denison™
OVERVIEW

DENISON CONTENT MODULE:
SAFETY MANAGEMENT

STRATEGIC ALIGNMENT

MERGER & ACQUISITION

TRANSFORMATION & TURNAROUND

TALENT MANAGEMENT

Safety has come a long way in the past few decades due to technological advancement and the introduction of more effective procedures and practices. However, safety failures still occur, and can be devastating to the employees involved and their organizations. Although causes for safety violations may vary, investigations into them often point to a lack of a culture of safety that provides employees with the resources needed to behave and work safely. Formal safety control mechanisms, like policies and regulations, dictate what the organization and its people should do, but culture reflects what people actually do.

The Denison Safety Management Module measures how organizations support safe behaviors and work practices. The Safety Module is designed to complement the Denison Organizational Culture Survey (DOCS) by providing additional insight into employee perceptions of safety management.

Defining Safety Management

Effective safety management requires a handful of core capabilities. Throughout the organization, leaders must be committed to safety as a top priority. Employees must own safety and be empowered to share safety concerns with peers and leaders. Near-misses must be reviewed so the organization can learn from them, and a system for speedy reporting and responding to safety issues must be in place. Finally, different parts of the organization must coordinate around safety.

The Link to Organizational Culture

Denison research on safety management highlights the importance of culture. In our research, we found that more effective organizational culture was associated with lower recordable incident rates and improvement in culture scores over successive years was directly associated with improvements in safety records. We also found that organizations with high performance cultures reported fewer safety violations, less lost time accidents, lower incident rates, and lower safety costs.

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Specifically, **Empowerment**, **Team Orientation**, **Organizational Learning**, and **Creating Change** surfaced as key cultural drivers of safety outcomes. **Empowerment** shifts the responsibility for creating a safe environment to the contributors on the ground as opposed to being a "management issue." **Team Orientation** facilitates working together to establish and uphold safety standards and appropriate behaviors. The safety norms of the organization are created together, as a team. **Organizational Learning** promotes an open environment in which employees can learn from mistakes and on-the-job incidents rather than one in which accidents are not reported and sanctioned. **Creating Change** enables employees to respond to uncertain and complex safety situations with flexibility and adopt new and improved ways to get the work done safely.

The Module

The Safety Module measures four key areas of safety management:

(1) Ownership

(2) Coordination

(3) Continuous Improvement

(4) Reporting & Restoration

Survey Items

1. All leaders demonstrate strong commitment to safety.
2. Safety is the number one priority in everything we do.
3. We have all the tools and resources needed to work safely.
4. Employees take personal ownership for each other's safety.
5. Employees contribute to the development of our safety practices.
6. We always work safely, even under high pressure.
7. We continually look for new ways to work safely.
8. We work to gain a deep understanding of all near-misses (or "close calls").
9. People from different parts of the organization work together in a way that ensures their safety.
10. All safety issues are reported quickly to leaders and managers.
11. Leaders and managers act quickly to resolve all safety issues.

FOR MORE INFORMATION

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