



**LIVING SAFTEY II – HOSTED BY MONI HOGG  
PRESENTATION BY CANDIS HAWKINS, JULY '24**

# ABOUT CANDIS

First H&S role, Systems Team  
Leader WHS in land-based  
aquaculture



Current role, Ops. CR Manager, dairy manufacturing



The image features a black background with several white, overlapping geometric shapes on the left side. These shapes are composed of thin white lines forming various polygons and irregular shapes, some of which are nested or intersected by others. The overall effect is a complex, abstract pattern of white lines against the dark background.

# GETTING TO SAFETY II

# WHAT DID WE TEACH ?

## *Just Culture & No-blame Culture*

- Apply fair and consistent outcomes
- Look for systems failures, not people failures

## Responding after an event – Investigation

**Blame vs Understanding / Retribution vs Restoration**



# Blame vs Understanding

## Pre-Accident Investigations

An Introduction to Organizational Safety

### The Podcast

Todd Conklin

## Take a quick note of this:

- The Emotional need to blame vs the Technical need to understand
- Our emotional need is occurring at the same time as technical need – Emotions can cloud our technical ability to see clearly when investigating or taking action after an event has occurred

# Reflect & Chat

1. Q: Have you experienced feeling blamed or being misunderstood if you've been part of an event investigation?

Reflect: How did this experience help or hinder your actions in the future?

2. Q: Have you experienced the feeling of being treated fairly and with understanding if you've been part of an event investigation?

Reflect: How did this experience help or hinder your actions in the future?

\* The emotional need to blame / \* The intellectual need to understand



## Let's look at the retributive (blame) system first:

- We need to work towards dropping use of a blame approach
- When systems practice a retributive (blame) style of H&S, it measurably affects the resilience and mental health of a team, their productivity and likelihood of injury claims
- As we collectively practice applying **Just Culture** we move away from blame & into restorative systems, stepping up in safety culture maturity

# Blame vs. Just Culture – How leaders react

After an event there is two ways an organization can respond:

- 1. Retribution (Blame)  
Or;
- 2. Restoration (Just or No blame)

# How Leaders React

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# Blame vs. Just Culture

In a retributive (blame) system leaders tasked with investigation or the requirement to act quickly will tend towards these type of questions

1. What rule has been broken?
2. How bad is the breach?
3. What should the consequences be?

# Blame vs. Just Culture

In a restorative just culture the questions turn the investigation into a completely different approach

1. Who is affected ?
2. What do they need?
3. And who is going to meet that need ? (what / who are the resources to call on)

**Next questions:**

Instead of asking the team member why they appear to be violating a policy or procedure, ask:

**Q: Help me understand how it makes more sense to work this way?**

And, if this is possible for you

**Q: What is the stupidest thing we are asking you to do today?**

These types of questions are about forward-looking accountability, leading to learning, improvement, inclusion

## Reflect & Chat

- Opportunity for improvement (OI)
- What is your biggest bug bear (cause of excessive, fear, anxiety or irritation) in H&S process or procedure that you would change if you could ?
- Write this on a post-it, stick it to the action board

## Exercise: Putting just culture into practice



**George**



**Pete**



**Sylvia**

# Blame Fixes Nothing

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# Blame vs Just Culture

- When a reasonably safe organization seeks to lift its performance to a high level, only two approaches really work:
  1. Safety by Design – Collaborative in-put from workers in all aspects of the work
  2. Building a Just (restorative) Culture
- It's not an easy path to travel, but who wouldn't want to try?



# EMBEDDING THE LEARNING

**Follow-up**

**Follow through**

**Supporting managers & teams**

**On-going efforts – Learning Teams, Safety Work vs Safety of Work, worker centered safety**



# THANK YOU

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