



Codebreaker Assessment Toolkit: *CAT*

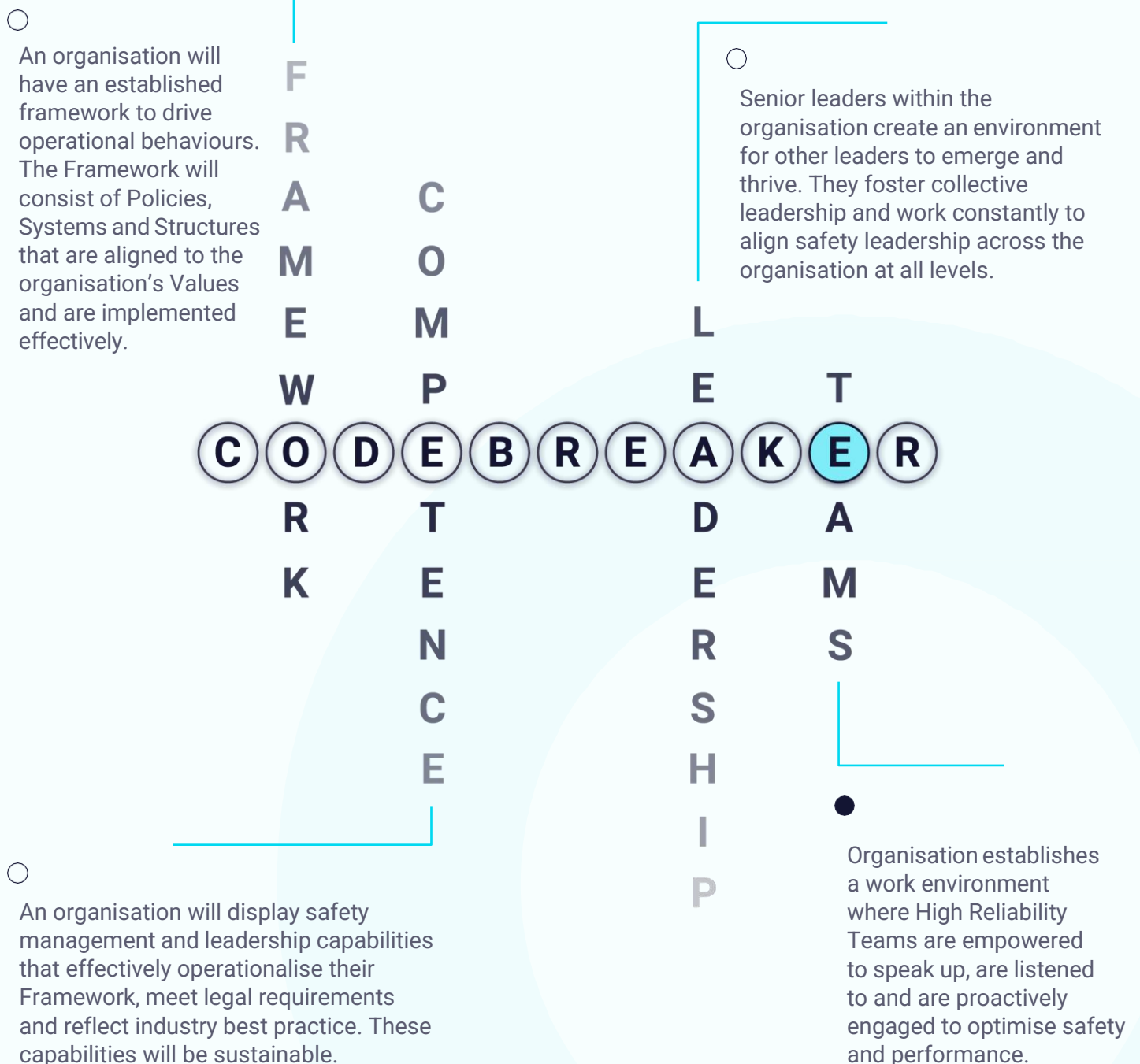
XYZ Pte Ltd

11th June 2024



Breaking the Code

Often more mature organisations deploy a strategy that focuses around 3 key areas, Framework, Competence and Leadership. While many mature organisations establish strategies that consist of the elements below in some form, few have broken this CODE. While the elements identified above are an essential part of Breaking the CODE leading to mindful organising, this 3-element combination is not the complete answer. There are four elements required to break the CODE.



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1.0

Introduction

Fusion Safety Management is a professional health and safety consulting and advisory company headquartered in Australia, that was tasked by XYZ Pte Ltd to conduct an organisational health check through the *Codebreaker Assessment Tool (CAT)*. This *CAT* report provides an analysis of the performances of the four *Codebreaker* elements, based on the evidence and data collected.

Data and evidence were gathered through, document verification, site inspections, and personnel interviews. The findings presented in this report reflect the knowledge and abilities of the health check assessors within the period and place of the health check, without prejudice or assumptions. The information and recommendations that are derived from the data gathered are designed to unlock the full safety potential of the organisation.

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Objective of the CAT

The CAT is a diagnostic tool designed to evaluate an organisation’s safety performance, using the 4 Codebreaker elements as performance metrics. The strengths and weaknesses of these elements would be identified based on the CAT findings.

The CAT employs the Codebreaker concept, which consists of four key elements:

- ☐ Framework
- ☐ Competence
- ☐ Leadership
- ☒ Teams

From the analysis, recommendations and suggestions shall be provided, in order to unlock the full safety potential of the organisation. These recommendations are intended to guide decision-making and facilitate the development of a strong safety culture within the organisation.

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Client Summary

Company name:	XYZ Pte Ltd
Contact address:	123 Street, Postcode 987656
Nature of work:	Manufacturing
Location:	Building A

4.0

CAT Methodology

The CAT was based on evidence-based assessment includes high level document review on the implemented EHS management system, verification by interviews, and physical site inspections to assess the safety performances on the four elements of the Codebreaker. Analysis of the data collected are based on the following objectives and criteria:

1. Framework

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- An organisation will have an established framework to drive operational behaviours. The Framework will consist of Policies, Systems and Structures that are aligned to the organisation’s Values and are implemented effectively.
- i. The organisation has a clearly stated and appropriate set of Values regarding Health, Safety and Wellbeing.
 - ii. A recognised/certified safety management system is in place.
 - iii. All elements of the safety management system are verified as being effective on site:
 - iv. There is clear evidence of all workplaces being psychologically safe.
 - v. There are policies and programs for both physical and mental health.
 - vi. There is an effective structure in place to enable the Health, Safety and Wellbeing policies.

3. Leadership

L

- Senior leaders within the organisation create an environment for other leaders to emerge and thrive. They specifically foster safety leadership at the work team level while aligning safety leadership across the organisation at all levels.
- i. Senior leaders are aware of and committed to the organisation’s safety values and contribute to the safety vision of the organisation/project.
 - ii. Work environment is conducive to encourage a psychologically safe work environment.
 - iii. There is a policy to promote ‘Leadership at all Levels’.
 - iv. We have Leadership Development Programs, which help create a physically and psychologically safe work environment.
 - v. There is an effective recognition system that promotes leadership at all levels.

2. Competence

C

- An organisation will display safety management and leadership capabilities that effectively operationalise their Framework, meet legal requirements and reflect industry best practice. These capabilities will be sustainable.
- i. The organisation has an appropriate and effective Training and Competency Matrix (ie. Risk control, Emergency response, psychological safety, physical and mental health).
 - ii. Leadership competencies, needed to develop both an effective safety management culture and psychologically safe work environment, are clearly stated.
 - iii. There are effective training delivery resources and platforms to support the Training and Competency Matrix.
 - iv. There is evidence of effective verification of competency policies and practices.

4. Teams

T

- Organisation establishes a work environment where work teams are empowered to speak up, take action to eliminate errors and respond appropriately to unexpected events. Teams are listened to and are proactively engaged to optimise safety and performance.
- i. Work teams have been trained specifically to use tactics designed to spot and eliminate errors in the work they do.
 - ii. Work teams have been trained to respond quickly and effectively to unexpected events.
 - iii. Workers realise that small errors are the ‘weak signals’ bigger system failures.
 - iv. Workers actively contribute opinions and ideas for improvement.
 - v. Workers’ expertise is utilised to fix problems.
 - vi. There is a cooperative relationship between workers and management.

The **CAT** methodology process was carried out in the following stages:

- a. Opening meeting with the management to explain the objective of the health check and to confirm the health check schedule.
- b. Touring the factory to familiarize to have a general understanding of the worksite safety culture and to focus on the critical areas in the subsequent interviewing of relevant personnel and verifying of documents.
- c. To check the adequacy of the documented EHS management system against the relevant codebreaker elements.
- d. Interviewing key or selected personnel from various levels of the management, EHS personnel, team leaders and team members to verify documents recorded and work procedures practiced.
- e. Inspecting the worksite conditions physically to assess the adequacy and extent of implementation of the EHS management system as well as to countercheck the findings from the interviews, and
- f. Conducting a closing meeting with the management to summarize the observations and to priorities the critical areas of concern.

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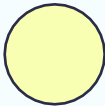
Executive Summary

XYZ Pte Ltd has been experiencing a high rate of workplace injuries over the past year. The health check identified significant gaps in the company's safety framework, leadership, and team engagement, which are contributing to the excessive injury rates. This executive summary outlines the key findings and provides recommendations to address these issues.

	Findings	Recommendations
 Framework	<ul style="list-style-type: none"> • The EHS management system is inadequately implemented and does not cover the full scope of the company's operations. • Risk assessments and method statements are either outdated or insufficiently detailed. • There is no effective Permit-to-Work system in place, leading to uncontrolled high-risk activities. 	<ul style="list-style-type: none"> • Implement a comprehensive EHS management system that addresses all aspects of the company's operations. • Conduct thorough risk assessments and develop detailed method statements for all activities. • Establish a robust Permit-to-Work system to control high-risk activities.
 Competence	<ul style="list-style-type: none"> • There is a lack of structured induction and onboarding programs for new hires. • Training programs are inconsistent and do not cover all necessary safety protocols. 	<ul style="list-style-type: none"> • Develop and implement structured induction and onboarding programs. • Regularly review and update training programs to ensure they cover all necessary safety protocols and procedures.
 Leadership	<ul style="list-style-type: none"> • The leadership team is not aligned with the company's safety mission and vision. • Leaders do not engage regularly with the workforce, and there is a tendency to shift blame for incidents rather than addressing root causes. • There is no clear succession plan for key safety roles. 	<ul style="list-style-type: none"> • Align the leadership team with the company's safety mission and vision through targeted training and workshops. • Foster a culture of engagement where leaders regularly interact with the workforce and address safety concerns proactively. • Develop a clear succession plan for key safety roles to ensure continuity.
 Teams	<ul style="list-style-type: none"> • Workers lack adequate platforms to provide feedback or raise safety concerns. • There is no formal mentoring or coaching program. • Workers are not sufficiently involved in the risk management process, leading to a lack of ownership and accountability. 	<ul style="list-style-type: none"> • Create platforms for workers to provide feedback and raise safety concerns. • Implement mentoring and coaching programs to develop safety competencies. • Actively involve workers in the risk management process to enhance ownership and accountability.

CAT Snapshot

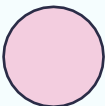
Below is a visual representation of the performances of the Codebreaker elements based on the data and findings from the health check.



Framework → Good Governance



Competence → OHS Capability



Leadership → Active Leadership at all levels



Work Groups → Tactical Teams

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CAT Findings



Codebreaker Element 1:

Framework

i. Good Practices:

- **Initial EHS System Establishment:**

The company has made initial efforts to establish an EHS management system, indicating a foundational awareness of the need for structured safety management.

- **Basic Documentation:**

There are some basic safety documents and procedures in place, such as a safety policy and emergency procedures, which provide a starting point for further development.

- **Incident Reporting:**

An incident reporting system exists, allowing employees to report accidents and near misses, highlighting an attempt to track and address safety issues.

ii. Opportunities for improvement:

- **EHS Management System Implementation:**

The current EHS management system is inadequately implemented and fails to cover the full scope of the company's operations. A comprehensive system that includes all safety protocols, emergency procedures, and compliance requirements must be developed and strictly enforced.

- **Risk Assessments and Method Statements:**

Existing risk assessments and method statements are outdated and lack detail. Regular reviews and updates are necessary to ensure they accurately reflect the current risks and safety measures required for all activities.

- **Incident Investigation and Reporting:**

All incidents, including near misses, should be thoroughly investigated, and lessons learned should be shared with all relevant parties to prevent recurrence.

Codebreaker Element 2:

Competence

i. Good Practices:

- **Basic Safety Training:**

Basic safety training is provided to all employees upon hiring, ensuring they are aware of fundamental safety protocols and workplace hazards.

- **Job-Specific Instructions:**

Some job-specific safety instructions are available, helping employees understand the risks associated with their specific tasks.

- **Periodic Safety Meetings:**

The company holds periodic safety meetings to discuss safety concerns and review incidents, demonstrating an effort to maintain ongoing safety communication.

ii. Opportunities for improvement:

- **Structured Induction Program:**

Develop and implement a comprehensive induction program that covers all basic EHS requirements and company-specific safety protocols for new hires.

- **Onboarding Program:**

Create an onboarding program for new employees that includes job-specific safety training and mentoring.

- **Training Needs Assessment:**

Conduct regular assessments to identify training needs for all job roles and ensure training programs are up-to-date and relevant.

Codebreaker Element 3:

Leadership

<p>i. Good Practices:</p> <ul style="list-style-type: none">• Leadership Commitment: The leadership team has shown a commitment to improving the safety culture, evident in their willingness to invest in safety initiatives.• Safety Mission and Vision: The company has established a safety mission and vision, providing a clear direction for its safety efforts.• Open Communication: Leaders maintain open lines of communication with employees, encouraging them to voice safety concerns and suggestions.	<p>ii. Opportunities for improvement:</p> <ul style="list-style-type: none">• Leadership Alignment: Conduct targeted training and workshops to align the leadership team with the company's safety mission and vision.• Regular Engagement: Foster a culture where leaders regularly engage with the workforce, listen to their concerns, and take proactive measures to address safety issues.• Succession Planning: Develop and implement a clear succession plan to ensure continuity in key safety roles and maintain organizational stability.
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Codebreaker Element 4:

Teams

<p>i. Good Practices:</p> <ul style="list-style-type: none">• Safety Awareness: Workers are generally aware of basic safety protocols, indicating that safety training has had some positive impact.• Team Collaboration: There is a culture of teamwork where employees look out for each other's safety, promoting a supportive work environment.• Feedback Mechanisms: The company has established some mechanisms for workers to provide feedback on safety issues, demonstrating a willingness to listen to employee concerns.• Incident Learning: Lessons learned from past incidents are occasionally shared with employees, helping to prevent similar occurrences in the future.	<p>ii. Opportunities for improvement:</p> <ul style="list-style-type: none">• Mentoring and Coaching Programs: Implement mentoring and coaching programs to develop safety competencies and promote a culture of continuous learning.• Worker Involvement: Actively involve workers in the risk management process to enhance their ownership and accountability for safety.• Perception Surveys: Conduct regular perception surveys to gauge the workforce's views on safety and address any issues raised.• Collaboration: Promote genuine collaboration between leaders and workers to build trust and improve safety outcomes.
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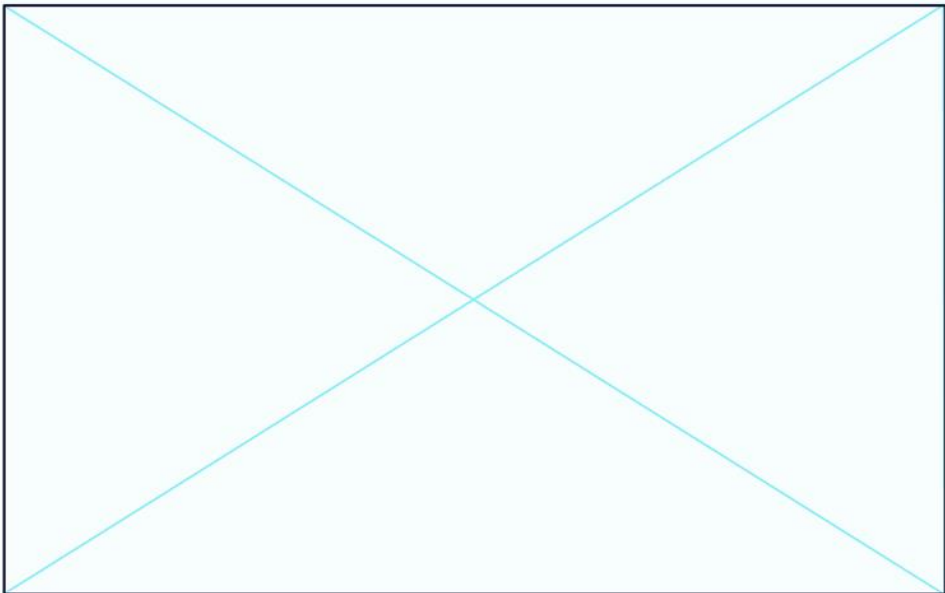
Conclusion

XYZ Pte Ltd has significant opportunities to improve its safety culture by addressing gaps in its framework, competence, leadership, and team engagement. By implementing the recommended actions, the company can reduce workplace injuries and foster a safer and more productive working environment.

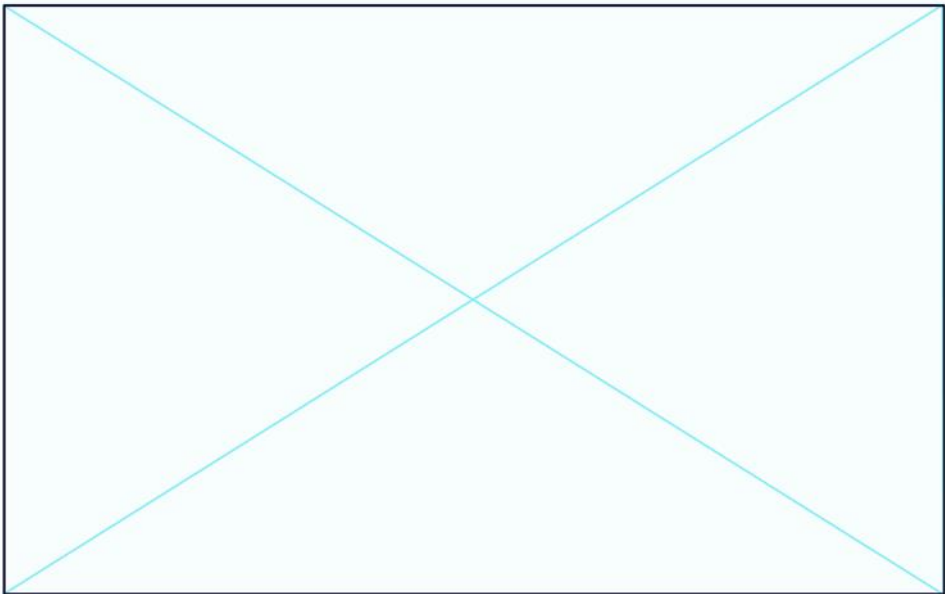
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Appendix

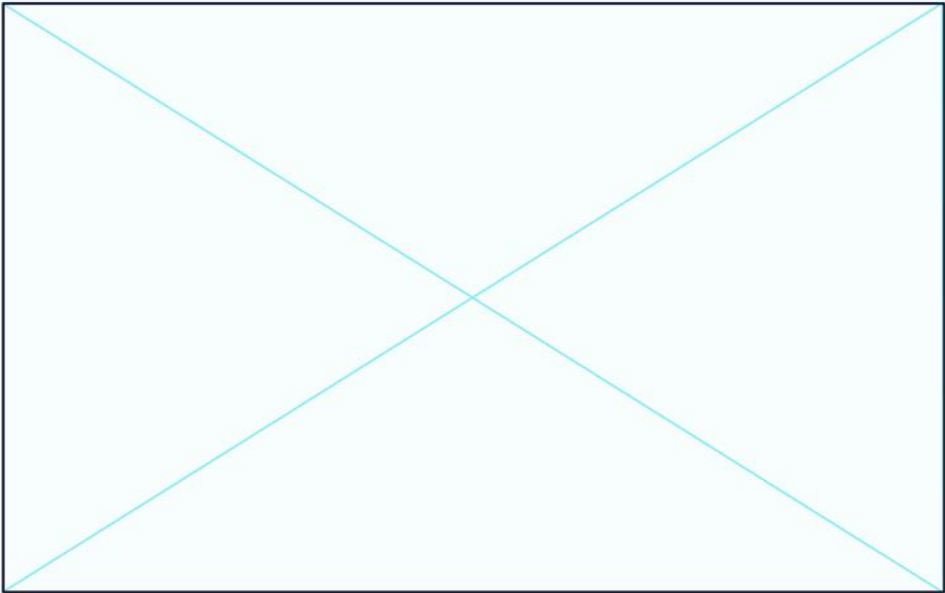
Opening Meeting
— 29 Jan 2024



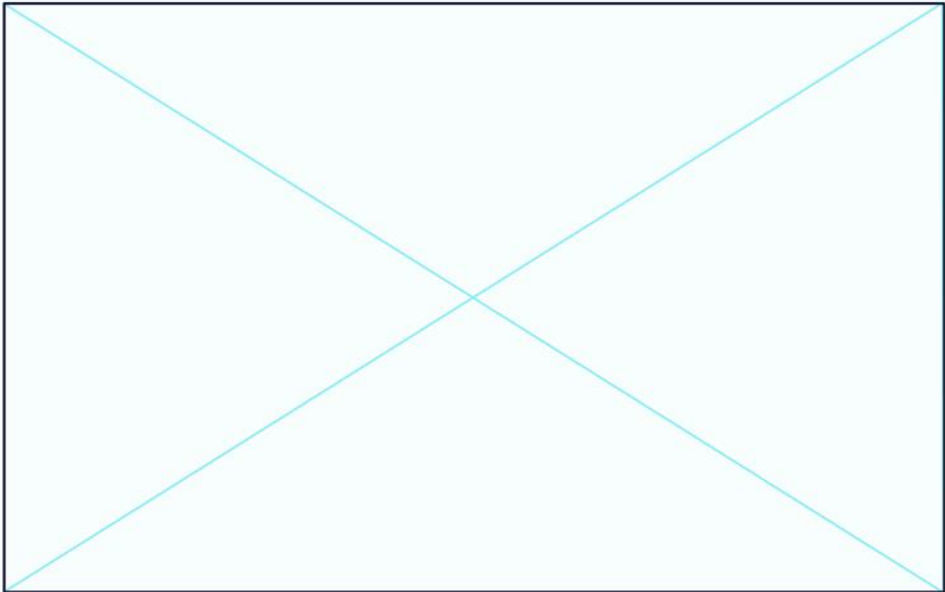
Interview of Personnel



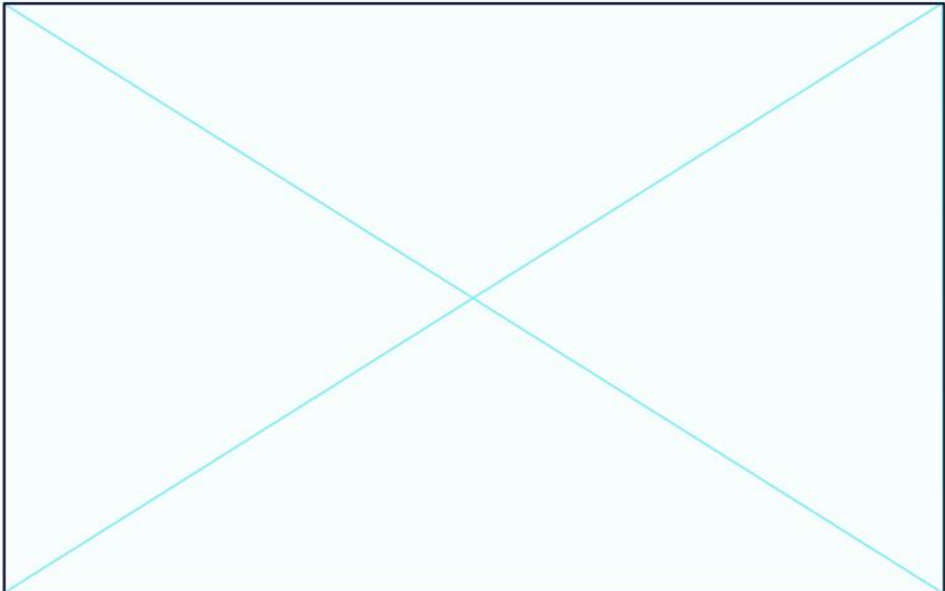
Site Visit



Site Visit



Closing Meeting
– 31 Jan 2024



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