



Factors driving safety performance

- Changing safety behaviour - persuading and influencing
- Improving safety meetings
- Training and safety
- Workload / overload and safety
- Employee selection and induction
- Medical programs and facilities
- Fear of repercussions

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?



Changing safety behaviour - persuading and influencing

- Assumptions about safety situations are identified and compared against the known facts.
- Facts are separated from opinions or inferences in discussions about safety situations.
- We explore why and where assumptions have come from.
- Pre-conceived ideas about safety situations are challenged constructively.
- We express what we are really thinking and feeling about a safety situation.
- We encourage others to express what they are really thinking about safety situations by stressing the importance of doing this and that we are genuinely interested.
- Even if what others are really thinking is something uncomfortable but important to safety we would rather know than not know.
- We ask people where and why they feel unable to change their behaviour in relation to safety.
- We explore what it is that people are afraid might happen or what it is they are fearful of losing by changing their safety behaviour.
- We explain how what we are proposing will provide safety benefits for us and others.
- Any negative aspects of changes in relation to safety and the consequences on all relevant people are explored.
- We check how people feel about things once the situation has been explored in greater depth.
- We check the level of conviction and commitment to changes in relation to safety.
- We confirm what people will do as a result of discussions about changes to safety practices.
- In discussing safety, we look for the best argument, not to win the argument.
- In discussions on safety, we ask others to explain how they came to their view or to expand on their view.
- We make our own reasoning clear by saying how we arrived at our view and on what it is based.
- We achieve better ways of thinking about safety by providing different background, information, knowledge, perspectives and interpretations.
- We explore what it is about the safety situation, about me or others that is making open exchange difficult.
- We explore what we see as possible limitations in our thinking.



Improving safety meetings

- The need, importance and benefits of improving safety meetings are agreed.
- Participants raise issues to include on the agenda.
- Prior to the meeting, we circulate the agenda and its objectives and agree the expectations regarding the input required from relevant people.
- We think through the issues prior to the meeting to plan our contribution.
- We set a time limit on the meeting's duration which will allow enough time for the discussion of all agreed objectives.
- We start the meeting on time, even if some people aren't present.
- We end the meeting on time, regardless of whether objectives are achieved.
- The number of objectives are limited to those that can be achieved within the time available.
- We employ different ways of making the meeting interesting.
- The discussion is managed by nominating who is to talk, and when.
- The objectives, format and expectations are clarified at the start of the meeting.
- The key points and decisions reached during the meeting are recorded by all relevant people.
- The leadership role is rotated so that other people develop the confidence and competence to conduct effective safety meetings.
- Participation is encouraged by ensuring that every person's contribution is heard and by asking questions of non-contributors.
- We ensure that all discussion is relevant to the objectives of the safety meeting.
- We ask talkative members to clarify how their comments relate to the objectives of the safety meeting.
- We maintain a record of what is agreed, who will do what and by when. (I call it a Risk Accountability Record).
- Ground rules governing the way we conduct ourselves during safety meetings are agreed and applied.
- Safety meetings are held at a frequency and duration to maintain a constant focus on safety.
- Decisions made during safety meetings are followed through.
- The effectiveness of our safety meetings is reviewed appropriately.

Improve Safety



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- Weekly or fortnightly safety meetings are supported by all relevant people including sub-contractors and elected trade representatives on site.
- The timing, duration and frequency of safety meetings are effective.
- Ways to improve the effectiveness of our safety meetings are explored and applied.



Training and safety

- The need for and benefits of improving safety training are explored and accepted.
- The specific, high priority, safety training needs of all people in our work group are identified.
- We contribute to determining our safety training needs.
- A safety training plan and strategy is prepared.
- We are informed of and participate in safety training opportunities.
- The prepared safety training plan and strategy is followed through.
- A budget is provided for future safety training needs.
- We assist in the safety training of each other by providing on-the-job training through coaching and mentoring when required.
- Safety training priorities for staff which link into the strategic plan for our area are established.
- People who take the initiative to develop their safety competence are
- acknowledged and given recognition.
- The multi-skilling needs of staff are identified and incorporated in the safety training plan and strategy.
- Quality “off-the-job” safety training opportunities are provided to meet identified needs.
- Team members undergoing safety training in a specific area know what will be expected in terms of application to their role.
- After safety training has taken place, we discuss how the newly acquired skills and knowledge will be applied back at work and transferred to others, if relevant.
- We follow through to ensure that new skills from safety training are applied in the workplace.
- Safety training activities for team members to learn better safety behaviours are provided and applied in the work place.
- We seek opinions from our workmates in relation to the safety skills that they think we need to develop.
- Training in how to be a safety coach or mentor is provided to those who may be required to perform this role.
- People who have a particular expertise in safe work practices become an authority and adviser to relevant others.
- Team members have the competence to achieve safety objectives and targets.

Improve Safety



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- We have a process for ensuring that people performing tasks are competent, considering their education, training and/or experience.
- Safety training is provided when employees transfer to different jobs.
- Training is provided and evaluated for positions requiring particular training because of the potential risk.
- Safety training is provided for non-English speaking people in a format relevant to their language skills.
- Training records are effective and used.
- Senior management do what needs doing to support the implementation of the safety training plan.



Workload / overload and safety

- We discuss how our workload may be compromising safety.
- We explore more efficient ways of managing our workload safely.
- We identify staff that has spare capacity.
- We agree which jobs / tasks could be allocated to another person.
- We confirm that the other person is capable of performing the allocated task(s).
- We check whether the way we or others do things is contributing to a work overload where safety is compromised.
- Time-wasting activities that create pressure to work unsafely are explored and remedied.
- Our systems and procedures are reviewed on a regular basis to check that they are not contributing to an unsafe workload.
- We collaborate with other areas to help to reduce unsafe workload.
- The priorities of the current workload where safety may be compromised are re-assessed.
- Our focus is on high priority tasks as long as safety is not compromised.
- We make sure that others are aware of the work overload of a team member and seek ways to reduce that overload.
- Those who seek to assist others to reduce their workload are acknowledged and recognised.
- We ask how we can all help each other to ensure that a team member is not overloaded.
- Senior management do what needs doing to assist us to reduce workload/overload where safety may be compromised.
- Actions to reduce workload/overload where safety may be compromised are implemented and followed through.



Employee selection and induction

- Demonstrable evidence of health and safety performance features in selection criteria for recruitment.
- Previous health and safety performance is checked prior to selection.
- A pre-placement medical examination is conducted.
- If required by the nature of the work activities, subsequent medical examinations are conducted for health surveillance purposes.
- Information from medical examinations is recorded.
- Relevant psychological and motor ability tests are conducted and used to guide the selection decision.
- Physical requirements for the job are described in the position description.
- All new employees receive an effective induction.
- Our health and safety policy, practices and expectations are clarified during induction.
- Health and safety training is covered and tested during induction.
- Training includes written job instructions, work method statements, safe operating procedures.
- Job instructions include health and safety aspects.
- Checks are made to ensure employees' competence to carry out their tasks safely.



Medical programs and facilities

- We employ or have access to the appropriate qualified, medical staff – first aid attendants, occupational health nurses, occupational physicians, occupational hygienists – as required.
- First aid training is effective and sufficient.
- We have an effective arrangement for the provision of first aid supplies and facilities.
- We have an effective procedure for obtaining first aid assistance.
- First aid facilities and medical treatment facilities are effectively located and kept in good order.
- Emergency facilities are available if the normal first aid attendant is unavailable.
- Emergency telephone numbers to contact medical staff are readily available.
- Facilities are available for the transportation of injured to hospital.
- A directory of physicians, hospitals, ambulances is easily and quickly accessible.
- We conduct and evaluate health education programs.
- Leisure facilities are available, promoted and used (e.g. sporting, gymnasium, recreation).
- Counselling and / or referral facilities are available to employees with health problems such as stress or alcohol / drug addiction.
- We promote a healthy lifestyle.
- Particular health risks / problems at the workplace, such as harmful substances / work processes are discussed and agreed.
- The hazards associated with these are understood and accepted.
- We take the appropriate action to minimise the effects of these hazards.
- We investigate the warning signs of problems, such as ‘disease patterns’ (examples - a number of people suffering from headaches, nausea, rashes, eye irritations, coughing, etc.)
- Health surveillance is carried out appropriately or as required by legislation.
- Rest breaks are adequate.
- Our rehabilitation program has reduced the cost of injuries.
- The rehabilitation services provided are effective.



Fear of repercussions

(This is an important factor but it does require a mature group to be able to deal with it effectively).

- The benefits of exploring any fear of repercussions from anybody for raising issues related to unsafe work practices are discussed and accepted.
- The possible threats or possible repercussions for raising issues related to unsafe work practices are explored.
- The consequences of people being reluctant to speak openly and honestly about unsafe work practices because of a perceived threat to them or fear of repercussions are examined.
- The things which currently happen which reinforce the perceptions of threats or repercussions are identified and discussed
- We identify the nature of repercussions and agree what behaviour is acceptable and unacceptable.
- We have an open environment where we all feel free to raise issues regarding unsafe work practices with no fear of repercussions.
- We deal with the facts when discussing issues which pose a threat to people.
- We identify which perceptions about repercussions can be influenced by management.
- We discuss what can be done to reduce the perceived fear in each situation.
- The role of all people in reducing fear of repercussions or threats in the workplace is agreed and followed through.
- Senior management do what they need to do to help reduce fear in the workplace.
- How our 'organisational culture' contributes to psychological fear and what needs to be done to change it is examined and resolutions agreed and followed through.
- Unacceptable behaviour is monitored and remedial actions taken where necessary.



Reasons why safety issues are not raised

Speaking out about unsafe work practices will cause trouble for others.

- Desire to avoid conflict
- Nothing will change – speaking up does no good
- Being cut out of high level discussions
- Looking ignorant
- Looking incompetent
- Damage to relationship with boss
- Loss of employment
- Being rejected by boss
- Damage to relationship with workmates
- Being rejected by workmates
- Embarrassment / loss of self-esteem
- Suggestions being ignored
- Raising 'bad news'
- Losing influence
- Being labelled