



Safety Culture State Review



Key data

<i>Business:</i> Power supply utility	<i>Size:</i> 2750 Employees + 1500 contractor employees	<i>Safety performance</i> 30% lower average accident rate compared on country level	<i>Purpose</i> Improvement driven by regional peer group
<i>Safety Culture State Review</i> Presence workshop	<i>Safety Culture State Review</i> Index: 3,6	<i>Safety Culture State Review</i> Short-term goal: 4,2	<i>Safety Culture State Review</i> Mid-term goal: 5

Purpose of this document

This document describes the analysis of survey data based on a carried-out Safety Culture State Review¹. It shows how the gathered survey data could be presented within a workshop, how the results could be discussed with the workshop participants and how an action plan could be developed and agreed. Also, it shows how senior management could define specific goals – short and mid-term – to drive the safety cultural change process. Additionally, senior management endorsed specific cultural leading indicators to enable a review of the measures.

The case

The company is one of the leading companies involved in the implementation of the country related energy transition. The company currently employs more than 2750 people. In addition to the company's own employees, approximately more than 1500 external employees are employed.

Two years ago, the company decided to give more weight to the cultural aspects to improve safety performance and initiated a review of the original measures for the first time.

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 currently counts only accidents according to local legislation for own employees. The company's accident rate is significantly better than the average accident rate of the country. Over the past years the company achieved some significant improvements regarding the 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).

The company operates a quality and environmental management system acc. to ISO 9001 and ISO 14001 for more than 20 years.

Due to the energy transition, the company has been given new areas of responsibility that represent a significantly higher risk potential. In addition, the company faces international competition due to the new areas of responsibility.

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.

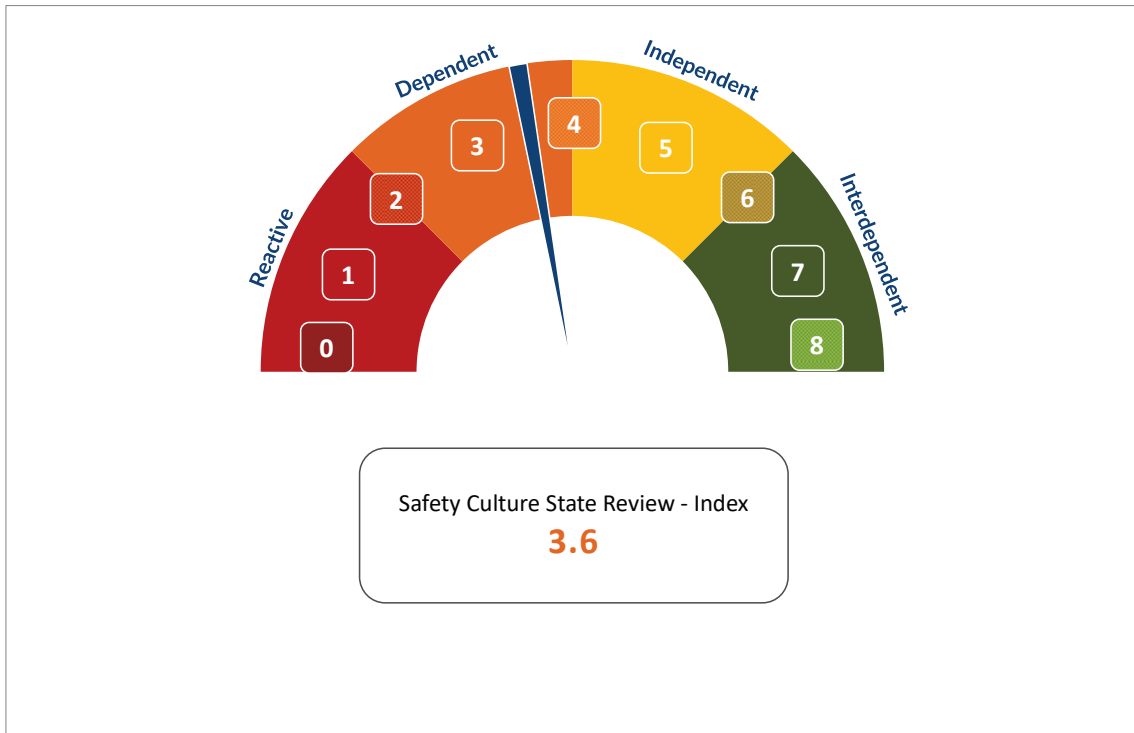
Safety Culture State Review Index

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	12	13	0	0
II Incidents	9	11	5	0
III Meetings	10	5	0	10
IV Empl. Trainings	10	15	0	0
V Supervisor Trainings	12	5	0	8
VI Inspections	11	10	3	1
VII Risk Mgmt.	16	5	0	4
VIII Compliance	16	9	0	0
IX PPE	13	9	3	0
X Leadership	19	6	0	0
XI Communication	13	11	0	1
XII Behavioral Prevention	18	6	1	0
XIII Emergencies	17	6	2	0
XIV Procedures	20	5	0	0
XV Digitalization	14	6	0	5
XVI KPIs	18	6	1	0
XVII Workplace conditions	7	14	4	0
XVIII Action Tracking	14	3	0	8
XIX Subcontractors	8	4	0	13
XX Work planning	13	9	3	0

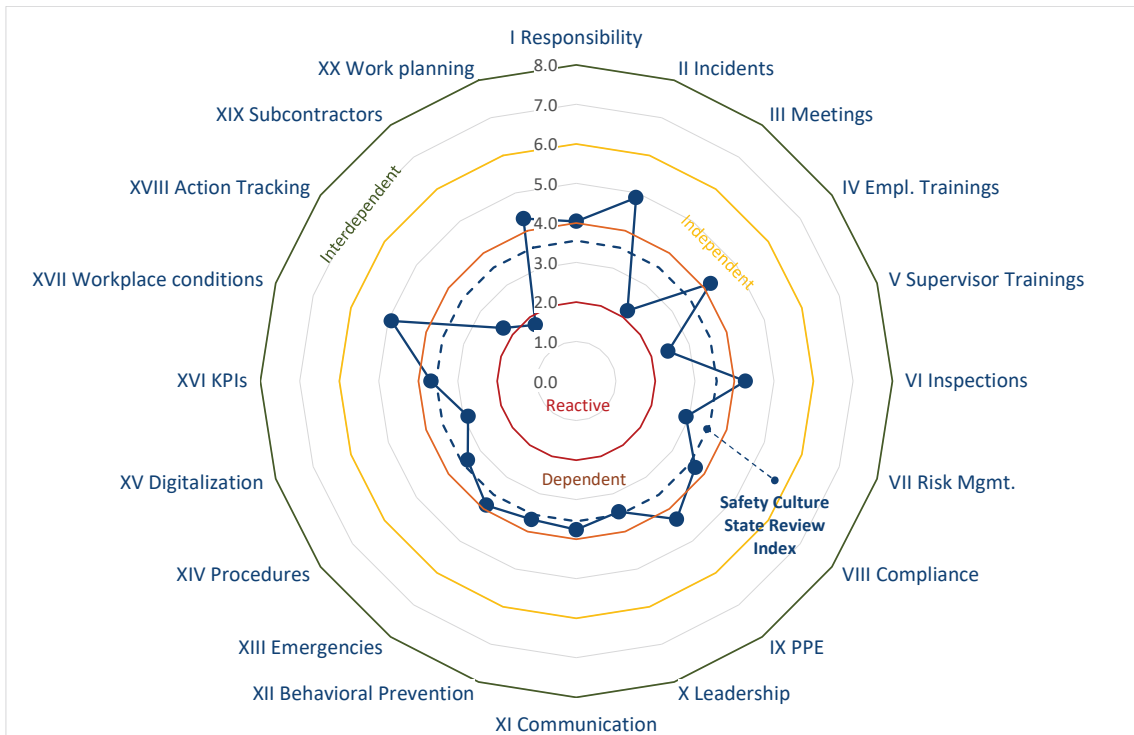
Results of the Safety Culture State Review – rating the subject areas

Based on the results table the **Safety Culture State Review Index** is calculated to **3,6** (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 – Taco diagram

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



Safety Culture State Review – Spider diagram



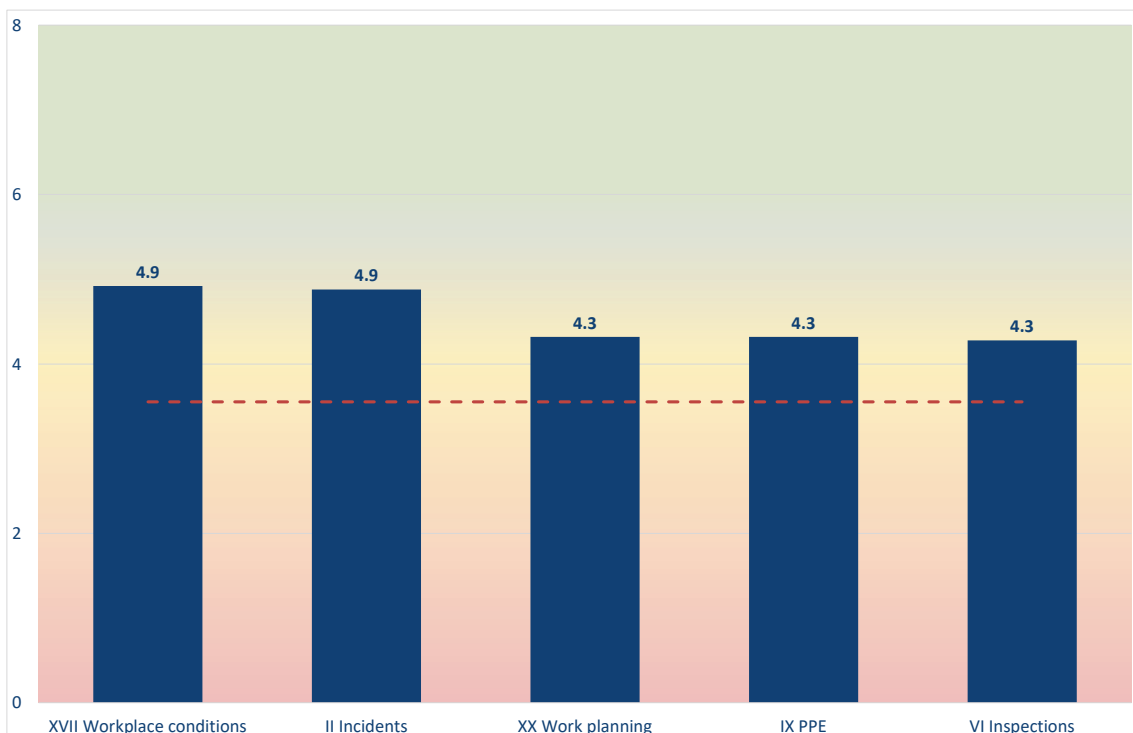
The results per cultural state are shown in the Safety Culture State Review – State diagram.



Safety Culture State Review – State diagram

Most of the subject areas are classified as ‘dependent’ (12), and this result corresponds with the expectation of certified companies. Due to the structured for many years introduced approach also some subject areas are classified as ‘interdependent’ (7). However, also one area is classified as ‘reactive’ that was not expected.

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

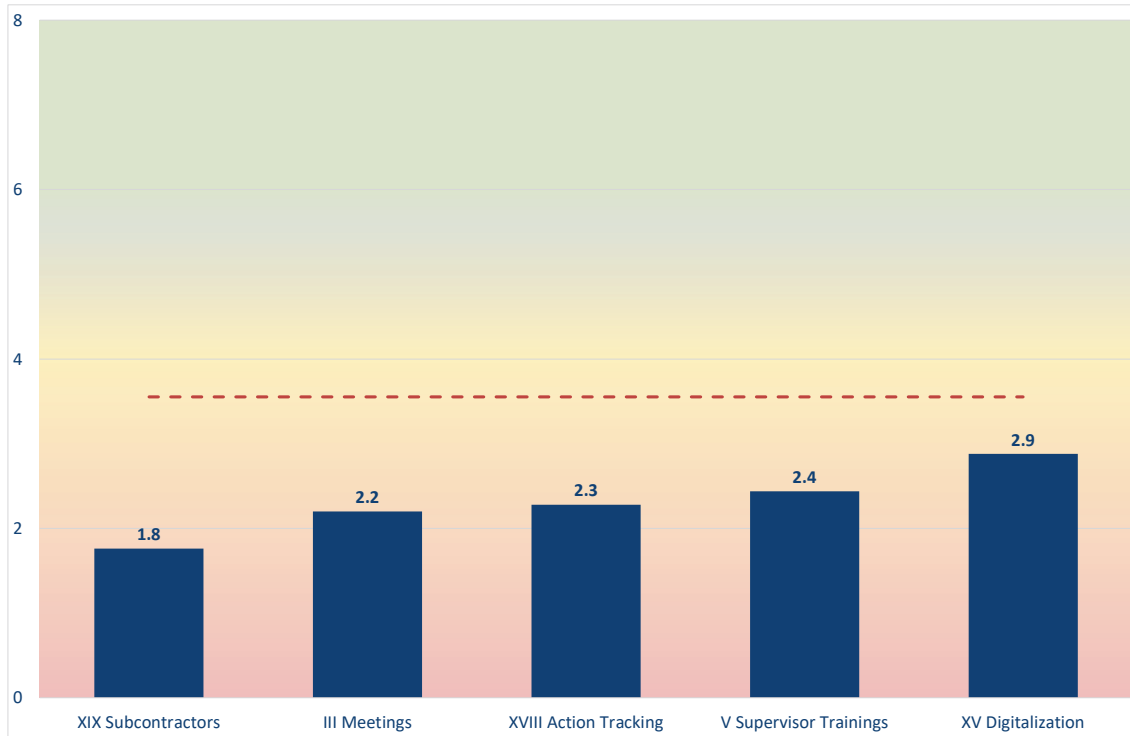




Safety Culture State review – Top 5 subject areas

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:

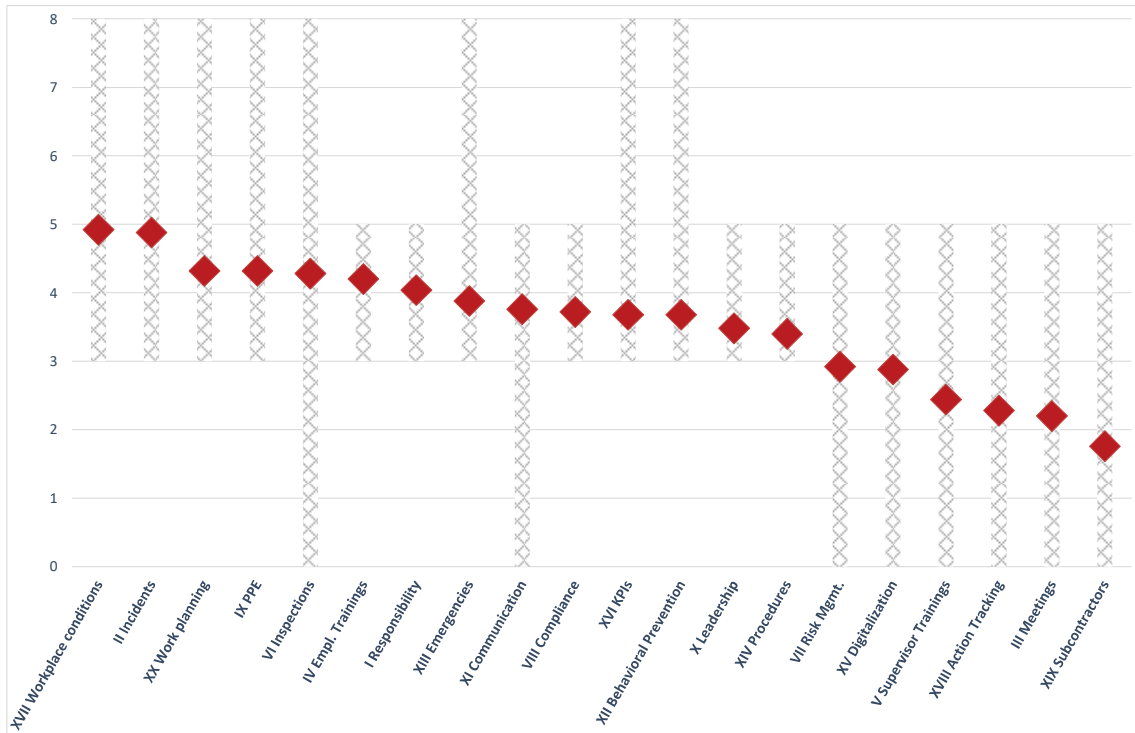


Safety Culture State Review – Low 5 subject areas

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 rated the subject area with the belonging state). This information might help to identify potential improvement areas that might already exist in the company.

This graphic clearly shows that the participants see the current classification between 'dependent' and 'independent', but also 8 subject areas were classified as both 'interdependent' and 'reactive'. In particular, the subject areas classified as 'interdependent' show that there is potential for improvement already implemented within the company that could also be introduced in other areas.

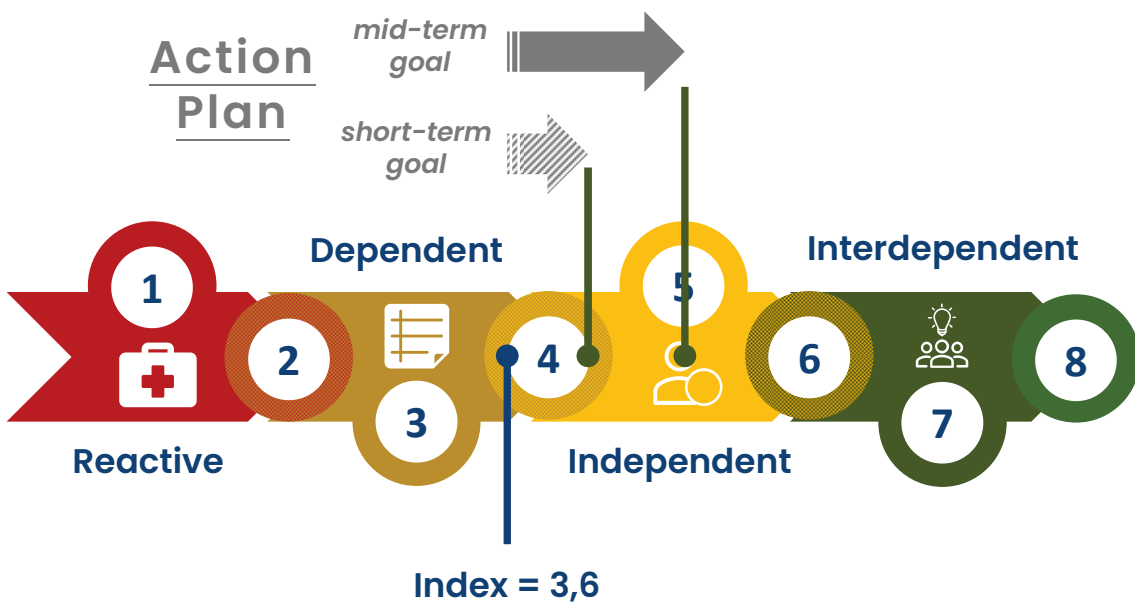


Safety Culture State Review –subject areas with best and lowest rating

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.

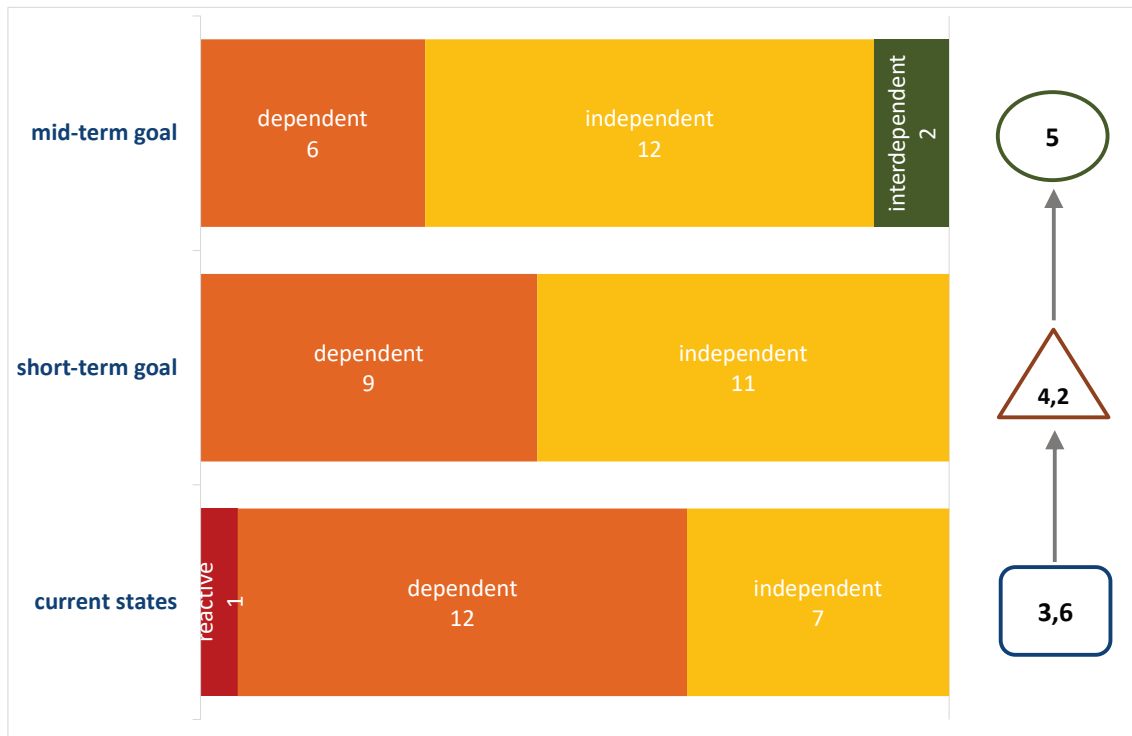
The *short-term goal index is set to 4,2*, and the *medium-goal index is set to 5*.



Safety Culture State Review – goal setting



In order to specify the short- and mid-term goal, safety culture indicators are introduced for the status of the subject areas. These are to be reviewed annually in the respective business areas through Safety Culture State Review workshops and metrics to be reported to the leadership team. The specific goals relate to the evaluation of the subject areas with regard to the classification of the four cultural states.



Safety Culture indicator - short- and mid-term target settings chart

The meaning of the chart is the following: Within one year no subject area should be rated as ‘reactive’, and the number of subject areas classified as ‘independent’ should increase to 11. The Safety Culture State Review – Index should increase from 3,6 to 4,2. Within 3 years period 2 subject areas should be evaluated as ‘interdependent’, and 12 subject areas should be rated as ‘independent’. The Safety Culture State Review – Index should increase to 5.

The following action plan should reflect the index target setting.

Defining the action plan

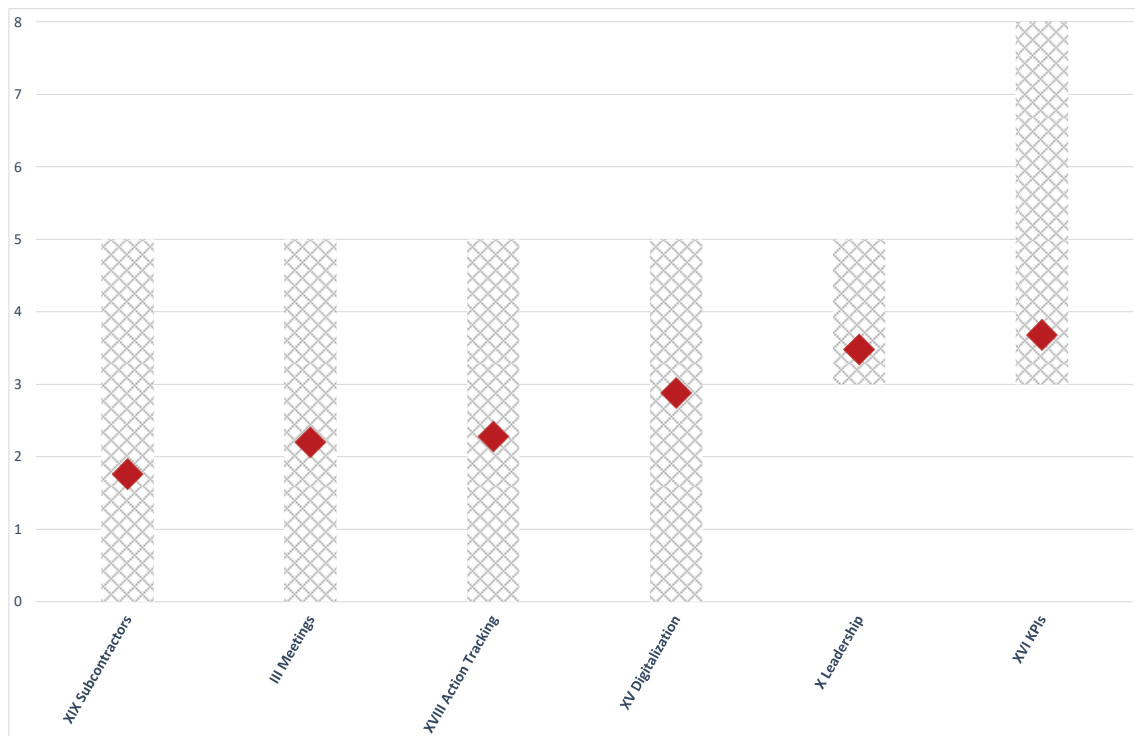
Action plan committed by workshop participants

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 *XIX Subcontractors*, *III Meetings*, *XVIII Action Tracking*, *V Supervisor Trainings*, and *XV Digitalization*. 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.

Prioritization of subject areas to achieve mid-term goal

Additionally, to achieve the mid-term goal senior management prioritizes the following subject areas.



To achieve the mid-term goal the leadership team strategically defined the following areas that will be translated into a specific action plan. The action plan is followed up by the leadership team.



XIX Subcontractors (current index 1,8)

Improving cooperation with subcontractors. Working with subcontractors must be fully integrated as a process. For this purpose, a cross-departmental action plan must be agreed and submitted to management.



XV Digitalization (2,9) / XVIII Action Tracking (2,3) / XVI KPIs (3,7)

Introduction of a centralized IT tool that is easy to use and accessible to everyone to support the collection and processing of HSE-related information towards a learning organization.



III Meetings (2,2) / X Leadership (3,5)

Improving leadership engagement by introducing elements of visible management. Communication measures are intended to ensure that HSE issues are anchored in day-to-day activities in the company.