Improving safety management in Norwegian fish farms

Organizational conditions that influence safety

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Objectives WP3

Identify organizational factors and conditions which influence safety levels at the fish farms

Gain an understanding on how to mitigate these risks
Social processes and culture

Informal aspects
- Shared values, norms & attitudes
- Human capabilities & limitations
- Work practices

Formal aspects
- Procedures and rules
- Methods and tools
- Allocation of responsibilities

Management and structures
Data collected

Telephone survey

Questionnaire

Interviews
Yes, a lot has happened...
back then, we had to learn everything ourselves.
There was no talk about HSE or anything like that.
No, we are not going to use money on that.
Areas of improvement

Procedures

51% agree that there are too many safety procedures and rules

It’s almost like we are starting to catch up. It’s starting to be a bit much around it in relation to what it was before. It has increased recently, a lot.
Areas of improvement

Underreporting

67% agree that incidents that should have been reported, are not reported.

It varies from person to person. Some could probably leave something unreported. We still have a lot to work on. More [reports] can be written.
It is difficult to hire fulltime workers because we know that we will have downtimes, but at the same time, we need to be sufficient [in number] so that we can operate during peak periods.
Conflicting goals

Normally, we are enough people [...] but when things are in full motion [...] we do not always manage to have three shifts. We then have to have two shifts [...] and it is long enough especially in bad weather.

Production vs. Prevention

(Reason 2007)
Positive safety climate

Safety climate
- Participation
- Work pressure
- Competence

Up to 11% of variation explained

Health problems
- Fatigue
- Headache
- Etc.

Compliance to procedures and rules
- Reporting
- Use of protective equipment
- Etc.

30% of variation explained