

16th January 2002



Graham Marshall
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RE: Q-Dos Methodology for Safety Culture Measurement

Graham Marshall first presented the Q-Dos tool as a method for measuring safety culture at a workshop held by WMC in November, 2000. At that time WMC was investigating ways to improve safety performance across the company. We were impressed with the Q-Dos tool and it's ability to measure the logic behind people's responses rather than presenting a 'tick and flick' approach as we had done in the past. The participants at the workshop found it a refreshing approach to cultural measurement which forced them to think logically and justify their responses.

Based on this outcome Graham was asked to consider a change to the methodology to allow us the opportunity to trial the tool across the whole of WMC. Rather than deliver the survey on a one-on-one basis as Q-Dos was originally intended, Graham was asked to develop a workshop approach to survey small groups of 3-8 participants.

With the assistance of Marisa Strangio, Graham worked with WMC to develop a methodology that would allow us to trial the tool as well as trial the approach. Marisa facilitated the workshops at sites where the Q-Dos tool proved itself to be valuable in several areas:

- As a stimulation that actively engaged all participants in discussion around safety culture and WMC culture.
- It gave people an opportunity to discuss issues that they wouldn't otherwise have.
- It allowed people to assess their own position and views against others with similar experiences.
- In discussing reasons behind the placement of the statement cards people were forced to justify their responses.
- It highlighted the very different cultures that exist at each of the sites.
- It identified the influence of the site management team in driving the culture.
- Raised issues that were barriers to reducing current injury performance.
- Allowed the workforce to feel they had an opportunity to be heard.

The feedback gained from the participants in the work shop trial were extremely positive. Marisa was able to stimulate discussion and engage all members of the group in a professional and non-threatening manner.

There was some benefit to be gained from the group format; group interaction, stimulated discussion, airing of like views, cumulative responses and a greater sample covered, however, the one-on-one sessions, as intended to be used with this tool, would be equally beneficial.

There are several advantages to WMC in using both methods. Firstly the opportunity to sample like groups, such as department managers, supervisors or EHS professionals as well as the opportunity to get more involved analysis in the one-on-one sessions.

The level of professionalism shown by Graham and Marisa is to be commended. Whilst working closely with our team to reach a successful outcome they built positive relationships at both corporate and site level, were flexible in meeting WMC needs and time frames and provided reports and results that met our requirements in a timely manner.

I would be happy to share our experience with the Q-Dos methodology with others looking to improve performance in cultural measurement.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Chris Bradshaw', is written over a horizontal line.

Chris Bradshaw
EHS Programs Coordinator