control of their lab

Give us good examples and stock information

The previous LSC is off writing her thesis and my PI knows as much as I do...
Lab Safety Contact: BREAKDOWN

The Hired Help
- There either 2-5 or 11+ years
- Longer lead time to develop control and feel supported

Sincerely, The Nag
They find themselves becoming more and more of a nag and micromanager—and they hate that!

Is anyone out there?
There isn’t a lot of training or materials that they get so they make it up as they go.

75% have “moderate” contact with EH&S

Are there more resources for us? A way to exchange tips and tricks?

Once I leave for the day, I have no control over what they do. means they will police themselves.

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Multifaceted Veterans

- Held their role for many years
- Integral in defining the on-the-ground safety culture
- Role added to their position
- OVERLOAD: Often wear many hats
Dept. Safety Coordinator: BREAKDOWN

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Similar struggles and desires

LSC > PI
Work more with LSC, and DSCS, like us, struggle with LSC turnover and the cold shoulder from their PIs

TO THEM WE ARE:

Partners
- Being my partner and providing the resources and timely accurate information

Support
- Continue doing what you do by getting us the info and resources we need and back us up with threats and muscle when needed

Reinforcers
- High-visibility public presence helps reinforce program changes
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**Tools: To Make Them Better**
1. Reorient EHS 101 for faculty, include legal information, make more program specific?
2. A tailored checklist of required trainings for new employees
3. Access to training records and requirements of lab personnel in our departments.

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AMMUNITION:
WHY PIs SHOULD DO WHAT WE ASK
MEMORIAL STADIUM
Lab Coat Distribution Event

THANK YOU!

IN A NUTSHELL...

92% of you certified in LHAT

In 36 hours

4,302 researchers + staff

GOT FITTED FOR:

Over 20K articles of PPE
YOUR FEEDBACK

“DAMN ORGANIZED. I’M IMPRESSED!”

OVER 1K of you GAVE US KUDOS

171 of you GAVE US FIXES

BRING THIS CLOSER TO OUR LABS, PLEASE!

We’re on Your Radar

“How well do you know EH&S?”

Email is King

“How do you want to hear from us?”

TOP 3 ASKS:
MORE Communication
In-person outreach, Updates, Emails
25%

MORE Information
Trainings, New hire requirements
15%

BETTER Website
Disposal, Navigation, Contacts
12%
Retreat objectives

• Gain a unified perspective on the right approach to lab safety culture change
• Air and solve some of our biggest challenges with the initiative
• Bring key stakeholders together so they feel ownership of the product
LEVEL THE PLAYING FIELD

Allow everyone to start with the same knowledge base
GIVE EVERYONE A VOICE
GALVANIZE THE GROUP BEHIND A SHARED PURPOSE
RETREAT

Half-Day Work Session

• Share back of quantitative/qualitative research findings
• Work sessions broken into group and individual visioning and ideation exercises, collaboratively workshopping:
  ✦ Who is our target audience?
  ✦ What is EH&S’s objective and role in the initiative?
  ✦ When/how do we best reach them?

Participants (30 max)

• EH&S internal lab safety team
BRAND
OBITUARY

If UC Berkeley EH&S Died Tomorrow, How Would It Be Remembered?

Your assignment is to write the EH&S’s obituary:

What is the headline?
What was the cause of death?
What will EH&S be remembered for?
Who is EH&S survived by?
Who will attend the funeral service?
AUDIENCE
Departmental leaders and PIs need to have a **better dialogue** on safety.

Changes from the top don’t change culture, it **changes the rules**. If they don’t have a reason not to break their rules, they will.

PIs need to be **held accountable** for what goes on in their labs.

Faculty respond to the **popularity of other faculty**

If students walk into lab thinking ‘I need to know how to be safe to be marketable’ it **will bring in the PIs**

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Group **takes on PI’s view of safety**

Target **new faculty** eager to please, those with **experience from industry**

**Bldg. Coord.**

**DSC**

**LSC**

**Researchers + Staff**

Not recognized as they should be, often get very little from us
Rank the audience in order:
from
MOST DESIRABLE
(go after them now!)
to
LEAST DESIRABLE
(go after them later or through other channels)
BRAINSTORM
BRAINSTORM the 5

Enforcement
Role + Persona

New Hire Orientation/Training
Efficiency + Ease

Communication
Tone + Delivery

Recognition

Resources for Safety Contacts
Materials + Intro
Bring an audience targeted strategy from ideas to tangible deliverables
IDENTIFY KEY AUDIENCE SEGMENTS & THEIR NEED STATES
**LEFT BRAIN**
(EASE)

- Make safety tangible and accessible
- Ensure that we maintain reasonable, executable standards for safety

**RIGHT BRAIN**
(MOTIVATION)

- Assign purpose to safety
- Give them a reason why to care

**NEED STATES**

RESEARCHERS: Low-priority, no time

Pls: Overwhelm—Too much, inconsistent, overwhelming

**DESIREDBRAND PILLARS**

- Credibility: Remove barriers
- Clarity: Simplify
- Consistency: Streamline

**NEED STATES**

RESEARCHERS: Relentlessly focused on the work; interested in the bare minimum to get by

Pls: Safety is followed as long as it’s considered “reasonable”

**DESIREDBRAND PILLARS**

- Education: Show them value in their currency; appeal to their opportunism
- Conversation: Start fresh; keep them in the loop
COLLECT IDEAS FROM THE GROUP
What can we turn into something
Conflict Coaching for Inspectors

New Chemical Inventory System

Status Reports to Deans
PI Welcome Wagon
Enhanced LO&SC PPE Events
Lab Recognition Program
Lab Safety Top 10 Posters
Formalized LSC Program
Communications Standards S.T.A.R.S.
Undergraduate Teaching Lab Safety

SOP Toolkit
LSC/DSC Discussion Board
Training Access
Enhanced Chemical Hygiene Plan
Enhanced Lab Safety Manual
Welcome Wagon
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Conflict Coaching for Inspectors
QUESTIONS?
THANK YOU!

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