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Employee engagement in health and safety

Unleashing the Power of Engagement – Employee Engagement in Health and Safety

Our story

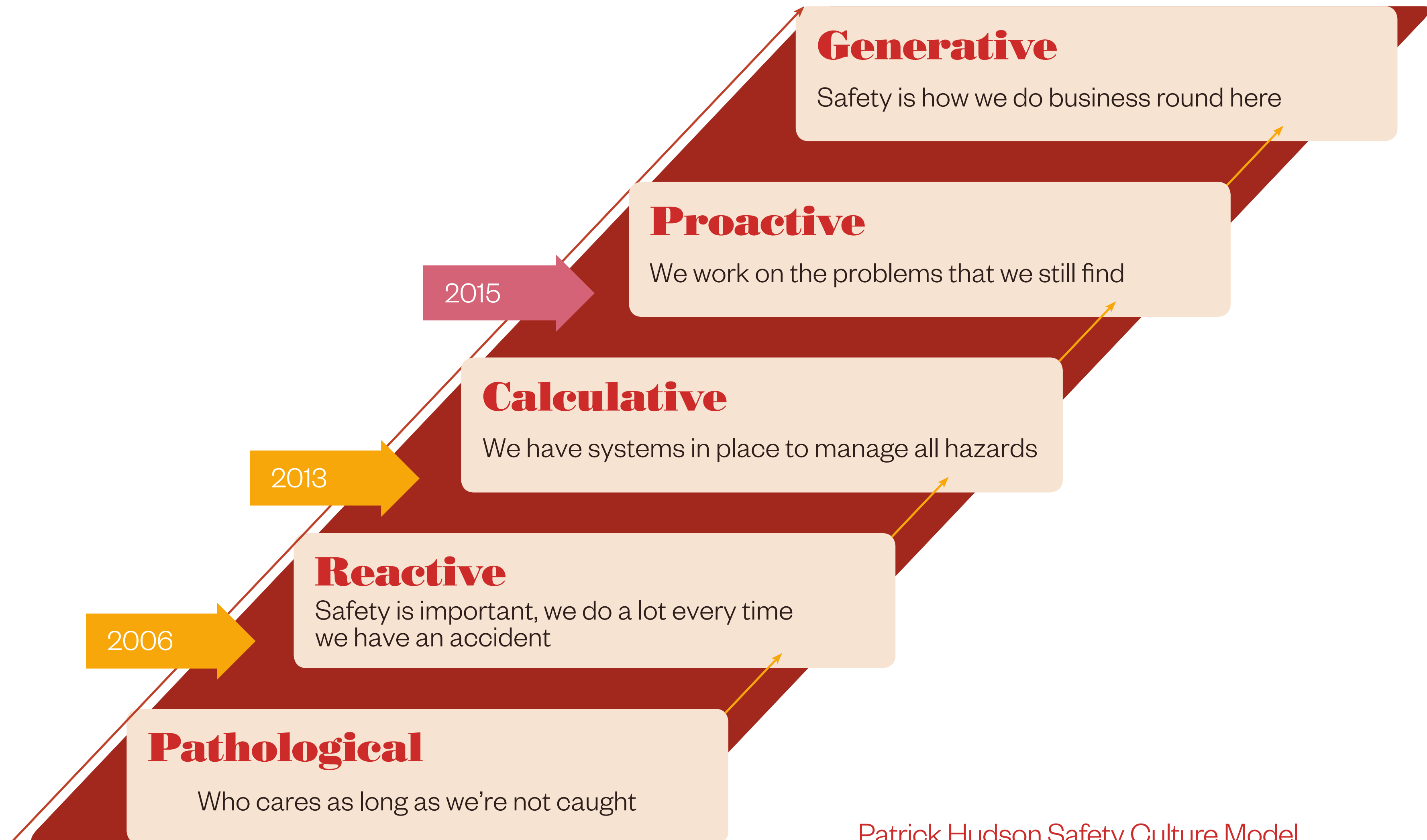
Contact[®]



Ten years ago we started our safety journey where most organisations start... with compliance & procedure.

It took us eight years to get the basics under control and to realise that a sole focus on compliance and procedure wasn't delivering the impact we had hoped for.

For the last two years we have expanded on our approach to and understanding of safety. We call this Safety 2.0.

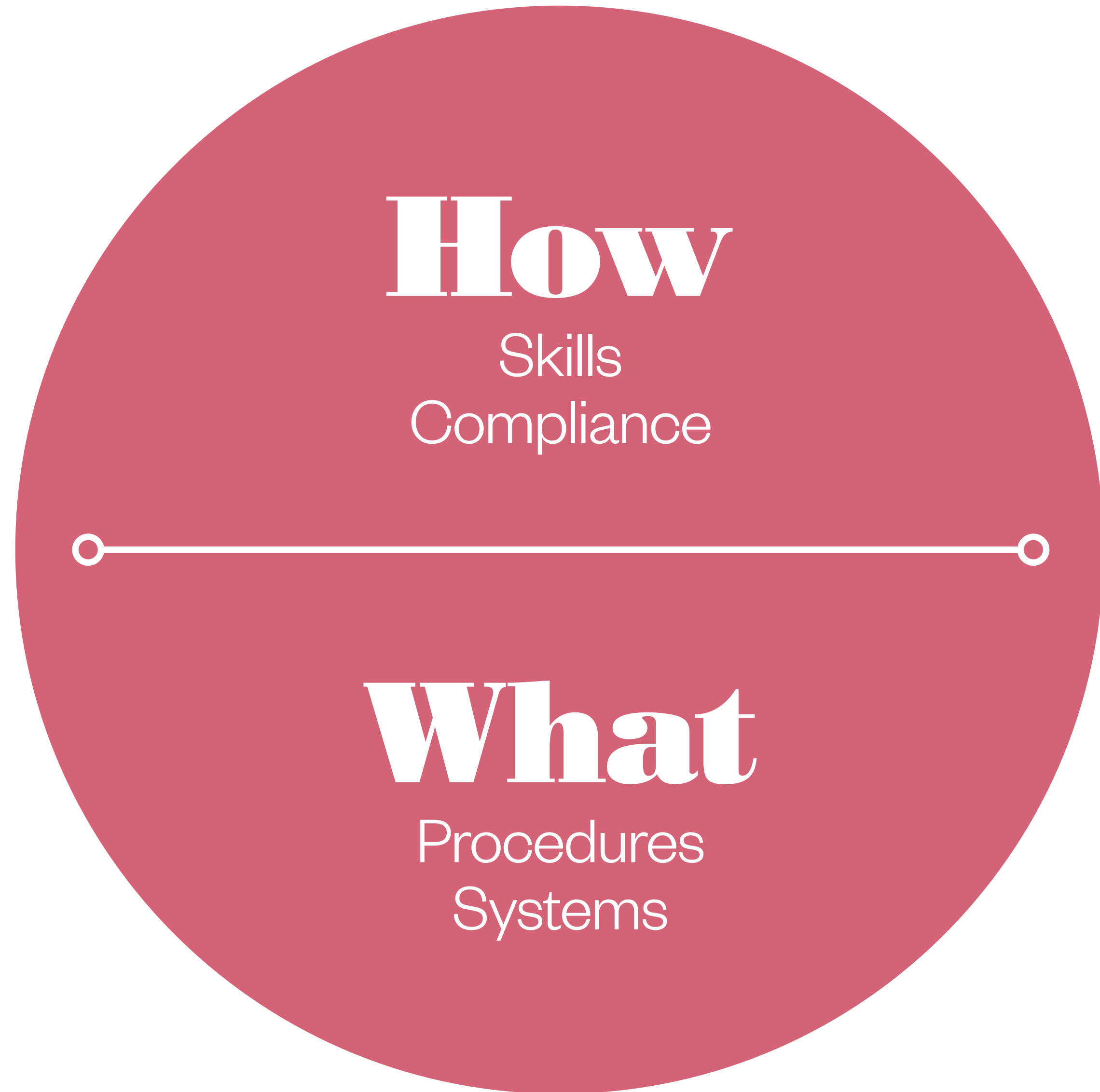


Patrick Hudson Safety Culture Model

Safety 1.0

Compliance, Process & Procedure

While both necessary and helpful it can sometimes feel like an overwhelming list of rules, policies and procedures that can ultimately be a barrier to the safety process



Compliance, Process & Procedure



Safety Procedures

“To change a light bulb you have to put in a notification, you have to get it scheduled, you have to put in an isolation – the lighting circuit, get scaffolding or a platform etc... Just to change a light bulb. Occasionally the light bulb gets changed overnight when no one is looking.”

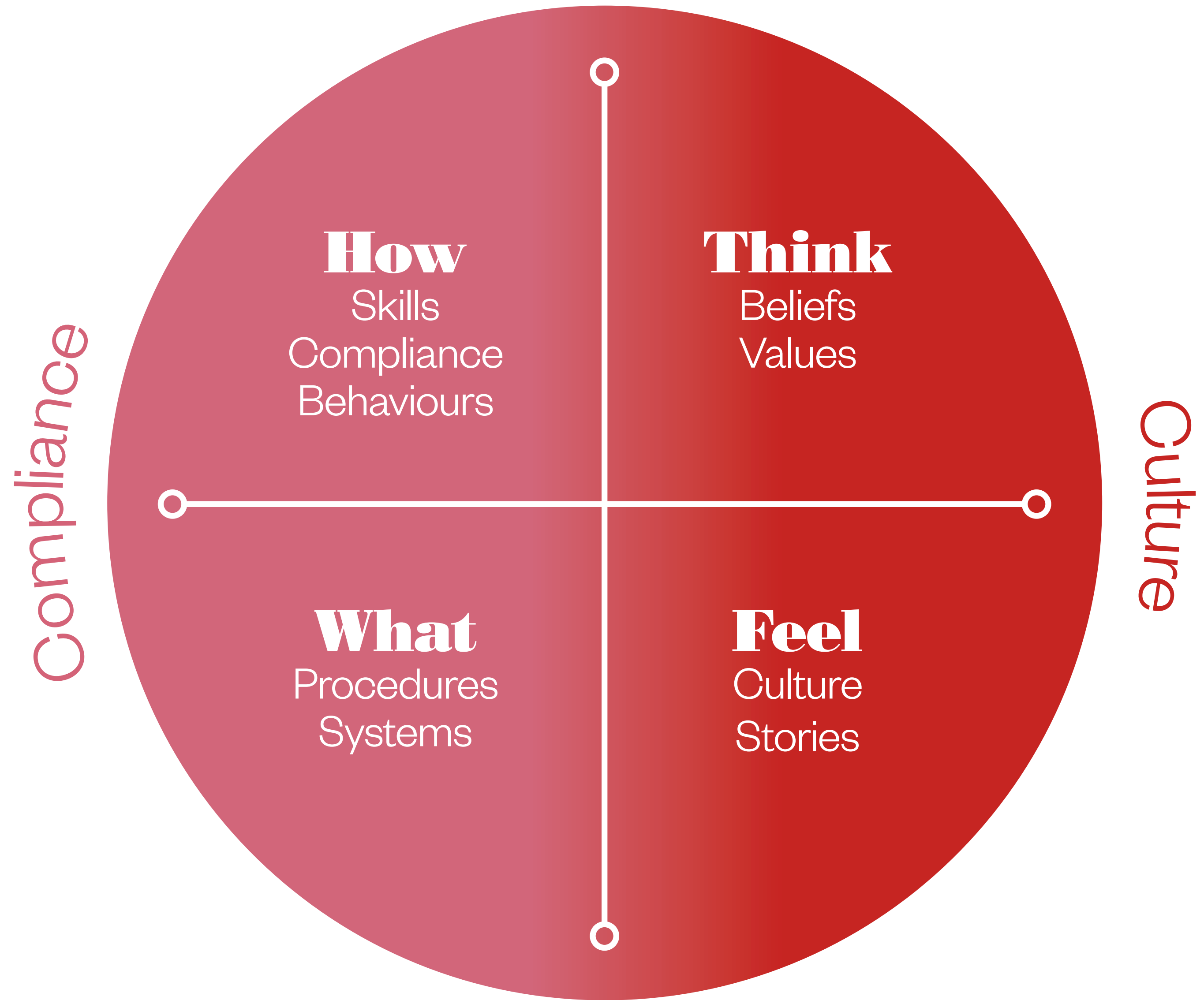
“People create work-arounds, they do a risk assessment but they don’t always follow procedure – but it is not with the intention of being unsafe”.



Safety 2.0

Balancing compliance with culture

A move to Safety 2.0 is an additive process. Rather than purely focussing on the “How” and “What” consideration is also given to “Think” and “Feel” a move to empower people around a generative safety culture.



Balancing compliance with culture

**So what does
Safety 2.0 look
like at Contact...**



How it feels...

Safety 1.0

Why won't people do what they are supposed to do?

Who stuffed up?

Under reporting – workers comply and don't tell you when they don't

Management talk a lot

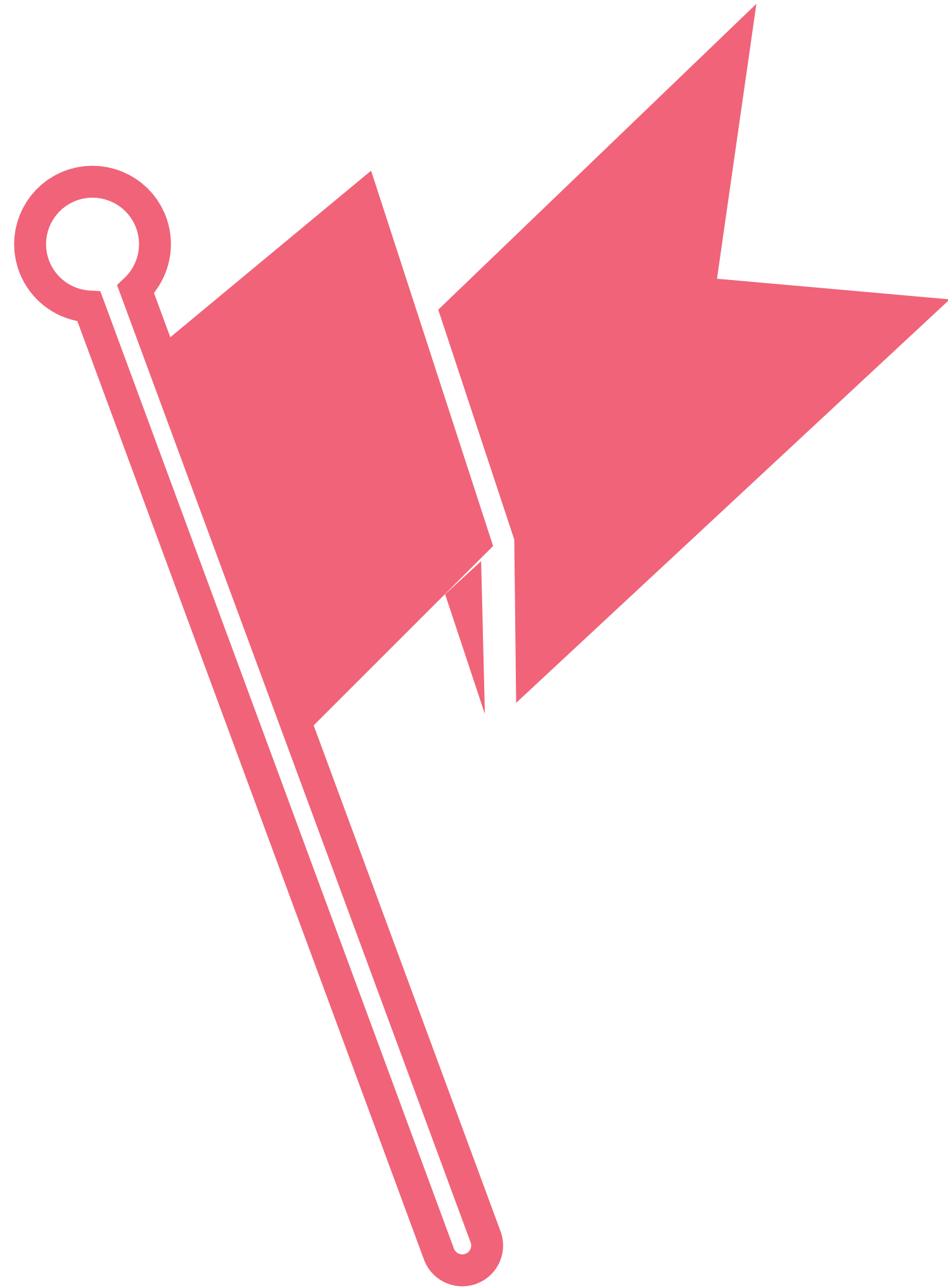
Safety 2.0

Lots of bottom up communication

Safety and profit is in balance

Workers recognise when to challenge compliance and refine process for efficiency

Leaders listen



Culture change requires

Leadership not ‘management’

- Empowerment
- Trust Your People to Solve the Problem



Our Shift

Safety 1.0

Data is gospel

Failing is bad

Safety is a burden/pain

Safety 2.0

Validate data by talking to people

Confidence to fail safely

Energised around Safety

Old View

Safety 1.0

Why can't people do what they're told?
– managers tell then check & inspect.

Reactions to incidents are negative / fearful

Management looks for people to
blame – “Who did it wrong?”

Key decisions are delegated upwards

New View

Safety 2.0

Workers are empowered to improve safety

First response to an incident is
“Is everyone safe” followed by “How
can we learn from this?”

Leaders enables learning to make
it safer moving ahead

Contact Leaderboard

We used competition as a way to encourage our leaders to spend more time at the sharp end

Visible and active leadership is (and has been for the last three years) one of our four goals as we head along our journey.

We measure our LT and Directors safety engagement and this is published as a leaderboard each month.

To be counted it needs to be a meaningful activity – so shutting yourself in an office with the site manager (and talking about safety) doesn't count. But taking part in a Learning Team, spending time with a work party and understanding the risks that they manage every day, riding with an LPG Delivery driver, all do count.



Learning Teams

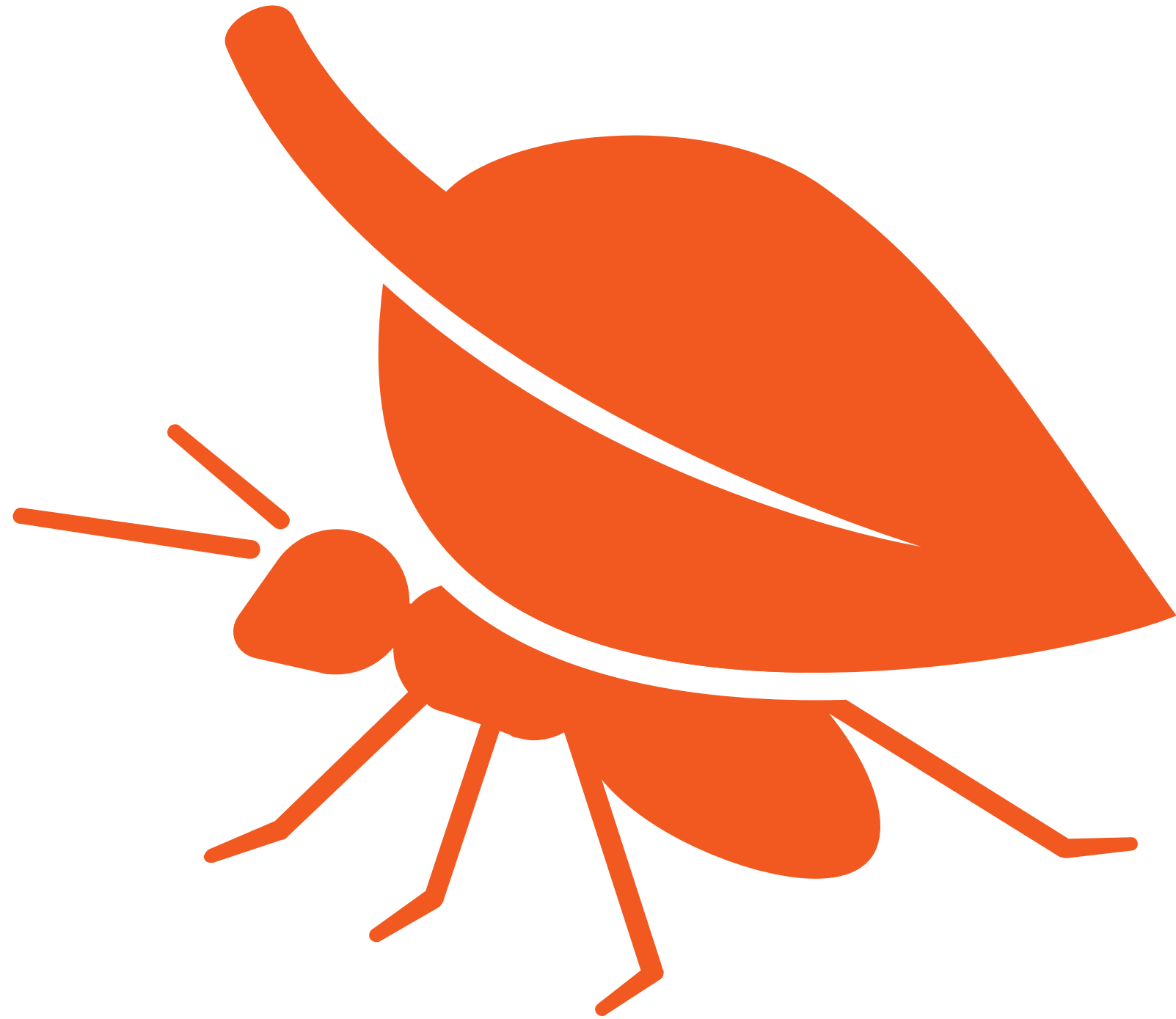
Setting up teams of our people on the ground to really examine the true cause of an incident

Learning Team successes:

A Learning Team following an incident where something was dropped from some scaffolding onto the ground in a restricted area, went further into learning and discovered that people often walk through these restricted

areas due to the way in which we manage work parties who are set up next to each other.

Safety 1.0 learning would have focussed on “don’t drop stuff”.



Getting started

**Start small,
think big!**

— Lots of small changes
deliver big results

