

- Shipboard personnel
 - Position
 - Nationality
 - Age
 - Gender
 - Experience in the marine industry
 - Experience at the current company
 - Experience in current position

To identify if and where perceptions differ at various levels within an organization, it may be important to conduct a safety culture survey at various levels of the organization's operations. Usually, the higher an individual is on the organization chart, the more optimistic he or she will be about the company's program. Upper management generally understands the program's intent and is cognizant of its cost and 'feel' that it must be working. Higher ranking crewmembers may tend to have a more practical view and provide more critical feedback on actual implementation of any safety recommendations. This feedback may be also based on maritime experience, corporate memory, and cultural influences. Lower ranking crew members may be most apt to respond to "what really happens on board", however these responses may be influenced by the lack of maritime experience where their judgment is based on their previous employers or different cultural norms/expectations.



IMPROVING SAFETY CULTURE

The considerable variation in circumstances experienced by employees due to the diverse nature of the company, presents a problem when applying effective recommendations involving company-wide issues. To address these difficulties, many of the recommendations refer to specific occupational groups which appear to experience greater problems with certain issues. It is anticipated that these issues can then be addressed by a particular occupational section (e.g. officers). However, it is also understood that even within occupational groups there is considerable variation in working conditions. Improving safety culture is slow and often uncertain. Approaches include:

- Greater employee involvement.
- The development of leadership skills in safety management.
- Provides data to drive decisions, direction and leadership for the improvement of SMS
- Safety culture maturity modeling

The results of the safety culture assessment should be used in the organization's continuous improvement program. There are three primary reasons for this:

1. The personnel who shared their views and contributed to the safety culture assessment will feel a certain amount of ownership of the project and will expect improvements based on their efforts and activities. If no changes are attempted, they could feel that their input and effort have been disregarded. This could negatively affect safety culture.
2. The analysis is likely to uncover areas for improvement that require addressing for a lasting improvement in safety.
3. The analysis is likely to uncover areas of organizational strength that require action to ensure these strengths are sustained.