



Join us on the Journey towards a  
**Transformative  
Safety Culture**

By: Henry Samson



Key steps to attaining a team that's self-driven, positive,  
and engaged with safety and wellbeing

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**From dysfunctional to functional, let's make it happen!**

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## WHY TRUST ME TO PROVIDE A SOLUTION?



Prior to establishing my consultancy in 2015, I worked for various government agencies –as a senior field supervisor managing pest animal control contractors. These organisations provided me with transferable skills in contract management, risk management and auditing, enabling me to start my business.

Fortunately, many of the contractors I had been working with, started utilising my HSE services, which made transition from employee to business owner relatively smooth. After a while this work slowed so I had to diversify. To get the wheels spinning I would cold-call all the local industrial parks. This generated a significant amount of work, clients ranged from plasterers to boat builders and everything in between, providing me with a broad range of experience.

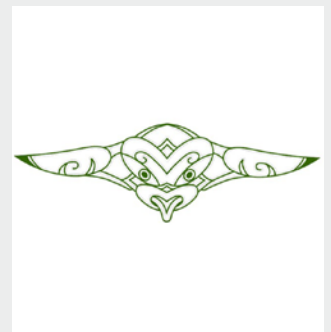
In recent years I've completed short-term contracts with Whakatane Mill, kiwifruit packhouses, stevedoring businesses and local councils, I also have many clients I continually work alongside to improve health & safety engagement and culture.

I'm currently providing ongoing support for Kaimai Mamaku Restoration projects, MPI's National Wallaby Management Programme and Bay of Plenty and Waikato Regional Councils Biosecurity teams. I really enjoy these support roles as it relates back to my love for the environment and requires the ability to work with people from diverse backgrounds and ethnicities.



Henry has developed a positive working relationship with our organisation, and his responsiveness to our needs and requirements has been appreciated. He comes across as professional and non-judgemental and as such, I believe we have a relationship based on trust and commitment as we progress our proficiency and effectiveness as a health and safety compliant employer.

**Charles Te Kowhai** | Operations Manager,  
Kaimai Kaponga Restoration Project



## WHAT QUALIFIES HENRY TO HELP YOUR BUSINESS?

Maintaining my career pathway development (CPD) is an essential part of this role. To deliver quality services to your business I need to stay ahead of the curve, in this industry there's always something new to learn. To ensure my skills remain current I regularly attend New Zealand Institute for Safety Management (NZISM) branch meetings and undertake training to upskill my professional development. Over the years I have attained industry recognised qualifications, these include (NZISM) accredited "Professional" and HASANZ registered consultant.

To date, I've completed the NEBOSH General Certificate, ICAM Health & Safety Systems, Health & Safety Rep training, several OSH papers with Massey University and recently attained a Graduate Diploma in Professional Practice – OSH with Otago Polytechnic.

What motivates me to get out of bed in the morning is the knowledge that the services I deliver reduces business owners' risk profile and provides options to continuously improve workplace safety and wellbeing, whilst simultaneously enhancing the lives of their employees. Since founding the consultancy in 2015 I've been fortunate to have helped many businesses optimise their safety and wellbeing strategies and continue to do so.



Henry has been working collaboratively with our team at Wairere mahi Ltd., and Ngāti Hinerangi Iwi since August 2021. He's always available for collaborative hui, email and phone calls, through his flexibility, knowledge and understanding, it has been easy to build rapport and trust".

"Henry has helped review our H&S systems and worked together to identify gaps for improvement and is currently helping develop our Site-specific H&S plan for our pest control team. He's been culturally sensitive to our needs, encouraging the use of Tikanga and Te reo Maori within these systems which is an important part of our business and how our teams operate".

"He has helped facilitate the transition from paper-based reporting to electronic, customising the SaferMe® reporting platform to our requirements. It has been well received well by our teams in the field and I have found the admin within this app to be user friendly and a great addition to our H&S management systems. We look forward to our continued working relationship with Samson Safety Solutions".  
ly engage with safety and instantly alert their management staff to incidents."

**WAIRERE mahi**  
Labour and maintenance solutions

**Ngāti Hinerangi**  
Te Puāwaitanga o Ngāti Hinerangi Iwi

**DJ Blank** | HR & H/S manager

# SIGNS YOUR BUSINESSES SAFETY CULTURE NEEDS ATTENTION

**Have you heard any of these statements in the workplace, do they sound familiar?**

*"Safety is just a tick box affair and doesn't actually keep us safe"*

*"It can take hours completing inductions and filling in forms before we do a stroke of real work"*

*"We already have too many layers of bureaucracy, now there's even more safety obligations, we will have to increase our charge-out rates to stay in business"*

*"I glaze over as soon as I hear the words health and safety"*

*"Pre-qualification is a wrought, who are they to tell me how to run my business"*

*"All these layers of safety bureaucracy have slowed down our rate of production, we will have to on-charge our clients who won't want to pay more"*

*"What can I do to get my team to participate in our health and safety meetings, why is getting engagement so difficult?"*

*"Why do I have to wear a hard-hat, safety glasses, gloves and boots, long sleeve shirt and pants in the middle of summer?"*

## COMMON PROBLEMS

**If you're business is experiencing any of these common issues, you are not alone.**

**In my experience these symptoms can and do occur, the good news is with the right help they're solvable.**

My clients have experienced some of these issues, some may be applicable to your business. Please keep in mind that a specific analysis of your business context is necessary for a more accurate assessment:

### **Lack of Leadership Commitment:**

My clients have experienced some of these issues, some may be applicable to your business. Please keep in mind that a specific analysis of your business context is necessary for a more accurate assessment:

### **Insufficient Training and Awareness:**

Employees may not fully understand the importance of safety and well-being or lack the necessary training to incorporate these principles into their daily tasks.

### **Inadequate Resources:**

There's likely to be an increased risk of workplace accidents, injuries and health issues for your employees.

### **Poor Communication Channels:**

Breakdowns in communication may lead to employees not being aware of critical safety protocols.

### **Resistance to Change:**

People sometimes resist change, particularly when safety measures disturb established patterns or procedures. In my experience the classic “she’ll be right” attitude remains ingrained in some industries, with workers sometimes cutting corners and sacrificing safety.

### **Lack of Accountability:**

Depending on your industry sector, if there’s no consequences for neglecting safety measures, employees may not feel motivated to integrate them into their work. For example, when working at height, not wearing a harness because it restricts movement.

### **Ineffective Policies and Procedures:**

If safety policies are unclear, outdated, or impractical, they may not be followed and may lead to incidents.

### **Workload and Stress**

Due to production pressures imposed by management, employees may fear their livelihood being threatened and feel compelled to cut corners and increase risk to meet production demands.

### **Organisational Culture:**

A culture that prioritizes short-term gains over long-term well-being can have serious consequences further down the track. Cultural change may be necessary for sustained integration.

### **Inadequate Incentives:**

Slapping your workers with non-conformance notices and blaming them for incidents that have occurred is a sure-fired way to demotivate any engagement from your team.

If there’s no leadership, rewards or recognition for prioritizing safety, employees will not see the value in making the effort.

### **External Factors:**

Without professional advice, non-compliances may result from a lack of awareness or understanding of current safety obligations and legal requirements.

To address these issues, consider engaging an OSH professional, or if you have the internal expertise, conduct a thorough assessment, seeking feedback from employees, and involving them in the development and implementation of safety initiatives.

## REGULATORY TRIGGERS

In the past, you may have been subjected to regulatory measures for example, “Improvement Notices, Prohibition Notices and Enforceable undertakings” etc., if you decide to work with us, WorkSafe NZ may still come knocking, but will want to use your business as an example of how to manage safety and well-being to other businesses.

If you’ve had any of these penalties imposed, then you will know just how important it is for your business to be proactive in managing health and safety risks, conducting regular risk assessments, implementing appropriate controls, and staying informed about changes in legislation. This can help prevent non-compliance issues and reduce the likelihood of these measures being imposed by the regulator.

Fortunately, in my experience most businesses generally want to do the right thing. Some are starting from ground zero and require our services to help develop systems and procedures for them, some require ongoing support, while others need one off professional advice and guidance on a specific issue. Services include but not limited to:

- i. pre-qualification or other business accreditation (e.g., ISO 45001 Health and Safety)
- ii. site inspections
- iii. risk assessments
- iv. standard operating procedures
- v. facilitate safety meetings and training
- vi. document audits
- vii. conduct independent accident investigations
- viii. most importantly – varying levels of ongoing support.

Successful businesses realise the benefit of integrating wellbeing and risk management processes into their organisation. If your business is experiencing any of these or other related issues, we’re here to help.



Well, Samson Safety were simply great – totally professional. Due to the ongoing HSE support, systems and procedures they provided; Ewen Cameron Drilling has been able to secure two big contracts. I think we have a great friendship with Henry – just a great guy that knows his industry – easy to work with, just listen to him, understand, change and win!!!

**Vic Hurlock** | Managing Director



## WHAT DOES A TRANSFORMATIVE SAFETY CULTURE LOOK LIKE?

With ongoing support from our consultant, we've been able to introduce a comprehensive wellness and safety management program. It's encouraging to see our employee's confidence build as they gradually take more ownership of safety, boosting teams' morale. The consistent effort is beginning to reflect in our metrics with a reduction in sick leave, staff turnover and incidents whilst seeing increased employee participation and production rates.

Now, thanks to the introduction of "Safety Differently" and implementation of concepts like learning teams, de-cluttering bureaucracy and focussing on what's working well as opposed to what's not. Our staff are beginning to take the initiative and recommend ways of tackling work tasks more efficiently while maintaining safety and health.

Employees now feel more respected, valued, driven and secure in their workplace, resulting in greater productivity and job satisfaction. As the CEO, you can now rest easy at night confident you've done everything possible to ensure the safety and well-being of your staff.

As a result, your company's reputation has improved it's standing in the community, you have been independently approved by the applicable pre-qualification organisation and are working towards attaining other business accreditations. Demonstrating to your team and clients, your ongoing commitment to safety, quality and the environment.

To get to these lofty heights requires strong leadership and a team that's keen to take back safety ownership and drive it from their perspective.



*We are a small team delivering a high value programme. Our inhouse H&S team is too small to be able to support our programme and it has a relatively high risk profile. Also there was a desire to have independent advice from someone with the right experience both in pest management, contract management and also, a high level of H&S expertise. Thankfully, Henry Samson Principal Consultant at Samson Safety Solutions has been able to deliver the services we require.*

*Henry provides a timely response to our enquiries and is able to undertake investigation of H&S events at a short notice. His flexibility to organise audits around our contractors availability, at times outside normal working hours has meant our organisation has the assurance H&S risks are being adequately managed by our contractors. This independent service provides verification that the wallaby programme complies with the requirements of our external funders and partners.*

*We are very happy with Henry's services, hence we renew his contract year on year".*

**Davor Bejakovich** | Wallaby Programme Leader



# YOUR JOURNEY TO A TRANSFORMATIVE SAFETY CULTURE



## PREPARATORY STEPS:

With ongoing support from our consultant, we've been able to introduce a comprehensive wellness and identifying the specific changes your organization requires, will provide a deeper understanding of your situation and highlight next steps. Here are the steps required to progress your business through this transformation process:

## Leadership Commitment

**Leadership Commitment:** (is an approach that shows dedication to an organisation and its employees).

To enable us to assist you on this journey towards a transformative safety culture will require a visible and unwavering leadership commitment to safety and well-being. This includes actively participating in safety initiatives, leading by example, and communicating the importance of these values.

In my experience businesses that fail to demonstrate genuine leadership commitment to safety and wellbeing of their team, subsequently struggle to retain staff and are accepting of high incident rates as being part of the job.

SME's often fall short with their safety management obligations; they simply do not have adequate resources to continually drive safety initiatives. The responsibility is placed with staff who are already working at capacity; hence safety takes a back seat and is neglected. This is where outsourcing a safety and wellbeing professional is an option worth considering.

## Assessment & Diagnosis

**Assessment and Diagnosis:** (processes used to identify potential hazards, risks, and issues that may affect the health and safety of employees).

The first practical step is to determine where your business sits on this journey. Developing a trusting relationship is essential when undertaking a deep dive into what's working well and conversely what's not working well.

This will involve meetings with your leadership team and key employees. Talking with frontline staff is key to determining where potential safety and wellbeing issues need attention.



Invest in Resources

**Invest in Resources:** (allocating financial, human, and material resources to support initiatives, programs, and measures that enhance the overall well-being and safety of employees in the workplace).

Allocating sufficient funds to support your safety initiatives is vital, these costs are often overlooked and may cause businesses to cut corners and take unnecessary risks. When quoting for work it's important to integrate a safety component as part of total costs. Things like; training, developing skilled personnel, PPE, material resources, IT and tools, legal and regulatory compliance can put a dent in the bottom line.

**Empower Employees:** (involves giving your team the knowledge, tools, and authority to actively contribute to and take ownership of their own safety and that of their colleagues.).

Empowering employees, goes well beyond mere compliance with rules and regulations. The objective is to focus on developing a culture where employees feel a sense of responsibility for their well-being and that of their co-workers.

Create opportunities for the team to learn and contribute, e.g., introduce and facilitate learning teams, provide a no blame culture where their concerns can be freely expressed without fear of reprisal or blame. Focus on what's working well and develop ways to further improve workflows. Evaluate and assess if current systems and procedures are adding value to the safety of your team. If not, de-clutter and refine systems and procedures to be as practical as possible, discard tick and flick processes that don't contribute to making your team safer.

Gradually delegate wellbeing and safety responsibility to your leadership team and frontline staff, lean on these subject matter experts as they're often able to solve the unsolvable. As the business owner, achieving this level of employee engagement is a significant step towards a transformative safety culture.



Empower Employees

**Initiate a cultural transformation program:  
(e.g., “Safety Differently, Human Organisational  
Performance, Resilience Engineering and Psychological  
Safety” are recently espoused concepts that when adopted  
can lead to cultural transformation)**

Typically, occupational health and safety has been founded on the absence of danger, an environment where as little as possible or nothing goes wrong. This belief has led to organisations health and safety management to focus on analysing accidents and hazardous situations. It must be said, whilst introducing new safety concepts the origins of safety management should remain in place and not be discarded.

In recent years these leading proponents of Safety Differently, Sydney Dekker, Todd Conklin, Eric Hollnagel etc., have long been advocating and promoting these concepts across the world. The safety management industry and businesses are beginning to wake up to this new way of managing safety. Conklin describes the basic principles of Safety Differently below.

**The Four Principles of Safety Differently, (Conklin, 2021)**

- I. Safety is not defined by the absence of accidents, but by the presence of capacity.
- II. Workers are not the problem to control; they are the solution.
- III. We do not constrain workers to create safety, we ask workers what they need to do work safely, reliably and productively.
- IV. Safety does not prevent bad things from happening, safety ensures good things happen while workers do work in complex and adaptive environments.

If you believe these concepts are appealing to your business, we can help develop a strategy to begin integrating these concepts into your business.





## Review Strategies

**Review Strategies:** (These strategies involve evaluating current processes to identify strengths, weaknesses, areas for improvement, and potential adjustments needed to enhance the overall safety and well-being of employees.)

By implementing effective review strategies, organisations can proactively identify and address potential issues, adapt to changes in the workplace environment, and continuously improve safety and well-being outcomes for employees. This iterative process helps create a dynamic and responsive approach to maintaining a healthy and safe work environment.

As part of our support package, we will systematically review your strategies and adapt as needed, to ensure they are the best fit for your business.



## Celebrate Milestones

**Celebrate Milestones:** (This involves acknowledging and celebrating specific accomplishments, improvements, or milestones related to the health, safety, and overall well-being of employees.)

The purpose is to reinforce positive behaviours, motivate continued efforts, and foster a culture where the importance of safety and well-being is emphasized.

By celebrating milestones, organisations reinforce positive behaviours and create a sense of achievement and pride among employees. This recognition not only boosts morale but also contributes to building a positive safety culture where employees are motivated to actively engage in maintaining a safe and healthy work environment.



## EXPECTED IMPROVEMENTS FOR YOUR ORGANISATION

**What can you expect to achieve should you decide to work alongside Samson Safety Solutions.**

- Peace of mind knowing that you've done all you can, to ensure the safety and wellbeing of your team.
- The assurance that your policies and procedures are current and comply with Health and Safety Legislation, Regulations and Codes of Practice.
- Confident that our organisation has ongoing professional guidance on tap that we can trust, who monitors our performance and provides the right advice when we need it.
- An independent and impartial perspective on risk management and wellbeing challenges we face, with the ability to work alongside our teams to help strategize and develop practical solutions.
- Thanks to this partnership, our risk management systems are now streamlined and effective, with no fluff! With this advice, we have developed ways of fully involving our staff in the day-to-day management of our business with safety integrated into all that we do.
- Is able to assist us with our pre-qualification approvals and if required prepare us for ISO accreditation audits.
- As a result, we now have a team that's proactive and regularly participates with safety initiatives who not only look after their own wellbeing and safety but look out for their colleagues too.



## **A COMMON PROBLEM (engagement)**

In my experience a reoccurring problem is getting and maintaining engagement from frontline staff. This requires key personnel to take the lead, gradually consistent modelling will be adopted by others in the team. It's important to recognise those who are being proactive and contributing to workplace safety. This requires a timely response from management to fix the issue that's been reported and if not, provide an explanation why not.

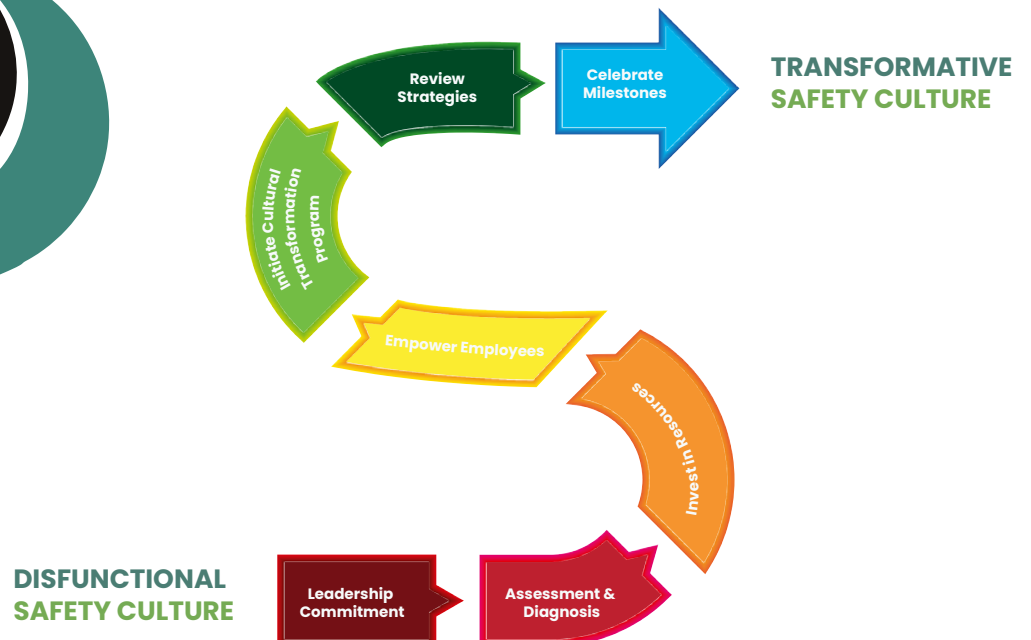
The reporting process must be simple and easy to use, if it involves filling in screeds of forms it simply won't happen. This is why we provide access to SaferMe® reporting app which is totally customisable to fit your needs. SaferMe® is an integral part of all our support packages.

If you wish, Samson Safety can monitor what your organisation is reporting as we have direct access to all our clients HSE reporting activity. This is particularly useful when real-time incidents are reported as professional advice and feedback can be provided instantly. This also enables management to assess the level of engagement from their team.

# SUMMARY – SAFETY BEGINS WITH “S” BUT IT STARTS WITH “YOU”

**NEGLECTING YOUR ORGANISATIONS SAFETY AND WELLBEING OBLIGATIONS, MAY HAVE SIGNIFICANT CONSEQUENCES:**

As previously mentioned, inadequate risk management practises can expose your company and, more importantly, your employees to unforeseen risks, which could cause harm or significant reputational damage.





Aspiring to attain a “transformative safety culture” is within your reach, bringing you the peace of mind that you’ve done all you can, to ensure the safety and wellbeing of your team.

Remember, change is a process, and it’s important to approach it strategically and collaboratively. Engage employees at all levels, communicate transparently, and monitor progress over time. Samson Safety can help tailor these suggestions to fit your specific needs and the dynamics of your business.

Most SMEs don’t have the resources to have a dedicated in-house health and safety manager, it might not be intentional but often production pressure trumps safety and wellbeing. Before you know it safety gets neglected, this is where outsourcing this expertise makes total sense, from both a compliance and economic perspective.

Samson Safety’s point of difference is to build long-term relationships to ensure wellbeing and safety remains front of mind for your business and not a bolt-on afterthought. We can provide varying levels of ongoing support designed to fit your business (Bronze, Silver, Gold or Platinum).

## **DOES DELEGATING 70% OF YOUR HSE WORKLOAD SOUND APPEALING?**

Implementing these strategies and processes outlined in this guide will require time, and in the context of health and safety, time can feel like a limited resource, particularly during busy periods and changes in workflow.

Having access to an independent health and safety professional will expedite the process and ensure compliance obligations are identified and addressed. Assisting you in the development of industry specific safety management plans and procedures for your team will free-up your time for other priorities.

A consultant can also provide the required support and accountability to ensure that safety measures are properly implemented. Your consultant can suggest and facilitate health and safety initiatives/solutions for your organization’s long-term success and continual improvement.

We will present an overview of how our safety and well-being consultancy operates, so that you can better comprehend how a collaboration might work for you.



## NEXT STEPS

If the notion of hiring a safety specialist appeals to you and fits with your organisation's strategy, let's talk.

I invite you to schedule a free 15-minute consultation with me. It's a great opportunity for us to connect, understand each other's needs, and see how we can make things work for your business.

## SAFETY & WELLBEING CONSULTANCY SERVICE OPTIONS

### Support packages offered (Bronze, Silver, Gold, Platinum levels)

1. Initial Discovery and Scoping Meeting
2. Independent Site Safety Assessment and Reporting
3. Wellbeing and Safety Management Plan (WSMP) / Emergency Response Plan (ERP) (as required).
4. Review draft documents with Management (WSMP / ERP) (as required).
5. SaferMe® HSE Reporting platform options
6. Facilitate WSMP & ERP roll-out
7. Levels of ongoing support explained
8. Periodic - Independent Site Safety Inspections/Safety Tours/Observations



### References:

Conklin, T.E., (2019). *The 5 Principles of Human Performance: A contemporary update of the building blocks of Human Performance for the new view of safety*, PreAccident Media Santa Fe, New Mexico