



Communication and learning.

What happens after an accident?

Level 1:



As a rule, the blame is attributed to the employees involved and sanctions are imposed. In most cases, it must be possible to confirm (mainly with the manager) that all applicable rules and regulations have been complied with. Quality is not taken into account.

Level 2:



The manager/company takes note of the accident. A cautious conversation takes place: incidents tend to be glossed over somewhat for line superiors, in order to avoid too many critical inquiries.

Level 3:



The manager takes note of the accident. However, the supervisors and the company are more concerned with their accident statistics and are upset that something has occurred again.

The accident is treated rather superficially within the team, but immediate measures are derived. However, the quality of these immediate measures is limited.

Level 4:



The manager takes note of the accident. However, simple explanations are not enough; the manager and the company want to understand the background of the accident and receive quality information. The team analyses the accident internally and accident prevention measures are drawn up.

Level 5:



The manager and the company see the accident as an opportunity to adjust processes so that similar incidents do not happen again.

The accident is analysed in detail by the team and long-term accident prevention measures are drawn up together.

The purpose of the measures is constantly reviewed and their quality re-examined.

Other questions

- What is the first reaction of management after an accident?
- Do managers tend to consider it their duty to investigate the accident?
- Do managers support the employees involved following an accident?
- Is there a professional care organisation in place?
- ...



Work processes and regulations.

How important are rules and regulations for my business?

Level 1:



Employees are hardly aware of rules and regulations; work takes priority and little attention is paid to safety and quality.

If employees are familiar with the Working Hours Act or use their personal protective equipment, the rules are respected.

Level 2:



Employees partially consider rules and regulations to be important. They usually try to comply with them.

If the employees do not follow the rules, they can give good reasons to the manager as to why they could not follow the rules.

Regulations are hardly ever discussed in the team because the rules change after every accident and are tightened or expanded upon each time.

Level 3:



Employees consider rules and regulations to be imperative.

In some cases, there are so many regulations that employees cannot take every single one into account in their daily work. However, this is not discussed in the team; rather the employees prefer to keep this to themselves.

The team sometimes discusses how reasonable certain regulations are.

Level 4:



The employees consider rules and regulations to be useful. They generally appreciate them as a tool and consider them binding.

The regulations are discussed in the team and improvement measures are created.

Level 5:



Employees consider rules and regulations to be useful and they inform management if they think something is not feasible in practice.

Employees regularly discuss the regulations in their team, assess them and request adjustments if necessary. The changes are constantly reviewed within the team.

Other questions

- The rules are written in a simple and comprehensible way so that everyone can understand them.
- Rules serve as legal safeguards after incidents.
- Employees are involved in the creation of rules.
- When we create new rules, old rules are also deleted (to prevent there from being more and more rules).
- ...



Dealing with mistakes.

If an employee makes a mistake...

Level 1:



...the employees hope that no one notices or try to cover it up because they are afraid to report the mistake.

I talk to them to request they pay better attention in the future. If they make a mistake again, they may face sanctions.

Level 2:



...they report the mistake to the manager in their next exchange. The manager stresses to them that the mistake should not happen again.

Level 3:



...they report the error to the manager and discuss the situation together with the team. Checks are then carried out.

Level 4:



...they report the mistake to the manager, who then discusses the situation with the team members. Prevention measures are subsequently considered within the team. The whole team is able to learn from the mistake made.

Level 5:



...the employees report the mistake and discuss the situation with the manager and the team. Prevention measures are subsequently considered within the team. The team learns from the mistake as a group and new measures are not only implemented in one specific area.

Other questions

- Do employees report every mistake/close call?
- What happens to these reports? (for example, are they centrally processed and shared?)
- Has it been considered whether such a mistake could also occur to other teams?
- Is dialogue taking place between the teams?
- ...



Improvement management.

How does our company deal with trade-offs (safety, punctuality and profitability)?

Level 1



Meeting deadlines or budgets is not that important to my company. Our employees generally work however they want.

We do not understand the trade-offs between safety, punctuality and profitability. The most important thing is that the work is completed in the specified time. To achieve this, our employees sometimes ignore the guidelines.

Employees do not provide suggestions for improving safety and quality.

Level 2



Depending on the situation, meeting deadlines and budgets is somewhat important to us.

My company partly understands the trade-offs between safety, punctuality and profitability. In our day-to-day work, however, executing and completing the work on time usually has a higher priority than safety and quality.

Employees offer practically no suggestions for improving safety and quality.

Level 3



Meeting deadlines and budgets is important to us.

There are trade-offs between safety, punctuality and profitability. However, further investment in safety and quality is often not possible due to high costs.

Employees make suggestions for improving safety and quality. These suggestions are often not taken into consideration, however.

Level 4



Meeting deadlines and budgets is very important to us.

The trade-offs between safety, punctuality and profitability are recognised. Safety and quality take priority in cases of uncertainty. Punctuality and profitability are secondary concerns.

Management actively encourages employees to make suggestions on improving safety and quality. These are taken into account and implemented when necessary.

Level 5



Meeting deadlines and budgets is very important to my company. However, we also understand that safety, punctuality and profitability are factors which influence each other (both positively and negatively).

The balance between safety, punctuality and profitability is constantly being redrawn: in addition, investments in safety and quality ensure the long-term, sustainable performance of our company.

Management actively encourages employees to make suggestions on improving safety and quality. These suggestions are taken into account, implemented where possible, and reviewed after a certain period of time.

Other questions

- Are the trade-offs between safety, punctuality and profitability discussed openly at management level too?
- Is the principle of 'safety as our top priority' genuinely embraced or is it more a case of lip service? (actions instead of words)
- ...