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# Safety Culture & Safety Culture Maturity

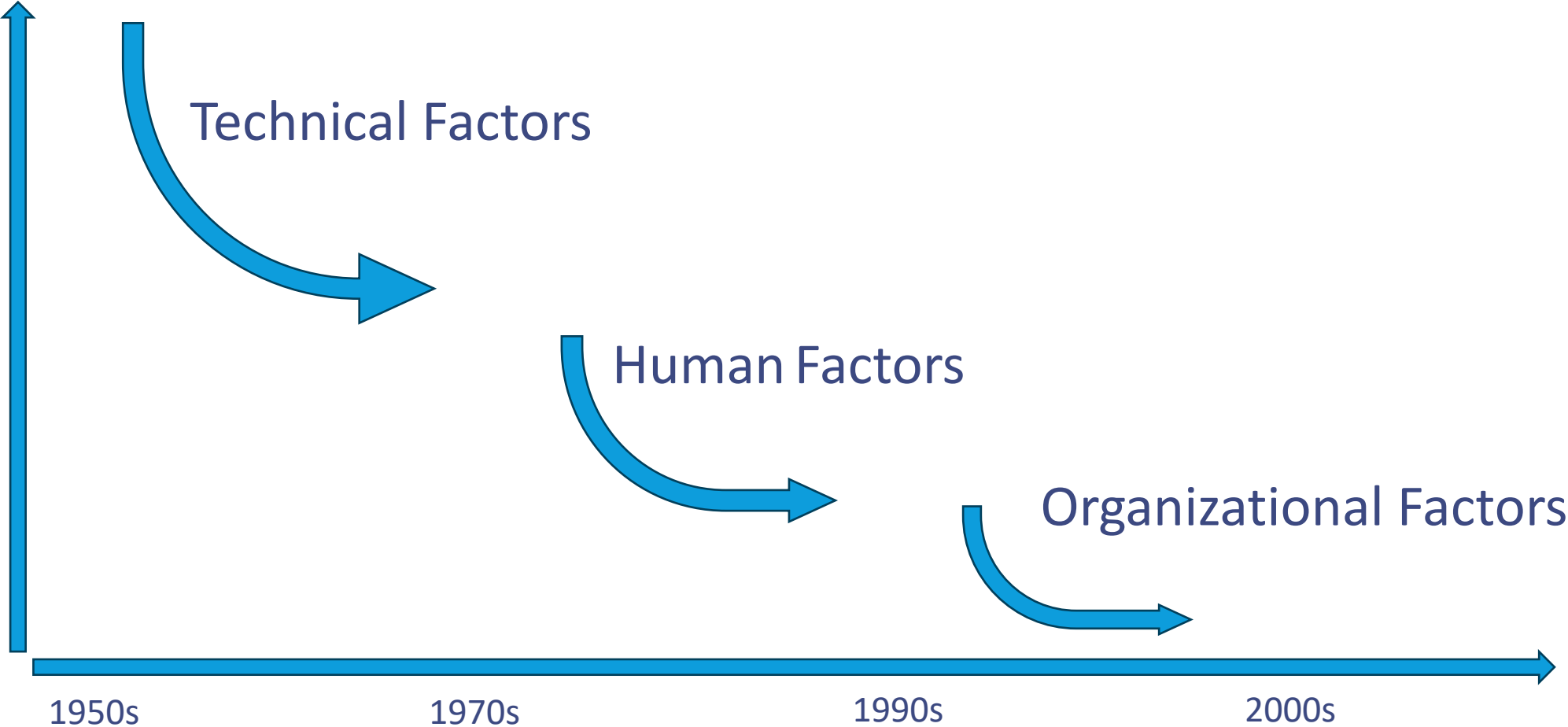
IMPA, 23 April, Rotterdam

James Hayton

# Safety Culture

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# Evolution of Safety

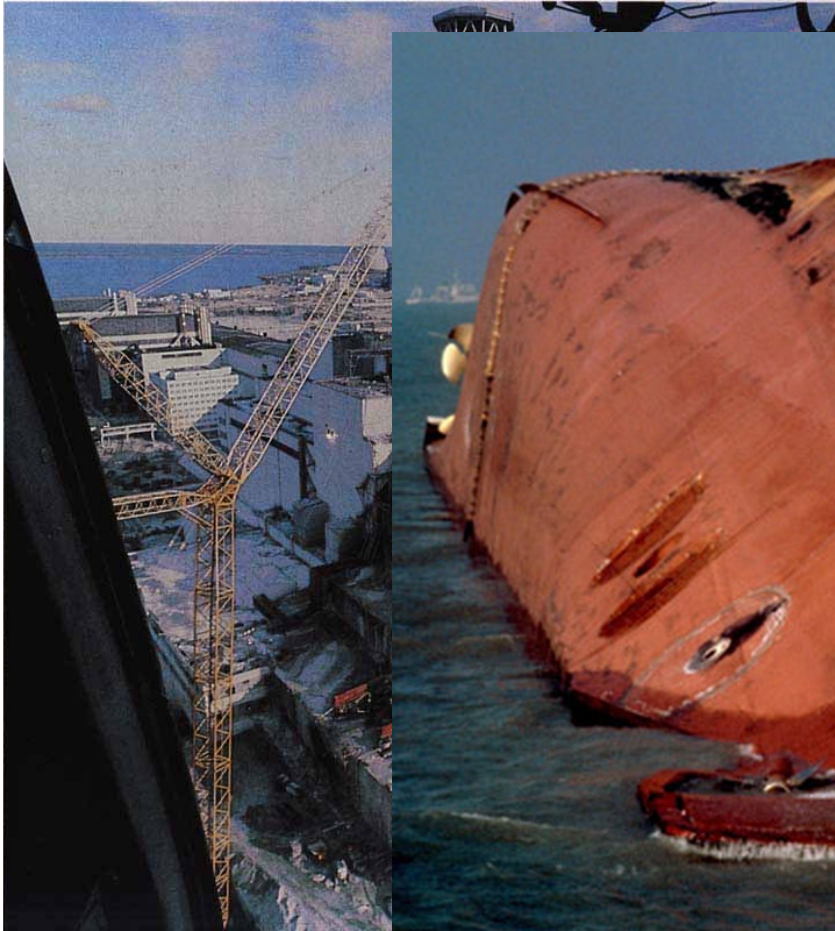


Adapted from: ICAO DOC 9859 SMS manual





# Culture as a Contributory Factor



# What is Culture?

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‘The culture of a group can be defined as the accumulated and shared learning of that group as it solves its problems and achieves its goals; which is well enough adapted and internally integrated; which is well enough to be considered valid and, therefore, is passed on to new members as the correct way to perceive, think, and behave in relation to the group and its problems’

**The way we do things round here!**

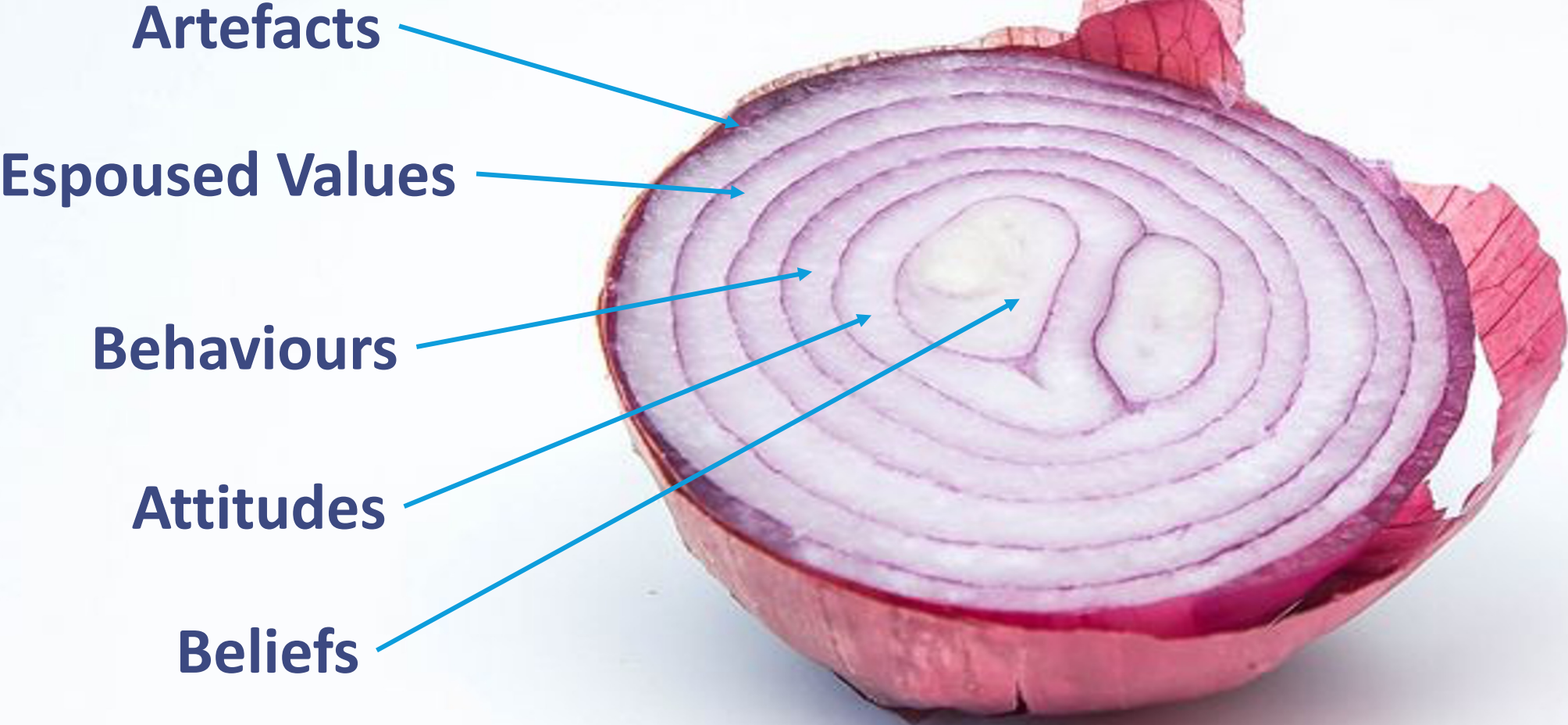
‘This accumulated and shared learning is a pattern or system of beliefs, values and behavioural norms that come to be taken for granted as basic assumptions and eventually drop out of awareness’

Source: Schein E., ‘Organizational Culture and Leadership’





# Layers of Culture?

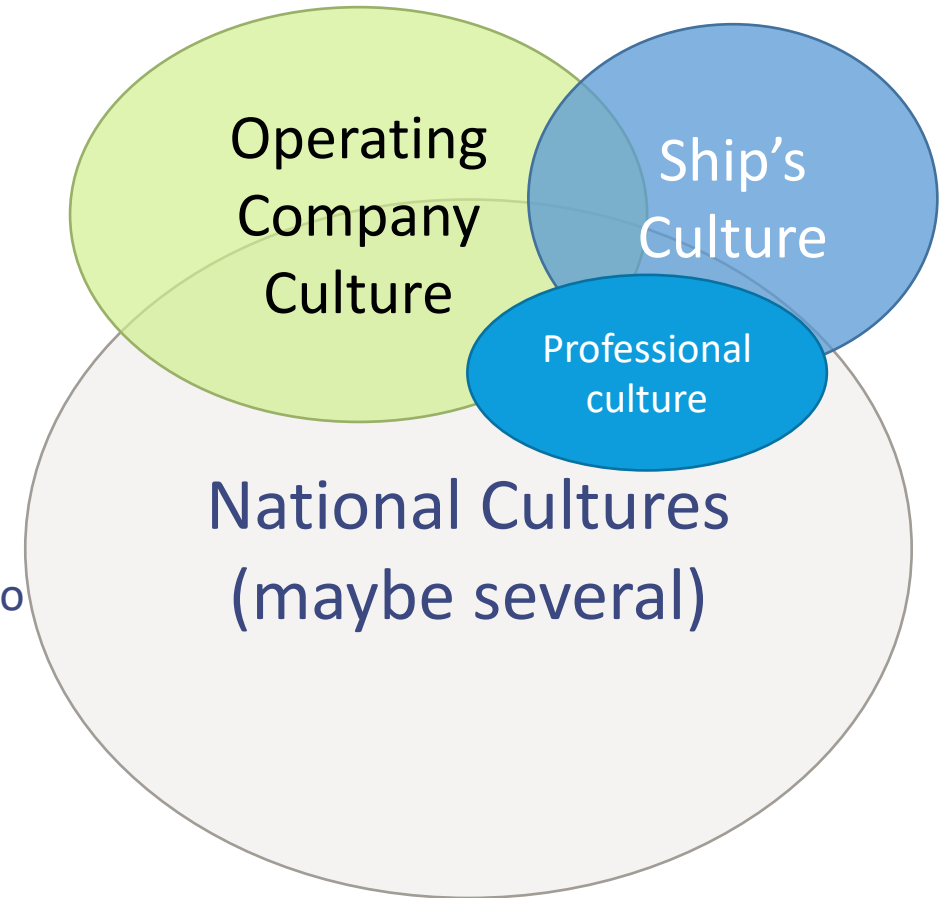


# Culture and Safety

*Fitting in is an everyone culture*

- Influences safety culture

- **Uncertainty avoidance** – e.g. stick to procedures without question, do what everybody else is doing, avoid reporting issues.
- **Power distance** – e.g. avoid challenging others' unsafe acts, avoid admitting problems.
- **Language barriers** – these challenge effective communication, can reduce trust, cause uncertainty in work, and lead switching to one's native language

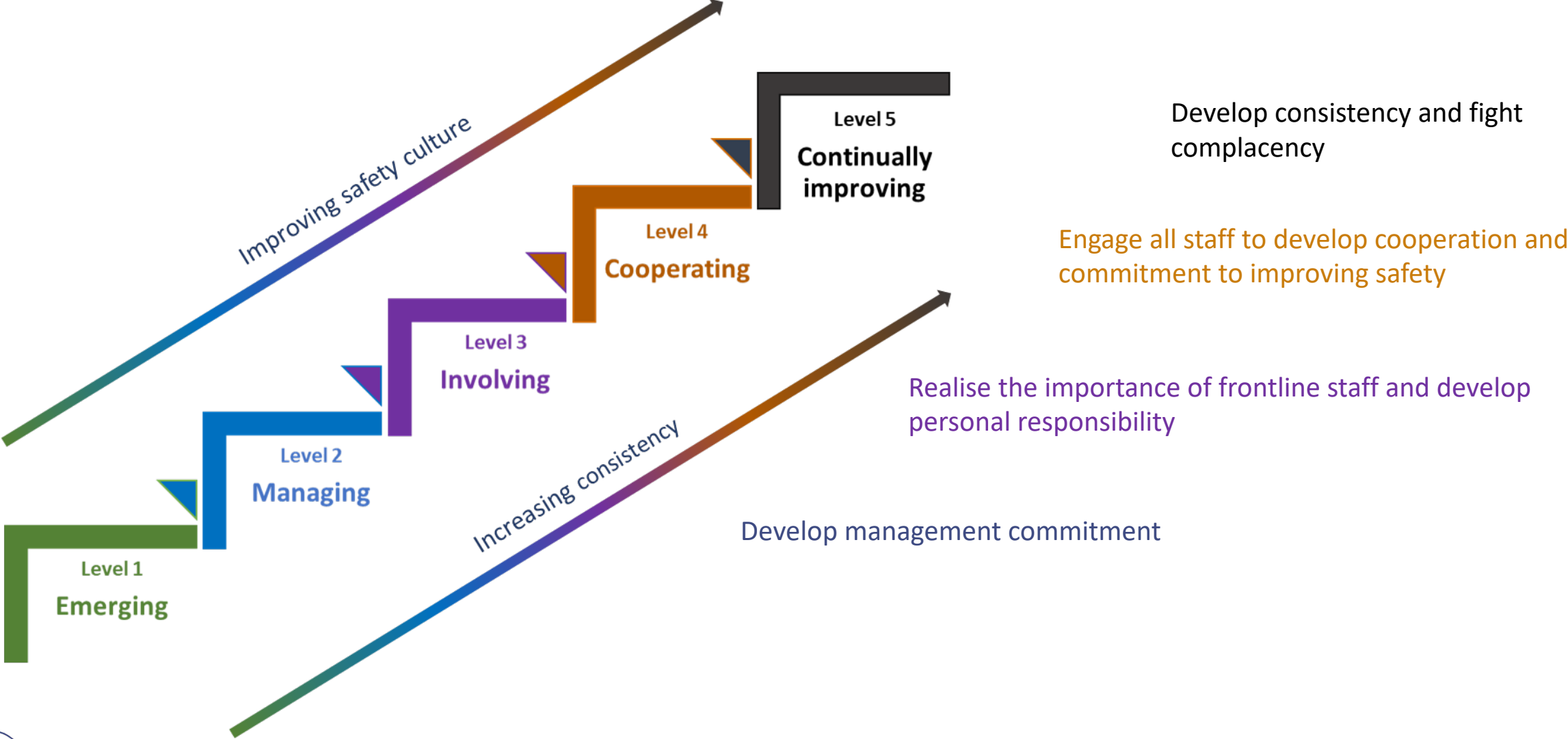


# Safety Culture Maturity

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# Safety Culture Maturity® Model



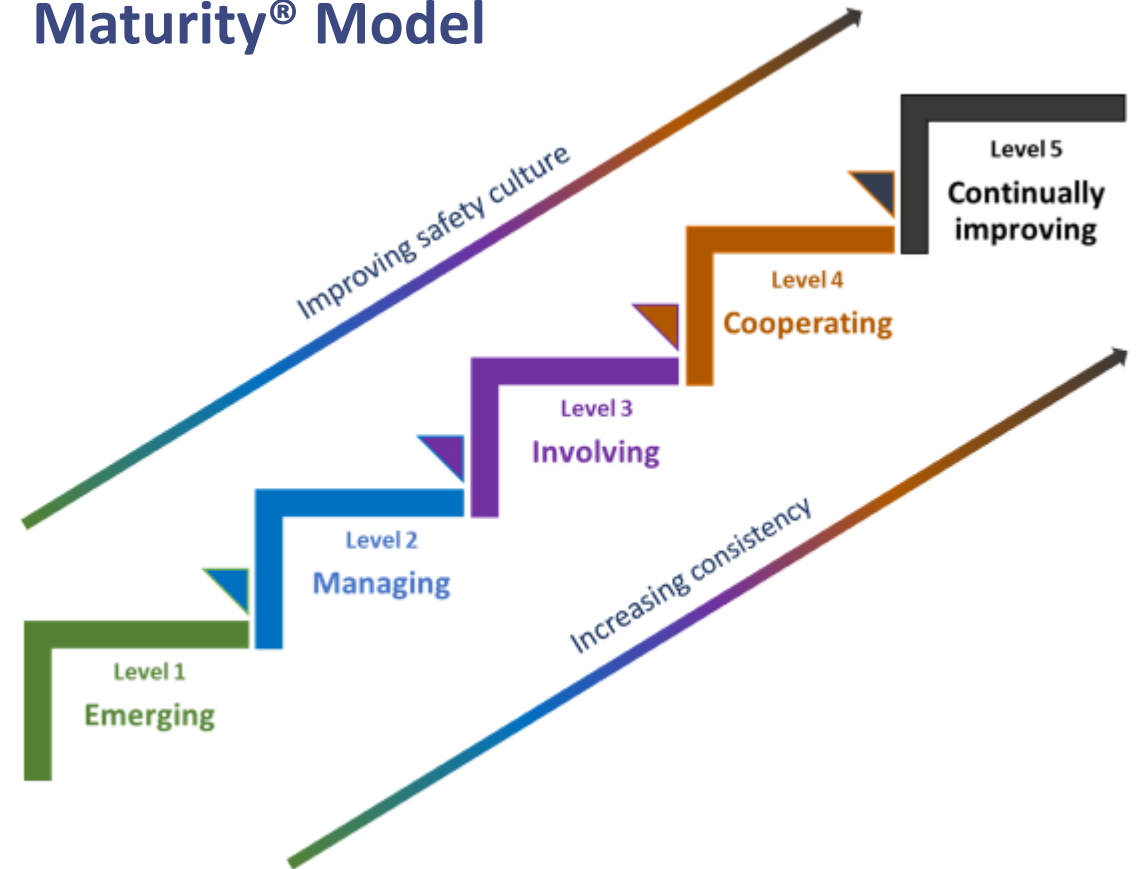
# 10 Key Elements

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- Visible management commitment
- Safety communication
- Production versus safety
- Learning organisation
- Supervision
- Health and safety resources
- Participation in safety
- Risk-taking behaviour
- Contractor management
- Competency management



## Safety Culture Maturity® Model



# Method: workshopping / focus groups

## How / what?

- Pairs: card sorting to identify perceptions of the site's maturity on each of the ten elements
- Plotting the whole group's results to identify areas of strength and opportunities for improvements
- Large group discussion to seek explanation of the results as well as identifying solutions for making improvements.
- Group composition: like with like - level and department

Managers only focus on accident frequency rates. They believe they have a good understanding of prevention. Senior managers have a clear role in health and safety.

Managers spend a lot of their time on health and safety issues. They try to involve employees in health and safety issues. They have a clear role in health and safety.

Managers are invisible when it comes to health and safety issues. They seem to blame employees for any accidents. They have a clear role in health and safety.

Managers believe that health and safety is an important part of their job. They communicate their belief effectively to employees. Their safety behaviour is of the highest standard.

Most managers believe that health and safety is an important part of their job. They support employees in resolving safety concerns.

SCMM



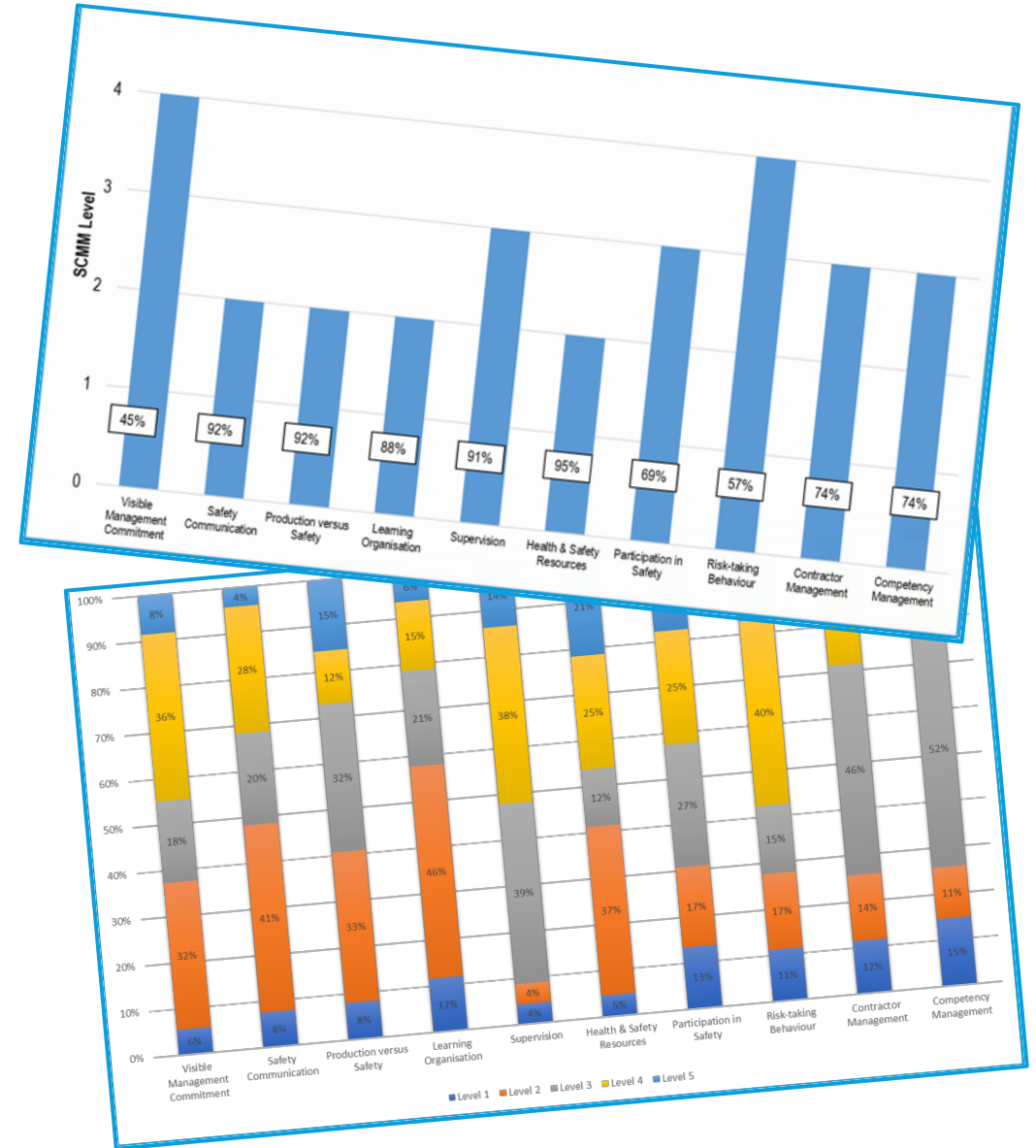
VMC \*

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# A culture assessment should provide...

- A profile of your organisation's Safety Culture Maturity at the time of assessment
- Identify areas of strength as well as areas for development
- Considered strategic interventions for improving performance in those development areas
- Insights into the organisation's views, priorities and improvement ideas
- Increased appetite for engagement – the workshops are part of the intervention.







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**Thank you**

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