

Singapore Aviation Safety Culture Framework



Safety culture is the set of enduring values and attitudes regarding safety issues, shared among all members at every level of an organisation. It is an expression of how safety is perceived, valued and prioritised by management and employees in an organisation, and is ultimately manifested in the behaviour of people. It significantly influences how effectively safety is being managed.

A positive safety culture requires continual effort and cultivation within an organisation by every individual in their respective roles. Operational personnel who exhibit safe behaviour encourage peers and colleagues to put safety first. Senior management and supervisors who are truly committed to safety inspire others by applying safety culture principles in their decision-making and actions. Safety mindsets take root when organisations continually seek to improve their safety culture and drive improvement through policies and processes.

In a positive safety culture, safety is the core value of the organisation and is recognised as essential for the continuity of its operations. In such a desired state, people and organisations demonstrate the key elements expressed in the Singapore Aviation Safety Culture Framework, and:

- **Commit** that safety will be a key consideration in decision-making and is given due priority when faced with other competing pressures;
- **Trust** one another that safety is the motivation of their actions, and operate on a mutual understanding of acceptable behaviours;
- **Communicate** actively in the reporting, alerting and sharing of safety information;
- Are keenly **aware** of the safety risks that they are exposed to, and may be generating for others; and
- Are driven to seek **improvement** in safety, recognising that safety is a continuous journey and not a destination.

The development of a safety culture will be influenced by the prevailing societal or corporate cultures. Different socio-cultural norms influence how people behave and will indirectly impact the safety culture of the organisation. Efforts to nurture a safety culture require an understanding of the cultural practices and norms that shape the behaviour of individuals and organisations and need to leverage the dynamic interactions of the following socio-cultural factors:

- **Hierarchy:** Degree to which power is distributed between those in-charge and subordinates.
- **Cohesion:** Degree to which action is taken for the benefit of individuals versus that of the group.
- **Control:** Degree to which people prefer structure and certainty, versus flexibility and improvisation.
- **Achievement:** Degree to which people focus on the ends versus the means taken to achieve the ends.

Please see Appendix for examples of survey statements pertaining to each of the dimensions/factors.