

## *DRIVING POSITIVE SAFETY*

# Understanding Your Safety Culture: The Metrics That Matter



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## ACKNOWLEDGEMENT OF COUNTRY

Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.

# Our Mission

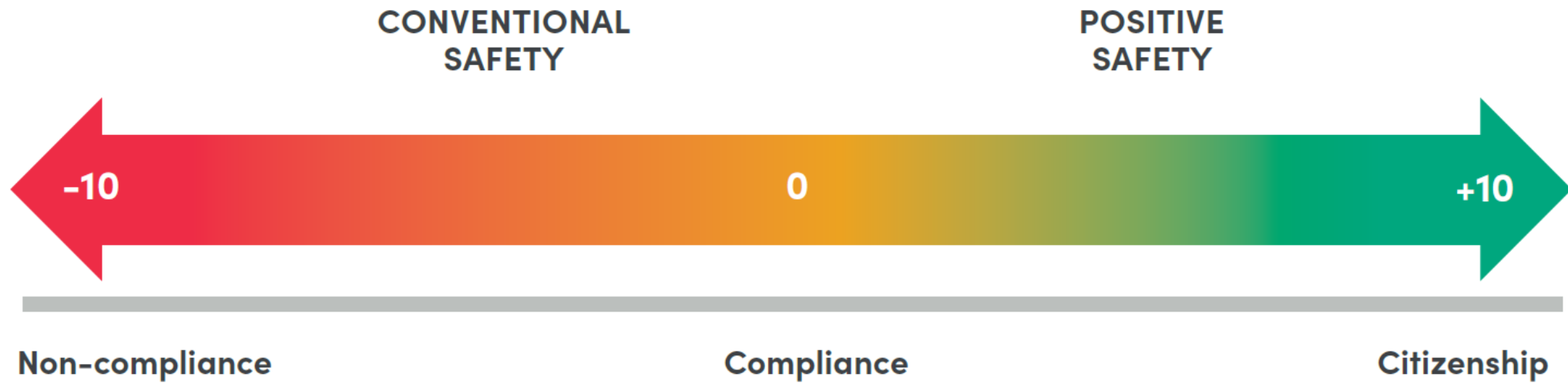
To change the lives of individuals and organisations for the better, every day.



# Safety Culture Metrics



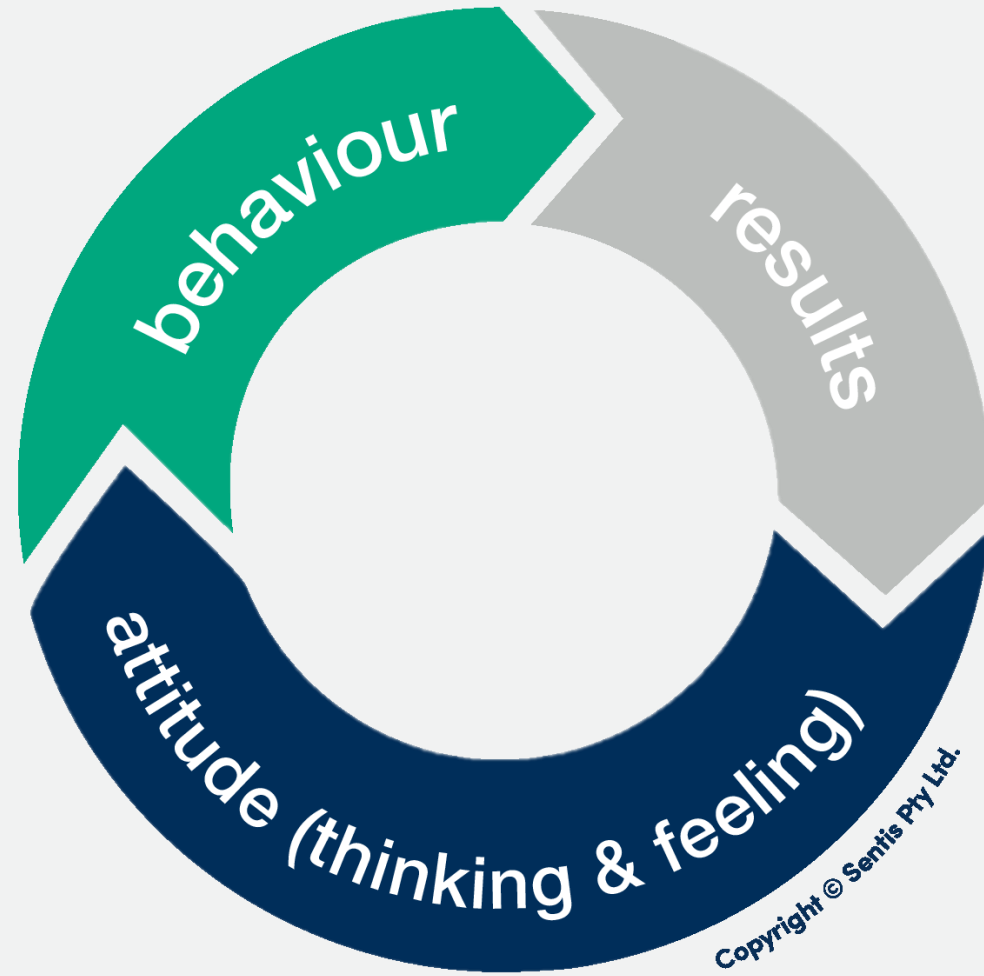
# A Vision of Positive Safety



Positive safety is having the courage and conviction to set the conditions for optimal safety where employees, teams, and organisations flourish.

# How do organisations care for the complete individual?









Psychological safety climate

Hazard reporting

Employee engagement survey

HR data (turnover, absenteeism, sick leave, etc.)

Safety assessment

Emergency drills conducted

Productivity indicators

Self-reported safety behaviours

Reported incidents

Near miss reporting

Reported incidents

Occurrences of

Emergency

Safety

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Critical control verifications completed

Safety training completion

HR data (turnover, absenteeism, sick leave, etc.)

Safety training completion

Psychological safety

Safety improvements made

Safety observations

# Principles of Choosing Metrics

Must Haves	Nice to Haves/To Consider
<ul style="list-style-type: none"><li>• Both lead and lag indicators</li><li>• Alignment with strategy</li><li>• Alignment with relevant regulations and industry expectations</li><li>• Coverage across all three safety experiences (physical, social, psychological)</li><li>• Capture attitudes, behaviours, and results</li><li>• Utilise multiple data sources</li><li>• Baseline understanding of current state</li></ul>	<ul style="list-style-type: none"><li>• Utilise both quantitative and qualitative data</li><li>• Consider both safety-specific and non-safety-specific data</li><li>• Consider both the quantity/presence and quality of behaviours</li><li>• Consider individual, team, leadership, and organisation level data</li><li>• Be specific, avoid a global score that captures a range of dimensions or elements</li></ul>

# Case Study 1: Safety Culture & Leadership Transformation

## Queensland Mining Organisation (5-year journey)

Intervention	Aim
Safety Culture Training & Embedding Toolkits	Improve <b>safety mindsets, attitudes, and behaviours</b> ; improve accountability for safety
Safety Interactions Training	Increase quality and effectiveness of <b>safety interactions</b>
Safety Leadership Training & Coaching	Uplift <b>safety leadership capability</b> and behaviours
Critical Risk Management Training & Infield Verification Coaching for Leaders	Improve understanding of <b>critical risks</b> and quality of critical control verifications
Incident Investigations Program	Improve leader and workforce engagement with incident investigations; promote a <b>culture of learning and improvement</b>

Metric	Result
Workforce perceptions of safety leadership capability, safety communication quality, and error management (measured via Pulse survey)	↑ Consistent improvement year-on-year since deployment of programs and embedding
Leader self-assessments of safety leadership capability	↑ Improvement from pre- to post-training and coaching
Self-assessments of critical control verification capability	↑ Improvement from pre- to post-training and coaching
Safety culture maturity assessment	↑ Improvement in safety culture maturity since baseline assessment
Participant feedback on programs	✓ Positive scores across training outcomes
SIFp exposure	↓ Downwards trend in SIFp exposure
Hazard reporting	↑ Increase in hazard reporting
Safety incidents	↓ Reduction in workplace safety incidents

# Case Study 2: Assessing Safety Culture and Climate

## Energy Transmission Company (2019 – 2022)

### Objectives

1. Increase employee **willingness to report** near misses and incidents
2. Improve employee **safety attitudes**
3. Address perceptions of **management safety commitment**

### Main Intervention

Customised Positive Safety and Leading Positive Safety Programs

### Metrics & Results

Pre-post (2019-2022) safety culture assessment utilising the Safety Climate Survey (quantitative) and Onsite Safety Evaluation (qualitative):

- ✓ Management safety commitment became an area of strength (previously was an opportunity area)
- ✓ Significant improvement in 30 of 32 safety climate dimensions
- ✓ The words “fear” and “uncertainty” were used to describe the culture in 2019; this sentiment was no longer evident in 2022
- ✓ Willingness to report incidents increased by 22% (based on underreporting rate)

### Safety behaviour

Safety behaviour trended upwards across the 2019, 2022 and 2024 diagnostics.

Scale (1-6)	SCS Pre-Post Dimension	2019	2022	2024
Safety behaviour	Safety citizenship behaviour	4.9	5.1	5.3
	Safety compliance behaviour	5.2	5.2	5.7

# Case Study 3: Psychosocial Safety Strategy

## Utilities Organisation

### Objective

Improve psychosocial safety and workplace culture

### Strategy

- Assess psychosocial risk
- Build awareness of psychosocial safety
- Build skills in the workforce aimed at improving psychosocial safety
- Improve communication and closing the loop
- Build individual resources (adequate recovery, recognition, training, access tools and systems)

### Lead indicators

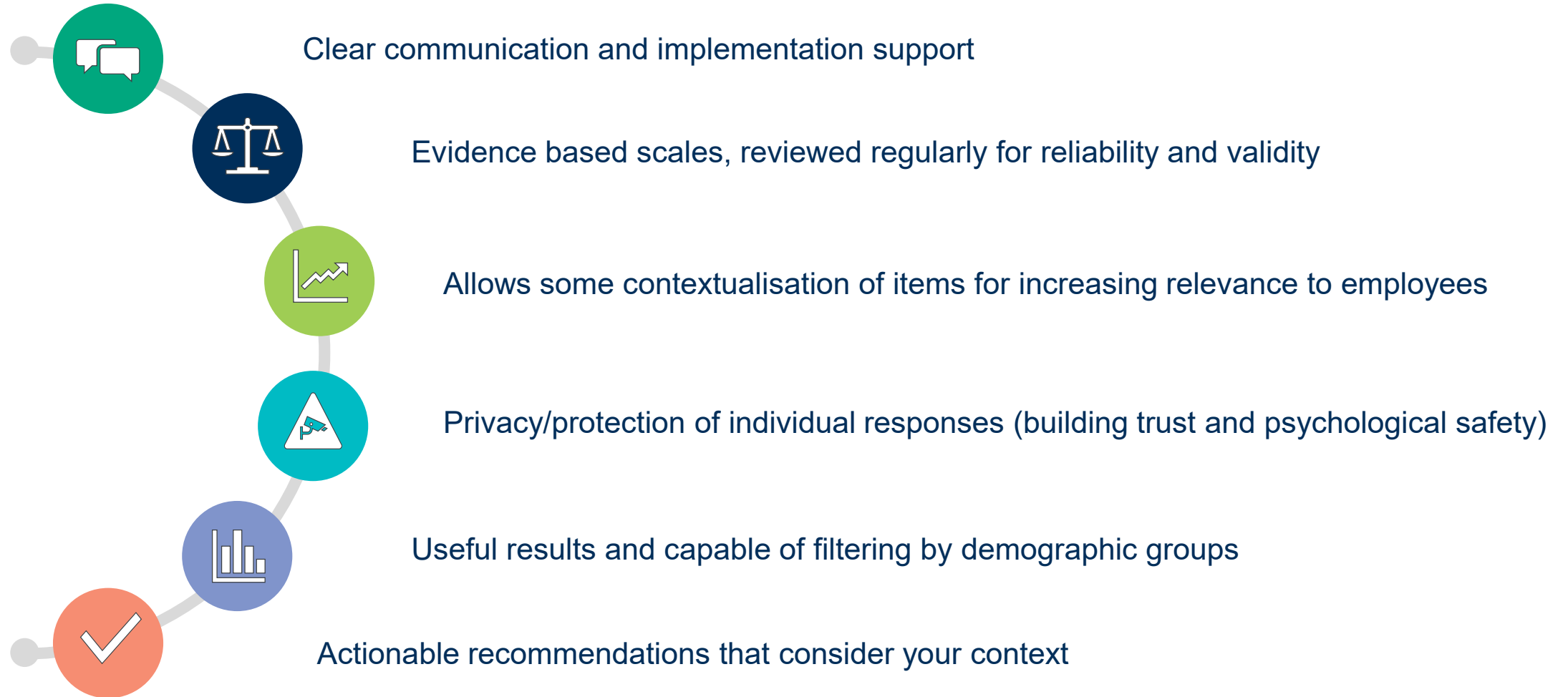
1. Psychosocial Safety Climate (PSC; survey module)
2. Psychological Safety Climate (survey module)
3. Engagement survey results (including antecedents of engagement)
4. Completion of psychosocial training
5. Psychosocial hazard reporting

### Lag indicators

1. Psychosocial incidents/complaints
2. HR data (turnover, exit interview data, absenteeism)
3. Fatigue and burnout measures
4. Productivity indicators (targets, project completions, customer feedback)



# How to be intelligent customers of assessment tools



# Process – Doing metrics well

- Create just one or two new metrics at a time, don't overwhelm people with too much change at once OR keep the metrics focused on a particular target areas (e.g. safety communication or pre-starts)
- Keep them achievable
- Consider the impact that setting targets and rewards attached to metrics can have on behaviour
- Open communication - provide feedback and answers
- Remain aware of other factors that can impact metrics (e.g. turnover, leadership changes, financial changes, economic/external influences)

## Questions to ask

- How will this metric be interpreted by workers?
- Will this metric encourage sharing and learning?
- Can we capture data and track this metric in an efficient way using existing systems?

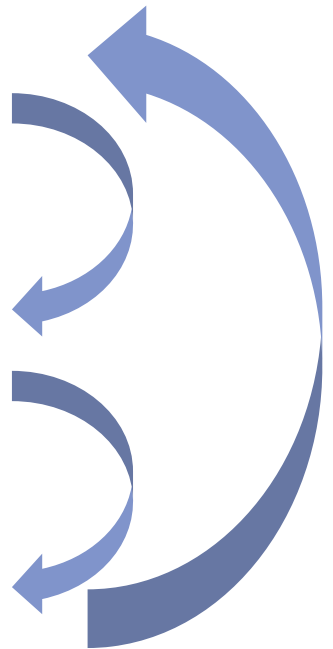
# Framework to develop metrics

Clear definition of goal: \_\_\_\_\_

What is going to help us get to this goal: \_\_\_\_\_

Strategic cadence to support goal: \_\_\_\_\_

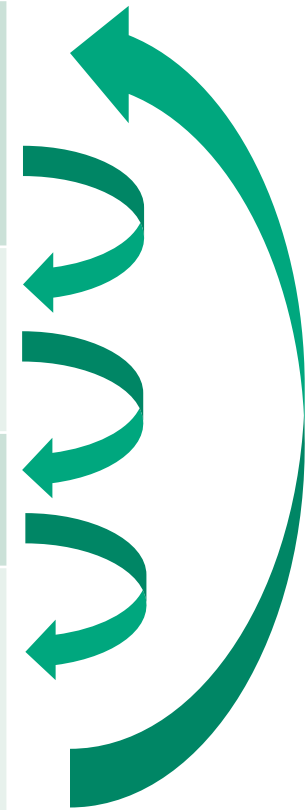
Metric	Description	Frequency	ABR
			Attitudes/ Beliefs/ Perceptions
			Behaviour
			Results



# Example – Safety Communication

(initial start with quantity aim to move towards quality)

Metric	Description	Frequency	ABR
Safety communication	<b>Pulse survey</b> - Percentage of workers who agree that safety communications are clear and easy to understand.	Quarterly	Attitudes/ Beliefs/ Perceptions
Shared learning	<b>Quantity</b> - Monthly staff meeting safety update with shared learnings (contributed by team)	Monthly	Behaviour
Leader safety interactions	<b>Quantity</b> - Leader safety walk and talks	Monthly	Behaviour
Hazards addressed and feedback loop closed out	<b>Percentage</b> of worker-led safety actions or commitments that are completed and feedback provided.	Monthly	Results



# Takeaways

Must Haves	Nice to Haves/To consider
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Clear definition of goal: \_\_\_\_\_

What is going to help us get to this goal: \_\_\_\_\_

Strategic cadence to support goal: \_\_\_\_\_

Metric	Description	Frequency	ABR

# Interested to find out more about the Sentis diagnostic suite?

Book a conversation with  
Amy and Tia to talk about:

- Safety culture and climate
- Safety leadership
- Safety attitudes
- Psychosocial safety
- Incident reporting analytics
- Custom research projects
- Metrics consulting

We don't just hand you data.  
We help you make sense of it.



**20+ years**

of experience improving safety culture across  
high-risk industries



**4 million+**

data points collected across our survey and  
assessment tools



**Expert analysis**

from our team of psychologists and researchers

[sentis.com.au/solutions/understand/](https://sentis.com.au/solutions/understand/)

# Presenters

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