

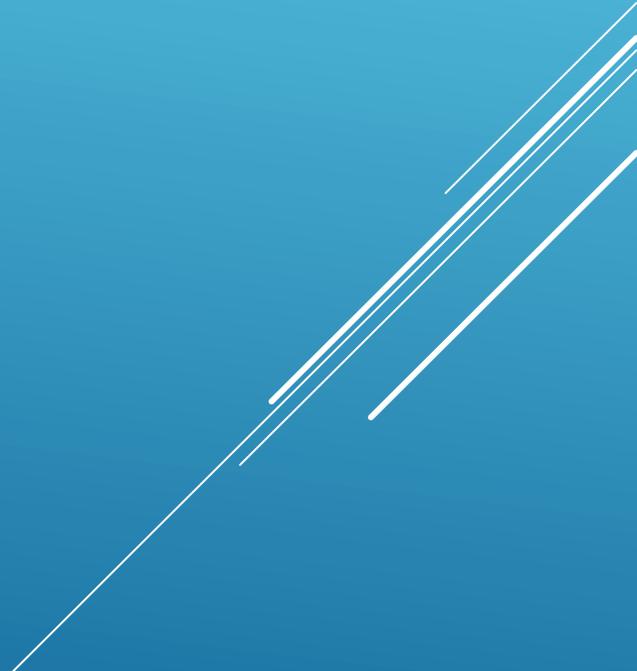
ACHIEVING GREAT SAFETY CLIMATE THROUGH EFFECTIVE LEADERSHIP AND MEASURING CURRENT STATE

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OVERVIEW

- ❑ What is safety climate?
 - ❑ What safety leadership practices positively influence safety climate?
 - ❑ What role do safety climate surveys play in aiding improvements in safety climate?
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Safety climate is defined as a snapshot in time of shared perceptions among a group, of policies, procedures and practice related to safety in an organisation.

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- ❑ Safety climate has been reliably correlated with safety performance.
- ❑ Safety performance is of critical interest and importance to our organisations.
- ❑ Safety climate surveys therefore provide a leading indicator for safety performance.

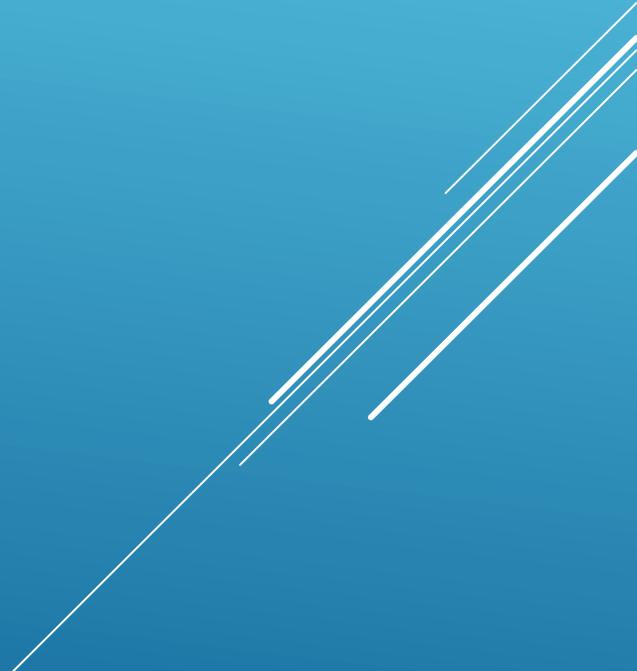
WHAT SAFETY LEADERSHIP PRACTICES POSITIVELY INFLUENCE SAFETY CLIMATE?

- **Make safety a visible and consistent priority**

“People don’t care what you know until they know that you care.”

- Evidence this via consistency between operational decisions and safety
 - Interest in team concerns and reacting to safety issues
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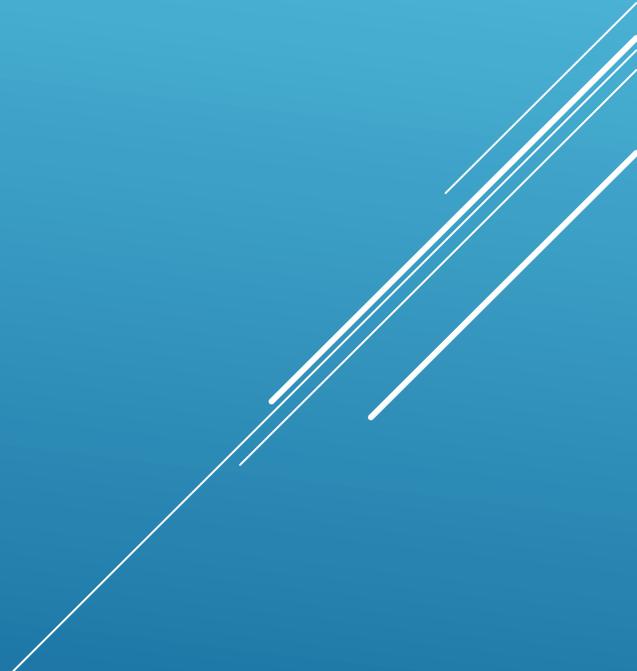
WHAT SAFETY LEADERSHIP PRACTICES POSITIVELY INFLUENCE SAFETY CLIMATE?

- ❑ **Involvement of employees in safety improvements**
 - ❑ Enlist people via participation and acceptance of changes that need to be made
 - ❑ Develop local solutions that are relevant, pragmatic and effective by involving the team that is on the job
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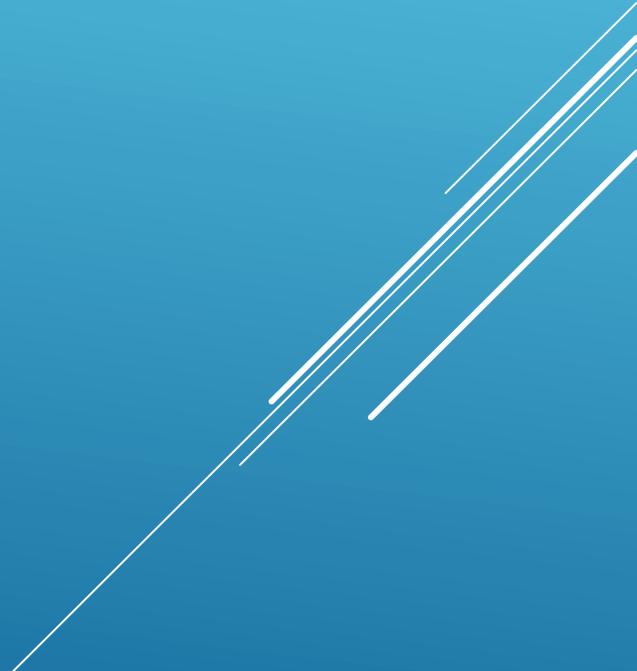
WHAT SAFETY LEADERSHIP PRACTICES POSITIVELY INFLUENCE SAFETY CLIMATE?

- ❑ **Recognition, praise and encouragement for employees and supervisors**
 - ❑ Safety communication needs to include encouragement for great safety performance in ways that increase motivation.
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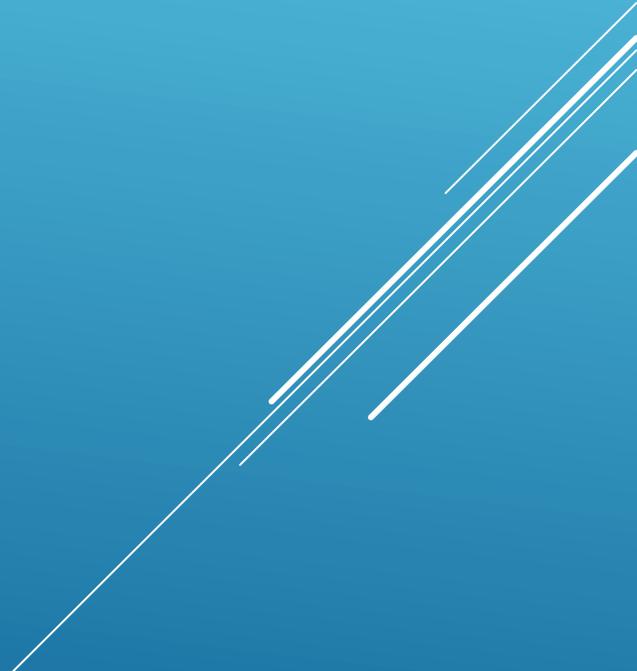
WHAT SAFETY LEADERSHIP PRACTICES POSITIVELY INFLUENCE SAFETY CLIMATE?

- **Greater use of active transactional and transformational leadership approaches**
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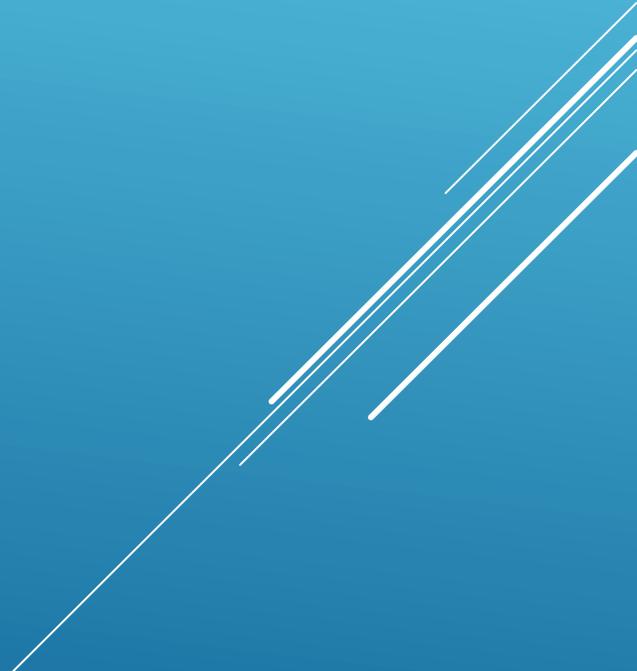
ACTIVE TRANSACTIONAL LEADERSHIP APPROACHES

- ❑ Involves contingent reward practices where the leader sets appropriate goals, actively monitors team performance towards those goals and provides rewarding or corrective feedback
 - ❑ Most effective in encouraging safety compliance
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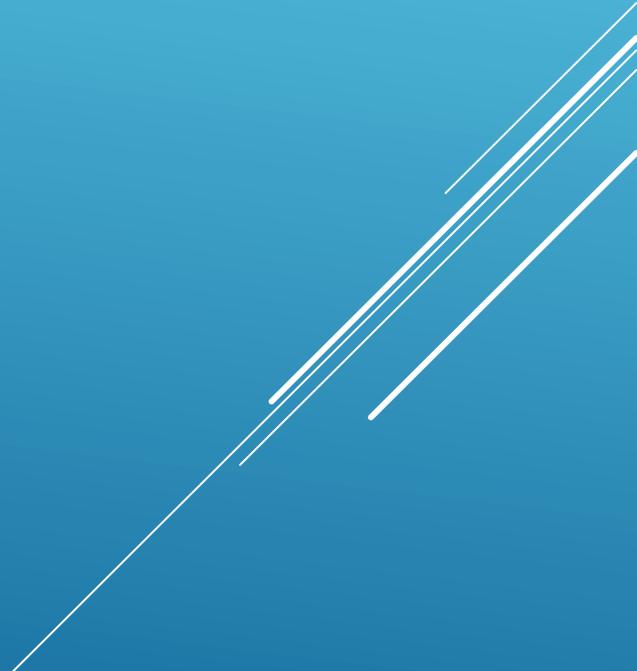
TRANSFORMATIONAL LEADERSHIP APPROACHES

- ❑ Involves motivating employees to perform beyond their self-interest towards the greater good, through:
 - ❑ Modelling the desired behaviour
 - ❑ Inspiring commitment to the goal
 - ❑ Empathising with employees
 - ❑ Intellectually engaging them in the process
 - ❑ Most effective in encouraging safety participation
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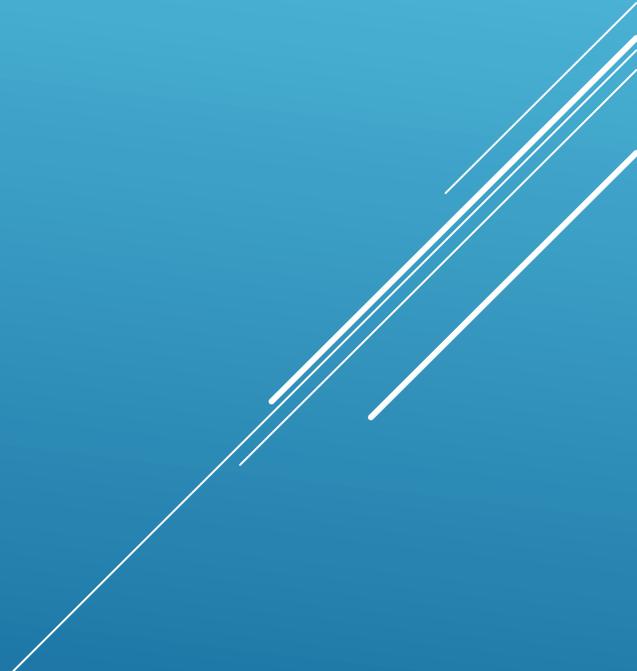
WHAT SAFETY LEADERSHIP PRACTICES POSITIVELY INFLUENCE SAFETY CLIMATE?

- ❑ **Greater involvement of direct supervisors and team leaders in safety initiatives**
 - ❑ Safety initiatives are more effective when direct supervisors and team leaders act as safety leaders and emphasize the importance of safety
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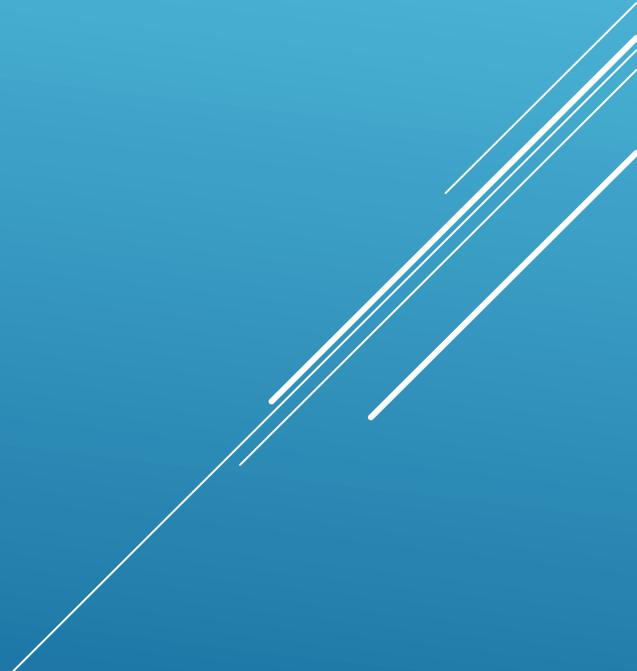
WHAT ROLE DO SAFETY CLIMATE SURVEYS PLAY IN AIDING IMPROVEMENTS IN SAFETY CLIMATE?

- ❑ Detailed safety climate surveys can provide information about leading indicators and safety performance
 - ❑ Such a diagnostic tool allows areas of weakness become obvious and allow targeted interventions
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EXAMPLE SAFETY CLIMATE SURVEY – NORDIC SAFETY CLIMATE QUESTIONNAIRE NOSACQ-50

- ❑ Management safety priority, commitment & competence
 - ❑ Management safety empowerment
 - ❑ Management safety justice
 - ❑ Workers' safety commitment
 - ❑ Workers' safety priority & risk non-acceptance
 - ❑ Safety communication, learning & trust in co-workers safety competence
 - ❑ Trust in the efficacy of safety systems
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EXAMPLE SAFETY CLIMATE SURVEY – GREAT SAFETY PERFORMANCE MODEL

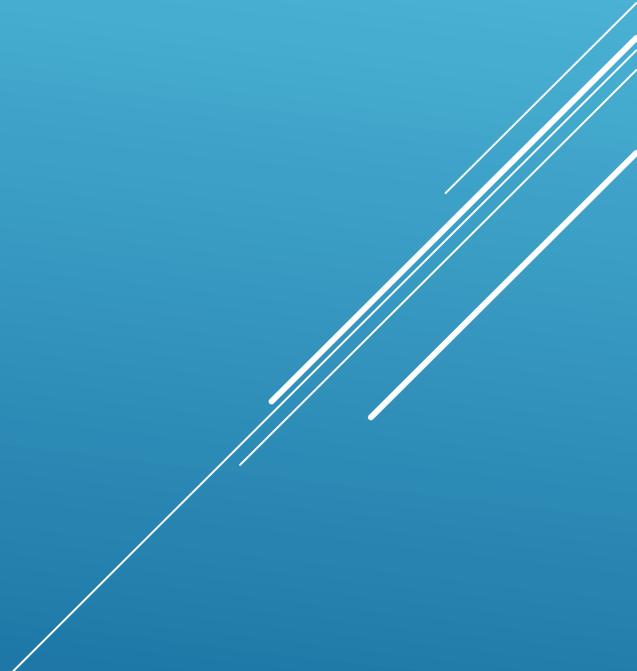
- ❑ Know what to do
 - ❑ Able to do it
 - ❑ Equipped to do it
 - ❑ Want to do it
 - ❑ Interactions
 - ❑ Safe work actions
 - ❑ Leadership
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CONCLUSIONS

Safety climate is defined as a snapshot in time of shared perceptions among a group, of policies, procedures and practice related to safety in an organisation.

- ❑ Safety climate has been reliably correlated with safety performance.
- ❑ Safety performance is of critical interest and importance to our organisations.

CONCLUSIONS

- ❑ There are leadership practices that can positively influence safety climate, which is known to positively influence safety performance.
 - ❑ Make safety a visible and consistent priority
 - ❑ Involvement of employees in safety improvements
 - ❑ Recognition, praise and encouragement for employees and supervisors
 - ❑ Greater use of active transactional and transformational leadership approaches
 - ❑ Greater involvement of direct supervisors and team leaders in safety initiatives
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CONCLUSIONS

- ❑ Safety climate surveys are therefore useful in providing a leading indicator for safety performance.
- ❑ Safety climate surveys provide a dashboard or a warrant of fitness for a wide variety of safety practices and attitudes in an organisation. This identifies areas for improvement and diagnostics on how improvements are moving the dial.
- ❑ Is it time for the electricity industry to collaborate again on a safety climate survey tool for this purpose?