

## **LJM Group Safety Interactions – Case Study**

---

This document summarises the impacts of a project where LJM worked with a client to introduce a Behaviour Based Safety process called Safety Interactions. The objectives were to encourage leadership engagement, feedback and improvement in safety.

The results below contrast the outcomes of two safety snapshot reviews, one conducted at the commencement of the project and one eight months later.

### **Strengths and positives**

Safety Interactions made a positive impact on the safety culture. Supervisors are more involved in safety, leading by example, coaching people and ensuring procedures are followed. All three of the following results improved significantly since the previous review.

- My supervisor ensures that procedures are followed
- Supervisors demonstrate a very positive attitude to safety to me
- My supervisor puts production / productivity in front of safety

Managers are spending more time on the floor discussing safety, reinforcing expectations and seeking solutions to hazards and issues.

“Managers seem to be involved now, they’re coming out onto the floor.”

Pre-shift meetings are now more effective in covering safety, and more people are involved in discussing safety on a daily basis.

People are less likely to shortcut safety procedures, especially where the consequences could be significant.

“Shortcuts get taken for things that don’t have a high level of risk, but I’ve definitely seen improvements for big risks.”

Only one person disagreed that ‘I am always given the time I need to do my work safely’, and all but one agreed that overall, safety is improving onsite. People feel that the culture is improving, and the majority of respondents feel that the safety culture is proactive or better.

LJM asked what had improved in safety in recent times, and participants identified the following:

“I’ve seen a huge change in the last nine months.”

“Staff opened up more when they saw they wouldn’t just get into trouble; that was great.”

“There are more spin-off groups now, groups of people looking at particular safety problems.”

“Toolboxes are better, they’re making us aware of problems and incidents.”

“What’s improved? Line markings, ladders, placement of bins, pre-start checks.”

## Selected Comparisons

The chart below shows the combined feedback of a sample of people onsite, both before and after the introduction of Safety Interactions. The numbers indicate percentages of responses.



## Opportunities and challenges

The results show a substantial improvement, but there are still opportunities for improvement and challenges that must be overcome.

Managers and supervisors who conduct Safety Interactions are using the process to discuss safety, ask questions and identify possible areas for improvement. Many Safety 360s have identified follow up actions to address hazards.

While this is a good start to applying Safety Interactions approach, the process is not yet being used to its full potential. In time it is important for leaders to build their skills in having conversations that build personal ownership for safety and influence behaviours. Three related factors had not improved since the January review:

- The people I work with speak up if they see someone at risk
- People I work with always report incidents
- I believe that injuries are preventable

While Safety Interactions alone will not address the challenges, good conversations can help to change the attitudes and behaviours of people onsite.

Respondents commented that “generally, people are receptive if you speak up”, but not everyone has the courage to question or discuss their workmate’s behaviours.

“One of the obstacles is talking with people across departments, and not having ill feelings.”

Dr E. Scott Geller has identified five factors that make people more likely to speak up, or ‘actively care’ for their workmates. These are self-esteem, self-efficacy, personal control, optimism and belongingness. Leaders can influence these factors by encouraging input and participation in safety and by giving positive reinforcement and feedback. Doing so will make people more confident and comfortable to actively care.

## Measurable impacts

As a result of the introduction of Safety Interactions:

- 300 safety conversations occurred that would not have otherwise happened.
- The identification of improvement actions increased from 60 to 300 in comparative period.
- Hazard reporting from the workforce tripled.
- 121 hazards were removed or controlled during the eight months of the project.
- The initiative won a Safety Excellent Award.