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

**Session 1. Understanding Safety Culture – *Please choose at least two questions from 1-4. . Each group must answer Question 5 (but you do not have to cover all topics in Table 1). If you finish early, select an additional question, or questions for discussion! In other words, answer as many questions as possible in the time allowed.***

**Draft – v1**

***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!***

1. **Think about sites that you have inspected or have otherwise been involved (e.g., investigation, safety report, etc.)** **Which ones made you feel good about their safety attitude*? Which ones made you feel disturbed? Why? What did you observe that caused you concern? Are there types of sites that, in your view, seem to have more safety culture difficulties than others? (e.g., sites with lots of contractors, multi-cultural sites, specific industries, multinationals, SMEs, etc.)?***

*The group should keep a list of the examples cited, e.g., “The process operator said the process engineer worked mainly on another site and was always very busy so they didn’t talk very often.”*

1. **What aspects of a site help you to “know” that the site has a good attitude (or conversely, a bad attitude) to safety?** ***In other words, if you were to write a recipe for a good (or bad) safety culture, what would be the ingredients?***
2. **Safety culture is inherently a systemic issue and implies a “pattern of behavior”. What patterns of behavior help you to recognise when there is a good safety attitude or a bad safety attitude on the site? Among workers? Among managers?**
3. **Give some concrete examples of evidence (indicators), qualitative or quantitative, that a site has (or conversely, is missing) some of the “ingredients” (from Question 2 above) of a good safety culture.** *Evidence can consist of observations, documentation, data, etc.*
4. **(Mandatory.) What do you think about the “evidence” of safety culture that some other studies on the topic have suggested? Can you give examples of good practice?**

***See the table on the next page. The group can use this table as it wishes. You do not have to talk about all the topics. The group should agree on which are most interesting to discuss and start with those and then move on to more if you have time.***

***Table 1: Safety Culture Diagnosis  
Issues raised by past studies of safety culture (various authors, inspectorates)***

***You can use this table as a way to present your results if you wish, but it is not required. You can also decide to talk about other “evidence” that the group mentioned that are not in this table.***

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| --- | --- | --- |
| **Topic** | **Importance**  **Low – Medium - High** | **Examples of good or bad practice**  **Other comments?** |
| **Type and/or frequency of procedural violations** |  |  |
| **Differences in the SMS paper and the SMS in practice** |  |  |
| **How the operator deals with worker fatigue** |  |  |
| **Use of overtime and working hours restrictions** |  |  |
| **Occupational injury rate as an indicator of a good or bad safety culture** |  |  |

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| **Topic** | **Importance**  **Low – Medium - High** | **Examples of good or bad practice**  **Other comments?** |
| **Leadership behaviour** |  |  |
| **Employee involvement in site or process management** |  |  |
| **Emphasis on profit performance over safety performance** |  |  |
| **Type and frequency of interaction on safety issues between management and workers** |  |  |
| **Visibility and relevance of safety management within the site’s overall management system** |  |  |
| **Contractors prepare the safety report/ SMS rather than safety managers on site** |  |  |
| **The degree to which process-related problems are documented and followed up on site** |  |  |
| **Awareness of and attention given to lessons learned from accidents and near misses** |  |  |
| **Number of accidents/near misses/unsafe acts** |  |  |
| **Degree of follow-up for actions from internal audits** |  |  |
| **Non-compliance with Seveso/technical standards (e.g., ATEX)** |  |  |
| **Other:**  *(Add more “Other” rows as necessary)* |  |  |