



SAFETY AND HEALTH CULTURE SPECTRUM - ALL OPERATIONS SHOULD ASPIRE TO BE RESILIENT

CULTURE "TYPE"	VULNERABLE	RULE FOLLOWERS	ROBUST	ENLIGHTENED	RESILIENT
Characteristics	In denial Messengers 'shot' Whistleblowers dismissed or discredited Protection of the powerful Information hoarded Responsibility shirked Failure punished or covered up New ideas crushed	Deal 'by the book' Conform to rules Target = 'zero' Reactive Repair not reform Information neglected Responsibility compartmentalised New ideas = 'problems'	Develop risk management capacity Enhance systems Improve suite of performance measures Develop action plans Monitor/review progress Clarify/refine objectives	Active leadership Safety management plan widely known Competent people with experience Accountabilities understood Advanced performance measures Regular reviews Range of emergency responses catered for	Strive for resilience of systems Reform rather than repair Responsibility shared Actively seek new ideas Messengers rewarded Proactive as well as reactive Failures prompt far-reaching inquiries Flexibility of operation Consistent mindset = 'wariness'
Descriptions	In disarray Pathological	Organised Reactive	Credible Calculative	Trusting Proactive	Disciplined Generative
Strategy	Sanction	Direct	Encourage	Partner	Champion