



Moving Beyond the Sugar Hit: An SME's Perspective on Sustaining Change

POSITIVE SAFETY SERIES





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.

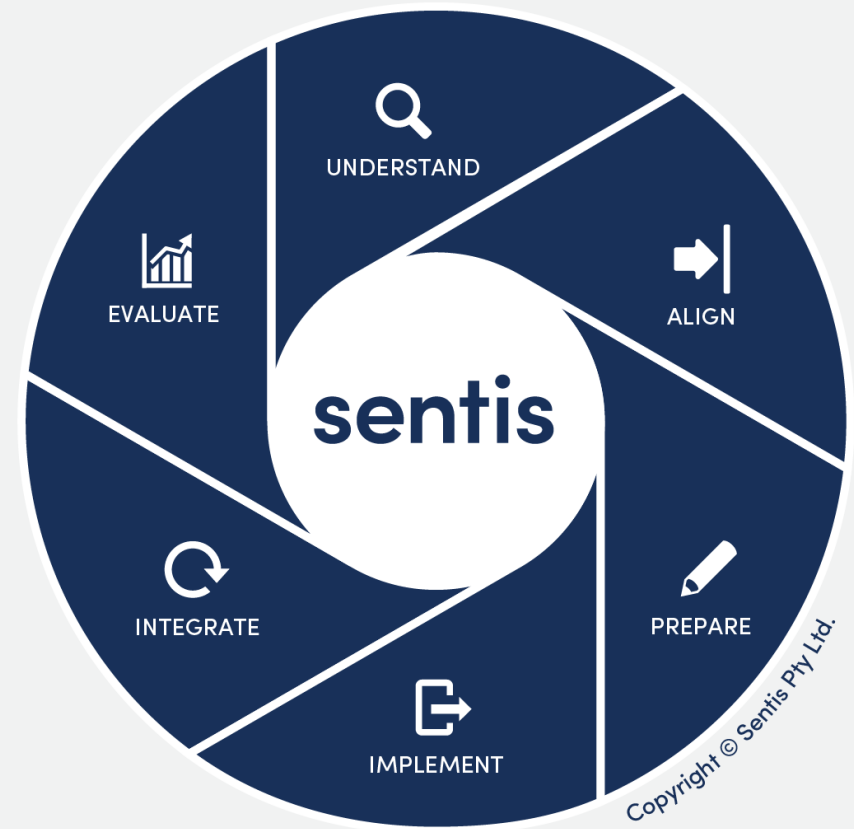
Our Mission

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



The Sentis Way

- Based on a scientific practitioner approach
- Provides a structured approach to planning and implementing change within an organisation
- Helps organisations manage change thoughtfully and systematically
- Predictable and repeatable success even though the context may vary between clients
- We use it to understand client's needs and meet them where they're at



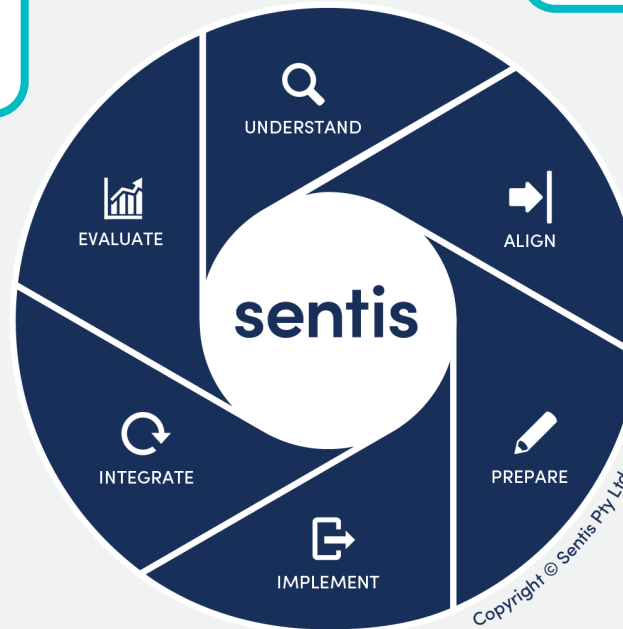
Unpacking each step

Evaluate

Return on investment is clear. Next steps/target areas are identified.

Integrate

The change isn't lost over time. Improvements are maintained and have become part of the way work is done.



Understand

Direct limited attention at the right issues at the right time.

Align

Get people energised and travelling in the same direction.

Prepare

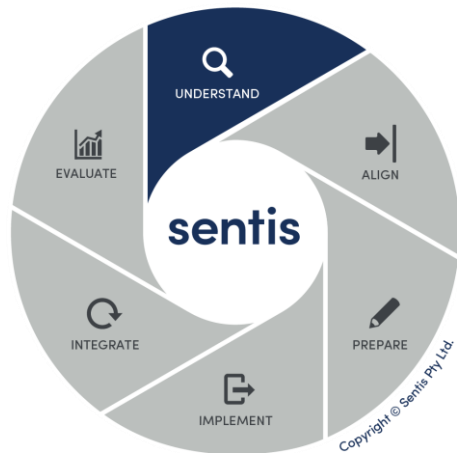
A fit-for purpose solution is developed to address the identified needs

Implement

The change/training is hitting the mark and being received positively, improvements are already noticeable.

Understand

Understand the story.
Understand what the data is telling you, so you have confidence you are focusing on the right issues.



Seek first to understand, then to be understood – Steven Covey

- Explore the challenge with curiosity and where possible make possible assumptions
- Consultation builds trusts and support buy in
- Different views of the world will unveil different perspectives on existing challenges
- Ask questions and gather high quality data – this data can play a big role in the next stage of the process – align



Onsite Safety Evaluation (OSE) ratings

Factor	Dimension	Maturity Rating				
		Counterproductive	Public Compliance	Private Compliance	Mateship	Citizenship
Environ..	Equipment, Tools, and Machin..		●			
	External Context	●				
	Hazard Awareness and Control	●				
	Internal Context	●				
Practices	Contractor Management		●			
	Emergency Readiness		●			
	Employee Safety Performance		●			
	Health and Wellbeing		●			
	Maintenance		●			
	Organisational Learning and I..		●			
	Quality of Safety Procedures		●			
	Safety Mission and Vision		●			
	Safety Training and Developm..	●				
	Work Planning		●			
Person	Between-Team Safety Commu..		●			
	Safety Responsibility		●			
	Team Support for Safety			●		
	Willingness to Report Incident..		●			
	Within-Team Safety Communi..		●			
Leadersh..	Downwards Safety Communic..		●			
	Management Safety Commit..		●			
	Safety Input		●			
	Supervisor Safety Commitment			●		

Safety Climate Survey (SCS)

Numbers represent averages, across all individuals

Level	Component	Dimension	Score
Organisational Safety Climate	Environment	Environmental Engine..	5.4
		Equipment	5.7
	Practices	Safety Systems	5.5
		Accountability	5.5
		Approach to Incident I..	5.3
	Leadership	Management Safety C..	5.3
Safety Input		5.4	
People	Safety Involvement		5.0
	Team Safety Climate	Environment	Housekeeping
Practices		Accountability	5.3
		Emergency Readiness	5.7
	Quality of Safety Brief..	5.4	
Leadership	Supervisor Safety Co..		5.8
	People	Team Safety Support	
Safety Comm..		Safety Communication	5.8
			0.0 7.0

Strength, Opportunity and Recommendation Areas

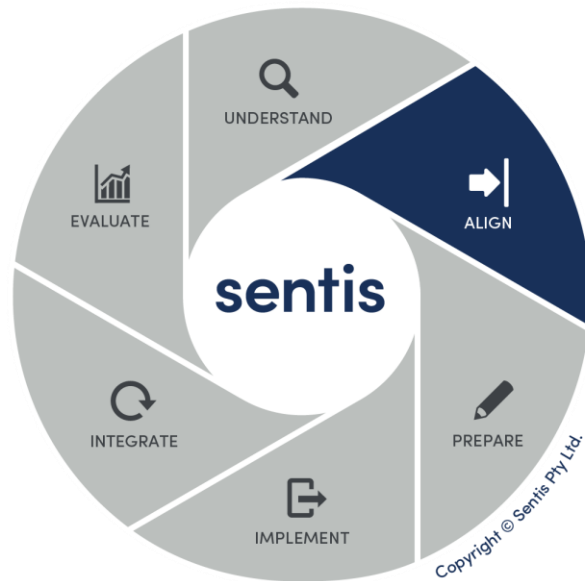
Use dropdown box to select aspect of interest. Click topic area to view further information.

- Availability of Equipment, Tools, and Machinery
- Recent Improvements in Safety Culture
- Supervisor Relationships
- Team Support for Safety

Further information

Align

Align the vision (develop strategy, build shared understanding and buy-in)



“If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions”.

2019

Factor	Dimension	Not enough evidence	Counter-productive	Public Compliance	Private Compliance	Mateship	Citizenship
Environment	Equipment, Tools, and Machinery			●			
	External Context		●				
	Hazard Awareness and Control		●				
	Internal Context		●				
Practices	Contractor Management			●			
	Emergency Readiness			●			
	Employee Safety Performance			●			
	Health and Wellbeing			●			
	Maintenance			●			
	Organisational Learning and Improvement			●			
	Quality of Safety Procedures			●			
	Safety Mission and Vision			●			
	Safety Training and Development		●				
	Work Planning			●			
Person	Between-Team Safety Communication			●			
	Safety Responsibility			●			
	Team Support for Safety				●		
	Willingness to Report Incidents and Errors			●			
	Within-Team Safety Communication			●			
Leadership	Downwards Safety Communication			●			
	Management Safety Commitment			●			
	Safety Input			●			
	Supervisor Safety Commitment				●		

2022

Factor	Dimension	Not enough evidence	Counter-productive	Public Compliance	Private Compliance	Mateship	Citizenship
Environment	Equipment, Tools, and Machinery				●		
	External Context			●			
	Hazard Awareness and Control				●		
	Internal Context			●			
Practices	Contractor Management				●		
	Emergency Readiness			●			
	Employee Safety Performance			●			
	Health and Wellbeing				●		
	Maintenance			●			
	Organisational Learning and Improvement				●		
	Quality of Safety Procedures			●			
	Safety Mission and Vision				●		
Person	Between-Team Safety Communication				●		
	Safety Responsibility				●		
	Team Support for Safety				●		
	Willingness to Report Incidents and Errors			●			
	Within-Team Safety Communication				●		
Leadership	Downwards Safety Communication				●		
	Management Safety Commitment			●			
	Safety Input			●			
	Supervisor Safety Commitment				●		

Data Summary

WHAT WAS ANALYSED:

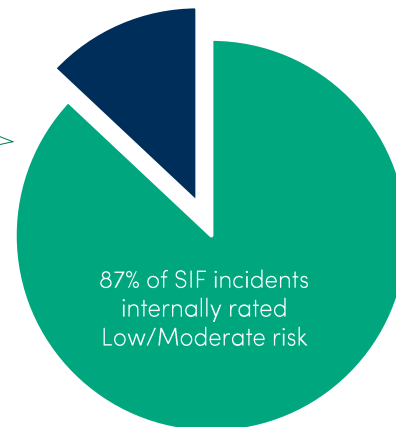
- 685 incidents and near miss events Jan 2020 to early Mar 2022 were reviewed for risk potential.
- 114 incidents (16.5%) were considered potential Serious Injury & Fatality (SIF) events and were then subject to detailed analysis.
- 1000+ hazards were explored for weak signals to eventual incidents.
- 50% of SIF incidents involved Motor Vehicle usage.



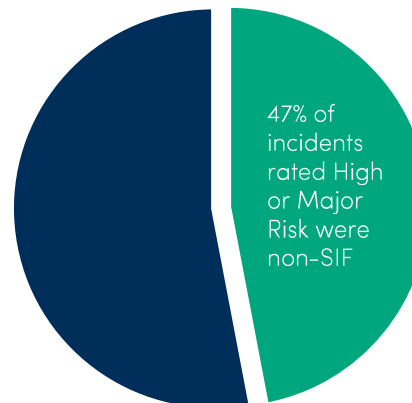
WHAT WE LEARNT:

- 1.0% reduction in work hours year on year
- **7.5% reduction** in recordable incidents (UW 'vehicle incident' and 'injury' event categories) year on year
- **7% increase in near misses reported** year on year (note 32% of SIF incidents were categorised as 'near miss')
- **34.2% reduction in SIF Incident Exposure** year on year
- There has been a reasonably steady average of **40 hazards reported per month** (with an uplift in 3rd quarters of both of last two years).

UW risk matrix approach to internal rating of severity potential underplays the real risk, which means many incidents fly under the radar



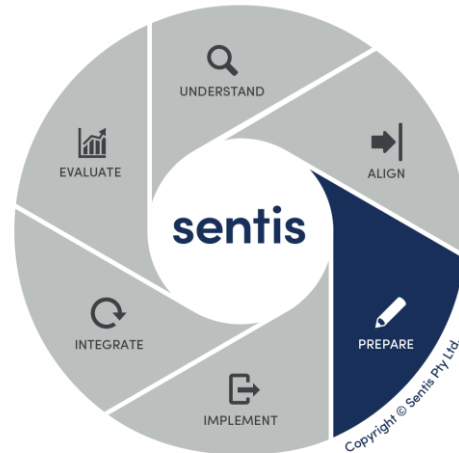
47% of incidents rated High or Major Risk were non-SIF



On the flip side, several incidents may have been over-emphasised or attracted unwarranted attention and/or investigation depth

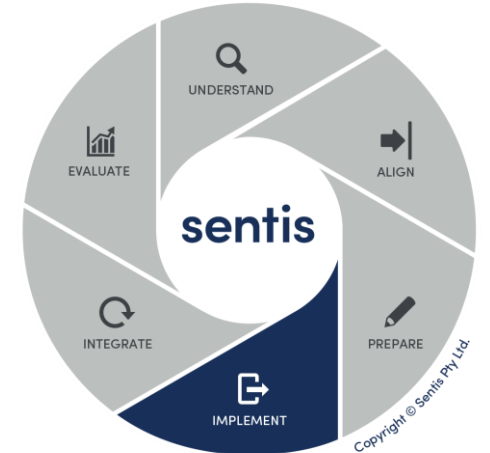
Prepare & Implement

Prepare a detailed solution to achieve your vision. Consider how you will build excitement and reduce resistance.



"Thorough preparation is the foundation of success; it's where we anticipate challenges, build momentum, and create the conditions for change to take root."

Implement the strategy, roll out the change/ training. Continue to build engagement and capability uplift.



"Implementation is where vision becomes action; it's the moment we turn plans into practice and inspire people to bring change to life."

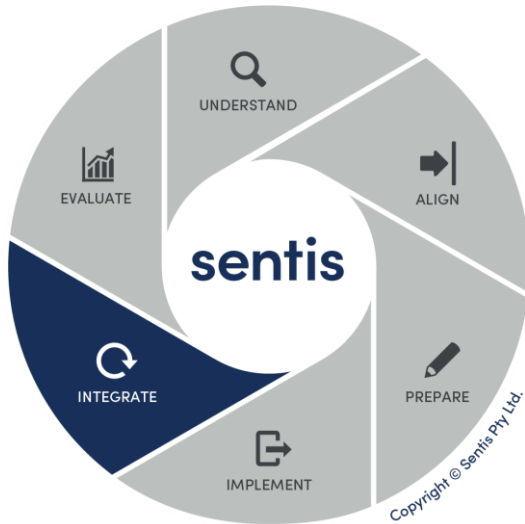
Implement

Scale	SCS Pre-Post Dimension	2021		2022		2023		2024	
Safety Leadership	Actively caring	5.2	—	5.3	↑ 2%	5.5	↑ 4%	5.6	↑ 2%
	Challenging	4.5	—	4.7	↑ 4%	5.1	↑ 9%	5.3	↑ 4%
	Collaborating	4.8	—	5.0	↑ 4%	5.3	↑ 6%	5.6	↑ 6%
	Inspiring	4.5	—	4.6	↑ 2%	4.9	↑ 7%	5.2	↑ 6%
	Recognising	4.1	—	4.5	↑ 10%	4.7	↑ 4%	5.0	↑ 6%
	Role Modelling	4.7	—	4.9	↑ 4%	5.2	↑ 6%	5.5	↑ 6%
	Supporting	4.8	—	5.1	↑ 6%	5.3	↑ 4%	5.4	↑ 2%
	Vision	4.6	—	4.8	↑ 4%	5.1	↑ 6%	5.4	↑ 6%

Scale	SCS Pre-Post Dimension	2021		2022		2023		2024	
Safety Communication	Between-Team Safety Communication	4.6	—	4.9	↑ 7%	4.9	→ 0%	5.3	↑ 8%
	Downwards Safety Communication	4.3	—	4.8	↑ 12%	5.1	↑ 6%	5.1	→ 0%
	Upwards Safety Communication	5.7	—	5.9	↑ 4%	6.1	↑ 3%	6.0	↓ 2%
	Within-Team Safety Communication	5.1	—	5.4	↑ 6%	5.5	↑ 2%	5.6	↑ 2%

Integrate

Integrate ensure the learnings are maintained. Integrate systems and processes to help embed the learning/change.

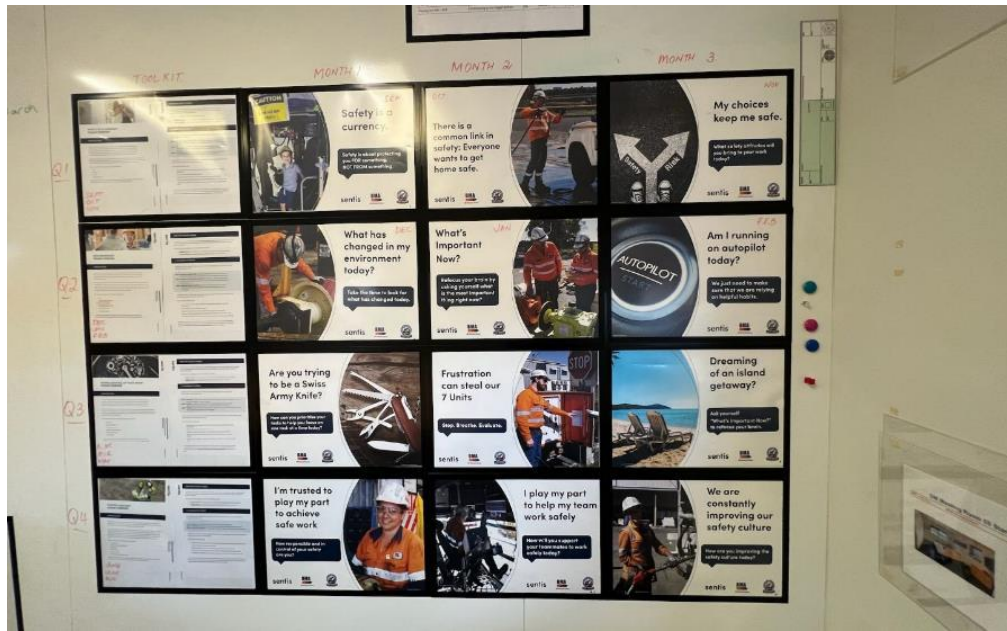


Success is the product of daily habits –
not once in a lifetime transformation”

James Clear

BMA Hay Point Embedding Activities

Embedding activities: PB5 mural walls, Gorilla Hunts, Green Frames, monthly toolbox talks, cookies and lollies, Friends and Family days, sharing our success through refreshers and roadshows.



HPT Empower Embedding Timeline

Empower Embedding - HPT				
Theme	Focus	Quarter	Month	Delivery to Frontline
Safety As a Currency	PB5	Q1	Month 1	01-Aug-23
Safety As a Currency	Working Together for our PB5	Q1	Month 2	01-Sep-23
Safety As a Currency	Beyond Workplace Safety	Q1	Month 3	01-Oct-23
Risk Awareness - RA	The Limitations of the Brain and Risk	Q2	Month 1	01-Nov-23
Risk Awareness - RA	Rushing, Distraction and What's important now.	Q2	Month 2	01-Dec-23
Risk Awareness - RA	Habits and the Safety Culture Model	Q2	Month 3	01-Jan-24
Taking Control of Your Brain - TCYB	The Myth of Multitasking	Q3	Month 1	01-Feb-24
Taking Control of Your Brain - TCYB	Managing Frustration	Q3	Month 2	01-Mar-24
Taking Control of Your Brain - TCYB	Distraction	Q3	Month 3	01-Apr-24
Playing our Part - POP	How much control do I have over my safety	Q4	Month 1	01-May-24
Playing our Part - POP	Supporting each other in our teams	Q4	Month 2	01-Jun-24
Playing our Part - POP	Contributing to the bigger picture	Q4	Month 3	01-Jul-24

PROCESS INTEGRATION

“A nudge, as we will use the term, is any aspect of the choice architecture that alters people’s behavior in a predictable way without forbidding any options or significantly changing their economic incentives.”

– Richard H. Thaler, [Nudge: Improving Decisions About Health, Wealth, and Happiness](#)

SHIFT DEPLOYMENT BOARD

Working together to focus on better and safer ways to do our jobs everyday

OUR CURRENT STATUS

SAFETY

		1	2	3		
		4	5	6		
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
		28	29	30		
			31			

- SAFETY IMPROVEMENT
 - SAFE SHIFT
 - UNSAFE SHIFT
- *Measured against injury

DISCUSSION

Shift review:

- What went well?
- What did we learn?
- Key hazards reported?
- Anything requiring escalation? Follow up?
- Any information to share from other parts of business

OUR CURRENT STATUS

WORK

DISCUSSION

Progress review:

- What do we need to do differently? (i.e. anything we need to stop doing? Start doing?)
- What do we need to continue doing?
- Anything requiring escalation? Follow up?

WHAT'S IMPORTANT NOW?

Managing Our 'Gorillas'



DISCUSSION

Setting up for success:

- What are the key Dangers we need to manage today?
- What do we need make important today?
- Any distractions we need to manage?
- What things may have changed or be different today?

UNDERSTANDING OUR RESULTS

DATE	WHY? (i.e. what attitudes or behaviours gave us this result?)
------	---



SWITCHING ON FOR TODAY

Safety Topic: (i.e. safety share, safe work topic, improvement focus, observations focus)

SWITCHING ON FOR TODAY

Task Allocations:

RECOGNITION (i.e. who lived our values well? Great 'green frame' example?)

PERFORMANCE METRICS

ADMIN & LOGISTICS

What's My 50%?

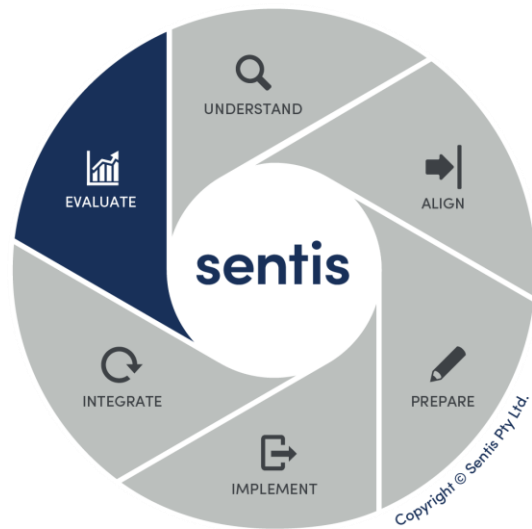
To stay safe for our PB5 we need to work together, look out for one another and speak up about our concerns and improvement ideas



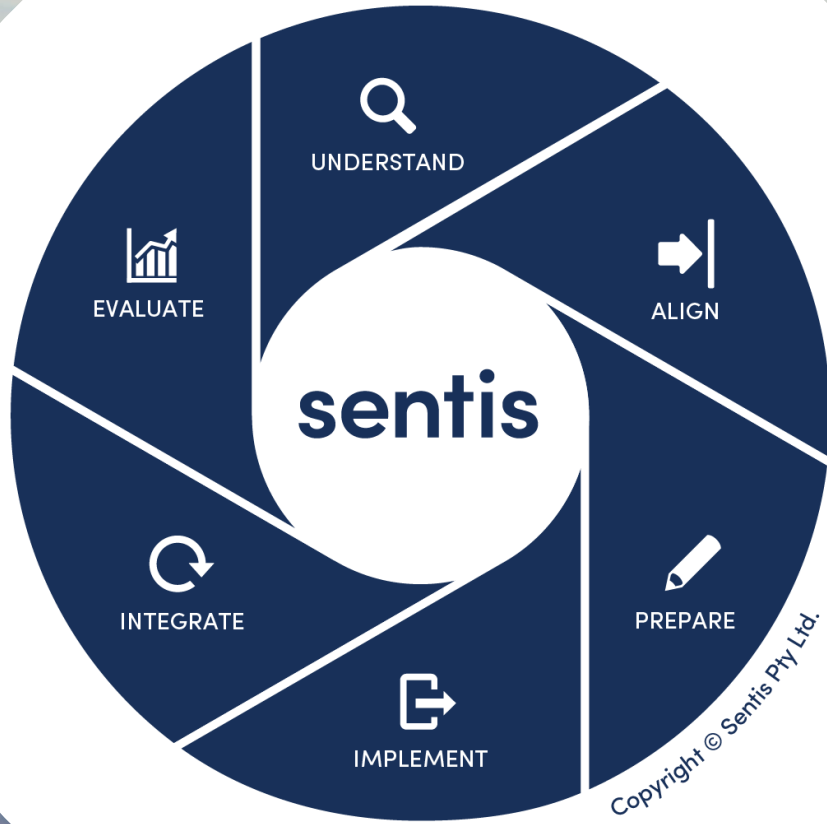
1.2m

Evaluate

Evaluate the impact. Collect and use data to clarify what worked or not and why. Support next steps, returning to the understand stage.



"Evaluation is the compass for continual improvement; it reveals insights that sharpen our future actions and deepen our impact."



DISCOVER MORE – POSITIVE SAFETY COMMUNITY

The Learning Doesn't Stop Here!



Running Effective Pre-Starts
and Toolbox Talks

3 Hour Facilitated Program
Wednesday 27th November

11:00am AEST | 12:00pm AEDT | 9:00am AWST | 2:00pm NZDT

Online (Zoom)

sentis positive safety

Scan the QR code or visit positivesafetycommunity.com.au/register

Scan the QR
code to create
your account



sentis

COMING SOON: Positive Safety Benchmark Express!

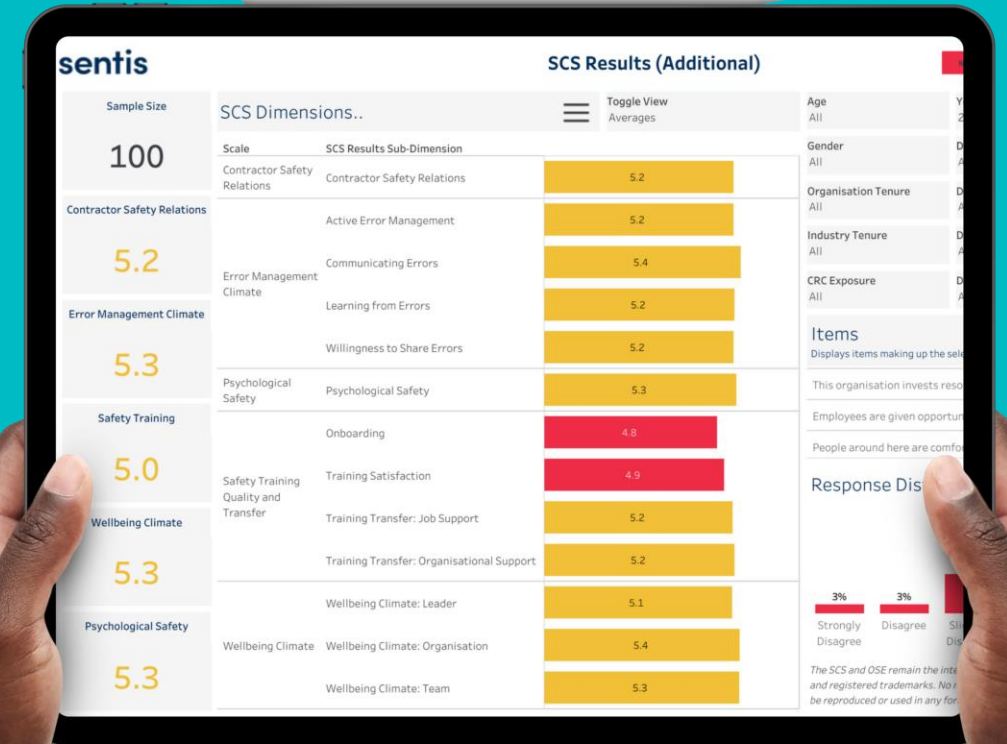
Unlock the power of safety insights—fast.

The Positive Safety Benchmark (PSB) Express delivers unparalleled benchmarking data to help you understand and elevate your safety culture.

ACCESSIBLE, AFFORDABLE, POWERFUL

Gain actionable insights in no time, with options to add tailored support along the way.

Stay tuned for launch details!



Thank you for joining us!

Today marks the conclusion of our Positive Safety webinar series. Thank you for making it such an engaging journey!

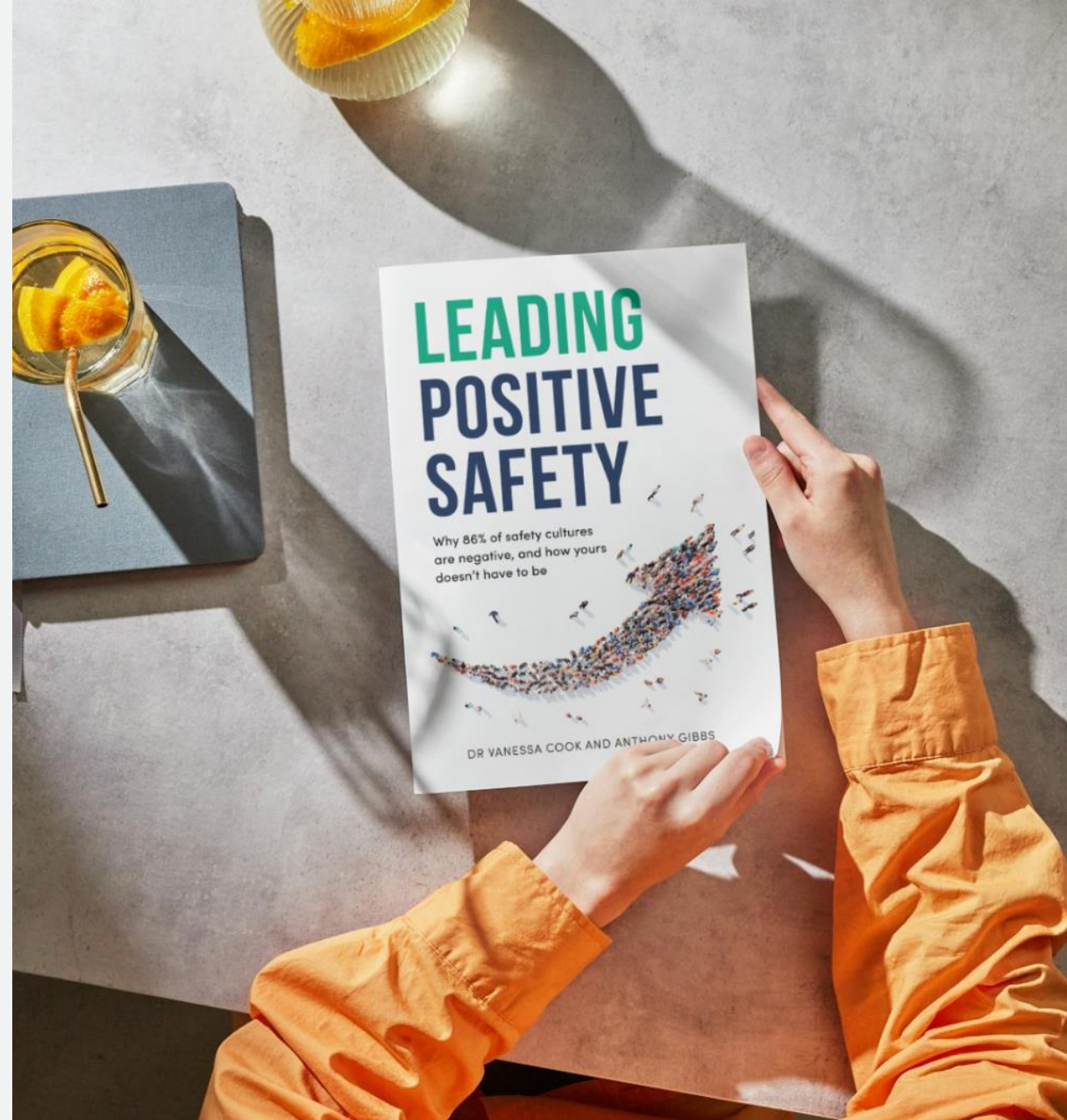
1. EXCLUSIVE GIVEAWAY

Attended all 3 live sessions? You're in the running to win 1 of 5 copies of Leading Positive Safety!

2. SPECIAL THANK YOU OFFER

As a token of our appreciation, check the chat or your inbox for a special discount code to purchase your copy!

Available from [sentis.com.au](https://www.sentis.com.au)





Q&A
OVER TO YOU

sentis.com.au 1300 653 042



sentis