Achieving Safety Culture Excellence

Running the HSE Safety Climate Tool is just one part of the wider process required if you are going to successfully and sustainably improve your organisations safety culture.

The diagram highlights the essential components you need to include to successfully work towards safety culture excellence.

Work with HSE's human factors experts to guide your progress to safety culture excellence, ensuring greater efficiency, effectiveness, staff engagement, senior management buy in and, ultimately, a more successful programme of improvement.

Whether it's just helping you get off to the right start, or comprehensive support every step of the way, our specialists will put together a programme of support that's right for you and will lead you to safety culture success.

Our aim is to give you the skills that you need in order to undertake excellence independently.

In addition to this framework of support, we can also assess your organisation's level of safety culture for each safety culture excellence factor and give an overall score on a scale from 'ad hoc' to 'excellent'. In order to assess safety culture excellence, we:

1. review a sample of Safety Management System (SMS) documentation at the analysis stage,

2. do a shop floor walkabout to speak to frontline workers about whether the SMS is controlling risk at the frontline,

3. assess the SCT data, the focus groups and interviews, the SMS documentation review and a sample of other key performance indicators, and walkabout against a safety culture excellence matrix, rate each factor and provide an overall score,

4. present the results on a ladder diagram,

5. indicate the actions that would take your organisation to the next level so they can be considered in the action planning workshop.
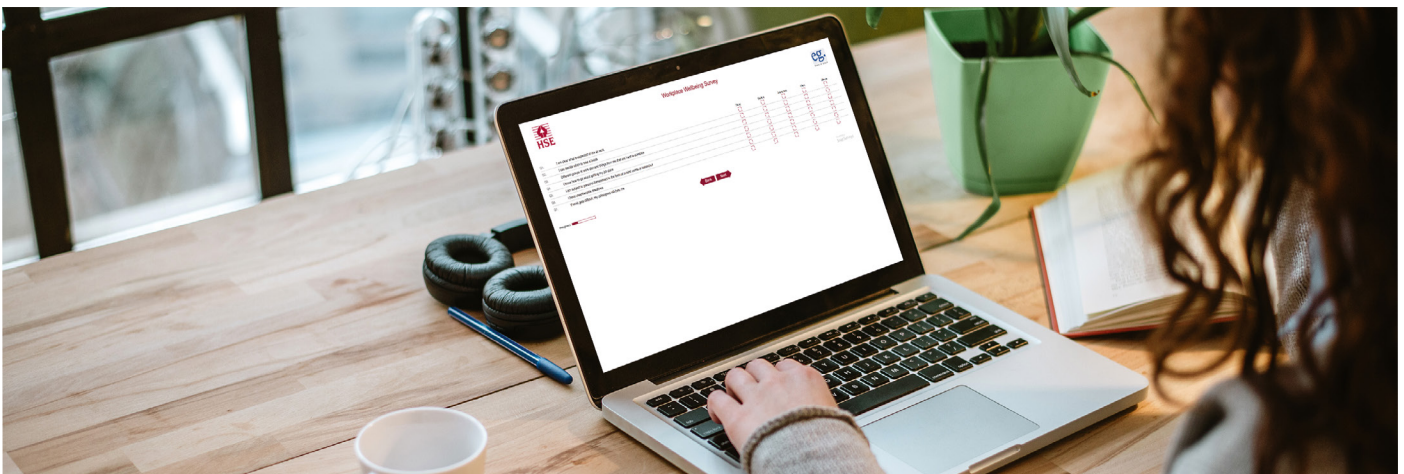
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1. Foundation

A good foundation is essential to any successful safety culture improvement programme and includes: securing senior management commitment and resources, establishing a steering group, scoping a project plan and developing an employee engagement strategy.

How can HSE help?
- Senior management engagement
- Worker engagement
- Project planning
- SCT/data collection planning
- Communication strategy

2. Analyse

Running the HSE SCT alongside other methods of gathering safety culture data, to gather employee opinions on your safety culture enables you to start understanding your strengths and target areas for improvement. This gives you data against which you can measure the success of follow-up interventions.

How can HSE help?
- Independent running of SCT
- Independent interpretation of results
- Bespoke benchmarking
- Other data collection planning

3. Focus

SCT data analysis provides an indication of the underlying culture of your organisation and key areas to target. The next step is to discuss the results with a sample of employees and develop solutions that you can act upon.

How can HSE help?
- Focus group facilitation
- 'How to run a focus group' training
- Focus group data analysis
- Interviews

4. Act

You can now make evidence-based decisions which will form the basis of targeted action plans that focus your resources on those areas that genuinely need attention, and those that will have most impact on improving safety performance.

How can HSE help?
- Action planning
- Behavioural change programme development
- Review procedures
- Analyse accidents and near misses properly so that you can identify the underlying causes
- Leadership and Behaviour Change Training

5. Evaluate

It is important that you try and keep the momentum going with your culture change initiative by reviewing the actions you have put in place and evaluating what impact your changes are havingto ensure that resources are being spent wisely, and that safety has improved. Document lessons learned so that next time your organisation goes through the cycle, it is more efficient and effective.

How can HSE help?
- Independent review of progress
- Ongoing action advice