**MJV Workshop on Safety Culture, Leadership and Enforcement  
16-18 September 2015, The Hague, The Netherlands**

**Session 2.**  **Establishing the Relevance of Safety Culture to Effective Risk Management - *Please choose at least three questions from 1-4. If you finish early, please also discuss the last question.***

***Instructions: Please look at all the questions together and decide the group’s strategy for the session. You will not be able to answer all the questions so you must decide which questions the group will answer and in what order. Also, there are some questions that each group must answer. Please make sure you include time for these. Please stay on topic!***

**Draft – v1**

1. **Why do you think safety culture is relevant to Seveso implementation? Can you give some examples from inspections, accidents, near misses?** *Participants should try to 1) list some reasons that it is relevant and 2) give some examples from their experience.*
2. **What are barriers for inspectors in using the concept of safety culture in an inspection? What are issues that sometimes make inspectors uncomfortable with the concept? For each barrier/issue, what could be a strategy to remove it?** *You can use the table below to organize the discussion if you wish.*

|  |  |
| --- | --- |
| **Barrier Description** | **Strategy to remove barrier** |
| *Example: Technical background (e.g., engineering)* | *Frame the safety culture problem as an engineering problem. For example, use scenario development, hazard identification methods (e.g., “what if”) engineering terminology, e.g., “control measures”, to help diagnose it and suggest solutions* |
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|  |  |

*Give some real-life examples where a strategy worked, if possible.*

1. ****To what extent do Seveso site operators that you know understand the importance of a good safety attitude (i.e., culture)? How can inspectors describe a safety culture problem to the operator?** *List some techniques and explain them, using real-life examples as possible.*

* *Technique 1:*
* *Technique 2:*
* *Etc.*

1. **What are some barriers that inspectors face in working with site operators on safety culture?   
   Do operators have a reasonable idea of where they stand on the “safety culture ladder” (See Figure 1 at right)?   
   What are some strategies to overcome barriers and misperceptions?***Give some real-life examples where a strategy worked, if possible.*

|  |  |
| --- | --- |
| **Barrier Description** | **Strategy to remove barrier** |
| *Example: The operator is solely profit driven (only cares about minimum compliance)* | *Give evidence that a poor safety culture costs money* |
|  |  |
|  |  |

1. **Have you seen companies changing in safety culture performance and are there particular success factors? What did they do? How could an inspector learn and use this information to help sites make safety culture changes?**