Roadmap to a Sustainable Safety Culture

Angelica Vecchio-Sadus
CSIRO Minerals

www.csiro.au
Content

• Safety culture evolution
• Elements of a sustainable safety culture
• Sustaining the safety culture momentum
Definition of ‘Safety Culture’

….. the product of individual and group values, attitudes, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation’s health and safety programmes

UK Health & Safety Executive
Safety Culture Roadmap

- Select a destination
- Examine current position
- Assign a trip leader or tour guide
- Plan the trip
- Choose a route and use a map
- Select transport
- Take the shortest and safest route
- Check road signs and road conditions
- Break the journey to rest and recover
- Arrive at destination
Definition of ‘Sustainability’

“The ability to continue a defined behaviour indefinitely”

“Meeting present needs without compromising the ability of future generations to meet their own needs”

“Using methods, systems and materials that won't deplete resources or harm natural cycles”
Sustainable Safety Culture Roadmap

- Travel various routes with better outcomes
- Resilient in the event of serious catastrophic or events
- Whole-of-organisation approach
Safety Culture Evolution
Safety Culture Evolution

Stage 1  Poorly-defined structure

Stage 2  Early processes

Stage 3  ‘Live’ the system

Stage 4  Sustainable safety culture

‘Safety DNA’ = sustainable safety culture
Stage 1 – Loose Strands of Safety DNA

Stage 1 Poorly-defined structure
Poor resourcing
Overall poor safety culture

= ‘Safety DNA’
Stage 2 – Segregated Strands of Safety DNA

Stage 2 Early processes
Compliance only standard
Response to incident or management change
More clearly defined structures
Better organisational culture
Safety group contains all 'Safety DNA‘ – associated with HR or other department
Stage 3 – Protective Shield of Safety DNA

Stage 3 ‘Live’ the system
Organisational growth
Some groups adopt H&S
Improved work practices and organisational culture
Stage 4 Sustainable
Structures well defined
Safety in business process
Cultural growth
Elements of a Sustainable Safety Culture
Components of a Sustainable Culture

- Values-driven safety
- Wellbeing
- Resilience
- Strategic integration
- Situation analysis
- Accountability
- Empowerment
- Coaching
- Partnerships
- Continuous improvement
Sustainable Culture

- Mandatory ⇒ **Values-driven safety**
- Compliance ⇒ **Wellbeing**
- Vulnerability ⇒ **Resilience**
- Stand-alone ⇒ **Strategic integration**
- Hazard focus ⇒ **Situation analysis**
Sustainable Culture ctd.

- Unanswerable ⇒ **Accountable**
- Managing downwards ⇒ managing upwards / **Empowerment**
- Learning ⇒ **Coaching**
- Transaction ⇒ **Partnership**
- Singular ⇒ **Continuous improvement**
Safety as a Value

- People’s values affect culture
- Safety often viewed as on-cost or additional work
- Safety as a value without compromise not new priority
- Establish H&S values, attitudes and practices
- What is said = what is done
Wellbeing

- Concern for people
- Choices to improve quality of life
- Empowerment enhances morale and safety culture
- Wellbeing complements health and safety
- Move from compliance to a culture of care
Resilience

• Not disabled by crisis
• Mobilise to deal with these events
• Recover from major business setbacks
• Develop knowledge and skills to cope and respond
• Reduce the size and frequency of crises
Strategic Integration

• Integrated management system

• OHSMS - leadership, resources, communication, workforce involvement, incident analysis, audits, QA

• OHSMS - simple, flexible, accessible, adaptable
Situation Analysis

- Efficient and effective prevention
- Incident and near-misses are learning opportunities
- Envision dangerous or risk situations that may arise
- Ensure near-misses do not generate complacency
- Sustainable corrective actions
Accountability

- Visible and accountable leadership
- Accountability at all levels
- Focus on positive behaviours
- Personal responsibilities
- Organisational responsibilities
Empowerment

- Involvement and ‘buy-in’
- Safety is internally driven
- Don’t wait for safety people to fix the problems
- Employees have control over safety and successes
Communication / Training

- Give and receive information
- Influence attitudes and behaviours
- Build commitment and ownership
- Employee involvement and consultation builds trust
- Shift from top-down autocratic to bottom-up communication
- Education can change a safety culture
- Learn new skills for positive impact
- Sustainability is people ‘living’ what they’ve learnt
Coaching & Partnership

- Training alone cannot change culture and behaviours
- New skills and behaviours require time and reinforcement
- Coaching and mentoring to improve skills
- Enhance ‘Safety DNA’
- Behavioural change at the coalface
- Coaching can come from anywhere
- Partnering creates mutual value and influences change
Continuous Improvement

- Safety is a continuous journey
- Checks, balances, activities part of ‘Safety DNA’
- ‘Paper’ audit check versus ‘people’ audit
- Safety climate survey
World-Class Safety

- Leaders are accountable
- Employees are empowered and rewarded
- Communications are open and informal
- Feedback is encouraged
- Safety in job descriptions & operating procedures
- Results are closely measured and monitored
- Causes for variations are identified and rectified
- Reinforcement is preferred over disciplinary action
Success Indicators

• *How are we going?*

• *How are we tracking?*

• Downstream indicators – LTIFR, MTFR

• Quality lead indicators

• Auditing and metrics
Reaching Sustainability

- Set basic safety culture foundations
- Deal with challenges
- Reposition/evolve from earlier stages
- Learn through growth, manage risk, build resilience
- Work practices support continuous improvement
- Everyone takes care of the safety culture
- ‘Live’ ⇒ sustainability ⇒ ‘Safety DNA’
Dr Angelica Vecchio-Sadus
HSE Manager - CSIRO Minerals
Box 312 Clayton South Vic 3169
Tel 03 9545 8679
Email angelica.vecchio-sadus@csiro.au