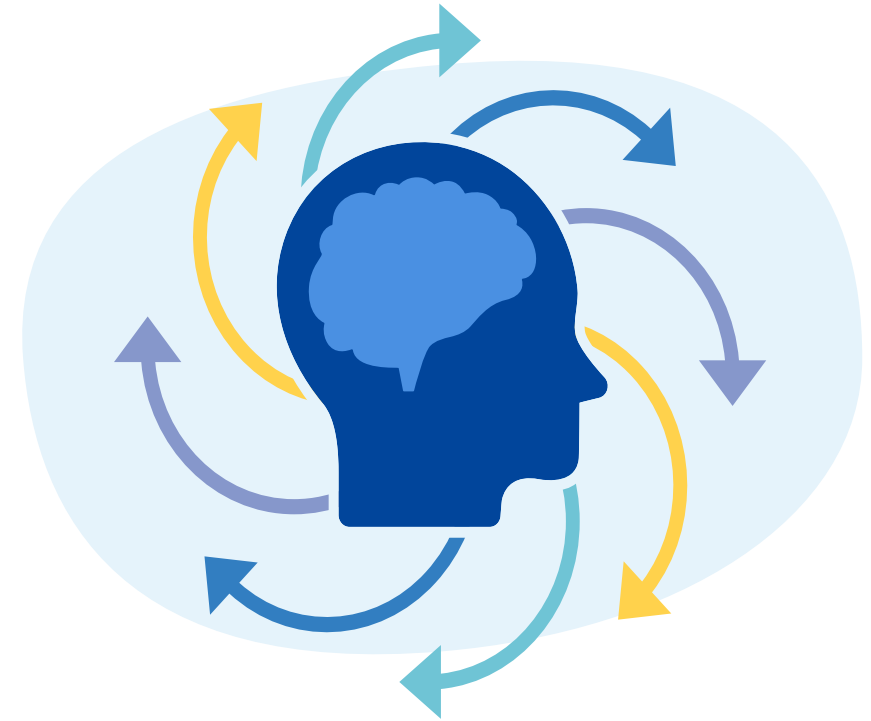# Assessing Organizations Safety Culture Framework for Improvement and Sustainability

Presented By:

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Introduction

- Safety culture: product of core values and conducts.

- Major cause of accident: human attitude and behaviour.

- Reactions to safety issues is determined by level of safety culture

- Safety culture prioritised ⟶ Success in safety management.

Introduction – cont'd.

3

Issues and Challenges

The culture surrounding an organization

Lack of comprehensive and up-to-date training

Inadequate budgetary and resource allocation

Poor safety education

Participation and consultation

Lack incident reporting system

Ineffective communication & lack of knowledge

Below average past experience

Lack of leadership and commitments

Safety feedback problems
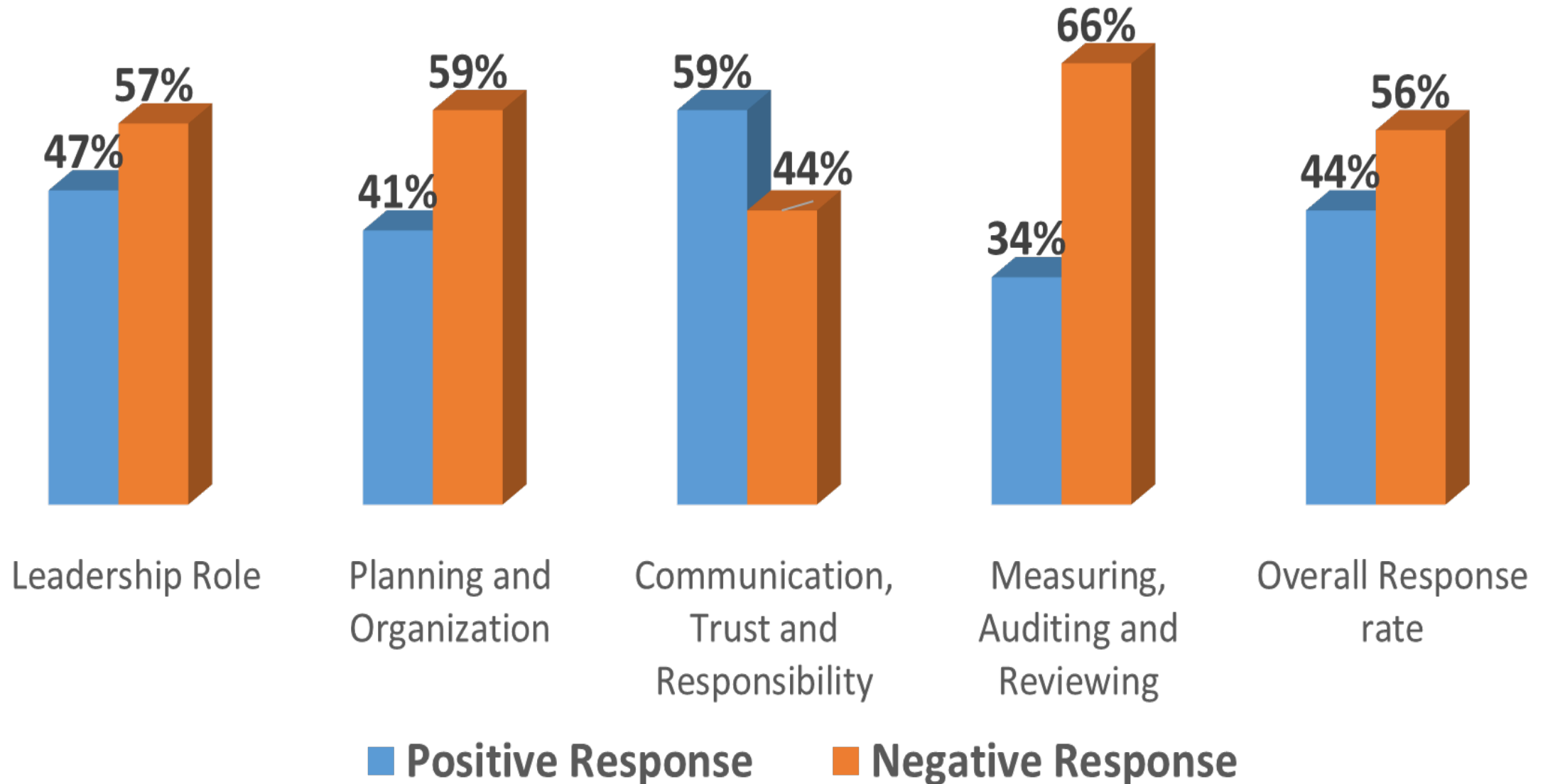
Behavioural problems

Safety Culture

Survey

- A total of 1250 survey questionnaires were sent with 720 (58%) return rate.

- Conduction of interviews with the employees, employers, Key personalities of organizations.

- Observation of safety documentation and practices within the organizations.

- The respondents were drawn from different departments, responsibilities and cadre in the organizations.

Study Sample/Population
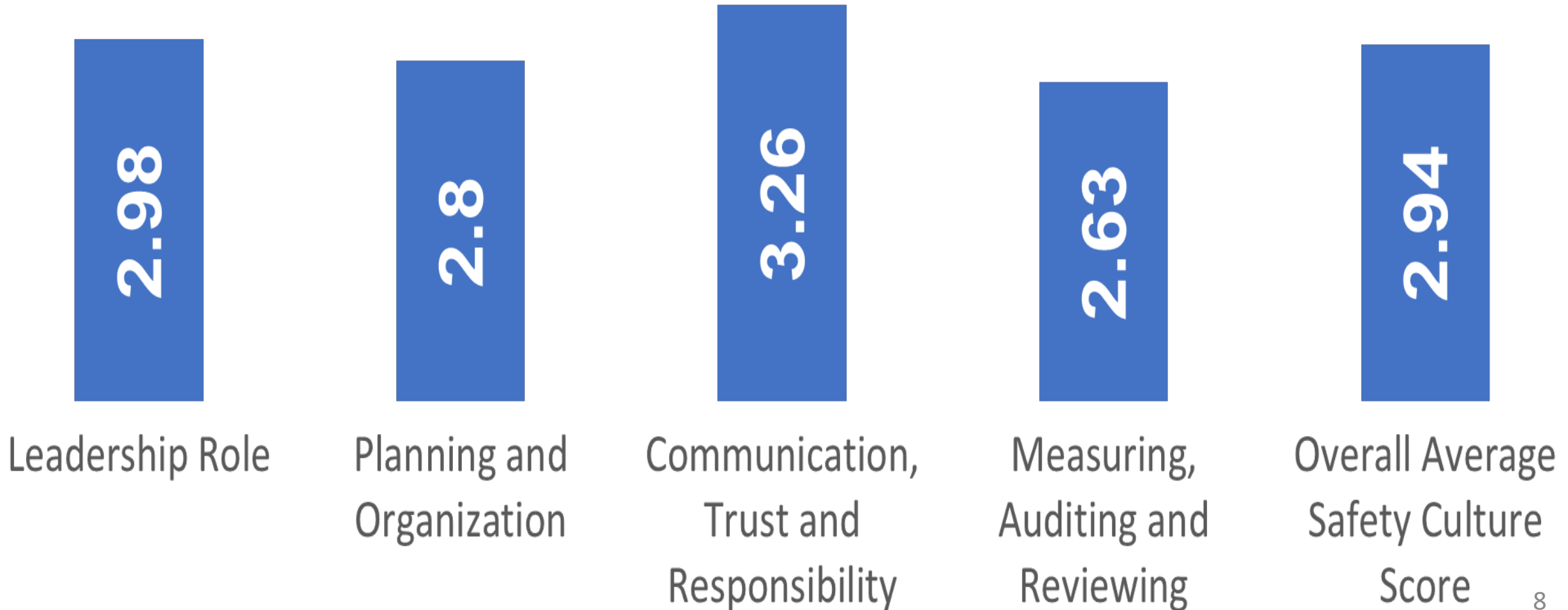
Table 1 Study Sample/Population

Sector	Questionnaires Send	Questionnaires Administered	Response Rate
Extractive	100	43	43%
Manufacturing	500	337	67%
Construction	100	31	31%
University/Colleges	250	105	42%
Government Establishment	300	204	68%
Total	**1250**	**720**	**58%**

Survey Response

Average Safety Culture Score

Ratings: Poor: 1-2, Fair: 3, Good: 4-5

Leadership Role	Planning and Organization	Communication, Trust and Responsibility	Measuring, Auditing and Reviewing	Overall Average Safety Culture Score
2.98	2.8	3.26	2.63	2.94

Safety Culture Maturity in Organizations

Communication, Trust & Responsibility

Overall Safety Culture

Improving Safety Culture

Increasing Consistency

Emerging Stage 1

Managing Stage 2

Involving Stage 3

Cooperating Stage 4

Continually improving Stage 5

Leadership Role

Planning & Organization

Measuring, Auditing & Reviewing

Adapted from: Fleming, M. (1999). Safety Culture Maturity Model. In *UK HSE Offshore Technology Report, OTO 2000/049*. HSE Books.

Safety Perception and Practices

Management and employee desire to see:

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Major priority to HSE	Adequate budgeting and resources are well allocated	Established process for positive support and discipline
Activities conducted in a way that safeguard staff, facilities, and environment	High level of safety performance	Teamwork – each taking responsibility for safety

Safety Perception and Practices - cont'd.

Observations

- Safety performance varies with organizations

- The government establishment and colleges/universities have the highest negative responses

- Most top management and decision-makers are less informed, unskilled, or less prioritized safety

- Many of the organizations have no well-documented safety policy at workplace

  o for those that have, employees hardly recognized or show ignorance of its existence.

Safety Perception and Practices – cont'd.

Observations – cont'd.

- Many of the employees interviewed are not aware of basic safety arrangements at the workplace such as:
  - Usage of fire extinguishers
  - Emergency evacuation plans
  - Fire assembly points
- While many of the organizations have safety arrangements in place, however, effective implementation is not adhered to.
- Low budget or resources being allocated leading to low motivation of the responsible person.
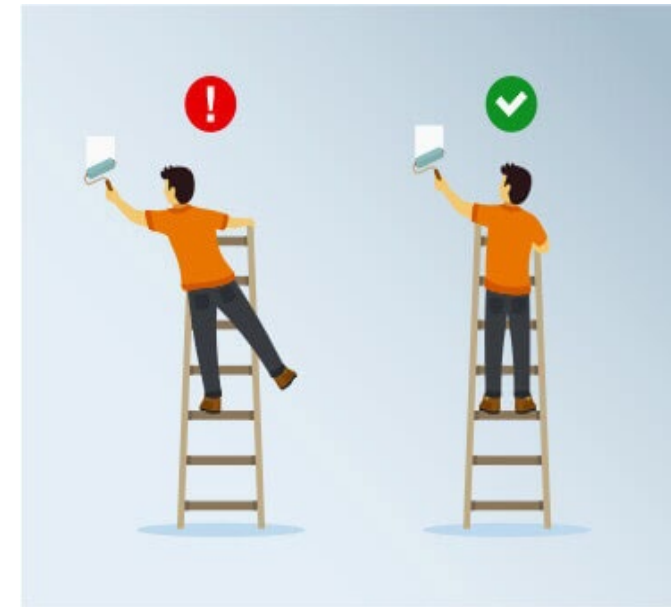
Changing the Safety Culture

To change and improve an organization's safety culture,

- A great deal of persuasion and innovative approaches that will see a change in all employees' behaviour will be essential.

- Quality and exemplified leadership is being demonstrated at all levels, starting from the management.

- Ensure a knowledgeable staff and concentrate on human behaviour.

Changing the Safety Culture – cont'd.

- Management and all categories of staff or their representative must be able to make input on the acceptable standard of behaviour.

- The relationship between management, supervisor and all hierarchy in an organization needs to be created and preserved.

- Shared respect for its employees to create a better atmosphere for improving safety culture.

Sustainability of Safety Culture and Practices

Creating a conducive atmosphere	Provision for safety budget and resources
- Expression of opinions, exchange of ideas, build relationships, welfare - Established system of effective communication, well understood and readily available - Actions in case of emergency, risk identification, assessment and control measures - Strategies and actions to ensure health and safety programmes are well implemented	- Prioritise safety budgeting around all activities of the organization - Considerations depend on the uniqueness of the organization - Arrangement to be put in place - Tools and personal protective equipment (PPE) required - Responsibilities - Inspections

Sustainability of Safety Culture and Practices – cont'd.

Effective Implementation of Existing Laws and Regulations	Instituting and Solidifying Prevention Culture
▪ Ensure a means of identifying current laws, creating awareness, and it's proper implementation. ▪ Necessary for lifting the standard and culture of a workplace.	▪ A culture to anticipate and assess risk and how it can be controlled or mitigated. ▪ Establish ways risk may be observed, risk data are collected and sharing of experience on best practices. ▪ Achieved by ensuring the workers are well trained to create the necessary awareness and knowledge

Sustainability of Safety Culture and Practices – cont'd.

Adapting to Changes and Current Trends

- Major changes in safety atmosphere due to COVID_19

- Pressure on businesses and employees to adjust to the current reality.

- Need to look back at practices, what is working or not working to formulate policies and strategies

- Needs for a dedicated team that focuses on changes that occur and how its work process can be reviewed and managed effectively.

- Employees need encouragement to be flexible and innovative to guarantee easy adaptation

Conclusion

- This study provides the most recent available information on the perception, practices and experiences of staff about safety culture.

- Safety culture in most organizations is not as strong as is required.

- Safety should become the core value of every organization with a commitment to continuous improvement in building safety culture.

- Strong and noticeable leadership is required and the active involvement of the employees in decision-making.

Thank You
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