

A deeper look at safety compliance

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AIHS

“Red tape can be a great power for good. After all, a world without rules would be anarchy.

Yet past decades have seen new rules proliferate. Not even the government knows how many rules you are meant to obey.”

- Deloitte Report, 2014

The story of Xerox



What will we learn?

A model of compliance

Learn a fresh perspective on safety behaviour.

A study on compliance

Understand how deep compliance forms over time.

Practical take-aways

Apply the learning to your own team



Public sector rules

\$94 billion annually



Self-imposed rules

\$155 billion annually



Administering rules

An average of 8 weeks' full-time work annually

What is one big
challenge you have
with safety
compliance?

Surface Compliance

I do not want to be seen as “non-compliant”

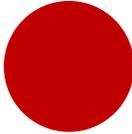
I don't understand why certain rules and procedures are put in place

I will do what is asked of me with minimum effort, and “put on a show” for others

Over time, I am really frustrated as I don't feel my effort is worthwhile.

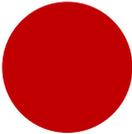


In a 'paper safe' organisation



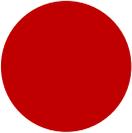
Focus on administrative safety

Safety processes and practices tend to be put in place without much evidence of how it affects safety on the job.



Knee-jerk reactions

When incidents occur, blanket bans and unworkable rules are put in place, or new processes aren't adequately explained.



Preoccupation with liability

Management is focussed on legal risk and whether they can demonstrate compliance to regulators and inspectors.



Hides other problems

Issues such as unworkable or inefficient procedures are hidden from view.



Wastes resources

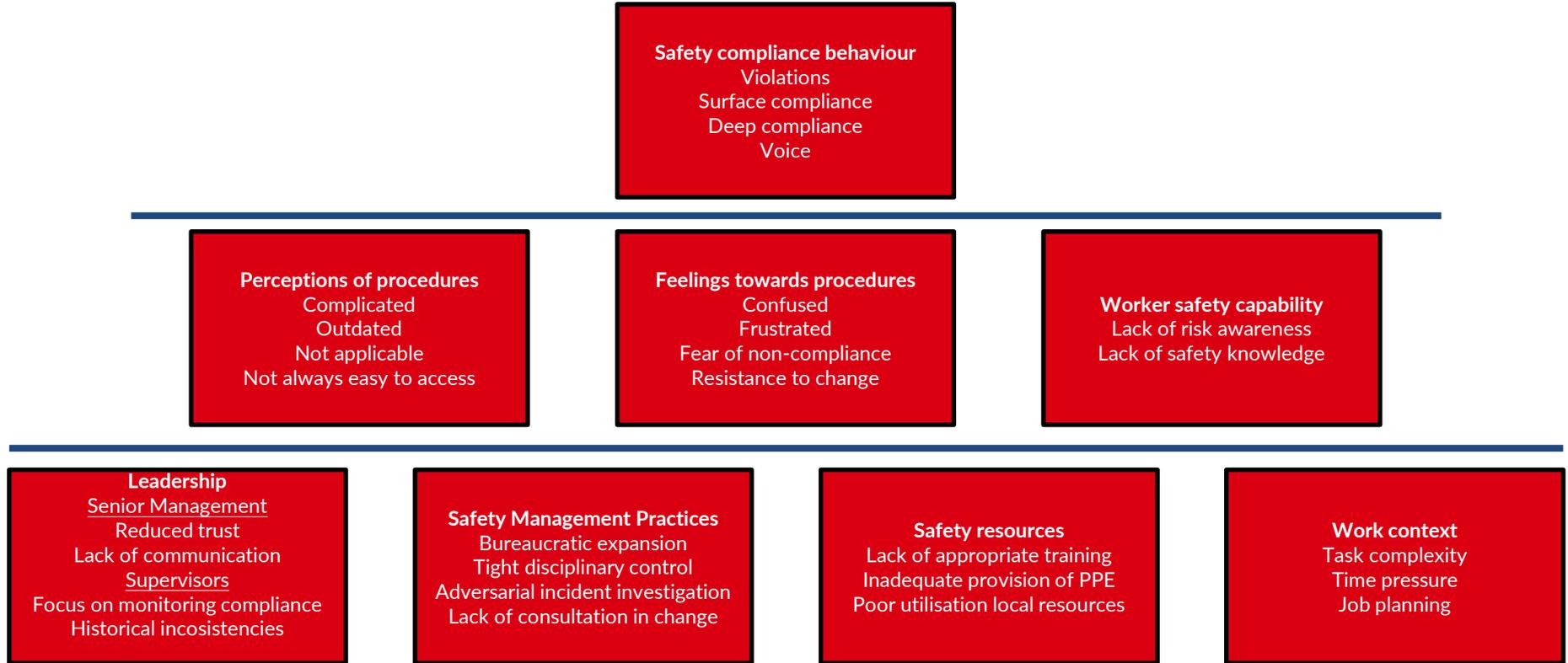
Safety initiatives and programs target the wrong areas.



Gives a false sense of safety

There is an inaccurate perception that everything is safe and compliant.

Surface compliance case study



Deep Compliance

I am fully aware of the potential for risk in my work

I can see how the procedures help me to reduce risk

I stick with the procedure despite potential barriers
(tight schedule, limited resources)

Over time, I develop a good “habit” of safe work practices

In a 'work safe' organisation

Focus on operational safety

The organisation thinks carefully about how new safety processes and practices will shape frontline work and protect operators.

Learning from workers

A lot of time is spent engaging and consulting with workers to ensure new processes and rules make sense.

Preoccupation with risk

Management is focussed on how to reduce and manage work risk effectively and efficiently.

How much surface
compliance happens
in your organisation?

Small-medium sized private restaurant group in China (ABC)

- Survived COVID-19 and operating at full capacity
- Management implemented a list of new health and safety procedures and practices



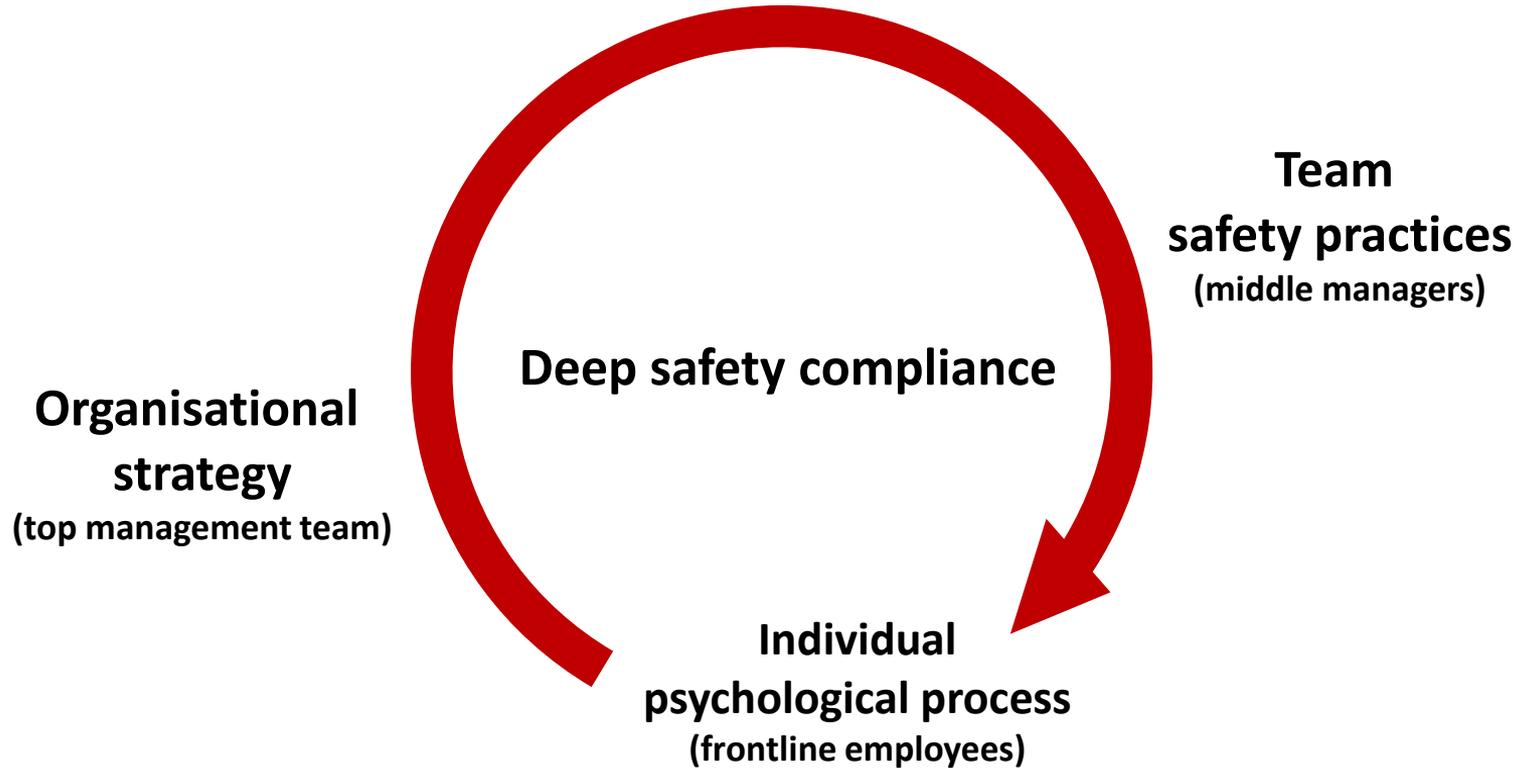
Interviews

- Executive level: 5 interviews
- Supervisory level: 2 interviews
- Front-line level: 7 interviews



Safety procedures

- Take temperature check
- 7-step handwashing
- Wear face mask and gloves
- Practice social distancing
- Scan customers' health QR code
- Apply disinfectant spray



Health and risk awareness

Quote 1: *"We are clear about the severity of this virus. In the restaurant industry, we get in contact with a lot of people, so we must be very cautious and raise our risk awareness."*

Perceived usefulness of procedure

Quote 2: *"I won't see them (COVID-safety measures) in this way. They are all essential and useful measures. The workload is not a big deal. This is for our own safety, and we also need to consider others, so we need to carry out these measures really well."*

Behavioral adaptation

Quote 3: *"When we come to work, we are used to all safety measures. You make all the changes naturally. When we change into our uniform, the supervisors distribute the face masks, and we will put on the face masks without thinking. It is all about habit. We rarely forget them."*

Long-term integration

Quote 4: *"Even when the pandemic is completely over, all of these safety measures will be kept in place. They have become part of our work routines, must-dos. We will keep doing this. They are our must-dos."*

Increasing deep compliance

Promoting

Restlessly promoting a “safety first” message by sense making, educating and explaining

Protecting

Proactively considering and meeting the safety needs of employees, standing by the safety practices in front of customers

Participating

Being actively involved in the daily safety routines and practices, monitoring, demonstrating, and providing in-time feedback



Joint consideration of safety

Always consider safety jointly with other issues (e.g., how can we achieve production *safely*?)



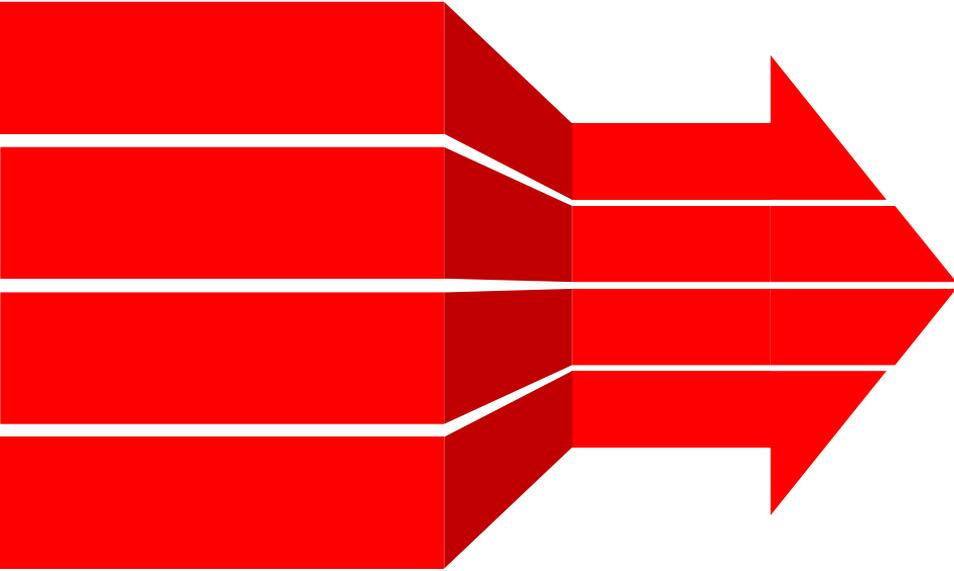
Connect process to purpose

Explain the 'why' of safety procedures so operators understand the backstory and why they are important.



Shield operators from pressures

Enable the team to do what they do best – doing the work, while you manage external or internal pressures.



DRIVE INTERNAL MOTIVATION

When you provide a rationale or reason, people are more likely to understand why they need to do things.

People feel it's their *choice* rather than being forced to comply or pressured.



Providing resources for safety

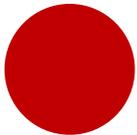
What else do you need to work safely on this job?

Do you have enough time to do the job safely?



Rapidly respond to safety concerns

When workers raise safety concerns, give it priority and provide feedback on where the issue is up to.



Back operators in front of the client

If clients are pushing for production and workers are concerned, stand up for them and push back.

Why protect?

If my organisation looks
after me...



I will look after my
organisation.

Visibility

Check operators understand key requirements

Monitor safety behaviours

Show the team how it's done (role-model)

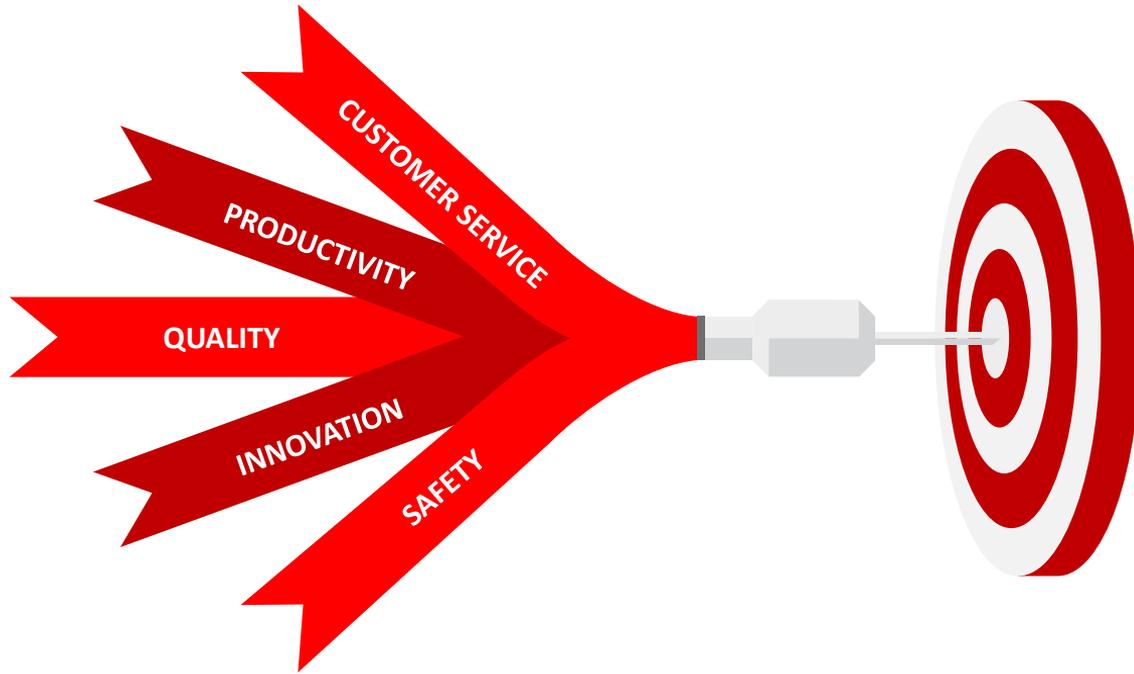
Involvement

Involve the team in safety decision-making

Encourage continual improvement to safety

Partner with the team to share risk and create environments where it is safe to fail

Why participate?

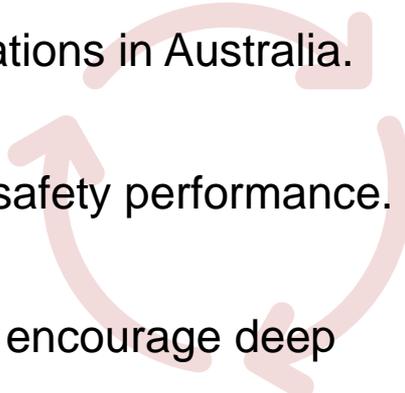


SAFETY IS A “DYNAMIC NON-EVENT”

Safety can quickly become deprioritised because it is often measured by its absence – only when things go wrong do we realise that more could have been done.

By participating in safety, leaders continually draw attention to it and call it out as an important team goal.

Practical Implications

- Compliance is a difficult and growing problem for organisations in Australia.
 - Safety compliance is a psychosocial process that boosts safety performance.
 - A 3Ps (Protecting, Promoting, and Participating) model to encourage deep compliance with procedures.
 - “Safety first” and “safety as a social responsibility” to ensure compliance and also business sustainability.
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Questions?

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