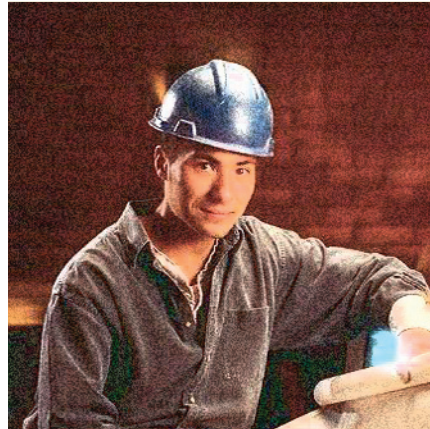
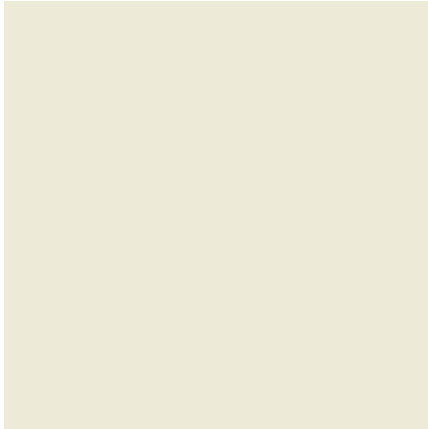




The SAFEmap Safety Journey



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The SAFEmap Safety Journey

STARTING THE JOURNEY

Safety is a journey that starts with a decision and a commitment, but has no end result, no final goal, no 'condition' where perfect exists. There is no 'safety paradise', no decisive victory.

SAFETY TODAY...

Safety and risk are often seen as two opposites, where we have to move from a condition of risk (danger) to a condition of safety (absence of harm). In this approach, we analyze accidents and prevent them, we set rules and enforce them, we educate our people not to take any risks and we ask them to identify hazards which we (as management) will eliminate or mitigate. Safety management has moved on from a dogmatic approach and has become a dynamic process in the modern business environment. In the first instance, it is no longer a 'top-down management driven' approach but one in which all employees, contractors, service providers and clients participate in.

Risk is recognized as a circumstance that can have a positive outcome or a harmful one, sometimes a bit of both and that we have to balance those outcomes. If we don't take risks, we will not achieve, if we don't

experiment we will not discover and if we don't innovate, we will recede. We therefore have to find the fine balance between risks, rewards and potential harm.

THE JOURNEY AHEAD...

Safety in these terms is a process through which we seek opportunities in a responsible way, develop skills in all our people to deal with risks competently, and confidently explore new and better ways to engineer and build things. It is part of the strategic planning and thinking and is integrated in every activity.

Safety should be integrated in our business so that eventually it will become seamless and an accepted consideration before we make any decision. Line management is truly accountable for safety. They manage and coach their people to develop competence and reward and recognize them accordingly, gaining the trust and support of all. Employees will grow from being safe workers to become safety champions.

There are several criteria to be met before an organization can truly claim to be innovators:

- They must know and understand their risks, and deal with the facts of risk, not the illusions
- They must gain the commitment of all
- They must develop their capabilities

The above three criteria have complex and demanding implications for each person or business unit. This requires careful training and deployment of the right resources of money, people and time, operationally and strategically. It is a difficult road to travel for any organization, with a stark reality: the goal will never 'finally' be achieved, because, by definition, the journey can never end. In this context, safety isn't defined by the absence of a number (zero), but defined by the presence of energy, motivation and competence: the 'zeniths' of safety.

Therefore, the quest for a *powerful* and *caring* safety culture will possibly not eliminate all injury or death from our work places in the short term, but it will give us the best possible chance to do so over the long term.



For further information
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WHAT DOES THE ROAD LOOK LIKE...?

The road ahead has three lanes:

- The values of the leaders, the organization and of the people have to be aligned and integrated
- The actions and behaviors of people at all levels of the business have to support the values
- The central lane is the one in which we have dynamics systems in place to address the dynamic risks, progressively and proactively.

THE SAFEMAP VISION

Our vision is to support our client's evolution to an organization where safety is fundamental to what they do, where we truly care about their people around us and through which they gain global recognition that they are the best in the business.

THE SAFETY SIX® STRATEGIES

The Safety Six® strategies define the broad approaches we follow in our quest for safety excellence. They are based on the fundamentals of all safety: *leadership* to show

the way, *integration, systems* to guide actions, *behaviors* of people, *information* to get the facts and *engineering* to improve the physical conditions of work.

- **Winning the hearts and minds** of people for safety requires leaders who value safety, who not only *manage* the day-to-day activities of the operations, but also *lead* their people with vision, compassion and inspiration.
- **Eliminate the boundaries**, which involves the integration of safety into all core business activities. The *integration of safety and operations* is obvious, yet we have done our best in the past to separate them. We need our employees to integrate safety in their work, not a situation where safety is "done" only when the supervisors or the "safety officers" are near. This strategy brings significant changes to the roles of supervisors (now as coaches) and safety practitioners (now as facilitators)
- **Competence of the organization and people** in identifying and managing risk. It requires a systematic focus on behaviors, risk perceptions and skills and is a long term process through which growth and

incremental changes in organizational maturity is achieved.

- **Analysis of risk and performance**, with a focus on safety culture, leadership styles, safety systems and processes, leading performance indicators and accident/incident data. The analysis of risk is formalized in the organization and actively pursued. Too often, the knowledge we have about risks stems from the accidents we have had, losing sight of the fact that any one risk could result in several, sometimes numerous different accidents or outcomes. An accident path is only one of many in that circumstance.
- **Risk transformation** to ensure that the overall management of safety is risk-based, systematic and responsive to the dynamic nature of risks. A risk-based approach to safety management is essential, because the risks in the organization are ever-changing and we need to be similarly flexible in our systems.
- **'Emagineering' for safety** to reduce risks in project design, infrastructure, construction and operations. Engineering is the most fundamental level at which

we can mitigate risks, but we have to be mindful of behavioral consequences where people may become complacent when they develop illusions of being protected.

FINALLY...

The ideal safety 'program' is an *invisible* one – where safety is so deeply ingrained in our activities, processes and operating systems that we never miss an opportunity to improve.

It is also one that recognizes that our business is a risky one and that we should understand risk taking, become competent in dealing with it and positive in dealing with people.

The principle of 'we care' is most strongly shown by how well and how much we care for the *safety* of our people – where people are not one of our assets, but people **are** our business.

The SAFEmap approach accepts the realities of life, nature and business and promises no illusions of zero, of safety first or of safety as a value.

Caring for our people is a value, safety is unending journey, an uncompromising endeavor...

The SAFEmap Safety Journey

THE SAFEMAP PROGRAMS:

SI-X-Eye™ on Safety Review is a powerful change process through which the organization critically examines itself.

Level SIX™ Transformational Leadership is an advanced training course that equips managers with true leadership skills.

SMART™ Coaching training develops the skills and attitudes of supervisors to lead safety and to coach their people towards commitment and competence in safety.

RiskTrak™ Safety Metrics is a web-based software program that captures the behavioural observations and submissions, hazard identification and control.

X-Ray™ critical incident analysis is an advanced methodology of incident analysis, using the latest concepts of James reason, Haddon, etc to establish on-site skills and systems to analyse accidents.

e-Profile Safety Culture Analysis, a patented, electronic system for measuring employee safety perceptions, linked to one of the world's largest data bases.

Rapid Risk Transformation™ is a facilitated process of changing reactive safety systems into proactive risk management. Through a wide network of associates and contractors

DELTA safety system – a unique, self delivered value training process, based on DVD active learning modules, learning exercises and safety systems.

Behavioural systems and tools and assistance with the deployment of these are provided by SAFEmap. These include:

- **SIXsense™** – a risk identification tool
- **StepBack** – a formal risk assessment tool
- **RISKcalculator** – a methodology for risk assessment
- **RiskDisk** – a patented human error calculator
- **RISKaction** – a behavioural control of risk tool
- **SAFEsmartie** – an advanced safe behaviour recognition system
- **Safety Coach** and **Champion** systems

Strategic consulting is provided to the senior management and safety practitioners of the business on a continuous basis to ensure that the change and development process occurs within the strategically set parameters. This is normally done on a retainer basis with the clients

Facilitated processes are essential for skills transfer to the organization. Several of **Six Interventions™** outlined above are facilitated by SAFEmap experts – ensuring that the quality and impact of these interventions are not compromised.