Learning Outcomes:

- Understand key organisational factors that influence the health and safety culture in the workplace.

- Understand key human factors that influence health and safety performance and behaviour in the workplace.

- Understand the impact of leadership, structure and consultation on the health and safety culture of an organisation.

- Be able to develop a strategy to improve the health and safety culture of an organisation.

Element 4.1

Organizational Factors

What is safety culture?

Safety Culture of an organisation is the
- **Shared Attitudes**
- **Shared Values**
- **Shared Beliefs**
- **Shared Behaviours**

FACTORS INFLUENCING HEALTH AND SAFETY CULTURE

- **Management**
- **Communication**
- **Worker competence**
- **Co-operation**

Health & Safety Culture Indicators

- Accident Rates
- Sickness Rates
- Absenteeism
- Staff Turnover
- Compliance with Safety Rules
- Worker Complaints
- Staff Morale

Deterioration Factors of Health and Safety Culture

- Lack of leadership from management
- Presence of a blame culture
- Lack of management commitment to safety
- Health and safety a lower priority than other issues
- Organisational changes
- High staff turnover rates
- Lack of resources e.g. too few workers, low investment
- Lack of worker consultation
- Interpersonal issues e.g. peer group pressure, bullying
- Poor management systems and procedures
- External influences e.g. economic climate

Improvement of Health and Safety Culture

- Effective communication to achieve positive H&S culture (Ex: Policy communication)

- Leadership and commitment by acceptance of responsibility for health and safety

- Equal priority to health and safety like other departments such as quality, finance, production

- Incident investigation by identifying immediate and root causes

- Consultation of workers and their representatives in decision making about work methods

- Avoid blame culture

Cont.......

- Set realistic achievable Targets and Rules
- Policy should be clear and it should distribute to all level of Employees
- Safe Work Place, Safe Equipment and Environment
- Provide adequate PPE
- Provide Information, Instruction, Training, Supervision
- Rewards and Promotions

BENEFITS OF A POSITIVE SAFETY CULTURE

- Increased levels of compliance with H&S rules and procedures
- Improved Production, Staff Morale & Company Reputation
- Reduced accidents
- Reduced ill-health
- Reduced damage to equipment
- Reduced staff complaints
- Reduced absenteeism and staff turnover
- Reduced insurance premium
- Reduced fines and compensation claims

EFFECTIVENESS OF A SAFETY COMMITTEE

- Demonstration of commitment from both management and workers

- Competence and training of committee members with the provision of access to professional health and safety advice and support

- Balance between management & workers representatives

- Allocation of resources for the committee meetings

- Convenient time of meeting, dates of meeting arranged well in advance

- Agenda should be agreed & communicated in advance

Cont.......

- Minutes of the meeting to be produced & distributed
- Effective publicity given to discussions & recommendations
- Effective chairing of the meeting & full participation by members
- Access to the organization's decision making process
- Speedy decisions by management
- Regular meetings at appropriate frequency
- Meetings not cancelled I postponed
- Sub-committees established where there is a need to focus on specifics & report back
- Roles & Communication lines are properly defined & established

Element 4.3

Safety Behaviour

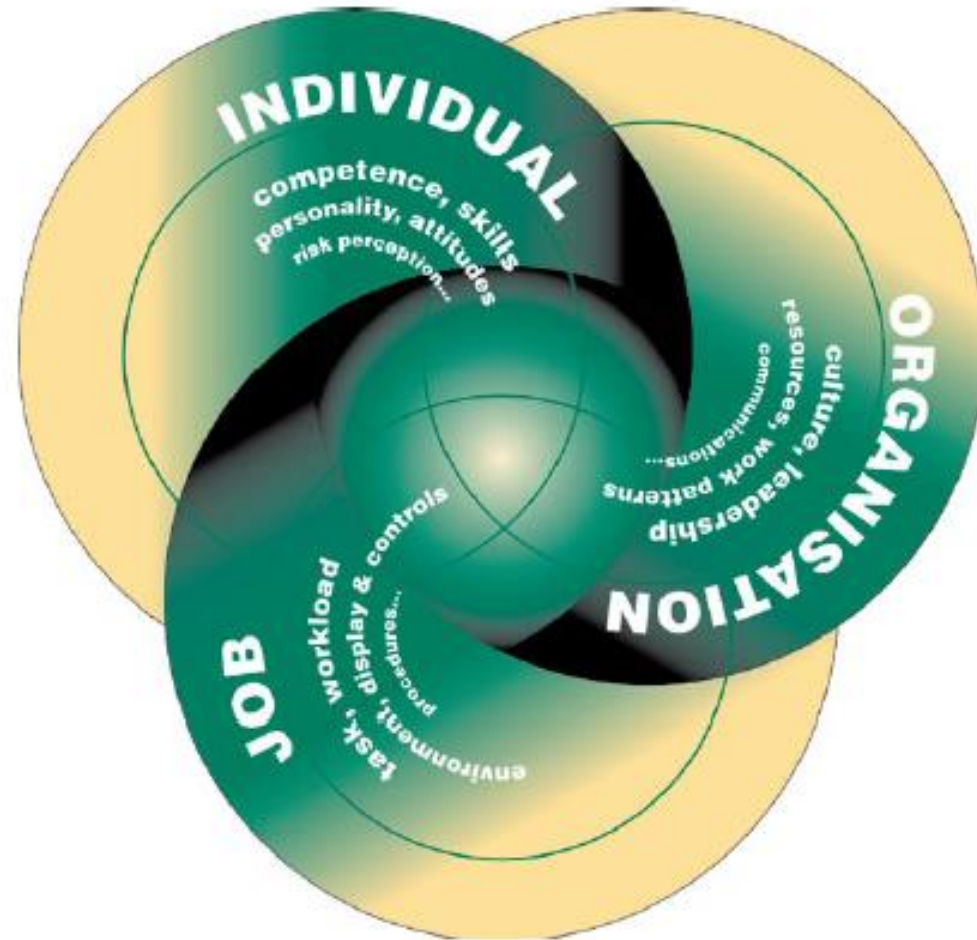# Factors influencing Safety Related Behaviour

- **Organisation**
  - Characteristics of the business
- **Job**
  - Nature of the job
- **Individual**
  - Personal characteristics

Organisational Factors

- Policies and Procedures
- Commitment and Leadership from Management
- Consultation and Worker Involvement
- Levels of Supervision
- Peer Group Pressure
- Communication
- Safety Culture
- Training
- Work Patterns

Job Factors

- Task
- Procedures
- Ergonomic
- Critical Jobs
- Equipment condition
- Work Environment
- Work Load
- Boredom and monotonous work
- Peer Pressure

Individual Factors

- Competence
- Skills
- Attitude
- Experience
- Motivation
- Perception

ATTITUDE, COMPETENCE AND MOTIVATION

- **Attitude**
  - Way in which an individual believes they will respond in a given situation
- **Perception**
  - Way in which a person interprets information detected by their senses.
- **Motivation**
  - Force which stimulates an Individual to do something
- People are motivated by their perceived needs

Changing Attitude

- **Education & Training**
- **High Impact Intervention ("Aversion Therapy")**
- **Enforcement**
- **Consultation**

PERCEPTION

Perception - way in which a person interprets information detected by their senses:

- ✓ **Sight**
- ✓ **Hearing**
- ✓ **Smell**
- ✓ **Taste**
- ✓ **Touch**

Improving Hazard / Risk Perception

- **Awareness Campaigns / Training**
- **Highlight Hazards e.g. Safety Signs**
- **Ensure adequate lighting is available**
- **Reduce Distractions e.g. Noise**
- **Avoid Excessive Fatigue**

EMPLOYERS CAN MOTIVATE THEIR EMPLOYEES BY:

- **Rewarding** safe behaviour - Recognizing and Rewarding achievement.

- **Performance standards made Clear Commitment from the top**

- **Proving the commitment of the organization to safety by providing Resources and a Safe Working Environment**

- **Improving Health and Safety Culture**

- **Demonstrating management Commitment**

- **Ensuring good working environment**

- **Training and Communication**

CONT......

- **Setting a Good Example**
- **Setting Realistic Goals**
- **Involving employees** in development of **Safe System of Work**
- **Involving employees** in development of **Risk Assessments, PTW**
- **Involvement of employees** in safety decisions through **Consultation** and **Team Meetings**
- Providing appropriate **Training for personal growth**
- **Communication & Consultation** with Risk Assessment

Element 4.4

Improving Safety Behaviour

MANAGEMENT COMMITMENT

- **Securing Management Commitment is essential**
- **Senior managers provide Leadership and Motivation**
- **Needs clear Policy, Priorities and Targets**
- **Commitment cascades down through the organisation**
- **Requires Visible Leadership**

VISIBLE COMMITMENT

- **Demonstrated by:**
  - Behaving safely themselves
  - Involvement in the day to day management of safety

    E.g. Attending Safety Meetings
  - Attending safety trainings
  - Taking part in safety tours and audits
  - Promoting activities to improve safety
  - Enforcing the rules

DISCIPLINARY PROCEDURES

- **Sometimes rules are broken**
- **Employees may endanger themselves or others**
- **Ignoring issues can result in injuries**
- **Sometimes it is necessary to take disciplinary action to enforce the rules**

COMPETENT STAFF

- **Competence (KATE)**
  - **Knowledge, Ability, Training, Experience**
- **Competent Managers**
- **Understand the implications of their decisions on health and safety**
- **Competent Staff**
- **Enables job to be done safely**

METHODS OF CONSULTATION

- **Direct consultation**
  - Employer talks to each worker and resolves issues
- **Through worker representatives**
  - Committee is formed to represent workers
  - Regular meetings to discuss and resolve issues
  - Members may have rights in law

COMMUNICATION

- **Verbal** Communication

- **Written** Communication

- **Graphic** Communication

What are the advantages and disadvantages of each method?

Verbal Communication

Advantages	Disadvantages
• Direct	• No record
• Two way	• No reference
• Quick	• Unstructured
• Instant feedback	• Inconsistent
• Easy to do	• Too much
• Flexible	• Limited audience

WRITTEN COMMUNICATION

Advantages	Disadvantages
• Permanent record • Reference • Consistent message • Accurate detail • Wide audience • Authoritative	• May go unread • One way • Often no feedback • Time consuming • Cost • Misunderstanding

GRAPHIC COMMUNICATION

Advantages	Disadvantages
• Consistent message • Large groups • Emotional Impact • Use Humor • Eye catching	• Boring • No feedback • Costly • May be removed • Storage may be more expensive

TRAINING

What is Training?

Training (in the context of health and safety) is:

"... The planned, formal process of acquiring and practising knowledge and skills in a relatively safe environment."

Training

- Training improves safety related behavior

- Without training, workers try to do their jobs:
  - By copying others (with their bad habits)
  - By doing the job the way they think is best

New Employee Induction Topics

- Health and safety policy
- Emergency procedures
- First aid
- Welfare facilities
- Safe movement
- Accident and incident reporting
- Consultation arrangements
- Safety rules
- Personal protective equipment
- Safe working and permits
- Risk assessment system

WHEN HEALTH & SAFETY TRAINING TO BE PROVIDED?

Induction training — For new employees

Job change — New hazards following a change in job

Process change — New hazards associated with new ways of working

New technology — New hazards associated with plant and machinery

New legislation — Implications of the new legislation

FACTORS CONSIDERED WHILE DEVELOPING TRAINING

- **Type and function of the organisation**

- **Based on workplace hazards**

- **Risk profile**

- **Based on employee competency**

- **Accident history of the organisation**

- **There may be statutory training requirements**

- **Level of training previously provided**

- **Based on auditor recommendations**

EFFECTIVENESS OF TRAINING ENSURED BY

- **Accident rates**

- **Feedback from the trainers**

- **Feedback from the employees**

- **Sickness absences**

- **Compliance with procedures**

- **Concerns raised by employees as result of training**

- **Results of attitude surveys**

- **Quality of suggestions made**

REASON FOR MAINTAINING TRAINING RECORDS

- **Proof of employees' competence**

- **Identify when refresher training needed**

- **Review effectiveness of training**

- **Assess progress against targets**

- **Provide evidence in investigations**

- **Provide evidence in legal actions**

BENEFITS OF TRAINING

Employee	Employer
• Less suffering	• Less accidents
• Quality of life	• Less absenteeism
• Job satisfaction	• Less compensation
• Earning capacity	• Less legal
• Reach standard	• Improved morale
• Flexibility of staff	• Less product damage
• Improve safety attitude	• Greater productivity
	• Improved efficiency

Notice Board

- **Information to display**

- **H&S Policy**

- **Emergency contacts**

- **H&S Messages, Slogans**

- **Brief Incident report**

- **First Aid Arrangements**

- **Evacuation procedure**

- **Safety Statistics**

- **Targets set for Safety**

Effectiveness of Notice Board

- **Locating at visible places**

- **Dedicating H&S**

- **Relevant and current Information**

- **Neat and orderly state**

- **Eye catching - colour and graphics**