What makes an organization?

- Strategy
- Information
- Processes
- People
- Structure
- Culture
Good Organizational Structure

- Maintains and improves communication
- Responsive to change
- Inspires innovation
- Increases productivity
- Creates an environment where people work effectively
- System of accountability
Challenges

- Design across organizational boundaries
- Engineer processes into strategic capabilities
- Develop individual competencies into a learning organization
- Align information technology with business strategy
- Integrate all the pieces
What is Organizational Design

• Designing the optimal structure of accountability and responsibility that an organization needs to execute its strategies.
• Clearly defined roles, and authorities
Types Structures

- Functional
- Market/Divisional;
- Matrix
Functional Structure

- Work units based on similar activities
- Expertise within the function
- Common standards

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<thead>
<tr>
<th>Positive</th>
<th>Negative</th>
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<tr>
<td>well define hierarchy</td>
<td>Narrowed perceptive</td>
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<tr>
<td>Good communication within work unit</td>
<td>Reduced cooperation &amp; communication across work units</td>
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Divisional/Market Structure

- Defined by organizational outputs
- Service delivery on site
- Closeness to customer for support
- Perception of the organization as responsive

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<tr>
<td>small organization</td>
<td>Duplicity of functions</td>
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<tr>
<td>Customer knowledge advantage</td>
<td>Culture reflect of leadership</td>
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Matrix Structure

- Combines functional and divisional structures
- Employees belong to two groups
- Encourages technical and management training

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<tr>
<td>Better cooperation &amp; problem solving</td>
<td>2-boss system susceptible to power struggles</td>
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<tr>
<td>Increased flexibility</td>
<td>Task confusion</td>
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<td>Performance accountability</td>
<td>Loss of focus on organization goals</td>
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<td>Strategic management</td>
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<td>Customer focus</td>
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Lateral processes of an organization

- Sharing of information and decision processes across different organizational units
- Help focus simultaneously on governments, customers, functions, vendors and products
- Provides flexibility in addressing issues or concerns
Types of Lateral Process

- Informal or voluntary
- E-coordination – Dashboards, IT management systems
- Formal group – team charter
- Assigned Integrators
- Matrix organization
Foster Voluntary Processes

- Helps remove barriers and encourage voluntary cooperation
- Actions which elicit voluntary cooperation
  - Interdepartmental rotation
  - Interdepartmental events
  - Co-locations
  - Consistent reward and measurement systems
E- Coordination or informational databases

• Provides consistent information
• Customer management

EHS customer management systems
• Medical exposure records
• Training records
• Medical surveillance
• Chemical inventories
• Planning exposure monitoring
Formal Groups

• Charter
• Staffing
• Conflict management
• Rewards –aligned to job performance
• Leader’s role
• Team dynamics apply
Organizations succeed or fail as a whole

- Leadership
- Committee Structure
- Responsible Officials
- Culture
- Information systems

Safety Culture = Leadership + organizational + empowerment of design the workforce
Complexity of Regulatory Requirements

- OSHA
- EPA
- Unified Building codes
- Fire Codes
- ADA
- NRC
- CDC
Embedded Lab Safety Person

- Understanding of how things are done within work unit
- Easily available for questions
- Internal Expertise

- May have conflicting priorities
- Limited depth of regulatory knowledge
- May become the work unit enforcer which may not fit position authority or personality
EHS Professional Assigned to Lab Safety

- Dual roles
- In-depth regulatory knowledge
- Lab knowledge is based on relationship
- Career ladder

- Lack of specific scientific knowledge
- Lack of lab experience
- Not part of the team
- Not easily available for questions
Reason’s Swiss Cheese Model
- Cheese Layer = Safety layers (system defenses) capable of preventing incident
- Holes = Gaps within each system where failure could occur

If failures align then an incident or accident will occur!
Main Message to Organization

Collaborator

Recognizes and appreciates other unit’s contributions to the health and safety program

There is management system which includes accountability to guide
Why a positive Safety Culture?

• More beneficial than a compliance only culture
• Core element of a successful organization.
• Leadership’s commitment of resources drives safety as an unquestionable core value

• Positive use of resources:
  • Strong policies and expectations
  • Open communications
  • Sufficient incentives
  • Resources budgeting for safety
11 Questions to Measure a Safe Workplace

- Do I know what is expected of me to work safely?
- Do I have the materials and protective equipment I need to do my work safely?
- At work, do I have the opportunity to do what I do best every day in a safe environment?
- In the last seven days, have I received recognition or praise for doing a safe job or assignment?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development and safety involvement?
- At work, do I share my safety concerns and do my opinions seem to count?
- Does the mission/purpose of my company make me feel my job is safe and important?
- Are my co-workers committed to doing quality, safe work?
- In the past six months, has someone at work talked to me about my safety performance?
- This last year, have I had opportunities at work to learn and grow in the areas of Safety and Compliance?
I CHOSE TO
LOOK THE
OTHER WAY
author
unknown

I chose to look the other way.  
I could have saved a life that day.  
But I chose to look the other way.  

It wasn't that I didn't care.  
I had the time, and I was there.  
But I didn't want to seem a fool.  
Or argue over a safety rule.  

I knew he'd done the job before.  
If I spoke up, he might get sore.  
The chances didn't seem that bad.  
I'd done the same, and he knew I had.  

So, I shook my head and walked on by.  
He knew the risks as well as I  
He took the casual, I closed my eye.  
And that act, I let him die.