

D2 Presentations of successful proposals

- **Value of Safety**

Henriikka Ratilainen, M.Sc. (Tech.), Finnish Institute of Occupational Health, Finland

Abstract

Value is a criterion people use to select and justify actions and to evaluate people/events. Personal values are enduring general tendencies to prefer a certain state of affairs or mode of conduct over others (Rokeach 1973, Schwartz 1992). The importance of values relates to their central location in the total cognitive-affective belief system and in their close links of self-concept (Feather 1988). A value is cognition about what is desirable. This means that individuals know the correct end-state. Because values have also a behavioral component, values are basis of attitudes and guide the selection of behaviors and events. That also means that in the most cases values are studied through attitudes or behavior. (Feather 1996, Schwartz 1993, Schwartz and Bilsky 1987, Rokeach 1973).

There are only few studies on safety values on the workplace. Safety values predicted the safe practices of university students better than did gender, class standing, and geographical region (Crowe 1995). In the Finnish metal company, the top managers values risk taking more than safety, whereas blue-collar workers valued safety in the surroundings, because they face the negative consequences of risk taking (Koivula & Verkasalo 2006). Safety culture is also based on values (Pidgeon 1991). As values are abstract basic concepts, the question is how safety values are defined and used in practice by the key agents, especially higher managers, and how they affect employers' and employees decisions and behaviour at the workplace.

We regard organisational safety as a vital aspect of corporate social responsibility and as an aspect inherent in any business and production processes, which is important for the corporate identity. This is most clearly the case in companies committed themselves to 'vision zero': they feel their identity does not allow for (serious) accidents (Zwetsloot, van Scheppingen, Bos, Dijkman & Starren 2013). Defining safety values in the context of (strategic) business values is the next step for safety improvement. Objectives of our research are (1) To create a common understanding of how value of safety and safety values are defined by key stakeholders, (2) to identify practical dilemma's/ bottlenecks in practicing safety values, and how organisations can deal with them, (3) to determine how the value of safety and safety values play a role in daily industrial practice, at different organizational levels, (4) to develop a draft methodology to promote and share safety values, thereby also strengthening management commitment.

First we will review the issue of safety values in the research literature and in practice, focusing on the mechanism that strengthen safety values (moral, social and business aspects), and the values that support safety, like trust and justice. As we assume that key stakeholders are likely to adhere to different perceptions of safety values, we will involve the various key stakeholders in a Delphi study to generate maximum consensus. Then we look at how these values actually affect the decisions and behaviour of managers and workers in daily operations. This knowledge will be used for the development of a methodology to effectively promote and share safety values, thereby also strengthening management commitment.

Expected outcomes are (1) consensus among key stakeholders of organizational safety on the definition of value of safety and safety values, (2) a better understanding of how of value of safety and safety values are formed up and how they affect the decisions of managers and workers, (3) identification of major dilemmas that managers are confronted with in promoting and applying safety values, and how they can effectively deal with them, (4) an analysis of how the of value of safety and safety values play a role in daily work, and (5) a draft methodology to promote and share safety values, thereby also strengthening management commitment

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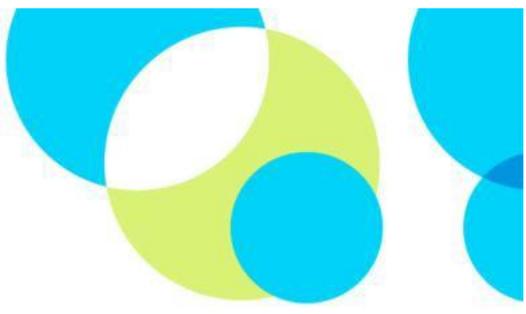
Well-being through work



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VALUE OF SAFETY (VALOSA)

SAFERA - Symposium "Industrial Safety Challenges, value and needs"
Berlin, Germany, March 10 - 11, 2014

Henriikka Ratilainen, M.Sc.(Tech.)
Research Engineer
Finnish Institute of Occupational Health

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Background and focus

A **value** is cognition about what is desirable.

- criteria people use, often implicitly, to select and justify actions and to evaluate people and events
- principles that guide an organization's internal conduct as well as its relationship with the external world

(Feather 1996, Schwartz 1993, Schwartz and Bilsky 1987, Rokeach 1973)

- We will explore the safety values and dilemmas to gain insight in more successful mechanisms that have the potential to strengthen and promote safety values.
- In this research safety values and other supporting values for safety are defined in the context of strategic business values.



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Objectives

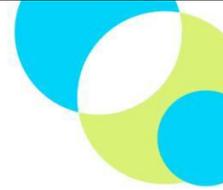
1. To create a common understanding of how value of safety and safety values are defined by various key stakeholders
2. To identify practical dilemmas and bottlenecks in practicing safety values, and how organizations can effectively deal with these dilemmas
3. To determine how the value of safety and safety values play a role in daily industrial practice, at different organizational levels
4. To develop a draft methodology to promote and share safety values, thereby also strengthening management commitment



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Tasks and methods



The research consists of 4 workpackages (WPs)

WP1: Literature review

- descriptive
- to provide information about the general background and context safety values, to define safety value, and to explore value perspectives

WP2: Interviews to stakeholders

- semi-structured method based on previous knowledge, research, and practices (WP1)
- for constructing Delphi study (WP3) and questionnaire (WP4) will be obtained

WP3: Delphi study

- to develop consensus on the value of safety and safety values
- The panel of stakeholders will be asked to give their expert judgment on the value of safety, safety values and dilemmas confronted in practice

WP4: Questionnaire and observations in 3 companies

- developing and executing a questionnaire to survey perceived safety values in different organizational levels/groups
- questionnaire will be conducted in three (3) companies
- observations to find out existing safety values and value conflicts.



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Expected outcomes

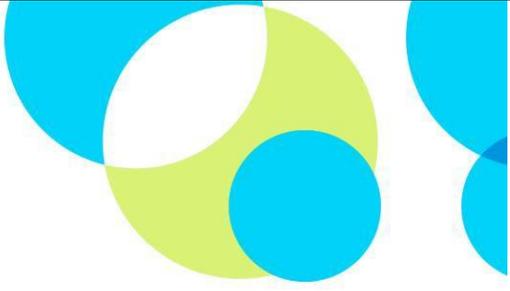


- WP1: Literature review, essential information for following WPs
- WP2: Summary and analysis of the interviews, essential information for following WPs
- WP3: Consensus on the value of safety and safety values
- WP4: New value questionnaire, summary and analysis of the questionnaire and observations
- WP1-4:
 - Consensus among key stakeholders of organizational safety on the definition of value of safety and safety values.
 - A better understanding of how value of safety and safety values are formed up and how they affect the decisions of managers and workers.
 - Identification of major dilemmas that managers are confronted with in promoting and applying safety values, and how they can effectively deal with them.
 - An analysis of how the value of safety and safety values play a role in daily work.
 - A draft methodology to promote and share safety values, thereby also strengthening management commitment



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Thank You!



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Esittäjän nimi

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