





Identifying the barriers to a positive safety culture transformation

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Safety culture

“The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that determine the commitment to, and the style and proficiency of, an organizations health and safety management”




Simply saying. “...the way we do things around here...”


“what the organization does when no one is looking”

Workers and management shape the values and safety culture of an organization - everyone has a role to play

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Why do organisations want to change their safety culture?



Do you agree?

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HKARMS Why the change?

THIS IS HOW WE WOULD GET TO WORK IF WE BELIEVE THE SAYING

IF IT AIN'T BROKE DONT FIX IT

Ambition

"If it ain't broke don't fix it doesn't apply anymore. If it ain't broke it's obsolete."
Bill Gates
the digital marketing bureau

"If it ain't broke don't fix it" – but how do you know it's not broken?

If you're not moving forward, you're falling back.
Sam Waterston

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HKARMS Why did your company start the last safety culture change campaign?

Polling-A37

Accident Rate

Safety Skill Improvement Period

Safety Management System Enhancement Period

Safety Culture Enhancement Period

Time

How did it go?

Polling-A38

Severity Rate (day loss per accident)

Year

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HKARMS True or false?

A company's #1 enemy is ITSELF

- What can cause culture change to fail even before it starts?
 - Change for the sake of changing
 - Change without a clear target-state in mind
 - Organisations not ready to change but push ahead
 - ...

An ill-prepared change further adds its own barriers to a culture transformation

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HKARMS How to better prepare?

- Many interesting models out there for illustration of issues
- I needed something I could put into use

VISION	SKILLS	INCENTIVES	RESOURCES	ACTION PLAN	SUCCESS
MISSING	SKILLS	INCENTIVES	RESOURCES	ACTION PLAN	CONFUSION
VISION	MISSING	INCENTIVES	RESOURCES	ACTION PLAN	ANXIETY
VISION	SKILLS	MISSING	RESOURCES	ACTION PLAN	GRADUAL CHANGE
VISION	SKILLS	INCENTIVES	MISSING	ACTION PLAN	FRUSTRATION
VISION	SKILLS	INCENTIVES	RESOURCES	MISSING	FALSE START

SOURCE: ADAPTED FROM THE MANAGING COMPLEX CHANGE MODEL, COPYRIGHTED BY DR. MARY LIPPITT OF ENTERPRISE MANAGEMENT, LTD., IN 1987

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VISION	SKILLS	INCENTIVE	RESOURCES	ACTION PLAN	SUCCESS			
MISSING	SKILLS	INCENTIVE	A1	A2	A3	A4	A5	Outcome Event
VISION	MISSING	INCENTIVE						Success
VISION	SKILLS	MISSING						Failed
VISION	SKILLS	INCENTIVE						Failed
VISION	SKILLS	INCENTIVE						Failed
VISION	SKILLS	INCENTIVE						Failed

How do we manage changes related to engineering systems or safety procedures?

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HKARMS Change management for engineering systems

- Change risks and project risks are managed by formal risk assessment and management

A change is a variation from an existing state, major or minor, planned or unplanned, permanent or temporary, sudden or gradual

Can we use similar approach in managing culture transformation?

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HKARMS I am a risk management and safety professional...

If all you have is a hammer ... everything looks like a nail.

What if I can apply risk management approach to guide safety culture transformation?

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HKARMS Defining risk

- On the Quantitative Definition of Risk, *Kaplan and Garrick, Risk Analysis, Volume 1, Issue 1, 1981*
 - In general, risk is used to answer
 - What can go wrong?
 - What are the damage effects?
 - How likely is it that this will happen?
- ISO 31000:2009 Risk Management- Principles and Guidelines on Implementation; ISO 73-2009: Risk Management – Vocabulary
 - Risk is defined as the "effect of uncertainty on objectives"
 - The "effect" can be positive and/or negative

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Risk management

- Many risk management frameworks around; they have similar steps that are often iteratively applied in phases
 - Which step is most important?
- In a risk assessment, we want to find out what can go wrong
 - The hazards (sources of potential harm)
 - The potential causes of accident
 - The likelihood and consequence
- Let's try this for culture transformation

My first step is to understand the context and find out what can go wrong (and why/where/when/whom/how...) in a culture transformation

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How to find safety hazards

Source or knowledge	Typical hazard identification and analysis tools
<ul style="list-style-type: none"> Records of past failure, accidents and near hits Knowledge and common sense Manufacturers instructions Involve the workforce Suggestions from staff Experience Reference materials Workplace inspections Hazard identification and analysis tools 	<ul style="list-style-type: none"> What-if analysis (with brainstorming) Delphi Check lists, hazard lists Preliminary hazard analysis Failure mode, effects and criticality analysis Threat, vulnerability and criticality analysis HAZOP HAZID Bow tie Fault trees and event trees ...

All items are applicable to safety culture change (even the last one??) Which one have you used in managing safety risk ?

Wait, we are talking about safety culture change, how can you use these tools?

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We know James Reason's' Swiss Cheese Model

And we have applied it to manage COVID-19 risk

Workers and managers understand the safety models and can relate to the needs to play their own parts in response to COVID-19

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If it ain't work, why fix-it-- not changing the method?

"Insanity is doing the same thing over and over again and expecting different results."

Albert Einstein

If we can use those tools to manage safety risk and enterprise risk, why not safety culture transformation risk?

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Safety accident causation model

Causes of incident can be grouped into

We can use similar guidewords to find out what can go wrong, why and how, with a focus on safety culture

I use "PORE" to find out what can go wrong (why, how, who, where, when) in a safety culture transformation programme

"What can go wrong" are the hazard scenarios, and in our application, they are the barriers to a successful safety culture transformation

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Using a risk registrar to document the "what can go wrong" – Culture transformation risk assessment

- In a risk assessment, you want to find out what can go wrong – the hazards (sources of potential harm) and the potential causes of accident. The same should work for culture change
- We can make use of a HAZAP or HAZID worksheet to manage these barriers

Category	Guideword	Hazards/ Barriers	Risk Control /Mitigation Strategy	Residual Risk level (L/M/H)
People	Employee	Lack of employee involvement and buy-in	Add details about the control strategy, and champion	Medium
	Employee	Not involving the front-line staff	Add details about he control strategy, and champion	High
	Management	Lack of leadership commitment	Add details about the control strategy, and champion	Medium
Organisation	Communication	Lack of effective communication strategy	Add details e and champio	
Resource	Add guideword	Add description of the potential harm -barriers here	Add details e and champio	
Environment	Add guideword	Add description of the potential harm -barriers here	Add details about the control strategy, and champion	

Similar to safety hazard assessment, you should develop your own worksheet structure, risk matrix, guidewords, etc., for your barrier analysis

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What can go wrong – barriers to change

- Like any safety analysis, you must conduct your own site-specific, application-specific risk assessment
- Differences between a list of generic barriers vs site-specific barriers to success
- No data? Maybe you are not ready?

Types of Risk Assessment

- Generic – e.g. botanical survey on heather
- Site Specific – e.g. Old River Bed
- Dynamic – what happens on the day.

Find out our own safety culture transformation barriers (what can go wrong), and risk-manage them with control measures and appropriate resources

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Generic barriers to culture transformation

People – stakeholders (examples)

People include Front line staff, part time staff, managers, senior management, subcontractor, customers, visitors, public, etc.

- Lack of employee involvement and buy-in
- Not involving the front-line staff
- Resistance to step outside comfort zone
- Negative employee attitudes
- Lack of directors' commitment
- Lack of proper training on new state
- Poor feedback
- Thinking cultural change takes time
- Lack of the right leadership and focus
- ...

You can put all the structures and plans in place, but it all comes down to the people wanting to do the right thing driven by the right culture

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Mainly for background info

Organization – understand the complexity

- Lack of key objectives and strategic direction
- Lack of key performance indices
- Lack of change agents
- Lack of effective change management
- Lack of effective communication strategy
- Poor planning
- Lack of organizational learning
- Silo effect
- Not taking feedback seriously and act accordingly
- Lack of Stakeholder management
- ...

This often overlaps with People. I would classify structural, system and institutional issues under this category. Something under management control

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Mainly for background info

Resources – change requires supports

- Inadequate resources
- Lack of support functions, enterprise risk management
- Lack of resources to provide effective communication
- Lack of promotion budget
- Lack of sustainable efforts
- Lack of manpower to monitor effectiveness
- ...

Ensure availability of resources, define boundaries & respective authorities

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Mainly for background info

Environment – workplace and external factors

- Socio-political factor
- Poor working conditions
- Poor workplace hygiene
- Too many information sources giving conflicting advice
- Misunderstand the obligations to regulators / shareholders
- Lack of understanding of local customs, religions, traditions
- ...

#1 question moving forward is how to assign the risk level to rank order the barriers. Similar safety hazard assessment, we can estimate the likelihood and consequence of failure to contain the barriers

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Mainly for background info

Manage the transformation




- Systematically identify and risk-manage barriers at your organisation
- Understand the resistance, plan for it, expect it, and manage it
- A successful safety culture transformation program should align with business strategy, and incorporate into everything we do

Safety culture transformation can be risk-managed through a structured process

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 Safety 2.0

Let's not just look at what can go wrong but also what have gone right!

A successful safety culture transformation program is very much like a business plan – must be agile and response promptly to internal and external factors

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 Takeaways - Barriers to transformation

Safety culture transformation can be risk-managed through a structured process to identify and control **site-specific** transformation barriers

Understand “why” the change, what can go wrong, and what have gone right


PORE

Communicate Communicate Communicate

Culture transformation is both an art and a science, guide by your heart and passion, with your competence and professionalism as the foundation

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End

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