

Safety Maturity Curve: Findings from Industry Perception Survey

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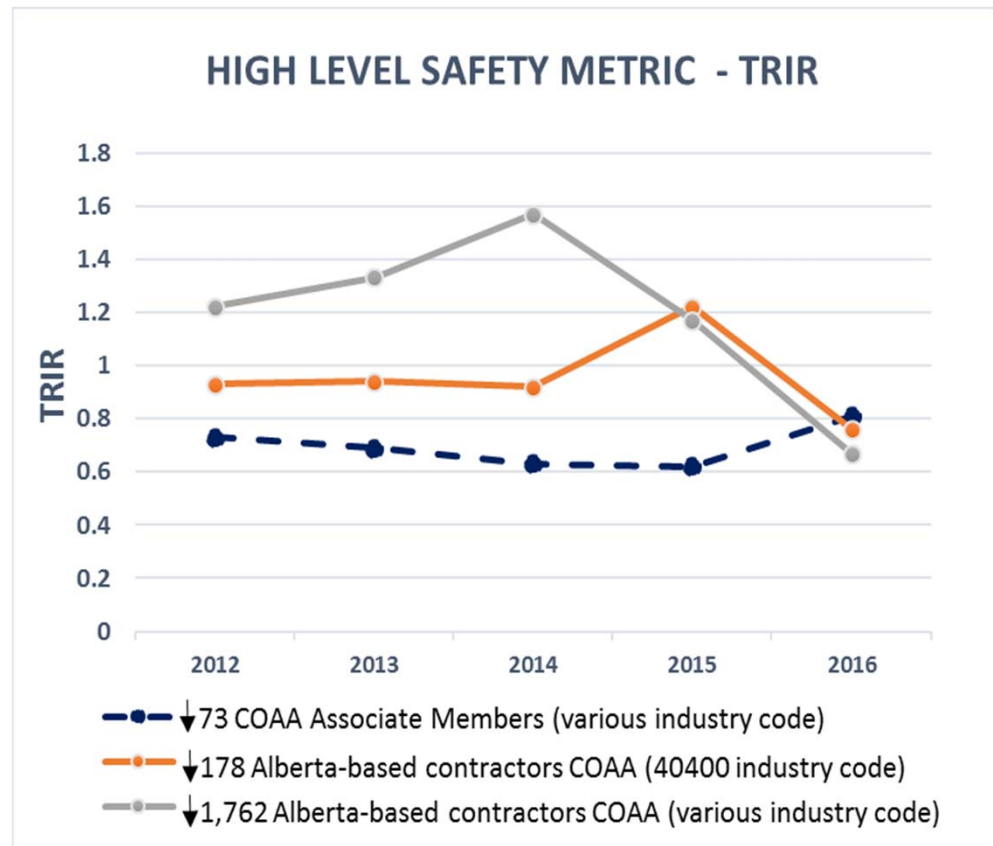
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Ms. Nafiseh Esmaeeli



0. Purpose of this project
1. What is Safety Culture?
2. Survey response and nonresponse
3. Industry's strengths and opportunities
4. Office/management versus field
5. Owners versus contractors
6. What's next?

- In 2014, COAA Embarked on “Twice as Safe, Twice as Productive by 2020” to foster a culture of excellence in execution amongst Alberta’s construction companies.
- Productivity can’t come at the expense of safety—they have to work in tandem.
- The industry is improving!
- The purpose of this survey is to leverage additional improvements

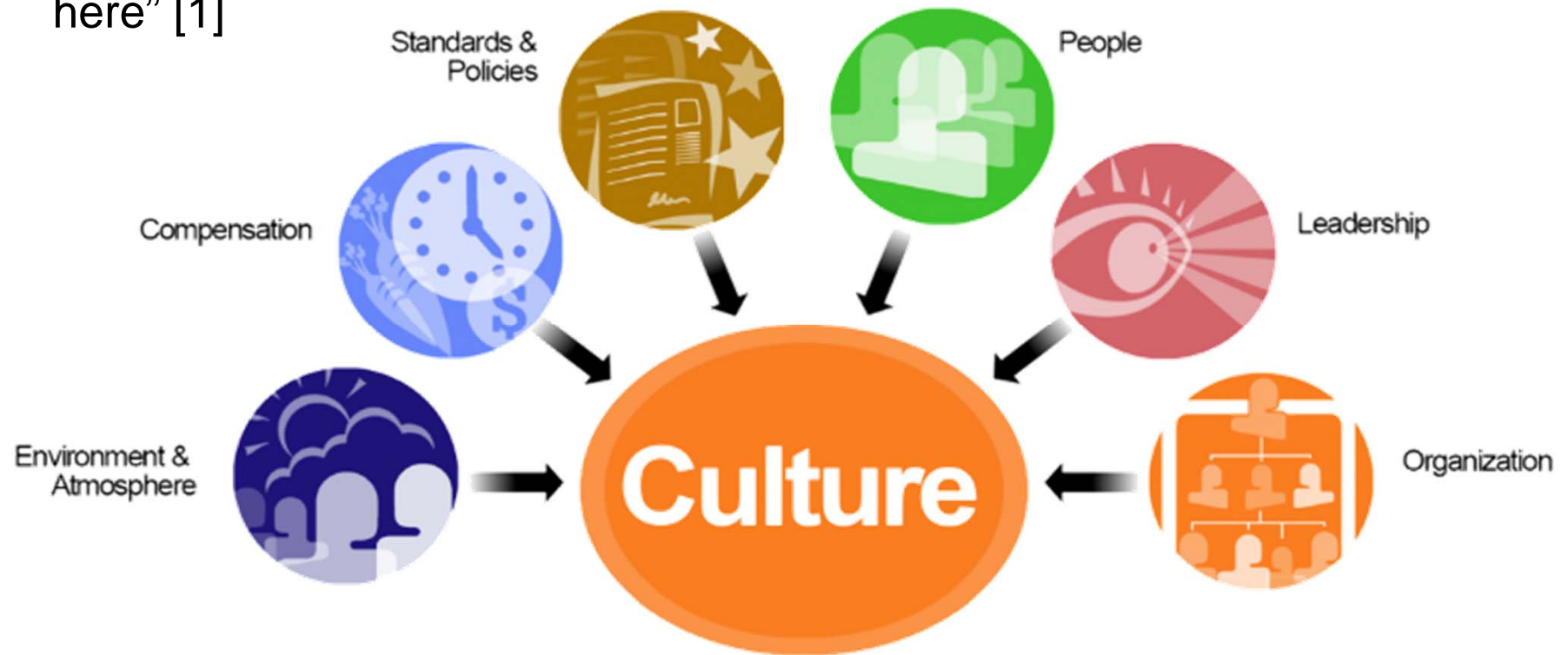


*ISNet, 2017

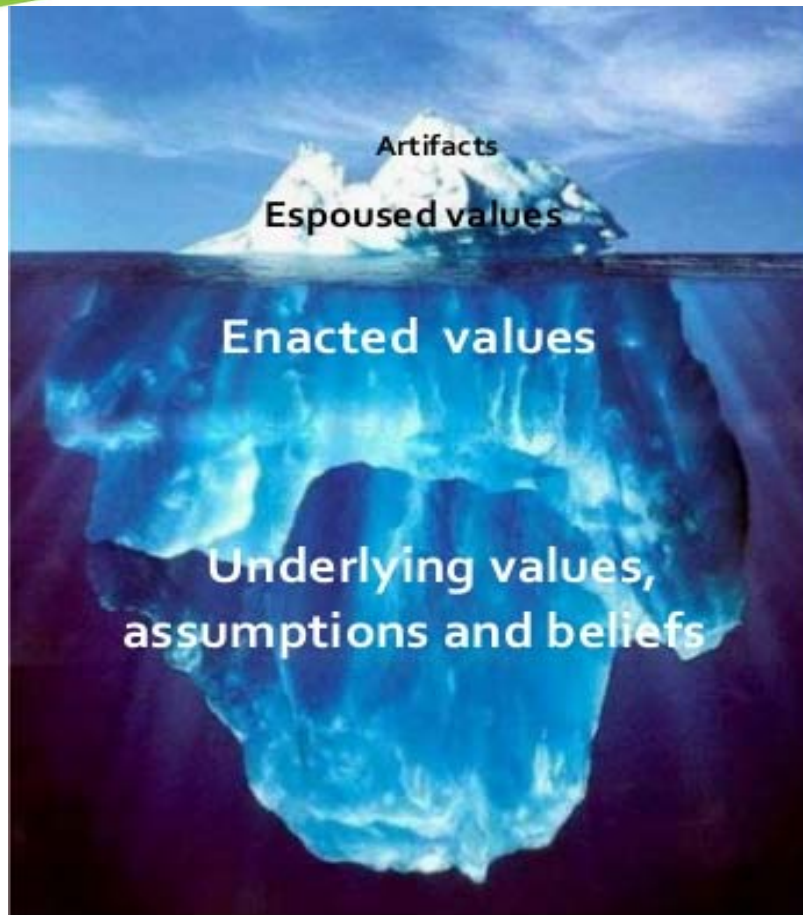
1.

What is Safety Culture?
How do you measure it?

“shared values (what is important) and beliefs (how things work) that interact with a company’s people, organizational structures and control systems to produce behavioural norms (the way we do things around here)” [1]



1) Reason, J.T. 1997. *Managing the Risks of Organizational Accidents*. Ashgate, Aldershot. Uttal, B. 1983. The corporate Culture Cultures. *Fortune* (Oct. 17): 66-72.




adapted from Schein, 1992, 1999

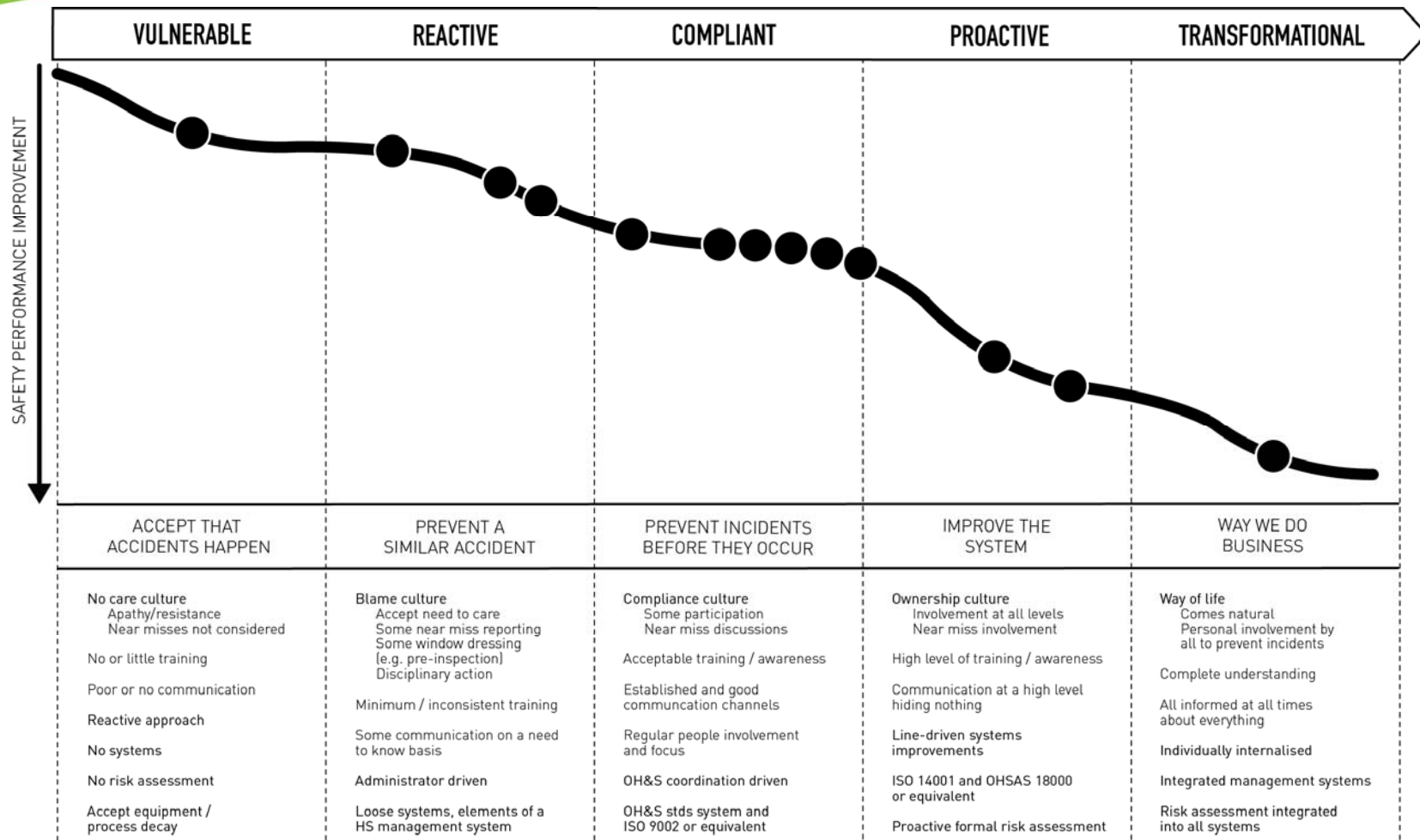
■ Culture exists at several levels

- ☐ **Artifacts** – visible objects, building layout, décor, physical “climate” that reflects who we are/want to be
- ☐ **Espoused Values** – what we say we stand for; written mission and vision statements, posters on the wall
- ☐ **Enacted Values** – what our behavior says we stand for; policies, procedures that demonstrate what *really* matters
- ☐ **Underlying Values, Assumptions, Beliefs** – shared, usually unspoken (tacit) beliefs about the world, what success is, what matters, who matters, and why

Schein, E.H., 1992. Organizational leadership and culture. Jossey-Bass, San Francisco.

Schein, E.H., 1999. *Sense and nonsense about culture and climate*. Sloan School of Management, Massachusetts Institute of Technology.

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- Culture analysis must be context-specific and related to a central issue (i.e., safety) (Choudry et al. 2007)
 - Safety culture is a result of interactions between people (psychological); jobs (behavioral); and the organization (situational) (Cooper, 2000), which can be triangulated:
 - attitudes and perceptions can be assessed through safety climate questionnaires (individual perceptions = safety climate)
 - actual safety-related behaviors can be assessed by checklists developed as part of behavioral safety initiatives
 - situational features can be assessed through safety management systems audits/inspections, peer reviews, observations

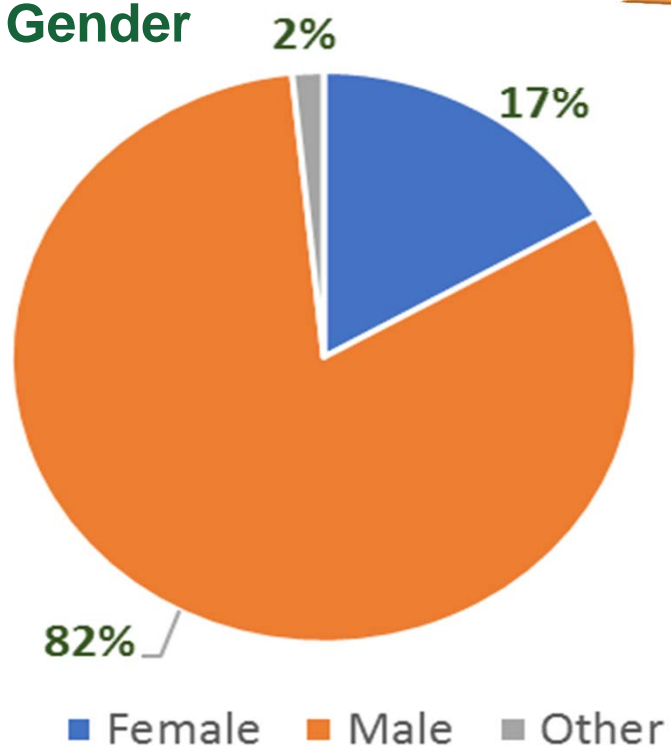


2.

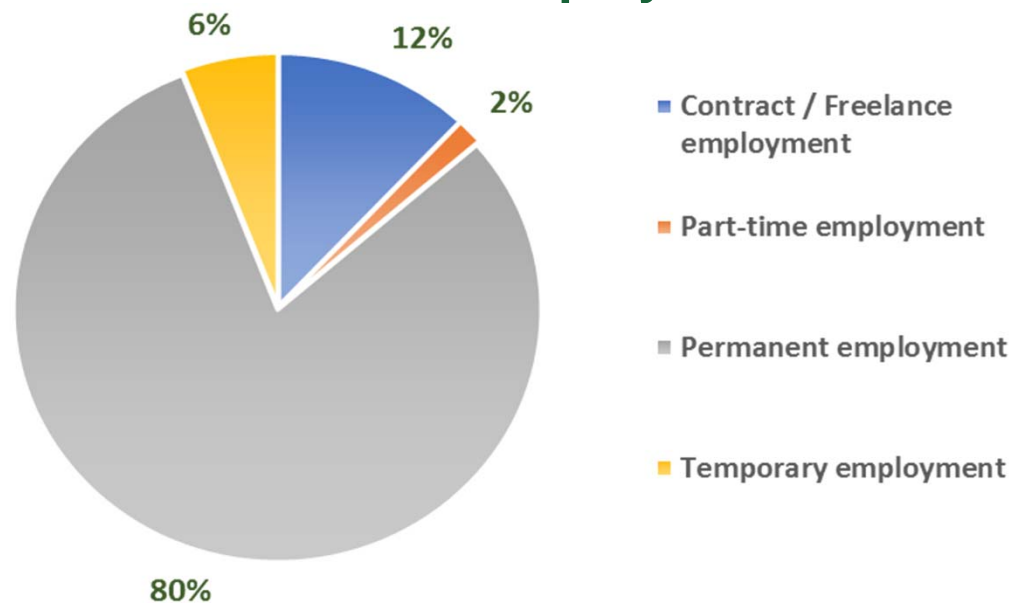
Survey response and nonresponse?

1,294 Total Responses

Gender

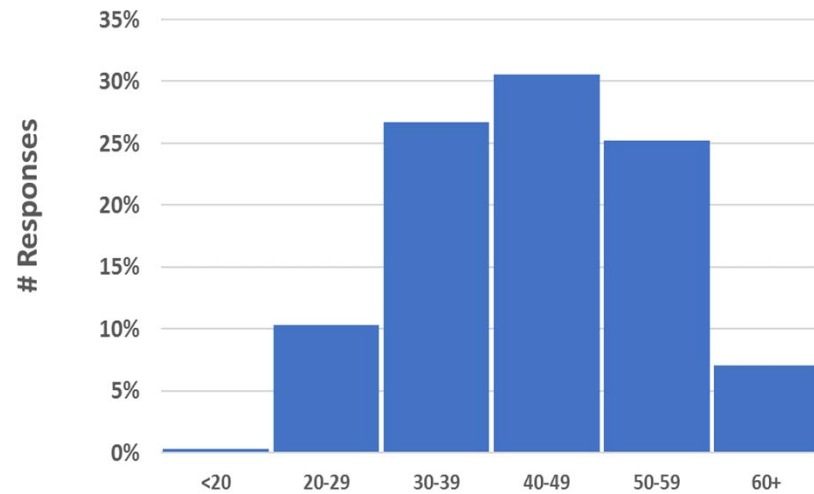


Employment Status

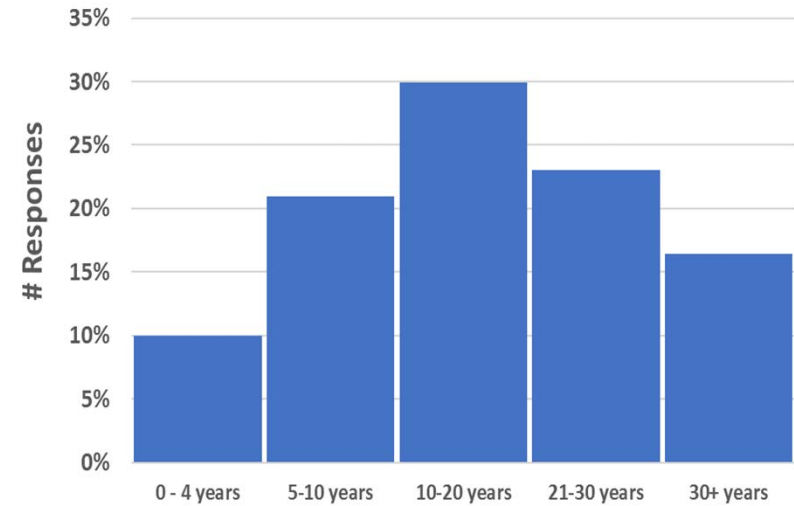




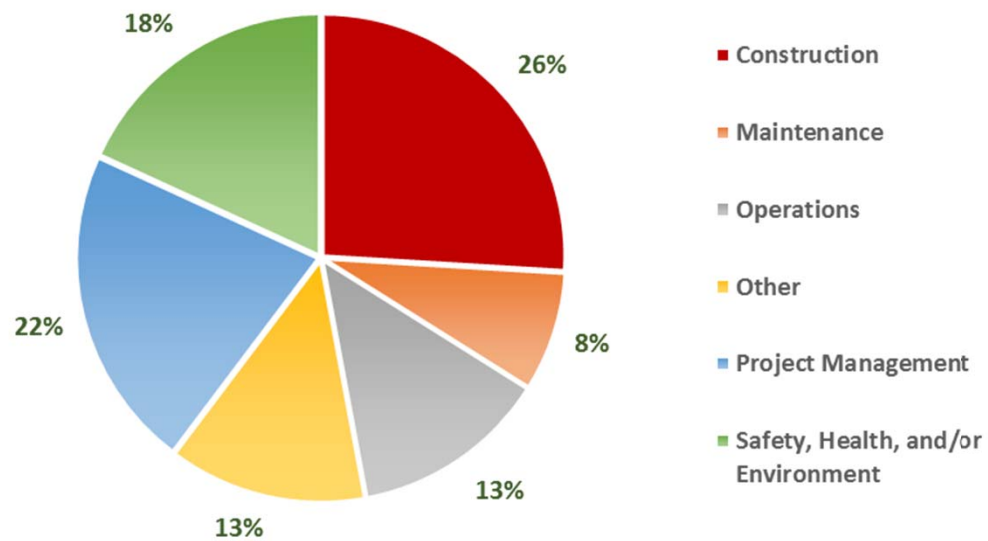
Age



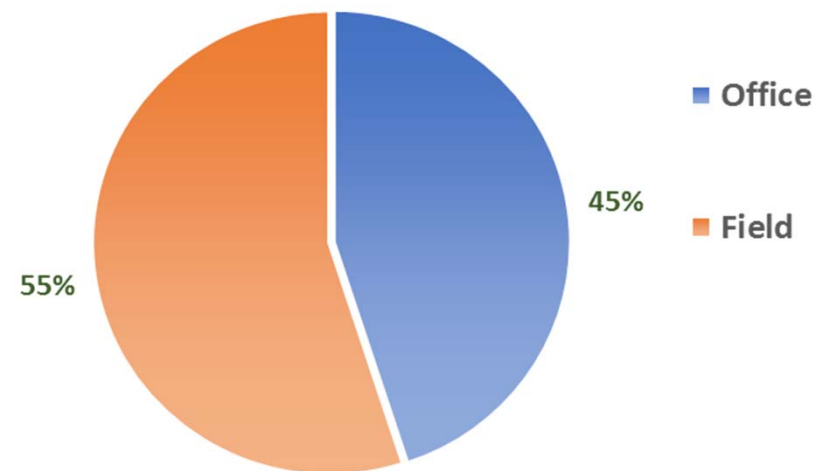
Experience in Industry



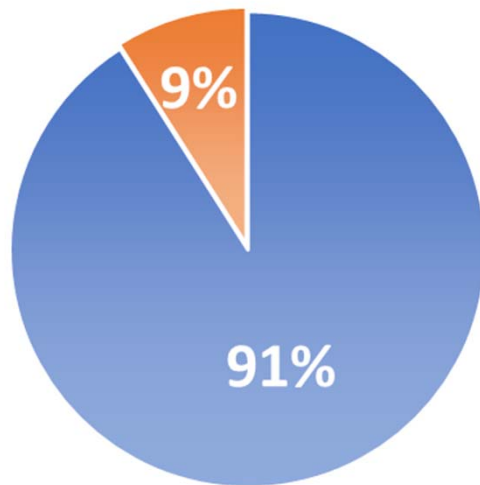
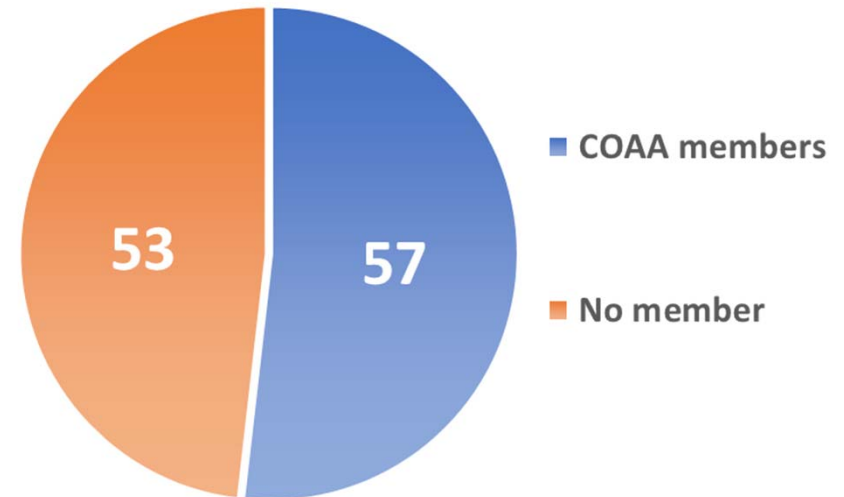
Functional Group



Office vs Field



110 companies have taken the survey.
57 of 140 COAA members took the survey.



However, 91% of the total responses are from COAA members.

Most of the companies that are not COAA members have only 1 response.

COAA has invested resources in this survey to improve the industry's safety. What does 30% company response rate mean?

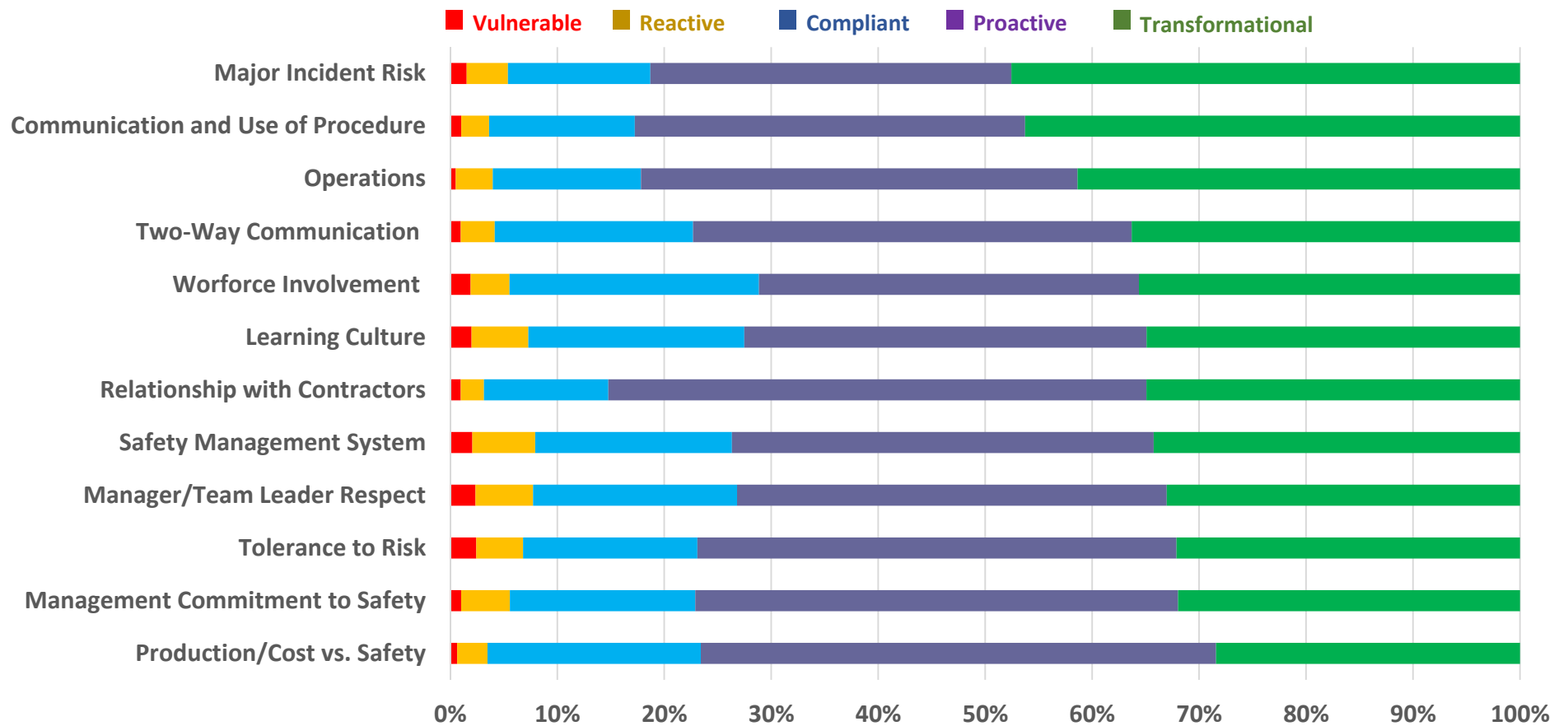
How could COAA better engage companies?

10 minute small group discussion

10 minute full group discussion

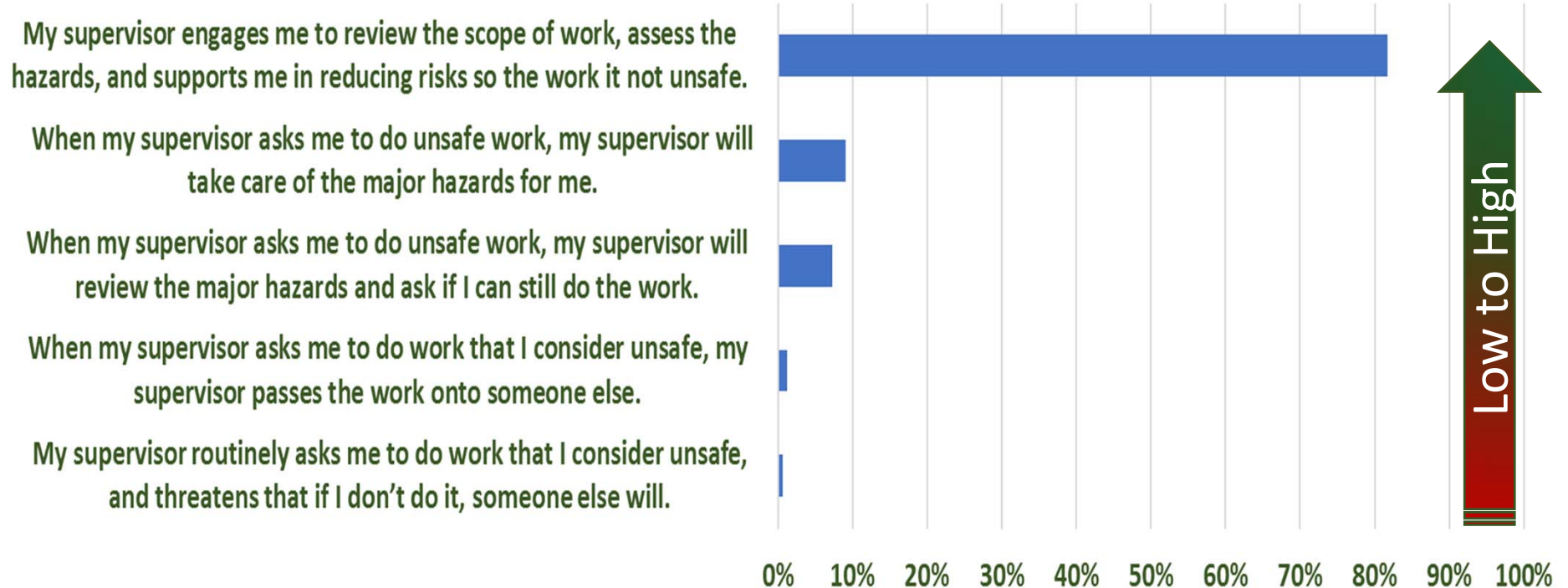
3.

Overall, what are the industry's strengths and opportunities?



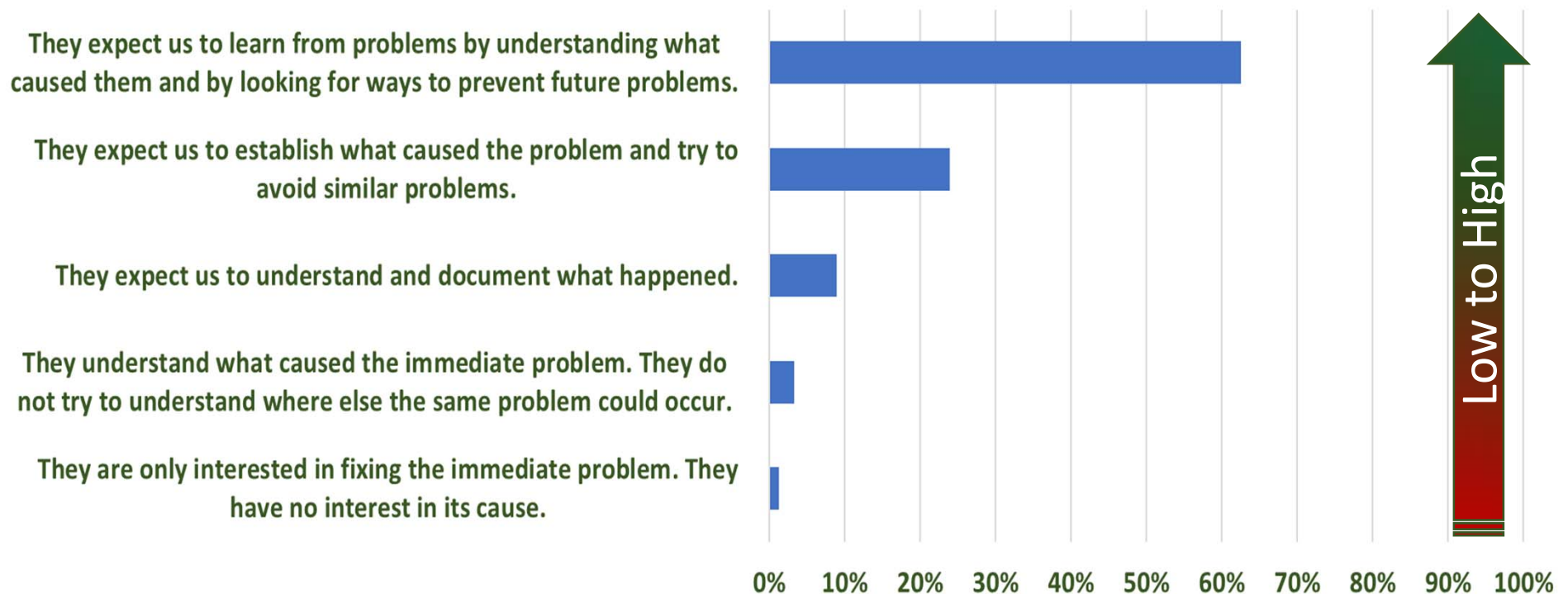
Top two questions the responders perceive a maturity level of Transformational:
Question 1.

Does your supervisor ask you to do an unsafe task?



Question 2.

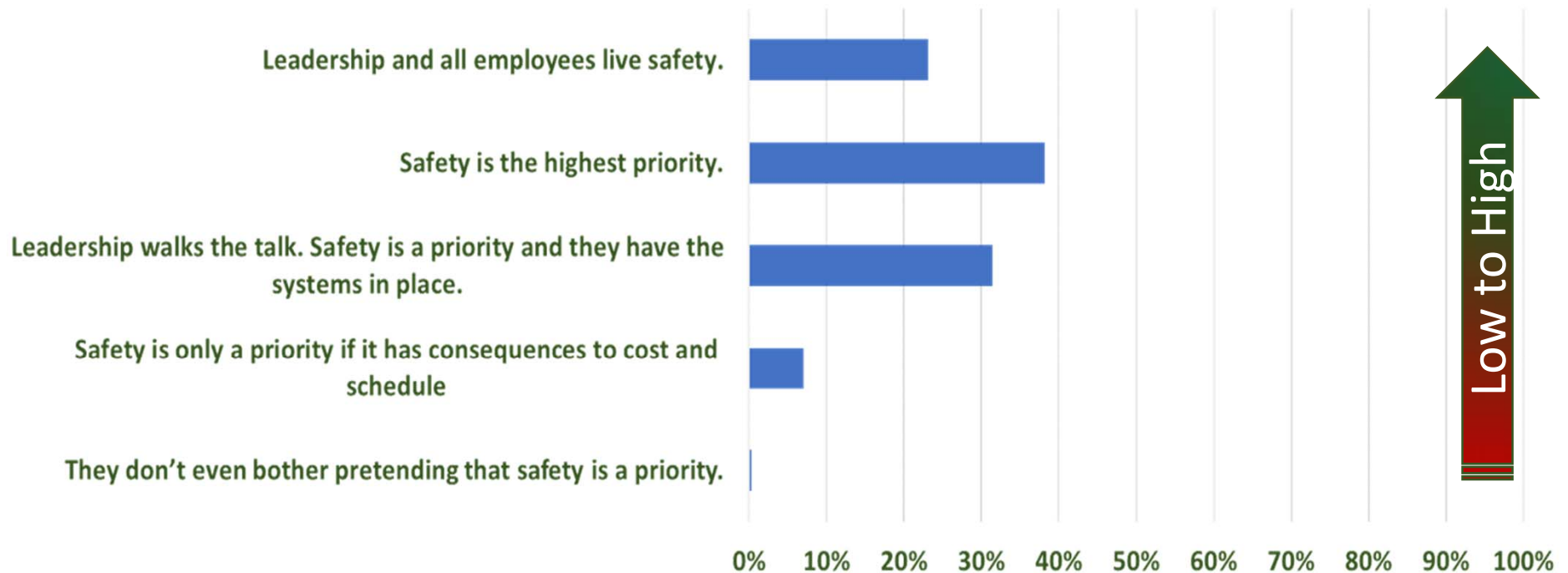
How do the managers and supervisors deal with plant or equipment breakdowns and failures?



Top two questions the responders perceive a maturity level of Compliant or lower:

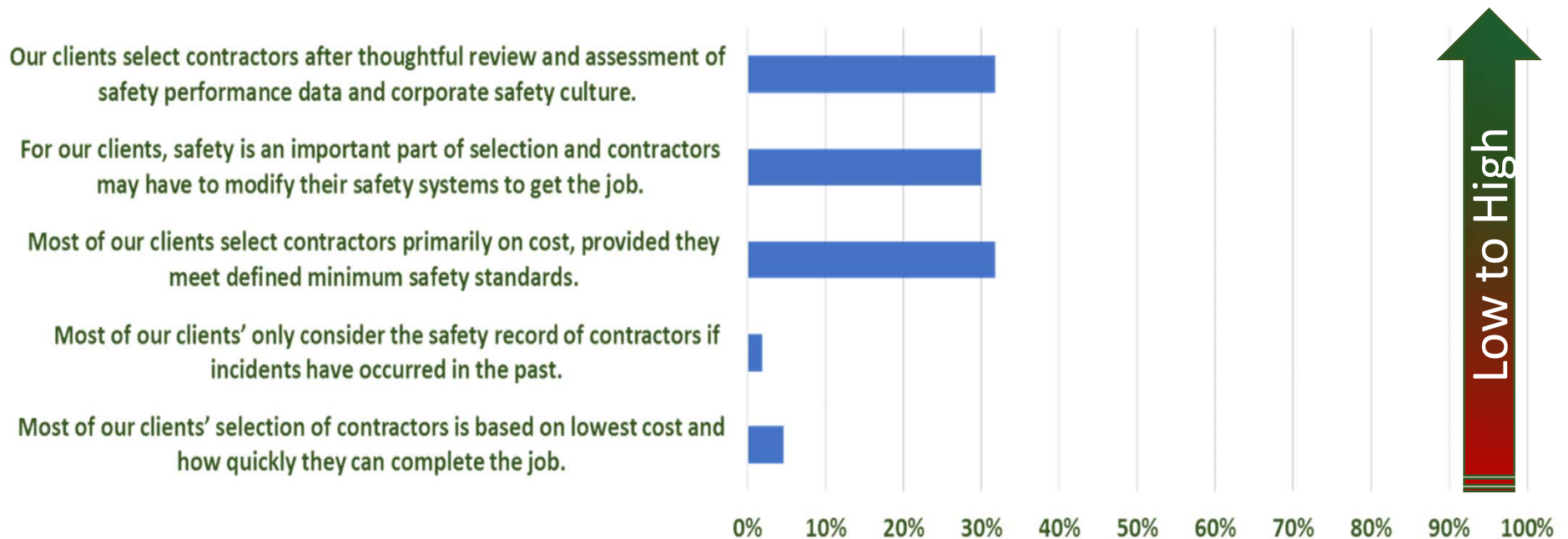
Question 1.

Does leadership prioritize safety?



Question 2.

If you are an Engineering, Construction, Procurement or Management company, how do you think your client selects contractors?



Due to the safety training in the workplace, safety becomes a bigger part of workers' life while at home.

HSE is vital to the project success.

Everyone is accountable for safety, not only managers.

More visibility of the safety culture from very senior leaders in the company.

Customers select the lower cost contractor instead of looking at both safety & corporate cultures.

Workers involvement is not sufficient.

Do these results and comments align with what you've seen in industry? Please elaborate.

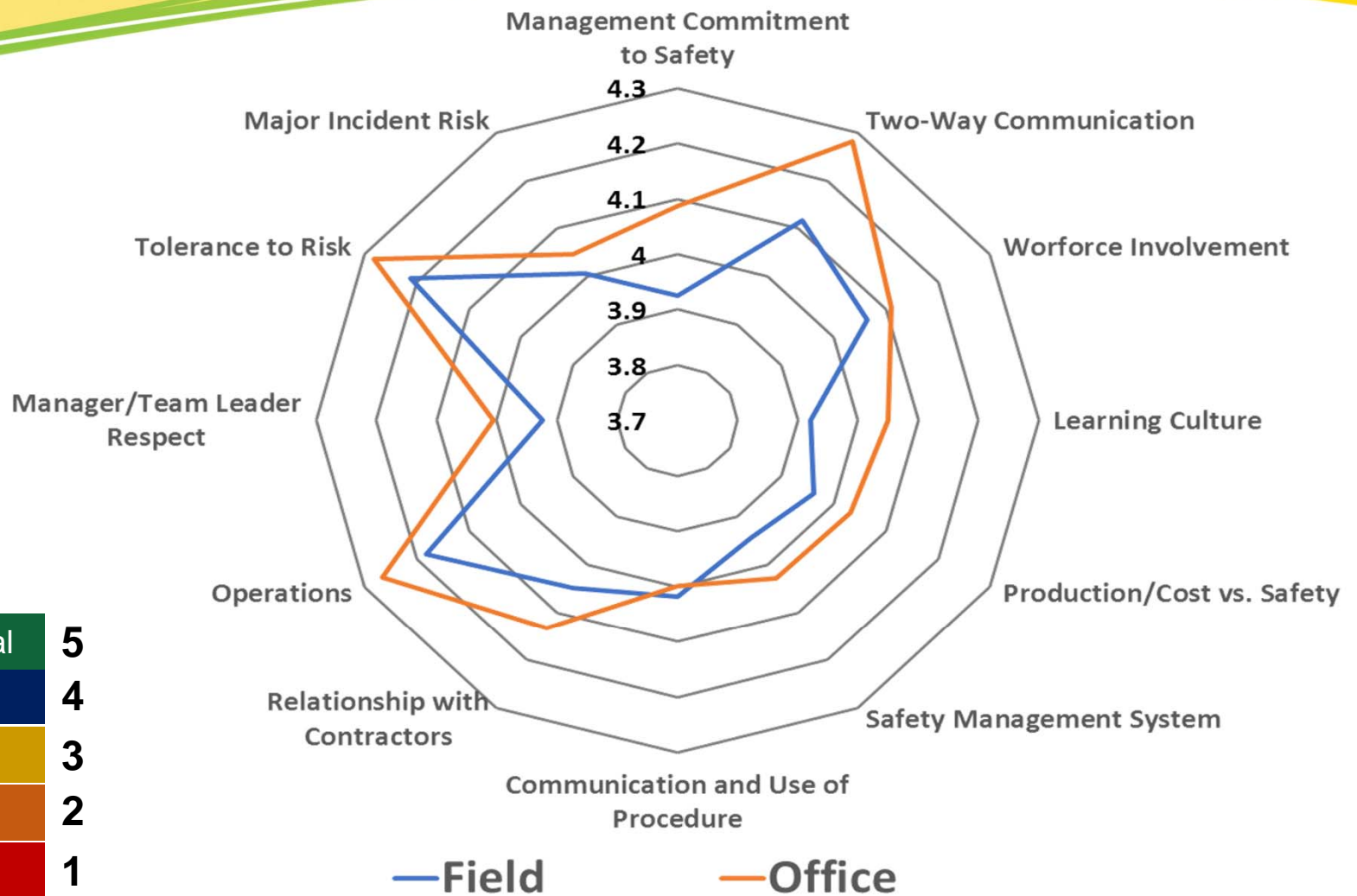
Why or why not?

10 minute small group discussion

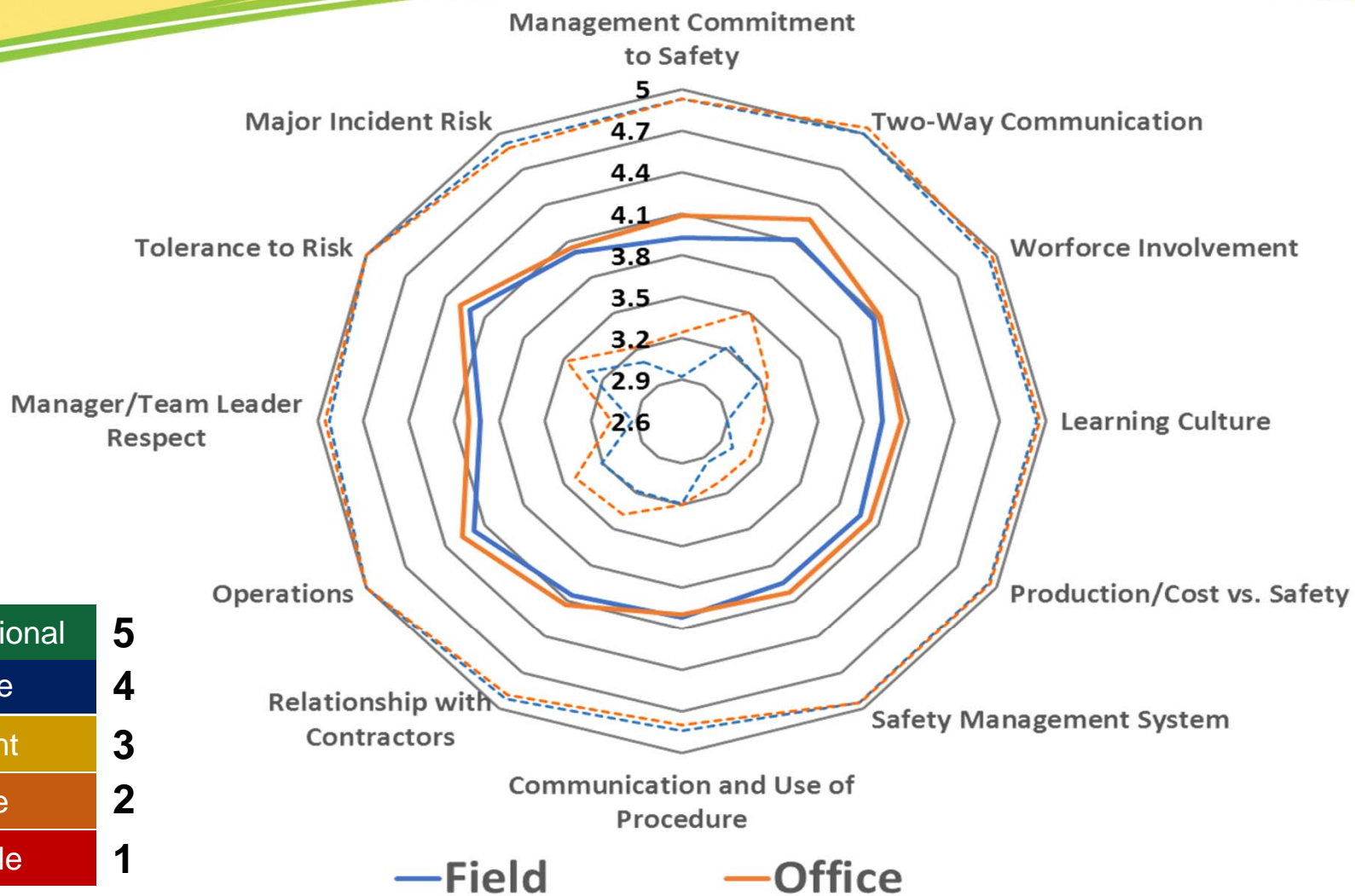
10 minute full group discussion

4.

**Overall, what is the safety culture
of office/management versus field
personnel?**



Transformational	5
Proactive	4
Complaint	3
Reactive	2
Vulnerable	1



Tolerance to Risk

Does your supervisor ask you to do an unsafe task?

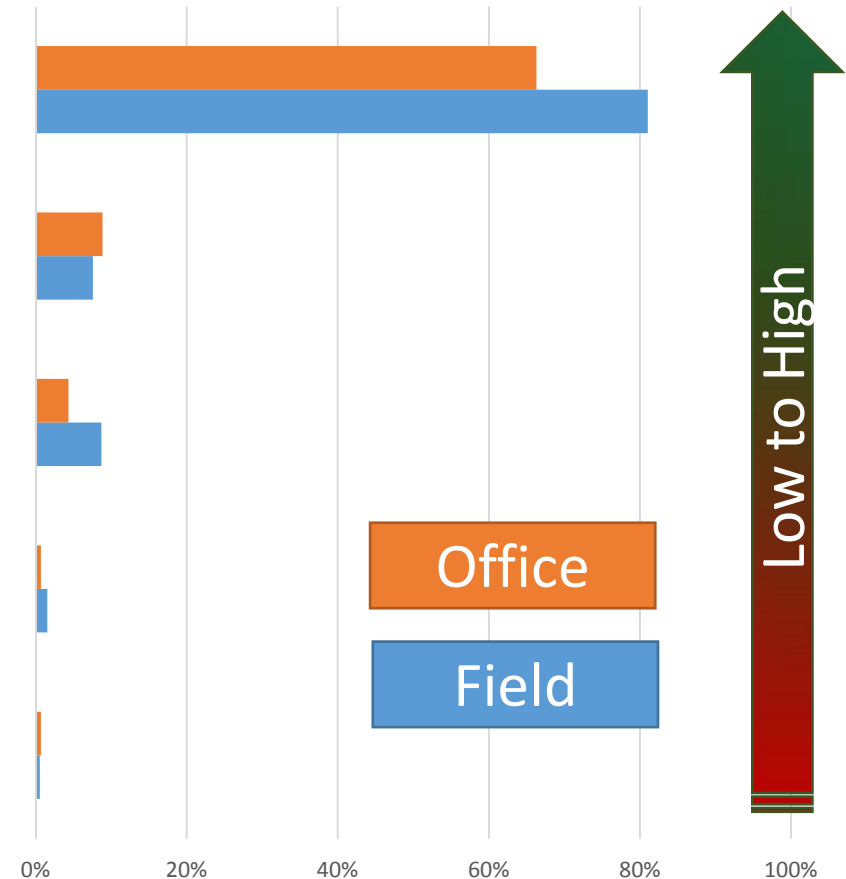
My supervisor engages me to review the scope of work, assess the hazards, and supports me in reducing risks so the work it not unsafe.

When my supervisor asks me to do unsafe work, my supervisor will take care of the major hazards for me.

When my supervisor asks me to do unsafe work, my supervisor will review the major hazards and ask if I can still do the work.

When my supervisor asks me to do work that I consider unsafe, my supervisor passes the work onto someone else.

My supervisor routinely asks me to do work that I consider unsafe, and threatens that if I don't do it, someone else will.



Operations

How do the managers and supervisors deal with plant or equipment breakdowns and failures?

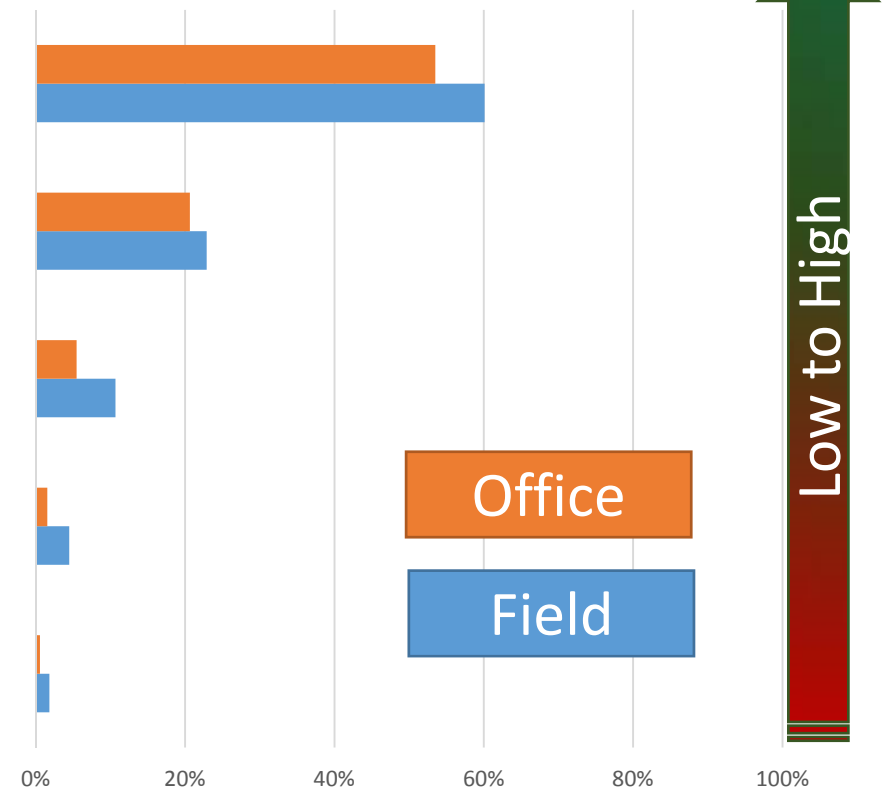
They expect us to learn from problems by understanding what caused them and by looking for ways to prevent future problems.

They expect us to establish what caused the problem and try to avoid similar problems.

They expect us to understand and document what happened.

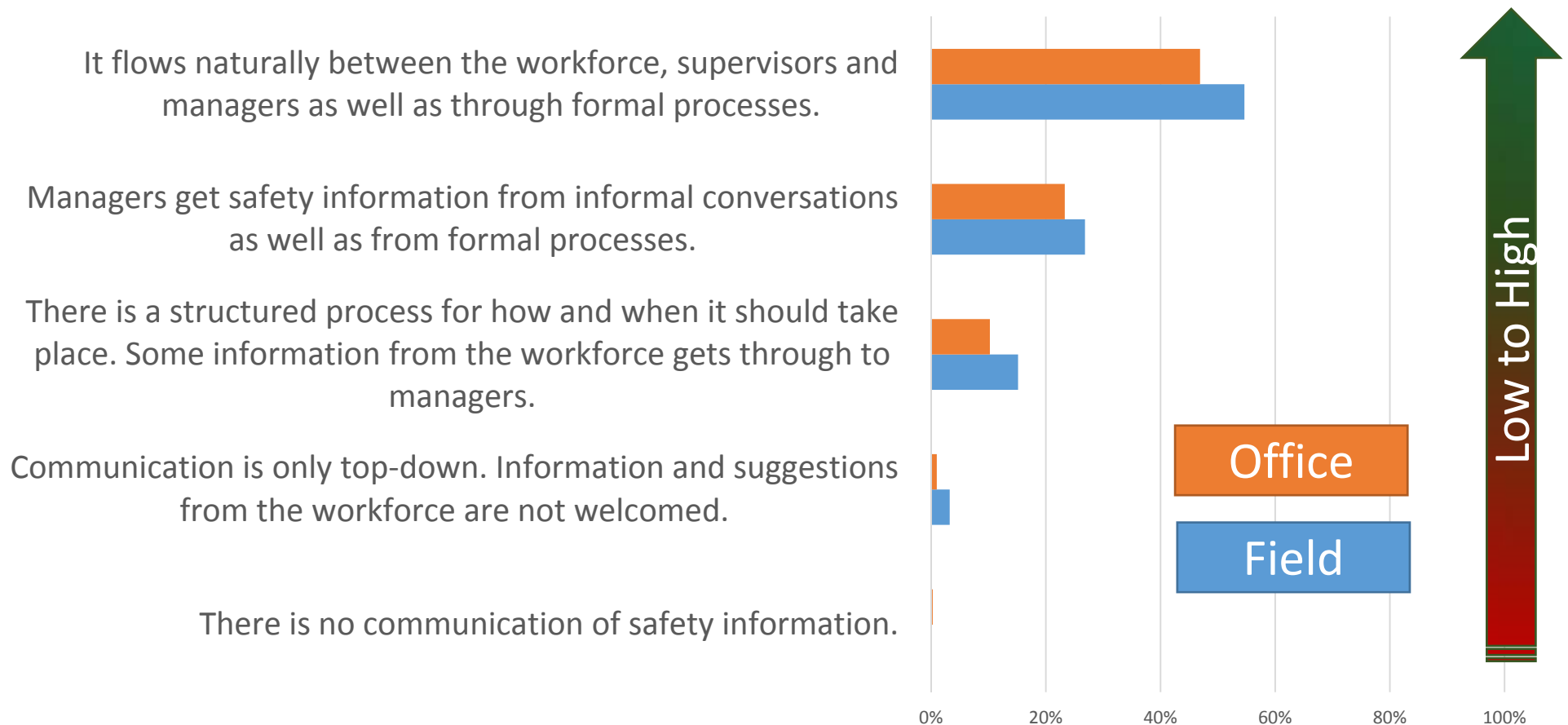
They understand what caused the immediate problem. They do not try to understand where else the same problem could occur.

They are only interested in fixing the immediate problem. They have no interest in its cause.



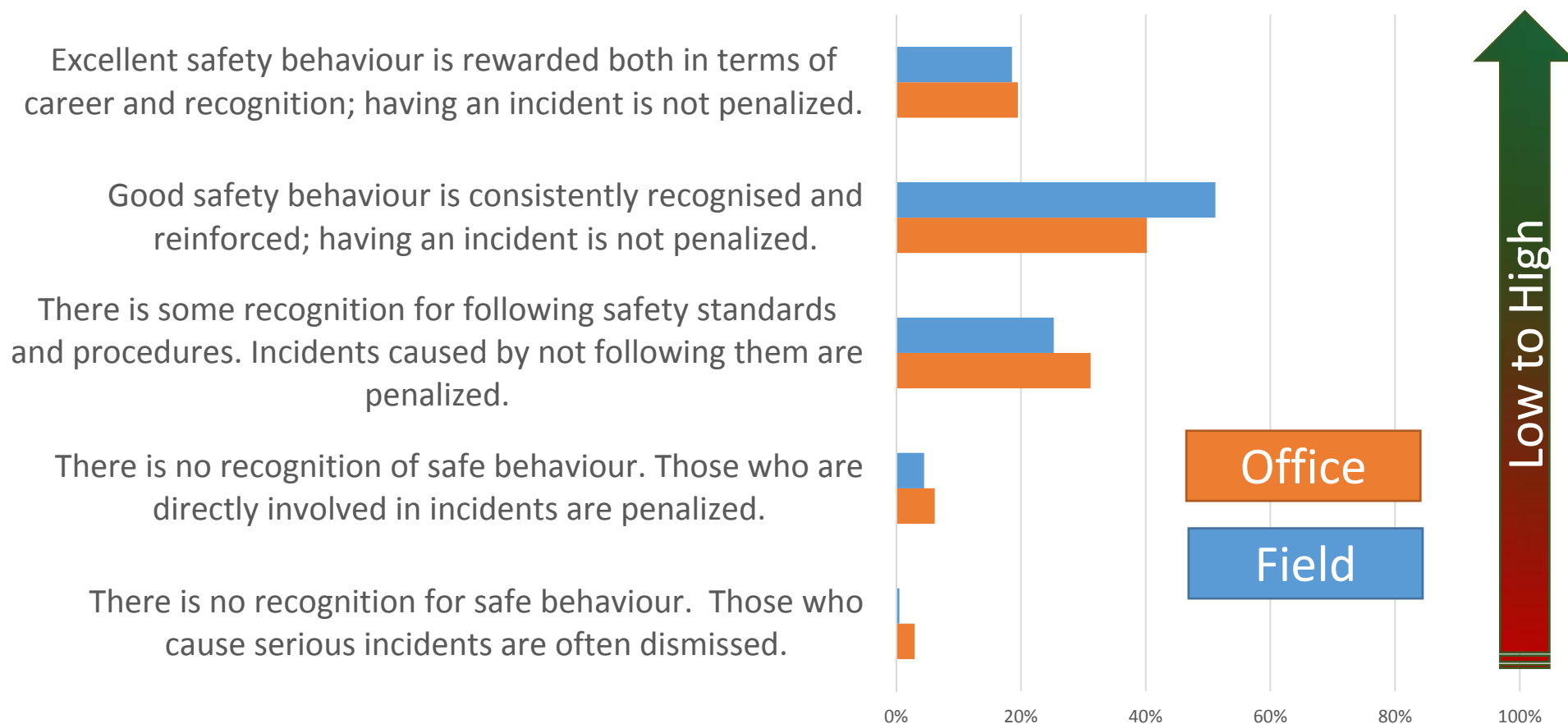
Two-way Communication

How is safety information communicated?



Management Commitment to Safety

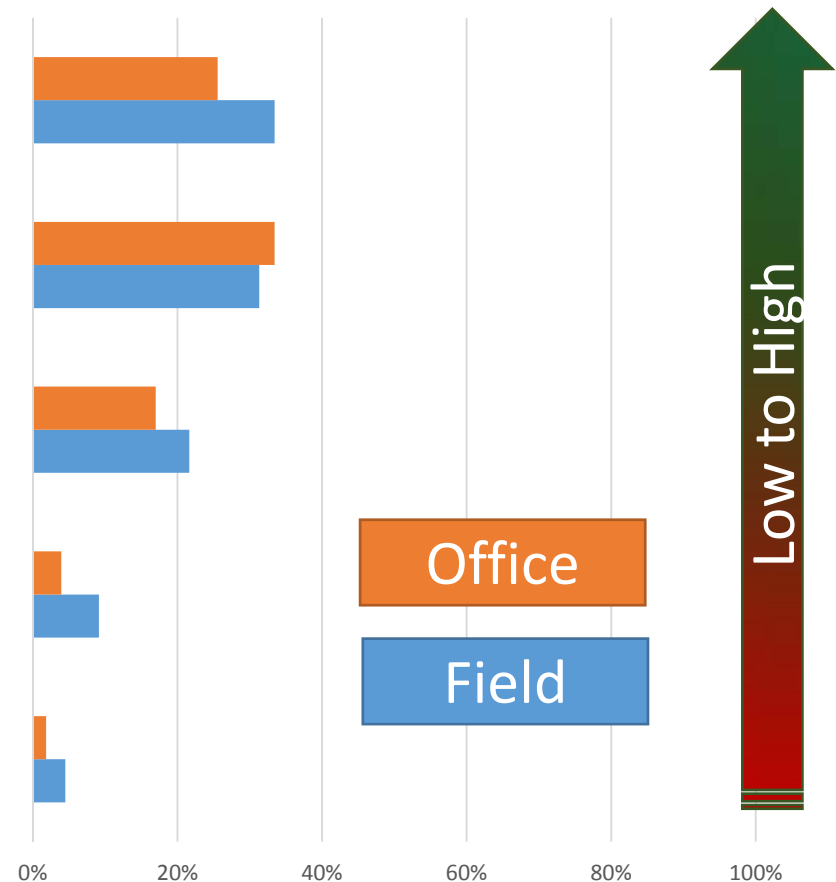
What is the recognition for safe behaviour?



Learning Culture

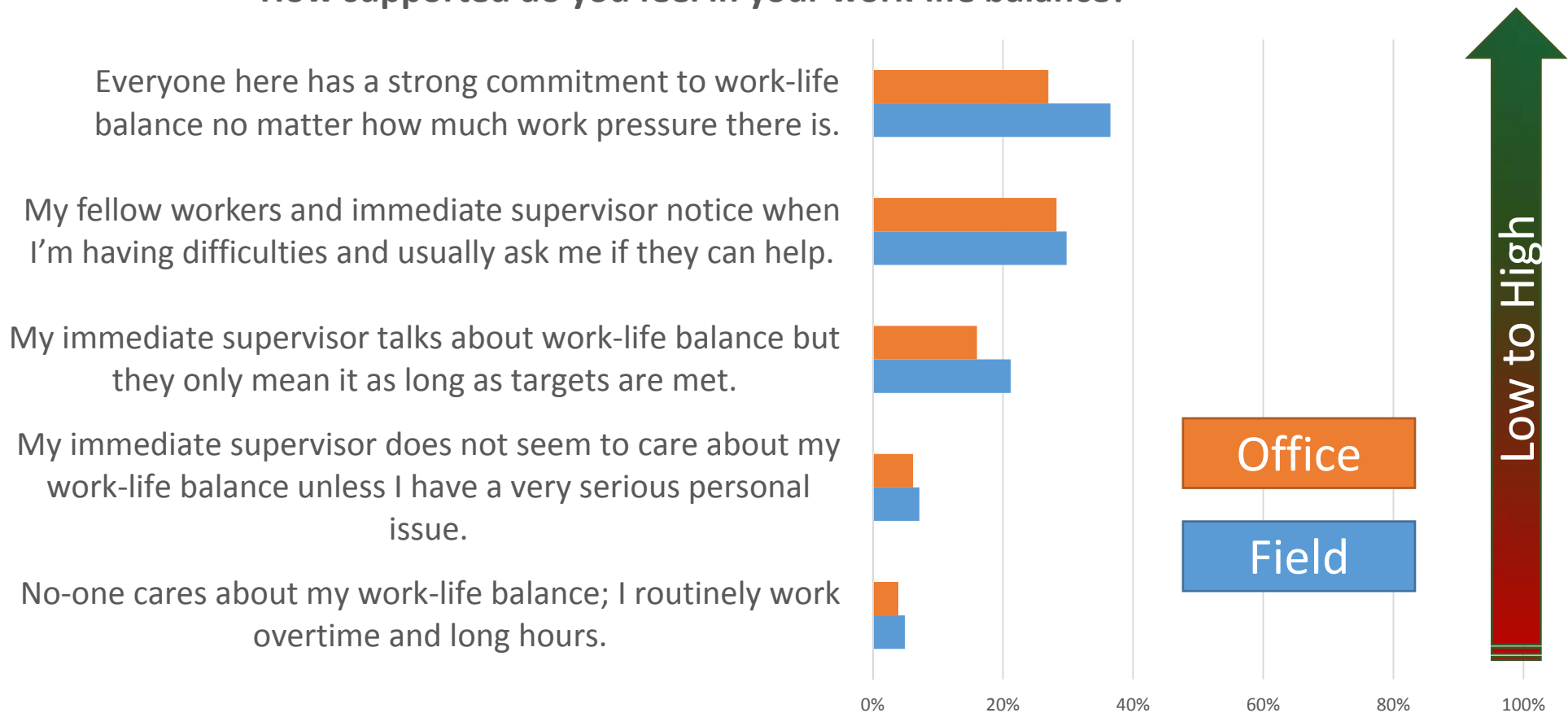
How does learning from observations take place?

- The improvements based on learning from our own and others' observations are visible and tangible, as reported feedback.
- Learning from our own and others' observations in other locations is used to prevent them here.
- We analyse observations with either actual or potentially serious outcomes in order to learn from them.
- We track numbers but everything else is lost. When we discuss observations, the only thing we learn is: "Don't do that again".
- We never hear anything about the results from observations. Learning from them does not take place.



Manager/Team Leader Respect

How supported do you feel in your work-life balance?



Based on these elements, is there alignment across the organization – office versus field?

Why or why not?

What could be done to improve alignment?

5 minute small group discussion

5 minute full group discussion

5.

**Overall, what is the safety culture
of owners versus contractors?**

Owners

Mining, quarrying,
and oil and gas
extraction
*24

Transportation
*48

Utilities
*22

Manufacturing
*31-33

Administrative and
support, waste
management and
remediation
services
*56

Professional,
scientific and
technical services
*54

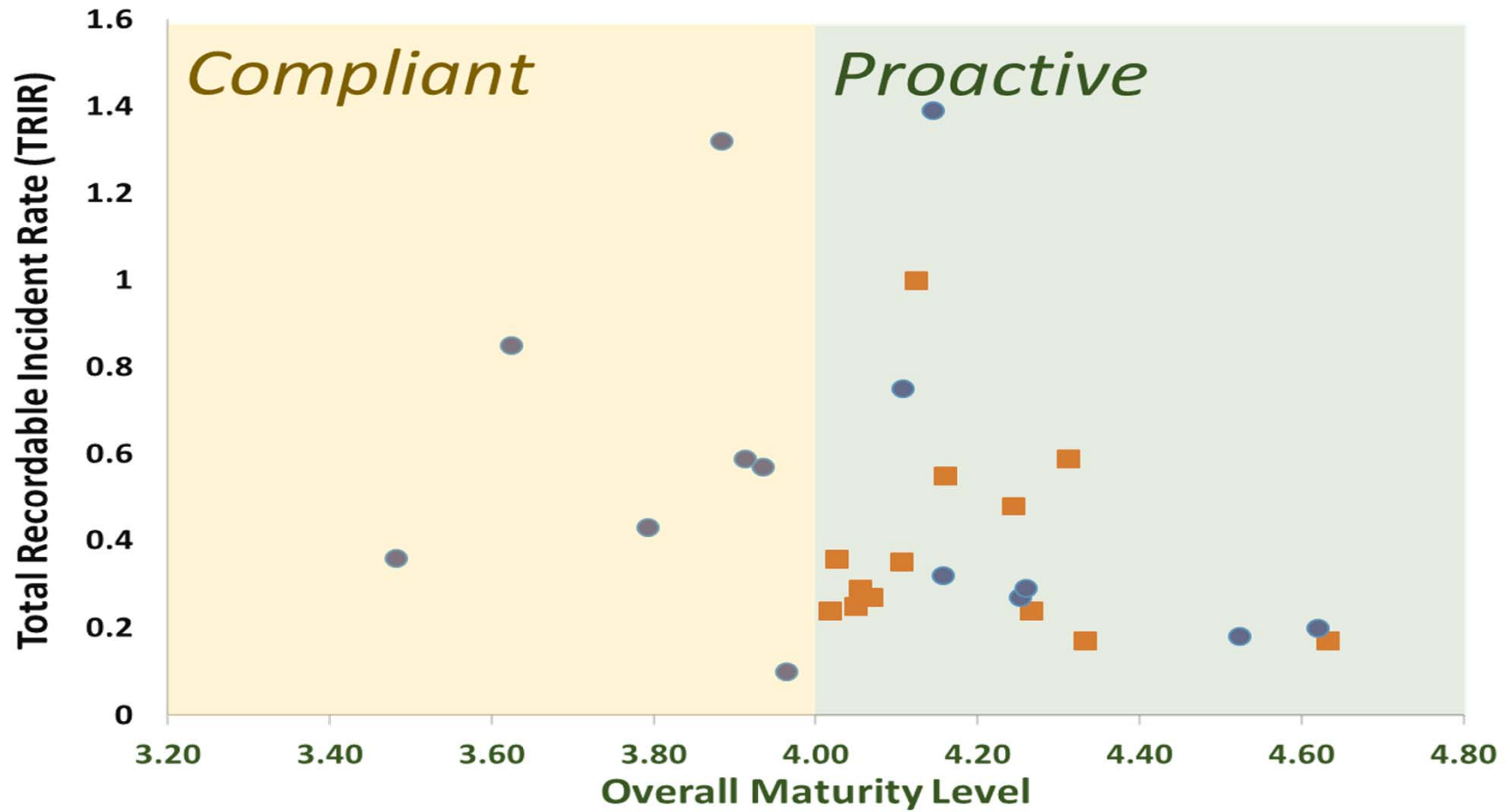
Real estate and
rental and
leasing
*53

Construction
*23

Contractors

* NAICS code

Clasification



Does this graph make sense?
Are these accurate indicators?

How could safety culture and performance
be better measured?

10 minute small group discussion
10 minute full group discussion

6.

**What's next for the COAA
Safety Committee?**

What could/should be done?

What are the top strategic areas that
COAA should focus on?

The Safety Committee?

5 minute small group discussion

5 minute full group discussion