

SafeSMART Competency-Based Safety

INTENT

To install a change process that will ensure a planned and programmed impact on behaviors and on safety.

APPROACH

The approach in the SafeSMART program is to establish key elements of culture change processes, namely a mixture of conceptual training programs, reward systems and behavioral modification systems, supported by measurement of change.

DEPLOYMENT

SafeSMART deployment consists of six key elements.

Concept Change

is achieved through a core training program, aimed at management, supervisory and employee levels. The program educates on the new concepts of risk competency, and is conducted over one day, normally linked with other training programs on a second day.

Incentive systems

(Rewards) consist of a defined program of positive rewards for safe behaviors, achievements and innovations. This takes the form of individual rewards provided by supervisors, peers or managers, or as team and group rewards.

The scheme is based on three key principles of attainability, immediacy and high value and is designed around the SMARTscratchy system.

Coach systems

consist of the deployment of so-called safety coaches in all business units, where individual employees have specific and targeted coaching duties on a rotational basis. Such coaches are required to make regular and routine observations in allocated work areas, to collect the observation data and to complete the appropriate tracking forms. (See description for Safety Coach)

Observation systems

consist of a range of one-on-one observations of high risk tasks, critical tasks and other defined activities. This can be in the form of peer-on-peer or team-on-team reviews and becomes integrated with the day-to-day activities on sites, as well as integrated into supervisory risk action plans.

Risk competency (risk skilling) is achieved through a range of risk assessment tools to enable the proactive and dynamic identification of risks. At employee levels this

is integrated with task execution and skills and pocket cards are provided for the **SIXsense** risk tool. At supervisory level this is contained in the Rapid Risk Action Planning (**RRAP**) tool. Formal training programs are available to management levels to develop risk management skills.

Measurement (tracking) forms an integral part of behavioral risk control. Measurement of so-called leading indicators includes tracking and analysis of observations, incentives awarded and risk profiles and becomes part of the overall reporting system in the organization.

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