



UNIVERSITY OF ABERDEEN

# Safety Climate: Where are we now?

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# Context

- Post Piper Alpha - Offshore oil and gas sector
  - Risk perception 1991 (& Rundmo, Trondheim)
  - Running risks more of an issue than perceiving them
  - Management and supervision
  - Priority of safety vs production
  - ‘Worlds of risk’ on one site



# Climate – Behaviour Path?



**Leader  
behaviour**

**Climate/  
subjective  
norms**

**Worker  
Motivation/  
competence**

**Worker  
Behaviour**

**Accident**

**Peer  
behaviour**

# Management commitment

- Links with leadership theory?
  - Transformational/ transactional
  - Authentic leadership (values)
- Focus on production climate?
- Degree of management control
- Level of management and influence effect
  - Neglect of senior managers and safety
- Role of the regulator on managers/ climate

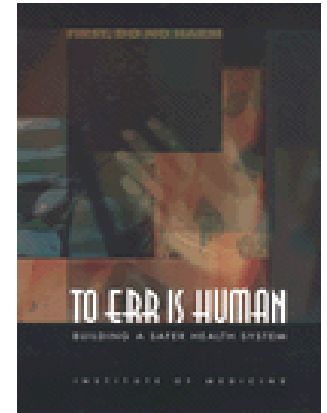
# Safety behaviours

- Rule breaking/compliance
- Risk taking
- Speaking up (about safety/ transgression)
- Participation in safety activities
  - Safety Citizenship Behaviours
- Incident reporting
- Prioritisation of safety vs production
- Non-technical/ CRM skills (social/cognitive)

# Non-Technical Skills

- Leadership
- Team Work
- Communication
- Situation Awareness
- Decision Making
- Managing stress and fatigue
- Influence of safety climate??

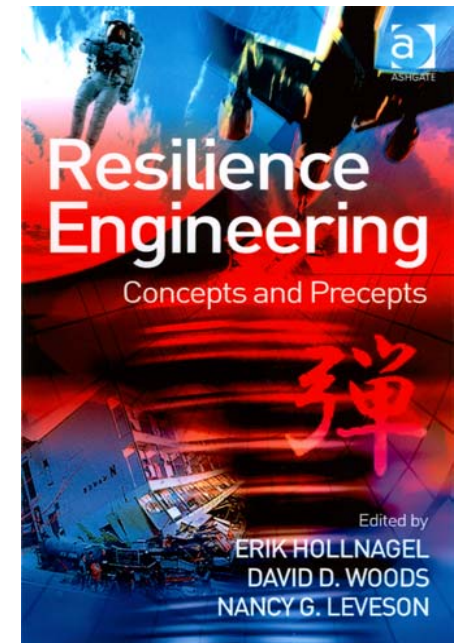
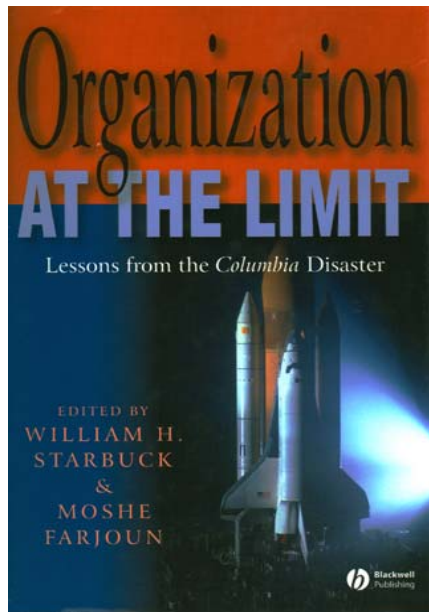
# Safety climate in healthcare



- Proliferation of descriptive studies
- Endless debate on quality vs safety
- Limited attention to industrial literature
- Focus on patient safety rather than worker safety – same trajectory?
- Problems identifying leaders
- Transient climates for ad hoc teams

# Parallel developments: Risk, Reliability, Resilience

Focus on strengths/ flexibility  
Production/safety trade-offs  
Motivational influences



# Goodbye climate?

- What is the added value of postulating shared mental model of leaders' prioritisation of safety – naming it climate?
- Very limited predictive power of climate
- Concentrate attention on leaders' (formal and informal) behaviours and perceptions of leaders' and peers' priorities/ expectations
- Focus on worker motivation, task behaviours and reinforcement conditions