

## George's Quick Success Factors for an Excellent Safety Management System

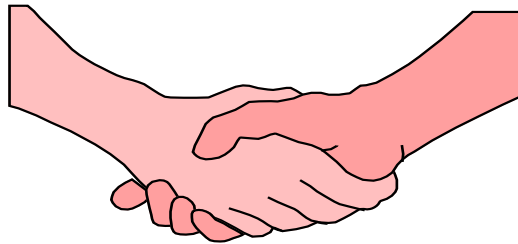
### Quotable Quote

"A health & safety problem can be described by statistics but cannot be understood by statistics. It can only be understood by knowing and feeling the pain, anguish, and depression and shattered hopes of the victim and of wives, husbands, parents, children, grandparents and friends, and the hope, struggle and triumph of recovery and rehabilitation in a world often unsympathetic, ignorant, unfriendly and unsupportive, only those with close experience of life altering personal damage have this understanding"

### Major Guiding Principle

## INITIATING CHANGE

- When initiating change remember “People support what they create”



The following flows from many years OHS experience in companies with excellent approaches to safety through to lousy approaches to safety.

- 1 High levels of management commitment, leadership and drive from the top of the organisation. Train leaders in Safety Leadership. The most important job of a leader is to transmit and embed high value standards.
- 2 Understand and implement sensible safety legislation.
- 3 Understand and implement common law principles.
- 4 Do not concentrate on lag indicators such as the Lost Time Injury Frequency Rate at the expense of leading indicators.
- 5 Use industry taxonomies of permanently life-altering personal damage to guide action.

- 6 Have succinct paperwork. There is not much point in having detailed paperwork that is too much like hard work to read.
- 7 Use real world approaches instead of theory-Whatever you do reality test it with the workforce first.
- 8 Use the motto "When implementing change-Remember, people support what they create"
- 9 Use face to face communications whenever possible. COMMUNICATE, COMMUNICATE, COMMUNICATE in a way that inspires.
- 10 Use a needs analysis to guide all your actions.
- 11 Use simplicity not complexity.
- 12 Create an expectation for people at all levels to perform in safety.
- 13 Develop goals, objectives, targets etc. for the Safety Management System.
- 14 Use Learning Needs Analysis to guide conduct of learning. Use Adult Learning Principles & Process to guide facilitation. Do not use lecture style presentations and Death by Power-Point.
- 15 Do not put too much emphasis on the findings from risk assessments, the reality is that a lot of risk assessment is very subjective.
- 16 Have regular audits of the Safety Management System.
- 17 Practice Emergency Response Plans.
- 18 Have simple Safe Working Procedures, aim for 2 pages at the most, use pictures, diagrams, flow-charts etc.
- 19 Use team-building principles in your safety approach.
- 20 Do not take yourself too seriously and celebrate success.
- 21 Benchmark against known high performers.
- 22 Use a continuous improvement / quality management approach.
- 23 Use project teams to drive significant change.
- 24 Learn the skills of reflective listening and appropriate self-disclosure, will help with interpersonal relationships.
- 25 Develop objectives and goals for what you do, if you do not know where you want to go you cannot go there.
- 26 Have huge but realistic goals.
- 27 Be a life-long learner and encourage those in your team to be the same.
- 28 Ask for and give regular feedback.

29 Do what gives you the biggest bang for your buck.

30 Force-Field Analysis is a great way to start off any project.

31 Use the Pareto Principle to maximise the effectiveness of what you do.

32 Passive countermeasures (That do not rely on action by the human being) are preferred to Active countermeasures.

33 Communicate your expectations.

34 Strategic approaches are important but make sure you spend enough time in the field that you do not lose contact with the everyday reality of how the business is managed.

35 I have left the most important until last-Value interpersonal relationships.

## LEADERSHIP

- Failures in leadership are invariably failures in CHARACTER rather than COMPETENCE
- General Norman Schwarzkopf

