

PUTTING A SCARF ON POSITIVE SAFETY CULTURE

SCARF Domain	Proactive Actions
Status	<p><i>What can you do as an organisation or leader to help minimise threat and maximise reward to get the most out of your people and grow a positive safety culture? Implementing these concepts is one step in the right direction.</i></p> <ul style="list-style-type: none"> ✓ Treat others as though they are on the same level as you, even if you are in a higher position in the organisation. This helps to open communication channels and willingness to discuss safety near misses and incidents that people may otherwise be unwilling to disclose. ✓ Provide positive feedback and public acknowledgement, particularly that which relates to safety performance. ✓ Avoid comparisons with other team members to encourage safety performance (e.g., <i>The other team have far less incidents than you</i>) and instead, refer back to benchmarks or safety goals. ✓ Make attempts to understand why people do what they do and work with them to find solutions – share the safety beliefs and values. ✓ Encourage staff to compete against themselves – that is, improve on their own personal best performance. ✓ Recognise and acknowledge the good work and achievements of staff or teams. ✓ Encourage people to learn, participate and/or speak up at work to reduce fear (threat). ✓ In providing feedback or communicating with others, carefully consider how you phrase your message, the words you use, your tone of voice and your overall body language/demeanor.
Certainty	<ul style="list-style-type: none"> ✓ Establish and articulate a clear safety vision, goals, expectations, objectives, targets, indicators, etc. ✓ Provide sufficient information, clarify job description/role/ expectations, break tasks into small components/steps, etc. ✓ Disseminate information quickly and efficiently. ✓ Use open and transparent communication about the above two points. ✓ Do what you say you are going to do. ✓ Make concepts more explicit to reduce ambiguity in messages.
Autonomy	<ul style="list-style-type: none"> ✓ Low autonomy can be alleviated through increased status (& recognition) & certainty. ✓ Outline expectations for safety performance, but allow autonomy in decision-making, strategising and implementation for how to achieve this. That is, avoid micro-management. ✓ Offer choices and ask which the person prefers. ✓ Offer self-directed learning portals. ✓ Allow employees opportunity to offer ideas, input or feedback into design of safety programs/strategies. ✓ Allow people to personalise and/or set up their own workspace. ✓ Allow flexibility at work (e.g., start and finish times, work hours, lunch breaks) where appropriate.
Relatedness	<ul style="list-style-type: none"> ✓ Increase positive social connections at work through creating social inclusion or a sense of ‘mateship’/belongingness. ✓ Encourage environments where anything is debated without a hint of humiliation or recrimination. ✓ Encourage high levels of cooperation rather than competition between staff. ✓ Set expectations whereby staff behave respectfully towards each other, value each other’s views and opinions, & mutually support each other. ✓ Implement buddy programs, mentoring or coaching programs, small action learning groups, holding informal meetings, story telling etc. to increase connections between team members.
Fairness	<ul style="list-style-type: none"> ✓ Be transparent in your intentions and actions to reduce perception that others are being treated differently or better. ✓ Increase levels of communication and involvement in the business. ✓ Establishing clear and consistent expectations for all people/teams. ✓ Treat all people in the same way. ✓ Offer equitable reward and recognition for staff who contribute. ✓ If remedial action needs to be taken, make sure that the same consequences are applied to all people (in the same circumstances). For example, would two people involved in a similar safety incident receive the same consequences? ✓ Allow teams to define their own rules, pay equality, work equality, consistent treatment of all employees where possible/appropriate.

Please note: This is not an exhaustive list and only serves as a guide to possible actions that can be taken. You may have other ideas that help you achieve high SCARF.