SAFETY CULTURE RESEARCH IN THE CONSTRUCTION SECTOR

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SAFETY CULTURE RESEARCH IN THE CONSTRUCTION SECTOR

An outline of interlocked projects in safety competency and safety effectiveness indicators
Outline of Presentation

• View from the Construction sector as to the need to improve OHS culture
• What were the goals and the outcomes of the CRC Construction Innovation research
• Leadership behaviours to drive OHS culture change in industry
• What benefits to the construction sector have occurred through these initiatives
• What we have learnt on the journey
Why pursue safety culture change?

- High risk industry
- Fatalities and other indices had reached a plateau
- “Carrot and Stick” regulatory approach was no longer driving change
- Behavioural and attitudinal change required at all levels
- Leadership on safety culture required across management teams
Goals and Outcomes of the CRC Construction Innovation research

- Projects: A Construction Safety Competency Framework
  - Improving OH&S performance by creating and maintaining a safety culture
  - The development of a safety culture
  - Identification of safety management task (SMT’s) and safety critical positions
  - Tasks and Positions Competency Matrix
  - Basic Guidelines for implementing the Framework
  - SMT’s and achievable Culture Outcomes
  - Explore and develop safety effectiveness indicators (SEI’s)
Useful References: Google CRC CI for free downloads

- A Practical Guide to Safety Leadership
- Safety Effectiveness Indicators
Safety Competency: Key Elements

- Increased Safety Knowledge
- Demonstrated Leadership Behaviours
- Good Interpersonal Communication
- Positive Safety Attitudes & Beliefs
Understand safety culture
Understand how a safety culture can be built and maintained through staff competencies and actions. This approach should be linked to your organisational strategies and objectives.

Identify safety critical positions
Customise the safety critical position list for your organisation and identify who currently holds these positions.

Plan
Plan how material can be used in training, education and development, performance management, and recruitment and selection activities.

Use a step-wise approach
Break the implementation of this material into small steps - reduce 'culture shock' and allow for early success to build support and momentum.

Customise the Task and Position Competency Matrix
Customise the matrix to align with your organisation and map the competency requirements of your safety critical position holders.

Adapt the competency specifications
Review the processes, knowledge, skills and behaviours listed for each individual safety task and adapt to your organisational context.

Implement
Implement strategy and material.

Show continuous improvement
Evaluate, review and reflect on strategy. Continuously improve strategy and implementation.
Leadership Behaviours to develop safety initiatives

• Provision of appropriate resources (time, funds and people) to manage safety
  – Safety policies are developed using consultation and are adhered to
  – Safety related programs – such as effective and high quality training – are undertaken and supported
  – Enough staff are employed in the company so that it is possible to manage safety as well as productivity
Leadership Behaviours to develop safety initiatives

• Set safety, health and welfare as a high-status organisational value
  – Formal and informal communication promotes and validates safety
  – Supportive and trusting relationships are formed with staff
  – Stated values are adhered to, consistently communicated, clarified and reinforced
Leadership Behaviours to develop safety initiatives

• Allocate own work time to safety management activities
  – Visible safety tasks and responsibilities are assigned and undertaken by senior management
Leadership Behaviours to develop safety initiatives

• Provide Leadership
  – Concern for individuals (via mentoring, coaching and through supportive behaviours) is shown and communicated
  – Intellectual stimulation is provided (challenging, inspiring and encouraging people to think about things in different ways and engage mentally with issues)
  – Motivation and energy is provided to situations and a vision or plan is effectively communicated
Current Measures

• Positive Performance Indicators
  – Limited uptake
  – Lack capacity to actually measure safety performance
  – Measure OHS processes
  – Lack follow up actions

• Need for reliable safety performance measurement e.g. SEI’s
Framework Document and Safety Effectiveness Indicators (SEI’s)

• Determined safe behaviours and safety management tasks (SMTs)
• Develop these SMTs to measures to proactively assess safety performance (SEI’s)
• Creation of a mechanism to measure safety effectiveness that is
  – Standardized
  – Valid
  – User-friendly
Challenges

- Varied work undertaken
- Many levels used in construction
- Use of sub contractors
- Workforce can be used for short periods
Considerations

- Need to develop reliable, comparable and constant indicators
- Do not have drawbacks of PPIs
- Easy to measure
- Benchmarkable
- Implement uniformly over different sectors
- Simple
- Not capital or human resource intensive
Development of SEI’s

• Developed from 39 SMT’s, critical to enhancing safety performance
• Developed into set of qualitative values based on quantitative scale
• Metrics is common practice in the Industry so need to retain this measure
Development of SEI’s

• Currently, Positive Performance Indicators (PPIs) are only able to measure numbers of activities undertaken. They do not provide information on whether each activity is being undertaken effectively and therefore do not provide data which can be used by industry to target areas of focus and improvement.
Development of SEI’s

• The initial workbook contained 6 Safety Management Tasks, and was piloted on various construction sites during August 2008. Through feedback from the pilot the workbook was refined and 13 SMTs were used in a field trial during the months of October, November and December 2008. The Project Team also carried out 12 focus groups in Brisbane, Canberra, Sydney and Melbourne, during April, May, and June 2008 and, through these groups and team workshops, developed an initial format of this workbook.
Development of SEI’s

• Requested changes concentrated on simplification of the language, which we have attempted to do throughout this project. This has proven to be a challenge; ensuring we keep the descriptions short, to the point and relevant to all companies, without making them too specific. We also altered the scale used, as suggested by the majority of the construction industry participants, to the Yes/No/Not Applicable format used in this workbook. These considerations were finalised in the first quarter of 2009.
## SAFETY EFFECTIVENESS INDICATOR FOR SAFETY MANAGEMENT

### TASK 13: PLAN AND DELIVER TOOLBOX TALKS

<table>
<thead>
<tr>
<th>Job title</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of evaluation</td>
<td></td>
</tr>
<tr>
<td>Evaluator status (SELECT ONE)</td>
<td>Independent observer</td>
</tr>
<tr>
<td>Evaluator role</td>
<td></td>
</tr>
<tr>
<td>Workplace name and company</td>
<td></td>
</tr>
</tbody>
</table>

### SID 13 description

Toolbox talks are vital as one way of ensuring effective communication, exchange of ideas and information between work, training and their implementation leading to enhanced awareness of safety issues. National and state safety agencies on site.

### Why SID 13 is understood

- Participants are actively encouraged to participate and to provide input.
- Facilitator is open to feedback encouraging them to increase the level of risk awareness relevant to the team and site.

### Element 1

- Participants are adequately informed of the plan and objectives.

#### Descriptions

- Participants are actively encouraged to participate and to provide input.
- Facilitator is open to feedback encouraging them to increase the level of risk awareness relevant to the team and site.

#### Comments

### Element 2

- Participants have adequate safety training and education.

#### Descriptions

- Participants have adequate safety training and education.
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#### Comments

### Element 3

- Participants are encouraged to take the lead in safety training.

#### Descriptions

- Participants are encouraged to take the lead in safety training.
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#### Comments

### Element 4

- Participants are encouraged to take the lead in safety training.

#### Descriptions

- Participants are encouraged to take the lead in safety training.
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#### Comments

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## SAFETY EFFECTIVENESS INDICATOR FOR SAFETY MANAGEMENT

### Task 36: Work with People to Solve Safety Problems

**Job title**

**Date of evaluation**

**Evaluator status (single only one)**
- Independent observer
- Facilitator
- Participant

**Evaluator role**

**Workplace name and company**

**S問い合わせ**

**Why SMT 36 is undertaken**

To ensure interactive workplace engagement and collaboration in interventions before risk exposure occurs.

### Descriptors

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
<th>Yes</th>
<th>No</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Element 2</strong></td>
<td>Seek input from all relevant people.</td>
<td>Yes</td>
<td>No</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Descriptors</td>
<td>Input is announced, comprehensive, clear and non-biased.</td>
<td>Yes</td>
<td>No</td>
<td>Not applicable</td>
</tr>
<tr>
<td></td>
<td>Issues are elevated to the appropriate level or input from anyone or all affected.</td>
<td>Yes</td>
<td>No</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

| Element 3 | Collaboratively identify and implement solutions. | Yes | No | Not applicable |
| Descriptors | Interactive stakeholder engagement and collaboration in interventions or solutions before risk exposure occurs. | Yes | No | Not applicable |
| | Issues are considered with broad consensus. | Yes | No | Not applicable |
| | Solutions are distributed to those impacted. | Yes | No | Not applicable |

**Comments**

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Development of SEI’s

• This workbook we have produced has been constructed from industry feedback and for use on site by various construction companies and contains 13 Safety Effectiveness Indicators. You are invited, however, to personalise the wording to better suit your individual company and workplaces.

• Workbook available from the CRC CI
Benefits to the Construction Sector through these initiatives

• Increased awareness and practice of distributed responsibility across the management team and industry
• Greater integration of performance management and safety management processes
• Increased use by Smaller Operators of an “Implementation Pack” to develop their own customised safety competency framework
• Incentives to involve the contracting workforce in safety management initiatives
What we have learnt on the journey

- Fundamental necessity to consult with industry. Outcomes are from industry and for industry use
- No substitute for field data and site visitations
- Multi party solution is the best solution (industry, researchers, industry associations, unions, regulators, funders)
- Solutions are constantly emerging and good practice should always evolve
- Lessons learnt in one industry sector can often transfer to good practice in another
Thank you for your attention!

- Questions?
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