



## Murray Goulburn Baseline Cultural Assessment, Victoria, Australia

### Project Summary

Through its commitment to and implementation of a number of initiatives aimed at driving sustainable safety performance, the Murray Goulburn Co-operative Co Limited (MGC) saw a significant reduction in its workers' compensation premiums. However, the Senior Management Team recognised that this was less a measure of improved safety levels and more a measure of the effectiveness of its claim management processes. To drive safety performance, the Senior Management Team agreed the need to focus on the company's culture and how it might be able to drive long term improvements in safety. To gain a clearer understanding of the current safety culture, MGC engaged WSP to complete a baseline cultural assessment at its Cobram and Leongatha sites.

### The Client's Challenge:

Despite its strong focus on sustainable safety initiatives such as targeted risk management programs and improved workers' compensation claims management, MGC did not see the improvements to its safety performance that it hoped for. The Senior Management Team soon recognised that attitudes to safety – or the company's safety culture – were paramount to making a difference. The question was: where to start? If MGC was to change the safety culture, they needed to first understand employees' perceptions and managements' attitude to safety.

### Our Work:

Our remit was to help MGC to understand what drives its current culture and how this culture can be influenced; to determine both the management and workforce culture's receptiveness to change; and, finally, to develop a strategy to drive sustainable change and improved safety performance. We began the project by undertaking a number of Senior Management interviews, safety climate surveys and focus groups at the pilot sites of Cobram and Leongatha.

### The Outcome:

On completion of the Baseline Cultural Assessment, MGC gained a better insight into the perceptions of their staff around safety at the Cobram and Leongatha sites. MGC now understand Senior Management's perspective on safety and their desire to shift the current culture at these sites. Employees' perceptions around safety and the implications on the current culture were also identified and better understood. These findings assisted in formulating a pilot safety culture transformation program that will reposition safety in the hearts and minds of all managers and employees at MGC.

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