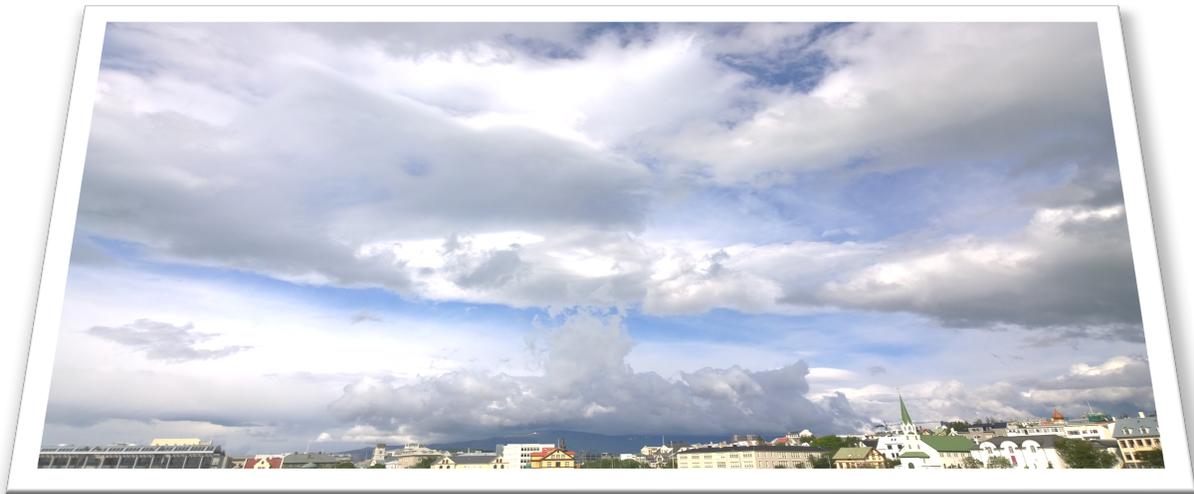


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## Safety Culture Case Studies

“Deeply held but often unspoken safety-related beliefs, attitudes, and values that interact with an organization’s systems, practices, people, and leadership to establish norms about how things are done in the organization. Safety culture is a subset of, and clearly influenced by, organizational culture. Organizations often have multiple cultures or subcultures, and this may be particularly true in construction.” (NIOSH/CPWR, 2013, p.14)



## Case Study : Olympic Park : London

Read full case study here: <http://www.hse.gov.uk/research/rrpdf/rr942.pdf>

**Summary:** In preparation for the 2012 London Olympics there were several large scale construction projects relating to new infrastructure and maintaining existing buildings. The goal of the Health and Safety Executive (Government's independent regulator) and the Olympic Delivery Authority (construction client) were committed to ensuring this was the "safest and healthiest build on record."

The Olympic Delivery Authority measured safety climate using the Safety Climate Tool (SCT) that consists of 8 factors. Each factor was focused on in a project case study.

Organizational commitment

Engagement in health and safety

Health and safety oriented behaviours

Peer group attitude

Health and safety trust

Resources for health and safety

Usability of procedures

Accident and near miss reporting

In order to be hired for the project, contractor organizations had to have a high score on the SCT. This confirmed that safety was a priority for the contractor and employees.

### Key Findings:

Through engagement, worker involvement, and organizational commitment, a strong safety culture can be developed in the construction industry. Below are the elements contributed to the effective safety culture on the project:

1. The Olympic Delivery Authority made it clear that safety was to be a priority and integrated companies with safety standards and requirements.
2. There was a push for safety culture alignment across all the contractors working on the projects.

3. Contractors were empowered to develop their own safety processes and systems to deliver the ODA's objectives. This provided freedom to create their own process that works for their project.
4. There was external and intrinsic recognition and prestige of working on the Olympic Park project.
5. The longer duration of the construction phase allowed sufficient time for cultural initiatives to become embedded, revised, and tested to ensure their success.
6. Worker belief and commitment to safety, with consistent reiteration through the duration of the Olympic Park projects.

## Case Study : Cosmopolitan Construction : Las Vegas

Find full case study here: <http://www.sciencedirect.com/science/article/pii/S0022437510000447>

**Summary:** A case study was conducted in response to eight deaths and a large number of injuries over a year and a half period for one of the largest commercial development projects in U.S. history. The goal was to identify the safety climate/cultural issues of the several construction contractors working on this fast track work project.

A survey measuring safety climate was developed and were completed by workers, foremen, superintendents, and senior managers.

### Key Findings:

Results from the survey suggest that some major concerns include productivity being prioritized over safety, lack of management commitment to safety, lack of communication and procedures, and unhealthy/safe working condition.

(Gittleman, et al, 2010, p. 278)

### Recommendations to Management

1. Provide workers with timely feedback for improvement and recognition of their safety behaviors;
2. Provide clearly defined organizational safety goals and policies;
3. Develop and distribute quality toolbox talks;
4. Conduct regular workplace hazard analyses to identify safety improvement opportunities;
5. Provide detailed safety reports to all employees (i.e., including injuries and near miss incident reports).

### Recommendations to General Contractors / Subcontractors

1. Senior and mid-level management need to frequently communicate to their employees and show their genuine concern for safety through participation in day-to-day activities;
2. Explicitly include safety as senior and mid-level management's responsibility and in performance standards. Promotion and/or merit raises should also be evaluated based on efforts and strategies in promoting safety;
3. Senior and mid-level management need to serve as role models and get involved in critical safety activities (e.g., safety seminars, training, and critical operations).

### Recommendations to Foremen

1. Both the General Contractors and sub-contractors are encouraged to provide training to foremen on proactive management skills;
2. Provide immediate, constructive, and specific feedback to workers when they demonstrate poor performance;
3. Promote and engage in open communications about safety errors and near misses with workers to prevent

future injuries and accidents;

4. Consider providing, at a minimum, an OSHA 30-hour training course to all foremen.

#### Recommendations to Workers

1. Periodically conduct anonymous short safety needs assessment surveys or informal interviews to allow employees the opportunity to voice their opinions and provide suggestions on the current status of safety programs and practices;
2. Establish a formal reporting system including weekly information and emergency reporting for issues that need to be conveyed to all site personnel that is easily accessible (e.g., blast text messages);
3. Establish labor/management safety committees with appropriate experience and skills who have a voice in organizational safety decisions.

## Case Study : Bardsley Construction LTD : England

Find full case study here: <http://www.hse.gov.uk/involvement/casestudies/bardsley.pdf>

**Summary:** Bardsley construction is based out of Northern England and is a medium sized building company that works in private and social housing. They often have an average of 15 projects with around 100 joiners and bricklayers, and 300 contractors. Prior to 2007, there was a higher frequency of accidents and injuries within the company, spurring the new safety director to develop a new Safety Management System. The case study reviews the process by which the new Safety Management System was implemented at each level of the organization and the strategies they used.

### Key Points:

1. Address the board of directors and get their support and approval, without this, it will not even get off the ground. Previous boards had been resistant and suspicious of outside consultation, however, they were able to show the benefits of outside help on matters of health and safety.
2. Worker engagement was secured through a “safe and sound at work – do your bit” campaign.
3. The company developed a working health and safety committee comprised of frontline workers, office employees, and management. Everyone is responsible for safety, including office staff that can often have a direct effect on the safety of the frontline staff (purchasing equipment, etc.)
4. Monthly meetings of the committee are designed to be informal with banter and light discussion mixed in with the more serious topics. This is crucial to participation. The committee belongs to the workforce and not the management. Directors (other than the health and safety director) are barred from the meetings, and the agenda is set by the workforce.