



Strategies to get first level supervisors to prioritise safety



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Why is this so important?



- Supervisors can have the strongest influence over the workforce
- How supervisors behave, impacts outcomes and organisational wellbeing
- To be successful we need supervisors to engage in prioritising safety
- But the challenges are greater than they have ever been:
 - Balancing needs of the business – performance driven – with needs of individuals
 - Bring your whole self to work vs. leave your personal life at the door
 - Have we equipped supervisors to deliver everything that is expected of them – e.g. having the difficult conversations, showing empathy, care, valuing employees, equity, diversity and inclusion
- Most supervisors want to do the right thing and know people matter

Leadership and management



"Leadership is not about being in charge. It's about taking care of those in your charge."

Simon Sinek

- Strong leadership and commitment to safety from the most senior level is needed to address safety systematically
 - Do your leaders prioritise people over tasks?
 - Is the difference between leadership and management recognised?
 - Are your leaders caring? Do they see the person behind the employee and value wellbeing alongside productivity?
- A supervisor is most effective when their role is embedded in the system, and they are provided sufficient training, authority and accountability to actively apply their safety knowledge

Challenges facing supervisors



"Coming together is a beginning, staying together is progress, and working together is success."

Henry Ford

- Changing work environments – at pace
- Normalisation of remote work - hybrid and agile working
- Wellbeing of employees - Work intensification, presenteeism, leaveism
- Tracking team productivity – decreased performance levels
- Automation/ technology and digitalisation
- Changing employee expectations
- Being understaffed (great resignation)

Challenges facing supervisors



- Changing skill requirements
- High staff turnover
- Creating innovative teams
- Breaking down silos
- Knowledge loss and brain drain
- Lack of communication/managing communication between teams
- Regulation and compliance
- Poor teamwork
- Pressure to perform

Challenges facing supervisors



- Uncertainty about the future
- Absence of structure
- Time management
- Inadequate support
- Scepticism
- Difficult employees
- Transition from co-worker to manager
- Weak workplace culture/shaping company culture
- Recruiting and onboarding the right employees
- Supporting diversity and inclusion in the workplace
- Plus, safety leadership!

Strategies for supervisors to prioritise safety



- Understanding your safety culture – what is really happening and why?
- Providing training for supervisors
- Making supervisors accountable for the safety performance of their work area so they can lead by example and be visible
- Embedding the importance of supervisors understanding concerns and issues in their teams – psychological safety
- Empowering supervisors to take time to explain the benefits of prioritising safety
- Communicating and providing feedback

What is safety leadership?

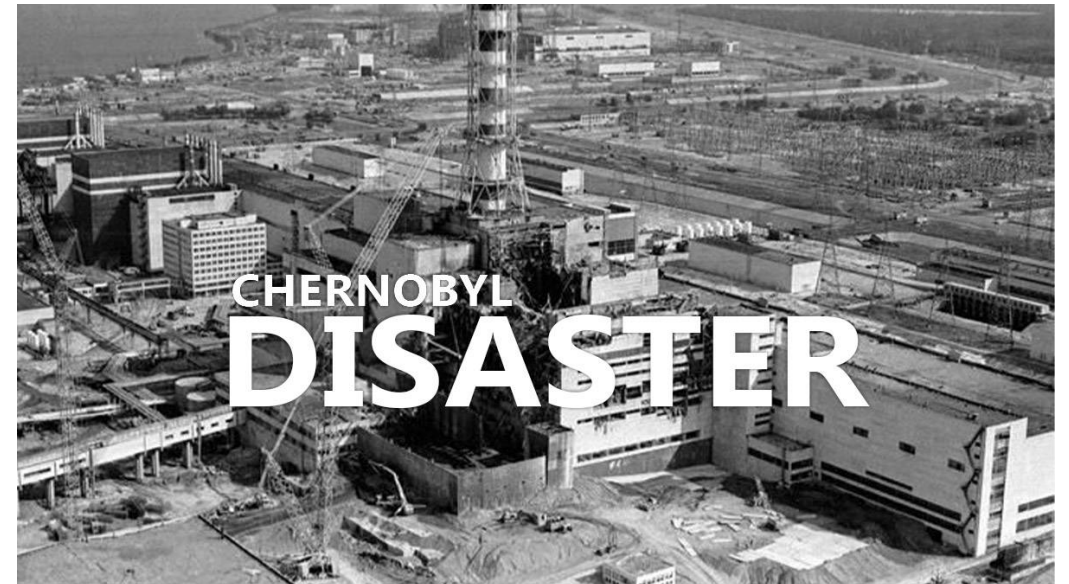


- A management approach that prioritises worker safety
- Establishing and implementing policies, procedures, and regulations that ensure the well-being of workers
- Creating an environment where workers are encouraged to speak up about hazards or unsafe practices without fear of reprisal
- Providing training and resources so workers can work safely and confidently in their jobs
- At its core, safety leadership is about creating a culture of safety within an organisation

Where did the focus on safety culture start?



- Major accidents across all industries
- Recognition that engineered safeguards and formal management systems are essential to control risk, but it is equally important to win the commitment of the workforce
- To achieve high levels of safety, needs genuine corporate commitment
- INSAG-4 published in 1991 – first attempt to define what is meant by safety culture



Definitions of safety culture



- That assembly of characteristics and attitudes in organisations and individuals which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance (INSAG, 1991)
- How people feel (psychological aspects), what they do (behavioural aspects) and how the organisation operates (situational aspects) in relation to safety (Cooper, 2000)
- The way we do things around here
- The shared values, actions and behaviours that demonstrate a commitment to safety over competing goals and demands



Safety Culture & Safety Management Systems



SMS - has two general aims:

- to improve safety performance through the planning, control and supervision of safety related activities in normal, transient and emergency situations
- to foster and support a strong safety culture by developing and reinforcing good safety attitudes and behaviour in individuals and teams

Organisations should aim:

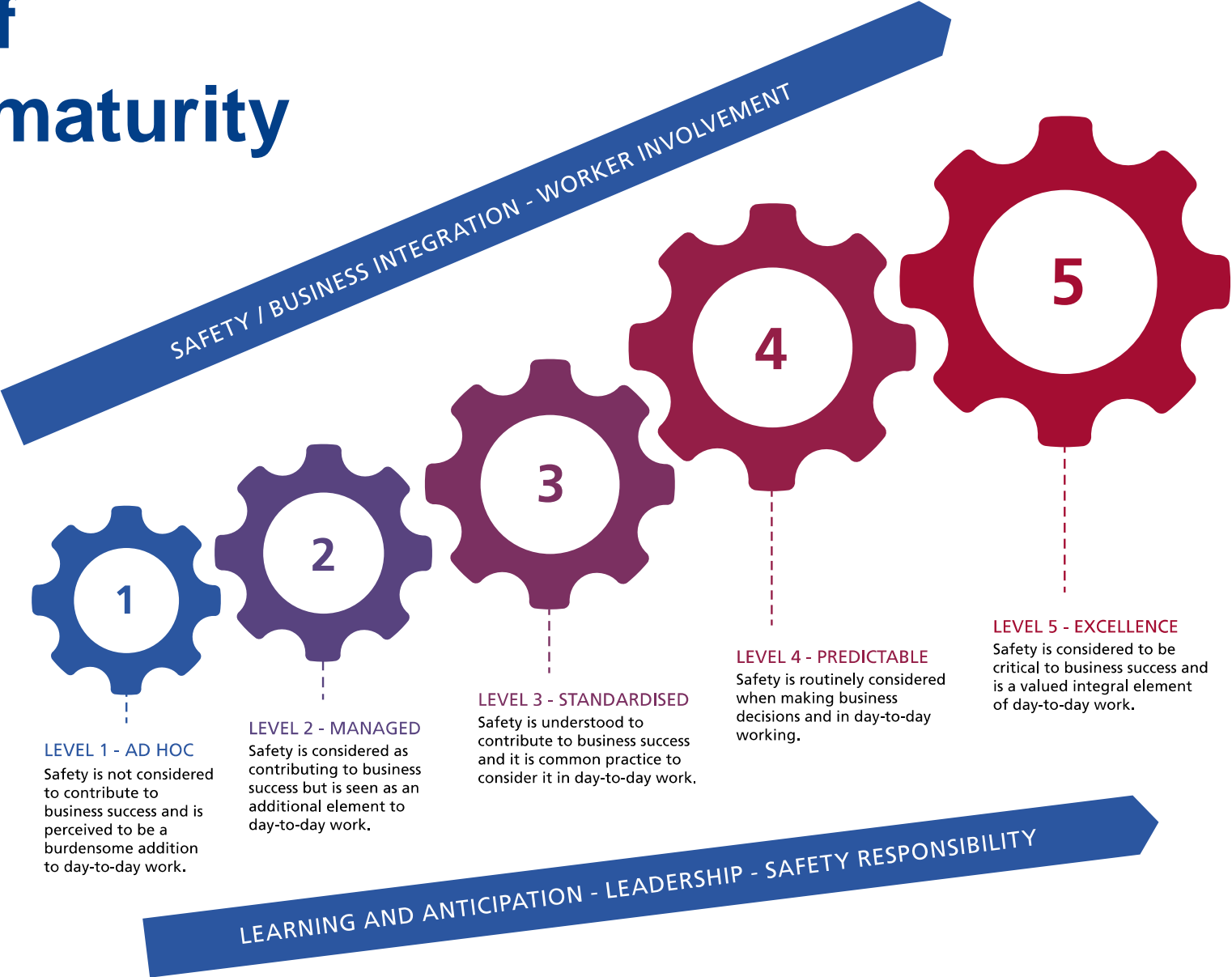
- for visible management commitment
- for workforce participation/ownership of safety issues
- for trust between workers and supervisors
- for good communication with the workforce
- to have a competent workforce

Visible felt leadership



- Helps break down barriers
- Leading by example helps embed the culture throughout the workforce
- Builds credibility
- Demonstrates respect and support for your workers
- Increases worker engagement
- Opens two-way communications and constructive conversations
- It is a great way of learning about the business
- When leaders share company information, it has a significant, positive impact on staff motivation and productivity

Levels of cultural maturity



Just culture



ACCOUNTABILITY

RECOGNITION

**JUST
CULTURE**



Safety culture – putting it into practice



- Supervisors have the direct relationships and can communicate the intentions and values of the organisation
- Make safety a core value rather than just a set of rules to follow
- Help supervisors embed safety leadership opportunities into their work
- Supervisors can recognise individuals who adhere to or exceed safety standards – and those that don't
- Moments of truth - encourage open communication about safety issues:
 - Safety contacts
 - Safety meetings
 - Visible leadership - application of procedures
 - Hazard identification
 - Incident response

Supervisors must lead by example



"People don't care how much you know until they know how much you care."

Theodore Roosevelt

Supervisors should demonstrate commitment and set a positive precedent by:

- Knowing the operation and their employees
- Anticipating risks and discussing hazards
- Being alert for unsafe conditions
- Inspecting often; inspecting intelligently
- Investigating incidents (accidents)
- Taking effective corrective actions
- Maintaining discipline
- Following up

Supervisor training



It is important to ensure that supervisors receive the training they need to help them be the difference:

- People management training
- Safety leadership skills
- How to have the difficult conversations – i.e. recognise when something isn't quite right
- Training in empathy, self-awareness and emotion regulation, skills to get the best out of people.

Empowering supervisors to explain the benefits of prioritising safety



- Give clear direction – See things from a shared perspective
- Give supervisors the information they need to clearly communicate the benefits of prioritising safety:
 - Explain how these changes will protect them from potential hazards – because they matter! This is the essence of compliance with legal standards
 - Highlight that a safer workplace can lead to fewer accidents, reduced downtime, and even improved job satisfaction
 - When teams understand that these protocols are in place to safeguard their well-being, they may be more open to embracing them

Understanding and addressing concerns



"In the middle of difficulty lies opportunity."

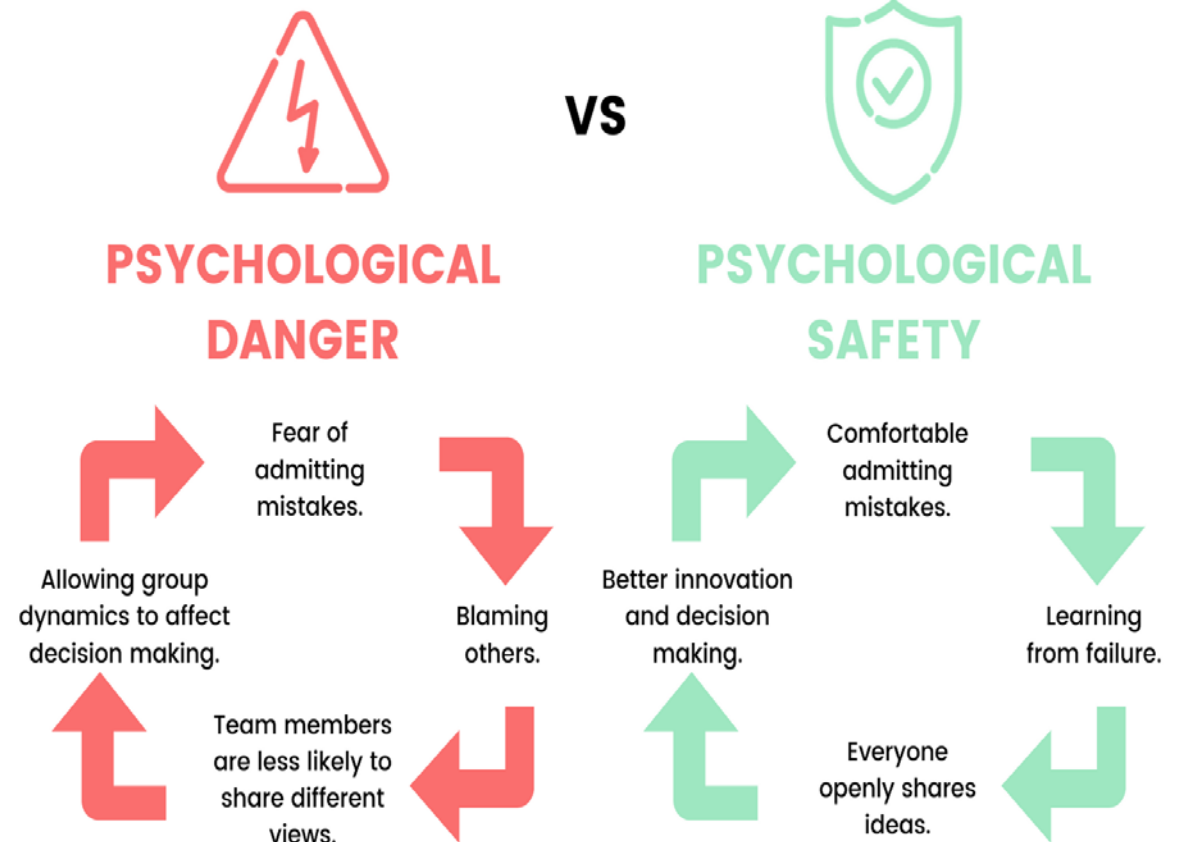
Albert Einstein

- People respond well when they are shown empathy and consideration
- Listening to concerns is the first step in overcoming any resistance to prioritising safety
- Engage in open dialogue to uncover the reasons behind any pushback
- Break down barriers and build trust by acknowledging their feelings and providing clear, detailed explanations about the importance and benefits of safety
- Keep dialogue open! - Supervisors need to know what isn't going well so check in regularly, listen and respond appropriately

Psychological safety



- A critical factor for high performing teams
- Teams feel empowered
- Individuals feel respected, valued and accepted for who they are
- Opinions are shared leading to innovative and effective solutions
- A key component of Diversity, Equity and inclusion



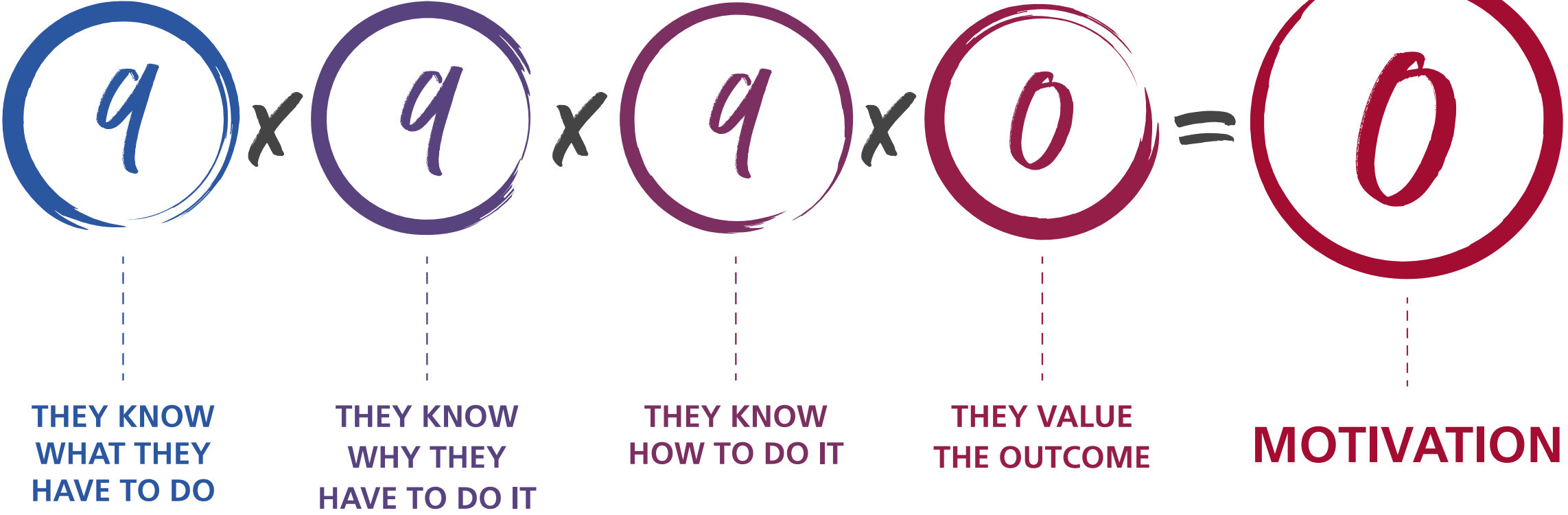
Psychological safety



- Encourage open communication
- Embrace vulnerability
- Practice respect and empathy
- Lead by example
- Clarify expectations
- Encourage healthy conflict
- Celebrate success



Vroom's model of motivation



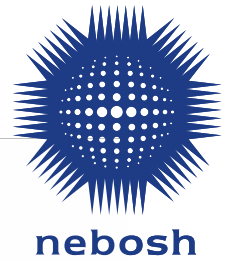
Communication and feedback



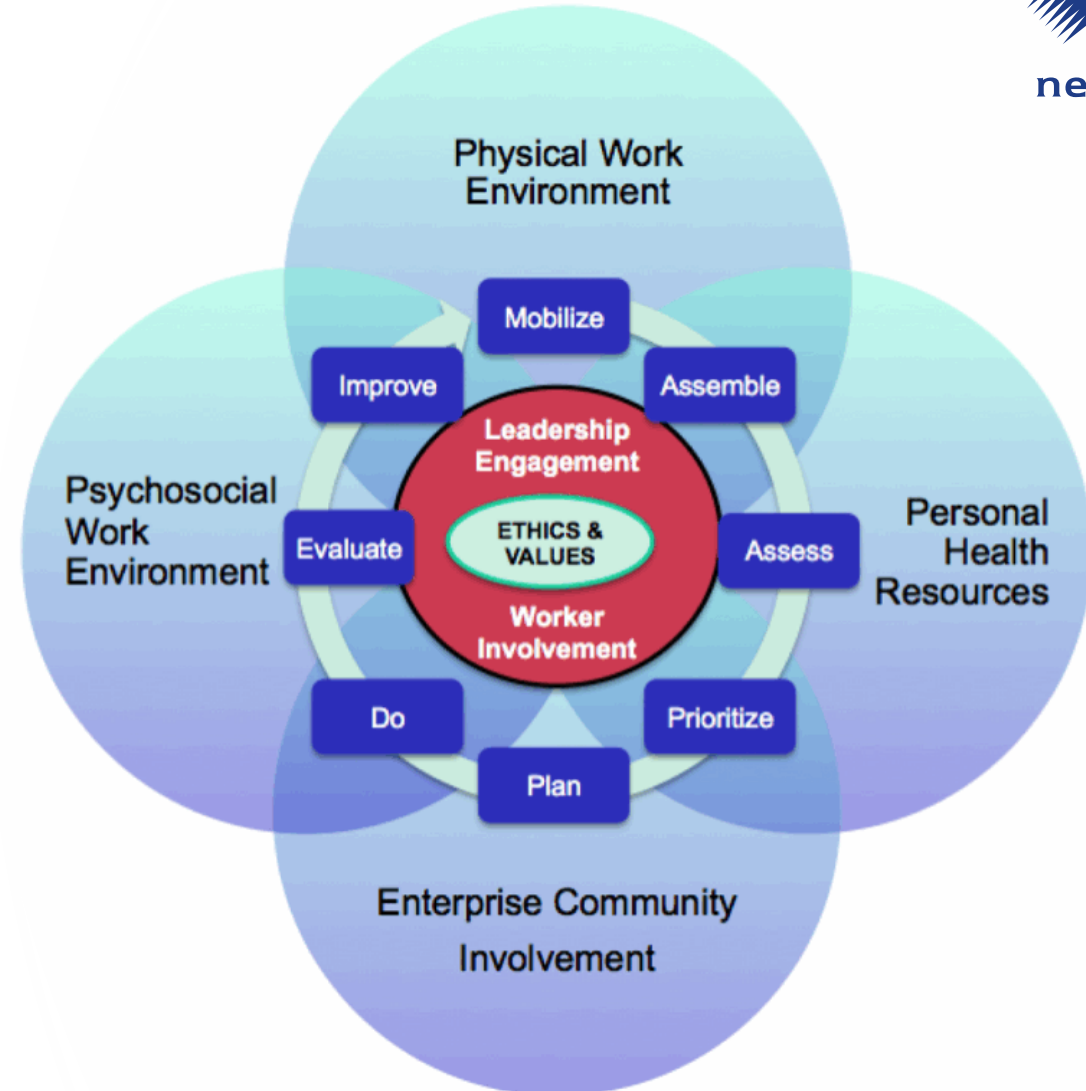
- Listening to the workforce can encourage improvement and innovation
- Organisations that listen also learn
- All workers should be allowed a voice
- Feedback to workers
- Development opportunities for workers who want to learn or do more
- Ongoing feedback to maintain the momentum of new safety initiatives - helps fine-tune for better efficiency and makes teams feel
- A collaborative approach can significantly reduce resistance as your team becomes active participants in creating a safer workplace



WHO Healthy Workplace Model



“A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace”

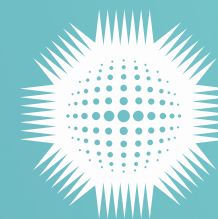


The importance of prioritising safety



- Because everyone has the right to finish work and go home safe and well – every day
- Putting people at the heart of what we do
- Valuing people
- Building resilience
- Building sustainability





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Thank you