

## 1. PURPOSE

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The purpose of this procedure is to establish the cultural framework that the organisation will implement. Culture is widely understood as the most reliable predictor of positive workplace outcomes in safety, productivity, work satisfaction, retention, product quality etc.

## 2. VALUES

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The organisation's values are:

1. Honour,
2. Inspiration,
3. Knowledge,
4. Resolute, and
5. Respect.

<b>Approved By:</b> Ian Sandell	<b>Approved Date:</b> [Approved Date]	<b>Review Period:</b> 12 Months
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**2.1. Interpretation**

VALUE	INTERNAL MEANING	EXTERNAL MEANING	PRACTICAL EXAMPLES
Honour	We make decisions that we will be proud of in the future.	This is how external parties respect us.	<ol style="list-style-type: none"> <li>1. We put people ahead of profit,</li> <li>2. Our leaders are involved in QHSE, such as regular management review meetings,</li> <li>3. Our decisions are guided by risk assessment, and</li> <li>4. We utilise external expertise for topics we are not experts in.</li> </ol>
Inspiration	We are enthusiastic.	This is how we lead. Our leaders demonstrate passion. Passionate leaders inspire our team.	<ol style="list-style-type: none"> <li>1. Management endeavour to understand personnel interests and incorporate them into the workplace,</li> <li>2. We endeavour to maintain a family-friendly environment, and</li> <li>3. We host social events such as 'BBQ Thursdays'.</li> </ol>
Knowledge	We encourage opportunities to learn and increase our abilities.	We are known for our advanced capabilities.	<ol style="list-style-type: none"> <li>1. We record everything within our IMS or project records,</li> <li>2. We use technology to manage data intelligently,</li> <li>3. We encourage continual improvement, which is administered through our action request process, and</li> <li>4. We share knowledge, for example, management reviews, regular project meetings etc.</li> </ol>
Resolute	We don't give up. We persevere to find a solution.	We get the job done and deliver the outcomes that our customers need.	<ol style="list-style-type: none"> <li>1. We are solution oriented when handling problems,</li> <li>2. We invite 'out-of-the-box' thinking and encourage anyone to speak up if they have an idea, and</li> <li>3. We escalate issues when they cannot be resolved.</li> </ol>
Respect	We are inclusive and treat all people with respect.	We are known as a modern organisation that people are proud to work for.	<ol style="list-style-type: none"> <li>1. We use gender-neutral terms when not referring to a particular person i.e. personnel, technicians etc.</li> <li>2. We allow personnel flexible work arrangements to fit with their life choices such as working from home, alternative work schedules etc.</li> </ol>

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**2.2. Value Integration**

The following arrangements will be implemented to integrate these values into the organisation:

1. TAMS is to include values as a data point where we may (at the discretion of the person completing the task/action) specify which values are required to implement corrective actions.
2. At the start of the following meetings, we will encourage personnel to share an example of when one of our values have been demonstrated at work or outside of work:
  - a. Management reviews,
3. We will publish our values on our website.
4. Our Thursday training sessions will include brief focussed presentations about a selected value to increase organisation-wide awareness of these values. These presentations will be provided on an ad hoc basis at the CEO’s discretion.

**3. CULTURE CHARACTERISTICS**

Our leaders will implement the following culture characteristics in the way they lead:

SUB-CULTURE	DETAILS	METHOD
Learning culture	When we make mistakes or identify problems, we investigate to identify the causal factors then implement corrective actions to prevent the situation from occurring again.	TAMS includes a log of corrective actions as a result of audit findings, complaints, incidents etc. This register is used to manage continual improvement.
Flexible culture	We have standardised systems of work. However, we can also adjust these systems to suit the situation if it is needed.	We develop project management plans (PMPs) which are the authoritative source of processes for a given project. Although PMPs are guided by the IMS, project manager’s have the authority to establish alternative processes for a given project, which results in increased flexibility.
Informed culture	We maintain and share an adequate degree of data in order to keep personnel informed so that they can make informed decisions.	QHSE alerts will be distributed to continually raise awareness of QHSE-related topics. After we learn from non-conformances and incidents, corrective actions will be shared as QHSE alerts.
Just culture	When incidents, non-conformances and other problems occur, we do not blame the humans. Instead, we explore how our systems and processes can be improved to prevent reoccurrence. Except for circumstances of intentional violation.	Our incident investigation process has been developed around the HFACS model of causation analysis and James Reason’s ‘just’ culture to place emphasis for risk mitigation on the system, not the human.
Reporting culture	Personnel are comfortable reporting incidents, faults, problems and other issues. We use this reporting to engineer continual improvement.	After personnel report incidents, hazards, non-conformances and other problems: <ol style="list-style-type: none"> <li>1. We consult and listen,</li> <li>2. We follow-up and rectify issues that have been reported, and</li> </ol>

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		We notify reporting personnel once these issues have been rectified.
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#### 4. ASSOCIATED DOCUMENTS

##### PROCEDURES

→ [PACM-IMS-PR-204 Incident Management Procedure](#)

#### 5. EXTERNAL REFERENCES

Reason, J. (1997). Managing the Risks of Organizational Accidents (1st ed.). Routledge.  
<https://doi.org/10.4324/9781315543543>

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