



# HASLIN

## Just Culture Procedure

### SEQ-PR-081

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Review Panel			
Name	Position		
Tim Kelly	Business Development Manager		
Kate Pollock	Queensland Safety Manager		
Jelmer Sanders	Senior Safety Coordinator		
Matthew Francesconi	General Manager Construction		
Steve Clarke	Operations Manager		
Chris Hammond	Construction Manager		





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## 1. Purpose

The purpose of this procedure is to provide a framework for determining a fair and appropriate response to individuals' behaviour which may have contributed to an incident. It is based on the understanding that:

- People make mistakes and typically do not intentionally act improperly.
- Transparency provides opportunities for learning and improvement.
- Trust is essential for open reporting.
- A balance between disciplinary measures and avoiding blame is needed.
- Reckless behaviour requires accountability.
- Contributing factors must be considered which include cultural, system related, organisational and human factors.

## 2. Application

This procedure addresses the recommended response to behaviours that have contributed to incidents in the workplace. It does not provide details for disciplinary action which is covered in HR procedures for performance management.

## 3. References

- WHS Act 2011 (NSW)
- WHS Regulation 2025 (NSW)
- WHS Act 2011 (QLD)
- WHS Regulations 2011 (QLD)

## 4. Definitions

Culture	The set of values, beliefs, attitudes, systems, and rules that outline and influence employee behaviour within an organization.
System	A set of policies, procedures and plans that systematically manages health and safety at work.
Culpable	A conscious disregard of a substantial and unjustifiable risk.
Human Factors	Understanding and managing the capabilities and limitations of people to optimise health, safety, well-being, overall system performance and reliability by the application of scientific knowledge and principles, as well as lessons learned from previous incidents and operational experience
Human Error	Occasions in which a planned sequence of mental or physical activity fails to achieve its intended outcome.
Just Culture	Just Culture is about clearly delineating the boundaries of acceptable and culpable behaviours to ensure that incidents that result from honest mistakes and failures in human reliability are not punished, but rather acknowledged as failures in the organisation's defences and the reckless actions and violations are not tolerated and are treated appropriately.
Reckless	Risk-taking, where the action constituted a significant and unjustifiable risk, and was taken with a conscious disregard of consequences.

## 5. Legal Requirements

A duty of care to ensure the health and safety of workers while they are at work in the business or undertaking and others who may be affected by the carrying out of work.



## 6. Procedure

### 6.1. Framework

Responsibility	Requirement	Action
Provide information about the Just Culture Framework	Communicate with employees	<ul style="list-style-type: none"> <li>Describe the Just Culture process during the onboarding process.</li> <li>Communicate by Toolbox Talk the Just Culture process and possible outcomes.</li> <li>Just Culture training module.</li> <li>Provide support and guidance to responsible Managers in the implementation of the procedure.</li> </ul>



Investigate incidents	Report and investigate all near misses and incidents in accordance with the requirements of the Incident Management Procedure	<ul style="list-style-type: none"> <li>Report all incidents, including near misses.</li> <li>Complete incident investigations.</li> <li>If there is evidence that an individual's behaviour has caused (or prevented an incident), apply the Just Culture Decision Chart.</li> </ul>
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Apply Just Culture Framework	Apply Just Culture Decision Chart for each person involved to determine contributing factors and level of individual responsibility.	<ul style="list-style-type: none"> <li>Apply the Just Culture Decision Chart for one action at a time. Where multiple actions lead to an incident, treat each action separately as each may have different underlying causes and lead to a different outcome.</li> <li>Exercise judgment to determine an appropriate course of action, considering the broader situation (including, for example, any mitigating circumstances, or previous safety breaches).</li> <li>The outcome of the Just Culture Decision Chart assessment is to be provided to HR to determine what, if any disciplinary action is required.</li> <li>When identified as a contributing factor, any cultural, system related, organisational or human factors are to be reviewed and improved as required.</li> </ul>
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## 6.2. Contributing Factors

FACTORS	EXPLANATION
1. Was the person trained and competent to do the job?	If NO, then it is important to know why the person was performing the task, including why the manager or supervisor allowed this to happen.
2. Was the job understood?	If NO, then it is important to know why the person was performing the task, including why the manager or supervisor allowed the person to do the task.
3. Was the act intended?	The act may be intended but the results may not be. In this instance, investigate why the person undertook the act; they may not have had adequate risk perception.
4. Were the results intended?	This refers to the actual outcome of the event (e.g., benefit or gain, injury to people or damage to assets or to the environment). If it was the intent of the person to cause harm, action must be taken unless the individual was in a situation where they reasonably assessed that greater harm may have resulted had their actions not been taken.
5. What would someone else have done in the same situation? <b>The "Substitution Test"</b>	Given the circumstances that existed at the time of the event, would a person from a similar peer group, who is equally competent and comparably qualified/trained, have committed the same/ similar breach of procedures? If YES - disciplinary action is unlikely to be required, however coaching and training for the team may be needed. If NO - then they may have been negligent.
6. Are procedures available, understood, trained and audited?	Personnel cannot be expected to follow procedures that do not exist or their content is poor, if they aren't disseminated, aren't the subject of toolbox/training/induction, and aren't checked/monitored/audited.
7. Did the event involve knowingly breaking rules or violating procedures?	If YES - there should have been a conscious decision by the individual not to follow procedures or work instructions. Was the procedure known and was it possible to follow the procedure in the circumstance? Was there a reason the procedure was not followed? Is the reason valid? Was there a mistaken belief that the violation was insignificant or justified because of previous instruction, or team behaviour?
8. Does the individual have a history of unsafe acts?	If YES - this indicates a need for further investigation as to why, and suitable corrective action even in the event of a blameless error.
9. Does the team have a history of unsafe acts?	If YES - this potentially indicates a deeper issue. Consider the effectiveness of supervision.
10. Is there evidence that a person[s] attempted to hide the event?	If YES - remedial action should be considered.
11. Are there any mitigating circumstances?	IF YES - any mitigating circumstances need to be considered in arriving at a recommendation.
12. Did the outcome exceed expectations?	If YES - there should be evidence that the outcome was real and the benefits were gained.



# Just Culture Procedure

## 7. Training

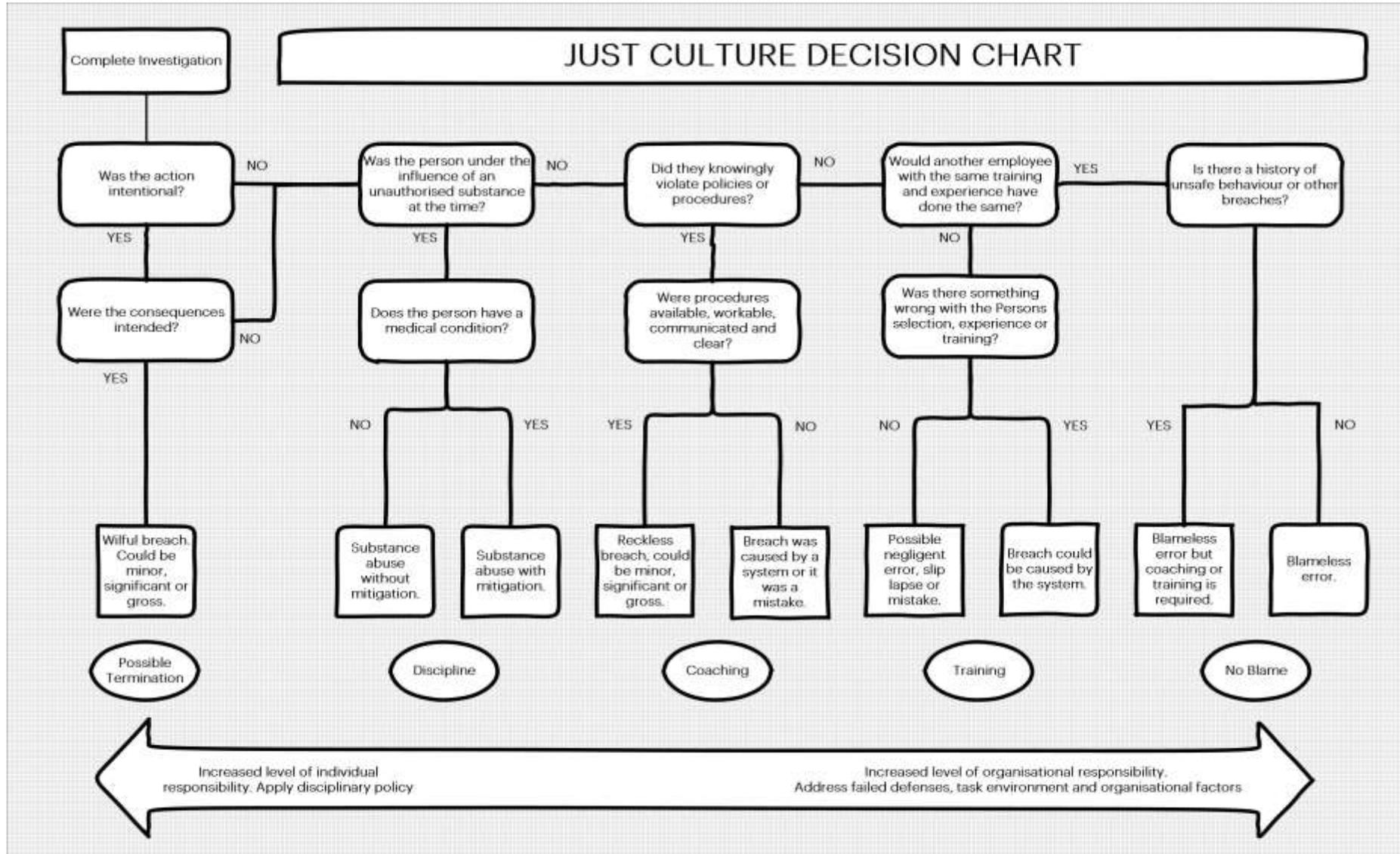
All Haslin Employees must complete the Internal Just Culture training module.

## 8. Relevant Templates, Forms and Checklists

- SEQ-PR-002 Incident Management Procedure
- SEQ-ML-002 Code of Conduct Manual
- SEQ-ML-013 Employment Handbook



Appendix A – Just Culture Decision Chart



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