

A well implemented management system should have strong defensive lines. A focus on Safety culture will add a positive atmosphere and a supportive defense against incidents. It is important to assess where your company's safety culture is positioned within your management system.

## Maturity Scale

- 1 Emerging:** Management system process success depend on individual effort. They are specific and not well defined.  
*Envision*  
 "As an organization we focus on regulatory requirements."
- 2 Managing:** Management system processes are established, the necessary process diciplines are in place to repeat earlier successes.  
*Envision*  
 "We think safety is a priority and would do a lot if there is an incident."
- 3 Involving:** Management system processes are documented, standardized, and reintegrated throughout the organization.  
*Envision*  
 "We have a system in place to manage and mitigate risk."
- 4 Co-operating:** Detailed measures of the management system processes and their outputs are collected, quantitatively understood and controlled.  
*Envision*  
 "We actively work on the problems and potential problems that we find."
- 5 Integrating:** Continuous management system improvements are enabled by quantitative feedback from the processes.  
*Envision*  
 "Safety is just how we do business around here."



## Elements of a safety culture

Safety culture is an important element in an effective management system. Regulators are looking to protect the public, environment and employees in the field.

There is a major disconnect between company values and how they use their management system.

Both the management system and employee values should align in respect to risk and safety to create a strong defense against incidents.

## Incidents

In 2015 there were a total of 91 incidents reported:

- 6 Incidents around serious injuries: the release of gases and explosions between Alberta and Saskatchewan
- 6 Environmental incidents
- 41 Incidents occurred in Alberta

A negative safety culture results in weaknesses and failures in the workplace. Not only do incidents affect the safety of employees, public and the environment, they affect the credibility of the company.

There are two types of accidents in hazardous industries.

- 1 Accidents that happen to individuals: they are more frequent and can result in serious injuries or fatalities.
- 2 Accidents that are caused by the organization: fires, explosions, and spills. These accidents have the biggest impact on the company, environment and public.

## Positive defenses

Leadership:

- Setting the tone for employees
- Providing resources and tools
- Conflict Resolution

Employee accountability & empowerment:

- Employee participation
- Ownership and communication
- Appropriate training

Vigilance:

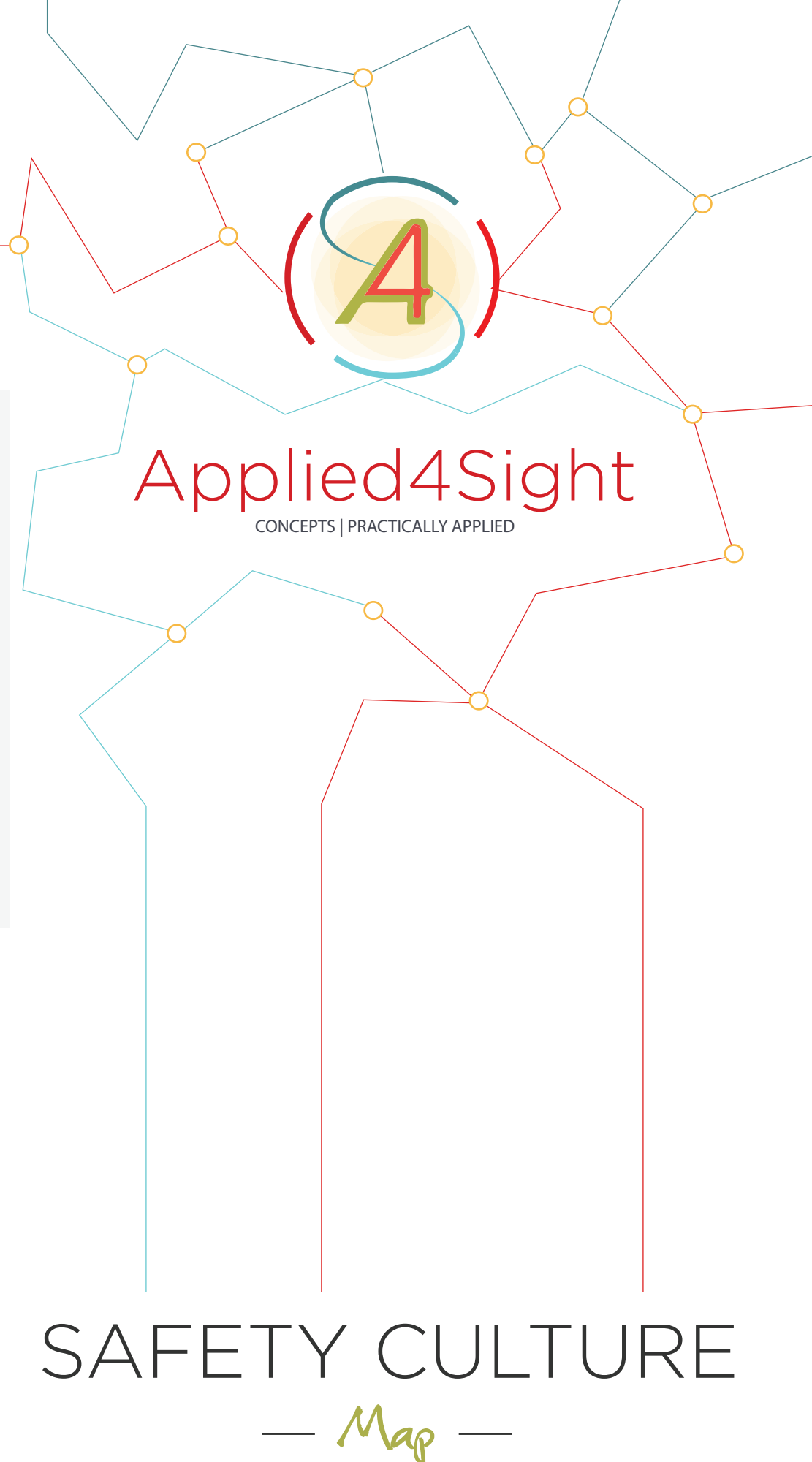
- Regular monitoring
- Performance measurement
- Learning from past events

Resiliency:

- Foreseeing risk
- Continuous improvement
- Managing risks and change

## Maturity scale

Apply the 5 level maturity scale to assess where your safety culture is located and how well it is integrated within your management system.



SAFETY CULTURE  
— Map —