

Safety Climate Tool stakeholder management

The first Safety Climate Tool is where you begin to improve the safety culture of your organisation. You can increase the impact of your survey across your workforce by managing your key stakeholders. The following exercise is designed to help you decide where to start. You can use the exercise to decide on your communications strategy and/or decide who you should invite to sit on your steering group.

For the purposes of this document, a stakeholder is anyone with an interest in the Safety Climate Tool. Each organisation will have different stakeholders but it could include:

- Workforce
- Management (e.g. human resources, finance)
- Supervisors/line managers
- Safety Climate survey champions
- Trade union representatives*
- Health and safety or worker representatives*
- IT department
- Internal communications.

Different stakeholders have different influence (power) and interest in the survey. It is therefore important to manage them appropriately. To do this you should:

- Identify who the stakeholders are
- Assess how much influence and interest they have in the survey
- Develop your communication plans
- Engage and influence your stakeholders.

Identify who your stakeholders are

Find out who your key stakeholders are by discussing with colleagues, using the example above as a starting point. In some organisations the most influential person is not in management so it's useful to ask if there's a 'go to' person who should be included. You should record the results on a table or stakeholder map (see Figure 1).

* You should always include a representative from the trade unions or one of your health and safety representatives on your steering group if you choose to have one. You should still include them in your stakeholder analysis to understand their level of interest and influence as this can vary depending on your organisation.

Potential stakeholder	Why they might be interested and/or influential

Figure 1 Blank stakeholder map

Another way of identifying stakeholders is to invite your colleague to a ‘brainstorm’ exercise. Ask them to write on ‘sticky notes’ who they think the potential stakeholders are. They should do this without consultation with each other and, once the exercise is completed, stick the notes on a wall. You can then lead a group discussion about why they chose the stakeholders and the level of influence they think they have.

Assess how much influence and interest they have in the survey

Once you’ve identified who the stakeholders are, you need determine how much influence and interest they have on the project. You can do this by considering:

- How the work will affect them
- Whether they be supportive or negative
- What their expectations are and how you can manage them
- Who and/or what influences the stakeholder’s view of the project
- Who the best person is to engage with the stakeholder.

It’s useful to plot stakeholders on a stakeholder analysis grid (see Figure 2) depending on their interest and influence on the project.



Figure 2 Example of a stakeholder analysis grid

You can do this on your own, or you may decide to continue this part of the exercise with your brainstorming group to reach some kind of consensus.

The stakeholder analysis, described above, can help with the development of your communication plan:

- **Manage closely** Stakeholders placed into this category have high levels of interest and influence on your Safety Climate Tool survey.
- **Keep satisfied** These stakeholders will have a great deal of influence but may not be interested. You need to keep them engaged as they could have a positive or negative effect on both the survey and its outcomes.
- **Inform** These stakeholders have little influence but are interested. Some, such as the trade unions, may have a vested interest, but they won't have an influence on how you manage the survey.
- **Monitor** These stakeholders have less interest and influence than your other stakeholders and therefore wouldn't need to be involved with the management of the survey.

Next steps

Now you have this information you can begin to:

- Develop your communication plans and
- Engage and influence your stakeholders.