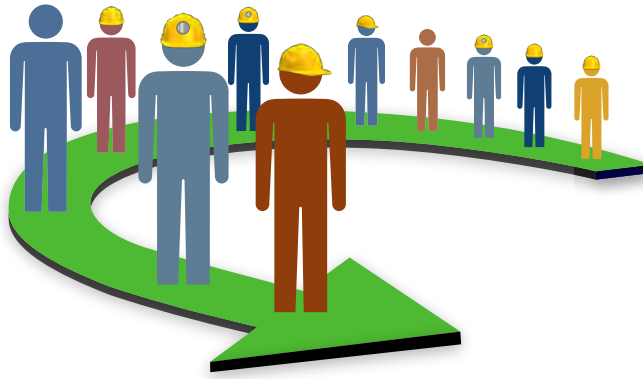




Culture Enhancement

Projected Implementation Date: December 2013



This module includes:

- Identifying desired safety culture characteristics.
- Assessing strengths and weaknesses.
- Developing and implementing a culture improvement plan.

No safety system will be effective without a complimentary safety and organizational culture. Whether the culture is strong and positive depends on the degree to which management understands current characteristics, has a clear idea of what the future culture should look like—based on vision, values and strategy—and has a process to actively enhance the culture. Culture change takes planning, broad involvement and patience. It doesn't occur quickly.

Culture can be measured and managed, and small changes in culture can have a long-lasting effect on safety and health performance.

Measuring and Assessing Culture

Culture is measured and assessed through a confidential employee perception survey and employee interviews, where appropriate. Companies may elect to conduct their own cultural assessment, use the **CORE**Safety assessment tool or work with an external expert. The latter approach ensures confidentiality and optimal data analysis. Once strengths and weaknesses are identified through the assessment process, a culture enhancement plan can be developed and implemented.

Key indicators of positive, supportive cultures include:

- Trust among managers and workers and between workers and managers
- Fair and equitable treatment of employees
- Comfort about reporting incidents and a strong interest in understanding what caused the incident
- A constant state of vigilance regarding hazards and risk (no complacency)



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- A pervasive sense of personal and group safety and health responsibility and consistent accountability to match
- Safety and health as common organizational values
- Consistently empowered workers who are confident regarding management's safety and health approach

Culture is driven through leadership and cascades through the entire organization. As a result, the attitudes, actions, behavior and communication of managers have the greatest impact on safety culture, but not to the exclusion of workers who sustain the culture.

Expectations

- 7.1 Identify the desired safety culture characteristics for your company (to achieve 0:50:5) or adopt those recommended by **CORE**Safety.
- 7.2 Conduct a confidential employee survey to assess perceptions of the company's safety culture, e.g., strengths and weaknesses.
- 7.3 Develop a culture improvement plan using tools available on the **CORE**Safety website, or from other sources, based on the survey results.
- 7.4 Verify culture improvement by re-conducting the confidential culture perception survey at another appropriate interval, e.g., within 18 months of the first survey.
- 7.5 Repeat the process as necessary to ensure continuous improvement in safety culture perception.



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Regulation

Partial or full MSHA and/or OSHA regulatory requirement: Yes No

Metrics

To be determined

Resources

CORESafety resources can be found with the latest updates at:
coresafety.org/resources/module7

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Notes

