ASSESSING THE SAFETY CLIMATE
WORKSHOP ON EXPLOSIVES AND PYROTECHNICS NORWAY 2016

EVAN BALE
Principal Specialist
Explosives Inspector
HEALTH & SAFETY EXECUTIVE
UK
The Plateau

Norway 2016

HSL: HSE’s Health and Safety Laboratory

© Crown Copyright, HSL 2016
Why this is important

- Up to 90% of accidents attributable to some degree to human failures
- Seveso; Texas City; Buncefield aviation fuel store; Texaco Milford Haven; Southall and Ladbroke Grove rail crashes; Zeebrugge Ferry; Deep Water Horizon
- Proportion and significance increasing as technical safety measures improve
Safety culture has been defined in a variety of ways including:

- ‘The way we do things around here.’ (Confederation of British Industry),

- ‘A set of attitudes, beliefs or norms’ concerning safety. (Turner, 1989),

Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures.
Safety Climate Factors

- Accidents and near miss reporting
- Resources for health and safety
- Organisational commitment
- Health and safety-oriented behaviours
- Health and safety trust
- Usability of procedures
- Engagement in health and safety
- Peer group attitude
Using the SCT as a baseline

- To make sense about something that might be too big or complicated to understand.
- To identify areas of where improvements can be made.
- Timing
- To identify when an intervention is not needed.
- To test whether current approaches are working.
Create new survey
Filtering your data

The Safety Climate Tool allows you to use your demographic questions to filter your data.

You have up to 9 demographic questions, with a set number of options for each:

- Role – 5 options *(required)*
- Department – 10 options *(optional)*
- Site – 10 options *(optional)*
- Age – 5 options *(optional)*
- Tenure – 5 options *(optional)*
- Type of work – 5 options *(optional)*
- Gender – Male/Female *(optional)*
- Accident involvement – Yes/No *(optional)*
- Are you a contractor – Yes/No *(optional)*
Example SCT Auto Report

Safety Climate Tool Report
Underwater Transport LTD

23 October 2013
Filter: All Respondents
Measuring different perceptions

We often use the Safety Climate Tool’s graphs to provide a powerful visual representation of how opinions about health and safety can vary even within an organisation.
1. Organisational Commitment

The Organisational commitment factor is comprised of a number of statements. The findings for Example Organisation (All Respondents) are presented below.

<table>
<thead>
<tr>
<th>1: Organisational commitment overall</th>
<th>Unfavourable</th>
<th>Neutral</th>
<th>Favourable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>41.2%</td>
<td>28.8%</td>
<td>29.9%</td>
</tr>
<tr>
<td></td>
<td>31.4%</td>
<td>24.5%</td>
<td>44.1%</td>
</tr>
<tr>
<td></td>
<td>66.7%</td>
<td>18.2%</td>
<td>15.2%</td>
</tr>
<tr>
<td></td>
<td>45.6%</td>
<td>27.6%</td>
<td>26.8%</td>
</tr>
<tr>
<td></td>
<td>34.1%</td>
<td>32.7%</td>
<td>33.2%</td>
</tr>
<tr>
<td></td>
<td>12.7%</td>
<td>40.0%</td>
<td>47.3%</td>
</tr>
<tr>
<td></td>
<td>55.4%</td>
<td>30.4%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>
Procedures are not always followed?

Q21. "Not all the health and safety procedures are strictly followed here" by role for all respondents

<table>
<thead>
<tr>
<th>Role</th>
<th>Unfavourable</th>
<th>Neutral</th>
<th>Favourable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>30.3%</td>
<td>27.6%</td>
<td>42.2%</td>
</tr>
<tr>
<td>Director/Head of Department</td>
<td>31.3%</td>
<td>58.3%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Regional/Area Manager</td>
<td>43.3%</td>
<td>23.3%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Depot/Unit Manager</td>
<td>30.4%</td>
<td>14.3%</td>
<td>55.4%</td>
</tr>
<tr>
<td>Supervisor</td>
<td>30.0%</td>
<td>20.0%</td>
<td>49.0%</td>
</tr>
<tr>
<td>Other</td>
<td>27.8%</td>
<td>31.0%</td>
<td>41.2%</td>
</tr>
</tbody>
</table>

© Crown Copyright, HSL 2016
Outputs from the SCT

The SCT provides you with a benchmark for each of the 8 factors within the tool against HSL’s all industry average dataset of around 180,000 responses.

N.B. Sector benchmarking is now also available for an additional cost. Please see our website for more information and full list of available sectors.
Example of Additional Questions

Please give three suggestions that you feel would give the biggest improvement to health and safety.

- Improve signs on site.
- Get new PPE.
- Add more training courses.
- Make people more aware of H&S by refresher courses.
- Impose penalties for people not adhering to rules.
- More common sense!!!!
- Stop blaming the workforce for everything! More time to get the job done safely.
- Managers should adhere to rules. Speed limits reduced. Health & Safety reps should be listen to.
- Bosses paying attention to things you say, they only concerned when I am at fault.
- 1. Communication. 2. Working as a unit and as a team. 3. Bit more common sense and general knowledge.
- Not a clue.
- More lifting equipment. Larger work area. More staff.
- More communication, more common sense.
- More interactive conversations with management. More training to be given to management/workers, better safety/PPE equipment.
- Enforced PPE, to ensure that if PPE is not worn then action needs to be taken against the individual.
- Instead of looking to blame somebody look at ways to prevent the risk happening again, more engineers are needed to repair any health and safety issues.
- Fines for the employee if they are injured whilst breaking H&S rules. H&S officer for each area with some level of responsibility. Awards for finding remedies to problems/preventing accidents.
- Ongoing improvement in communication. Visibility to all that improvements are constantly being made for everyones benefit.
Feedback from users:

- Found out what their people actually thought
- Identified clear differences between the demographics e.g. management and shop floor
- Raised the profile of health and safety with their leadership team
- Identified areas for improvement and help them recognise good performance.
- Could use benchmark to drive change.
Success stories: Explosives Company

- Helped them see what mattered to their employees
- Helped them encourage further employee engagement
- Involved employees in writing procedures
- Their HGV drivers are invited to attend regular safety meetings and tool box talks.
Success stories: Explosives Company

“*We now have a benchmark which we can measure against and regularly monitor our safety culture, you can only manage what you can measure.*”

*Explosives Co-UK plc Managing Director*
Further Information:

www.hsl.gov.uk/products/safety-climate-tool

- productsupport@hsl.gsi.gov.uk