Safety Culture Maturity™

Practical Session

Ronny Lardner, Chiara Amati and Steve Lee
The Keil Centre
Chartered Psychologists
Recent work on safety culture & behavioural aspects of safety

- HSE Offshore Safety Division
  - review of behaviour modification literature & key steps to ensure implementation success

- HSE & Step-Change in Safety
  - case studies of 4 different behavioural safety programmes
  - Safety Culture Maturity™ Model

- HSE Onshore
  - provider and employer case studies
  - integration with SMS
  - what is not happening in behavioural safety

- PRISM project (with JOMC)
  - major focus is safety culture, teamworking and behavioural safety
Objectives of this session

- Overview of Safety Culture Maturity Model
- Why developed
- How it can be used
- Opportunity to try for yourself
- Consider advantages / disadvantages
- Relevant resources
Safety improvement hierarchy

Accident / Incident rates vs. Time

- Engineering
- Systems
- Behaviours
Safety Culture:

- “The way we do things around here” - CBI
- “It is essential to create a corporate atmosphere or culture in which safety is understood to be and accepted as, the number one priority” - Cullen (p300)
- “Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety and by the efficacy of preventive measures” - ACSNI
Frequently Asked Questions

- What does a good safety culture look like?
- How do you know if the safety culture is improving?
- What are the key issues to focus upon first?
- When to stop working on a specific safety culture issue and move onto the next
- Is it always necessary to survey staff to measure safety culture?
- How does behavioural safety link to safety culture improvement?
Why the SCMM was developed

- Developed in response to Step-Change / HSE need
- Good behavioural safety interventions appeared to fail because the installation was not ready (mature enough)
- Many companies have conducted safety climate surveys and have difficulty in using the results to take action to improve safety
- There was a need for a simple framework to represent the current level of maturity and what the next level would look like
- Multi-site organisations needed a single framework for safety culture improvement
What is the SCMM?

- SCMM has five levels of maturity
- Each level consists of ten elements
- The ten elements are the ten most important safety culture components
- A simple card sorting technique is used to provide an indication of a site’s level of maturity
- Once the level has been established, actions required to move to the next level are identified
Safety culture maturity model

Emerging Level 1

Managing Level 2

Involving Level 3

Cooperating Level 4

Continually improving Level 5

Develop management commitment

Develop consistency and fight complacency

Engage all staff to develop cooperation and commitment to improving safety

Realise the importance of frontline staff and develop personal responsibility

Continuously engage all staff to develop cooperation and commitment to improving safety.

Increasing consistency

Improve safety culture

© The Keil Centre, 2000
Ten elements of Safety Culture Maturity™

- Visible management commitment
- Safety communication
- Productivity versus safety
- Learning organisation
- Participation in safety
- Health & safety resources
- Shared perceptions about safety
- Trust between management and frontline staff
- Industrial relations and job satisfaction
- Safety training
Safety Culture Maturity™ Uses

- Assessment of entire site / asset
  - UK onshore & offshore; Singapore
- As part of wider safety improvement process
  - UK chemicals
- Management development
  - UK, Norway, Venezuela
- Industry sectors
  - oil & gas, petrochemicals, rail, healthcare, steel
Measuring SCM™

- SCM is measured through workshops with frontline personnel and management.
- Workshops with a representative sample (approx 50%) cross section of asset staff are used to establish the SCMM level.
- Separate workshops are held with each occupational group.
- Actions to move to the next level of maturity are also identified during the workshops.
- Senior management workshops are used to feedback results and develop action plans.
Assessing SCM

1. Take set of 5 cards from top left of folder, shuffle and spread in front of you
2. Through discussion with your colleague, select the card(s), *which in your experience best describes the current situation at your asset/site* (not essential that you both agree)
3. Put the card(s) selected to the top of the pile and return to the folder
4. Work down columns repeating steps 1-3
Discussion / actions

**Discussion**
- work through each of the ten elements
- explain (not justify) why level chosen for each element, and expand on card descriptions
- positive features?
- what needs improved?

**Actions required**
- in your opinion, the type of practical actions which would make a real difference
- may involve actions by:
  » management
  » your team
  » you personally
Free resources

- Review of behaviour modification literature & key steps to ensure implementation success

- Case studies of 4 different behavioural safety programmes

- Step-Change in Safety “Changing Minds” report, based on Safety Culture Maturity Model
  - [http://step.steel-sci.org](http://step.steel-sci.org) - register as user and search site for downloadable document