



Climate Assessment and Culture Change

Measuring and Changing *YOUR* Health and Safety Culture

WORK SAFE

The purpose of the *Health and Safety Climate Assessment Project (HSCAP)* is to identify the current perceptions held by your workforce. The assessment is a snap shot of the current state of your organizations health and safety culture. HSCAP identifies, measures and quantifies the contributing factors (dimensions) that influence your organizations culture. These contributing factors influence the way people behave, how they think and how they feel about health and safety issues.

Many firms have excellent management systems but still experience incidents and don't understand why. By undertaking this climate assessment, you will gain valuable insight into questions such as these. By assigning quantitative values to the dimensions, we are able to identify where your current gaps are, establish an order of priority for addressing them and provide recommendations on how to help close these gaps

How it Works:

The Safety Climate Assessment Tool is a researched and validated survey tool that was developed for assessing safety culture. The toolkit utilizes data from three separate, and independent, sources to give an overall "measure" of the prevailing climate for safety:

- Section 1 - attitude assessment questionnaire;
- Section 2 - interviews and focus groups; and
- Section 3 - behavioural and observational assessment

Section 1 - Attitude Assessment Questionnaire

The survey is the initial step in the process and collects quantitative data about employee perceptions. The data informs the results for nine (9) key areas (referred to as dimensions). Participants are asked to respond to 43 questions on a 5 point Likert scale from strongly agree to strongly disagree. The questions inform the results for the following dimensions:

Dimension	Definition
1. Management Commitment	Perceptions of management's overall commitment to health and safety issues
2. Communication	The nature and efficiency of health and safety communications within the organization.
3. Priority of Safety	The relative status of health and safety issues within the organization.
4. Safety Rules and Procedures	Views on the perceived applicability, relativeness and necessity of rules and procedures.
5. Supportive Environment	The nature of the social environment at work, and the support derived from it.
6. Involvement	The extent to which safety is a focus for everyone and all are involved.
7. Personal Priorities and Need for Safety	The individual's view of their own health and safety management and need to feel safe.
8. Personal Appreciation of Risk	How individuals view the risk associated with work.
9. Physical Work Environment	Perceptions of the nature of the physical environment.

Section 2 - Interviews and Focus Groups

The focus groups and interviews/surveys are conducted to elicit subjective meanings and permit exploration of issues from a quantitative as well as qualitative perspective. The information collected from these discussions informs the following five (5) additional dimensions:

Dimension	Definition
10. Co-operation	Managers' participation and willingness to involve employees in health and safety.
11. Competence and Training	Appropriateness of safety related training available and level of competency.
12. Management Style	Managements' openness and level of engagement for health and safety.
13. Managing Change	The organization and management's ability to effectively manage change.
14. Shared Values	The employee perception of the true intentions of the organization's health and safety program.

Section 3 - Behavioural and Observational Assessment

Data collected in this section uses both direct and indirect observation. Data is collated from reports, such as organizational records (indirect observation), as well as from individual behaviour (direct observation).

Behavioural indicators refer to a set of performance indicators, which give an idea of how the organization is behaving. These indicators can, for example, help identify the major factors in accidents and incidents. Behaviour indicators can be described in the following categories:

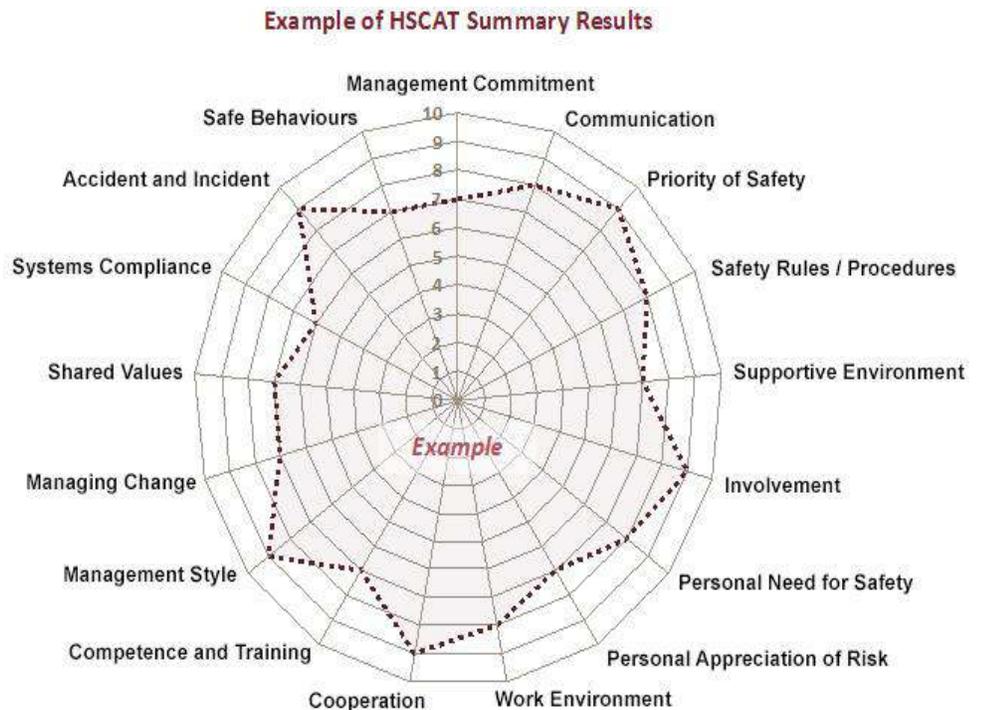
- Omissions – leaving something necessary out
- Commission – doing something wrong or doing something right, in the wrong context
- Extraneous activity – doing something extra within a task, which is harmful

The following three (3) dimensions are informed by the information collected in this section:

Dimension	Definition
15. Systems Compliance	Indirect observation of organizational practices through the examination of organizational records and databases (i.e., training, inspections, investigations, etc.).
16. Accidents and Incidents	Indirect observation of accident records and isolating any accidents directly related to behaviour.
17. Safe Behaviours	Direct observation of a list of behaviours most commonly associated with preventing accidents, incidents and near misses within a particular area or task.

Results

In each of the sections, several measures are derived using the different assessment methods (i.e., online survey) and an algorithm is used to provide a score out of 10 for each of the 17 health and safety climate dimensions, zero being the worst score and ten being the best score. These scores are plotted on a radar graph, similar to the example provided, presenting an overall 'snapshot' of the organization's current health and safety climate for the following 17 health and safety dimensions.



Data Analysis

The client will receive a hard and soft copy of one final report (unless multiple sites are involved) that will include the following points:

- Executive Summary
- Project Overview
- Assessment Methodology
- Data Interpretation and Finding
- Gap Analysis and Priority Establishment
- Recommendations
- Conclusion
- Appendices

Implementation Options

It's up to the organization on what other sections and dimensions they want. This decision will depend on what the organizations wants to achieve, time, cost and other resources. There is also an opportunity for the client to formulate their own questions around their internal health and safety programs, initiatives or core values. The pricing of the project will be dependent on the type of questionnaire and method of application the client chooses to administer.

Sample Size

The amount of staff to be surveyed depends on what percentage of your population you wish to sample. You can base this on the following factors:

- Percentage of total population (i.e. 50% of population)
- or -
- 99% or 95% confidence level (i.e. how certain you want your results to be)
- Confidence interval (i.e. margin of error, ± 3)

Section 1	Section 2	Section 3
<p>Survey of 43 questions, each question comprising of a 5 point Likert scale. There are various ways to administer the survey questions:</p> <p>Mail out/Hand out survey The survey is printed on paper and a hard copy is mailed or given to the workers.</p> <p>Online survey The workforce is given a link to the survey online and they fill it in.</p> <p>Facilitated Focus Group Employees are gathered in a room, the questions are read out loud from a projector and participants indicate their answer using electronic polling devices.</p> <p>Combination of above</p>	<p>Survey of 20 Questions, each question comprising of a 3 point Likert scale. There are various ways to administer the survey questions:</p> <p>Facilitated Focus Group Employees are gathered in a room, the questions are read out loud from a projector and participants indicate their answer using electronic polling devices. Group is engaged in open dialogue.</p> <p>Personal Interview Survey participants have a conversation while going through questionnaire, all information is captured</p> <p>Online survey The workforce is given a link to the survey online and they fill it in.</p> <p>Combination of above</p>	<p>Section 3 is comprised of documentation and records review as well as direct observation.</p> <p>Amount of Records You will need to indicate the amount of years you want to assess</p> <p>System Compliance Decide of which questions (legislated and non-legislated) would be beneficial to measure the organizations behaviour</p> <p>Safe Behaviours You will need to provide the amount of safety dependent tasks you wish to assess</p>