



SCSC Safety Culture Working Group 2020-21 Initial Survey Results

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Aims of the group

Safety Culture Working Group (SCWG) seeks to ***‘Improve safety culture in safety critical organisations focussed on product and functional safety, by sharing examples and latest approaches collated from real life case studies’.***

SCWG's current focus is to improve the following specific aspects of Safety Culture:

- Measuring Safety Culture
- Independent and repeatable assessment of Safety Culture
- Safety Culture between organisations
- Safety Culture in boards of large corporate organisations
- Safety Culture in teams developing safety critical systems

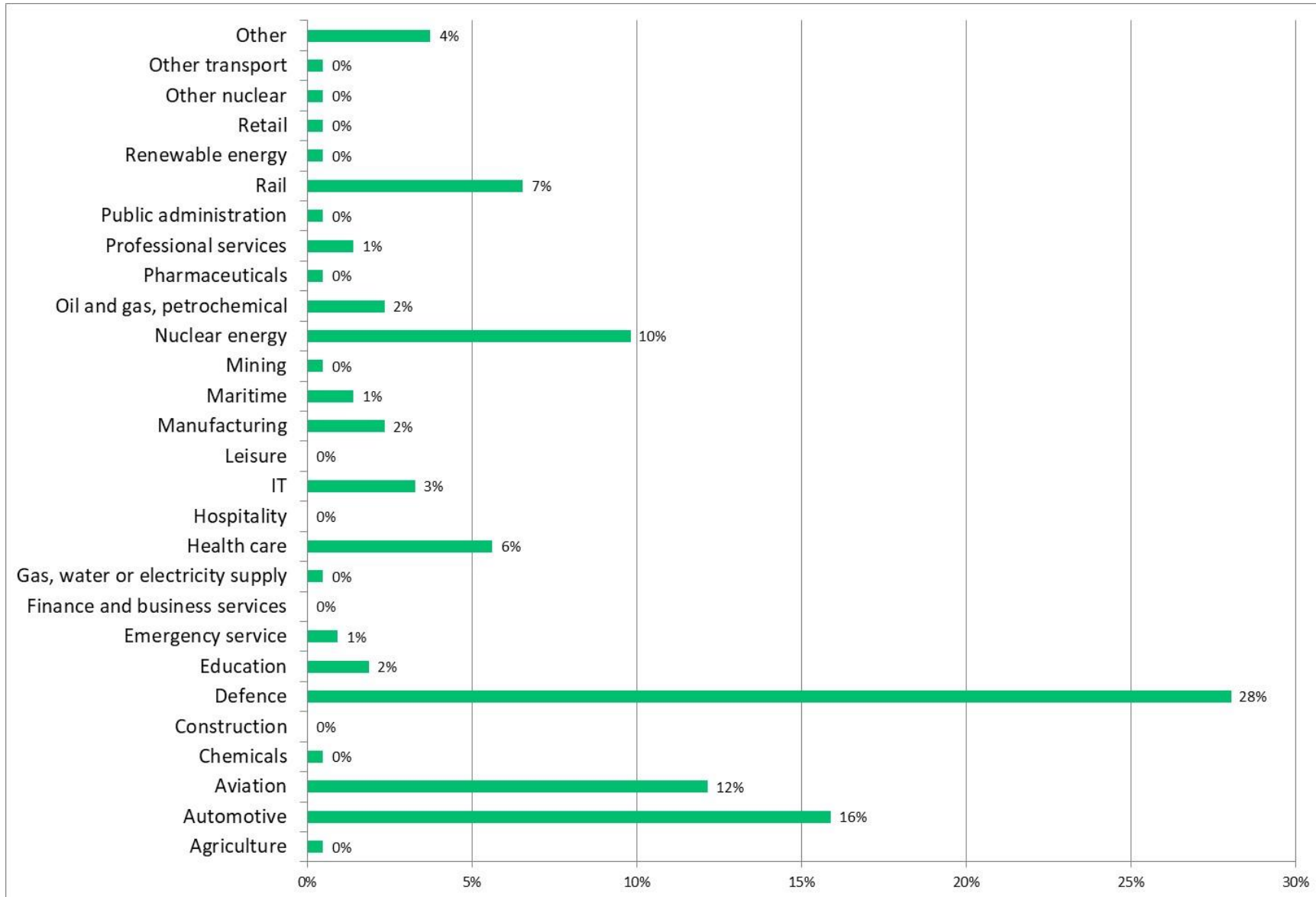
Survey aims

- Collate feedback on organisation's experience of assessing and improving Safety Culture.
- Help organisations understand how to assess and improve Safety Culture

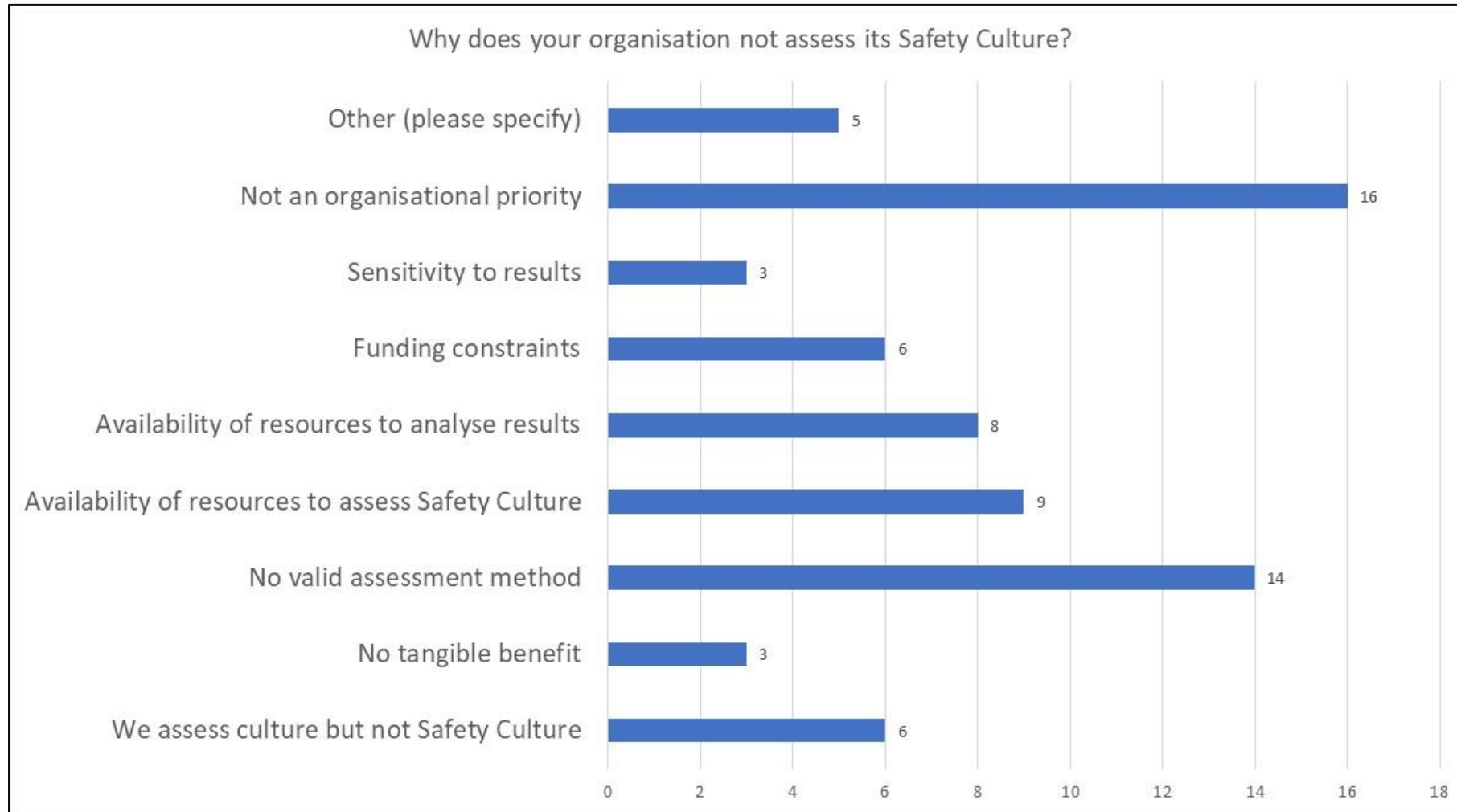


Respondents – 122 full responses

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Reasons for not assessing safety culture = 34



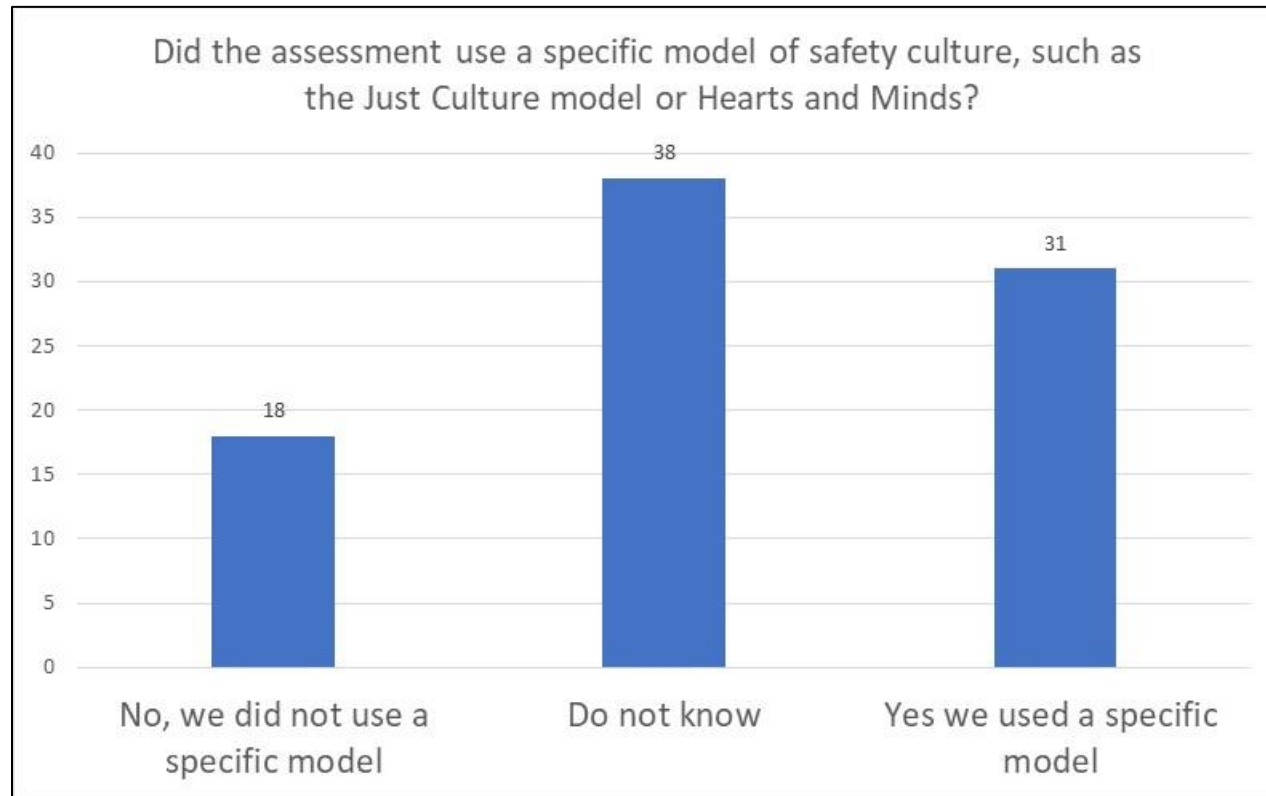
Reasons for assessing safety culture -88



Benefits and disbenefits of measuring safety culture

Benefits	Disbenefits
Enables targeting of areas for improving safety culture	Cost, time and effort required to carry out reliable measurement
Improves the organisations understanding of their safety culture	Results are often subjective and it can be hard to understand the context of answers and therefore what they mean for understanding and enhancing culture
Promotes safety behaviours within the organisation – helps staff understand behaviours to demonstrate	Can create false sense of achievement e.g. certain overall score achieved means no improvement required
Provides opportunity to measure effectiveness of improvements implemented and benchmarking safety culture against other organisations	Results can be used to criticise management and staff
Contributes to continuous improvement in performance and business success	Staff may not see the benefit because they may not see improvements after measurement and so do not engage or do not see safety culture as an important area
Fosters and facilitates safety leadership – helps leaders focus on safety culture	

Assessment methods



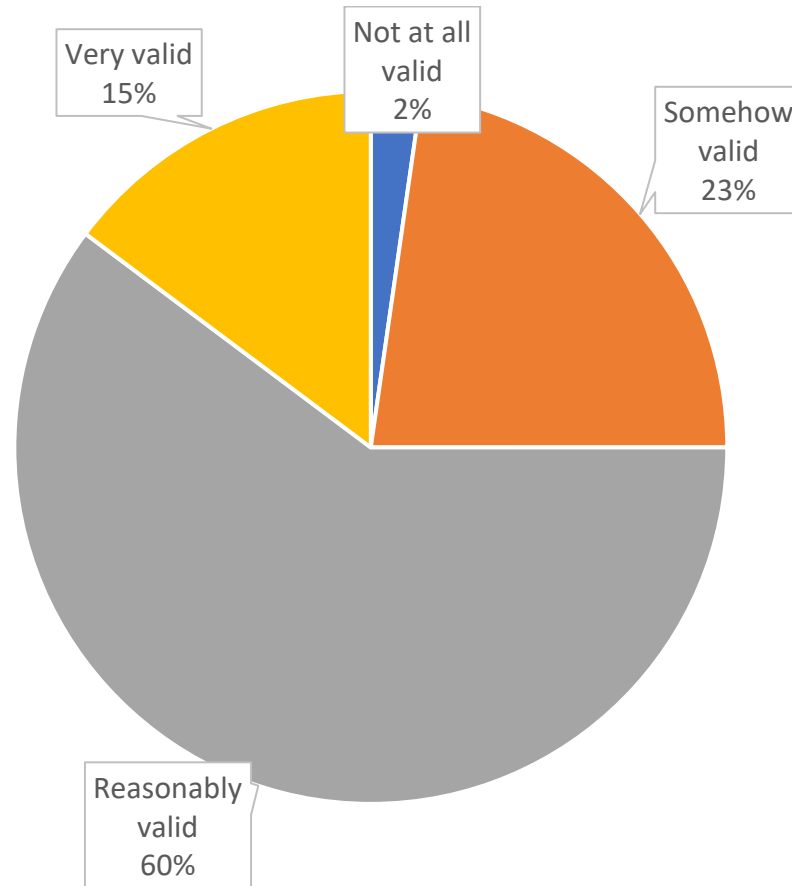
In rough order of frequency

- Hearts and Minds – Patrick Hudson model
- Just culture
- HSL safety climate survey
- NATS safety culture survey
- Nuclear safety model
- Own model

What would you say were the advantages and disadvantages of the assessment method?



To what extent did you think that the results were a valid profile of your organisation?



Better than nothing

Confirmed expectations vs surprise outcomes

Confirmation bias & subjectivity

Broad vs limited scope

Follow-ups vs no validation

Meaningful participation vs tick-box exercise

Skewed by recent events

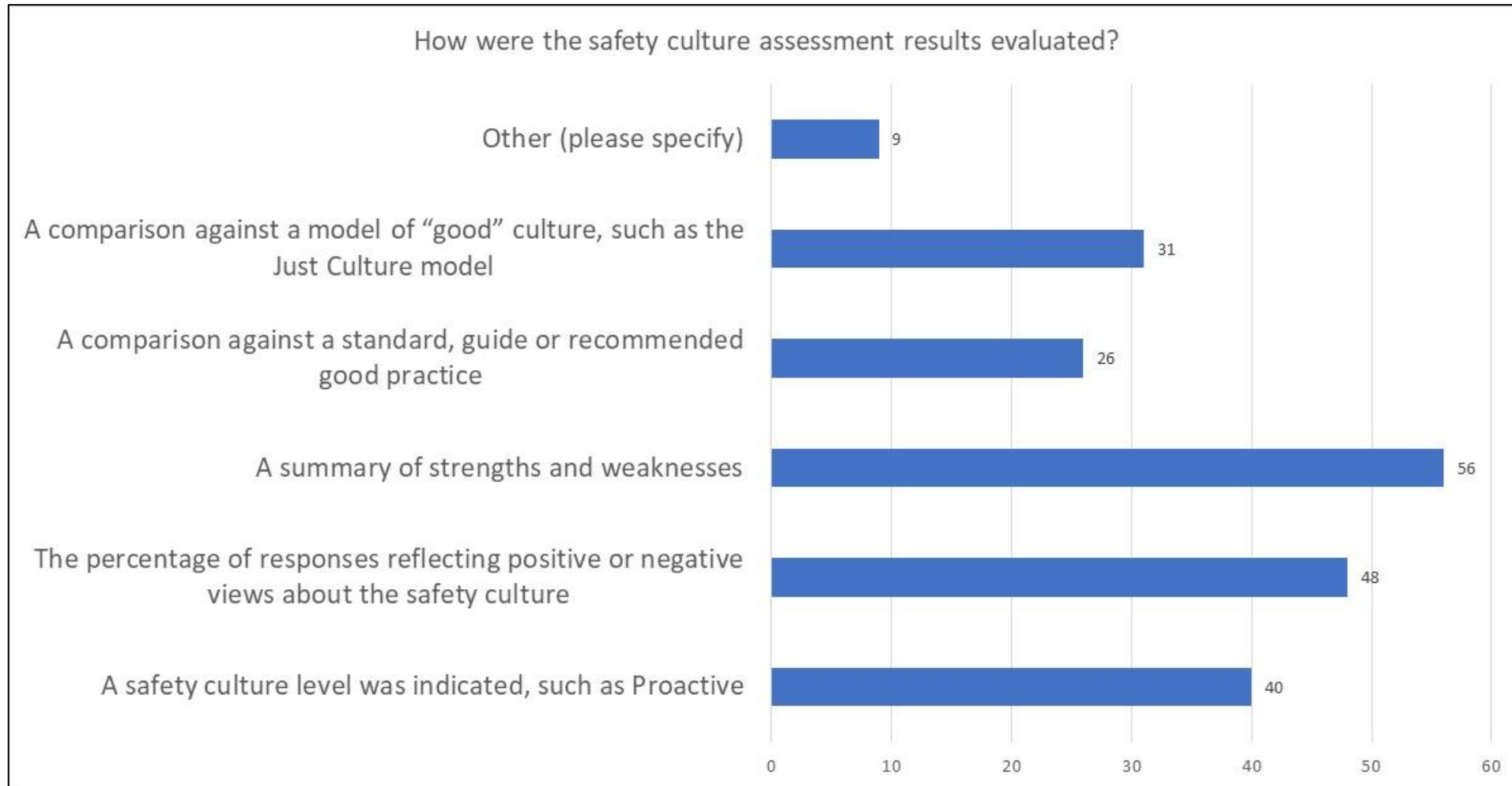
Variation hidden by score

Tailoring

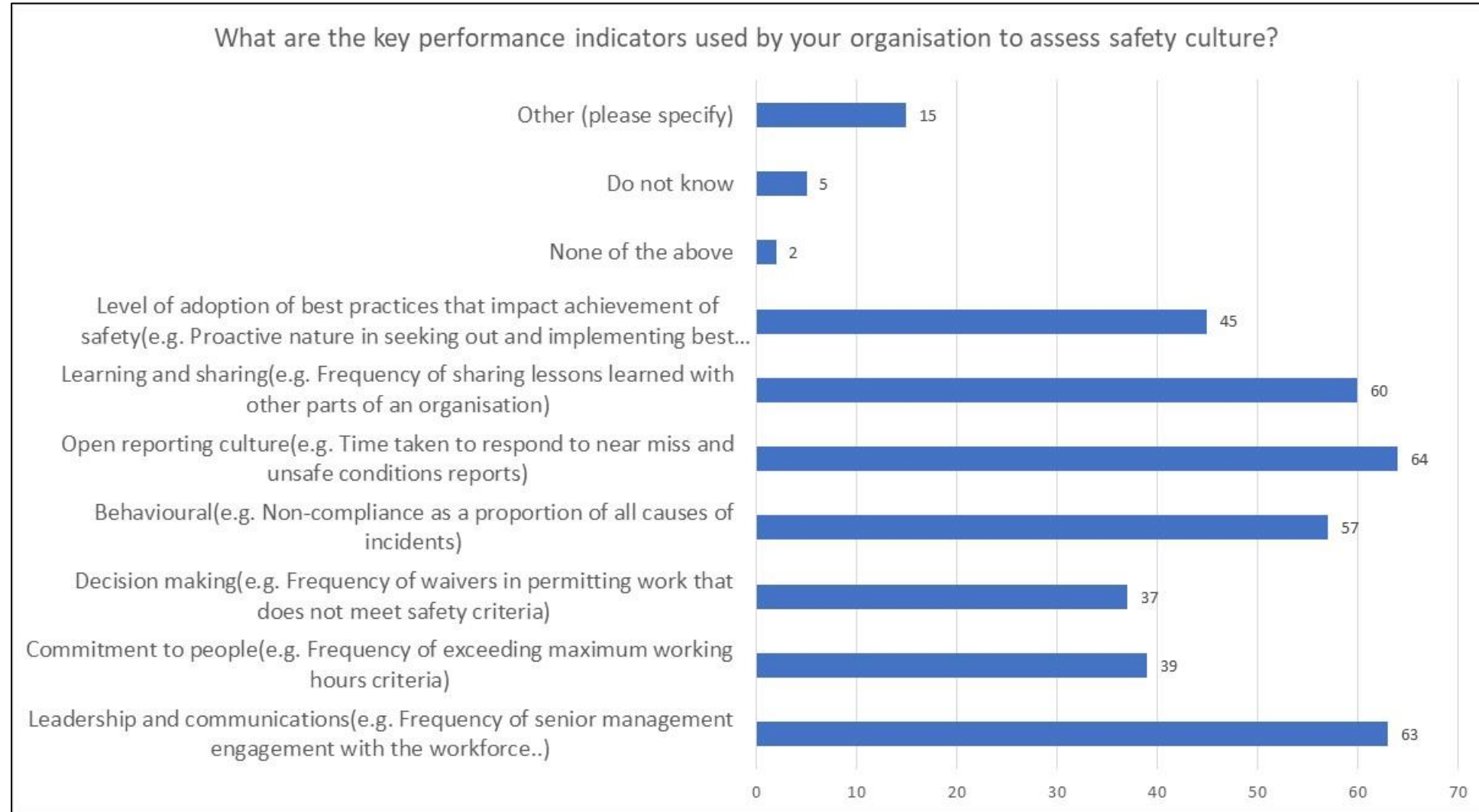
“I think some people just say what we think they want us to say”

“Results are plausible and reflective of attitudes and behaviours across a broad cross-section of the organisation”

Analysis of results



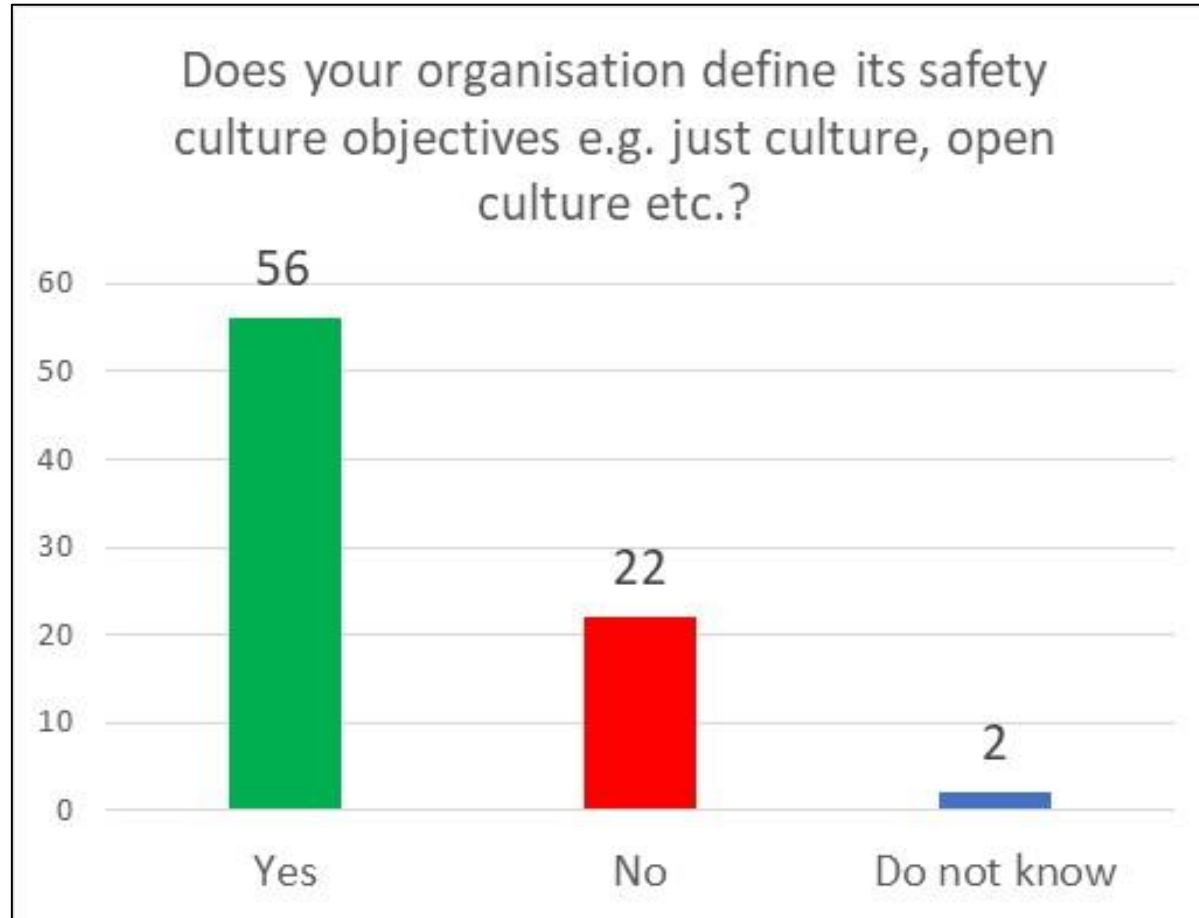
Safety culture KPIs



Use of the assessment



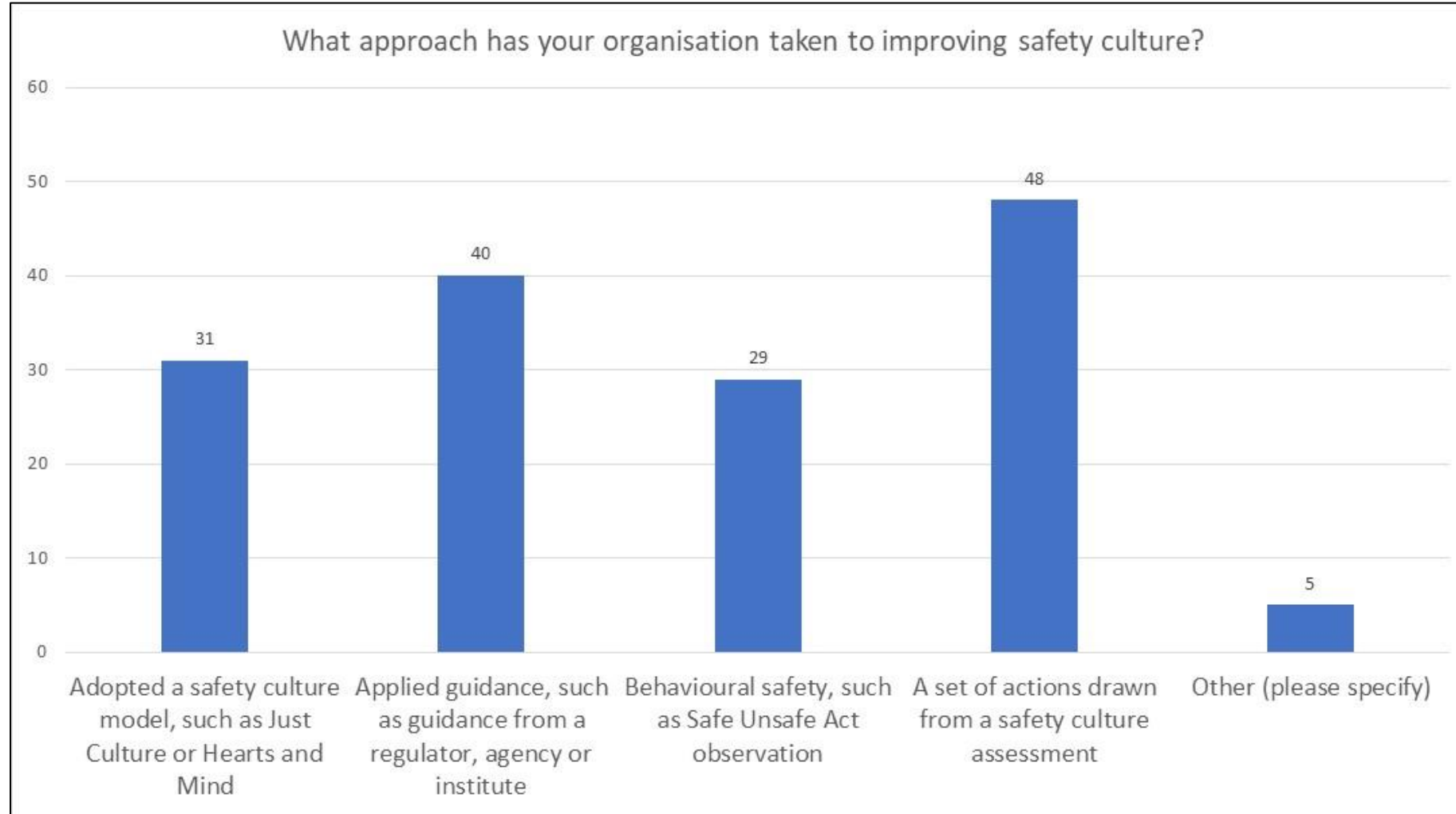
Setting objectives



Examples

- Set a target e.g. point on the Hearts and Mind Scale
- Achieving a Just / Open culture
- Being proactive
- Beyond zero

Approach to improvement



Limited free text feedback

- Learning events
- Training

What has worked well?

Worked well

- Early-engagement in development
- Conversational approach
- Engaging and consulting
- Believable vision
- MD seen as genuine and passionate about safety
- Collaboration and learning events
- Golden rules
- Safety is everyone's responsibility
- Understandable core message-clear targets
- Broadcasting behavioural examples
- "Speak up" and leadership courses
- Continual measuring and the sharing of results
- Discuss where organisations had incidents due to "bad" safety culture.



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Not worked well

- Management not “walking the talk”
- Message getting lost
- Poor communications
- Posters
- Getting consistency across the business
- Fear of judgement
- Having to work remotely

Challenges

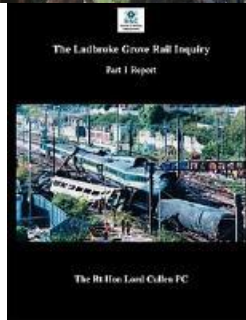
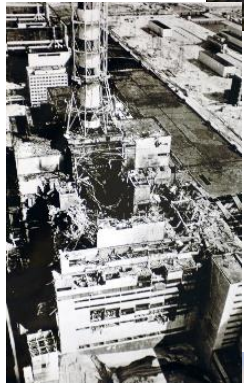
“COVID prevents teams getting together for workshops.
Remote/video conference does not work well.”

- Lack of resource and freedom to make the necessary improvements
- Lack of visible timely action from senior leaders
- Lag between report and action without feedback of progress
- Helping people understand that it's not something that you can do once and expect to improve
- Maintaining momentum
- Communication with and motivating workers
- Lack of delegation and empowerment
- Buy in across all functions and clear ownership from Leadership Team downwards
- Consistency of application and effective communication
- Coverage of the whole organisation



**A common theme of practical
implementation issues in large
organisations**

What helped?



Openness &
communications

Citing
accidents...to
secure &
maintain
commitment

Strong leadership



LEADERSHIP



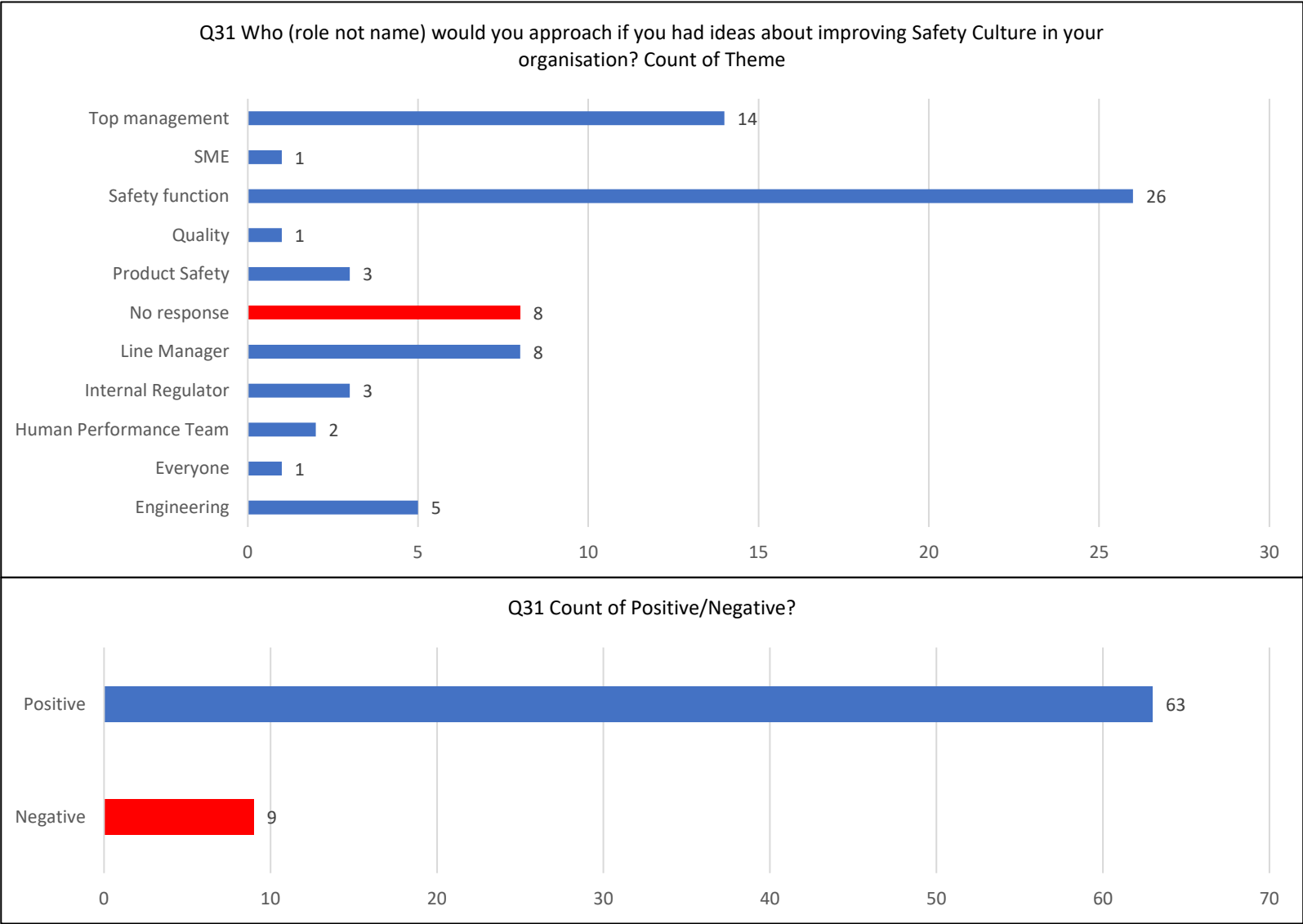
Who leads improvement of safety culture?



Negative responses given when a particular function was responsible for the development and sustainment of a safety culture.

Positive responses given for Top management, self and All Individuals.

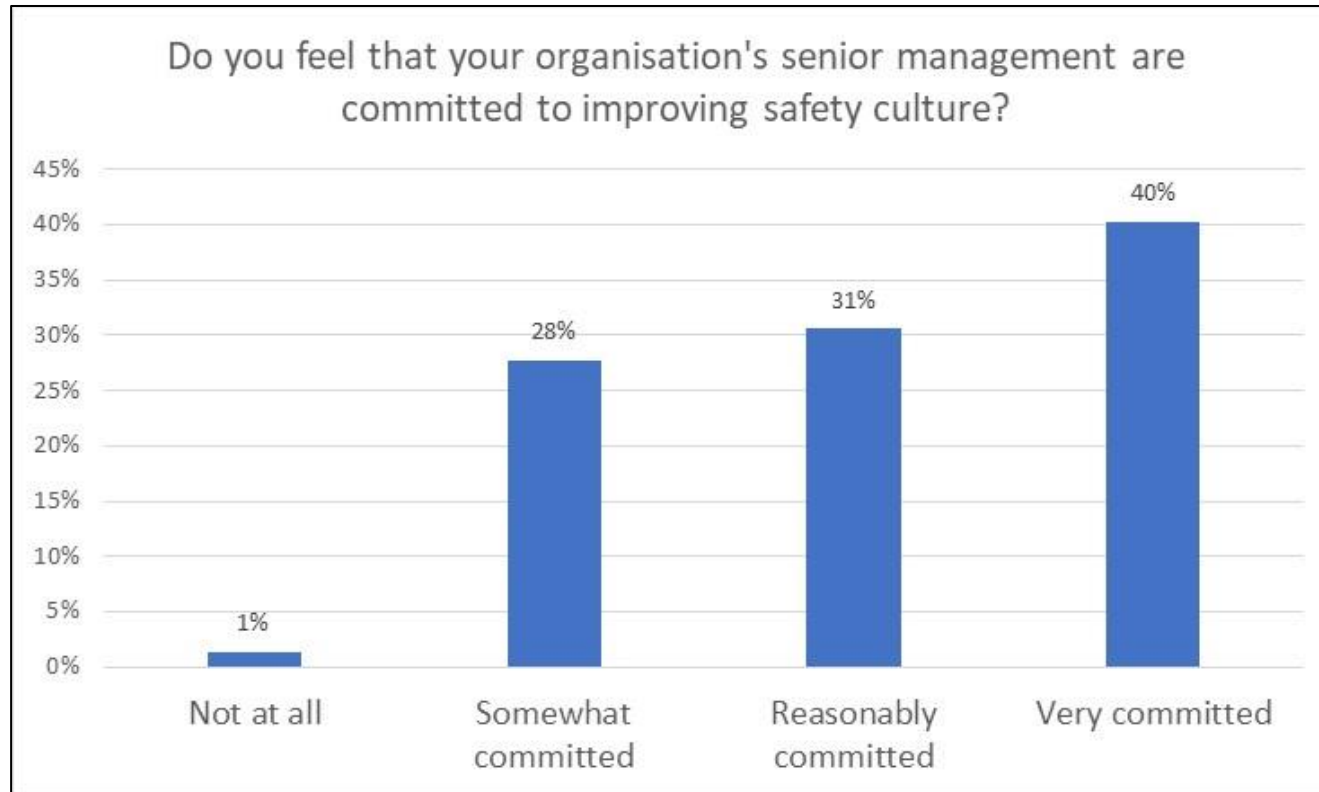
Who would you approach if you had ideas about improving Safety Culture in your organisation?



63 responses were deemed as positive, with the safety function theme recorded as the highest at 26 responses, with top management at 14 in second, and line manager in third place at 8.

The responses were deemed as positive in that respondents would approach someone with an idea about safety culture improvements, with the safety function being the natural starting point in most instances, followed by top management, and then the individuals line manager.

Management commitment



Issues

- Management understanding of safety culture
- Prioritisation
- Balance safety culture with other business needs
- Availability of tools to improve culture

Future help from the SCSC





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<https://scsc.uk/gu>