Desirable attributes
of safety culture

The attributes of an effective safety culture are the subject of many scientific publications, including by Reason, Westrum, Weick and Sutcliffe, and several international organisations. ICSI's "rosace" wheel diagram groups these different propositions into three major categories:

• strategic choices: shared awareness of the most significant risks, constant attention to the three pillars of industrial safety, and finding the right balance between rule-based safety and managed safety,

• the mobilisation of all actors, with a focus on the leadership displayed by management and on employee involvement,

• two groups of key processes to foster a questioning attitude and a culture of transparency.

Within each organisation, the attributes which constitute the strong points and can serve as reference points, and the weak points that should be placed at the centre of the change process may be discussed, taking into account the specific characteristics of the organisation.

If you'd like to know more, the *Cahier de la Sécurité Industrielle* "Culture de sécurité : comprendre pour agir" is available on our website www.icsi-eu.org

Anticipate risks beyond what the most frequent accidents reveal

Explain content of the safety case
Fight against fatalism
Indicators other than incident rate
Culture of doubt
Culture of sensitivity to operations
Shared vigilance

Just culture

Build trust and encourage speaking up

Information flow

Shared awareness of the most significant risks

Questioning attitude

Search for the root causes of events

Share the conviction that risks are never fully controlled

Consistency between words and actions

Learning culture

Truthful external communication

Culture of transparency

BETTER RISK MANAGEMENT

Importance given to safety in decision-making

Participative directive leadership

Encourage safe compliance and proactiveness

Management leadership and employee involvement

Integrated culture, everyone is mobilised

Top management, managers, employees

Support departments

Acknowledge that no single person has all the knowledge necessary to ensure safety

Dialogue

Interface management

Role of work groups

Constant attention to the three pillars

Right balance between rule-based and managed safety

Employee representative bodies

Contractor companies

Debates between professionals

HOF, working environment

Flexible culture

Anticipate as best as possible and deal with the unexpected

Pay attention to barrier performance, during design and in operation

SMS, rules, procedures

Technical barriers

Preparation for crises and unexpected events

Developing resilience

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