

Safety Culture State Review



Safety Culture State Review Posts at LinkedIn

#1 to #13

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#1 - Is it possible to determine the state of a company-specific safety culture?



14.2.2022: <https://www.linkedin.com/feed/update/urn:li:activity:6898934339334156288>

The term “**Safety Culture**” is very commonly used today to describe the behavior patterns, habits and practices within an organization in relation to occupational safety. It is assumed that an “improvement” in the safety culture will lead to a reduction of accidents at work.

Industries and companies that have been focusing on occupational safety for a longer period can show that this also has positive impacts on economic success, company’s reputation and employee loyalty.

But what characterizes a company-specific safety culture, and are there perhaps methods and concepts to transform this general and indefinite term into a company-specific strategy with measurable parameters and goals?

In the course of the upcoming weeks, I will present a concept that enables every company to develop the concept of safety culture itself and to apply it internally without having to rely on the extensive support of external consultants. The “**Safety Culture States Review**” forms the core element for determining the current state, but also a desired future state of the safety culture. This review enables every safety professional to find a common and simplified language to discuss occupational safety with the senior and operational management and to determine clear goals for future development. One of the most important aspects here is that the respective safety culture must fit the company and not be imposed from outside.

In the next post I will explain the concept of the **Safety Culture States Review** in more detail and also present a brief comparison with other existing concepts, for example the “Safety Culture Ladder”.

If you are interested in additional information and do not want to wait for the next post, please contact me directly.

#2 - Is it possible to determine the state of a company-specific safety culture?



16.2.2022: <https://www.linkedin.com/feed/update/urn:li:activity:6899633418833850368>

In my first post I indicated that I would develop a concept for determining the state of the safety culture in companies. The determination of the current state, but also of a desired future state, should (as far as possible) be carried out with internal resources to ensure that the method is also relevant to the company.

There are currently at least two competing models for determining the state of a safety culture. On the one hand there is the "Bradley Curve" model introduced by DuPont (search: "DuPont, Bradley Curve"), and on the other hand the model of the "Safety Culture Ladder" developed by Oil & Gas Industry (search: "Hearts and Minds, Understanding your Culture").

The Bradley model is based on the assumption that the number of accidents in a company correlates with the current status of the company's internal safety culture. Bradley uses the model, originally developed by Stephen Covey, of the three development stages to increase the efficiency of employees - "dependent", "independent" and "interdependent" (Covey, S., *The 7 Habits of Highly Effective People*. London, 2020). Bradley added the "reactive" level to these three development stages and adapted it to determine the state of a company's safety culture.

The second model for determining the state of a safety culture is the "Safety Culture Ladder" model. This model is based on the assumption that the evolution of a safety culture goes through several stages. The stages of development introduced through this model are "pathological", "reactive", "calculative", "proactive", and "generative". Unfortunately, this model was used to build an external certification of the state of company's safety culture (search: "SCL certification"), and first clients require their contractors to prove the certification of a minimum state of safety culture. This approach means that the development of the company-specific safety culture is controlled externally by "experts" and standardized tools and processes are introduced at all levels of a company. This can have a lasting negative impact on the acceptance of this approach in the company.

Furthermore, the model of the "Safety Culture State Review" is developed, which is based on the idea of Covey and Bradley. In addition, the three fundamental pillars of a modern safety culture - "Compliance", "Safety Leadership" and "Behavioural Prevention" - are introduced and linked to the model. This approach can easily be used to identify subject areas that make a positive contribution to the further development of the company-specific safety culture.

If you are interested in more information and don't want to wait for the next post, please contact me directly.

#3 - The meaning of the four development stages of a safety culture according to Covey/Bradley



17.2.2022: <https://www.linkedin.com/feed/update/urn:li:activity:6900412134027509760>

In my two previous posts, I described the basics for evaluating the safety culture in companies. For the further development of the **'Safety Culture State Review (SCSR)'** model, Bradley's model is taken as a basis, as here a direct relationship is drawn between development stages of a company's internal safety culture and safety performance (even if there is no freely accessible data for this that verify this relation). This model enables every Safety Prof. to explain the topic of performance improvement with the management in a clear and simple way and to make a lasting contribution to improving the safety culture.

The development stages underlying this model are "reactive", "dependent", "independent" and "interdependent". According to Covey, the development stages have the following meaning (Covey, S., *The 7 Habits of Highly Effective People*. London, 2020, pp. 49):

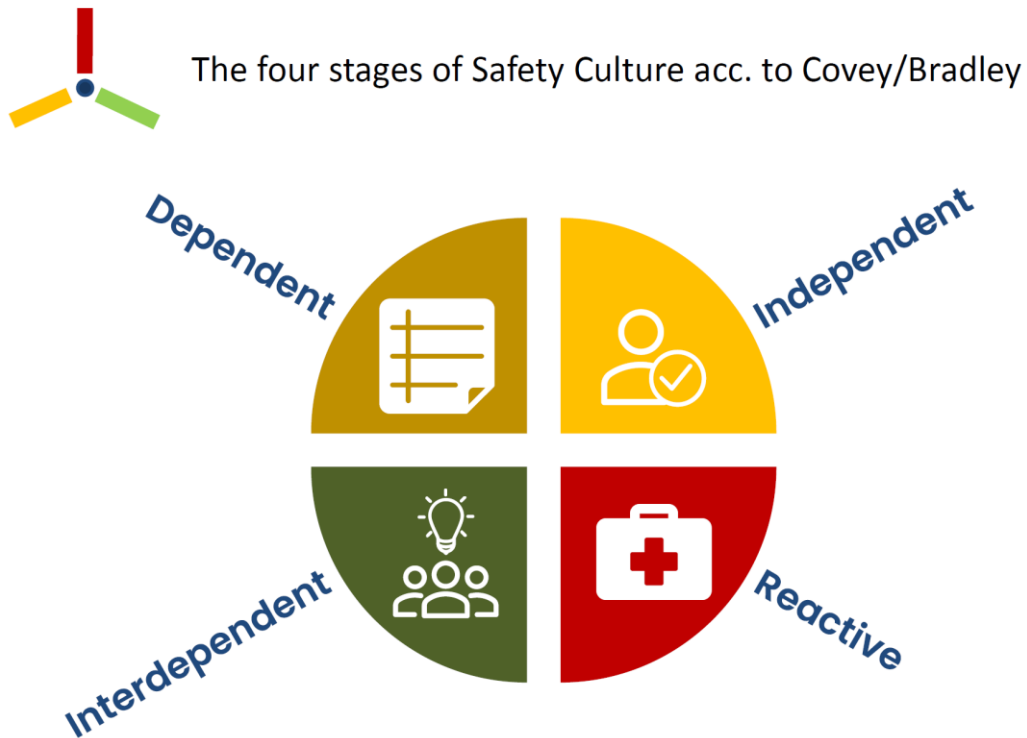
- * **'Dependence'** is the paradigm of 'you'. Dependent people need others to get what they want.
- * **'Independence'** is the paradigm of 'I'. Independent people can get what they want through their own effort.
- * **'Interdependence'** is the paradigm of 'we'. Interdependent people combine their own efforts with the efforts of others to achieve their greatest success.
- * **'Reactive'** is the paradigm of 'minimalism'. Any progress is made by chance.

Applied to a company's safety culture, the development stages have the following meaning:

- * **'dependent'** - "*zero*" is unrealistic, management commitment, compliance is focus, process and procedures driven.
- * **'independent'** - "*zero*" by chance, personal commitment, self-responsibility.
- * **'interdependent'** - "*zero*" by choice, team commitment, HSE is a company's core value.
- * **'reactive'** - *accidents happened, can't be avoided*, no management commitment

In the next step, I will explain how a ('measurable') model can be developed from this basic framework in order to determine one's own position in a stage model. It should be noted that this is a subjective determination of position, and therefore no comparison with other companies can and should be drawn (like a beauty contest).

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The meaning of the four states of a safety culture

Concept of maturity continuum introduced by Stephen R. Covey

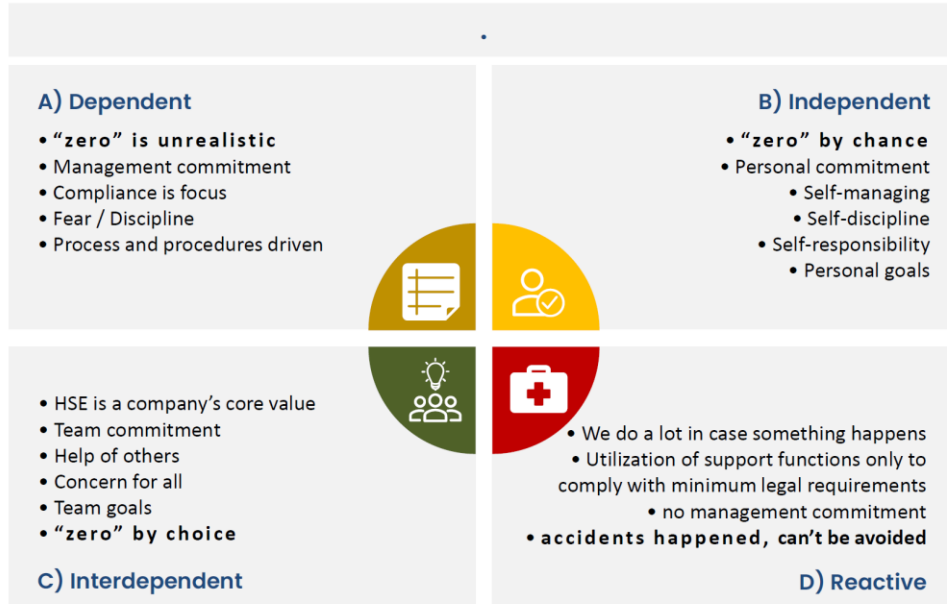
<p>A) Dependent (supervisor)</p> <p>Dependence is the paradigm of <i>you</i> – <i>you</i> take care of me, <i>you</i> come through me; <i>you</i> didn't come through; I blame <i>you</i> for the results</p> <p>Dependent people need others to get what they want.</p>	<p>B) Independent (self)</p> <p>Independence is the paradigm of <i>I</i> - <i>I</i> can do it; <i>I</i> am responsible; <i>I</i> am self-reliant; <i>I</i> can choose</p> <p>Independent people can get what they want through their own effort</p>
<p>Interdependent people combine their own efforts with the efforts of others to achieve their greatest success</p> <p>Interdependence is the paradigm of <i>we</i> – <i>we</i> can do it; <i>we</i> can cooperate; <i>we</i> can combine our talents and abilities and can create something greater together</p> <p>C) Interdependent (team)</p>	<p>Progress by chance</p> <p>Reactive is the paradigm of <i>minimalism</i> - only take action when something bad has happened or a penalty is imminent</p> <p>D) Reactive (minimum compliance)</p>

Covey, Stephen R., and James C. Collins. *The 7 Habits of Highly Effective People*. London : Simon & Schuster, 2020.

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The cultural values of the four states of a safety culture



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#4 - Evaluation of company-specific safety culture based on 20 subject areas



21.2.2022: <https://www.linkedin.com/feed/update/urn:li:activity:6901533750048407552>

In my last post I explained the four development stages of a safety culture based on the Bradley / Covey model. The question now arises as to how a company-specific positioning can be determined in this context by the **Safety Culture State Review**.

20 **subject areas** were selected to assess a company-specific safety culture. The selection of **subject areas** does not claim to be complete and ultimately reflects those areas that describe and/or influence a safety culture from my personal experience of more than 20 years in large companies. The number and selection of **subject areas** can and should be adapted by each company to its own circumstances.

In contrast to other surveys and reviews, the **Safety Culture State Review** does not evaluate individual questions using an evaluation scale from "I completely agree" (+7) to "I completely disagree" (+1). Rather, characteristic properties of the four development stages ("**reactive**", "**dependent**", "**independent**" and "**interdependent**") are described for each subject area, and the participant in the review is asked to choose a description that best reflects the situation in the company / branch of the company. The review data is then evaluated for each individual subject area and for the overall assessment of the development stage of the safety culture. For this purpose, an analytical rating scale from 1 to 8 is introduced, with levels 2, 4 and 6 reflecting the intermediate levels between two development levels. This type of evaluation allows for a more precise adjustment to support the culture change process.

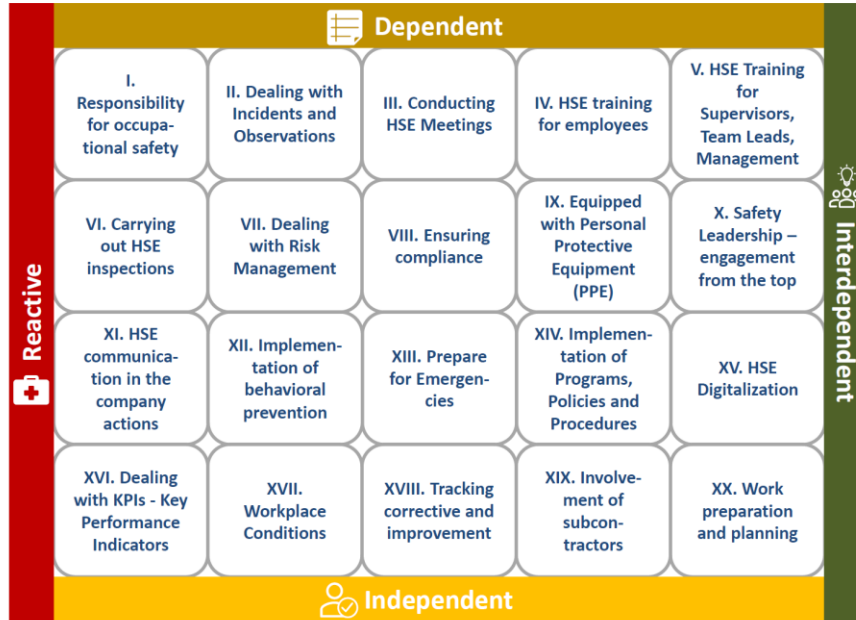
A **Safety Culture State Review** should be carried out with at least 10 and a maximum of 30 participants in order to ensure that after the analytical part of the review has been carried out, specific measures can be discussed and defined with the participants for individual subject areas.

In the next post I will explain the structure and implementation of the **Safety Culture State Review**.

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Main components that significantly influence the company's safety culture



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Which of the four state descriptions best characterizes the current situation in your company / area?

XIV. Implementation of Programs, Policies and Procedures

A) Dependent

Specific programs, policies and procedures are created and implemented by the HSE department. It is important that they meet the legal requirements. They are characterized by high complexity ("a lot of paperwork"). Policies are declarations of intent without concrete measures.



B) Independent

The implementation of programs, policies and procedures takes place after consultation with superiors and team leads. The structure and content is less complicated. The supervisors and team leads are convinced of the approach and expressly support it.



Policies, programs and procedures are simple and clear. They only include what is absolutely necessary and give employees the freedom to act independently within the set limits. The employees give active feedback and this is taken into account promptly in the further development.



C) Interdependent

Specific programs, policies and procedures are only introduced to implement minimum legal requirements

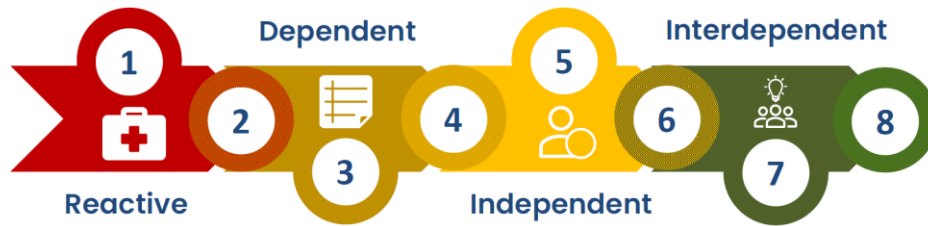


D) Reactive

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The *measured value* of Safety Culture (1 – 8)



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#5 - How is a Safety Culture State Review conducted?



24.2.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_how-to-carry-out-a-safety-culture-state-review-activity-6902565511490523137-HJpY

In the previous posts, I explained the basic concept of the Safety Culture State Review to determine the state of a company-specific safety culture. In this article I will outline how such a review can be carried out practically with your own on-board resources.

In principle, the **Safety Culture State Review** can be carried out in a workshop, either virtually or in a face-to-face event. The aim of the workshop is to determine the current state of the internal safety culture based on data collection using the 20 subject areas presented in post #4, as well as the prioritization of individual subject areas for the sustainable improvement of the safety culture. The workshop is divided into 4 sections - (I) Introduction, Case for Change, (II) Data collection, (III) Discussion of the results, (IV) Prioritization of subject areas and definition of measures.

In contrast to a face-to-face workshop, in which section (II) - data collection - takes place on site with the participants, in a **virtual workshop** this section is brought forward by online data collection. A simple online tool for data collection is available for this purpose, which can be used company-specifically. The participants will receive a link to the online tool with their invitation to the workshop.

When conducting the **face-to-face workshop**, the 20 subject areas are distributed on 4 pin boards and the participants are asked to make their selection using adhesive dots. For this purpose, the participants are divided into 4 groups and asked to discuss the respective topics per pinboard for 5 to 10 minutes and to make their evaluation. After a 15-minute break, in which the moderator prepares the results, they are then presented and discussed, and topics are prioritized for further action.

A time frame of 2 to 4 hours should be set for conducting a virtual workshop. It is important to ensure that, on the one hand, a corresponding break is introduced if the time frame is more than 2 hours, and on the other hand, the workshop is designed to be as interactive as possible by the moderator.

In contrast to the virtual workshop format, a time frame of 4 to 6 hours should be set for a face-to-face workshop. The workshop should take place in a large and free room to enable discussions between the participants as well as working in working groups. The visualization of information and data is very important for the success of this workshop format.

In my next post, I will present how the collected data can be evaluated and presented, and how the subject areas can be prioritized and specific measures defined.

If you are interested in more information and don't want to wait for the next post, please contact me directly.



How to carry out a *Safety Culture State Review* workshop?



Status Quo evaluation

- Analyze the current HSE performance data
- Review current subject areas with HSE
- HSE to carry out an internal Safety Culture State Review to enable adjustment of views



Safety Culture State Review Workshop

- Carry out Safety Culture State Review workshop with Senior Management Team
- Introduce Safety Culture State Review Tool
- Present the results of the review (current level 1-8)
- Set the desired level (medium-term goal, level 1-8)



Subject areas prioritization

- Prioritize 5 subject areas (subject area ID, current level, desired level)
- Take in mind for periodization: current status, low hanging fruits, integrate with other initiatives, largest different rating
- Also note resource planning and budgeting



Action planning

- HSE defines specific action plan based on workshop results
- Issue a Safety Culture State Review report (Org. level, workshop participants, results, desired level, action plan)
- Approval action plan by senior mgmt.
- Issue a monthly status quo reporting
- Prepare a follow up workshop

Plan

Do

Check

Act

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#6 - How are the results evaluated and presented?



1.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_presentation-of-the-safety-culture-state-activity-6904385441148010496-GMUB

In my previous posts (#1 to 5) I explained the concept of the **Safety Culture State Review** to determine the state of company specific behaviors, attitudes and habits related to safety at work. This post now is about evaluating the degree of maturity of the safety culture to determining a "value" for visualizing or making the safety culture tangible. This "value" can be used within a company as a benchmarking value to compare parts of the company and initiate internal change processes, but it should not be used to compare companies with each other.

As a core element of a **Safety Culture State Review**, **20 subject areas** that determine an occupational safety culture are evaluated by the workshop participants, either in the course of a virtual questionnaire or during the workshop. The following points are awarded for the evaluation: 'reactive' - 0 points; 'dependent' - 2 points; 'independent' - 5 points; 'interdependent' - 8 points. This results in an average value for each subject area (= total of points / number of participants), and then an overall value as an average across all subject areas.

In the attached four slides I have **summarized the results** of a fictitious **Safety Culture State Review** Workshop. The first slide shows the overall result of the workshop, shown as a **speedometer diagram** in the left-hand diagram and as a breakdown of the 20 subject areas into the previously defined 4 possible states of a safety culture in the right-hand diagram. On page 2, the results of the individual subject areas are presented graphically. In addition to the average value for each topic (red square), the results of the upper and lower quantile are also shown. Page 3 serves to visualize the (upcoming) change process (actual state, target state), and page 4 supports the identification and prioritization of the subject areas that should be tackled for this change process.

In my next post, I will answer the question of how the subject areas are prioritized and the subsequent definition of measures.

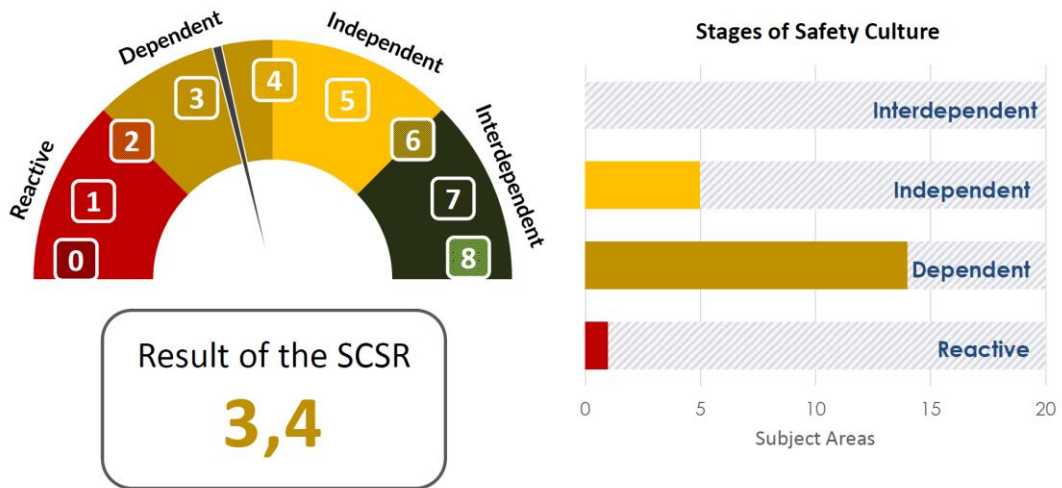
If you are interested in more information and don't want to wait for the next post, please contact me directly.

#6 - How are the results evaluated and presented?

Safety Culture State Review – posts at LinkedIn



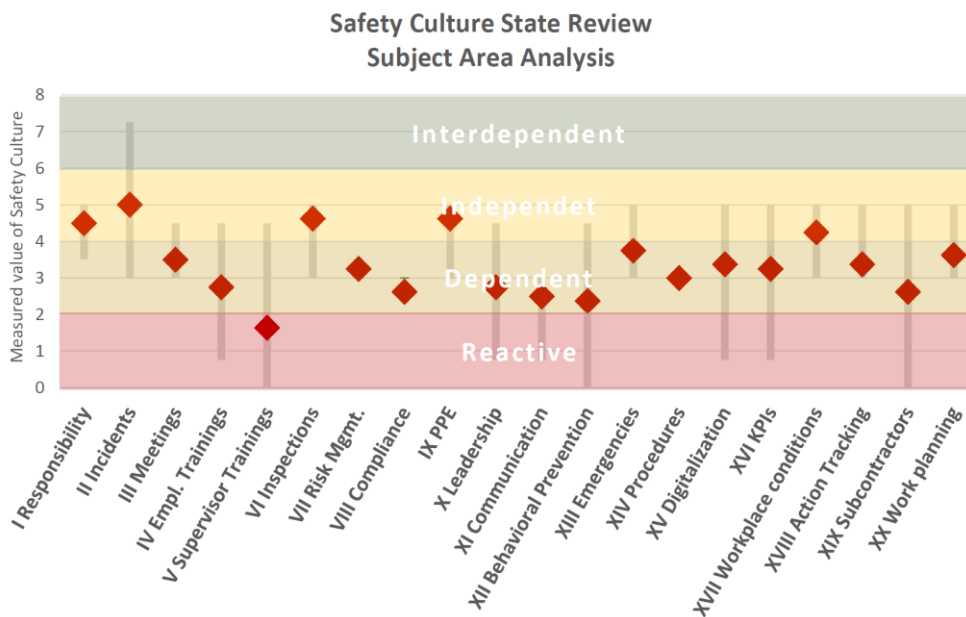
Overview results of the Safety Culture State Review



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Detailed results for the subject areas of the Safety Culture State Review



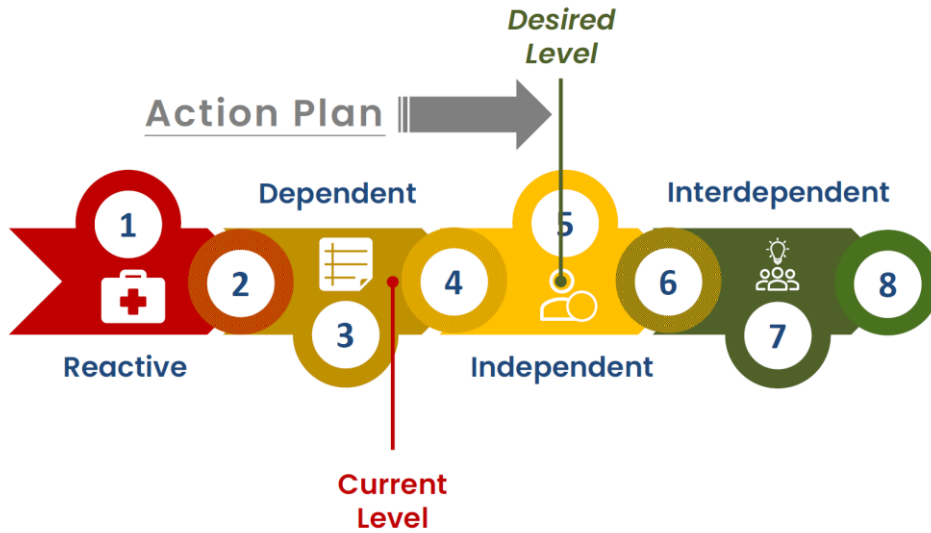
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#6 - How are the results evaluated and presented?

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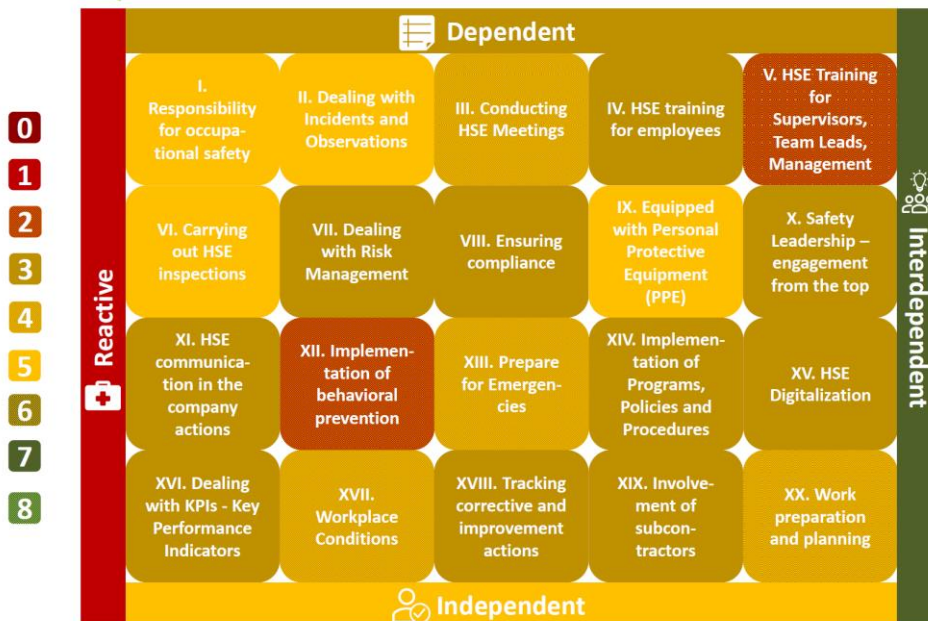
Setting the **target** for the desired level of Safety Culture (1 – 8)



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Prioritize subject areas to improve company's safety culture



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#7 - Prioritization of subject areas to improve company-specific safety culture



3.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_prioritization-of-subject-areas-activity-6905125020452864000-Yk4w

In my previous post (#6 - <https://www.linkedin.com/feed/update/urn:li:activity:6904384798882623488>) I explained how the survey of the workshop participants can be evaluated based on the **20 subject areas** and how the results can be presented accordingly. The following and most important step deals with the prioritization of individual subject areas to improve the safety culture, which should result in a specific action plan.

Basically, I would recommend concentrating on a few subject areas and underpinning them with an specific action plan. Many of the **20 subject areas** that influence the occupational safety culture are interdependent, so that a sustained improvement in one subject area will also result in an improvement in other subject areas when carrying out a future **Safety Culture State Review**. When selecting the subject areas, care must be taken to ensure that the specific measures can be integrated into the existing internal processes. It is also of crucial importance to align the measures to the previously defined 'desired' level of safety culture in order to avoid the company being overwhelmed by the 'planned' change process. Internal cultural change processes are long-term projects and cannot be integrated into an existing corporate culture 'overnight'.

When selecting the subject areas, four essential aspects should be considered:

- (I) Are there subject areas whose degree of maturity is viewed as very advanced by individual participants, i.e., there are already some very advanced behaviors in the company (1st quartile).
- (II) Are there subject areas that are evaluated very differently by the workshop-participants in the company (biggest difference between the values 1st quartile and 4th quartile).
- (III) Which subject area is considered to be the least developed (lowest Avg. Value).
- (IV) Are there topics that are already being worked on by measures in other areas of the company (low hanging fruits).

The attached diagram shows how the evaluation of the results of the survey on the 20 subject areas can be prioritized accordingly. These should be discussed with the workshop participants and concrete measures derived and agreed.

In my next post, I will explain the interaction between occupational safety performance and safety culture, and present the so-called **Bradley diagram**, which represents the starting point for the concept of the Safety Culture State Review.

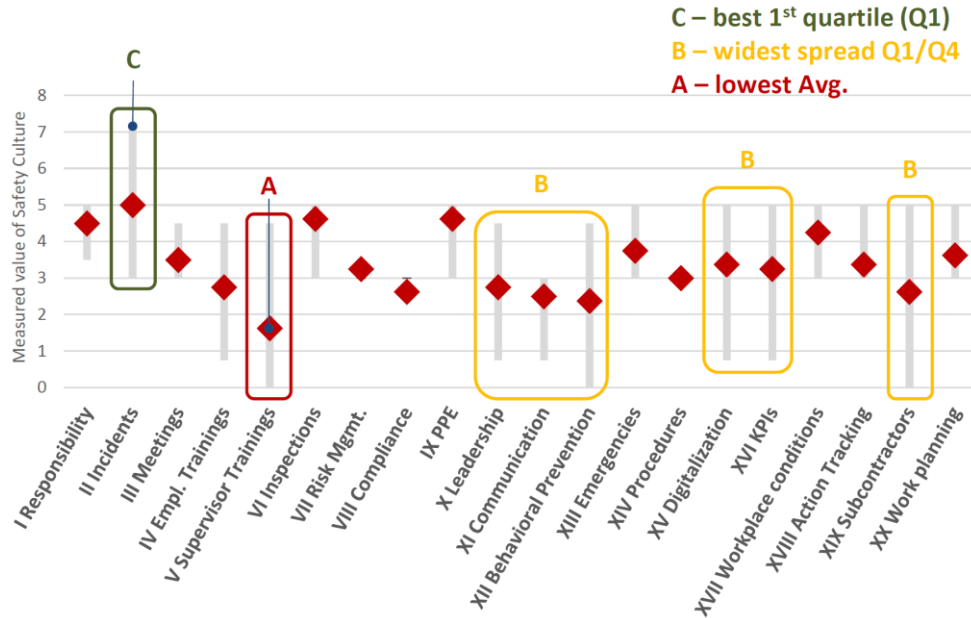
If you are interested in more information and don't want to wait for the next post, please contact me directly.

#7 - Prioritization of subject areas to improve company-specific safety culture

Safety Culture State Review – posts at LinkedIn



Prioritise subject areas to improve companies' safety culture



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#8 - Introducing the Modified Bradley Curve Diagram



10.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_introducing-the-modified-bradley-curve-diagram-activity-6907643332282228737-MxUF

At the beginning of this series (post #2) I briefly introduced the two most widely used concepts for determining the state of a companies' safety culture, the **Safety Culture Ladder** concept and the **Bradley Curve** concept. I explained that, from my point of view, the advantage of the Bradley Curve concept is to visualize a link between safety performance and state of the safety culture using an xy diagram, thereby creating a basis for discussion with the management of a company. In the following posts I outlined how the state of a safety culture could be determined on a scale from 1 to 8 (x-axis). The missing element for an xy diagram is the **categorization of the safety performance** (y-axis).

In this post I will present a proposal for grouping safety performance into categories A to E (A²E concept) and how to visualize it in a modified Bradley curve diagram.

For the evaluation of current safety performance, levels A to E are introduced with the following definitions:

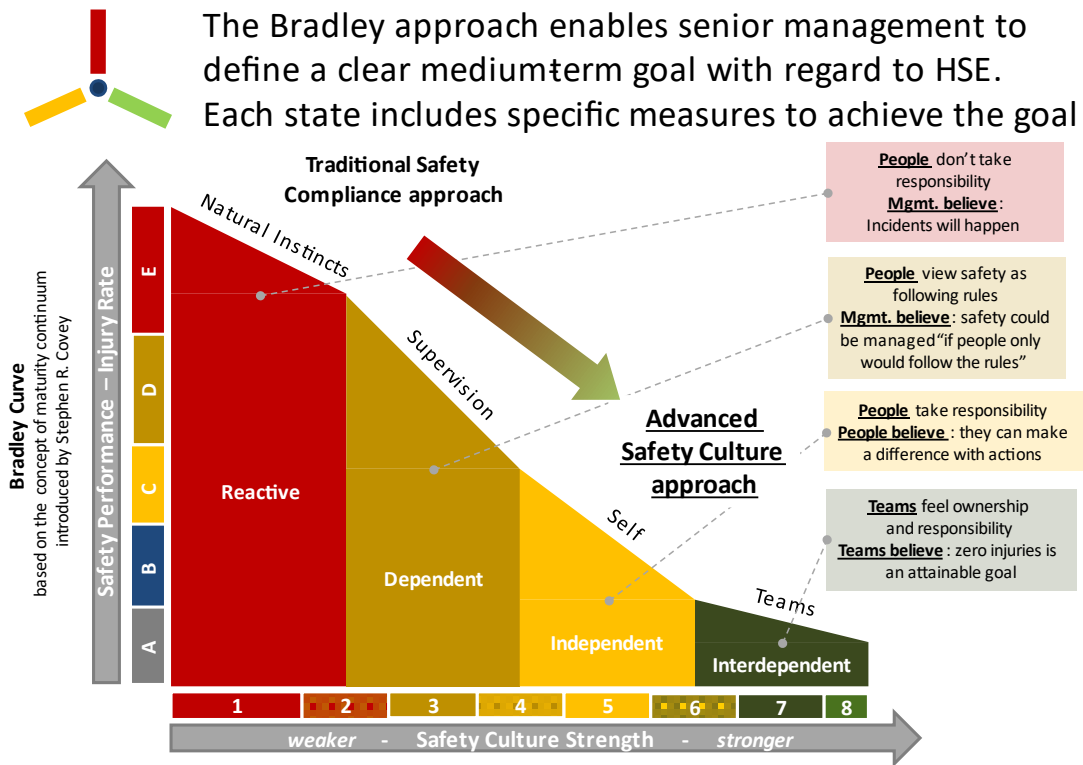
- A - Best in Class Incident Rate (TRIF) compared with regional industry peer group (global / regional level)
- B - Average Incident Rate (TRIF) compared with industry peer group (global / regional level)
- C - More than 50% better Accident Rate (LTAF) compared with country industry average (e.g. Germany BG statistics)
- D - Average Accident Rate (LTAF) compared with country industry average
- E - More than 30% weaker Accident Rate (LTAF) compared with country industry average

It should be noted that a distinction is made between work related accidents with lost days (C-E: LTA - Loss Time Accidents) and work related accidents without lost days (A-B: TRI - Total Recordable Incidents) as well as the comparison standard (country level versus peer group).

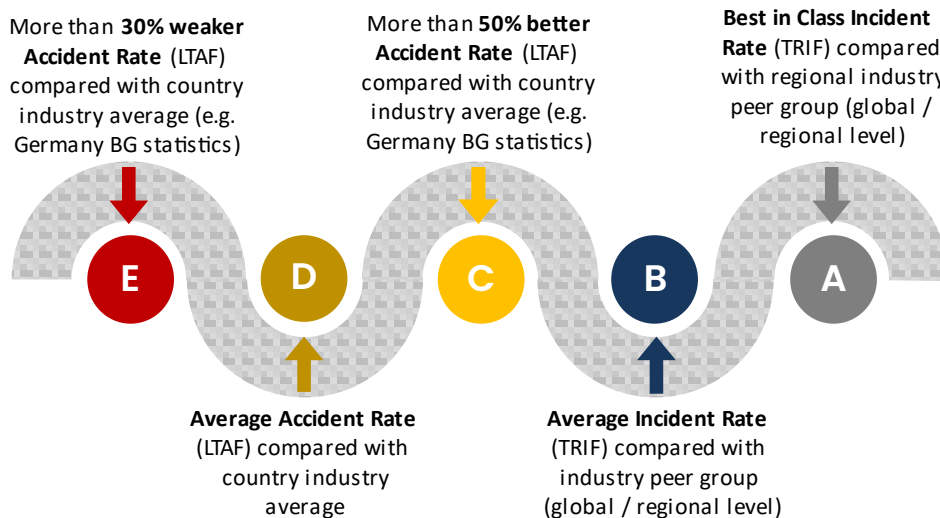
In the attached pdf-file I have summarized the steps for visualizing the data. From my point of view, this is a good way to communicate the envisaged safety culture change process and to focus on the defined medium-term goal.

In my next post I will summarize the presented concept of the **Safety Culture State Review**.

If you are interested in more information and don't want to wait for the next post, please contact me directly.



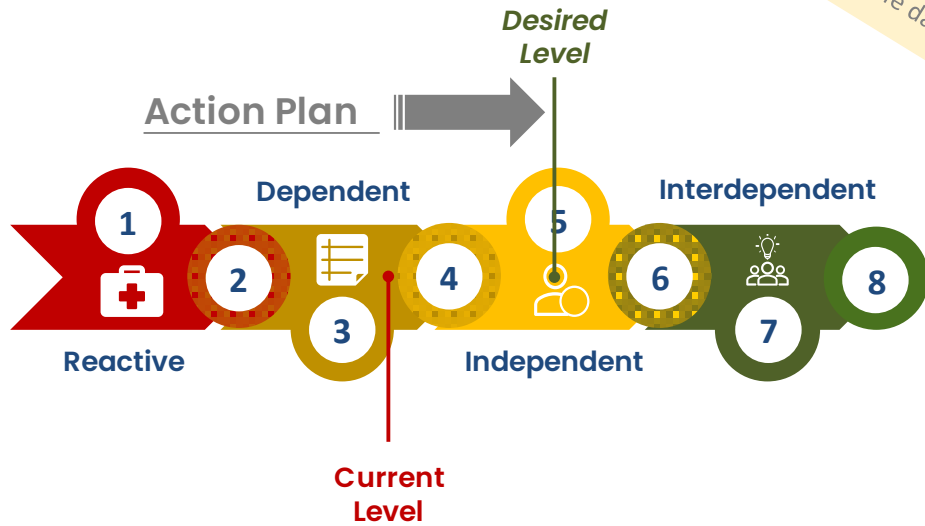
For the easy to use determination of the current company's incident performance, it is classified into categories A²E



LTAF := Loss Time Accident Frequency; TRIF := Total Recordable Incident Frequency



Senior Management is setting the target for the **desired level** of Safety Culture (1– 8)

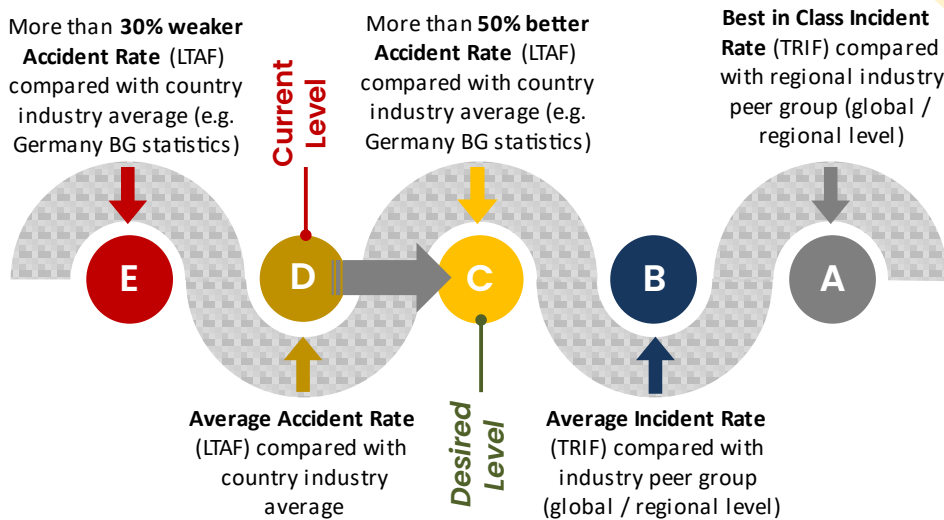


11.03.2022

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For the easy to use determination of the current **company's incident performance**, it is classified into categories **A²E**



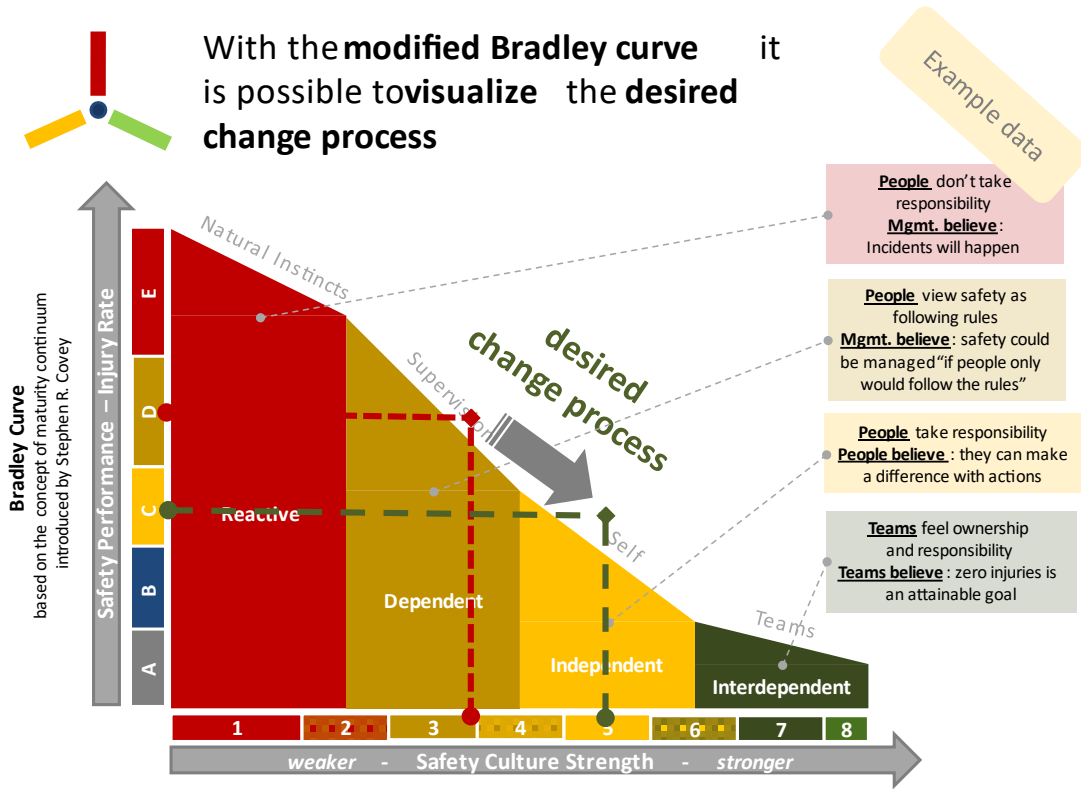
LTAF := Loss Time Accident Frequency; TRIF := Total Recordable Incident Frequency

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#8 - Introducing the Modified Bradley Curve Diagram

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5

#9 - Summary of Concept



15.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_safety-culture-state-review-summary-of-activity-6909409003462643712-lcQy

In my previous posts I explained the concept of the Safety Culture State Review for determining the current and a desired level of the company-specific safety culture. In this post, I would like to summarize the essential aspects of this concept before I present the use, especially for medium-sized and large companies, in the next post.

The concept of the Safety Culture State Review to determine the maturity level of a company-specific safety culture is based on Covey's categorization of high-performance teams into the maturity levels "dependent", "independent" and "interdependent". Basically, this categorization is about the way in which employees and managers working together. This type of interaction reflects the specific company culture, which is based on unwritten rules, behaviors, values and historical experiences. Bradley added the category "reactive" and drew a connection between the degree of maturity of a safety culture and occupational safety performance (Bradley curve diagram) (#3).

The difficulties in using this model lie in the fact that neither criteria for determining the degree of maturity of the safety culture nor for determining the quality of occupational safety performance (freely accessible) are defined. However, the advantages of this model are obvious, since the direct connection drawn here between company-specific occupational safety performance and the type of cooperation of all forces involved within a company should make it easier to bring the issue of occupational safety to the top, especially in cooperation with senior management.

In order to specify the use of the Bradley Curve Model, 20 subject areas were defined that determine the degree of maturity of the safety culture (#4). For each of these subject areas, characteristics were defined that describe the respective status / level of maturity. In the course of workshops, the participants are asked to determine the degree of maturity of the 20 subject areas (#5). An easy-to-use calculation model can be used to determine the status of each individual subject area and the overall status on a scale from 0 to 8 (#6). Also, categories A to E were introduced to allocate current occupational safety performance (#8).

By determining a desired (future) state of safety culture linked with a tolerated occupational safety performance, it is possible to prioritize subject areas with senior management and derive a corresponding action plan from this (#7, #8). This approach turns the concept of the Safety Culture State Review into a support tool for sustainably improving the company-specific safety culture.

All previous posts with the published slides have been compiled in the attached pdf document for your convenience.

If you are interested in more information and don't want to wait for the next post, please contact me directly.

#10 - How to increase value in medium and large enterprises?



17.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_safetyleadership-safetyculture-behaviouralsafety-activity-6910181867258314752-PnMB?utm_source=linkedin_share&utm_medium=member_desktop_web

In my last post I summarized the concept of the **Safety Culture State Review** for determining the state of a company-specific safety culture (#9). This concept can be integrated into the existing processes, especially into a safety management system (SMS). All common SMS contain the element of a management review. In the course of the management review, the internal processes, achievement of goals and measures to improve safety performance are evaluated by the top management. The concept of the Safety Culture State Review now offers the possibility to support the management review interactively by involving employees and managers. Many of the elements that are defined in the respective SMS can be found in the 20 subject areas of the Safety Culture State Review. The difference, however, is that an assessment of the state of the subject areas is carried out and an action plan is derived from this. This action plan should be fed back to the management review.

But there is another aspect that will possibly have a far greater impact on the improvement of safety culture. In medium and large companies there isn't usually 'the' safety culture. Rather, you will find that individual business areas have a very different focus on individual subject areas. For example, Area A is focussing on incident investigations, Area B on transparent communication, Area C is developing a specific behavior prevention program, and Area D is prioritizing middle manager training. If the Safety Culture State Review is now carried out in the individual areas and at the highest level, these cultural differences become visible, and through a targeted exchange program, e.g. through sponsorships, the company becomes a self-learning organization, applying classical change management tools, and that with little effort and completely without external consultants!

Due to the fact that the interest in the concept of Safety Culture State Review is constantly increasing and the posts are read worldwide (thank you for that), I would like to next carry out a qualitative assessment of the safety culture in companies via an **online survey**. For this purpose, 2 values are recorded, the state of the safety culture and the mapping of the safety performance in your company. Since an evaluation for such a survey only makes sense with more than 500 participants, I would like to ask you to use the following poll to give a feedback of whether you would take part in such an online survey. The results of this survey will then be published here on LinkedIn.

If you are interested in more information, please contact me directly.

#11 - Why the selected subjects areas matter for determining the state of your safety culture?



22.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_scsr-why-the-selected-subject-areas-matter-activity-6911952749651755008-puQ0?utm_source=linkedin_share&utm_medium=member_desktop_web

In the previous posts I introduced the concept of the **Safety Culture State Review**. One of the main differences between this and other concepts for determining the state of a company-specific safety culture is, that it specifies the term “safety culture” and makes it measurable by introducing the SCSR index. Additionally, the process of culture development is shaped by internal resources through the involvement of employees and managers.

The core element of the Safety Culture State Review concept is formed by the **20 subject areas** introduced in post (ref. #9 attachment), which, from the author's point of view, significantly determine a company-specific safety culture. In this and the following posts, I will go into more detail on individual subject areas and explain why they are of outstanding importance for cultural development, even if they are apparently not directly related to occupational safety. Attached slides will support you with key questions to discuss the respective topic in your company. It should be noted that there is neither a “right” nor a “wrong”; rather, it is important to define and implement measures that suit your company!

For this post I have selected two subject areas, **II. Dealing with Incidents and Observations** and **XI. HSE communication in the company**. The first subject area, incident investigations, is one of the main tasks of any safety professional and is listed in every job description available worldwide. However, there are only a few described procedures available to conduct in-depth investigations, so that it ultimately depends on the experience of a safety professional as to how and to what extent incident investigations are carried out in companies. In larger organisations there are sometimes guidelines and these are supported by the introduction of IT tools. Nevertheless, the question arises, how incident investigations are conducted holistically and whether the respective process also suits your company. But in case incident investigations are done properly (including observations), they represent an incredible pot of gold for a learning organization!

The second subject area, communication, is of equal importance to the first. In the way in which the topic of HSE is communicated in the company, you reach and inspire employees and managers, and this might have a self-reinforcing positive effect for cultural development.

In my next post I will introduce two more topics. If you don't want to wait for the next post and are interested in more information, please contact me directly.



Safety Culture State Review



LinkedIn #11 - Why the selected subjects areas matter for determining the state of *your* safety culture?

Dirk Schreiber

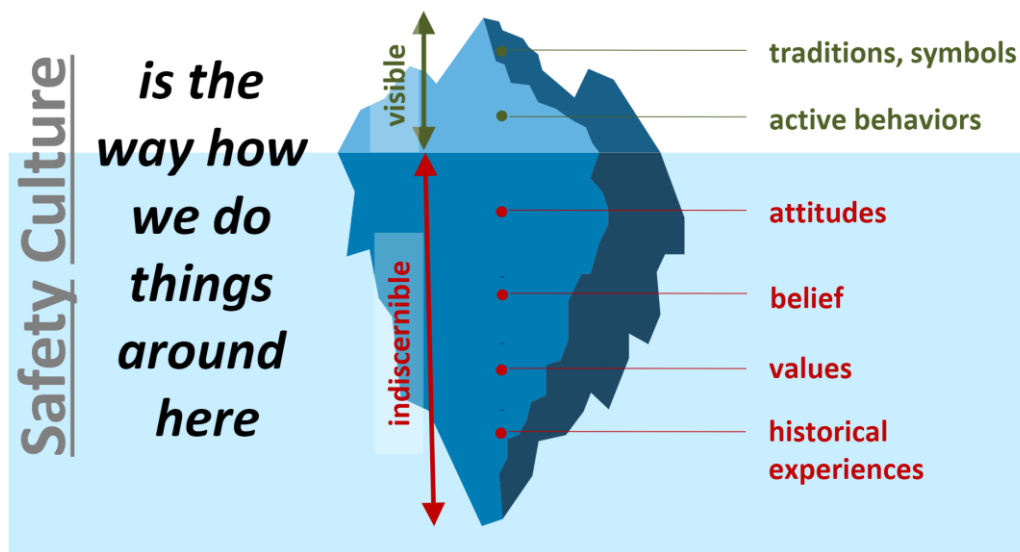
21.3.2022

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What is the **meaning** of a company's specific Safety Culture

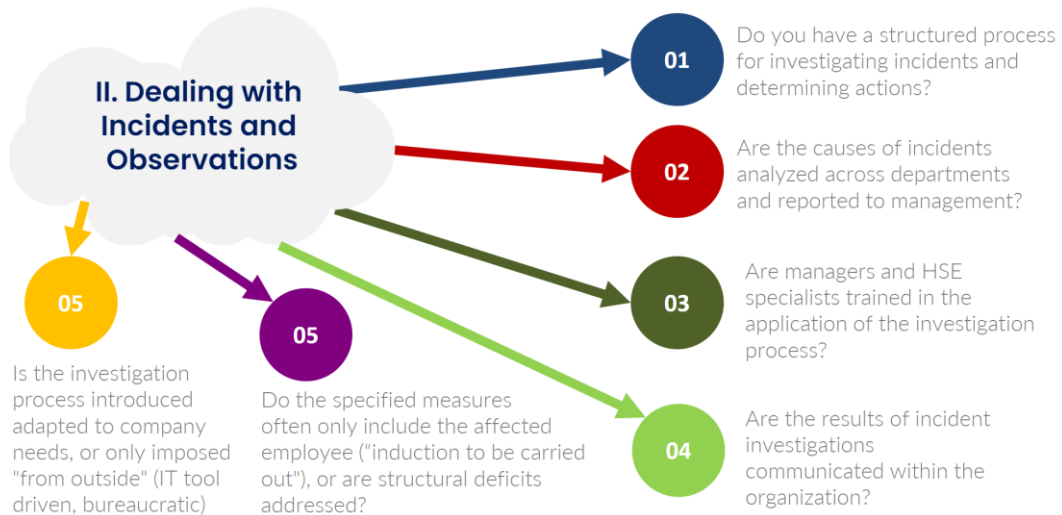


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Why the selected subjects areas matter for determining the state of your safety culture?

The following questions should help you to discuss the subject area in the workshop

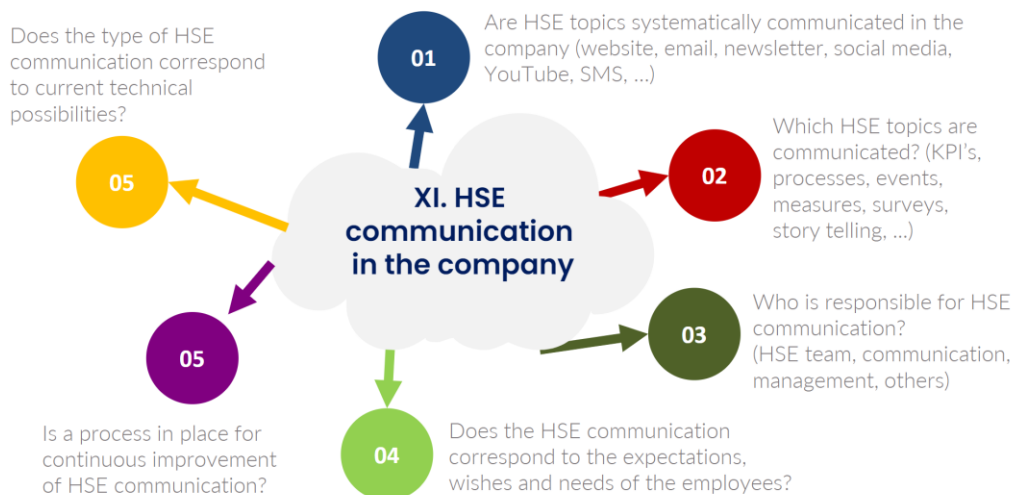


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Why the selected subjects areas matter for determining the state of your safety culture?

The following questions should help you to discuss the subject area in the workshop



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#12 - About the importance of the subject areas risk management and KPI's



25.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_safety-culture-state-review-risk-management-activity-6913037508024918016-Gxq0?utm_source=linkedin_share&utm_medium=member_desktop_web

In my previous post I said that I would take a closer look at the importance of individual subject areas for the development of a safety culture in companies. In this post, I will explain the special features of risk management and dealing with performance indicators. Before I go into this, however, I would like to emphasize once again that it is not necessary to work on as many subject areas as possible independently of one another in the course of a company-specific safety culture change process. Many of the 20 subject areas are linked to each other, and if a company works in a structured and sustainable manner on individual ones, this will result in improvements in others. This is one of the main advantages of the Safety Culture State Review compared to other concepts.

According to legal requirements, the employer is obliged to assess the risks to the safety and health of employees and to take appropriate measures to reduce or avoid them. Appropriate methods for carrying out risk assessments are described in the literature. However, the fundamental question arises as to how a company deals with this requirement, i.e., who - when - how and why - carries out risk assessments, which methods are used and whether the risk assessments carried out are relevant to operational activities. It should also be checked whether the process introduced for occupational safety is compatible with other processes in the company, e.g., with environmental protection, corporate reputation, controlling, purchasing and compliance.

KPI's are an essential management element for controlling an organization. But which KPI's are suitable for HSE and can be influenced in order to steer the organization in a desired direction? Is the importance of the respective metrics known to management? One of the most widely used metrics is the number of accidents at work. This measured variable is a so-called lagging indicator, since the associated event has already occurred. Are there other variables that include, for example, the cultural aspects, in order to steer the company? How are the associated data collected and processed? The selection of the KPIs and the continuous assessment of the information are of crucial importance for controlling the HSE change process.

Both aspects, risk management and key figures, are of outstanding importance for the development of a progressive occupational safety culture and at the same time also core elements for the management of companies. The challenge is to integrate HSE into the basic processes in a company at all levels and not let it 'run' as an independent section.

In my next post I will further explain specific subject areas. If you don't want to wait and are interested in more information, please contact me directly.

VII. Dealing with Risk Management

20 Subject Areas influencing companies' Safety Culture

Why

According to legal requirements, the employer is obliged to assess the risks to the safety and health of employees and to take appropriate measures to reduce or avoid them. Appropriate methods for carrying out risk assessments are described in the literature. However, the fundamental question arises as to how a company deals with this requirement, i.e., who - when - how and why - carries out risk assessments, which methods are used and whether the risk assessments carried out are relevant to operational activities. It should also be checked whether the process introduced for occupational safety is compatible with other processes in the company, e.g., with environmental protection, corporate reputation, controlling, purchasing and compliance. The question also arises as to whether each individual employee is capable of assessing the associated hazards and taking appropriate measures, either on their own or in a team before carrying out their task.

Cultural States



dependent - A risk management process for conducting risk assessments has been introduced; Risk assessments are complicated, unwieldy and only serve to prove compliance with legal requirements; they have no operational significance



independent - A risk management process for conducting risk assessments has been introduced; Risk assessments are complicated, unwieldy and only serve to prove compliance with legal requirements; they have no operational significance



interdependent - The risk management process is generally understandable in the company and employees carry out risk assessments in their environment independently and without specifications



reactive - There is no risk management process in place

How?

To initiate a discussion on this subject area the following key questions might be helpful for support:

1. Who carries out risk assessments in the company?
2. Is there a process for conducting risk assessments?
3. Does the company track the implementation of risk reduction measures?
4. Has a uniform risk matrix been introduced in the company to assess all types of hazards (potential hazards, subcontractors, accidents and incidents, compliance, corporate risks)?
5. Is the risk matrix self-explanatory and easy to use?
6. Is the assessment of risks known in all areas of the company and at management levels?
7. Has the company determined who will be informed of a corresponding risk classification (e.g. severity levels A-low, B-medium, C-high, D-major, E-massive) and who will be responsible for implementing appropriate risk reduction measures is?
8. Is management involved in assessing risks according to their area of responsibility?
9. Is there a process in the company and are the employees instructed that before an activity is carried out, the associated hazards are reassessed and, if necessary, additional measures are taken, or the execution is stopped?

XVI. Dealing with KPIs - Key Performance Indicators

20 Subject Areas influencing companies' Safety Culture

Why

KPI's are an essential management element for controlling an organization. But which KPIs are suitable for the HSE area and can be influenced in order to steer the organization in a desired direction? Is the importance of the respective metrics known to management? One of the most widely used metrics is the number of accidents at work. This measured variable is a so-called lagging indicator, since the associated event has already occurred. Are there other variables that include, for example, the cultural aspects, in order to steer the company? How are the associated data collected and processed? The selection of the KPIs and the continuous assessment of the information are of crucial importance for controlling the HSE change process.

Cultural States



dependent - Established KPIs-scheme includes only lagging indicators such as Loss Time Accident frequency. Management bonus payments are based on such KPIs. The defined KPIs have no significant influence on the management of the company



independent - The company focuses on leading indicators, such as the number of observations or the execution of safety walks by management. Lagging indicators are recorded but are for reference information only. KPIs are discussed at least monthly in the management team and are easy to understand



interdependent - The company introduces additional leading indicators proposed by managers and employees. These relate to the implementation of behavior prevention programs and subcontractor management. The key figures are publicly accessible



reactive - There are no KPIs defined for HSE in the company

How?

To initiate a discussion on this subject area the following key questions might be helpful for support:

1. Which KPIs are defined for HSE?
2. Are so-called "lagging" indicators rewarded with bonus payments?
3. Are so-called "leading" indicators defined for controlling the change process?
4. Are the respective definitions of the KPIs known to the managers?
5. Is the associated data for the respective KPIs systematically collected, evaluated and communicated in regular KPI reports in the company?
6. Are the defined KPIs suitable for controlling the company?
7. Do the KPIs only relate to your own organization, or also for the subcontractors?
8. Is a central IT tool available for collecting and evaluating the data?

#13 - How to get started?



28.3.2022: https://www.linkedin.com/posts/dirk-schreiber-ba409730_safety-excellence-maturity-model-activity-6914167057261473793-LFfS?utm_source=linkedin_share&utm_medium=member_desktop_web

In this post I would like to give some thoughts to initiate a company-specific safety cultural change process.

In many companies, the HSE is established as an independent organizational unit, and usually certified externally via a management system. This approach suggests that the company has all safety matters "under control" and that no significant changes are required as long as the system of certification can be maintained.

However, there are influencing factors that disrupt this "perceived security". These can be of various kinds, e.g. that a very serious incident (with or without personal injury) has occurred; that the current safety-certification leads only to a bureaucratic and administrative burden without operational relevance; that clients expectations to HSE performance are not met and that the company is excluded from submitting any future bids; and others. All of these factors will result in an analysis of senior management that "something has to change".

But what are the next steps? The most important step comes from senior management. This must be convinced that it is imperative to initiate a safety culture change and that this change will not only affect HSE, but all areas of the company (culture = is the way how we do things around here), and also to the leaders themselves. Management very often takes the view that "we already have everything; we just need to adjust it again". With this attitude, initiating a change process is just a waste of time and resources.

In the highly readable article by Terry L. Mathies, Safety Excellence Maturity Model, the author explains that the essential elements for implementing a cultural change are "strategy, leadership and employee engagement" (<https://www.ehstoday.com/safety-leadership/article/21920022/safety-excellence-maturity-model>). These elements must be made concrete through measures. This is where the concept of the Safety Culture State Review comes in. This tool supports you in assessing the status of the current safety culture, engaging the organisation, defining a medium-term goal and deriving concrete measures for the way to the goal. In principle, the process of cultural change should be controlled with one's own resources. However, the first assessment with senior management and safety professionals should be moderated by an external consultant since both parties have a significant stake in the current state of safety culture. After defining the goal and a timeline for achieving this goal, the desired change process should be moderated and controlled by the safety department. Here, too, the concept of the Safety Culture State Review provides support as a structure and compass for achieving this goal.

In my next post I will further explain specific subject areas. If you don't want to wait and are interested in more information, please contact me directly.