

# 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

# Measuring Prevention Culture

## 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

# Measuring Prevention Culture

- IOSH found 10 common and recurring indicators



## Measuring Prevention Culture

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

# Measuring Prevention Culture

## 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?

# Measuring Prevention Culture

## 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**



## Measuring Prevention Culture

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

## Measuring Prevention Culture

### 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



## Measuring Prevention Culture

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)

## Measuring Prevention Culture

### 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

## Measuring Prevention Culture

### 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

## Measuring Prevention Culture

### Phase 3 – limitations identified by participants

- Be careful its 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



# Measuring Prevention Culture

## 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