

A TWELVE STEP PROGRAM TOWARDS SAFETY REDEMPTION IN EMERGENCY MANAGEMENT

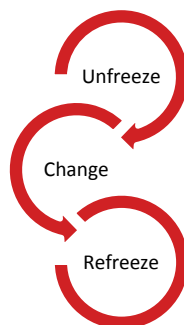
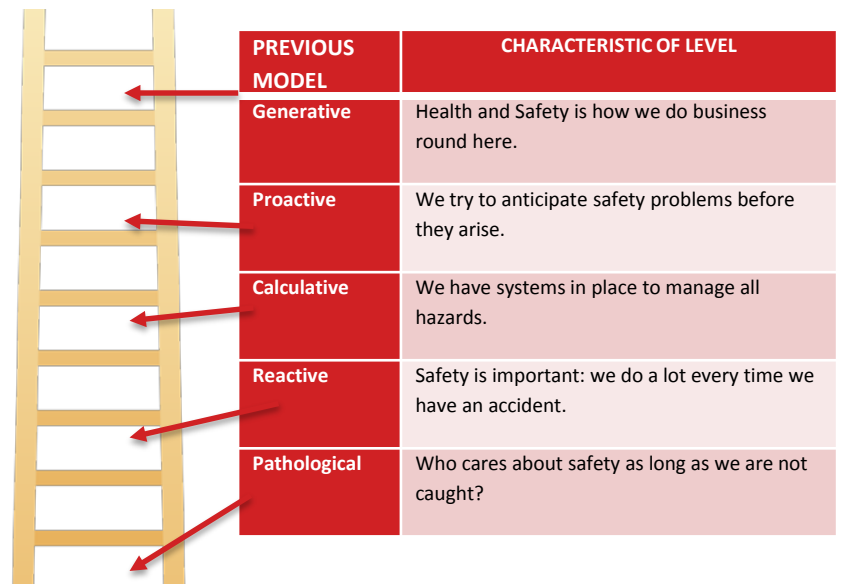


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THE JOURNEY TOWARDS A MATURE SYSTEM FOR MANAGING SAFETY HAS PREVIOUSLY BEEN IMAGINED AS A 'LADDER' THAT ORGANIZATIONS NEED TO CLIMB. OUR RESEARCH SUGGESTS THERE ARE TWELVE STEPS ON THIS LADDER FOR AN ORGANIZATION TO ACHIEVE 'SAFETY REDEMPTION'.

- Organisations involved in emergency management are required to manage and improve operations in an environment of fiscal austerity and increasing complexity.
- In similarly challenging environments, other high risk organisations have used Safety Maturity Models (SMM's) to track and improve operational performance.
- 15 Senior Managers from an AFAC Agency were surveyed about their organization's safety maturity. On issues such as communication, commitment and fairness around safety they rated performance as 'generative' at the top of the ladder.
- On issues such as auditing, reporting and job safety techniques they saw their organization as 'proactive'.
- This suggests a gap between the 'values' and the actions with respect to safety, but still an organization that takes safety very seriously.
- Reported SMM benefits include better management systems, improved coping with complexity, and better organizational learning.
- We also assert that safety maturity is itself likely to influence an agency's readiness to accept safety interventions (e.g., checklists, decision-models, training approaches) and therefore create lasting safety change.



THE TWELVE STEP PROGRAM

The twelve step program relate to 6 key concepts. Organisations must first admit fallibility, examine past performance, make amends, create a new approach and then lead others in the industry to higher levels of safety performance. It adopts a classic change management approach to safety improvement where we unfreeze the past practices, make a change and refreeze the new approach.

