

Safety Culture – Management System Element - “Behavior and Culture Modeling”

An organization always has a safety culture but getting a desired culture is something you will have to work at. This is not something you do overnight. You have to work at it and never stop.

Safety culture is related to behavior at all levels in the organization and when talking of desired behavior, the behavior of people in leadership positions is of critical importance - their decision-making and example.

I am not a behavior specialist but when working in the area of safety management, you really cannot get around it. So I was involved in suggesting a process to arrive at safe behavior [at the operational level](#).

I suggested an element "Culture and Behavior Modeling" as part of INTEGRA (previously named IPSRS) which was a process industry version of the ISRS. For several - mainly internal political - reasons INTEGRA was never accepted by the organization within which it was developed.

The subjects listed below were part of the element I suggested. This does not give you a complete picture but it may help you to think about the activities you may want to establish to reach the culture that you are looking for in your organization.

Element Objectives

To obtain and maintain desired behavior and decision making by managerial and operational personnel to arrive at the desired HSE culture.

Element Reference:	
Sub-element	Your response
<p>5.1. Management statement</p> <p>To explain the “WHY” of this element and related activities and to assure the ongoing senior management leadership, commitment and support in order to meet established element objectives.</p>	<p>Is a Management Statement for this element available?</p> <p style="text-align: right;">yes / no</p>
5.1. Reference:	
<p>5.2. Coordinator</p> <p>To assure proper coordination of the activities of this element such that they are properly developed, carried out, monitored and reviewed for further improvement</p>	<p>Name of the coordinator for this element?</p> <p>_____</p>
5.2. Reference:	

5.3. Review of legislation, Codes and Standards	
To assure that all applicable and required regulations, codes and standards are identified and actions taken to incorporate requirements into work practices, rules, training programs, engineering standards, etc.	Legal and other requirements for this element are known and actions taken? yes / no
5.3. Reference:	
5.4. Element Standing plan	
The objective of this sub-element is to assure that appropriate actions are taken to consistently meet the objectives of the element.	A standing plan for this element is available? yes / no
5.4. Reference:	
5.4.1. Identification of desired behavior	
To identify the desired behavior of people in decision-making and operational positions.	Have desired behaviors been determined? yes / no
5.4.1. Reference:	
5.4.2. Design and change of installations and work areas	
To design and construct installation and work areas that facilitate desired behavior and maintain proper working conditions through application of change management procedure.	Are installations and work areas designed, and are they maintained, to facilitate desired behavior? yes/no
5.4.2. Reference:	
5.4.3. Procurement	
To acquire and maintain as applicable goods and services that will facilitate desired behavior.	Are procurement activities such that they facilitate desired behavior? Yes/no
5.4.3. Reference:	

<p>5.4.4. Management System Development</p> <p>Development of management system according to 17-step process or similar including top-down and bottom-up principles to include all levels of the organization and to obtain “emotional ownership”.</p>	<p>Has the Safety Management System been developed to obtain “emotional Ownership” facilitating desired behavior?</p> <p style="text-align: right;">yes/no</p>
<p>5.4.4. Reference:</p>	
<p>5.4.5. Selection of personnel</p> <p>To select those people who have the proper ability and motivation to show the desired HSE behavior.</p>	<p>Does personnel selection include ability to show desired behavior?</p> <p style="text-align: right;">yes / no</p>
<p>5.4.5. Reference:</p>	
<p>5.4.6. Procedure and rule preparation</p> <p>To establish guidelines for the preparation of rules, work practices and procedures such that they will facilitate desired behavior.</p>	<p>Do guidelines for rule preparation etc. exist?</p> <p style="text-align: right;">yes / no</p>
<p>5.4.6. Reference:</p>	
<p>5.4.7. Competency surveys</p> <p>To periodically establish that people working in the organization have the competencies to properly carry out their jobs.</p>	<p>Competency surveys done?</p> <p style="text-align: right;">yes / no</p>
<p>5.4.7. Reference:</p>	
<p>5.4.8. Leadership behavior surveys</p> <p>To assure that people in leadership positions show the HSE behavior desired.</p>	<p>Leadership behavior surveys carried out?</p> <p style="text-align: right;">yes / no</p>
<p>5.4.8. Reference:</p>	

<p>5.4.9. Employee behavior surveys</p> <p>To assure that people in operating positions show the desired HSE behavior.</p>	<p>Employee behavior surveys carried out?</p> <p style="text-align: right;">yes / no</p>
<p>5.4.9. Reference:</p>	
<p>5.4.10. Employee satisfaction and perception surveys</p> <p>To periodically carry out surveys to establish the level of HSE perception and satisfaction amongst employees.</p>	<p>Employee satisfaction and perception surveys?</p> <p style="text-align: right;">yes / no</p>
<p>5.4.10. Reference:</p>	
<p>5.4.11. Standing plan assessment</p> <p>The objective of this element is to verify whether the standing plan has been executed as planned and in accordance with the criteria set.</p>	<p>Execution of Element activities is periodically assessed?</p> <p style="text-align: right;">yes / no</p>
<p>5.4.11. Reference:</p>	
<p>5.5. Employee participation</p> <p>The objective of this sub-element is to involve relevant employees (at various levels in the organization) in the development, execution and improvement of element activities.</p>	<p>Employees at various levels are involved in Element activities?</p> <p style="text-align: right;">yes /no</p>
<p>5.5. Reference:</p>	
<p>5.6. Element related training</p> <p>The objective is to provide knowledge, skills and motivation to those people who are charged with carrying out the element activities, including those that are related to coordination, management/coaching, implementation, monitoring, review, etc.</p>	<p>Element related training has been provided?</p> <p style="text-align: right;">yes / no</p>
<p>5.6. Reference:</p>	

<p>5.7. Communication</p> <p>The objective of this sub-element is to ensure that identified relevant parties (either internal or external to the organization) are provided with appropriate information concerning the activities in this element</p>	<p>Communication on Element activities goes to identified parties?</p> <p style="text-align: right;">yes /no</p>
<p>5.7. Reference:</p>	
<p>5.8. Data collection and analysis</p> <p>The objective of this sub-element is to gather and analyze the information/data necessary for communication to identified relevant parties for the proper management of the activities.</p>	<p>Data for Element activities is collected and analyzed?</p> <p style="text-align: right;">yes / no</p>
<p>5.8. Reference:</p>	
<p>5.9. Review and improvement</p> <p>The objectives of this sub-element is to assure that results (as indicated through the management statement) are being achieved and that further actions, as appropriate, are taken for further improvement.</p>	<p>Element activities are reviewed for results and improvement done?</p> <p style="text-align: right;">yes /no</p>
<p>5.9. Reference:</p>	

Comments: