



## Factors Driving Safety Performance

- Leadership and safety
- Legislation, policy and standards
- Planning and implementing safety requirements
- Monitoring, adjusting and reporting safety performance
- Investigating and reporting non-conformance

## Process

- Review the actions for each factor.
- Identify three things we do well and three things we could do better.
- In relation to the things we could do better, ask – what needs to happen? What do I need to initiate?



## Leadership and Safety

1. The boundaries or limits within which we can operate and make safety decisions are defined and accepted.
2. We express and explore all perceptions about safety issues in a balanced, objective and factual manner.
3. The background and the reasons behind safety decisions that affect the ways we do our work are explained and accepted.
4. We show commitment to safety decisions and we follow through on those decisions.
5. There are no repercussions (overt or covert) if we speak honestly and openly about unsafe work conditions, procedures, practices or behaviours.
6. We facilitate conformance with the safest work practices where there are conflicting opinions.
7. Safety decisions that need to be made are made even though they may not please all work group / team members.
8. Decisions that have an adverse effect on safety are reversed or modified.
9. Both the positive and negative consequences of planned safety changes are discussed openly.
10. Background issues that may be a root cause of unsafe behaviour at work are identified and resolved.
11. In relation to new safety initiatives or safety changes, we clarify what the work group / team will do and why.
12. Clear direction on safety issues is provided to the work group / team and individuals when the situation requires it.
13. Support in relation to safety issues is provided to the work group / team and individuals when the situation requires it.
14. We challenge unsafe conditions, systems and work practices in the light of changing circumstances and new awareness.
15. We identify blockages to better safety performance and act to eliminate or modify them.
16. Safe work practices are not compromised by workload and production demands.
17. Unsafe attitudes and behaviour detrimental to safety are identified and resolved.
18. When required, people receive adequate counselling, training, coaching or mentoring related to safety behaviour.
19. We identify and acknowledge examples of behaviour that contribute to a safe working environment and the achievement of our safety objectives and targets.
20. We constantly focus on and measure the achievement of desired safety outcomes.
21. We actively listen when discussing issues that affect safety.

# Improve Safety



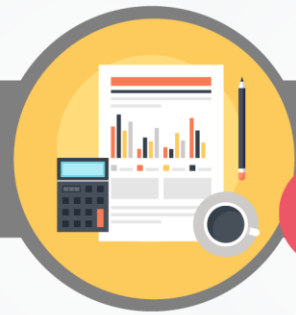
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# Improve Safety



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- 22. We demonstrate the safety behaviours we expect of others.
- 23. Clear direction and expectations are provided when delegating safety responsibility and safety accountability.
- 24. Delegated safety tasks are completed to the required standard.
- 25. New and better ways to improve safety are encouraged, explored and followed through.



## Legislation, policy and standards

1. We know what is required of us in relation to safety legislation, company policy, practices and standards.
2. The reasons why legislation, company policy, practices and standards exist are clarified and accepted.
3. Complex documents relating to health and safety are summarised into meaningful information.
4. Relevant health and safety information is communicated effectively for all team members.
5. We understand and apply the information provided.
6. The legal duties and company expectations of a supervisor / team leader are clarified and executed.
7. The legal duties and company expectations of team members to maintain a safe workplace and environment are clarified and executed.
8. The implications and consequences of an unsafe workplace and environment are clarified and accepted.
9. We assess what team members know in relation to legislation, company policy, practices and standards.
10. We understand, accept and apply our duty of care for the safety of ourselves and others.
11. Changes in legal and other requirements are assessed and their impacts communicated to affected persons and incorporated in policy, system and practice changes.
12. Necessary changes are made to policy, systems and procedures.



## Planning and implementing safety requirements

1. Work practices to ensure compliance with safety legislation and safety standards are planned and implemented.
2. Relevant people are consulted during the planning stage.
3. Key safety issues needing to be considered during the planning stage are identified.
4. The hazards and risks associated with the conditions under which we work are identified.
5. The hazards associated with tasks likely to cause injury, damage or harm are identified.
6. We are aware of the most common types of injuries.
7. Control strategies to minimise the risk of injury, damage or harm are planned and executed.
8. We know and execute the safety strategies and safety requirements.
9. The people who make the necessary adjustments to hazardous conditions are suitably qualified.
10. We comply with legislation and safety performance standards.
11. The consequences of not complying with the plan are clearly explained and accepted.
12. The rights and responsibilities of individuals during the implementation of safe work practices are clearly discussed.
13. We identify where individuals are unsure about their rights and responsibilities in relation to safety.
14. People who need assistance in managing their rights and responsibilities are coached or mentored.
15. Regular inspections are made of workplace layout, conditions, equipment, facilities and machinery, and hazards or risks are identified and resolved.
16. Each job is broken down into components and movements to determine the location of any risk.
17. Procedures are followed to ensure safety of new plant, processes, operations or materials.
18. Senior management do what needs doing to support the implementation of safety practices



## Monitoring, adjusting and reporting safety performance

1. Actual and potential safety problems are identified, reported promptly and are rectified.
2. Hazards are managed so that risks are minimised.
3. We have identified the most common types of incidents with the potential for injury.
4. The causes of health and safety problems and deficiencies are identified and resolved.
5. Corrective or preventative actions are taken to eliminate the causes of actual or potential incidents appropriate to the size of the problems and the potential risk.
6. The legislative and organisational requirements in relation to recycling, reduction and disposal of waste are clearly explained.
7. Waste is re-cycled, reduced and disposed of within legislative and organisational requirements.
8. The reasons for reporting incidents and conducting investigations are discussed and accepted by team members.
9. Workplace inspections for health and safety risks and hazards are conducted effectively.
10. People are informed of the results of improvements in safety performance.
11. The recording and reporting procedures required are identified and applied.
12. Information on safety issues and performance is reported and recorded in accordance with legislative and organisational requirements.
13. Team members monitor, adjust and report safety performance.
14. Those team members who require assistance to monitor, adjust and report performance receive training, coaching or mentoring.
15. Systems, records and reporting procedures are maintained according to legislative requirements.
16. The records and statistics (e.g. accident frequency and incident rates, compensation claims, or incident/accident reports) we keep are effective.



17. Records and statistics are analysed effectively and used by the appropriate people
18. Risk assessment and control records are kept effectively.
19. Risk assessment and control records are followed through effectively.
20. Our records incorporate a cost analysis technique.
21. Time comparisons to track safety / incident trends are maintained effectively.
22. Statistics are analysed, communicated effectively and follow up action to improve safety applied, where necessary.
23. Incident reports are kept in an appropriate form and used to improve safety.
24. Monitoring data for safety and health is recorded to track performance towards achieving objectives and targets.
25. Changes resulting from corrective or preventative action are made to documented procedures to avoid repetition.
26. Changes in the documented procedures resulting from corrective or preventative action are followed through with the relevant people.



## Investigating and reporting non-conformance

1. The reasons for investigating and reporting non-conformance are discussed and accepted.
2. The consequences of non-conformance are discussed and accepted.
3. How non-conformance will be dealt with is discussed, agreed and followed through.
4. We resolve non-conformance issues.
5. Near misses, hazards and incidents where non-conformance is evident are investigated and reported.
6. Appropriate reporting formats and procedures are established and executed.
7. Ways to make improvements to comply with legislative and company requirements are implemented.
8. We identify where non-conformance is neither investigated nor reported but should be.
9. Senior management do what they need to do to assist with investigating, reporting and dealing with non-conformance.
10. Procedural changes are implemented to ensure non-conformance is not repeated.
11. Counselling and remedial steps to rectify non-conformance are implemented.
12. Ways to improve conformance with the designated person / groups are discussed and implemented
13. Training, coaching and mentoring in investigation techniques and reporting procedures to meet legislative requirements are provided to those who need it.
14. We know the conditions and circumstances that determine which incidents will be investigated.
15. The best qualified people conduct investigations.
16. We follow set procedures for investigating incidents / hazards.



17. Accident / incident investigation reports are reviewed by the appropriate people.
18. Effective warnings are issued for serious non-conformance.
19. The penalties applied and / or the recommendations of enquiries into incidents are appropriate and effective.
20. Action to prevent a recurrence of the incident / hazard is followed through.