

First Steps New Job (Failure is not an option)

The following approaches may prove appropriate to carry out when starting in a new organisation depending on the state of development of their Safety Management System and advice from management. Subject to discussion and comment.

Management focus is the key to quality safety performance

Safety must be driven from the top of the organisation

Spend sufficient time in the field to understand the processes, the risks and establish relationships. Why things are done a certain way, what has been tried in the past and what has worked and what has not worked.

Determine the safety culture management has tried to establish for the organisation and more importantly how this transmits at the shop floor (The real world)

Facilitate a team-building workshop for the safety team

Analyse accident experience to identify major loss areas

Review recent safety management system audits. If an audit has not been carried out recently carry one out

Carry out a force-field analysis with a cross-section of stakeholders to define the issues and possible solutions

Examine the adequacy of the current safety management system-This will involve looking at strategic safety management plans, operational safety management plans, safety plans for outside work, safety policy, safe working procedures, accident investigation reports, training course detail, records of safety inspections etc. The key to success in safety is to have a robust Safety Management System developed through wide consultation, regularly updated, regularly audited, succinct and targeted at the identified risks.

Meet with the government regulator, unions and the employer association, if any, to get their perspective on implementing required safety change in the organisation.

Zero-Harm Principles

It is recommended a set of Zero-Harm principles be developed , promoted in company literature and explained to employees eg.

“The safety of our people is a value that is not compromised

Safety excellence is recognised as good business

Leaders at all levels are safety role models

Effective safety leadership is a pre-requisite for promotion

People are aware of the hazards and risks of their employment and act accordingly

Compliance with safety standards and procedures is absolute

At risk behaviours are not acceptable and addressed when observed

Never pass a hazard without action”

A priority is to ensure, as a minimum, that safety legislation is being conformed with.

See if there is a succinct safety manual covering safety precautions for managing identified risks

Examine the adequacy of current safety training and if necessary carryout a safety training needs analysis

Ensure concise statements of safety responsibilities for all levels of staff

Ensure the consultative mechanisms such as health & safety committees and health & safety reps are working properly

Ensure all have a basic understanding of hazard identification / Risk assessment / Hazard control.
Front-line employees must have a sound understanding of the hazards, risks and control measures for all work they do.

Make sure the safety induction is appropriate

Ensure managers / Supervisors understand and practice Safety Leadership

Make sure safety measurement and reporting is appropriate

Make sure the workers compensation / rehabilitation is properly managed

Review accident investigation procedures and make sure they are adequate

Make sure the performance appraisal system has a high priority on safety

Consider the need for fleet safety, E.A.P. and Well-Being programs

Ensure there is a system of regular formal and / or informal safety meetings conducted by the supervisor

Ensure safety communications are effective

Make sure Emergency Response Plans are effective

Introduce the concept of “Safety Champions” and see how it is received

Place appropriate safety information on the company web-site

Ensure risk assessments have been carried out for at least all the high risk tasks