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Safety Culture Factors and the Safety Management System

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Safety cultural factor: a definition

Long Definition: A Safety Cultural Factor =

a set of interconnected beliefs, norms and behavioural dispositions among staff (employees and management) that have an actual or potential impact on the efficiency with which the safety management system supports safety

or, in short:

beliefs, norms and behavioural dispositions that impact on safety

Safety culture factors

What
are we
measuring?

Where are we
measuring?

How are we measuring?

Structural elements

**Methods &
Tools**

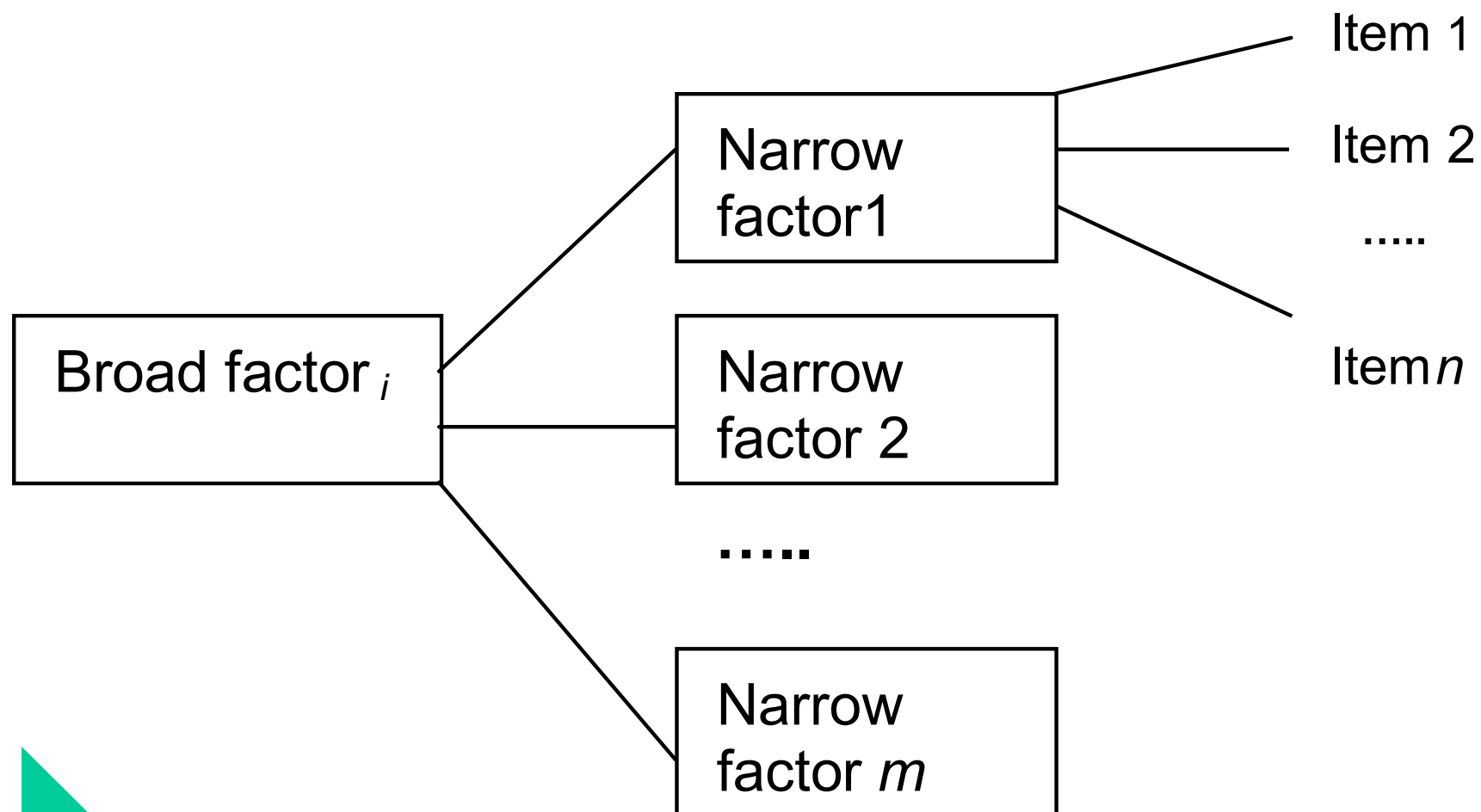
Methods and tools

- Audit
- Management (top and middle mgm't) interviews
- Safety Climate Questionnaire

The Safety Climate Questionnaire results are used, for a specific company and/or work unit:

1. To assess the level of "maturity"/"capability" obtained for each of the individual factors obtained by the company/unit in relation to (a) comparable companies and units and (b) to normative standards
2. To identify weaknesses and strengths of the specific company/unit and thus to indicate diagnostically parts of the safety culture or the organisation in which improvements may be needed

Broad factors and narrow factors



When factors and when individual items?

- Question batteries: used when the concept under investigation (say "trust") is theoretical and/or users may interpret it in different ways
- Single item questions: used when we wish to compare single item against single item (actual against desired responsibility)

Factors and item selection

Selection of factors (broad and narrow) has been based on:

- published experience from other safety and climate survey instruments (validation, correlation)
- factor analysis and reliability analysis of pilot questionnaire
- normative model of what type of response/performance is required for a the safety management structure and its structural elements

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Safety cultural factors

(Aramis questionnaire, version Aug 03)

1. Learning and willingness to report
2. Safety prioritisation, rules and compliance
3. Leadership involvement and commitment
4. Risk and human performance limitation perception
5. Felt responsibility
6. Trust and fairness
7. Work team atmosphere and support
8. Motivation, influence and involvement involvement

Safety cultural factor (1)

Learning and willingness to report

- employees' willingness / reluctance to report accidents and incidents,
- their perception of feedback from reporting and
- dissemination of lessons learned.

Overlaps with trust in leadership w.r.t. to "just culture".
Associated with this factor: single items that may reveal why reporting is not satisfactory: "reasons for not reporting"

Safety cultural factor (2)

Safety prioritisation, rules and compliance.

Comprises several factors and single indicators including

- use of and familiarity with rules and instructions;
- the prioritisation of safety versus productivity and
- ease of work; the extent to which and the circumstances under which safety procedures may be violated

Safety cultural factor (3)

Leadership involvement and commitment

- avowed involvement and commitment of management and supervisors and team leaders
- employee perception of top management and supervisor commitment and involvement

Safety cultural factor (4)

Risk and human performance limitation perception items may vary according to the type of work domain, management and employee awareness of hazards, risks and human error potentials (fatigue, automation etc.) relevant to their work.

Safety cultural factor (5)

Felt responsibility

This factor concerns employee perception of *who* is responsible for safety at work including felt / perceived ownership of responsibility for maintaining safety

Safety cultural factor (6)

Trust and fairness

management's trust in employees

employee trust in top management and their immediate leader

employee perception of fairness in the workplace

Safety cultural factor (7)

Work team atmosphere and support

employee perception of

- teamwork and the 'spirit' in their respective teams;
- the extent to which the team gives its members support and help;
- and the extent to which respondents are willing to speak up and warn each other of dangers.

Safety cultural factor (8)

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Motivation, influence and involvement involvement

This broad factor comprises four batteries concerned with perceptions of

- work as meaningful;
- own influence on work planning and execution;
- motivation and involvement;
- feeling informed and finding work predictable