

CRITICAL CONTROL LEADERSHIP & VERIFICATIONS:

*OPERATIONALISING CRITICAL
CONTROLS THROUGH IN-FIELD
INTERACTIONS*



Your Presenter

Mark Cooper, Principal Consultant





ACKNOWLEDGEMENT OF COUNTRY

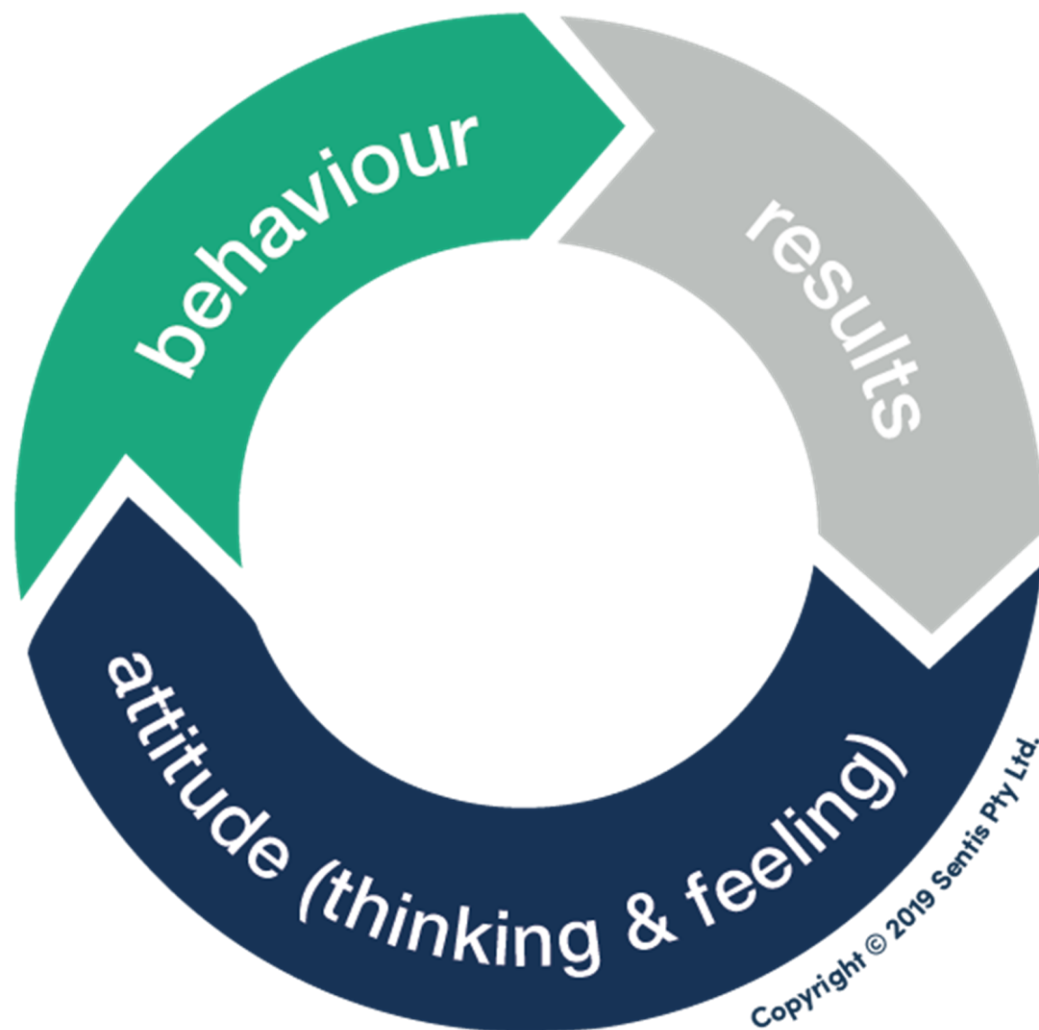
Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.

A photograph of a man in a plaid shirt and jeans smiling as he holds a young girl in a yellow dress and a young boy in a blue shirt and jeans. They are standing in a doorway, looking out towards a bright, green outdoor area. A decorative dotted line in shades of blue and green arches from the left side of the image towards the family.

**To change the lives
of individuals and
organisations for the
better, every day.**

THE ABR MODEL

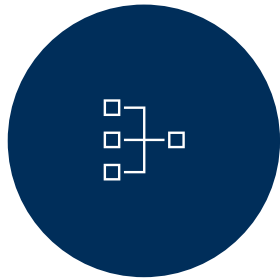


Critical risks and **injury risks**
are both important, but each
demand a different approach.



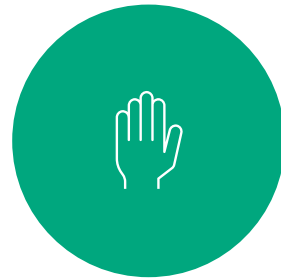


CRITICAL RISK MANAGEMENT (CRM)



WHAT IS CRM?

A systematic and integrated approach **to ensure critical controls are known, in-place and effective** to eliminate **SIF** from our company.

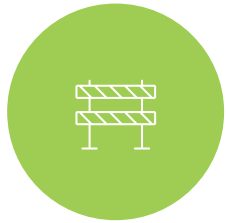


WHY?

Because we care lives the lives of our people and the ripple effect that SIF event have when they do occur.

Download free resources at
sentis.com.au/resources

UNDERPINNING PRINCIPLES OF CRM



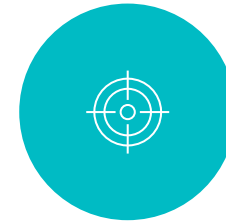
Most critical risks and controls are ***already known***



Most SIF events are associated with known controls ***not*** being fully implemented



Some controls are crucial to preventing SIF events and are the “***critical controls***” that must be in place



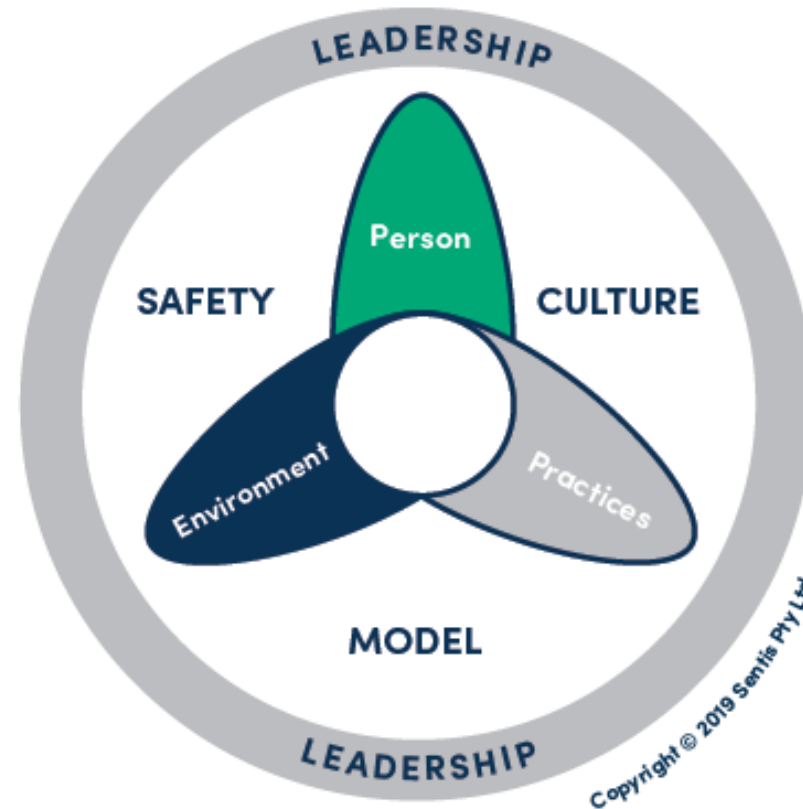
Less can be ***more***

POLL

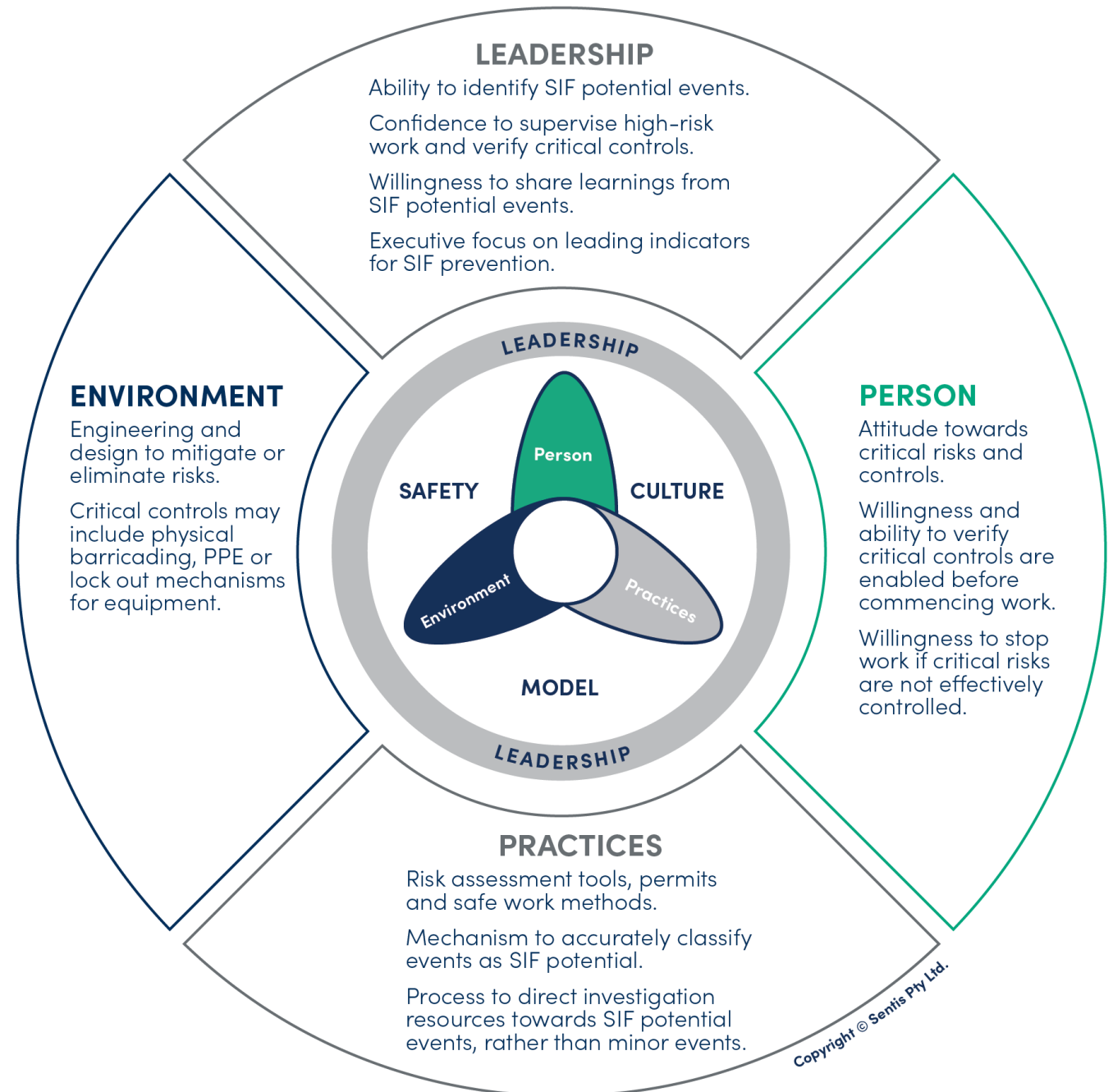
WHAT CRM MATURITY DOES YOUR BUSINESS HAVE?

1. We haven't formally assessed our critical risks yet
2. We have risk registers and/or life-saving rules
3. We have used a methodological CRM approach to identify our critical controls
4. We have a CC verification process to test and improve critical control effectiveness in the field.

SAFETY CULTURE MODEL



THE SAFETY CULTURE MODEL & CRITICAL RISK

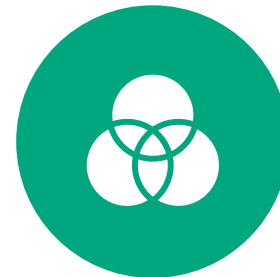


SOME 'BRUTAL FACTS'



High risk work controls are not always **effective** or **fully enabled**.

28% involved workers and/or supervisors **adjusting practices for local circumstances*



Local operational risk tolerance is often driven by **misaligned corporate systems**.

32% of control failures resulted from **routine work practices that drifted over time*

**From studies performed by Incident Analytics*

DID WE SET OUR PEOPLE UP FOR SUCCESS?

ENABLED: Did they have the procedures, knowledge, skills, equipment and work environment to effectively implement the critical controls?

DIFFICULT: Can the task be controlled but takes extra effort or increased resources? Are the local conditions and operating context prompting a 'work around'?

NON-ENABLED: Is it reasonable to expect the person to be able to control the risk in the context of local or organisational factors?

CONSIDER THIS...



61%

of critical controls were in
some way **difficult to
implement** for the worker



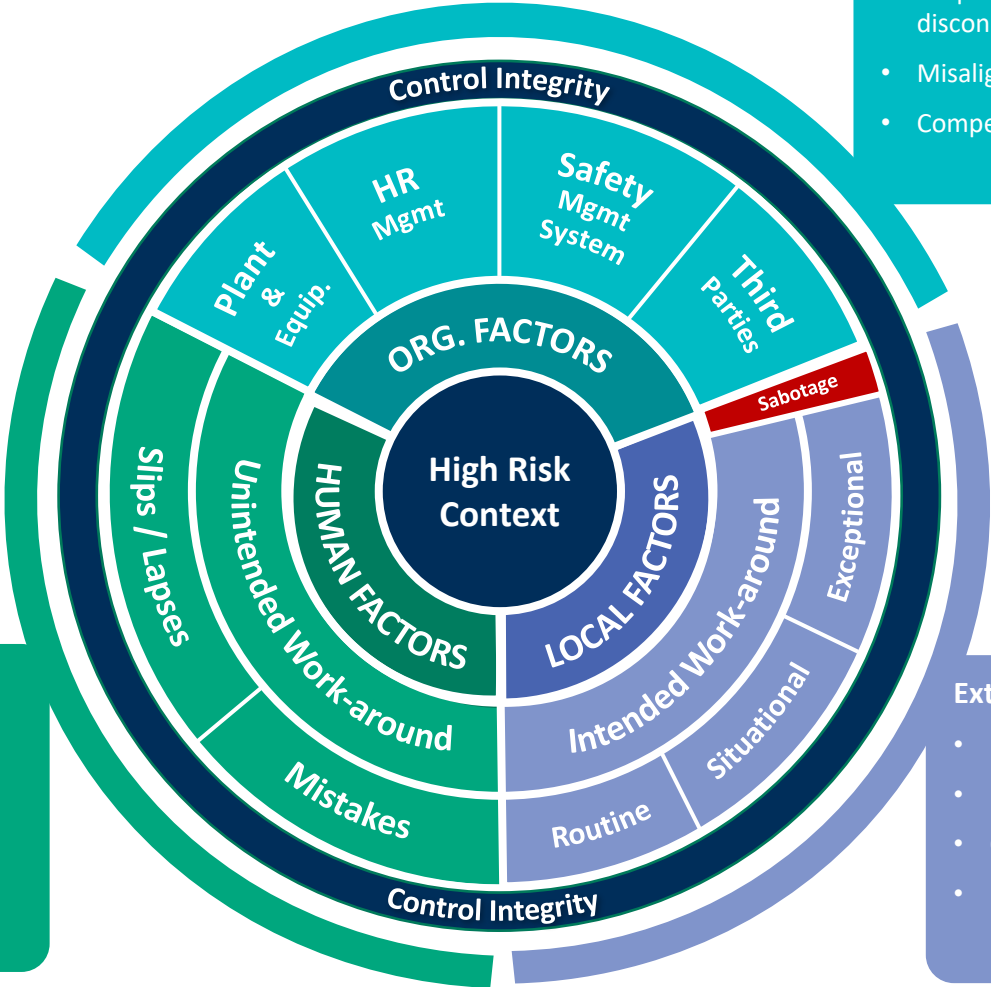
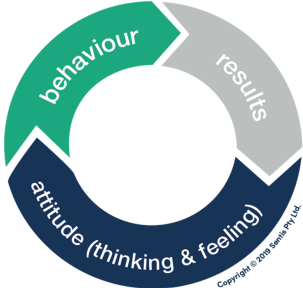
49%

of control failures
involved intentional
'workarounds' by the
worker

A review of 168 serious incidents* across multiple industry sectors in 2020/2021 revealed 49% of control failures involved intentional 'workarounds' by workers.

**From studies performed by Incident Analytics*

CONTEXT IS IMPORTANT



External to the Operation

- Corporate-Operations disconnect
- Misaligned systems
- Competing objectives

Internal to the Operator

- Innocent mistakes
- Forgotten steps
- Failure to notice
- Making it up

External to the Operator

- Deliberate work-arounds
- Local circumstances
- Compliance drift
- Not set up for success

A thick, light-brown rope is shown against a blue background. The rope has frayed ends and a knot. Two decorative dotted lines, one green and one white, curve across the image. The text 'CRITICAL CONTROL VERIFICATIONS' is overlaid in white.

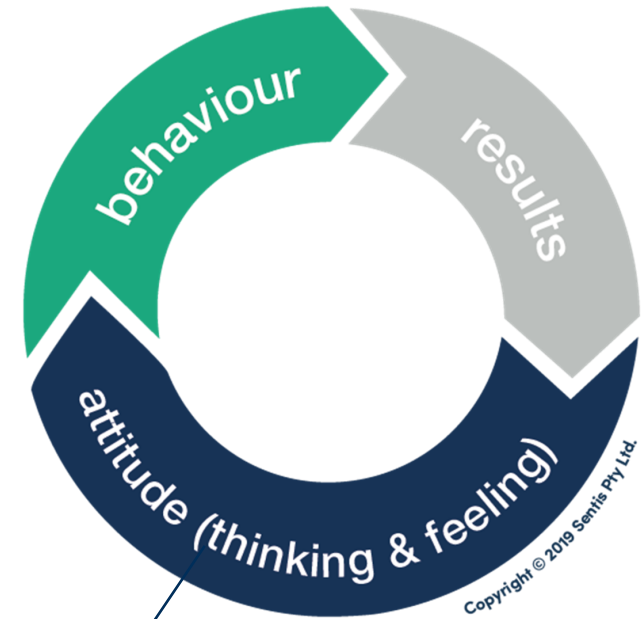
CRITICAL CONTROL VERIFICATIONS

CRITICAL CONTROL VERIFICATIONS (CCV)

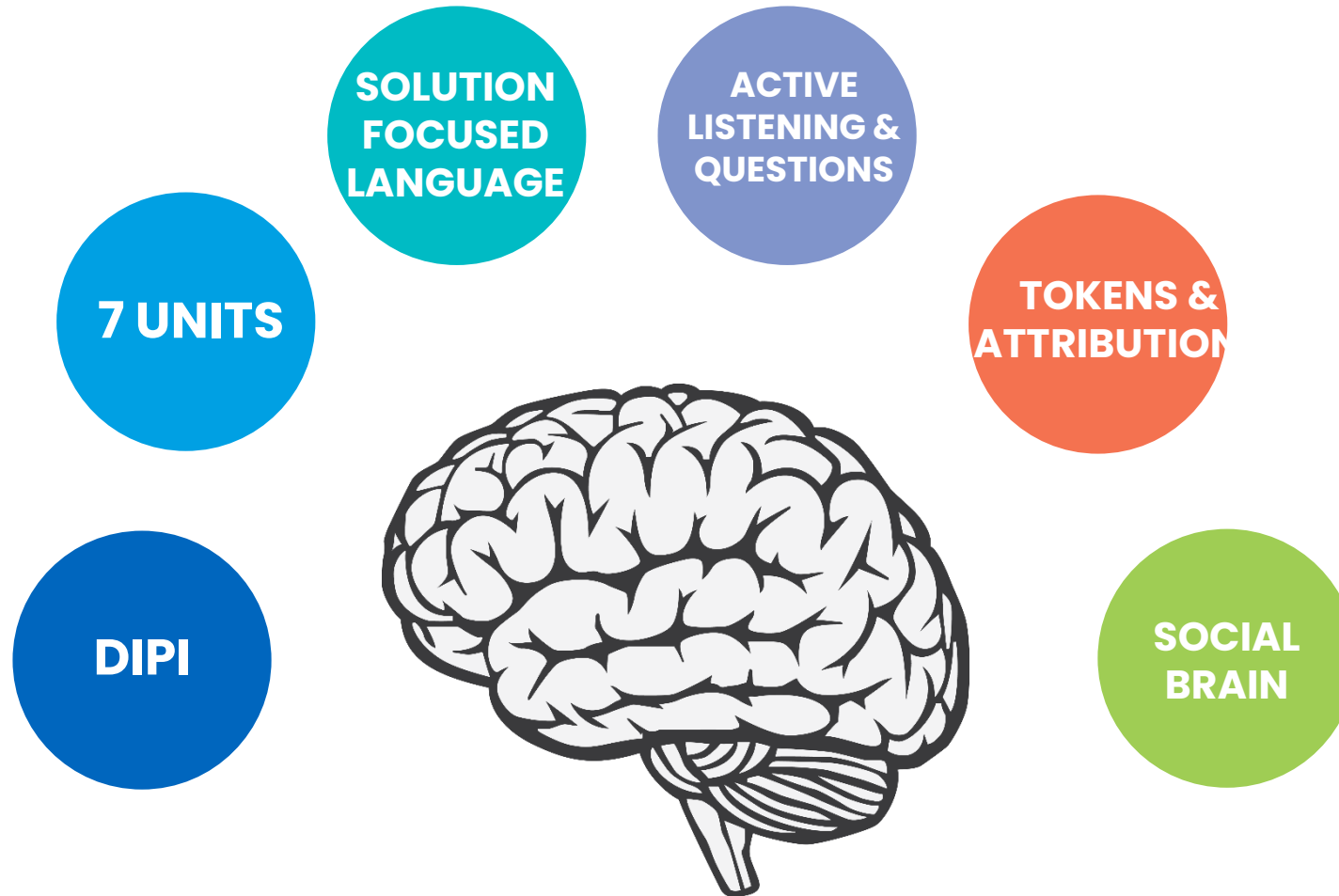
- In-field observation and engagement to:
 - Verify critical controls are in place and working
 - Recognise and reinforce safe behaviours
 - Identify CRM system improvements
- For tasks involving a critical (SIF) risk
- Done at the location and in the moment
- Using a standardised checklist.
- Recorded in system to enable analysis
- Occur as part of normal leader routines



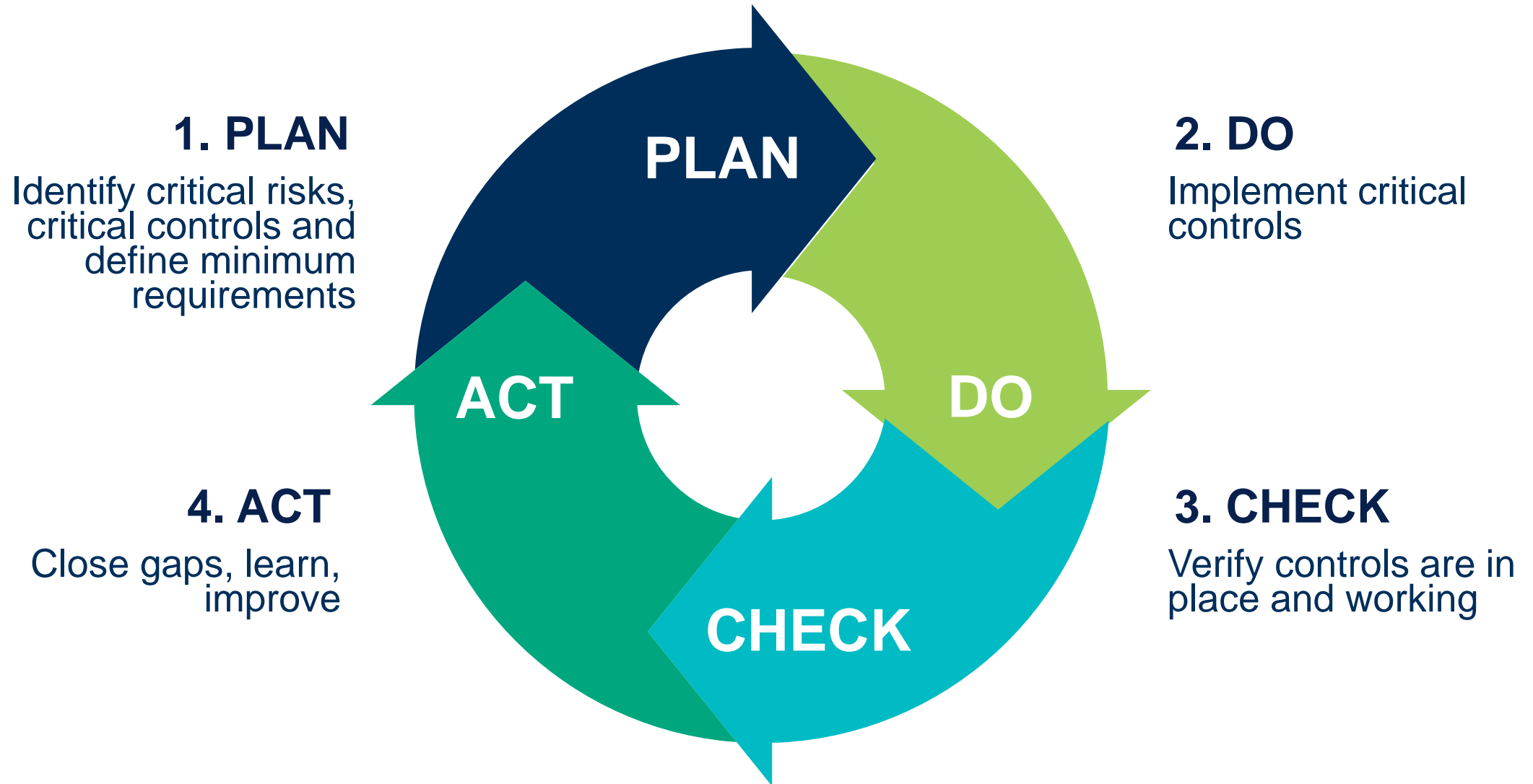
FRAMES AROUND 'HOW WORK IS DONE'



CCVS WITH THE BRAIN IN MIND



CRM SYSTEM DESIGN



DAY IN THE LIFE OF...



Pre-start

Discuss critical tasks, critical risks and critical controls. Plan to be in the field when high risk tasks are carried out.



Ready for a safe shift



Work planning



Implement critical controls

Use process to plan and set up critical work (SLAM, JSA, Permits, SWMS, etc)



Risk review & data analytics



Critical control verification

Targeted in-field conversations to verify the critical controls are in place and working



Learning processes



“STOP and seek help” and fix gaps in the field if possible



Finished a productive and safe shift



Use system to record

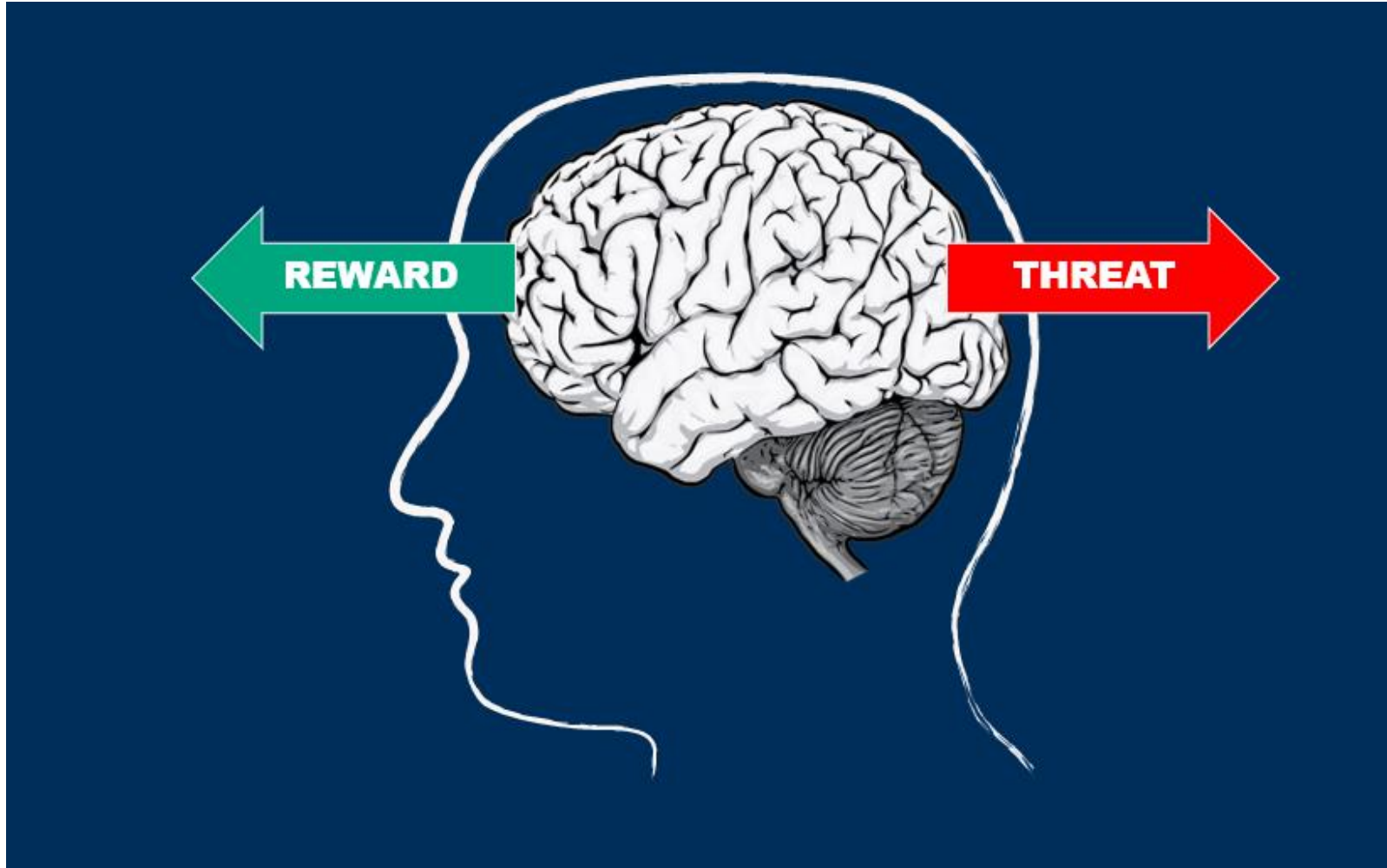
The Front Line

“Online activity”

“Offline activities”

INTERPERSONAL COMMUNICATION STRATEGIES

WHAT 'THREAT' FRAMES MIGHT EXIST?

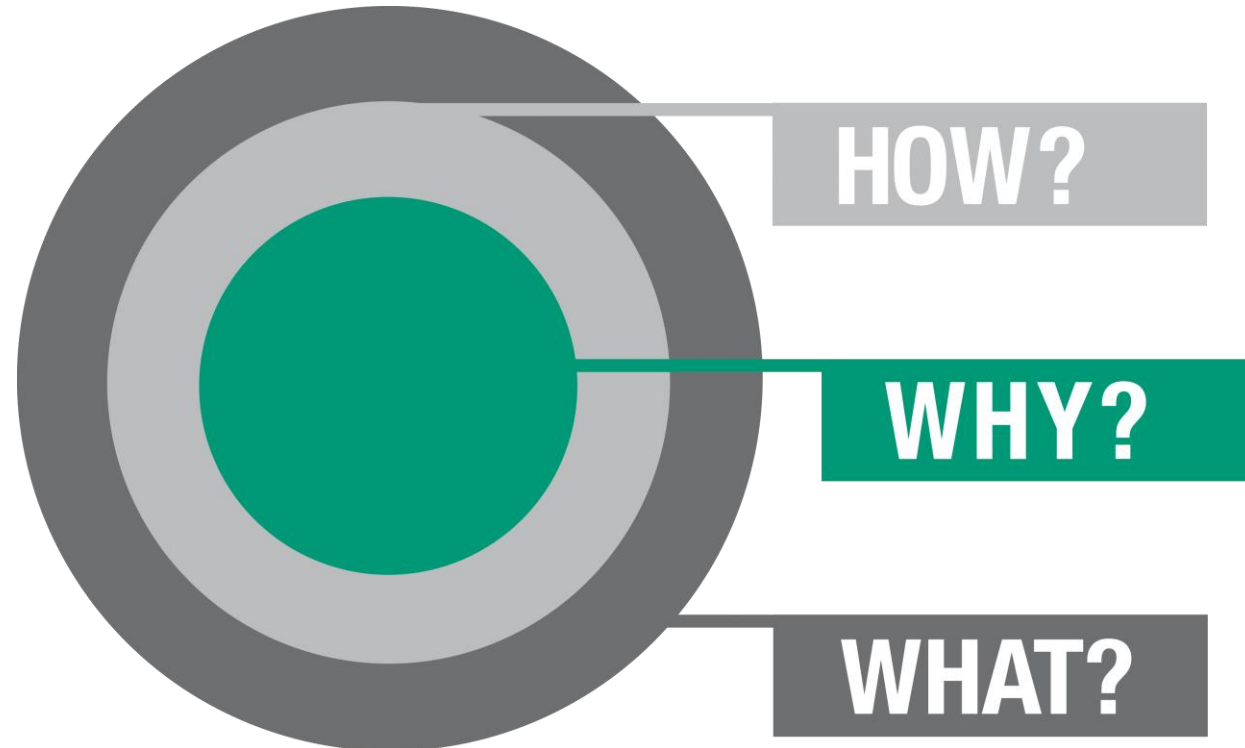


POLL

WHAT FRAMES DO YOUR TEAMS HAVE AROUND LEADERS ENGAGING WITH THE FRONTLINE?

1. The Safety (Fun) Police are coming
2. It's just a KPI exercise
3. They are happening ok, but no real learnings or feedback
4. It is a positive learning experience with system improvements that are shared across the organisation

WHAT IS YOUR CCV PITCH AS A CCV COACH?



Adapted from Simon Sinek's Golden Circle

HOW WE RESPOND MATTERS



FOCUS ON WHAT IS WORKING WELL

Seize every opportunity to understand how the work has gone well and recognise and reinforce positive outcomes (e.g., behaviours).



DISCUSS THE GAPS

Seek to understand why the control was absent or compromised? Recognise that every “Red” is a learning. Collaborate on what fixes to implement.



OFFER ASSISTANCE

Ask what help they may need. Ensure front line feel supported.

MEASURES OF SUCCESS



OUTCOMES

Reduction in actual SIF frequency (particularly repeat incidents)

Continuous Improvement of the CRM system



PERFORMANCE

CR Leading Indicator

Increased effectiveness of critical controls (i.e. enabling)

Increased understanding of critical risks and critical controls



ACTIVITY

Quality and coverage of verifications

Actions to close gaps in critical risk exposure

Sharing of insights and learnings

DISCOVER MORE

Operationalising Critical Controls through in-field interactions



Would you like a copy of Sentis' Critical Control Assurance White Paper and the option to book a meeting to find out more on Critical Control Verifications?



Express your interest

Get in touch

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Q&A

OVER TO YOU



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