



Subject Area no. 24: Safety culture improvement

Principle: The company has a programme to develop and maintain a culture to enable safe, compliant and efficient operations.

| Level | Expectations | Targets | Suggested objective evidence |
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| Basic | The company has a program to promote safety culture improvement in the workplace | The company has a documented program focused on safety culture improvement. Safety culture is communicated during recruitment, familiarisation, and appraisal processes to all personnel, through the policies, vision statement and core values. Procedures should include appointment and duties of a safety officer, safety inspections, safety committee, Stop Work Authority Awareness | Verification of procedures Forms and records |



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| Intermediate | The company's programme for safety culture improvement is promoted through appropriate communications and training, this should include refresher training. | <p>Safety culture improvement is addressed in company documentation, communicated and implemented. It could include, but not limited to:</p> <ul style="list-style-type: none">- safety campaigns..-.safety news flashes..-.safety posters..-. toolbox talks..-. daily work plans..-. safety videos and CBT <p>Training is refreshed at periodic intervals</p> | <p>Records of safety culture improvement, and components of program</p> <p>Evidence of the training program and validity with any refresher training.</p> |



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| Advanced | The effectiveness of Safety Culture Improvement efforts is a component of overall safety program. Human factors and behavioural change are incorporated into safety culture improvement programme. | <p>Effectiveness of the program is measured through leading and lagging indicators. Human factors and behavioural change could include: -</p> <ul style="list-style-type: none"> - Human behaviour - Situational awareness - Injury prevention - Intervention techniques - Constructive feedback - Working effectively as a team <p>There could be a documented safety recognition program to recognize personnel and team performance to promote safe behaviours such as crew safety suggestions and competitions, individual or vessel recognition, safety magazines, etc.</p> | <p>Evidence that lagging and leading indicators are reviewed and evaluated.</p> <p>Evidence of human factors and behavioural change</p> <p>Evidence of safety recognition programs.</p> |



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| Excellence | Senior management review elements of the effectiveness of human factors, behavioural change and safety culture improvement efforts as a part of the overall safety performance. Identified issues are fed back into the improvement cycle. | Human factors, behavioural change and safety culture improvement efforts are part of management reviews at senior level. Feedback from the safety programs drive continuous improvement. A dedicated electronic management system which could be a part of the HSSE management system to record observations and records, to assist with trend analyses and further enhance the maturity of the human factors, behavioural change and safety culture improvement efforts | Evidence from management reviews e.g., presentations and minutes of meeting from management review meetings. Evidence of learning from human factors, behavioural change and safety culture improvement efforts driving changes in the organization e.g., experience transfers, HSSE campaigns, training presentations |