

## Workplace Safety and Wellbeing Management System

# Just and Fair Culture

Standard 1



**Our Values:**



Collaboration



Communication



Integrity



Efficiency



Leadership

**TOGETHER WE PROUDLY ENHANCE THE QUALITY OF LIFE FOR OUR COMMUNITY**

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For more information, visit the  
Workplace Health and Safety Management Plan  
via The Wire Employee Centre



## 1.0 Introduction

Ipswich City Council's commitment to health and safety is an integral part of our approach to doing business. Everyone is a safety leader and we know that proactive learning from events is fundamental to our improvement. Council's Just and Fair Culture provides a transparent framework to guide consistent and appropriate leadership responses to an individual's safety behaviour. Our Just and Fair Culture is focused on learning, reinforcing safe behaviours, preventing incident reoccurrence and fostering accountability and responsibility to create safer workplaces. The Just and Fair Response process is initiated when an individual's safety behaviour, from exceptional to unacceptable, is identified as a contributing factor to the safety outcome.

## 2.0 Scope

Council's Just and Fair Culture procedure applies to all workers, contractors and visitors. Council acknowledges that there are different employment arrangements for contract personnel and visitors. In these cases the Just and Fair Culture provides a guide to expectations in terms of the response.

## 3.0 Actions

Our positive safety culture is supported by a Just Culture framework that secures the participation and engagement of our workforce, ensures expectations and accountabilities are clearly defined, and that all our stakeholders are treated fairly and equitably. This framework provides a charter to equitably manage safety behaviours, inclusive of the reward and recognition of positive safety behaviours, and the consistent and transparent management of any substantiated negative safety behaviours.

### 3.1 What is Just and Fair behaviour?

Council supports a Just and Fair culture to safety behaviour that:

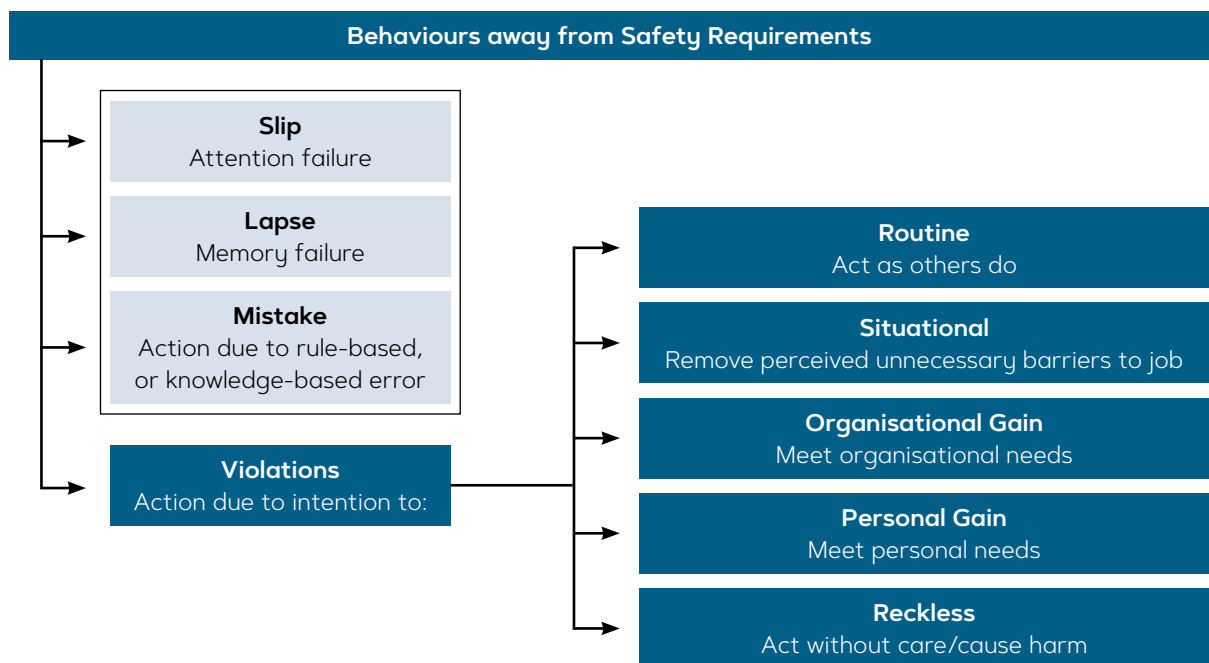
- Values our workers and supports the role they play in creating safe workplaces
- Values and supports organisational and individual learning
- Recognises and rewards exemplary safety performance and leadership
- Seeks to understand and consider all contributing and extenuating factors
- Values and supports reporting
- Provides process consistency and transparency
- Draws a line between acceptable and unacceptable safety behaviour and holds individuals to account for inappropriate or unacceptable safety behaviours displayed or condoned
- Is based on an understanding of the science of human factors, including human error and motivation
- Recognises even the most well-intentioned people can undertake unsafe behaviour and develop unsafe behaviour patterns
- Recognises people may make mistakes or experience misunderstandings at work and that task, workplace and organisational weaknesses (e.g. shortfalls in systems, processes, supervision, resources and the environment) can contribute

## 3.2 Understanding unsafe behaviour

Just and Fair Culture Framework is defined by the following 5 pillars:

- **Informed Culture** – Persons are provided the necessary competency, information, instruction and training.
- **Reporting Culture** – An organisational culture which fosters all persons proactively reporting any dangerous occurrence, incident or hazard.
- **Just Culture** – Trust within our organisation that safety matters will be actioned; underpinned by the two way transfer of safety critical information.
- **Flexible Culture** – People have the necessary competency and level of risk awareness to be flexible, adaptable and vigilant to manage change.
- **Learning Culture** – Organisational transparency required to learn from safety incidents or failure.

Within the council, unsafe behaviour is defined as follows:



## 3.3 Commitment to Just and Fair Culture

A Just and Fair Culture is applied with the knowledge that:

- people do make mistakes
- people may develop unhealthy patterns of behaviour
- reckless conduct is dealt with zero tolerance
- includes recognising and celebrating actions of those people doing a good job and promoting continued good work principles.

### 3.4 Just and Fair Process

To ensure the development and sustainability of the high trust levels necessary to create a healthy safety culture within people at Ipswich City Council, managers shall apply these principles in a fair, clear and consistent manner. An incident does not always trigger the use of this process.

The application of the Just and Fair Culture Procedure should only apply:

- following an investigation into an incident, event or exceptional behaviour;
- after factual information or data has been collected from a thorough investigation. The focus of investigations should be predominately on identifying and addressing system/organisational contributing factors and related causes.

Following an exceptional behaviour or incident/event investigation, managers should consult the workflow process provided on the following page (Appendix A) as a guide to the safety behaviour that is displayed. It is a guide to help managers to consider a wide range of issues so that the final decision is consistent with council values and the sense of justice and fairness. For all Just and Fair process requiring disciplinary actions, Managers should consultation with People and Culture and their General Manager regarding all performance management.

## Appendix A

	Positive Acknowledgement		Education			Performance Management		
BEHAVIOUR TYPE								
	Exceptional Behaviours	Expected Behaviour	Unintentional Slip	Unintentional Lapse	Unintentional Mistake	Routine Violation	Exceptional Violation	Reckless Violation/ Sabotage
Individual/ Team Member Behaviour	Exceeds expectation relative to position description  i.e. demonstrates safety leadership innovation or excellence	Meets expectation/ demonstrates accountability relative to position description	Error in which the right intention or plan is incorrectly carried out  Usually occurs during well practiced and familiar tasks in which action are largely automatic  i.e. attention failures/ omissions	Failure to carry out an action. Lapses typically involves failures of memory  i.e. losing place, omitting items, forgetting to check for something	Involves deficiencies or failures in the judgment process. These occur when rules are applied incorrectly or knowledge relevant to the situation is inadequate and a flawed plan is developed  When carried out, the plan will not lead to the desired outcome	Deliberate deviations from defined safe system of work  The breach of rules or corner cutting has become implicitly accepted and a normal activity	One off violation enacted in unique or extenuating circumstances  i.e. influence of exceptional or unforeseen circumstances	Deliberate action intended to cause damage e.g. removal of control measures, or deliberate override of safety device
Individual/Team Member Consequence	Reinforcement of positive safety behaviour by direct Supervisor/Manager Reward and recognition to be celebrated	Reinforcement of positive safety behaviour by direct Supervisor/Manager	Debriefing between individual and Supervisor/Manager to review incident/ analyse incident Identification of how the safe system of work failed and how to prevent a future occurrence  Identify potential coaching/training opportunity	Debriefing between individual and Supervisor/Manager to review/analyse incident  Identification of how the safe system of work failed and how to prevent a future occurrence  Identify potential coaching/training opportunity	Debriefing between individual and Supervisor/Manager to review incident/ analyse incident  Identification of how the safe system of work failed and how to prevent a reoccurrence Where a system deficiency is identified a review and change of system recommended  Relevant coaching/training to be delivered to ensure adequate knowledge of task, worker competency and or positive safety behaviour	Where a system deficiency is identified a review and change of system is recommended  Relevant counselling/ coaching/training to reinforce expectation and foster positive safety behaviours  Consideration of formal disciplinary measures  Where a non employee refer to reporting lines	Where a system deficiency is identified a review and change of system is recommended  Counselling/coaching/ training to reinforce expectation and foster positive safety behaviours  Consideration of formal disciplinary measures  Where a non employee refer to reporting lines	Subsequent to investigation refer to recommendations to HR for formal disciplinary action and consideration of instant dismissal  Where non employee refer to reporting lines and show cause for unsafe behaviour
	Positive Acknowledgement		Education			Performance Management		
Supervisor/ Manager Action	Did the Supervisor/ Manager provide an exceptional example to learn from?	Did the Supervisor/ Manager lead by example?	Was the Supervisor/ Manager aware of any system deficiency or barrier which prevented doing the task safely?	Was the Supervisor/ Manager aware of any system deficiency or barrier which prevented doing the task safely?	Was the Supervisor/Manager aware of any system deficiency or barrier which prevented doing the task safely?	Did the Supervisor/ Manager permit shortcuts?	Did the Supervisor/ Manager overlook this behaviour on this occasion or previous occasions?	Did the Supervisor/ Manager condone the actions of the team member?
Supervisor/ Manager Consequence	Reinforcement of positive safety behaviour by direct Manager Recognition and celebration of safety behaviour	Reinforcement of positive safety behaviours by Direct Manager	Counselling/ Coaching/ Training by direct Manager recommended	Counselling/Coaching/ Training by direct Manager recommended	Consideration of disciplinary action if works were allowed to continue where supervisor was aware of a foreseeable safety risk  Counselling/Coaching/ Training by direct Manager recommended	Subsequent to investigation refer to recommendations for formal Disciplinary action  Where a non employee refer to Direct Report  Counselling/Coaching/ Training by direct Manager recommended	Subsequent to investigation refer to recommendations for formal Disciplinary action  Where a non employee refer to Direct Report  Counselling/Coaching/ Training by direct Manager recommended	Subsequent to investigation recommendations for formal Disciplinary action consideration of Instant Dismissal Where a non employee refer to Direct Report