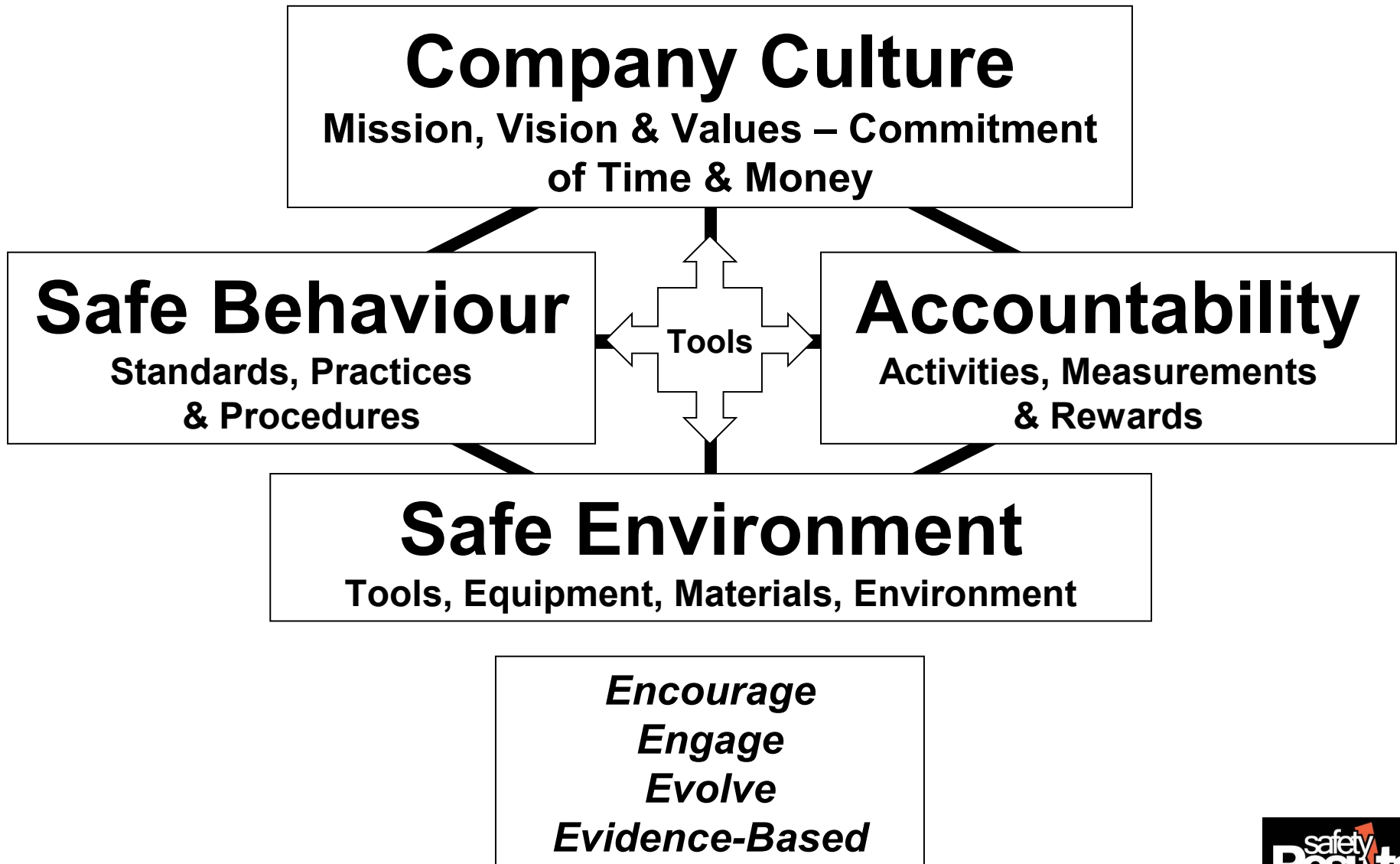


# ***Safety Culture Continuum***

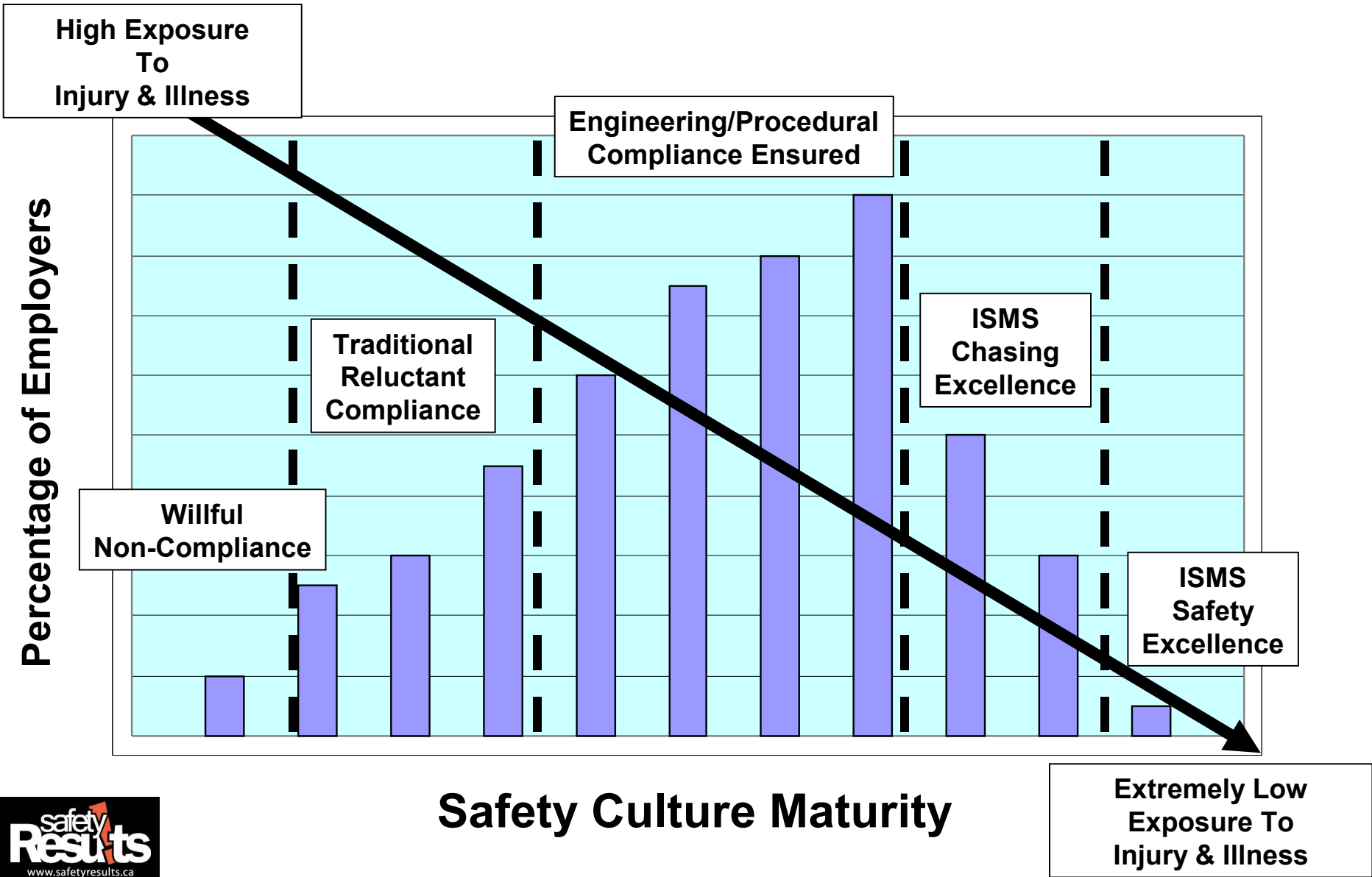
## ***The Evolution of Safety Culture***



# ***Integrated Safety Management System***



# Safety Culture Continuum



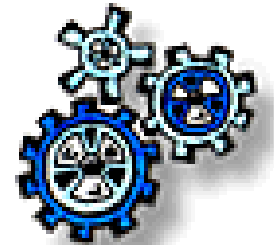
# ***Safety Culture Continuum***

**Integrated Safety Management System**  
*Culture, Behaviour, Environment, Accountability*



**Engineering/Procedural**

*The 3 “E’s, Audits, Procedures, Physical Plant*



**Traditional Elements**

*Awareness, Posters, Awards  
“Be Careful”*



# The Safety Culture Continuum

Factor	Traditional Elements-Based Programs	The 3 E's: Educate, Engineer, and Enforce	Integrated Safety Management System
Goals of the Safety Program	No stated goals or measurement systems.	Goals & measurements are imposed by management and are based on changing trailing indicators (Lost Time Claims, Days Lost).	General direction and vision set by management. Entire organization sets safety goals and individual work groups have great input into setting goals and choosing the means to achieve them. Leading indicators and activities are the focus.
Management's Attitude to Safety	Management believes that more than a minimum spend on safety is not justifiable. Safety is seen as a COST. In accidents, management may believe that workers are at fault for not following the prescribed safety rules ('stupid worker' syndrome).	Management may have an understanding of the ROI for safety, but sees safety efforts as competing with production.	Management believes that workers should be valued and protected, and that doing so is good for the company. Safety is Free! The ROI is significant.
Employees' Attitude to Safety	Employees are indifferent to safety rules, or believe that they will be punished for taking the time to be safe.	Employees feel that the rules aren't there for the workers. Feel that their ideas and opinions don't count.	Employees believe that 'safety is the way it is around here'. They feel valued, and feel enabled to value the safety of themselves and others.
How Management Views Workers	Managers at all levels think the people who report to them need to be continually watched and threatened in order to behave safely.	Incentives and performance evaluations are often used, along with a carrot-and-stick motivational approach. Often group management, with a standard reward for everyone.	Managers at all levels believe that the people who report to them want to be safe and will do so if they are properly motivated. Management understands that individuals are motivated differently.

## The Safety Culture Continuum

Factor	Traditional Elements-Based Programs	The 3 E's: Educate, Engineer, and Enforce	Integrated Safety Management System
How Workers View Management	Workers believe that management puts safety rules on paper but has no real interest in safety.	Workers may believe that management means well, but management is not perceived as taking a strong interest in safety. Safety is traded for production.	Workers believe that management is both interested in, and involved with, creating safety. They believe that management really does want them to work safely and that safety, like quality, is not in competition with production efforts.
Decision-Making: Who Does It?	Management or safety officer makes the decisions.	Management or safety officer makes the decisions.	Employees are consulted in matters that affect them. Management sets broad goals, workers given day-to-day decision-making authority. Individual workers choose how they want to be recognized and rewarded.
Daily Support for Safety: Who's Engaged?	The safety officer is the primary driving force. Management is often unacquainted with safety matters.	Management offers verbal support but is often unacquainted with, and uninvolved in, safety issues. First line supervisors and safety committee members do most of the safety activities (Inspections, Investigations, Follow-up).	Every person at every level in the company is actively engaged in creating a safe work environment. Accountability flows upward; support flows downward. Safety activities (Observations, procedure reviews, suggestions, etc.) are shared by all employees.
Communications & Information Flow	Little communication from management about safety matters. Safety meetings infrequent and/or ineffective.	Procedural reviews may be regular, but information going to workers is limited. Safety meetings are regular and may be mandatory, but are often educate/enforce in nature.	Safety information is communicated regularly to employees. People are shown the results of their efforts. Employees are actively involved in safety meetings, which focus on hazard correction and information flow.

## The Safety Culture Continuum

Factor	Traditional Elements-Based Programs	The 3 E's: Educate, Engineer, and Enforce	Integrated Safety Management System
Who's Managing the Environment?	Unclear who is responsible. Often strong cultural pressures against reporting problems. Supervisors inspect occasionally. Maintenance is spotty. Fault finding after the incident happens.	Engineering is planned and carried out by management without worker input. Rules are made with little or no worker input. May be inconsistently enforced. There are regular inspections, but things are often not fixed.	Workers are encouraged and supported in bringing forth problems. Workers are consulted in developing solutions and in deciding how those solutions will be applied. There are regular inspections, with a focus on fixing problems.
What's the Company Culture?	Workers perceive that safety and production are in competition.	Workers perceive that safety is more about following rules than a genuine concern for their welfare. Management is doing this to protect their liabilities.	Management 'walks the talk'; management actions are in support of safety and are perceived to be in support of safe work practices.
Safe Behaviour and Rules	Rules are either absent or cast in stone. Punishment is often severe—or violations may be overlooked entirely until an accident happens, after which punishment is severe only if you are caught!	Rules are usually cast in stone—but may be violated by management ('do what I say but not what I do' syndrome). Violations can be overlooked until an accident happens.	Employees are directly involved in developing the rules. They're shown WHY things have to be done in a certain way. Employees decide on the consequences, which are then administered fairly. Peer support helps with encouragement.
How is Accountability Managed?	Unclear. Rule compliance is important only after an incident, when there's a scramble for someone to blame. Supervisors carry the brunt of the blame for poor accident statistics	Safe Behaviour is encouraged, but consequences are managed only infrequently. Accountability for safety is unclear. Supervisors and Workers may be considered responsible, but are often denied the necessary conditions (time, resources) to fulfill their responsibilities.	Every person in the organization has clear responsibilities and accountabilities around safety, and is evaluated on safety performance. The definition of 'safe behaviour' relates directly to each person's job function. Even the CEO is accountable for behaving safely!

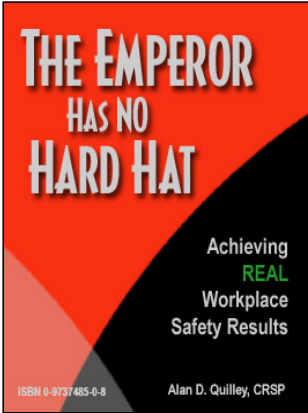
## The Safety Culture Continuum

Factor	Traditional Elements-Based Programs	The 3 E's: Educate, Engineer, and Enforce	Integrated Safety Management System
Motivation, Feedback, & Rewards for Safety Performance	People performing tasks are given little or no feedback from their immediate supervisor. 'Recognition' is often limited to criticism. Few or no rewards. Perhaps a yearly safety award.	<p>Management-prescribed motivational initiatives. Possibly group incentives, tied to trailing indicator statistics that may or may not be directly related to worker effort. Employees may see these as irrelevant or even hypocritical.</p> <p>Employees may be given information on whether management's goals were attained. Typically a 'yearly report' style.</p>	<p>Positive reinforcement. Workers are consulted about what it would take for them to be safe, and on what kind of rewards they would like for safety performance. Recognition is soon, reliable, appropriate to the job position, and tailored to the individual. Feedback and rewards are as immediate as possible.</p> <p>Information on the progress towards OH&amp;S goals is readily available through reports, meetings, and discussions. People are urged and helped to celebrate successes.</p>
Safety Related Training	Both worker and supervisor safety training is poor or nonexistent. May involve only the bare minimum to meet legal requirements. May involve reading the rule book.	Training may be required, but it is not usually validated. Supervisors are trained in management but may not be trained in safety-specific techniques. Supervisors are expected to manage training for their employees with little or no support.	Training is specific to the worker's needs, delivered in a quality fashion, and validated afterwards. Supervisors are fully trained in how to motivate behaviour, give feedback, conduct inspections, etc. Training is validated by safe behaviour observations and coaching
How are Employees' Problems Dealt With?	No counselling is available. Reprimand and/or dismissal are the usual management tools.	Counselling may be available. Entry is usually through disciplinary process.	Company culture and peer concern are a major factor in surfacing problems. Employees are offered help within a context of responsibility and accountability.



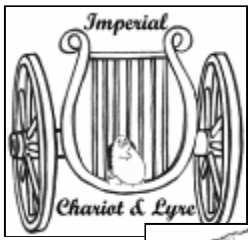
# The Safety Culture Continuum

Factor	Traditional Elements-Based Programs	The 3 E's: Educate, Engineer, and Enforce	Integrated Safety Management System
How Indicators are Used to Evolve the Safety Efforts	Little or no focus on leading indicators. Poor results on trailing indicators will often cause knee-jerk reactions and result in increased safety activities until numbers improve.	Most measurements focus on trailing indicators. Some safety-related activities are measured (incident investigations, workplace inspections, etc.) Efforts increase when trailing indicator numbers look poor.	Leading indicators are measured, then evaluated against the resulting trailing indicator. Safety efforts are evolved as the evidence either demonstrates success or indicates that alterations are in order.
Incident Investigation	The goal is to assign responsibility (blame someone). Deficiencies in the safety system may be hidden.	Investigator attempts to understand the immediate causes of the accident and assign responsibility. Underlying factors are investigated in a superficial way.	Investigator thoroughly explores all contributing aspects of culture, behaviour, environment, and accountability. The goal is to address underlying causes so the conditions are not repeated.

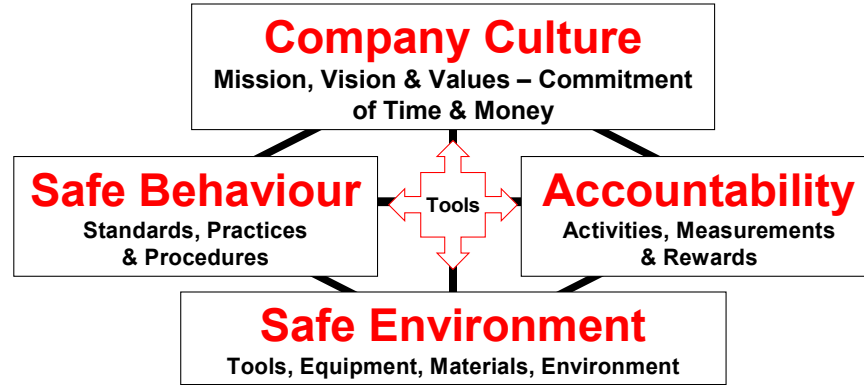


Inspired by : Charles W. Bailey - Using Behavioural techniques to Improve Safety Program Effectiveness  
 Based on a study conducted for the Safety Section of the AAR and the FRA - 1979 - 1988

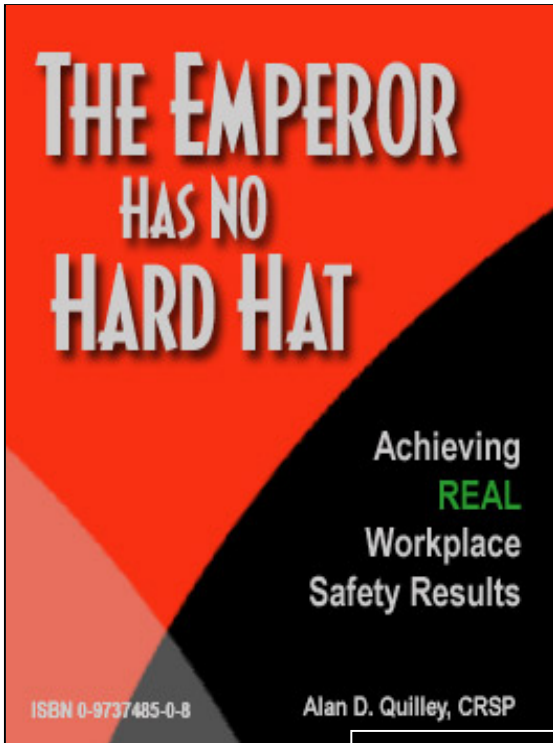
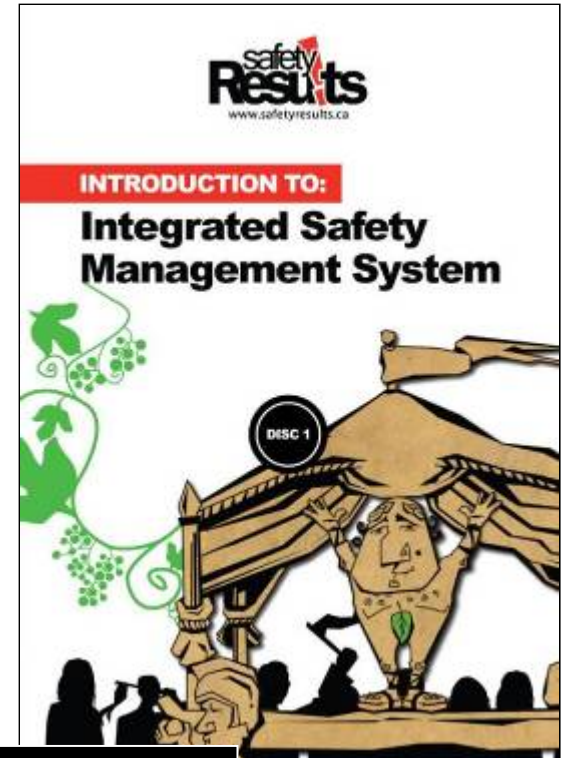
**Pages 281-285**



# Integrated Safety Management System



*Encourage  
Engage  
Evolve  
Evidence-Based*



[www.safetyresults.ca](http://www.safetyresults.ca)