Measuring Prevention Culture

Recap

- ISSA identified the need for an international prevention culture index
- A practical tool to measure safety culture at company level
- Based on key safety culture indicators that are globally applicable
- At World Congress IOSH presented the findings of our literature review
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Findings of literature review

- True test was whether it was reflected in daily decisions made by managers faced by conflicting demands
- Often a difference between espoused and enacted policies
- No one accepted model for safety culture
- Culture of prevention needs include items to ensure that processes are in place to evaluate OSH interventions and demonstrate value for money
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- IOSH found 10 common and reoccurring indicators
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1. Management commitment and visibility
2. Communication including feedback loops
3. Productivity versus safety – time and pressure
4. Information, instruction and training – increasing worker knowledge and evidencing continued professional development (CPD)
5. Safety resources
6. Participation – worker buy in and peer group attitude
7. Shared perceptions about safety and risk
8. Trust – transparency, a just and fair culture
9. Autonomy – job satisfaction, being valued, incentives
10. Reporting – accidents and near misses, investigations and controls
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Next steps
■ Are they the right ones? What's missing?
■ How do we measure prevention culture?
■ How might we develop a bigger picture?
■ What are the limitations?
■ Things to avoid?
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IOSH methodology

- Designed a 3 phase survey
  - 1 – effectiveness of indicators identified
  - 2 – ways of measuring the indicators
  - 3 – qualifying and benchmarking the indicators
- Survey out to IOSH senior OSH practitioners
- Resulted in 840 responses
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The results – Phase 1 effectiveness of indicators identified

✓ Most effective
  ▪ Management commitment and visibility
  ▪ Communication including feedback loops
  ▪ Participation – worker buy in and peer group attitude

❖ Least effective
  ▪ Safety resources – PPE available, posters etc
  ▪ Productivity versus safety – time and pressure
  ▪ Reporting – accidents and near misses, investigations and controls
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Phase 1 – limitations identified by participants

- The need for integrated reward and recognition within company values
- Need to review company resources prior to introduction of prevention culture – many comments
- How to tackle resistance to change
- Clearly defined internal roles, responsibilities and accountability
- Setting KPIs/SPI’s is important
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Phase 2 – measuring the indicators.

Effective measures identified

- Evidence of controls and safety systems (reporting mechanisms and data)
- Having the right staff/equipment for the work (skills matrix and audits)
- Having OSH on the senior agenda and OSH staff at senior meetings
- Culture survey of employees (repeated and benchmarked)
- Attendance records (absentee, meetings, briefings, training)
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Phase 2 – limitations identified by participants

- Compliance must be recorded
- Use a balanced score card approach
- Accountability is important – measure trust and perception
- Any measurements will be a snap shot in time
- Feedback loops 360degree appraisals
- Paperwork will get nothing done! Attitude matters
- Changing culture is not a tick box exercise
- Demand accountability from the top
- Invest in management training, make changes from the top
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Phase 3 – qualifying performance

- 88% of respondents agreed that a maturity model based on the Singapore ‘CultureSAFE Programme’ was a good way of qualifying each indicator.

1. Reactive
2. Participative
3. Proactive
4. Progressive and
5. Exemplary
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Phase 3 – limitations identified by participants

- Be careful it's not just words
- Care needs to be taken not to be subjective
- We could develop a zones graph
- The ‘Bradley Curve’ is a good model to refer to
- The oil and gas industry use the ‘hearts and minds ladder’ which is very effective
- UK rail has developed RM3 model – adhoc, managed, standard, predictive, excellence
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Summary

• The development of a Prevention Culture Index is certainly possible.
• Composing measurement criteria and assigning them to the indicators should not be difficult

However

• The survey of 840 senior OSH practitioners has highlighted very clearly that;
  ➢ We need an integrated approach
  ➢ Must be sympathetic to business needs
  ➢ Must be forward looking, not static
  ➢ The system needs to be progressive and foster improvement