



Modeling external and internal influences on safety cultures

While working with a client recently, a conversation was held to help the leadership understand the diminishing returns they were facing, with the sole effort to improve safety culture. I introduced them to one of my models called, External and Internal Influences on Safety Cultures, which Kenny, the EHS manager, dubbed “The Circle Thingy.” There is no such thing as a safety culture, yet every organization has one that is influenced by the company culture and cultures within the community.

Culture is a set of beliefs that govern behaviors resulting in common reinforcing experiences and stories. Cultures maintain status quo or change based on these experiences and stories. Every large group has subcultures within the established culture. In nonprofit organizations, there are the salaried employees and the volunteers, the executive staff and the administration. In public and private organizations, there are unique cultures by location, level, department and even by shift.

To add to the cultural complexity, every

employee has their own personal, perceptual filter they experience life through, based on who they are, how they were raised, how they choose to live their life and who they identify with. These perspectives are brought to work and can have an influence on how effective the organization is at creating shared values.

The experiences that employees have with corporate interactions affect their beliefs and behaviors at their individual locations. Similarly, their non-safety related experiences when interfacing with their boss and other departments affect the safety culture within the occupational culture they belong to.

Regardless of how hard a leader works to positively impact the safety culture, that leader will only be as successful as what their people experience within the overall occupational culture. For example, a leader can work to improve focus, trust, communication, engagement, collaboration, accountability and ownership specific to safety. The success that leader experiences may be



The model for external and internal influences on safety cultures.

negated based on common interactions their people have with others within the organization on topics outside of occupational safety.

Leaders require a strategy that directly addresses creating the desired safety culture, but this strategy should be tied to meeting the overall business objectives and improving the overall business culture. The creation of this strategy should be led by the leadership throughout the business, with input from the culture they are trying to influence or change. It should not be

created in a vacuum by the person leading or responsible for safety improvement efforts. Safety will never be a group-shared value or perceived as the way business is conducted when it is delegated solely to the safety leader. Culture is a byproduct. Work to continuously improve what influences the many cultures within your culture and get leaders and key influencers involved. Culture change happens best from within.

Shawn M. Galloway is CEO of ProAct Safety and an author of several bestselling books. As an award-winning consultant, trusted adviser, leadership coach and keynote speaker, he has helped hundreds of organizations within every primary industry to improve safety strategy, culture, leadership and engagement. He also hosts the highly acclaimed weekly podcast series Safety Culture Excellence®.

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POWER GENERATION/ENERGY

Sector Editor: David Love

EIA: Many Americans will pay more for energy this winter

WASHINGTON — Many households across the U.S. are likely to spend more on energy this winter compared to recent winters, EIA said. Higher forecast energy expenditures are the result of higher fuel prices, combined with increased heating demand due to a forecast of slightly colder weather than last winter.

Cold weather can affect household heating prices in two ways. First, cold weather raises the amount of energy required to keep a house at a specific temperature. Second, because cold weather raises demand and could cause supply disruptions, it can cause energy prices to rise, which could be more severe during a time of low fuel inventories.

Nearly half of all U.S. households heat primarily with natural gas. EIA expects households that use natural gas as the primary space heating fuel will spend about \$930 this winter, 28% more than last winter.

For more information, visit eia.gov.

\$13B in funding to expand, modernize power grids

WASHINGTON — The Biden Administration, through DOE, is making \$13 billion in new financing opportunities available for the expansion and modernization of the nation's electric grid.

Independent estimates indicate that the U.S. needs to expand electricity transmission systems by 60% by 2030, and

may need to triple current capacity by 2050 to accommodate the country's rapidly increasing power demand for electric vehicles, electric home heating and reduce power outages from severe weather.

Funded by the President's Bipartisan Infrastructure Law, the Grid Resilience Innovative Partnership program and the Transmission Facilitation Program, they combine to represent the largest single, direct federal investment in critical transmission and distribution infrastructure.

For more information, visit energy.gov.

First new U.S. nuclear units to be built in over 30 years

WAYNESBORO, Ga — Georgia Power in October began fuel load into the Vogtle Unit 3 reactor core at Plant Vogtle near Waynesboro, Ga. The fuel load process marked a historic and pivotal milestone toward startup and commercial operation of the first new nuclear units to be built in the U.S. in more than three decades.

The start of Unit 3 fuel load came after Southern Nuclear received a historic 103(g) finding from the Nuclear Regulatory Commission (NRC) in August. It signified that the new unit had been constructed and would operate in conformance with NRC regulations.

During fuel load, nuclear technicians and operators from Westinghouse and Southern Nuclear safely transferred 157 fuel assemblies one-by-one from the Unit 3 spent fuel pool to the Unit 3 reactor core.

Startup testing will begin after fuel load. Operators will also bring the plant from cold shutdown to initial criticality, synchronize the unit to the electric grid and systematically raise power to 100%. Vogtle Unit 3 is projected to enter service in the first quarter of 2023.

For more information, visit georgiapower.com.

Major Southeast utilities establish hydrogen hub coalition

U.S. SOUTHEAST — A newly formed coalition including major utility companies Dominion Energy, Duke Energy, Louisville Gas & Electric Company and Kentucky Utilities Company, Southern Company and Tennessee Valley Authority, along with laboratory management company Battelle and others, will pursue federal financial support for a Southeast Hydrogen Hub.

The coalition will respond to the recently announced funding opportunity from DOE, which includes \$8 billion for regional hydrogen hubs and is part of the Infrastructure Investment and Jobs Act. Other members of the Southeast Hydrogen Hub coalition will include a growing list of hydrogen users from a variety of industries in Alabama, Georgia, Kentucky, North Carolina, South Carolina and Tennessee.

A hydrogen hub in the Southeastern U.S. is expected to bring robust economic development benefits to the region, and hydrogen is attractive as an energy resource.

For more information, visit southerncompany.com.