

Lead from the Top

The Leadership Team should inspire and motivate by communicating clear and consistent health and safety messages to all personnel, and most importantly, it shall be obvious that the behaviours and attitudes expected are supported and valued by the Leadership Team.

- Initiate and be involved in regular safety meetings with personnel
- Use safety statistics as performance indicators
- Communicate expectations and live by them
- Listen to, support and actively follow up concerns
- Participate in activities such as inspections and job safety analyses
- Wear personal protective equipment when on-site – lead by example
- Participate in key risk assessments and toolbox talks

Communication is Key

Ensure that safety behaviours and attitudes expected by the Leadership Team are clearly and repeatedly communicated to all personnel, irrespective of their job function. The message is that safety takes priority over other considerations such as cost or schedule.

- Reflect the Leadership Team message in the Company health and safety policy
- Ensure safety is a consideration at all meetings (e.g. start with a safety moment)
- Publicise the Leadership Team commitment by issuing safety bulletins, statements and updates
- Place safety posters in strategic positions (e.g. coffee areas, toilets etc)
- Ensure safety is specifically covered in toolbox talks
- Communicate Leadership Team commitment by performing regular 'safety walks' and participating in safety inspections
- Maintain regular and structured communication lines via eg. Emails, memos, bulletins, informal conversations, toolbox talks and other communication processes used by your company

Required & Expected Behaviours

Safety behaviours vary from person to person. Ensure behaviours expected by the Leadership Team are communicated to personnel. Expected behaviours are more likely to be displayed if personnel understand the expectations and buy into the reasoning.

- Ensure Leadership Team display the behaviours expected of personnel at all times
- Clear communication of requirements and expectations to all personnel, see "Communication is Key"
- Developing ownership of safety requirements and behaviours by seeking staff engagement and participation when developing safety tools such as procedures, checklists and task plans
- Reinforce appropriate behaviours and actions with positive feedback
- Address and guide in case of inappropriate behaviours, actions or lack of action
- Introduce conversations about safety into general conversation and encourage others to do so
- Develop a common set of company values that complement the expected behaviours

Develop Safe Attitudes

While leading from the top, the safety culture must be cascaded down to the work-face, where the risk exposure is often the greatest. Challenge unsafe behaviours and attitudes in others, support those that do, and also recognise and encourage those who show a positive attitude.

- Show that employees and colleagues' wellbeing is important by actively developing a safety culture
- Do the right (read safe) thing where cost/schedule vs. safety dilemmas and conflicts occur.
- Follow-up and close out all safety challenges, i.e. show that action is taken.
- Support colleagues who speak up about safety, and ensure there are no negative consequences of doing so
- Ensure safety is an integrated part of working meetings, task plans and practices

Reinforce the beliefs that:

- Speaking up about safety concerns is an obligation, not a choice
- Personal safety is more important than cost or schedule
- Your colleagues' wellbeing and safety are more important than cost or schedule
- Create a sense of belonging through team building
- Provide opportunities for employees to meet socially, such as evening events
- Regular and personal dialogue with individuals (builds relationships and trust)
- Establish employee health and safety committees to address concerns and follow up issues
- Demonstrate care for employees by ensuring clean and tidy staff rooms, tea, coffee, hand washing facilities, clean toilets etc
- Provide welfare amenities that promote employee interaction which also demonstrate that the
- Leadership Team cares for the wellbeing of employees

Heighten Risk Awareness & Encourage Preventive Behaviours

Proactive identification and mitigation of hazards and risk exposure are required under work health and safety laws, but are also the fundamental cornerstone of safety culture, which takes safety beyond simple legal compliance.

- Encourage meaningful and sincere two-way communication to heightening hazard and risk awareness

Encourage and ensure employees:

- Think about what they are doing before they do it
- Look for hazards proactively and manage risks before they cause harm
- Take personal responsibility for mitigating hazards themselves
- Are familiar with and follow workplace rules

Own Safety Responsibilities

The Leadership Team to ensure that all individuals are involved in the safety management process. In this respect, ownership of responsibilities is key. Make safety more obvious, relevant, and personal for the individual to encourage a sense of ownership of their role in managing risks.

- Ensure that employees understand what they need to do and why
- Trust and support employees opinions on safety and work matters.
- Encourage an open door policy at all levels by encouraging employees to speak openly about safety
- Reward and support those who raise safety issues and assist them to progress and resolve issues
- Daily engagement with and input by employees into safety management on a daily basis (not just task based)
- Involve all elements of the workplace (management, workers) in the work planning process
- Share safety and work related information with workers (see also Communication is Key)
- Develop a sense of team and emphasise why it is important to each individual and to the company that personnel work to ensure their own safety and that of others
- Underline the personal impact (including on friends and family) when an individual is avoidably injured or becomes ill; or if their behaviours cause injury or illness to a colleague.
- Use performance indicators as an incentive or motivation

Note: There is no "one size fits all" recipe, but use this quick guide and checklist and you will be on your way to developing a great safety culture!