How about an Organisation and Safety Culture Model?

Elizabeth Jacob and Mike Shermon
Aim

- Introduction
- Safety Culture
- Organisational Culture
- Combining the two concepts
- Final thoughts
Safety Culture

Mike Shermon
Safety Culture History

• The Chernobyl disaster highlighted the importance of safety culture and the impact of management and human factors on the outcome of safety performance.

• The term ‘safety culture’ was first used in INSAG’s (1988) ‘Summary Report on the Post-Accident Review Meeting on the Chernobyl Accident’ where safety culture was described as:

"That assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance."
“The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation’s health and safety management” - From Advisory Committee for Safety on Nuclear Installations (HSC, 1993)

“How people do things when everyone or no one is watching them”

“Safety Culture is primarily dependant on the culture of the organisation”

“proactive stance to safety”
Terminology

Safety Culture vs Safety Climate
Terminology

Safety Culture Model vs Safety Culture Tool

DE&S Air Op Centres’ Safety and Environmental Handbook
Terminology

Safety Culture Assessment vs Safety Culture Measurement

[Bar chart showing levels of safety maturity: Pathological, Reactive, Bureaucratic, Proactive, Generative with percentages: 6.94, 10.53, 12.29, 58.11, 12.84]
Organisational Culture

Mike Shermon
Organisational Culture

Corporate Culture vs Company Culture

Organisational Climate
Organisational Models

“How individuals construct organisational structures, processes and practises and how these shape social interactions within the organisation and create institutions that ultimately influence people” – Bailey and Clegg, 2008.
Combining Organisation and Safety Culture Models

Elizabeth Jacob
Research Methodology

- Literature Review of Organisational Models
  - Semi-Structured Interviews to gather opinions about the down selected models
  - Conclude with a list of variables

- Literature Review of Safety Culture
  - Review of Safety Culture Models
  - Conclude with a list of variables

Comparing the two lists of variables, is there an existing tool that links both these models?
The Burke-Litwin Causal Model of Organisational Performance and Change
Kotter 8-step Change Model

- Create urgency
- Form a powerful coalition
- Create a vision for change
- Communicate the vision
- Remove Obstacles
- Create short-term wins
- Build on the change
- Anchor the changes in corporate culture
Mintzberg Model on Organisational Structures
An Influential Diagram

LEADERSHIP

MANAGEMENT

SUPPORT STAFF

REGULATOR

WORKFORCE
Organisational Model Variables

After completion of the literature review and the semi-structured interviews, it was concluded that the following Organisation Model variables would aid safety culture assessment:

1) Individual needs and values
2) Individual and Organisational Performance
3) Motivation
4) Task and Individual Skills
5) Organisational Culture
6) Structure
7) Mission and Strategy
8) Systems (Policies and procedures)
9) Systems (Policies and procedures)
10) Main influential character
11) Management
12) Work Climate
13) Effective Change
14) Pressure
Safety Culture Models

**INFORMED CULTURE**
Those who manage and operate the system have current knowledge about the human, technical, organisational and environmental factors that determine the safety of the system as a whole.

**REPORTING CULTURE**
An organisational climate in which people are prepared to report their errors and near-misses.

**JUST CULTURE**
An atmosphere of trust in which people are encouraged (even rewarded) for providing essential safety-related information, but in which they are also clear about where the line must be drawn between acceptable and unacceptable behaviour.

**FLEXIBLE CULTURE**
A culture in which an organisation is able to reconfigure themselves in the face of high tempo operations or certain kinds of danger - often shifting from the conventional hierarchical mode to a flatter mode.

**LEARNING CULTURE**
An organisation must possess the willingness and the competence to draw the right conclusions from its safety information system and the will to implement major reforms.

Prof. James Reason Safety Culture Model
Safety Culture Models

Prof. Patrick Hudson - The Evolutionary Model of Safety Culture
<table>
<thead>
<tr>
<th>Variables</th>
<th>Organisational Model findings</th>
<th>Safety Culture Literature review</th>
<th>Prof. Reason Model</th>
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<td>Task and Individual Skills</td>
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Conclusion/Benefits

• Combined model was not found.

• Benefits of a combined model would be:
  - Enable complete analysis of the organisation safety culture,
  - Predicting the effect of enforcing a particular change
  - Detecting any weaknesses in the organisation structure
  - Enable product analysis instead of health and safety analysis
  - Enable safety to be an integral part of the organisation
Final Discussion Points

• Should ‘ethics’ be considered in Safety Culture?
• Can industries such as DE&S have an overarching safety culture model?
• What kind of similarities and differences would there be between a ‘acquisitional’ and ‘product’ safety culture model?
Thank you

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