



positive safety

SHIFTING THE FOCUS
FROM COMPLIANCE TO
CULTURE



Your Presenter

Anthony Gibbs, CEO



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.

TODAY'S HANDOUT: POSITIVE SAFETY CHECKLIST

Positive Safety Checklist

Use this checklist to guide you through the steps of creating Positive Safety within your organisation

1 INVEST IN BUILDING A STRONG FOUNDATION FOR SAFETY BY:

- Understanding the critical risks faced by workers and demonstrating this during informal site visits
- Ensuring the right systems, equipment and resourcing are provided to enable people to do their jobs safely
- Supporting the personal and professional development of all personnel from leaders through to those working in the field.

2 DEMONSTRATE GENUINE CARE FOR THE SAFETY AND WELLBEING OF OUR PEOPLE BY:

- Demonstrating commitment to our safety values through the hiring and promotion of leaders and workers who are aligned and committed
- Role modelling Positive Safety attitudes and behaviours and demonstrating that safety is part of everyone's job, including ours
- Selecting contractors based on safety performance and values alignment rather than cost alone.

3 STRIVE TO KEEP SAFETY SIMPLE BY:

- Challenging leaders to resolve safety challenges without relying on administrative actions
- Committing to reduce the number and increase the simplicity of procedures and processes
- Ensuring all safety messages received by workers are aligned with the safety vision
- Maintaining consistency in our actions by rewarding workers who demonstrate Positive Safety behaviours.

4 OPERATE FROM A PLACE OF CURIOSITY AND DEVELOP A LEARNING CULTURE BY:

- Ensuring the incident investigation process is designed to support leaders to seek understanding rather than looking to place blame
- Challenging leaders and workers to question the status quo and suggest improvements to the way things are done
- Asking good questions to learn why something has succeeded or failed.

5 BE INFORMED BY ACCURATE, TIMELY AND USEFUL DATA BY:

- Making decisions based on good quality data wherever possible
- Ensuring that all data reported is accurate, relevant, reliable and valid
- Using data to guide our decisions and drive action
- Getting rid of metrics that aren't aligned with our safety culture vision.



A photograph of a man in a plaid shirt and jeans smiling as he holds a young girl in a yellow dress and a young boy in a blue shirt and jeans. They are standing in a doorway, looking out towards a bright, green outdoor area. A decorative dotted line in shades of blue and green arches from the left side of the image towards the family.

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

positive
safety

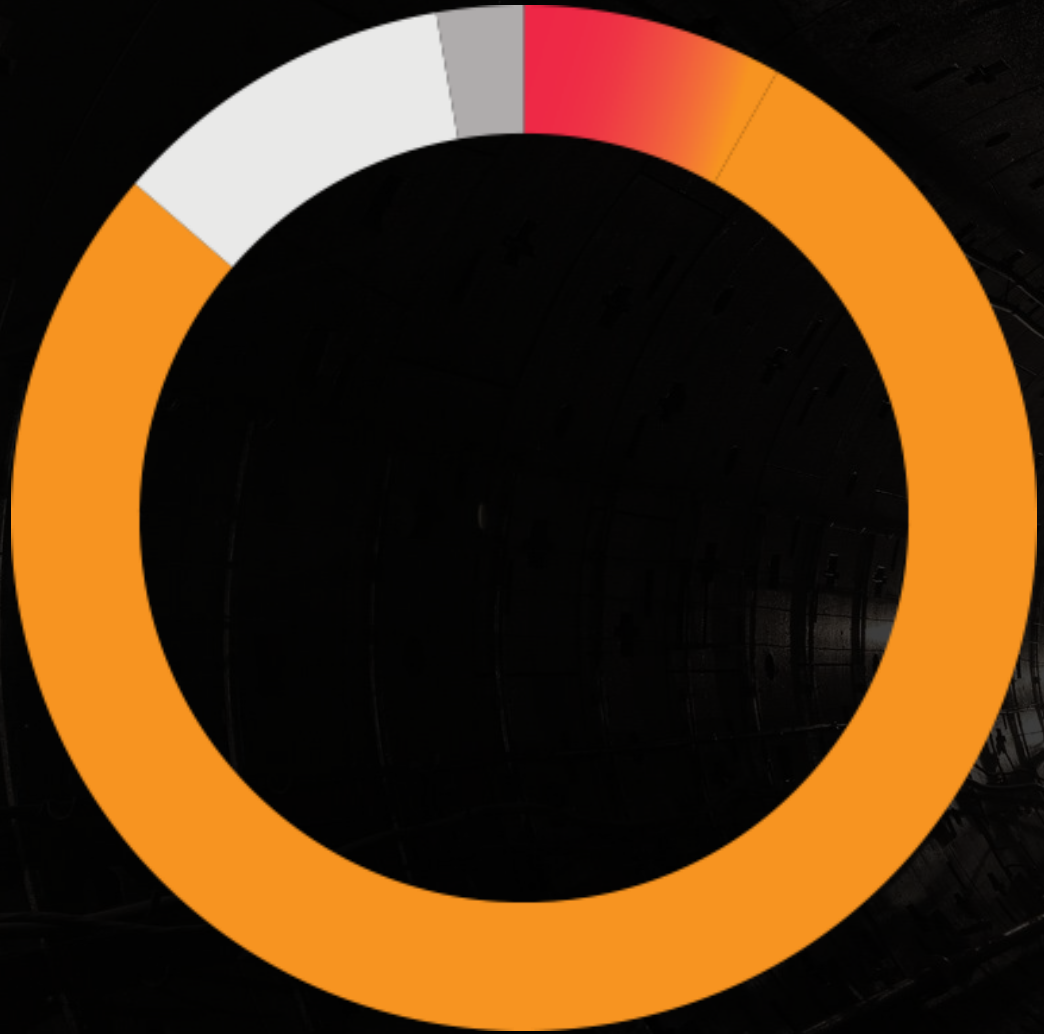


sentis

POLL

HOW DOES THE AVERAGE WORKER IN YOUR ORGANISATION EXPERIENCE SAFETY?

1. Thinks safety is a backside covering exercise by management who only care when things go wrong
2. Sees safety as a necessary evil and does enough to manage themselves
3. See safety as being critical to looking out for our colleagues
4. Believes safety is there to keep them safe and they are fully committed to creating a safe place to work



86%

of organisational sites
operate from a negative
safety culture

“If you report something,
“Safety is important if it
then you have an issue;
doesn't cost money.”
It's a blame game.”

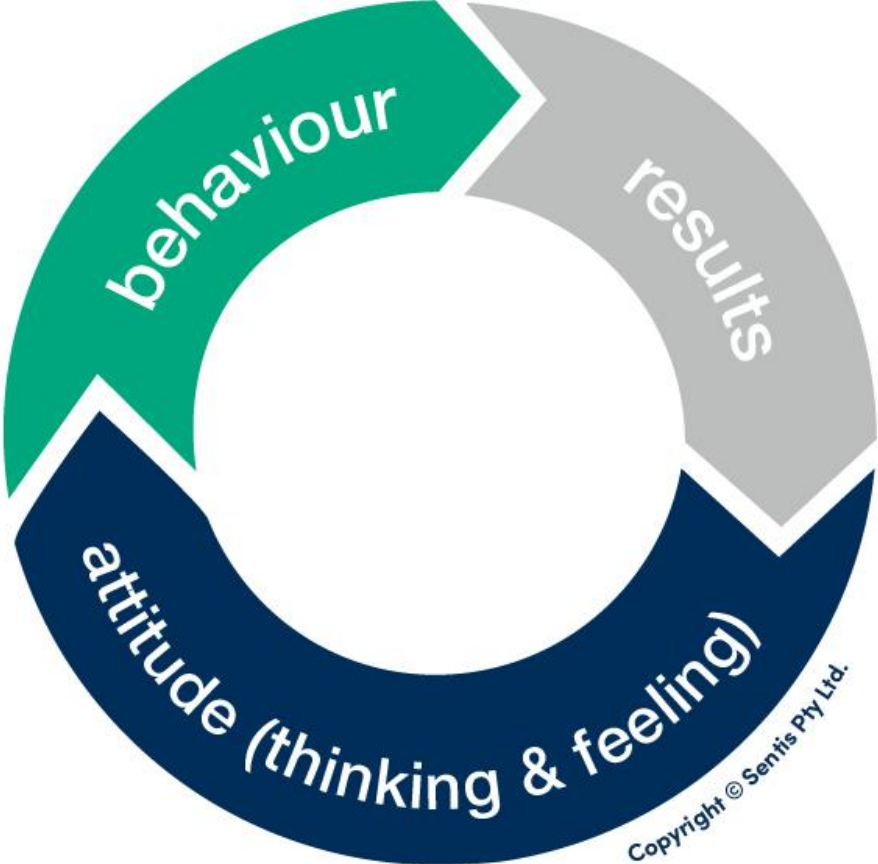
“I worry at times that the
“A piece of paper won't
commitment to safety is a
stop someone dying.”
fear-based motive.”
it's developed as an a***-

“They need to kill a few
overing exercise.”

“I think people are so people before washing
used to living in filth at “You come to work and
work that they don't care no one gives a s***
report again. about safety.”
any more.”
“we have fired people
who have been injured
and some of them just
reporting it.”
don't care about
safety procedures.”

about the air quality, that
“When you workn't
unsafely, you get higher
production and praise.”

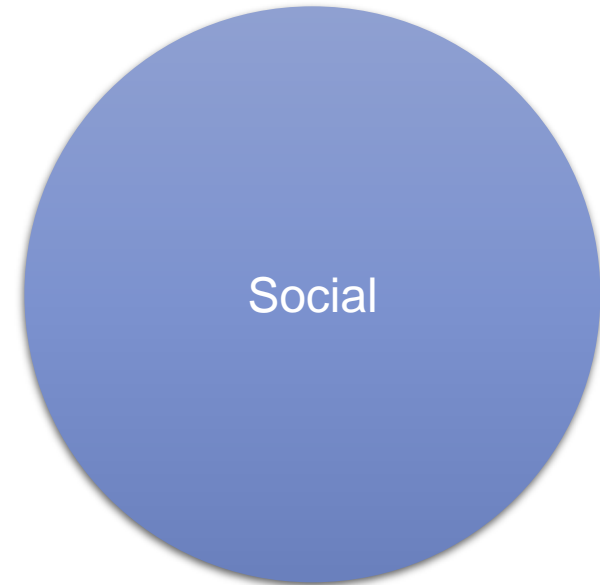
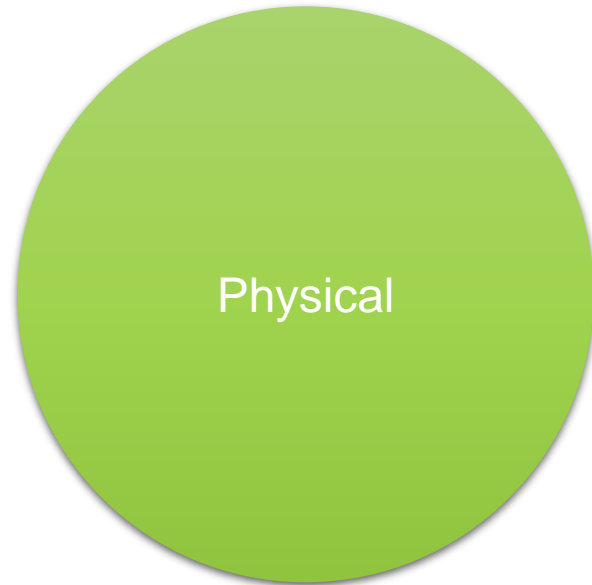
THE ABR MODEL



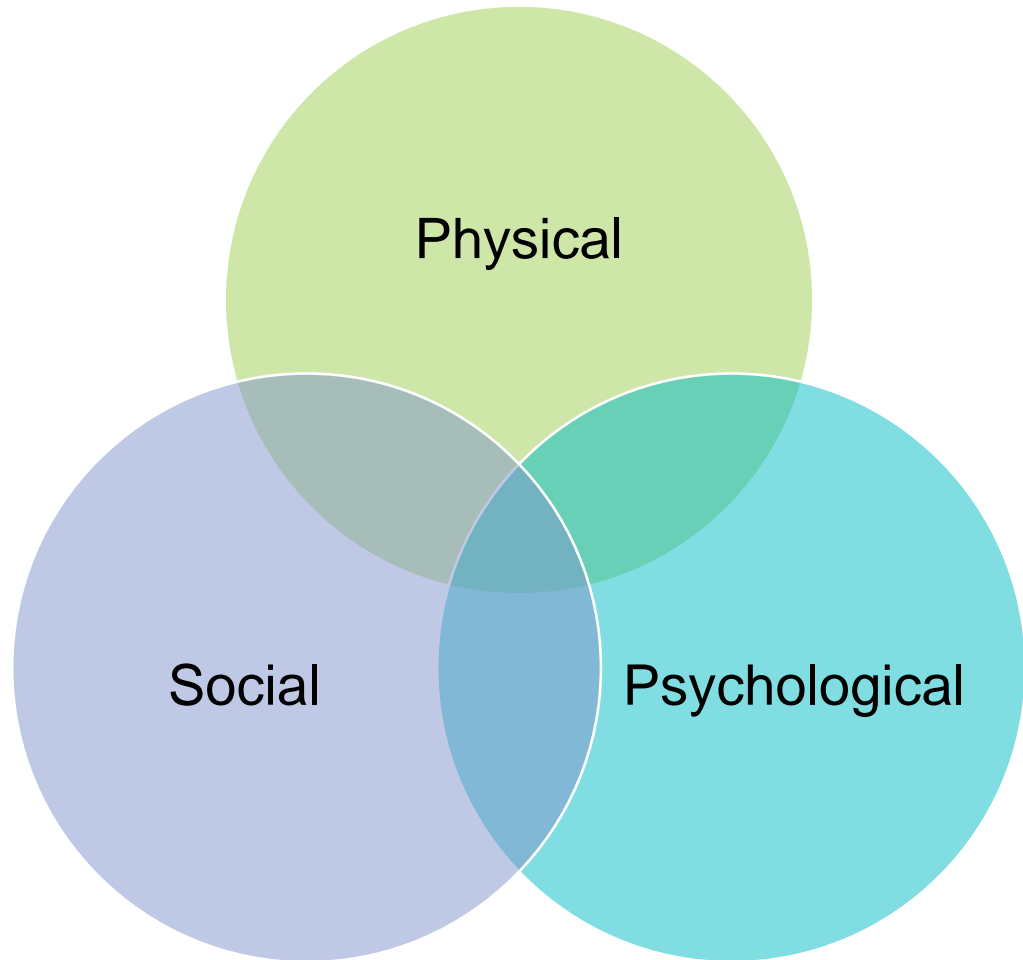
WHAT DOES SAFETY TODAY NEED TO CONSIDER?....



3 ELEMENTS OF PERSONAL SAFETY



COMPLETE / HOLISTIC SAFETY SYSTEM



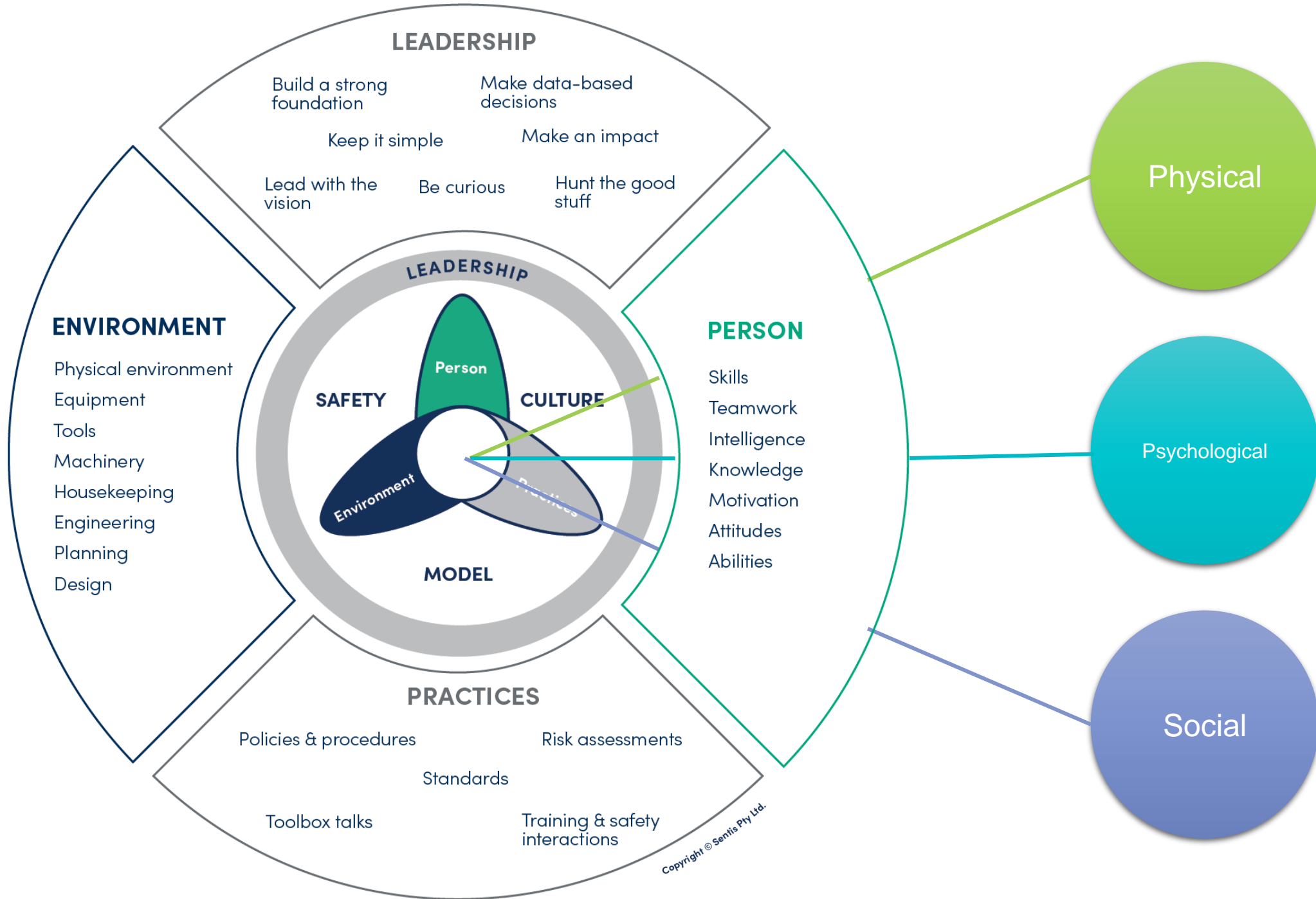
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Resilience

Reliability

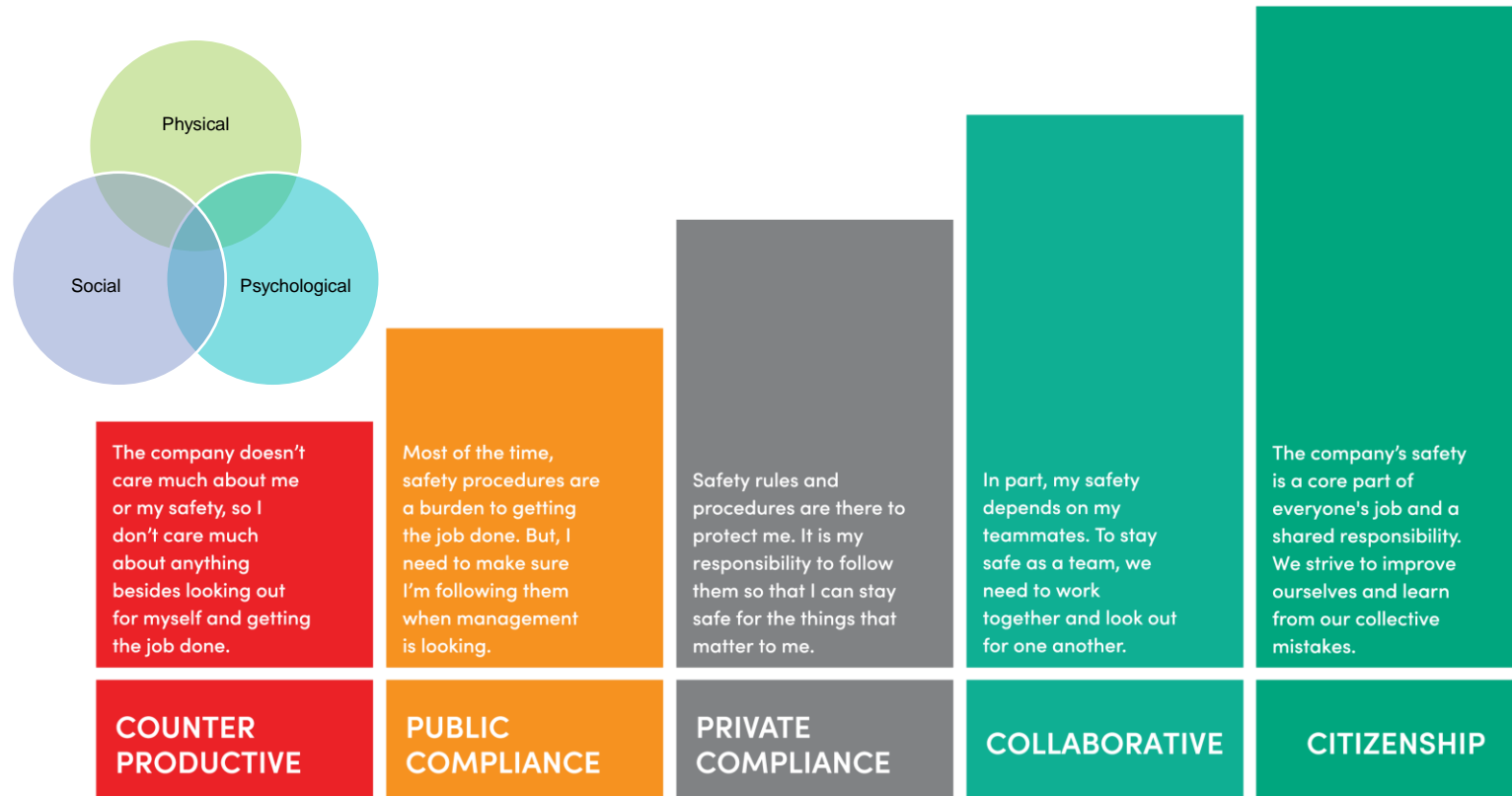
Capacity

Discretionary Effort



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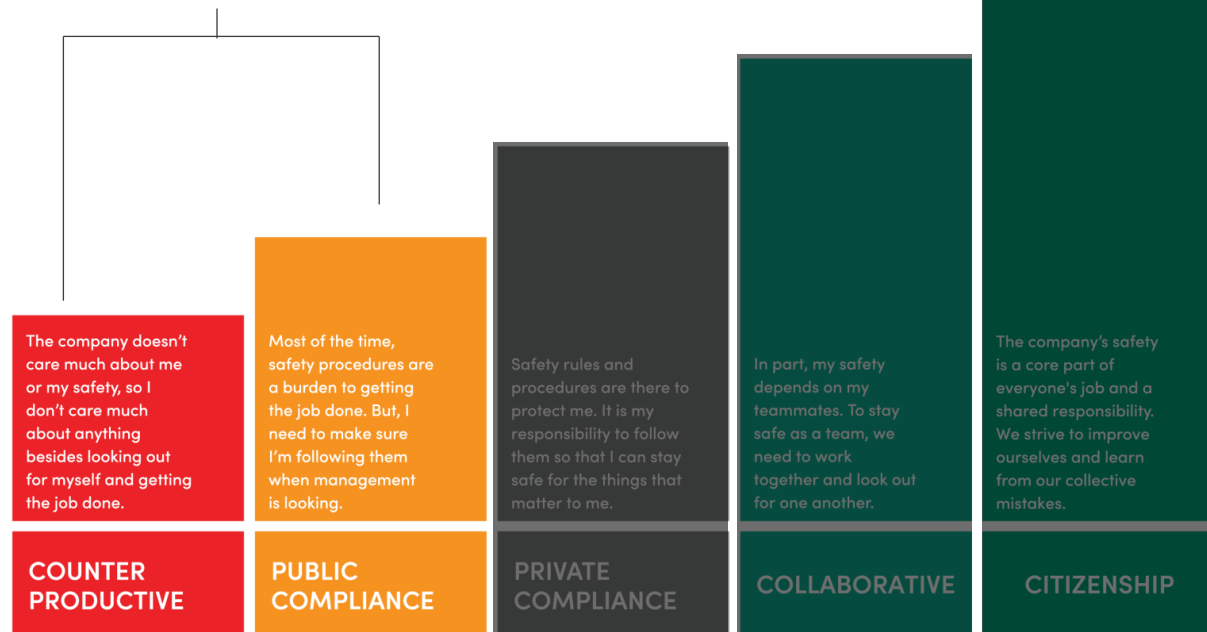
FACTORS THAT DRIVE SAFETY MATURITY UP AND DOWN



WHAT DOES THIS 86% LOOK LIKE?

- Safety as a tick & flick
- Cut corners/take shortcuts
- Only safe when monitored
- Motivation driven by desire to avoid getting in trouble
- Increased underreporting
- Increased likelihood of incident and injury

86% of organisational sites sit below Private Compliance



Sentis Safety Culture Maturity Model

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CREATE A STRONG VISION OF THE CULTURE YOU WANT TO ACHIEVE

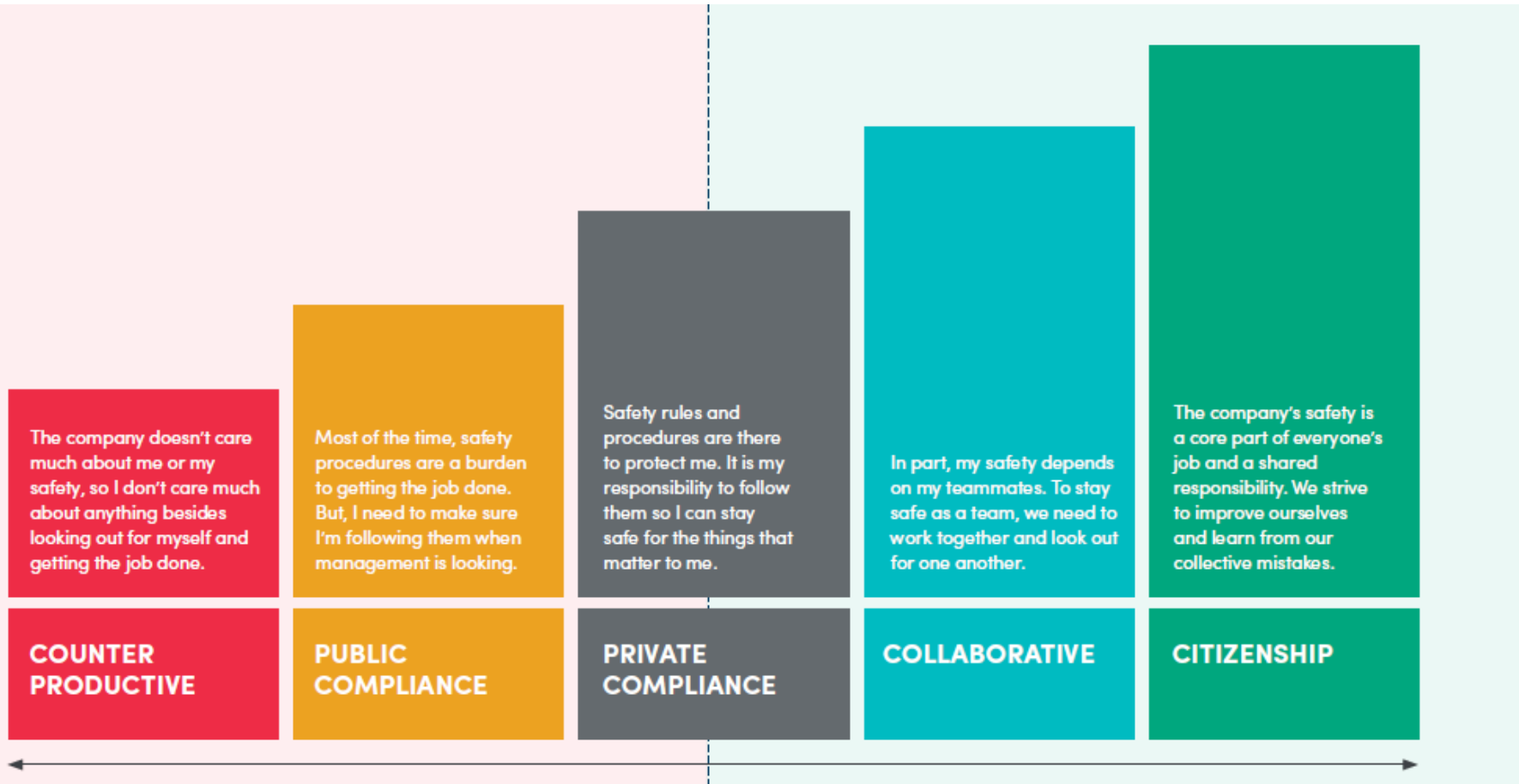
COST

- What not to do
- Absence of harm
- Lag indicator focus
- Correct and control
- Blame
- Error / mistake focused
- Hunt the mistake
- Blame the worker
- Top down
- Hide issues
- Black and white rules



External Locus of Control (ELOC)

CREATE A STRONG VISION OF THE CULTURE YOU WANT TO ACHIEVE



Internal Locus of Control (ILOC)

CURRENCY

- What to do
- Presence of safety
- Focus on capacity and capability
- Empower and collaborate
- Learning from success
- Hunt the good stuff
- Look at the system
- Walk a mile in your shoes
- Freedom in a framework

HOW TO TURN IT AROUND



SAFETY AS A
UNIFYING CAUSE



RECIPROCITY



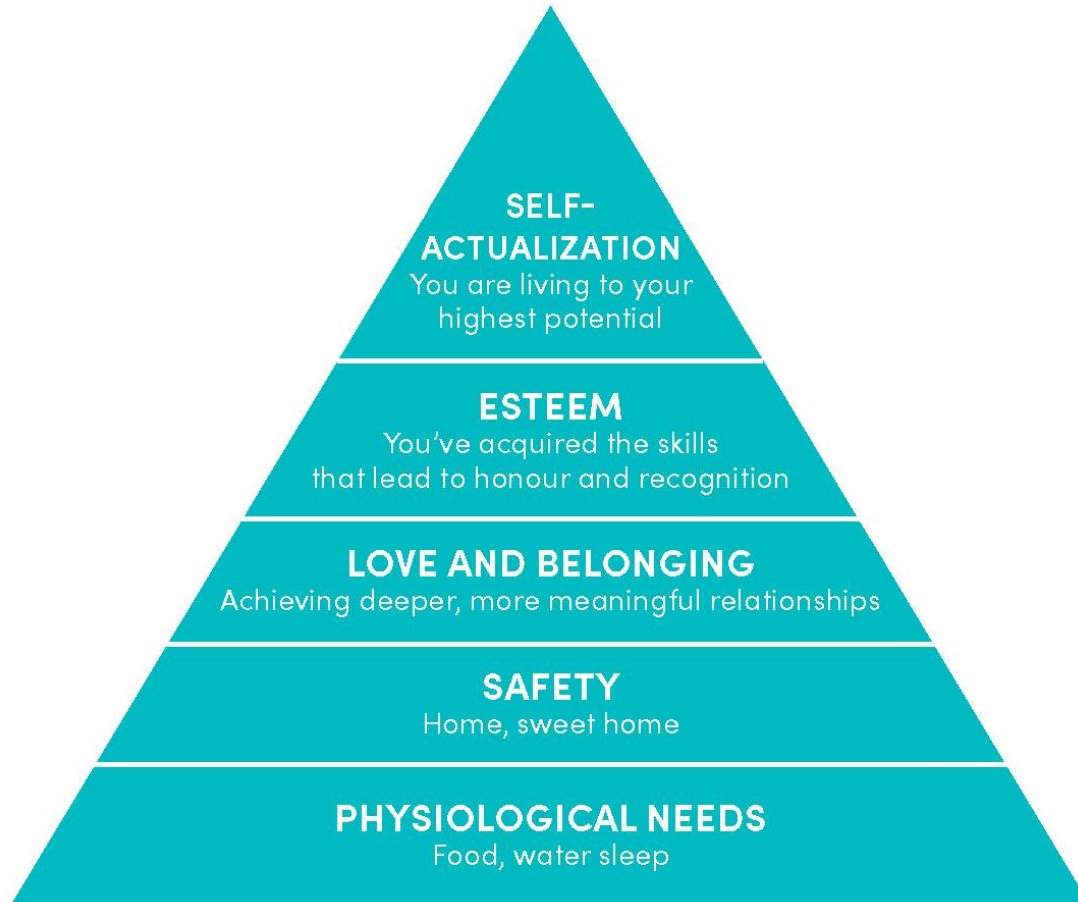
DEMONSTRATE
CARE



LEADING WITH
HUMILITY, RESPECT
AND CURIOSITY

SAFETY IS CORE TO US ALL

WHAT HAS GONE WRONG?



A place where I can be myself without threat and fear enabling me to reach my full potential

A place where I am consulted, engaged and have a voice

A place where I feel connected to my team mates and leaders

Physical safety

Leaders that promote a high trust and psychologically safe environment

THE 8 PRINCIPLES OF A POSITIVE SAFETY CULTURE



Build a strong
foundation



Keep it simple



Make data-
based decisions



Lead with the
vision



Actively care



Be curious



Make an impact

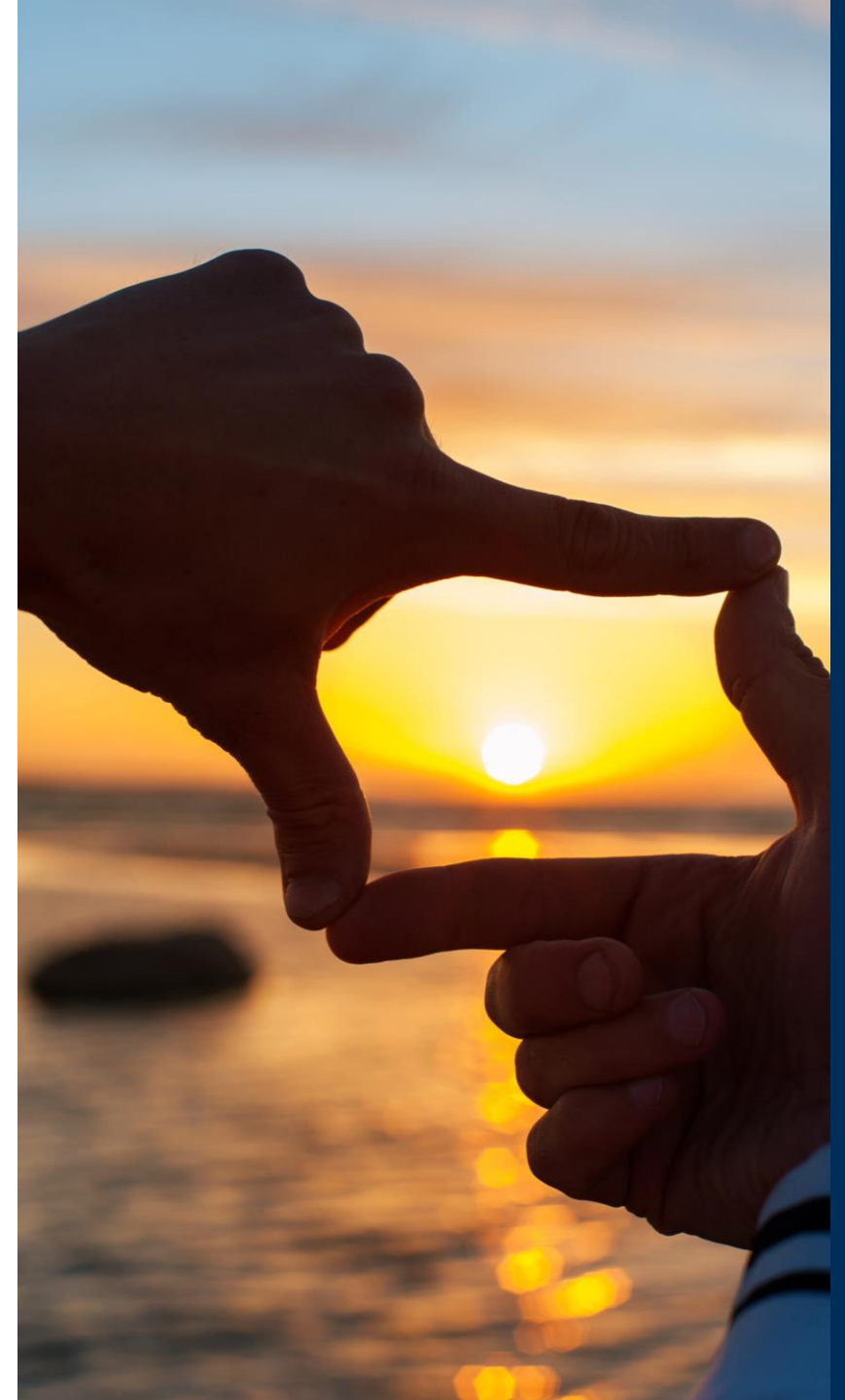


Hunt the good
stuff



LEAD WITH A VISION

- Have a clear safety mission and vision
- Link behaviours and performance to our vision
- Use our vision to make the right decisions
- Use safety as a lever for positive culture change and transformation



LESSONS FROM SITES DOING WELL

Top five strength areas identified across sites operating at *Private Compliance* and *Mateship* levels of safety culture maturity.

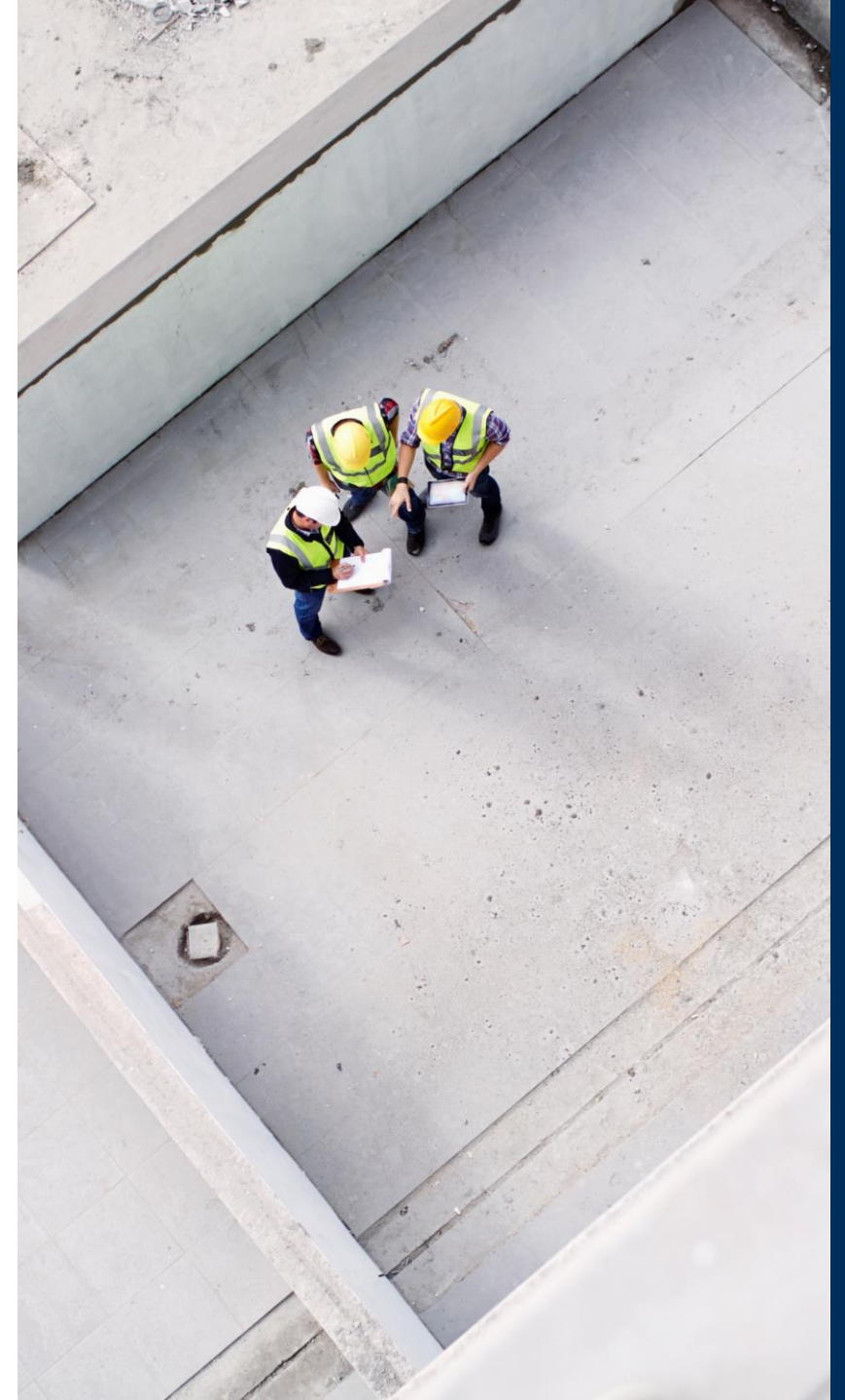
| Safety Culture Dimension | Strength Frequency (% of Sites) |
|----------------------------------|---------------------------------|
| Safety mission and vision* | 60% |
| Management safety commitment* | 60% |
| Within-team safety communication | 50% |
| Safety responsibility* | 50% |
| Team support for safety | 40% |

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70)



BUILD A STRONG FOUNDATION

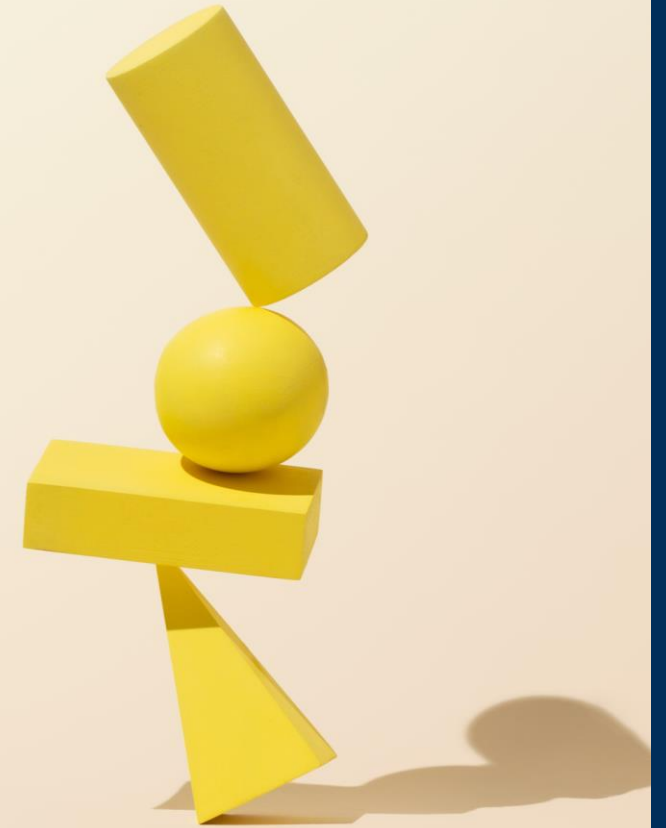
- Encourage good safety and wellbeing habits
- Invest in our people
- Have systems, equipment and resourcing required to work safely (physical and psychologically)





KEEP IT SIMPLE

- Solve safety challenges rather than relying on administrative actions and more 'rules'
- Focus on the critical risks that can cause life-changing injuries
- Concentrate on a few critical behaviours





MAKE DATA BASED DECISIONS

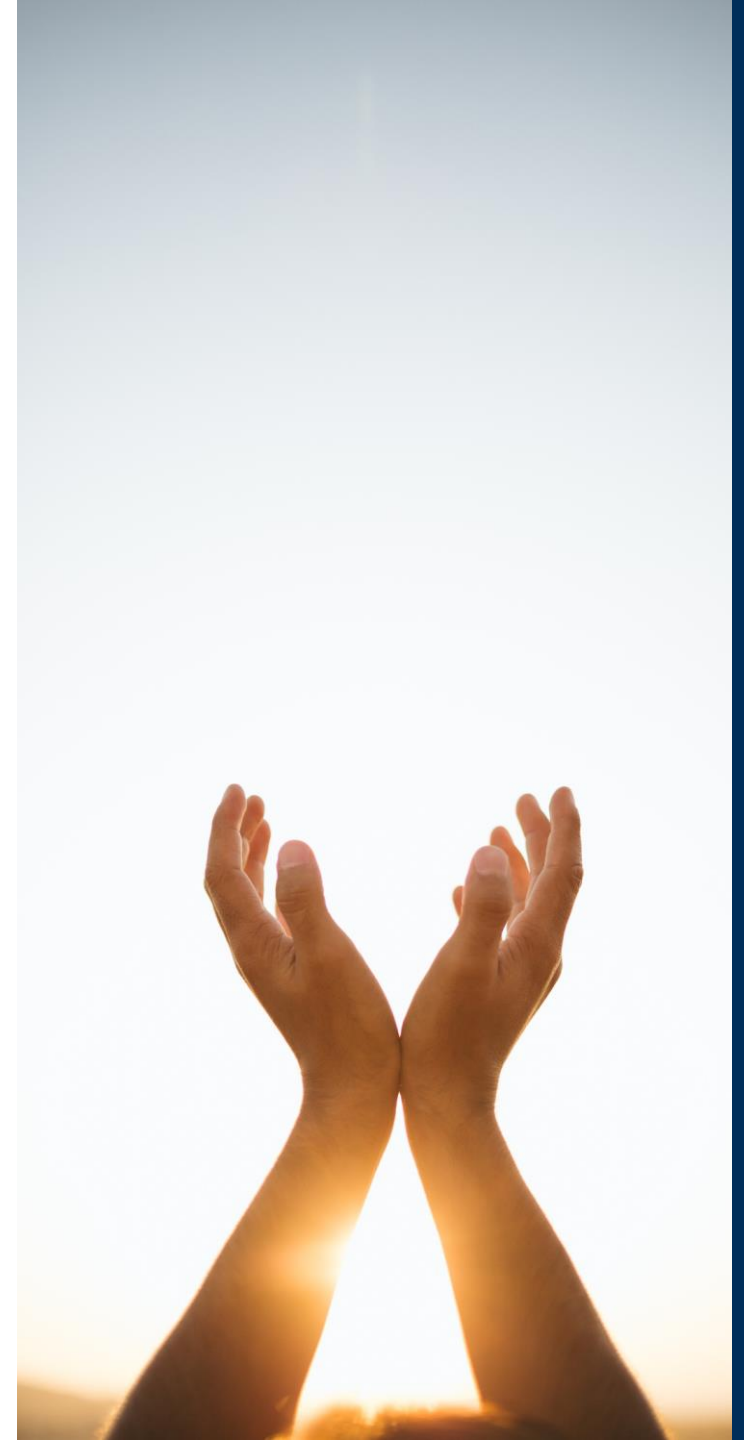
- Make decisions informed by accurate and useful data
- ‘See it and manage it’ across all role levels





ACTIVELY CARE

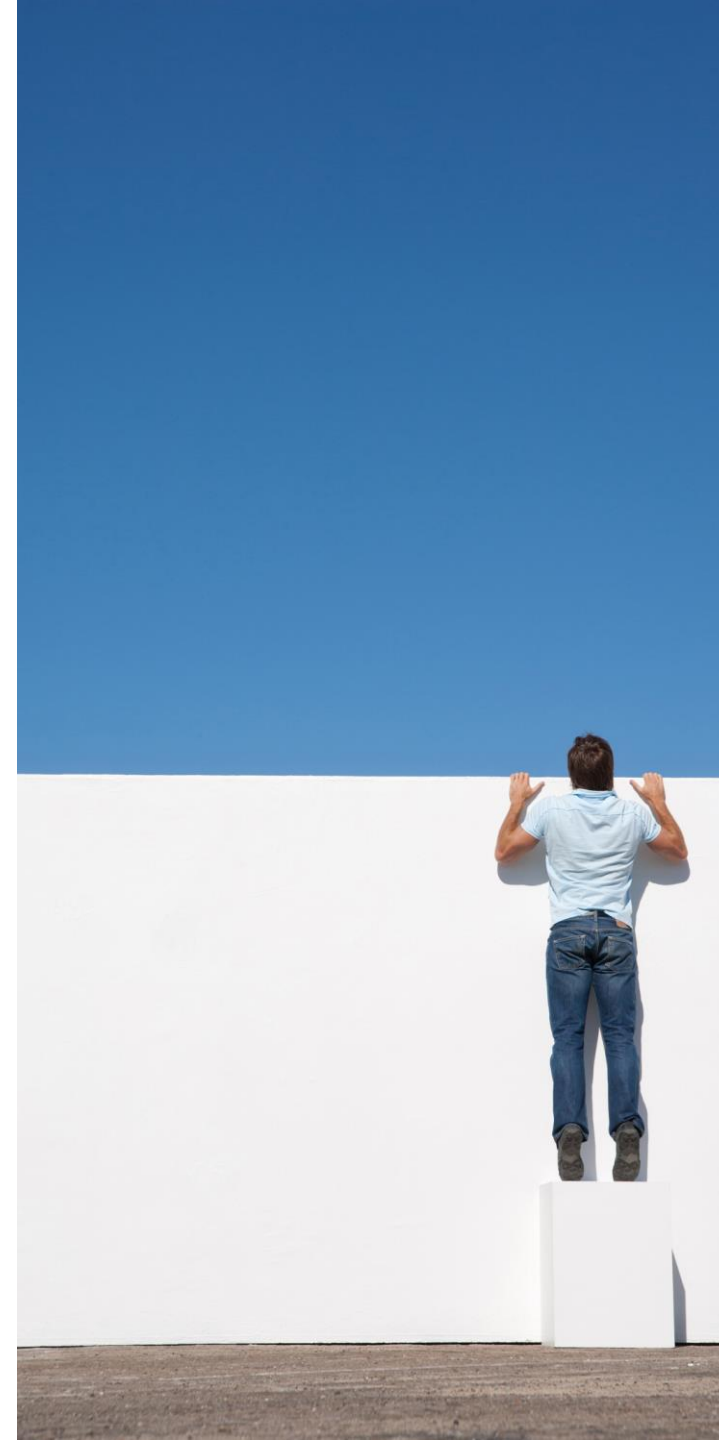
- Look out for each other's safety and wellbeing
- Challenge each other if we deviate from safe processes
- Treat safety as a part of everyone's job
- Bring out the best in our people and support their potential





BE CURIOUS

- Look at an incident from all angles to understand what happened
- Seek to learn as much as possible whether things go right or wrong
- Avoid placing blame, instead seeking to understand L Play the ball, not the person
- See incidents as an opportunity to grow, learn and do things better next time
- Question the status quo and look for opportunities to improve how we work





MAKE AN IMPACT

- Make a positive impact on employees and the community
- See that safety starts with the individual and includes health and fitness, wellbeing/resilience and psychological safety
- Understand that safety is bigger than the individual and seek to understand external factors that impact our people
- Demonstrate a strong sense of corporate social responsibility
- Be a great place to work with a welcoming and high-trust culture
- Enhance the quality of life of our people
- Have a positive impact on our community and beyond



HUNT THE GOOD STUFF

- Focus on the potential of our people
- Concentrate on the presence of safety, not the absence
- Support our people to adapt, learn and be resourceful
- Acknowledge the expertise of our workers and seek input from them to find the right solution
- Build trust with our people
- See our people as an army of problem solvers, not an army of problems



RESEARCH SAMPLE



73

organisational sites
across 8 industries



Agriculture



Construction



Government



Healthcare



Mining



Manufacturing



Oil and Gas



Utilities



9

COUNTRIES

(AFRICA, AUSTRALIA, CANADA, GERMANY,
NEW ZEALAND, SAUDI ARABIA, UNITED STATES
OF AMERICA, UNITED KINGDOM AND VIETNAM).



562

focus groups



597

hours of interviews



5,011

people interviewed
(representative of 15% of the
population of organisations
included in the study)



21,711

surveys completed
to validate findings



155

observations made
(pre-starts, site tours,
inductions etc.)



819

total cultural themes
analysed

THE BIGGEST OPPORTUNITIES

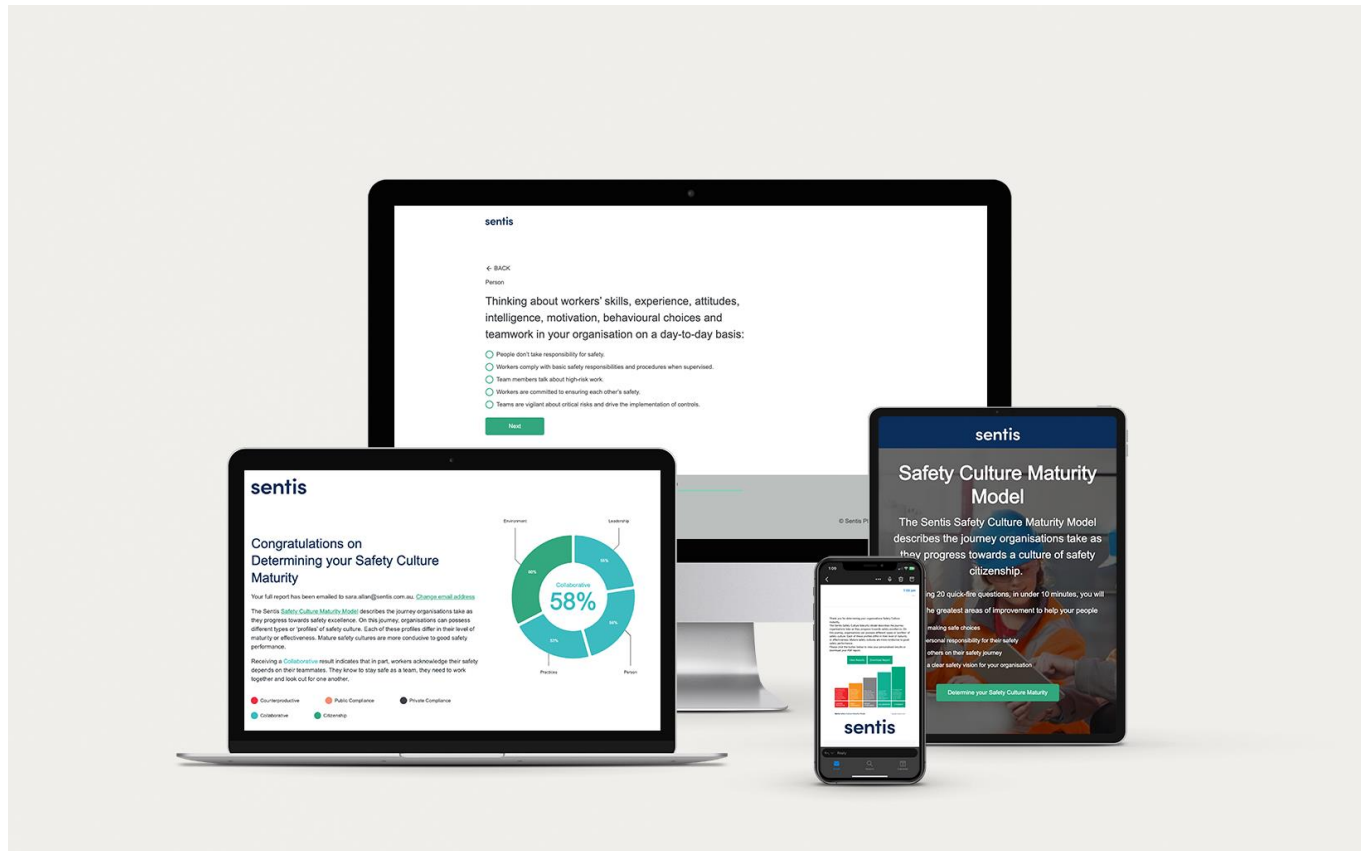
Top five opportunity areas identified across sites operating at *Counterproductive* and *Public Compliance* levels of safety culture maturity.

| Safety Culture Dimension | Opportunity Frequency (% of Sites) |
|--|------------------------------------|
| Quality of safety procedures* | 56% |
| Management safety commitment* | 51% |
| Internal context* | 48% |
| Willingness to report incidents and errors | 40% |
| Employee safety performance* | 37% |

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥ 0.70)

DISCOVER MORE

Take the Safety Culture Maturity Quiz



Take our new interactive quiz to discover the greatest areas of improvement to help your people.




Express your interest

DISCOVER MORE

Positive Safety Climate Survey



Would you like more information on Sentis' Positive Safety climate survey (incorporating psychosocial safety)?

 [Express your interest](#)

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Q&A

OVER TO YOU



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