



The  
University  
Of  
Sheffield.

# Multiple safety climates

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# Climate and safety

Safety  
climate



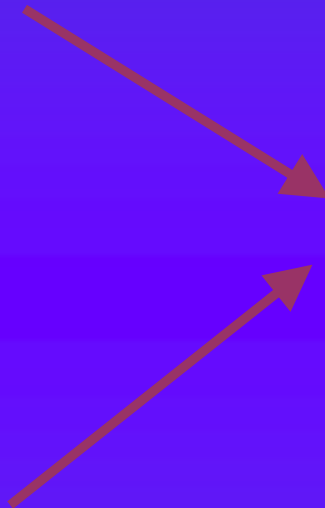
Safety  
behaviour



# Climate and safety

Organisation  
safety  
climate

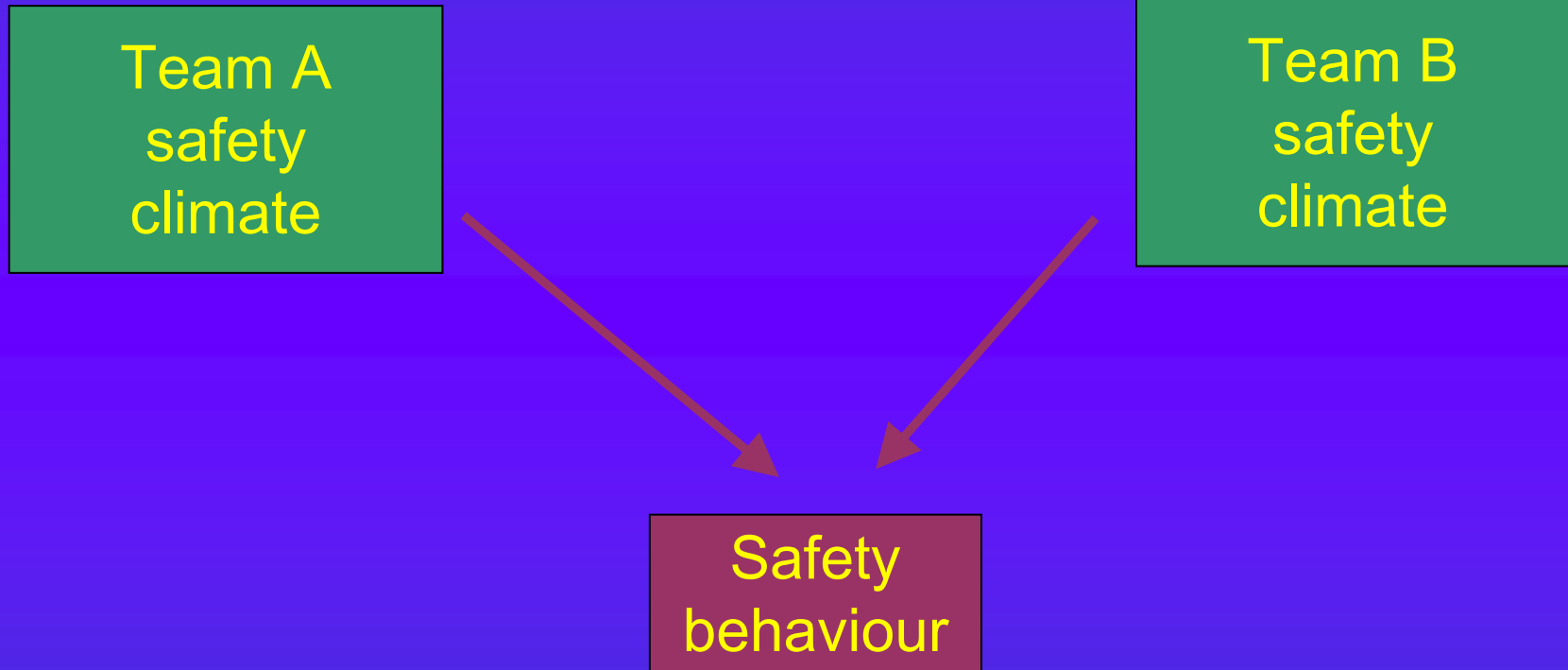
Team  
safety  
climate



Safety  
behaviour



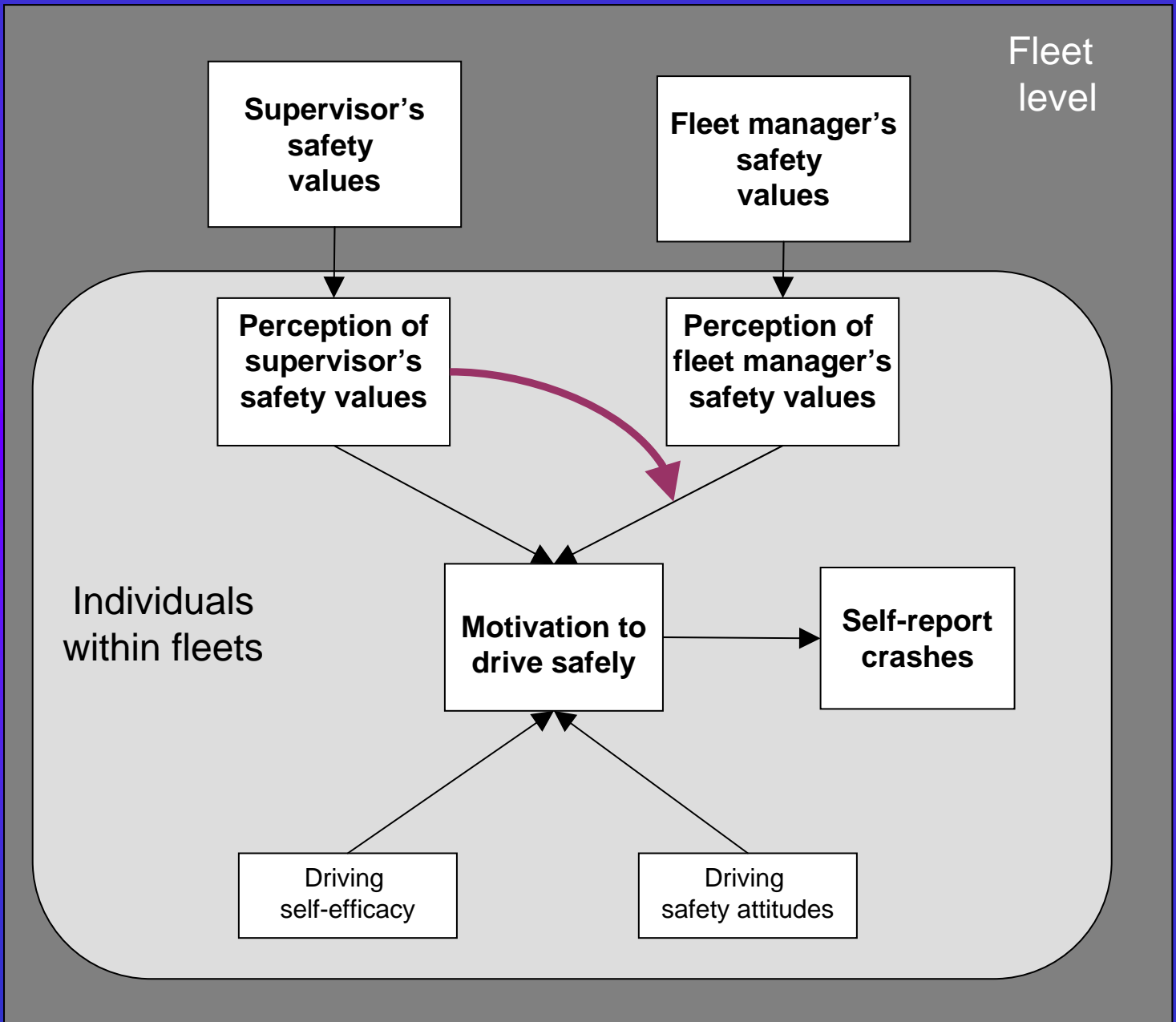
# Climate and safety





# Fleet driving safety

- Road crashes most common cause of work-related injury
- Safe driving at work not integrated with traditional safety activities
- Who establishes safety values and safety climate?
- Study of drivers in Australian public sector.





# Fleet driving safety

## Participants

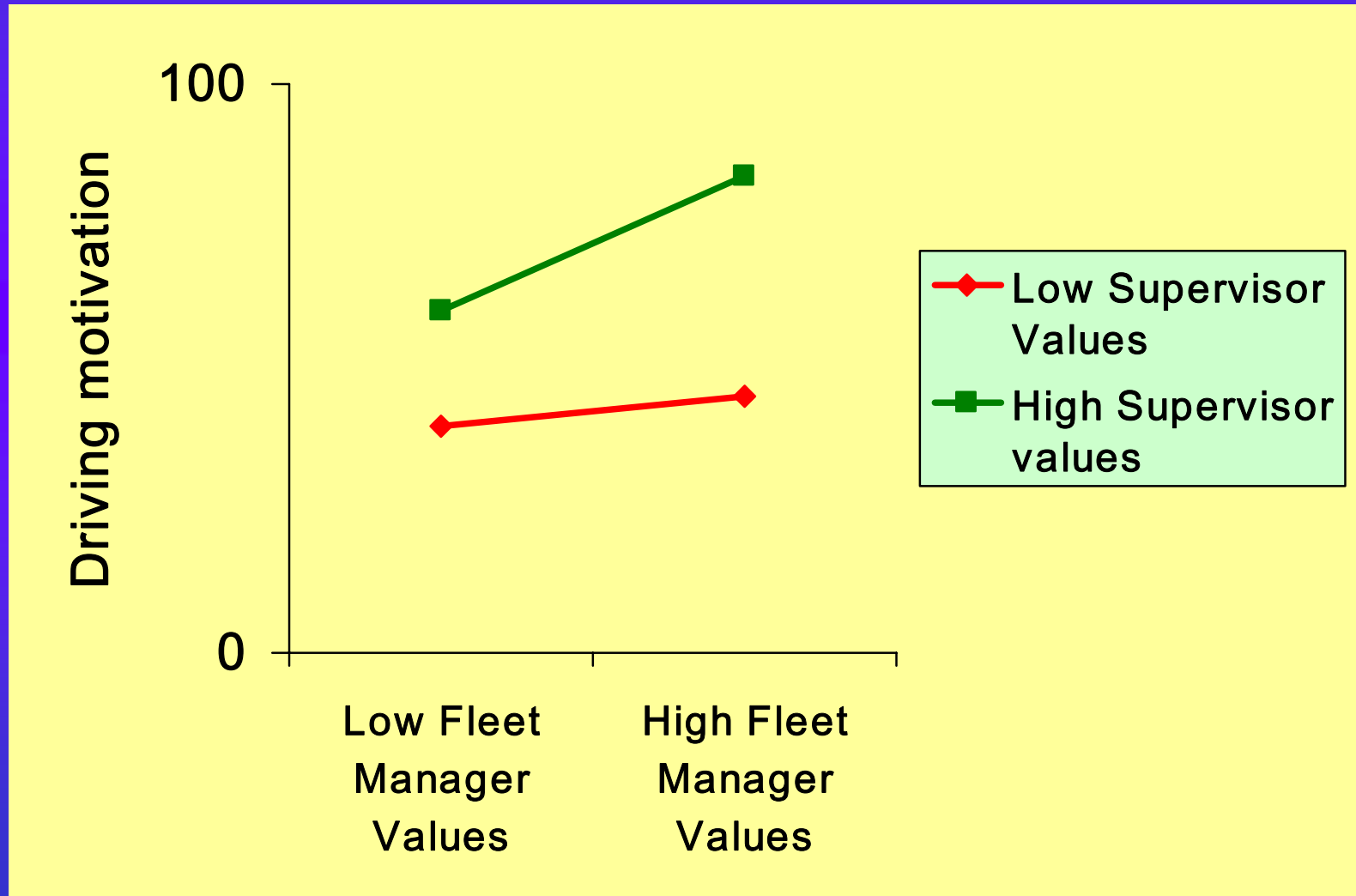
- 6 organisations
- 102 fleet managers
- 88 supervisors
- 385 drivers

## • Measures

- Safety climate
- Safety attitudes and efficacy
- Safety values
- Self-report crashes



# Fleet driving safety





# Longitudinal Hospital Study

- Linking climate, behaviour and accidents over time in work groups
- Differentiate safety compliance and safety participation
- Study of nurses in wards over six years



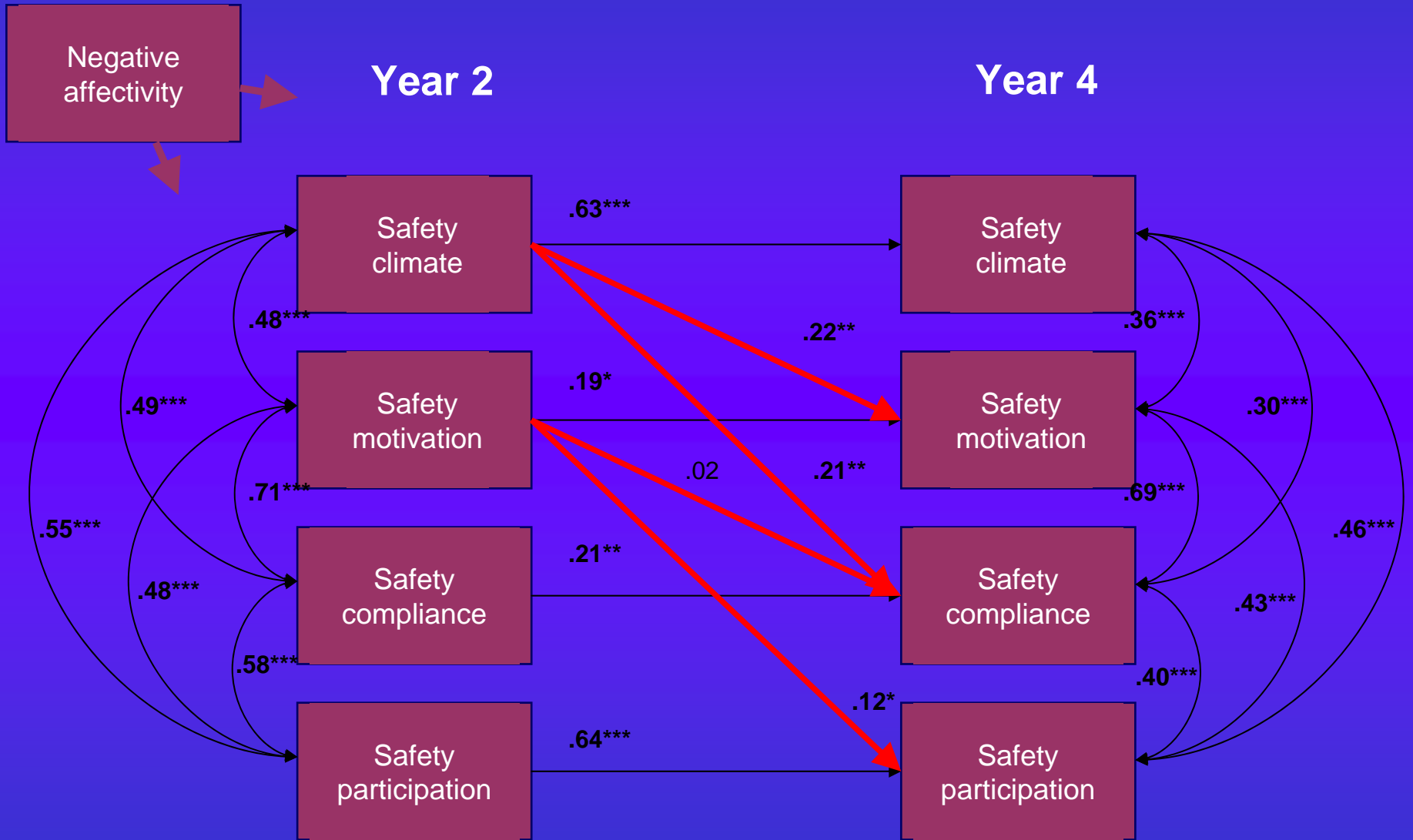
# Longitudinal Hospital Study

- 135 nurses in 39 groups
- 3 waves of surveys
- Accident rates collected monthly over five years



# Safety behaviour

- **Safety compliance (proficiency)**
  - I use all the necessary safety equipment to do my job .
  - I use the correct safety procedures for carrying out my job
  - I ensure the highest levels of safety when I carry out my job
- **Safety participation**
  - I promote the safety program within the organization
  - I put in extra effort to improve the safety of the workplace
  - I voluntarily carry out tasks or activities that help to improve workplace safety





# Managing multiple climates

- What are the basis of the different climates?
  - Hierarchy?
  - Leaders?
  - Location?
  - Task?



# Basic distinction

Achievement	Error
Approach	Avoid
Production	Safety
Success	Failure
Opportunity	Threat
Promotion	Inhibition



# Leadership climate

	Achievement	Safety
Learning orientation	<b>Transformational leadership</b>	<b>Positive error culture</b>
Performance orientation	<b>Transactional leadership</b>	<b>Management by exception (active)</b>
Punishment orientation	<b>Management by exception (passive)</b>	<b>Management by exception (passive)</b>



# Leading safety

	Safety Management
Learning orientation	<b>Error learning</b> <b>Challenge and stimulation</b> <b>Proactivity</b> <b>Problem solving</b>
Performance orientation	<b>Goal clarification</b> <b>Compliance procedures</b> <b>Safety reward systems</b>
Punishment orientation	<b>Threat</b> <b>Punishment</b>



# Uncertainty

*Uncertainty shapes the extent to which valued work behaviors can be formalized or whether roles emerge through adaptive and proactive behavior by role incumbents*

*(Ilgen & Hollenbeck, 1991; Murphy & Jackson, 1999)*

- Roles differentiated as formalised versus emergent
- Proficiency, adaptivity, and proactivity



# Interdependence

*organizations as a system of  
interdependent behaviors  
(Katz & Kahn, 1978)*

- Roles differentiated as task versus socially embedded
- Task, team and organisation



# Organisation imperatives

- **Manage uncertainty**
  - Lack of predictability
  - Changing organisations
  
- **Manage interdependence**
  - Interlinked components
  - Teams