Safety Culture Framework

Safety culture is more than just a set of rules – it's a way of life. It's what we do, and it's what drives our success in both safety and business performance.

To help us stay on track, we've developed a Safety Culture Framework that describes our approach to physical and psychological safety in our unique work environment, and defines the behaviours we expect from everyone in the workplace.

These behaviours are linked by four key themes: Standards, Communication, Risk Management, and Involvement. They apply for three main groups across the workforce, 'Everyone', 'Supervisors', and 'Managers'.

While it is important for everyone to adopt the 'Everyone' set of behaviours, it is equally crucial for Supervisors and Managers to embody leadership behaviours as well.

The Safety Culture Framework will support you in a variety of activities, such as assessing your own behaviour and understanding what is expected of you and others.

Let's work together to build a strong safety culture.

THEME	Everyone's Behaviours *I Will…*	Supervisor's Behaviours *I Will…*	Manager's Behaviours *I Will…*
Standards	Implement Controls	Verify Controls	Set High Standards
Communication	Speak Up	Engage the Team	Communicate Openly
Risk Management	Be Curious	Promote Risk Awareness	Confront Risk
Involvement	Get Involved	Involve the Team	Involve the Workforce

Assessing Our Behaviours Will Strengthen Our Safety Culture

Review the Safety Culture Behaviours that apply to you. We should all assess ourselves against the 'Everyone' behaviours. In addition, Supervisors and Managers should assess themselves against their respective leadership behaviours.

To achieve a strong safety culture and excellent HSE performance, we need to be honest with ourselves, understand our strengths and improvement areas, know how to improve them – and then do it!

There is always space for improvement, our overall culture is improved as we continue to make small individual changes.

1. Use the table below to record the behaviours that you feel are strengths for you and to work out how you can use them to help others.
2. Record the behaviours you would like to improve, how you plan to do this, and how you know if you have been successful.
3. Regularly assess and think about your Safety Culture Behaviours.
4. Use this information to check how you are performing over time.

When assessing each behaviour, you can use the letters, **A**, **F**, **S**, or **R**.

A – I **Always** behave in this way.
F – I **Frequently** behave in this way.
S – I **Sometimes** behave in this way.
R – I **Rarely** behave in this way.

Standards		
	A	**S1:** Learn the standards, procedures, and controls that apply to me in my job.
Implement Controls	**F**	**S2:** Perform work activities only when trained, competent and authorised.
	S	**S3:** Implement and verify critical controls required for the job.
	R	**S4:** Identify problems with standards, procedures and controls and take action to make improvements.

Identify Your Behavioural Strengths

Which behaviours do I do well?	Why is it a strength? What are some recent examples of this behaviour?	How can I use this strength to help others?

Identify Behaviours You Need To Develop

Which behaviours could I improve?	What will I do to improve?	How will I measure success?

Safer Together

Safety Culture Framework

Safety Culture Framework

Safer Together would like to acknowledge that this version of the Safety Culture framework is based upon the original work in the "Keil Centre Safety Behaviour Standard".

The Keil Centre is a company of Chartered Psychologists and Registered Ergonomists offering professional services to industry, government and private individuals.

THE KEIL CENTRE
www.keilcentre.co.uk

Everyone's Behaviours – *I Will…*

Standards

Implement Controls

☐	**S1:** Learn the standards, procedures, and controls that apply to me in my job.
☐	**S2:** Perform work activities only when trained, competent and authorised.
☐	**S3:** Implement and verify critical controls required for the job.
☐	**S4:** Identify problems with standards, procedures and controls and take action to make improvements.

Reflective Questions
- What are the standards, procedures, and rules that apply to this job?
- What's getting in the way of me following the procedure for the job? Where can I raise this?
- How do I know that controls are in place?
- Am I using a short cut / workaround? If so, how can I identify and control any introduced risks?
- How do I know the Standard or Procedure is correct and who can I ask about it?

Communication

Speak Up

☐	**C1:** Intervene to stop unsafe work or behaviours and seek clarification
☐	**C2:** Be curious, ask questions, raise issues, and act on weak signals.
☐	**C3:** Report incidents concerns and sources of unease promptly, including when I am unfit for work
☐	**C4:** Listen to understand, and respect others' views, especially when they differ from mine.

Reflective Questions
- What gets in my way of stopping work or reporting issues?
- Have I raised the issue?
- How can I share incidents, near misses, hazards, concerns? What might make it difficult?
- Who can I raise concerns with? How can I verify that the issue has been resolved?
- Do I know the process and how to raise any fitness for work issues?
- How can I highlight positive behaviours and contributions?

Risk Management

Be Curious

☐	**R1:** Participate actively in the risk management process.
☐	**R2:** Take personal responsibility to plan and organise the resources to do my job safely.
☐	**R3:** Verify that critical controls are in place and are effective.
☐	**R4:** Recognising that hazards and risks may emerge unnoticed, foster a sense of unease.

Reflective Questions
- What could harm me today? What will stop it from happening? Is this enough?
- What are some of the mistakes I could make in this work?
- Do mistakes matter in this case?
- What controls can I put in place to stop or limit the consequences of errors and mistakes so that we can fail safely?
- What help do I need to do this?

Involvement

Get Involved

☐	**I1:** Actively share my HSE knowledge, stories, and ideas.
☐	**I2:** Contribute to organisational learning by openly participating in HSE activities.
☐	**I3:** Recognise others for working in a safe and environmentally responsible way.
☐	**I4:** Take ownership of HSE issues and share learnings.

Reflective Questions
- I know the work best; how can I be a part of the solution to improve it?
- How can I share my experiences to help my team and others learn?
- How can I encourage my teammates to talk about their safety experiences?

Supervisor's Behaviours – *I Will…*

Standards

Verify Controls

☐	**S5:** Spend time with the team to verify controls and support compliance.
☐	**S6:** Ensure that the team has the required skills, knowledge, training and competency before starting work.
☐	**S7:** Emphasise that compliance is important; ensuring that process improvements are addressed via management of change.
☐	**S8:** Help the team understand that production, cost or schedule will not override HSE objectives.

Reflective Questions
- How can I spend more time with my team at the job front?
- How can I make it easier for my team to do their job safely?
- How do I make sure that I am not sending any unintended messages around production, cost or schedule being more important than safety?
- How can I make it easier for my team to do their job safely? What's stopping me?
- How can I make it clear to my team that I want to hear about the challenges they face?

Communication

Engage The Team

☐	**C5:** Seek to understand and learn from my team's suggestions and concerns.
☐	**C6:** Act promptly to resolve or escalate HSE concerns and provide timely feedback.
☐	**C7:** Get to know the strengths and limitations of each team member and assign tasks accordingly.
☐	**C8:** Recognise and reinforce positive HSE behaviours and address poor behaviours fairly.

Reflective Questions
- How can I build trust and strengthen relationships in my team?
- How can I encourage my team to raise concerns with me?
- How can I show I am open to hear bad news without blame or judgement?
- How am I providing timely feedback and addressing my teams' concerns?
- How am I managing HSE performance fairly and consistently?

Risk Management

Promote Risk Awareness

☐	**R5:** Take time to plan work and organise resources with the team.
☐	**R6:** Help the team to identify hazards, assess risks and implement effective controls.
☐	**R7:** Be curious, reassess hazards and risks and take action if required.
☐	**R8:** Anticipate failure by planning for 'when, not if' things change or go wrong.

Reflective Questions
- What could harm my team today? What will stop it happening? Is this enough?
- What do my team need from me to help make their work safer?
- What are the common mistakes in this job? Have I shared this with my team?
- How can I make it acceptable and easy for my team to stop the job when they feel unsafe?
- What are the barriers workers might experience in stopping a job and how can I remove them?

Involvement

Involve The Team

☐	**I5:** Create a safe space for the team to contribute to solutions.
☐	**I6:** Facilitate regular team learning, including after action reviews.
☐	**I7:** Support, coach, and involve team members in implementing improvements.
☐	**I8:** Involve experts as well as those closest to the work to resolve problems.

Reflective Questions
- How can I involve my team in resolving issues that affect their work?
- How can I identify and support accountability at all levels?
- What is my role in creating shared accountability?
- How can I create a safe space for the team to raise concerns?

Manager's Behaviours – *I Will…*

Standards

Set High Standards

☐	**S9:** Ensure that production, cost or schedule do not override HSE objectives.
☐	**S10:** Set clear HSE expectations and provide the resources to implement them.
☐	**S11:** Actively address HSE concerns, ideas, and sources of unease raised by the workforce.
☐	**S12:** Recognise and reinforce positive HSE behaviours and ideas.

Reflective Questions
- How can I communicate clear expectations?
- How am I identifying and addressing where HSE may be compromised by production, cost, and schedule?
- How can I be consistent in encouraging innovation and reassuring my team I welcome changes to the way we do things?
- Am I asking teams what gets in the way of completing their work safely? How can I support them in improving this?
- How can I get my team involved with designing and implementing solutions?

Communication

Communicate Openly

☐	**C9:** Listen to HSE concerns, and welcome bad news as an opportunity to learn.
☐	**C10:** Actively foster an environment where everyone is safe to speak up.
☐	**C11:** Enable open communication and respond to concerns with curiosity.
☐	**C12:** Suspend judgement; always seek to understand the context before acting.

Reflective Questions
- How can I show curiosity about the context of work?
- How can I hear stories from the field?
- How can I make it appealing to raise issues without fear of repercussions?
- How can I show vulnerability by being okay with not knowing all the answers?
- How can I show humility and understanding when I hear confronting news?

Risk Management

Confront Risk

☐	**R9:** Enable effective risk management by ensuring that processes and tools are fit for purpose.
☐	**R10:** Ensure adequate resources, training, and time for HSE and emergency preparedness.
☐	**R11:** Verify that organisational and technical changes are subject to Management of Change.
☐	**R12:** Prioritise and resource the regular review and verification of critical controls.

Reflective Questions
- What are the hazards that will seriously harm my workforce? Am I talking and asking about these above all else?
- How can I verify the critical controls that protect my workforce from harm? If I can't verify the controls, how will I respond?
- What feedback do I have to tell me that our controls are effectively managing our hazards?
- How do I demonstrate curiosity about everyday work?

Involvement

Involve The Workforce

☐	**I9:** Promote organisational learning and address systemic HSE issues.
☐	**I10:** Prioritise time to demonstrate HSE leadership and make personal connections throughout the organisation.
☐	**I11:** Drive innovation and continuous improvement by encouraging diverse opinions which challenge the status quo.
☐	**I12:** Recognise and celebrate demonstration of the framework behaviours.

Reflective Questions
- How can I involve and collaborate with workers in incident investigations?
- How can I involve and collaborate with workers in organisational learning?
- How can I prioritise time to get involved and get to the job front?
- How can I allow the same for my team leads?