

# Critical Control Assurance

## Managing High-Risk Work



**The safety industry has come a long way in recent decades, yet workplace fatalities and serious injuries still occur. Organisations that operate in high-risk industries must take proactive steps to protect their workforce from the critical risks that could cause serious injury or fatality (SIF).**

Ensuring leaders and workers understand high-risk activities, are confident to enable and verify critical controls, and support a learning culture that fosters psychological safety, will drive both improved safety outcomes and engagement with safety.

## The Solution

Organisations with a positive approach to critical control assurance emphasise accurate and reliable data collection and analysis to drive good decision making regarding prioritisation of time and resources.

Investing in the development of leaders and workers ensures they understand high-risk activities, are confident to enable and verify critical controls, and support a reporting culture where workarounds, mistakes or errors as well as SIF potential events are reported. In addition, these organisations recognise that having critical risk management protocols in place will achieve very little if worker or leader attitudes around critical controls are unhelpful.

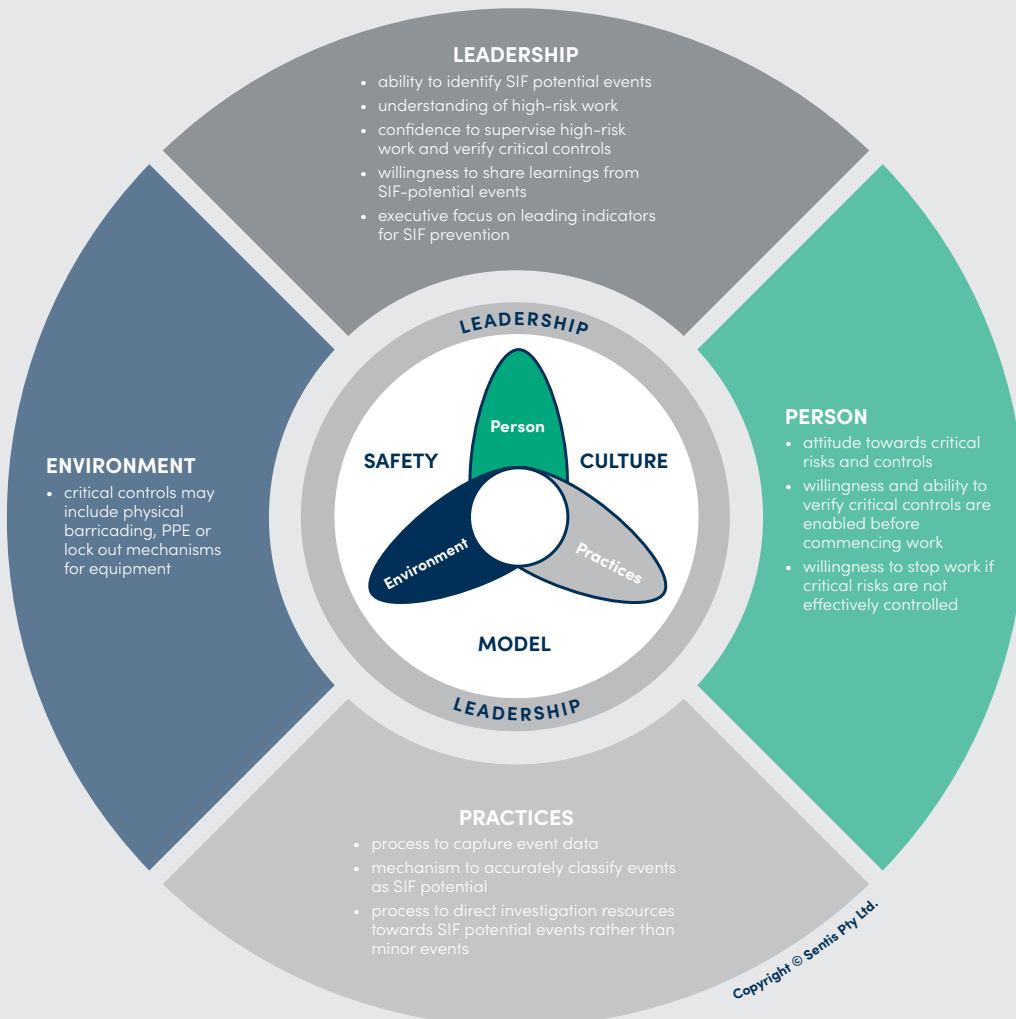
While it is important that the workforce understands what constitutes a high-risk activity and how to manage it effectively, addressing this alone is unlikely to lead to a cultural shift in the way the workforce manages critical risk. The Sentis approach addresses not only the 'what' and the 'how,' but also provides a compelling 'why.' Providing an understanding of the brain and its limitations as well as how attitudes drive behaviour and results, Sentis' critical control assurance solutions help the workforce understand the need for change, create positive attitudes towards critical control management and deliver improved results.



# Critical Control Assurance and Safety Culture

Safety culture is an organisation’s shared attitudes, values and beliefs about safety in the workplace—essentially, ‘the way things are done around here.’ It influences safety performance and is also a significant factor in predicting the likelihood of safety incidents, including serious incidents and fatalities. In any safety culture there are four overarching dimensions—environment, practices, person and leadership— and organisations need to invest in all four dimensions to effectively manage risk and create a strong safety culture. Likewise, every factor of the Safety Culture Model plays a role in effective critical control assurance. Although not an exhaustive list, Figure 1 provides some examples of how critical risk and critical control management relate to each component. The implementation of critical controls relates to every component of the safety culture model.

Figure 1. Critical Control Assurance mapped onto the Sentis Safety Culture Model



Sentis offers a full suite of diagnostics and interventions to support businesses to improve their management of critical controls. This supports organisations to improve the insights gained from data analytics, improve safety in the field by addressing unhelpful attitudes towards critical risks, critical controls and incident reporting, and equip leaders with the skills required to drive positive change.

**Diagnostic**

- Identify areas for improvement, uncover pockets of excellence and determine what’s most important for managing critical risk in your business. Designed to promote organisational learning and inquiry, you’ll gain insight into the organisational, cultural and leadership factors that support or hinder critical control assurance. Receive clear recommendations for process and system improvements, as well as actions required to set workers up for success.
- All critical control diagnostics are designed to be used both as pre- and post-implementation measures that allow you to track progress, identify ongoing trends and prioritise activities that will create the biggest impact.

Solution	Purpose
Meta Incident Analysis™	Understand which organisational and critical control factors to prioritise in order to reduce the likelihood of serious injury and fatalities and improve the effectiveness of critical controls
Incident Severity Analysis™	Equip leaders with more accurate data, enabling them to respond and provide resources to the high severity events that matter most
Critical Risk Safety Culture Diagnostic	Conduct a comprehensive review of critical risk safety culture to achieve a Safety Culture Maturity ranking and understand strengths and opportunity areas
Critical Risk and Psychological Safety Climate Survey	Understand employee perceptions regarding how effectively your organisation manages high-risk work activities and how comfortable employees feel raising concerns
Critical Risk and Contractor Safety Climate Survey	Understand employee perceptions regarding how effectively your organisation manages high-risk work activities and how effectively contractors are integrated into your site culture
Critical Risk and Reporting Climate Survey	Understand employee perceptions regarding how effectively your organisation manages high-risk work activities and how willing employees are to report errors or discuss issues with others to share learning
Critical Risk Safety Climate Pulse	Track progress of your critical risk safety climate and identify trends over time

### Governance

Program governance should be applied to any cultural change program, including critical control assurance. Over the duration of project implementation, best practice methodologies may include but are not limited to:

- regular steering committee sessions to ensure necessary sponsorship, track progress updates and escalation of challenges to discuss progress, address challenges and track performance metrics
- selection and tracking of performance metrics, which may include critical control verifications, proportion of controls enabled or reporting of hazards and near misses
- capture and tracking of program quality metrics such as workforce feedback, pulse surveys, feedback from toolboxes and in-field coaching programs
- regular assessment of critical risk climate and culture to track maturity and alignment
- leadership performance metrics such as perceptions of safety leadership capability and commitment to safety
- assessment of critical control effectiveness and critical risk management system effectiveness.

Solution	Purpose
Project Governance	Define and track success, manage challenges along the journey, keep the project on track, and adapt to changing circumstances to ensure the project meets success metrics and time and budget considerations
Strategy Workshop	Drive action based on your diagnostic results by bringing leaders together to create a One-Page Safety Plan (OPSP) that defines a clear safety strategy, determines clear responsibilities, accountabilities and timeframes for action





### Leadership Development

- Leadership development solutions for critical risk focus on both the technical requirements of understanding critical risk management fundamentals as well as the soft skills required to conduct effective critical control verifications in the field, create a psychologically safe work environment and a culture of learning. Leaders who seek to understand rather than place blame and take action, either in the moment or afterwards, develop a high trust culture where team members are more likely to share workarounds and report incidents or hazards. The training is experiential and engaging and is supported by skills coaching designed to observe and coach leaders while conducting critical control verifications to ensure transfer of learning from training to workplace.
- All critical risk training programs are contextualised to suit your organisation’s operating context and unique challenges.

Solution	Purpose
<b>Leading Critical Risk Management</b>	Improve leaders’ understanding of critical risk management fundamentals and provide them with skills to conduct effective critical control verifications in the field
<b>Skills Coaching: Critical Control Verifications</b>	Support leaders to apply skills gained in Leading Critical Risk Management in their day-to-day activities and conduct effective critical control verifications



### Team Development

- While it is important that workers understand high-risk work and how to manage it effectively, addressing this alone is unlikely to lead to a real shift in the way the workforce manages critical risk. Team development programs help workers understand their role in the management of critical risks, how their attitudes influence their safety results and how existing safety tools and processes support the effective management of critical risks. Providing an understanding of the brain and its limitations in relation to risk helps workers understand the importance of in-field verifications, and psychological safety is improved through an understanding of the importance of critical control verifications and sharing the insights.
- All critical risk training programs are contextualised to suit your organisation’s operating context and unique challenges.

Solution	Purpose
Taking Control of High-Risk Work	Influence team members to make safer decisions and build confidence in implementing and verifying controls. Increase likelihood of workers reporting critical control challenges and improvement suggestions, and having a better understanding of and engagement with the critical control verification process

### Process Improvement & Integration

- Process improvement is about ensuring that organisational systems and processes support individuals and the leadership team to apply critical risk management skills and knowledge in day-to-day activities. Integration is a key component of change management, ensuring that skills and knowledge gained during skills training are transferred back to the workplace.

Solution	Purpose
Critical Control Management Process Improvement	Improve understanding of preventative and mitigative critical controls through facilitated critical control bowtie workshops. Improve risk management processes and implement performance standards
Critical Control Application Toolkit	Sustain culture change and improve leaders’ communication about critical control management with easy-to-use discussion topics, posters and activities
Inductions and Refreshers	Improve the onboarding of new starters and contractors to your culture and critical control management processes. Refresh critical control management concepts for participants to maintain the focus over time

## The Outcome

Achieving improvement in critical control implementation and reduction in SIF-potential events takes a significant investment of energy and resources. Ensure you are directing resources to the right areas by starting with a critical risk diagnostic to understand current performance. Then roll out targeted programs that are configured to your operational context to bring your leaders and team members on the journey. Maintain performance and demonstrate return on investment with effective process improvement and governance initiatives designed to create sustainable change.

The Critical Control Assurance suite of products can support you to:

- improve how your business learns from SIF-potential incidents
- start with data to ensure your project is delivering ROI and success measures
- improve leaders' communication and influencing skills applied to pre-start delivery and in-field verifications
- improve incident data collection, classification and investigation
- create a culture of learning where leaders and teams approach challenges with curiosity and seek to understand how work is done in the field by the experts (the workers)
- deliver improved implementation and verification of critical controls.

## About Sentis

Offering safety culture assessments, training, coaching and consulting, Sentis helps organisations break through the safety plateau and achieve positive safety culture change. At Sentis, our critical risk expertise comprises a team of well-known industry experts in the development of industry standards and the development and management of large-scale critical risk programs across mining, utilities and transport sectors in Australia and overseas.

As experts in applied psychology, neuroscience and risk management, we make safety personal and equip employees with the knowledge, skills and motivation to make safer choices, each and every day. This leads to safer, more engaged workplaces, as well as increased productivity, leadership capability and transformational, sustainable safety culture change. Since the introduction of our pioneering ZIP program in 2003, Sentis has empowered more than 440 companies and 170,000 individuals to think differently about safety across a range of industries including mining, utilities and transportation.

Ready to receive a holistic view of your safety culture and a roadmap to take you to a new level of safety excellence?

# Get in touch with one of our expert consultants today

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