

**THE ATTRIBUTES
OF AN EFFECTIVE
SAFETY CULTURE**



THE ATTRIBUTES OF AN EFFECTIVE SAFETY CULTURE

- Some organizations have a more effective corporate culture than others when it comes to taking safety into account in trade-offs. The good news is that many studies have identified their characteristics.
- The ICSI has grouped them together into seven main attributes; an excellent starting point for finding out where to make changes to move towards an integrated safety culture!



SHARED AWARENESS OF THE MOST SIGNIFICANT RISKS

“A look at
the key points”



A FEW BEST PRACTICES

Share the results of
risk and hazard
analyses

Encourage debate
and agree on the
biggest risks

Manage major risks using
indicators that go beyond
the accident rate



SHARED AWARENESS OF THE MOST SIGNIFICANT RISKS

- Organizations have to deal with many types of risks: minor accidents, serious or fatal workplace accidents, major accidents.
- These are the most serious risks, and they pose the greatest threat to the organization. These major risks vary depending on the activity: fall from height, fire, explosion, electrical risk, transport risk, violence towards staff, etc.
- In many companies, safety is monitored via the accident rate, which reflects the accidents that occur, and therefore are mainly minor. However, focusing exclusively on reducing the accident rate may cause the organization to neglect planning for the biggest risks.
- A policy must be put in place to prevent major risks, and indicators dedicated to managing safety must be selected. Near-misses must be examined (high potential incidents) and lessons must be learned from them.
- Within the organization, the message that major accidents can be prevented is regularly repeated, in order to combat fatalism.



CONSTANT ATTENTION TO THE THREE PILLARS

“Technical measures,
rules and people
go hand-in-hand”



FEW BEST PRACTICES

Ensure and maintain a
good level of technical
safety

Review the
management
system to ensure
that it is closer to
reality on the
ground

Fully integrate human
and organizational
factors – from design
to operation



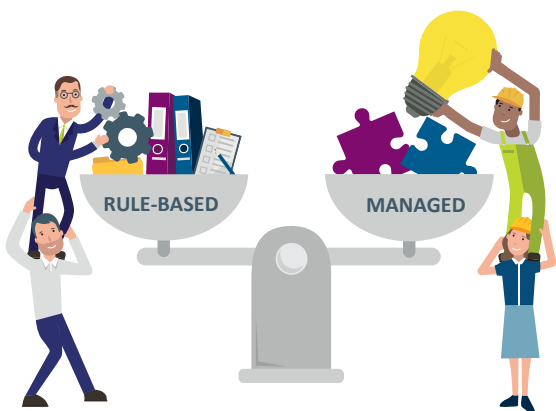
CONSTANT ATTENTION TO THE THREE PILLARS

- Safety concerns have developed over time, with each new dimension adding to the previous ones.
- Safety used to lie, first and foremost, in technical measures: the integrity of facilities, failure sensors, automated protection systems, etc.
- Then, organizations developed safety management systems: formal processes, procedures and rules, etc.
- Finally, the importance of human and organizational factors was acknowledged, people, the workplace, teams, the organization and its management team were taken into account.
- These three “safety pillars” are not independent: together, they promote safe work.



RIGHT BALANCE BETWEEN RULE- BASED AND MANAGED SAFETY

“Be as proactive as possible
and deal with
the unexpected”



A FEW BEST PRACTICES

Find the appropriate
balance between
rule-based and
managed safety
given the company's
activities

Rigorously prepare,
execute and
monitor sensitive
operations

Anticipate crises: train
actors, regular
simulations

Give local management the
skills and resources they need
to manage the unexpected
situations they encounter



RIGHT BALANCE BETWEEN RULE- BASED AND MANAGED SAFETY

- Rules and procedures exist to ensure safe production: this is known as rule-based safety.
- But the situation on the ground isn't always what was expected. This is where managed safety comes into play: it relies on the skills of people who take initiatives that allow them to respond appropriately to situations on the ground.
- With rule-based safety, the organization must invest in identifying critical tasks, implementing barriers and drafting realistic procedures.
- With managed safety, the organization must strengthen the skills of teams and line management, encourage people to work together and enhance shared vigilance.
- The appropriate balance between rule-based and managed safety varies depending on the sector. There is no single model.



INTEGRATED CULTURE, EVERYONE IS MOBILISED



No single person holds
all the keys to safety



A FEW BEST PRACTICES

Involve all actors:
managers, operators,
support staff, personnel
representatives, service
providers, etc.

Encourage
cooperation and
address any
problems between
departments



INTEGRATED CULTURE, EVERYONE IS MOBILISED

- No single person has all the knowledge required to ensure safety
- Safety goes beyond HSE and operational departments. It must be taken into account in all decisions across all departments: management, procurement, industrial policy, engineering, human resources, etc.
- Personnel representatives and external companies are key partners in safety.
- Human resource policies take into account safety. Examples include the integration of new operators and managers, spending a minimum amount of time in a job to avoid excessive turnover, etc.



MANAGEMENT LEADERSHIP AND EMPLOYEE INVOLVEMENT

“Get personally
involved for better
buy-in”



A FEW BEST PRACTICES

Take safety
into account
in all trade-
offs

Encourage
safety
leadership at all
management
levels

Involve staff
working in the
field, make them
active agents of
change rather than
recipients

Create shared
spaces and
debates on
safety



MANAGEMENT LEADERSHIP AND EMPLOYEE INVOLVEMENT

- Depending on how involved management and employees are in safety, there are four main safety culture families: fatalistic, business, managerial, and integrated.
- The majority of high-risk companies have developed a dominant “managerial” safety culture which has strengths (formal practices, substantial investment, etc.), but also weaknesses (procedures are written by experts who are not directly involved, focus on rule-based safety, etc.).
- The challenge is to move towards an integrated safety culture that encourages the involvement of both line managers and operators in safety issues.
- It is important to include not only support staff and personnel representatives in discussions about safety, but also external companies and other stakeholders.



QUESTIONING ATTITUDE

“ leads to
learning ”



A FEW BEST PRACTICES

Encourage
questions: at
individual,
group and
organization
al levels

Pay attention to
what is
happening in
the field, and
the detail of
operations

Encourage
reports, alerts
and shared
vigilance

Look for the root
causes of
worrying events
and successes,
and learn lessons
from them



QUESTIONING ATTITUDE

- Risk management should never be taken for granted; the organization must ensure constant shared vigilance, even after many years with no serious accidents.
- Promoting a questioning culture means thinking about safety before taking a decision or acting.
- The organization encourages the analysis of unwanted events. It does not aim to find someone to blame, but to understand and address the organizational weaknesses that created them.
- The organization encourages feedback. It learns lessons and adapts its systems, procedures and training programs accordingly.



CULTURE OF TRANSPARENCY

“ Speak up! ”

SHARING INFORMATION



FEW BEST PRACTICES

Develop a just and equitable culture that emphasizes the right to make mistakes and recognition/sanction practices

Walk the talk

Encourage feedback, practice transparency both internally and externally



CULTURE OF TRANSPARENCY

- Walking the talk creates a climate of trust and the confidence to speak out among actors in the organization.
- The risks of organizational silence are identified and managed, in particular, there is an explicit and shared policy of recognition and sanctions that distinguishes between an error and a violation. This is known as just culture.
- To encourage feedback, managers should acknowledge the value of reports and follow them up positively.
- Internal and external communication about safety reflects reality on the ground.

