Key data

Business: Construction	*Size:* 750 Employees + 750 contractor employees	*Safety performance* average accident rate country level	*Purpose* client driven improvement
Safety Culture State Review Presence workshop	*Safety Culture State Review* Index: 2,5	*Safety Culture State Review* Short-term goal: 3,5	*Safety Culture State Review* Mid-term goal: 5

Purpose of this document

This document describes the analysis of survey data based on a carried-out Safety Culture State Review[1]. It shows how the gathered survey data could be presented within a workshop, how the results could be discussed with the workshop team members and how an action plan could be developed and agreed.

The case

The company provides construction support activities for clients belonging to the power grid business. The company currently employs more than 750 people. In addition to the company's own employees, approximately the same number of external company employees are employed.

The company currently counts only accidents according to local legislation for own employees. The company's accident rate is near to the average accident rate of the country. Over the past years the company achieved some improvements regarding the accident rate, but never fall below the country related average accident rate.

To fulfil legal obligations an occupational Safety Manager is employed who ensures that the company complies with the country related legal framework (risk assessments, accident recording, inspections, employee training, contact person for authorities and clients).

---

[1] 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 (Covey, S., The 7 Habits of Highly Effective People. London, 2020) 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, behaviours, values and historical experiences. Bradley (Dupont) added the category "reactive" and drew a connection between the degree of maturity of a safety culture and occupational safety performance. Furthermore, the Safety Culture State Review assumes that the number of accidents in a company correlates with the current status of the company's internal safety culture.

The company operates a quality and environmental management system acc. to ISO 9001 and ISO 14001 for more than 10 years.

Due to the current companies' accident rate and perceived as a risk factor for one of the clients, the company became a warning for future contracts. This warning received was given 2 years ago.

Since nothing significant has improved in terms of safety performance within the last 2 years, management decided to carry out a Safety Culture State Review in order to understand which parameters should be changed in order to improve the safety culture in the company.

The Safety Culture State Review was conducted as a physical workshop with 25 participants, all managers, and moderated by the internal Safety Manager.

The workshop was divided into 4 sections: a) why safety culture matters to improve safety performance, b) Safety Culture State Review Survey, evaluation of the 20 subject areas by the workshop participants, c) presentation of the results, d) determination of specific measures to improve the safety culture

Workshop data analysis

In the following charts, the data from the workshop participants is analysed and core areas are determined that will lead to a sustainable improvement in safety culture in the company.
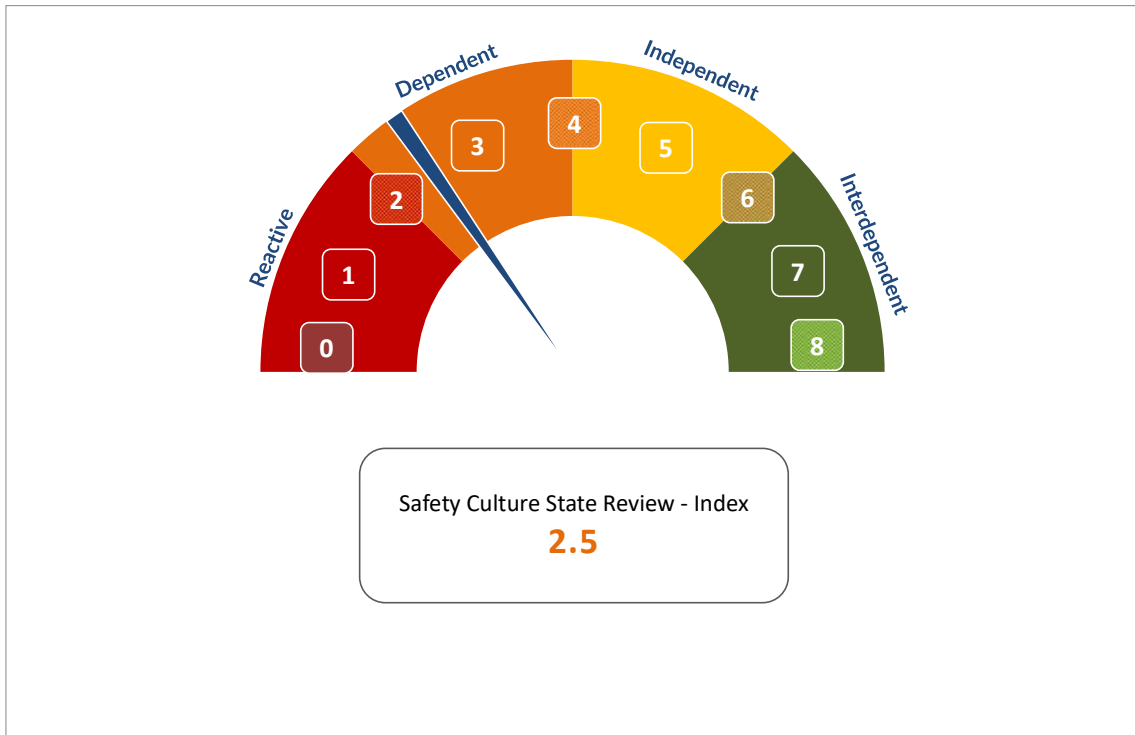
Safety Culture State Review Index

The results per subject area are shown in the following table (each row sums up to 25 participants):

| Subject Area	A - dependent	B - Independent	C - Interdependent	D - Reactive
I Responsibility	13	4	2	6
II Incidents	12	10	1	2
III Meetings	7	1	0	17
IV Empl. Trainings	16	3	0	6
V Supervisor Trainings	7	2	0	16
VI Inspections	19	2	0	4
VII Risk Mgmt.	18	2	0	5
VIII Compliance	14	1	0	10
IX PPE	17	6	0	2
X Leadership	10	5	0	10
XI Communication	10	5	0	10
XII Behavioral Prevention	16	5	0	4
XIII Emergencies	13	10	0	2
XIV Procedures	22	2	0	1
XV Digitalization	10	0	0	15
XVI KPIs	12	2	0	11
XVII Workplace conditions	7	16	2	0
XVIII Action Tracking	12	1	0	12
XIX Subcontractors	12	0	0	13
XX Work planning	13	4	0	8

Results of the Safety Culture Sate Review – rating the subject areas

Based on the results table the **S a f e t y   C u l t u r e   S t a t e   R e v i e w   I n d e x** is calculated to **2,5** (equation: A – dependent = 3 pt.; B – independent = 5 pt.; C – interdependent = 8 pt.; D – reactive = 0 pt.) and shown in the Safety Culture State Review – Tacho diagram.

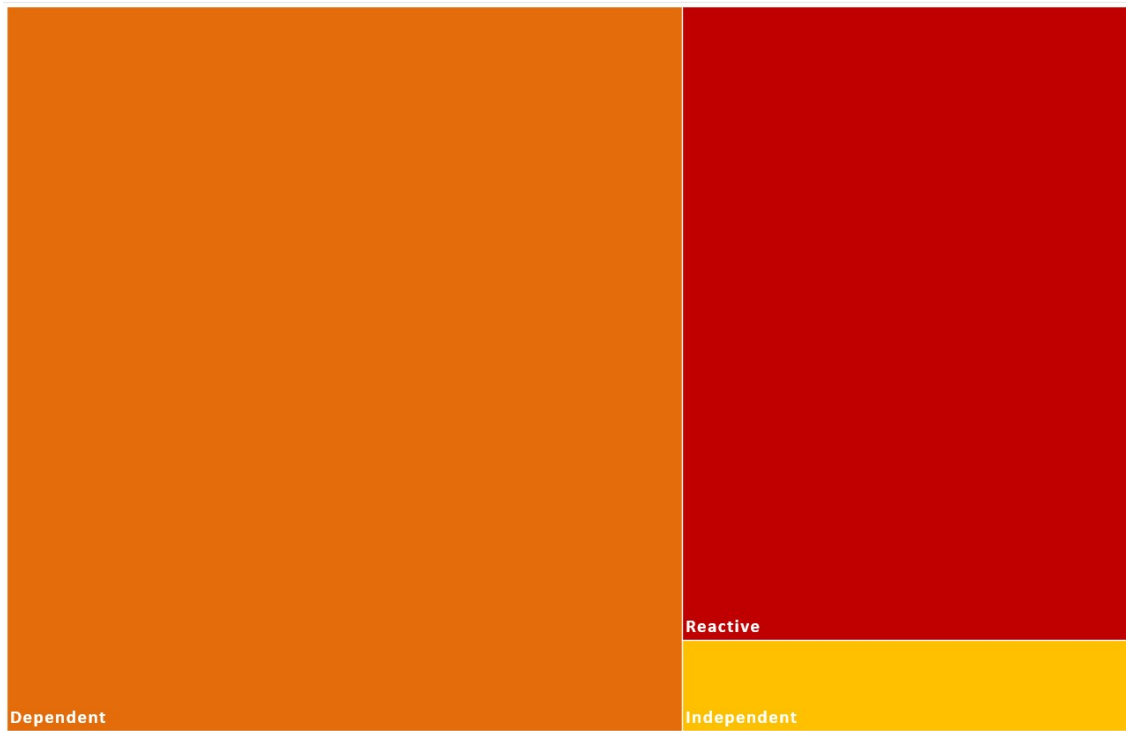*Safety Culture State Review – Tacho diagram*

The results per subject area are shown in the Safety Culture State Review - Spider diagram.
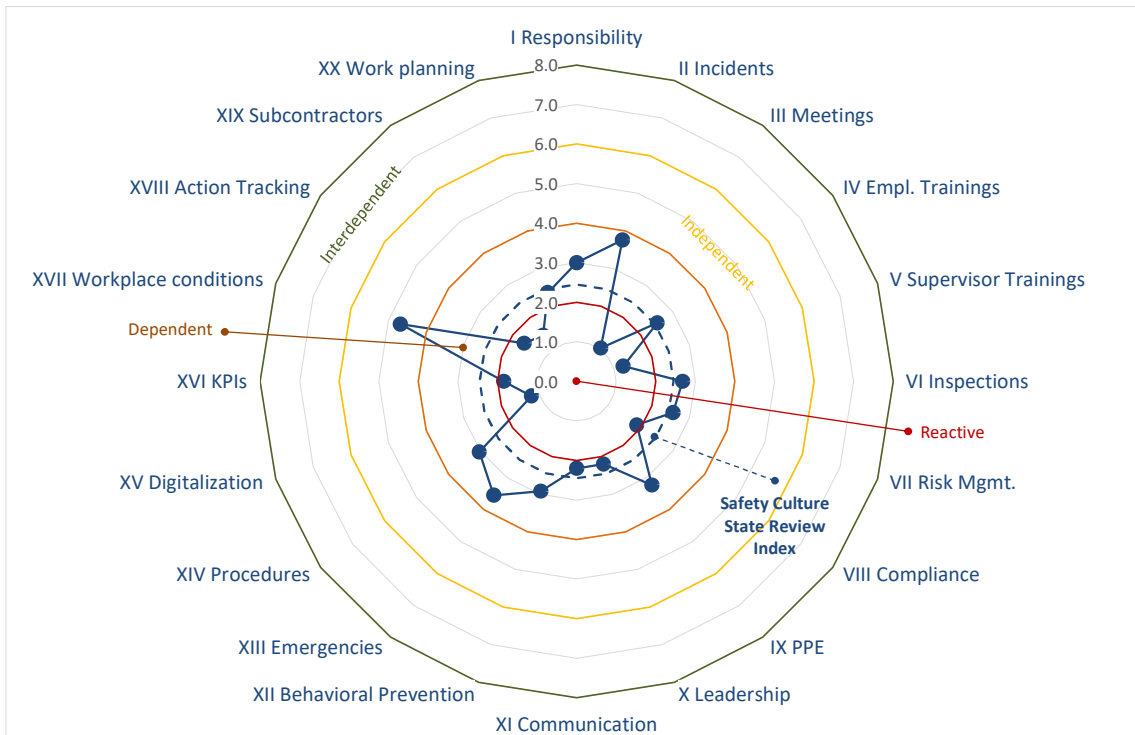
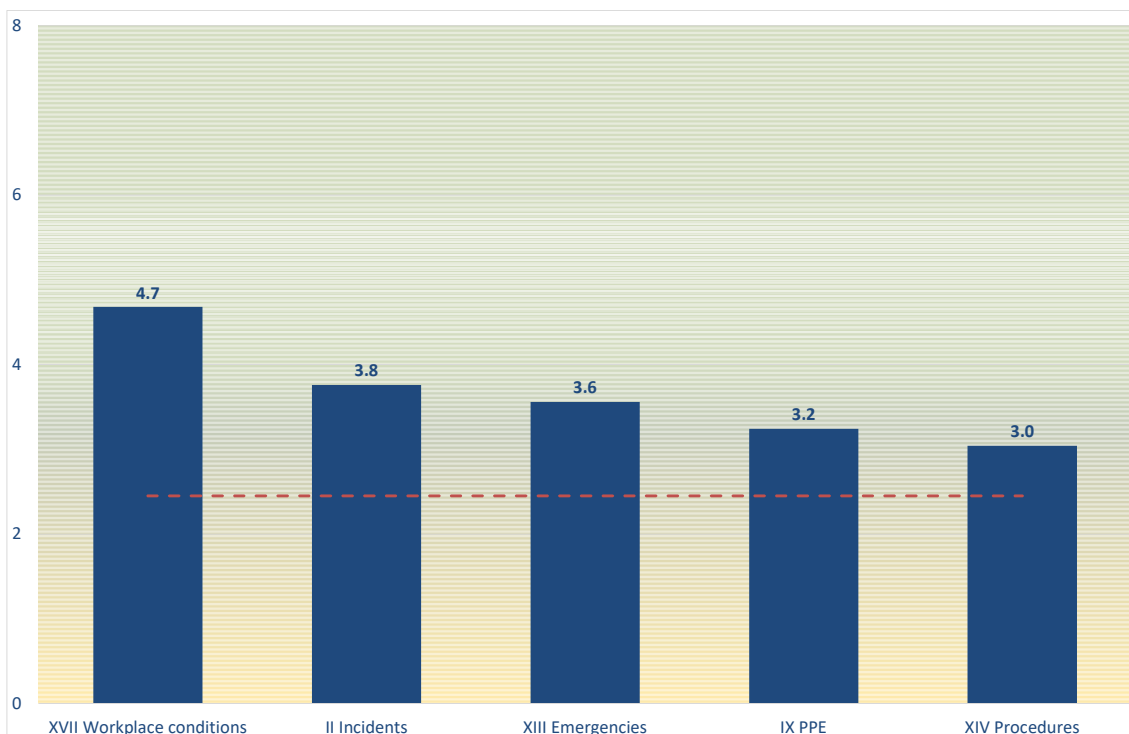*Safety Culture State Review – Spider diagram*

The results per cultural state are shown in the Safety Culture State Review – State diagram.

Safety Culture State Review – State diagram

35% of the subject areas (7 subject areas) are classified as 'reactive', 60% (12) are classified as 'dependent', 5% (1) are classified as 'independent', and 0% (0) is classified as 'interdependent'.

The subject areas with the best results are shown in the following chart:
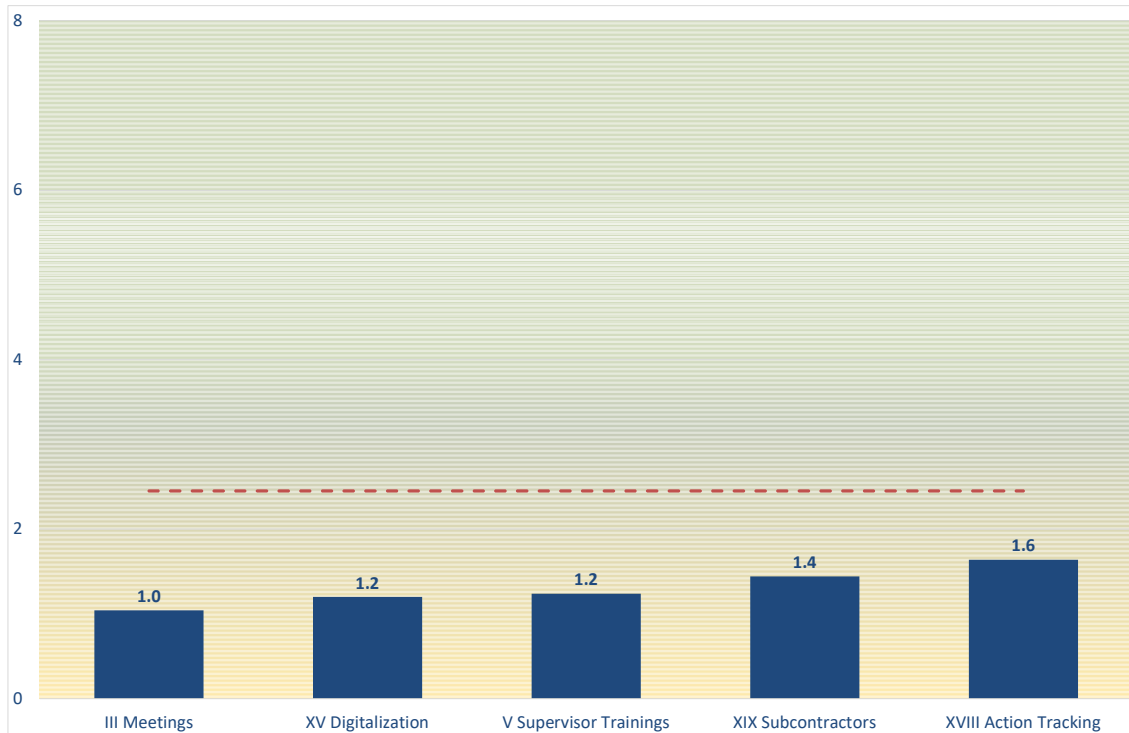

Safety Culture State review – Top 5 subject areas

These subject areas are among the core tasks of occupational safety specialists and show that these tasks are carried out appropriately in the company.
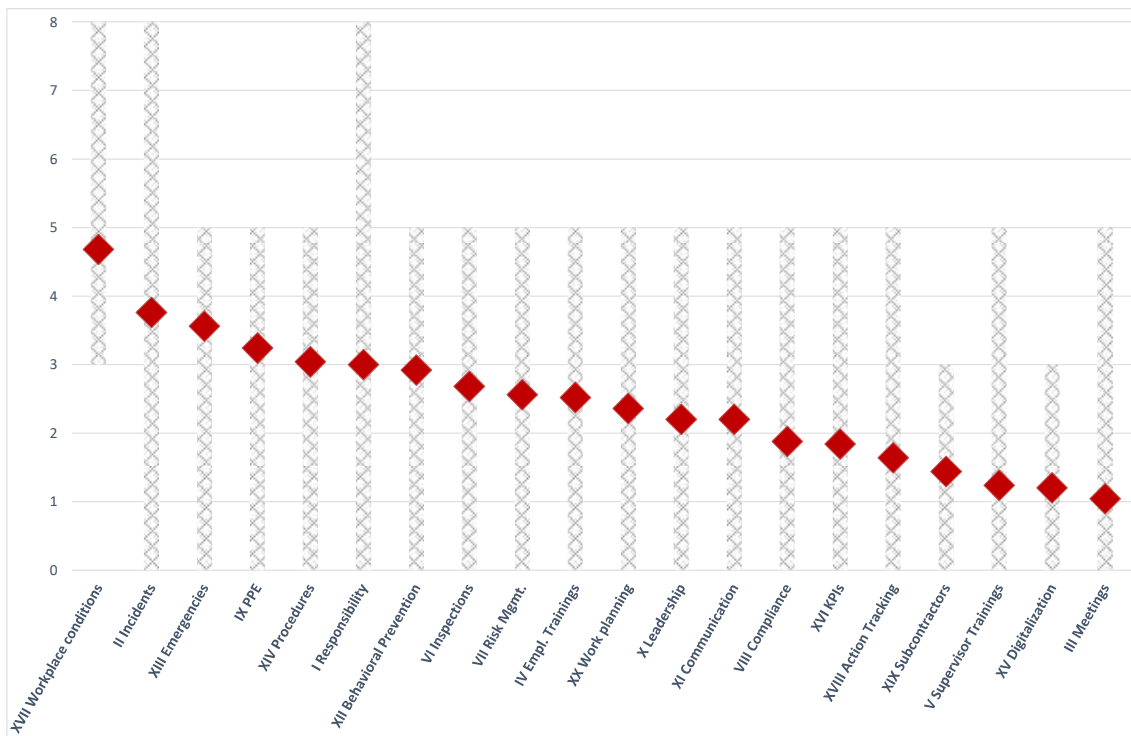
The subject areas with the lowest rating are shown in the following chart:

Safety Culture State Review – Low 5 subject areas

These subject areas aren't among the core tasks of occupational safety specialists; however, they might have a significant importance to improve companies' safety culture.

The ranking of all subject areas is shown in the following chart. This chart shows also the best and lowest rating of each subject area (at least one workshop participant rate the subject area with the belonging state). This information might help to identify potential improvement areas that might already exist in the company.
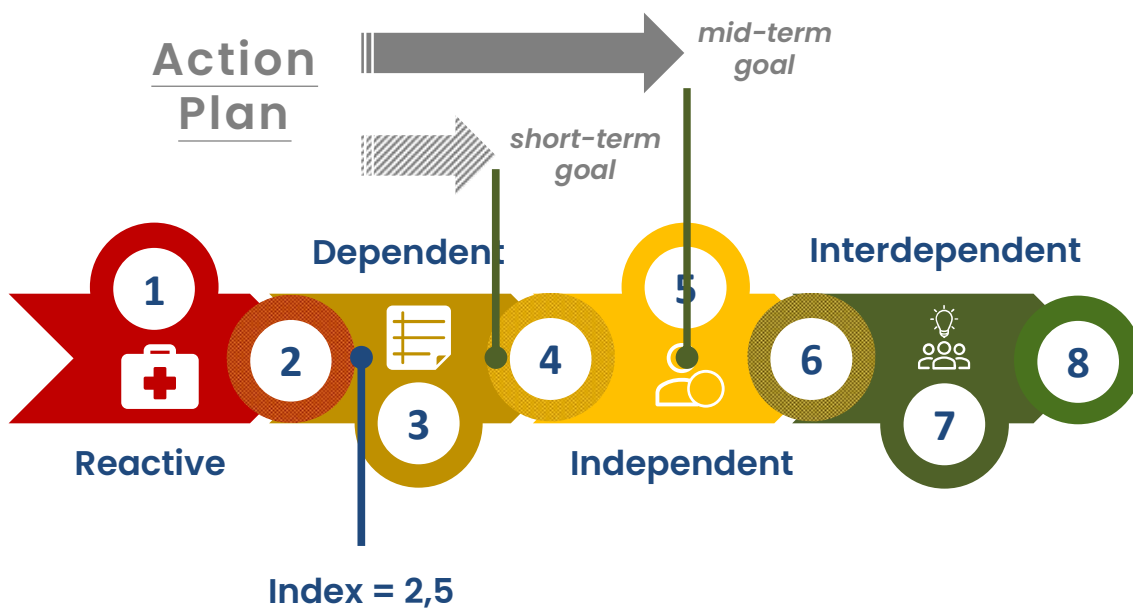
Safety Culture State Review –subject areas with best and lowest rating

Mid-term goal setting by senior management

Based on the results of the Safety Culture State Review senior management decided to define two safety culture goals, a short term-one and a mid-term one. The short term goal one should be achieved within a yearly period and should be reviewed during a follow up Safety Culture Sate Review workshop in the following year. The mid-term goal should be achieved within a period of 3 years.

The short-term goal index is set to 3.5, and the medium-goal index is set to 5.



Safety Culture State Review – goal setting

Defining the action plan

Based on the mid-term goal setting and presenting the results of the workshop, the workshop participants discussed in detail how to proceed. All participants committed to the following way forward.

To achieve the short-term goal an action plan should be developed and followed up closely that focusses on the subject areas rated as weakest subject areas. These are *III Meetings, XV Digitalization, V Supervisor Trainings, XIX Subcontractors* and *XVIII Action Tracking.* The action plan should be finalized and reviewed by senior management within the next 30 days. The Safety manager was appointed as accountable person for this change program and was asked to provide a management report each month.

Additionally, to achieve the mid-term goal senior management would focus on the subject areas *XVI KPIs, X Leadership, XI Communication, IV Empl. Trainings* and *XII Behavioral Prevention.* These subject areas are shown in the following chart.

In the next workshop, which is to take place after a year, the areas will be reviewed and the action plan and focus areas will be adjusted if necessary.
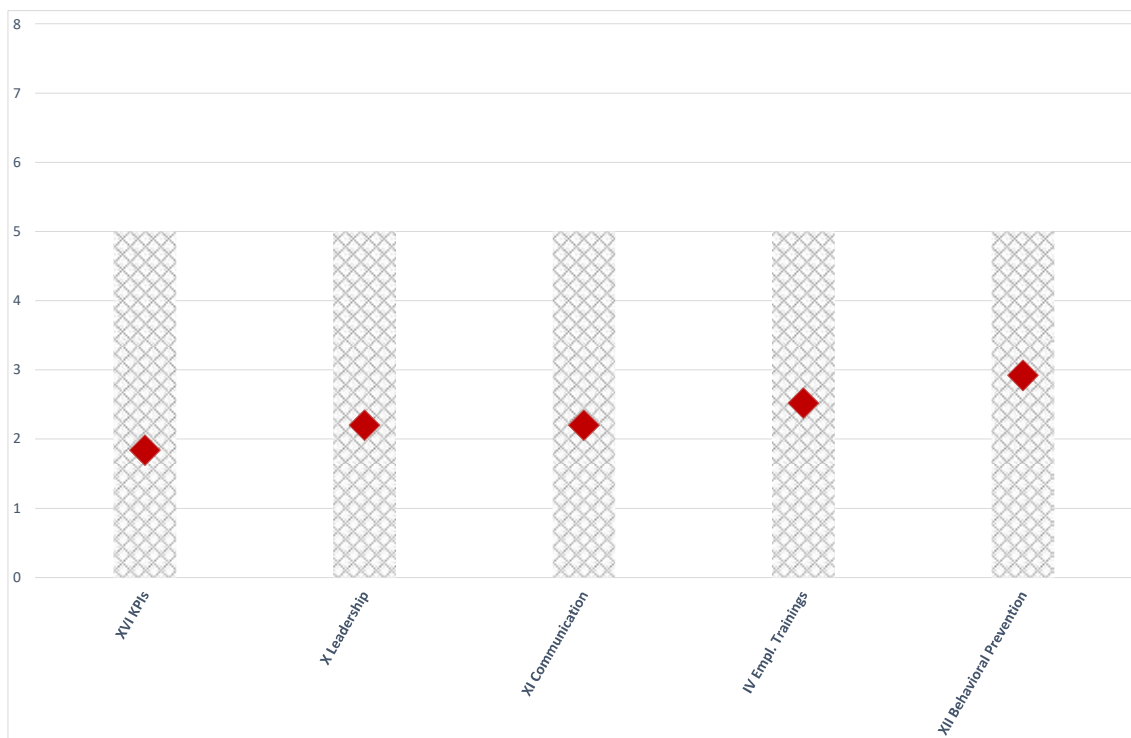
Focus areas to achieve the mid-term goal