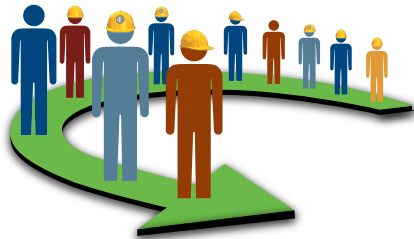




Cultural Enhancement



Safety culture is the way that safety is perceived, valued and prioritized in an organization.

No safety system will be effective without a complimentary safety and organizational culture. An operation's safety culture has a major influence on its safety performance. Whether the culture is strong and positive depends on the degree to which management understands current characteristics, has a clear idea of what the future culture should look like - based on vision, values and strategy - and has a process to actively enhance the culture. Culture change takes planning, broad involvement and patience.

Culture is driven through leadership and cascades through the entire organization. As a result, the attitudes, actions, behavior and communication of managers have the greatest impact on safety culture, but not to exclusion of workers who sustain the culture.

Creating and Enhancing Culture is the process of:

- Establishing a desired OH&S culture expectancy as part of the company's safety policy
- Identifying desired safety culture characteristics
- Assessing strengths and weaknesses
- Developing and implementing a culture improvement plan

How it works

Measuring and Assessing Culture

Culture can be measured and managed, and small changes in culture can have a long-lasting effect on safety and health performance.

Culture is measured and assessed through a confidential employee perception survey and employee interviews, where appropriate.



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Key indicators of positive, supportive cultures include:

- Agreement and compliance with the company's OH&S policies and plans
- Trust among managers and workers and between workers and managers
- Fair and equitable treatment of employees
- Comfort about reporting incidents and a strong interest in understanding what caused the incident
- A constant state of vigilance regarding hazards and risk (no complacency)
- A pervasive sense of personal and group safety and health responsibility and consistent accountability to match
- Safety and health as common organizational values
- Consistently empowered workers who are confident regarding management's safety and health approach.

Companies may elect to conduct their own cultural assessment, use the **CORE**Safety assessment tool or work with an external expert. The latter approach ensures confidentiality and optimal data analysis. Once strengths and weaknesses are identified through the assessment process, a culture enhancement plan can be developed and implemented.

Flow of the Process

As stated, no successful OH&S Plan will be successful without a complementary safety and organizational culture. To assure the desired principals and behaviors are infused throughout the workplace, an organization must:

- Identify the required safety culture characteristics for the company to fulfill the 0:50:5 goals
- Conduct confidential employee survey to assess perceptions of the company's safety culture, identifying strengths and weaknesses
- Develop a culture improvement plan based survey findings
- Verify culture improvement by re-conducting the culture perception survey at appropriate intervals relative to the improvement plan expectations.
- Repeat the process as necessary to ensure continuous improvement in safety culture perception.

Workbook Materials For Module 7

The safety culture expectancy should be clearly designated in the organizations OH&S policy. The culture characteristics required to promote continual improvement in safety and health and to achieve 0:50:5 goals need to be clearly identified, communicated for accountability, and included in all enhancement plans. To determine the site's safety culture employees must be confidentially surveyed, and the information assessed for strengths and weaknesses. Findings of the survey must then be addressed in the ongoing culture enhancement program.

Cultural Characteristic Identification

Responsible Persons:

Team Leader:	_____	_____
Subject Experts:	_____	_____
	_____	_____
	_____	_____

Desired Cultural Characteristics:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



Confidential Employee Surveys

The safety culture questionnaire is a set of statements that respondents are asked to agree or disagree with by marking their choice on a pre-determined scale (e.g., 5-point scales, Yes/No, etc.).

Responsible Persons:

Team Leader: _____

Development/Review Committee: _____

Survey Schedule/Date: _____

Survey Group: In House _____ Third Party _____

Survey Type: Interview _____ Questionnaire _____ e-Survey _____

Subject Groups:

Management	Hourly Workforce
_____	_____
_____	_____
_____	_____
_____	_____

Survey Topics:

Management	Hourly Workforce
_____	_____
_____	_____
_____	_____
_____	_____

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Questions:

Based on the desired cultural characteristics, subject groups, and survey topics, develop a list of survey questions that will provide the organization an overall perception of the safety and health culture; the attitudes, actions, and behaviors, supported by the operations employees. The survey can be developed independently from within the organization, through the use of tools available from the **CORE**Safety website, or be completed by a third party expert.

Results:

Report Date: _____

Report Number: _____

Key Findings: _____



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Culture Improvement Plan

Responsible Persons:

Team Leader: _____

Development/Review Committee: _____

Plan Date: _____

Plan Number: _____

Findings From Assessment:

Strength/Weakness: _____

Plan to Address: _____

Scheduled Date: _____

Strength/Weakness: _____

Plan to Address: _____

Scheduled Date: _____

Strength/Weakness: _____

Plan to Address: _____

Scheduled Date: _____



MODULE



Enhancement Verification – Follow Up Surveys

Responsible Persons:

Team Leader: _____

Development/Review Committee: _____

Survey Schedule/Date: _____

Survey Group: In House _____ Third Party _____

Survey Type: Interview _____ Questionnaire _____ e-Survey _____

Subject Groups:

Management

Hourly Workforce

Survey Topics:

Management

Hourly Workforce

Questions:

The follow up survey may be a re-assessment using utilizing the complete original survey or maybe customized to evaluate just the key items included in the enhancement plan.

Results:

Report Date: _____

Report Number: _____

Key Findings: _____

Cultural Enhancement