

Create Your Switch^{On} Roadmap

Safety | Performance | Culture

Actrúa
PERFORMANCE CULTURES



Switch On Safety Performance Framework

Adaptive safety solutions: Actrua offers integrated safety solutions that can be crafted to build an innovative and strategic safety roadmap that meets your unique requirements. When it comes to safety performance and culture, one size does not fit all.



"If an organisation is convinced that it has achieved a safe culture, it almost certainly has not. Safety culture, like a state of grace, is a product of continual striving. There are no final victories in the struggle for safety"

James Reason



Switch On a culture of safety and performance in your organisation

What keeps you awake at night?

Having confidence and trust in your people, processes and culture to deliver consistent safety performance is essential to a good night's sleep. Culture is often described as "How things are done around here". We take it a step further and say that:

"Culture is how things are done around here when no-one is watching".

Just as good safety is good business, a safe work practice is a good work practice. It is efficient, it is well planned, and it is repeatable.

It is what happens on the back-shifts, on weekends and when managers are not around, that is a true reflection of culture. Move your culture from safety compliance to commitment so that everybody takes personal responsibility for their safety choices.

A high performing culture is a safe culture.

Is your organisation:

- Looking to take your safety leadership performance to the next level?
- Wanting to energise safety conversations and lift safety performance?
- Facing increased rates of recordable incidents and workplace injuries?
- Doing well but worried about complacency?
- Have solid safety systems in place, but they are not being well utilised?

Actruea can help

Our experienced team of Industry Leaders, Facilitators, Coaches, Psychologists and Project Leaders will work with your team to co-create and deliver practical, results based solutions. Together we will lead change and Switch On a shared mindset so that your leaders and workers step up to the commitment that each one of them is responsible for making the safest choices. Throughout the program Actruea will:

- Work closely with you to define your strategic safety goals.
- Engage your leaders to own and drive the desired cultural change.
- Equip your people with high-performance skills, behaviours and attitudes about safety.
- Create the capability and culture to sustain performance and change for the long term.

Let's create your **Switch On Roadmap**.

Switch On Adaptive Solutions

Safety | Performance | Culture

Actrue offers an extensive range of safety leadership and management solutions. Our expertise is to work with you to carefully co-create solutions and craft a strategic safety performance roadmap that integrates and prioritises the drivers of performance and change for your organisation.

- Switch On Teams
- Switch On Culture Champions
- Psychological Safety & Resilience
- Positive Safety Team Engagement
- Focus Groups
- Toolbox Talks
- Switch On for Families

A high performing and safe culture requires a collective safety mindset. This can only be created through the involvement and engagement of your workforce.



PEOPLE



INTERACTION

We all experience thousands of interactions every day with people, plant, and the work environment. Remaining Switched On ensures these interactions are both productive and safe.

- Courageous Conversations
- Effective Pre-Starts
- High Performance Teams
- Coaching Conversations
- Switch On Behavioural Safety
- Leader as Facilitator
- Safety Days / Resets and Conference

- Safety Climate Assessment
- Workplace Observations
- Management Walk Arounds

There is a substitution of leadership. Executive to your lead the culture of the organisation.

LEADERSHIP

SAFETY



WORKPLACE ENVIRONMENT

Household is the first of a high performance culture. As visible elements tools and equipment environment less visible elements as psychological safety

- Switch On Leaders
- Switch On Executive
- Safety Leadership Coaching
- Leadership Mindset
- Leadership Skillsets
- Safety Team Coaching and Development
- Mentoring for Safety Leaders

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ERSHIP

ETY



CULTURE



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- Hazard ID & Assessment
- Hazard Hunts
- Top 4 Boards
- Visual Reinforcement

The intersection between people, systems and technology remains ever evolving. System design requires system thinking and consideration of human and psychological factors.

- Critical Risk Management
- Hazard Awareness
- Strategic Safety Management Review
- Contractor Safety
- Switch On Onboarding
- Learn from Incidents
- Work Process Improvement



PROCESSES



PLANNING

Well planned work is safe work. Having the right people and equipment in the right place at the right time is essential for both productivity and safety.

- Culture Discovery
- Safety, Performance and Culture Strategy
- Rhythms and Routines
- Innovation & Improvement Workshops
- Managing Work and Priorities
- Work and Role Design
- Safety Performance Measurement, Trend and Data Analysis

It starts with Discovery



Let us get to know your organisation – where you have come from and where you aspire to be in relation to your safety leadership, performance and culture. The discovery process allows us to engage with key stakeholders and tailor a Switch On solution that produces real, measurable and high impact outcomes.

The aim of the Switch On Discovery is to understand:

- Existing strategy, processes and programs.
- Current safety strengths.
- Current safety concerns.
- Goals and objectives.
- Potential road-blocks.

Actrua can assist with assessing your current state. The Actrua team can conduct a research program which can include a culture assessment, surveys, focus groups and workplace observations.

Culture Assessment

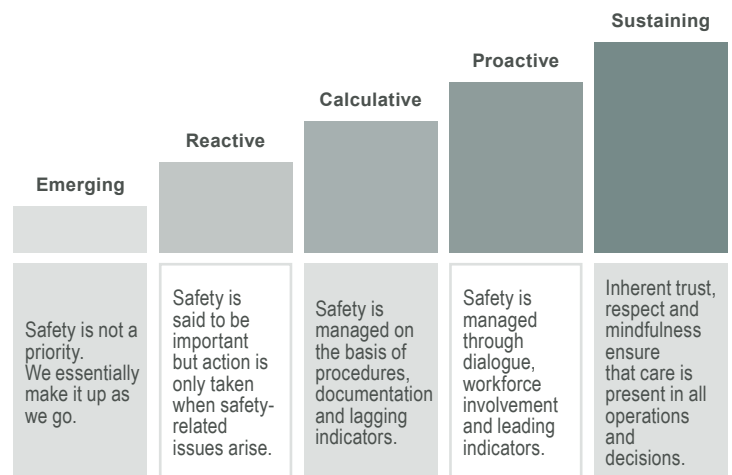
Our diagnostic framework is a holistic and integrated model measuring all the elements required for an effective working culture in safety critical environments.

The assessment can be extended to include dimensions from our broad culture assessment suite which measures Performance, Continuous Improvement and Diversity.

Actrua utilise a Culture Maturity Model, which is a trusted, well proven framework based on the initial work of Professor Patrick Hudson. The model supports a robust, yet pragmatic measure of cultural maturity. The model resonates with business leaders and line managers because it is practical and easily understood.

This initial assessment sets a baseline for the organisation to monitor and measure future performance against incremental benchmarks.

The key benefits to using maturity models to evolve a culture are depicted on the right.



Understand the level of your culture

Diagnose the overall maturity of your culture and compare the maturity of different parts of your business.



Identify and manage risks

The elements in each maturity level show what a robust culture needs, so missing elements can be put in place.



Know what the journey looks like

Get to know what the clear and structured journey to evolve your culture looks like. At each stage, the next logical progression is clear.



Set clear, achievable goals

Each maturity level describes practices and behaviour, so clear goals to advance to the next maturity level can be set.



See the link to improved results

As higher maturity levels are achieved, links to better people and organisational performance can be seen.



Strategic Safety Performance Roadmap

Our team of experienced Project Leaders will work with you to co-create your Strategic Safety Culture Roadmap. Your strategic roadmap will provide clarity around the program timeframe and sequencing, deliverables, checkpoints and measurement.

During this phase we will agree and develop your goals and True Impact Measures, establishing a baseline for monitoring and review.

A typical strategic roadmap is built on a three-year time horizon because to truly change culture requires sustained and committed effort.

We have included an example Strategic Safety Roadmap on the following page.

Safety, Culture and ISO 45001

ISO 45001 is the new international standard for Occupational Health & Safety (OH&S) Management. The standard sets out the following key elements that are associated with the implementation of an effective OH&S management system:

- Management-led culture of commitment to safety
- Inclusive and open communication amongst employees
- Proper allocation of resources
- OH&S policies aligned with company goals
- Implementation and continuous improvement of risk management
- Legal compliance

Leadership and commitment to health and safety at the most senior levels of an organisation is one of ISO 45001's key platforms. It recognises that the accountability and responsibility for safety is at the highest level of a business regardless of organisation size.

A decisive change in ISO 45001 relates to developing, leading and promoting a positive safety culture that supports proactive safety practices, focused on continual improvement.

If this is part of your requirements, then the Actrua team can work with your business to help meet these obligations.

3 Year Strategic Roadmap example

Customise Your Journey

START

YEAR 1

Steering Group with ELT sponsors and tal

Focus Groups in
targeted areas
Safety Culture
Survey

Switch On
Team Program
Participation rate
measured

Switch On
Leaders

Co-Facilitator
Training

Key Concepts
integrated into
communication
channels + Top 4
Boards

Hazard Awareness
& Reporting

Advanced
Courageous
Conversations

Wellness
Psychological
Safety

Switch On

Coach and confirm – Leaders



YEAR 2

YEAR 3

ent pool to determine high priority locations

Switch On
Refresher
Program
Online &
Face 2 Face

Switch On
in behavioural
safety

Switch On
in incident
investigations

On boarding
Switch On
embedded

Learn from
incidents

Switch On
Families

Leadership
Skillset
Programs

Toolbox Talks – Train the Trainer – Leader Led

Ship Capability – Safety Coaching

Safety Leadership Solutions



“Move from Knowing It, to Getting It, to Acting on It”

As a Performance Culture Partner, Actrue are well positioned to support your safety leadership requirements. True safety performance requires a whole of organisation approach. It is much bigger than your safety function alone. It requires a cohesive approach that involves your business leaders, safety, training and HR functions working together.

Switch On Executive Team

Switch On Leaders Workshop

Switch On Team Workshop

Advanced Courageous Conversations

Choose Your Delivery Option

1. Actrue-Led

We will lead your business through your Switch On strategy in its entirety from start to finish.

Great for organisations who don't have the capacity or resources, and want to outsource the delivery of the Switch On Safety Leadership programs.

2. Co-Facilitated

Actrue will train your organisation's leaders to work side-by-side with the Actrue team to deliver your Switch On Safety Leadership Programs.

This is our most popular option and is recommended for organisations who have some capacity, but need facilitation and delivery support.

3. Leader-Led

We will help train your leaders to deliver the Switch On Program to your team.

Great for organisations who have dispersed operations and/or would like the flexibility of having their leaders deploy the Switch On Safety Leadership programs.

Leadership Skillset modules

Our extensive range of Leadership Skillset modules are an excellent way to extend and integrate learning outcomes as part of your Switch On journey. These modules can be delivered stand-alone or together as part of a more structured program. Modules include:

- Action Learning Groups
- Building your team
- Coaching Conversations
- Communicating Effectively
- Effective Pre-Starts
- Feedback Essentials
- Leading Change
- Leading Innovation
- Prioritising & Delegating
- Self Awareness and working at the Right Level
- Situational Leadership

Coaching

Safety Leadership Coaching

Safety Leadership Coaching helps to develop confidence and skills within your leaders to sustain a powerful commitment to safety. Actrua's coaches are highly experienced in driving accountability and nurturing an authentic commitment to the safety goals identified during your Switch On journey.

The coaching sessions can be tailored to suit your organisation's requirements and can occur in the field or after workshops and can vary in duration and frequency.

- Provide tailored feedback to your leaders.
- Support leaders to better understand their role with building a positive safety culture.
- Incorporate self and manager assessments.
- Create personalised and tailored action plans.
- Provide opportunities for personal reflection and development.

True Impact Coaching Solutions

Actrua's range of coaching solutions are designed to deliver results. They can be readily adapted to your requirements so that we co-create a solution for your team.

Our approach to coaching is informed by the latest developments in neuroscience, positive psychology and strengths based development.

Our coaches partner with participants to support and challenge them to achieve their personal and professional best. It is an ideal solution for the workplace of today as it can be delivered in the moment, in the workplace and focused on real business challenges. Our coaching delivers a True Impact because it is focused on the development needs of the individual.



Safety Management Solutions

“What costs money is not safety, but bad safety management”.

Professor Patrick Hudson

Safety Management has come a long way, however there is a growing belief that the safety management systems of many organisations have become overly bureaucratic and too focused on generating documentation for legal protection. This creates its own set of risks. Firstly, it creates a level of cynicism and lack of commitment for some safety practices. Secondly, the focus on compliance activities can distract time and attention from key business risks that can have catastrophic consequences. Thirdly, and ironically, the administrative bureaucracy has been shown to actually add to the legal risk for the business.

Organisations keep adding processes, forms, checklists and paperwork, but when was the last time you stopped doing something and eliminated a process? Does your business suffer from this? Is it time your leadership team took a step back and had a strategic conversation about the future of safety management practices in your business? Less, can in fact, be more.

The Actrue team includes a number of senior operational safety executives from industry who can work with your team to strategically review and align your safety management practices to support your high performance culture.

Case Study

Global Hazard Awareness Program

The Actrue team designed and deployed a Hazard Awareness Program for a global client. The organisation had analysed a number of safety events and identified that a failure to identify or mitigate hazardous conditions was often an underlying root cause.

The solution incorporated the following elements:

- A comprehensive, practical and interactive education program
- Train the trainer capability transfer so that internal subject matter experts could deploy the program globally
- Access to online learning resources
- Communication toolkits to sustain the program's success long term

A key aspect of this program is the reinforcement of every worker's "right to STOP". Building a collective safety mindset and language is fundamental to safety performance. Culturally it is one thing to say everyone has the "right to STOP", but it is another thing to do it. The value of co-creating an internally deployed, leader-led program means that it is your leaders up front delivering the message.



Critical Risk Management

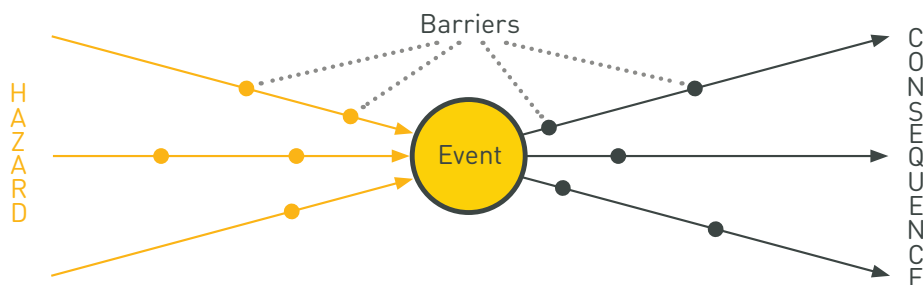
Shine the spotlight on your critical risks.

We ask, "What is keeping you awake at night?" In our experience, it will often be associated with the ability to effectively manage your critical risks. These are the risks that involve potential catastrophic events.

Critical Risk Management (CRM) is designed to ensure that an organisation or work area has a clear understanding of what potentially fatal risks are associated with work activities, and ensure there are effective controls in place to manage those risks.

CRM, like Process Safety, must be approached differently to more conventional Workplace Health and Safety because it deals with low probability events that can remain unseen for years or decades even. These events generally don't present an issue until the event happens. Without an effective and well managed Critical Risk Management system, early warning signs and control weaknesses usually remain unidentified.

The Bowtie is one of many barrier risk models available to assist the identification and management of risk.



The Actrúa team can support your organisation to Predict, Prevent and Protect against Serious Injuries and Fatalities. This can be achieved through a rigorous and systematic process that involves:

- An analysis of injury and incident data
- Leadership consultation
- Workforce consultation
- Site observation
- An evaluation of organisational capability, leadership and culture.
- Feedback highlighting strengths and key improvement opportunities
- Identification of critical risks requiring immediate attention
- Key risk reduction strategies



Leader Led Solutions



Help your leaders to walk the talk. Here are just a few of the Leader-Led solutions that we offer to sustain performance and change.

New Leader

Taking the step up to a new leadership role can be a very daunting challenge for a new leader.

It is during this time that the organisation should be providing support for the new leader to make a successful transition.

Leadership development programs and 1on1 coaching can set new leaders and their teams up for success.

Leader as Coach

A leader as coach increases engagement, accountability, and joint problem solving that leads to a safer workplace.

Actrua can support your leaders to integrate coaching skills into their leadership style with a new set of coaching tools that you can immediately implement in your workplace.

Leader as Facilitator

These Development Programs have been created to provide your leaders with the skills and confidence to step up and be change leaders. Designed to challenge and go deep. Pragmatic and interactive methods are used to develop skills for effective questions, active listening, story-telling and leading group dynamics.

Switch On Toolbox Talks

Switch On Toolbox Talks are designed to give your leaders relevant and practical support to implement their learnings from our Safety Leadership programs. We equip your leaders with the resources they need to embed and reinforce positive safety behaviours and culture on-site. There are twelve toolbox talks available, based on the core four Switch On topics.

Topic One:

Switch On

Designed to remind and encourage your team about the importance of remaining focused and aware of potential hazards.

Topic Two:

Safe To Start

Aimed at reinforcing the message that pre-planning and updating planning/risk assessments are critically important opportunities for managing risks.

Topic Three:

Courageous Conversations

Designed to highlight the critical importance within a high performing safety culture for employees to speak up if they see someone or something putting themselves at risk.

Topic Four:

Act On It

These toolbox talks will reinforce the cultural norm that we individually and collectively choose to operate above the line and address issues as they present themselves.

"The wise man doesn't give the right answers, he poses the right questions"

Claude Levi-Strauss



Start creating your **Switch On Roadmap** with Actrua today.

 www.actrua.com.au





Visual Branding

Your team. Your Journey.



Visual Reinforcement

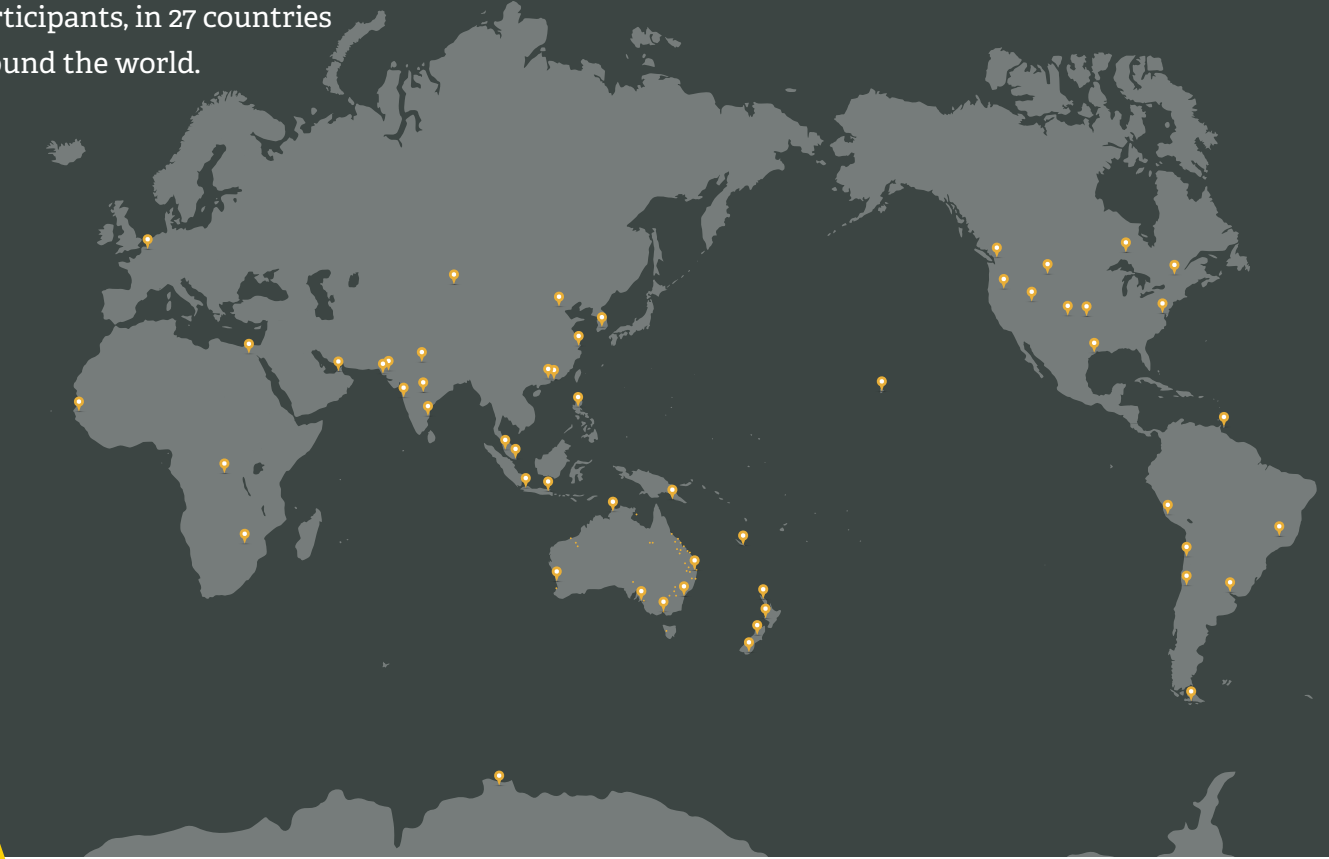
Using high impact visuals in the workplace can be an effective means to sustaining the key messages. We offer a range of visual reinforcers that can be used on digital displays, electronic media or as posters throughout your workplace. The visuals are available for co-branding and we can also offer Graphic Design capability to create further high quality, innovative visuals tailored to your requirements.



Actruea has delivered solutions to

more than 55,000

participants, in 27 countries
around the world.



Actruea is the catalyst that will activate your true culture of performance.

Actruea is an award-winning business that has delivered breakthrough results to some of the largest corporations in Australia and overseas.

Authentic change and development is our passion, and strategy is how we make it happen. Our strategic insight empowers a higher level of performance, agility and innovation.

Uncover your hidden capabilities. Reveal your new opportunities. Unleash your true potential.

Our clients include:

- Airbus Helicopters
- BHP
- Bradken
- Childrens Health QLD
- City of Gold Coast
- Evoenergy
- Gladstone Ports
- Glencore
- Hastings Deering
- Icon Water
- Keolis Downer
- Methanex
- Mitsubishi
- Newcrest Mining
- Orora
- Powerlink
- Queensland Rail
- Queensland Sugar Ltd
- Redland City Council
- Sime Darby
- SnowyHydro
- St Vincent de Paul
- Sunwater
- WaterNSW
- Whitsunday Council
- Yarra Trams.

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Act on it