



Invisible turbulence



Improving workplace performance

HASANZ: New possibilities

*Transforming companies through
workplace health and safety
culture*

Sept 9, 2016

Presented by: Heidi Börner

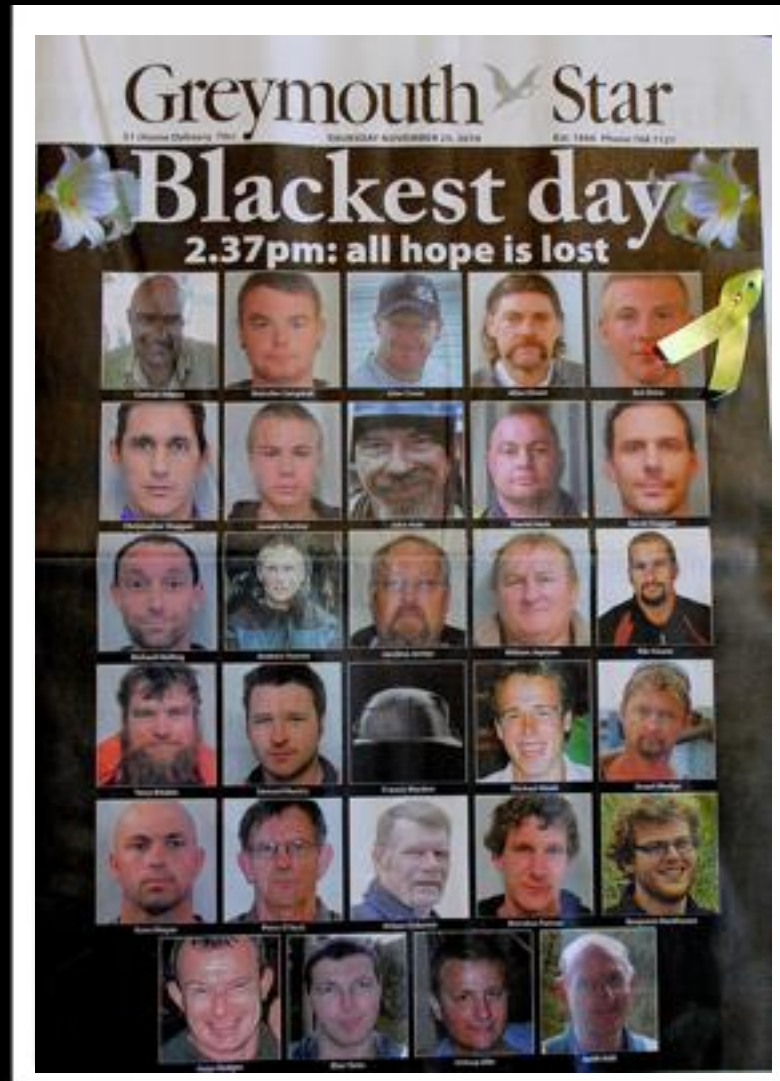
With thanks to: Peter Berry and EEA;
SCP participating companies

WHS has evolved

WHS professionals are being challenged to think differently.



New Zealand 2010



Whole system failure

System: **Interdependent** items that interact regularly to perform a task or common goal.

Yourdictionary.com, webopedia.com

- Front line
- Supervisory
- Management
- Culture
- Business
- Financial
- Government enforcement

Whole system failure

- What were the red flag alarms?
- Who was watching for them?
- Who was responding?
- Who had the authority to respond?
- Was lack of response a red flag too?
- Closing the loop.

Red Flags...



Incident! →

Response

Containment
Injury management
Legal
Reputation management

Incident! →

Response

Containment
Injury management
Legal
Reputation management

What
happened?

Incident! →

Response

Containment
Injury management
Legal
Reputation management

What
happened?

Investigation:

Why?

Why?

Why?

Why?

Why?

Incident! →

Response

Containment
Injury management
Legal
Reputation management

What
happened?

Investigation:

Why?
Why?
Why?
Why?
Why?

Mitigation:

Repairs
System improvements

Incident! →

Response

Containment
Injury management
Legal
Reputation management

What
happened?

Investigation:

Why?

Why?

Why?

Why?

Why?

Mitigation
Repairs
System improvements

Proactive system check

Find out -
what COULD
happen?

Investigation:

Why?

Why?

Why?

Why?

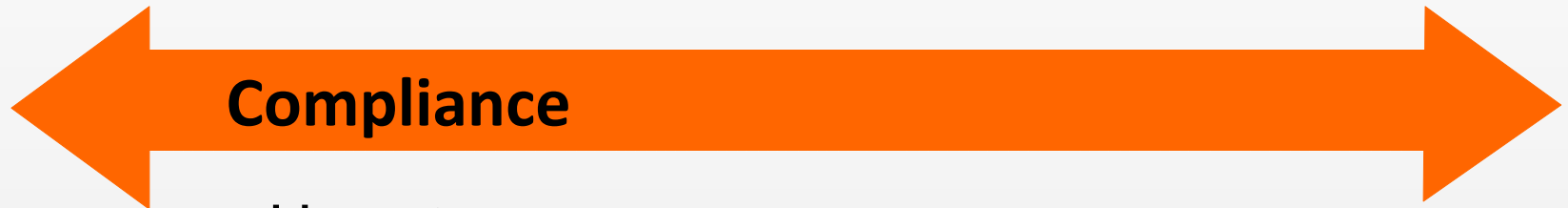
Why?

Mitigation
Repairs
System improvements

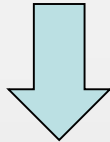
Pike River Royal Commission Conclusion

“We must change the culture of health
and safety in New Zealand.”

Safety Culture Continuum

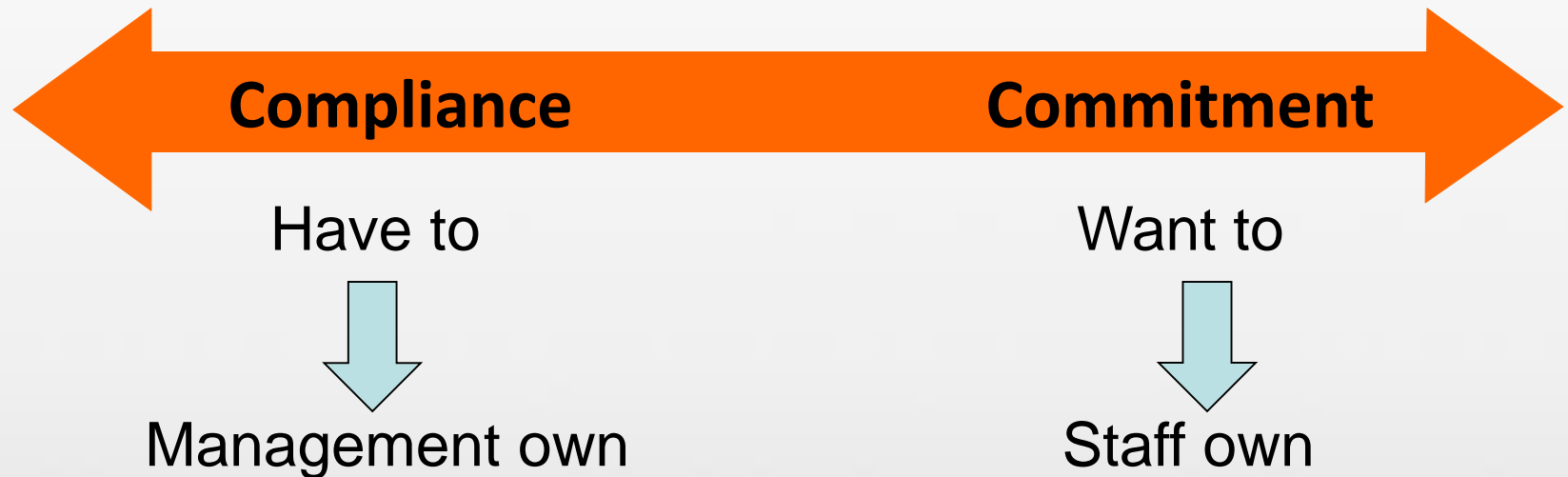


Have to

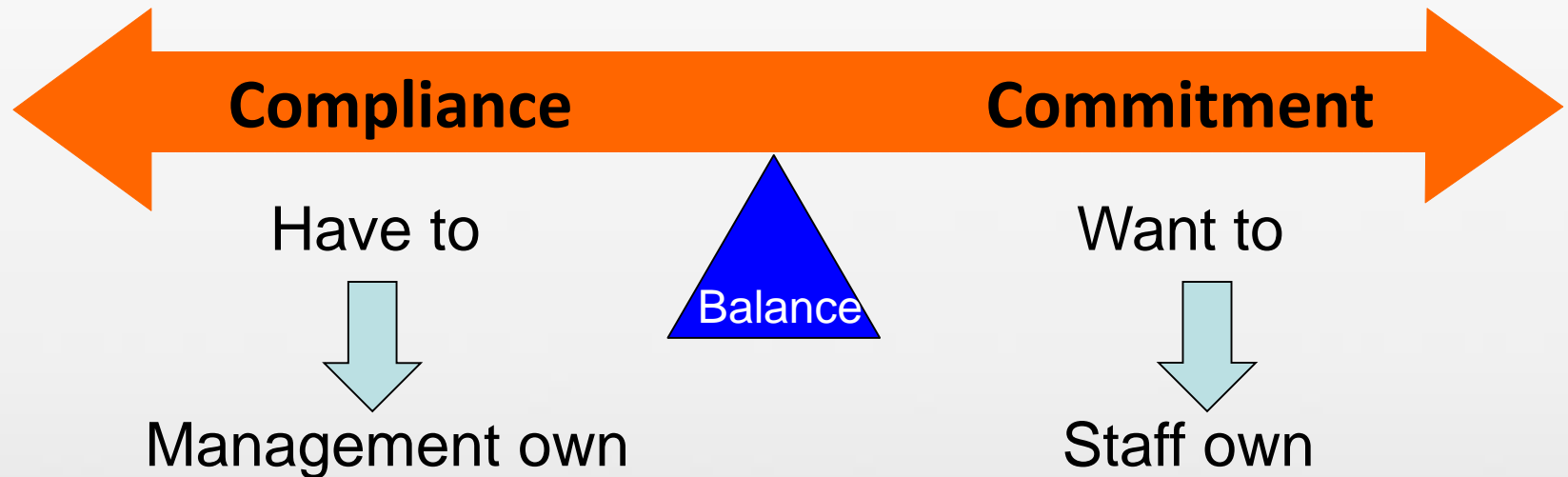


Management own

Safety Culture Continuum



Safety Culture Continuum



Health and Safety at Work Act 2015

- Risk focus rather than a hazard focus.
- Clearer and more enforced accountability for directors, senior managers, and principals for their employees and contractors.
- Due diligence requirement that everyone, including officers, must understand the business and the health and safety risks to contractors and staff.
- Safety in Design.

**How to identify the
“red flags” to prevent a major
event?**

Problem:

Info to manage safety culture

How?

- measure safety culture with confidence?
- capture large amounts of changing data?
- stay informed to report both positives and work-ons?
- continuously improve?
- What information do you base your decisions on?

Problem: Engagement

Engagement in H&S => Safety culture

How?

- bring your people along with you?
- bring company leaders along with you?
- know where to start?
- know it is working?

Critical information



Case Study: Electricity Industry Safety Climate Project

What did they want to achieve?

- High risk industry with 40 years of industry rule development.
- SCP companies - well-developed H&S Systems, high audit scores, and ok LTIs (?).
- Reduce fatalities and serious injuries – 1 is too many.
- How are systems working?
- What are system risks, red flags?
- Use info for industry improvement



Method

- Approach as a group for industry view
- Tripartite Agreement – CEO, EEA, OUL.
- Company confidentiality.
- OUL evaluates, CEO fixes, EEA industry view.
- Survey + workshops.
- Industry forum.
- Industry reports.

GREAT SAFETY PERFORMANCE[®]

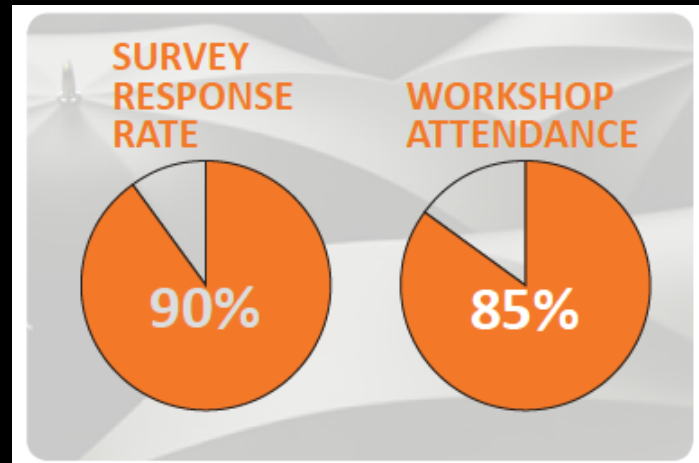
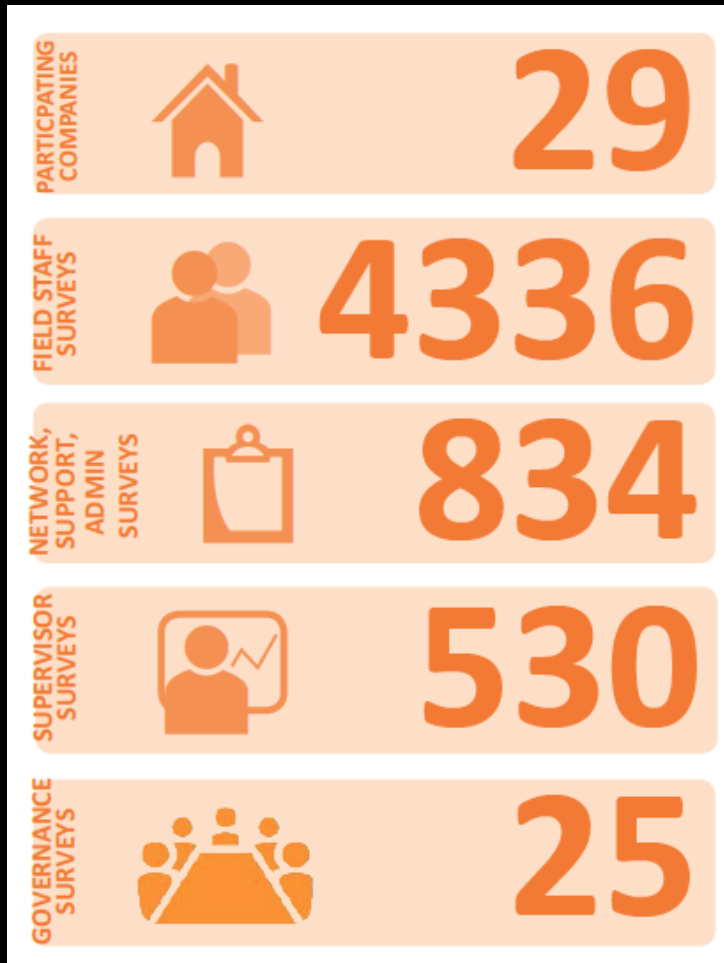


NewHeights™

- A system of collaborative participation
- A method of continuous improvement



EEA SCP August 2016



SCP at Year 6

- SCP companies started with high audit scores, ok LTIs (?), and well-developed H&S Systems
- ~ 900 OU facilitated workshops, 101 rounds
- Many many company-led action plan meetings
- Over 14,000 feedback items
- 3-25 action plans for each company round (over 4000 so far)
- Info used for industry initiatives

Success results from

- Using information from SCP to focus on improving existing company systems
- Fast-tracking improvements
- Collaboration
- Communication
- Follow through
- Tracking performance
- Recognising success
- Leaders that remove barriers, participate

SCP at Year 6

- Ten companies - 5 + rounds (5 years)

➡ 10% to 46% indicators in low risk zone

- Top 5

➡ 26% to 63% indicators in low risk zone

Via culture improvement.

SCP issues - start

- Highest scores in *Safe Work Actions* and *Know what to do*.
- Quick Wins – PPE, equipment
- Incident investigation process
- Drug and alcohol testing protocols
- Worksite tidy-up
- Compliance

SCP issues

- Drug and alcohol
- Contractor management
- Bullying
- Fatigue management
- “Just and Fair”
- Incident/injury management

SCP issues

- Role definition
- Training and development
- Leadership support
- Organisation development
- Change management
- Risk management – financial, health and safety, compliance

SCP issues – more mature

- Retirement and succession planning
- Performance reviews – personal and group
- Recruitment
- Remuneration
- Career pathway
- Career anchors

SCP approach

Foundation:

- Collaborative participation
- Communication
- Engagement
- Communication
- Respectful culture / climate
- Communication

Strategic WHS

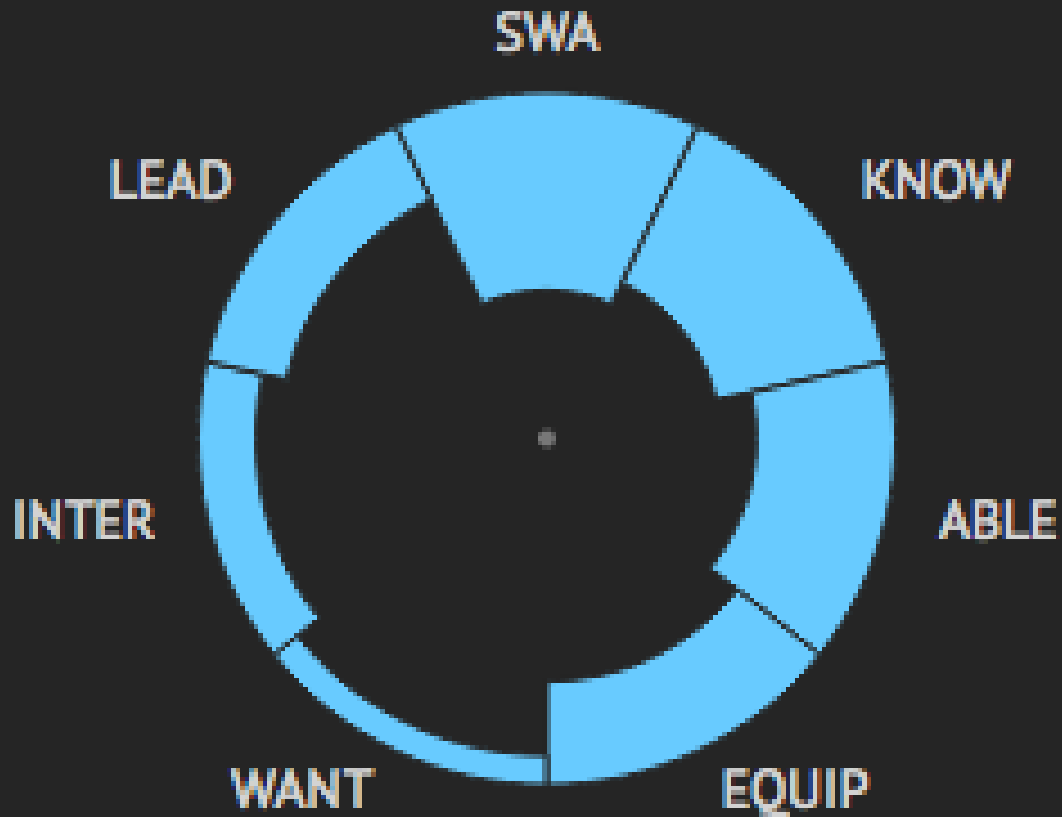
- WHS contribution to action plan follow-through
- Managing the senior leadership team
- Accountability
- Embedding H&S performance into:
 - Contractor management
 - Tendering for contracts
 - KPIs
 - Injury management
 - Performance indicators

Strategic Human Resources

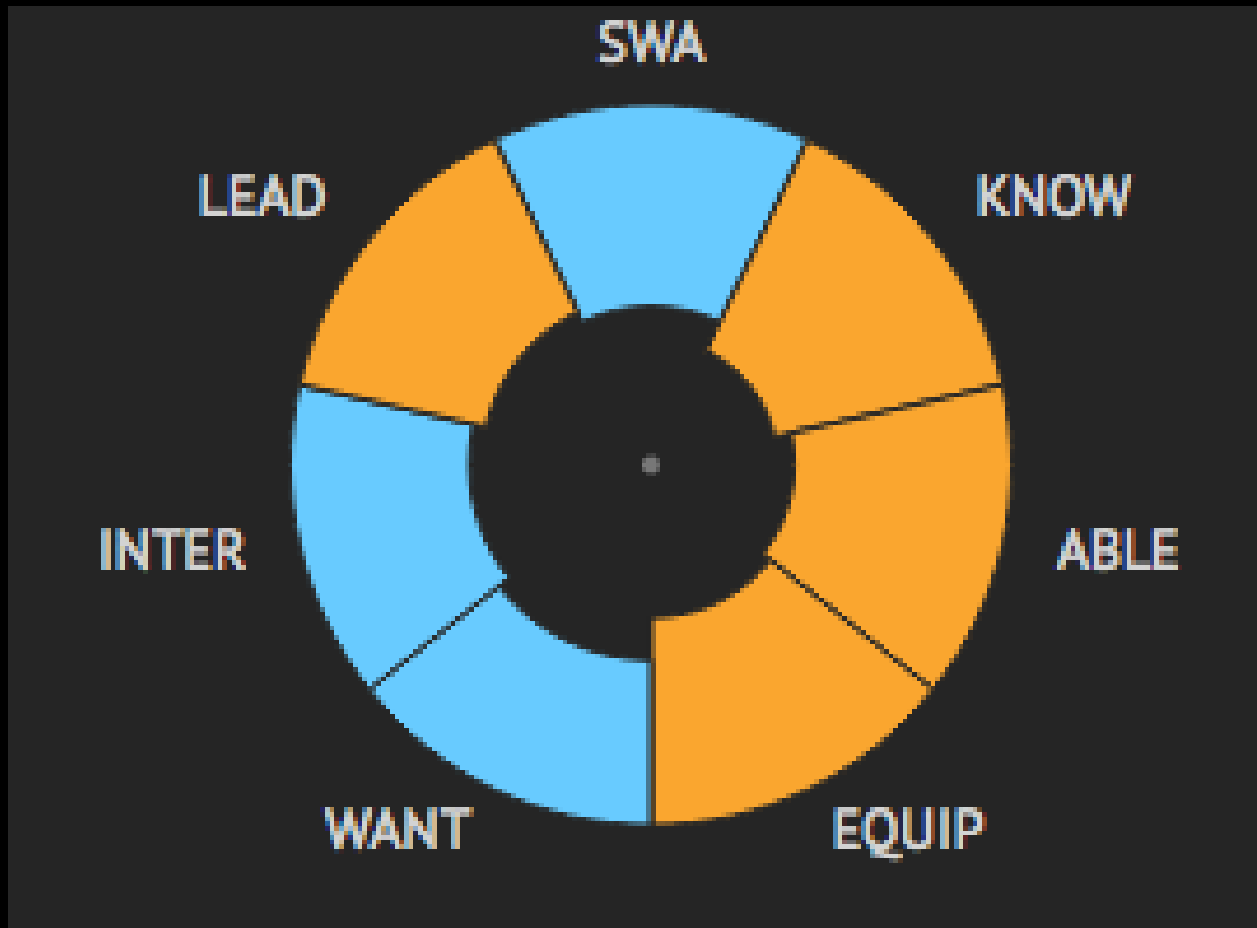
- People
- Performance
- Employment
- Recruitment
- Injury management
- Health and Safety
- Environment

Case Study: Unison Contracting

SADAR



SADAR



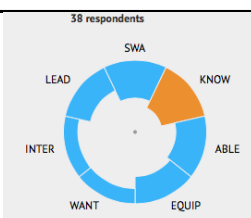
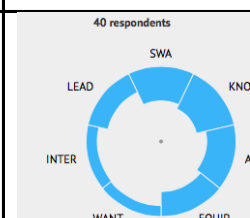
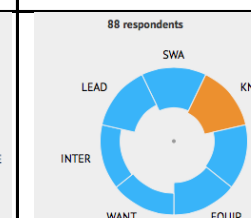
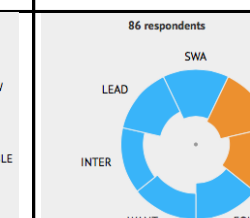
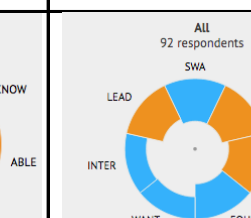
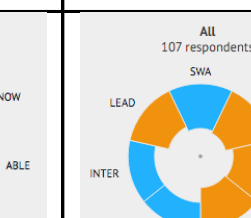
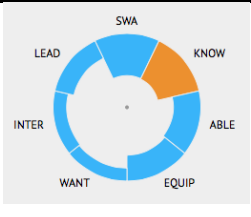
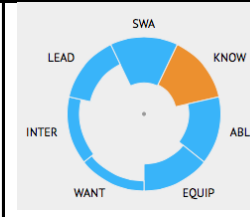
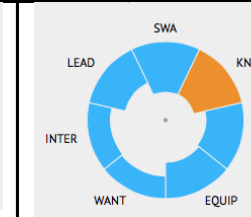
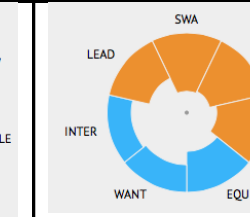
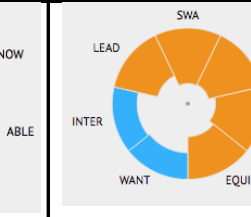
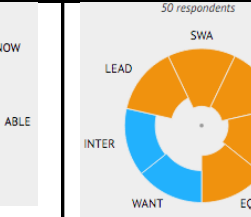
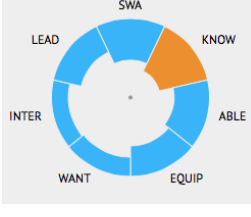
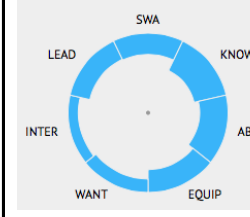
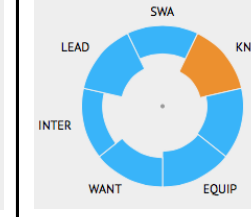
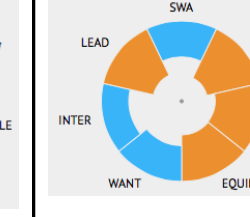
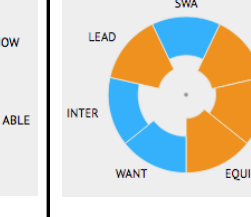
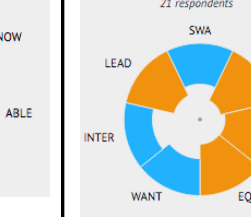
Unison Story

Why we needed to review Safety Culture

- **2009 External Audit:**
 - Identified 'unsafe' behaviours
 - Safety culture 'reactive'
- **Near miss reporting poor**
- **High medical treatment injuries and incident rates**

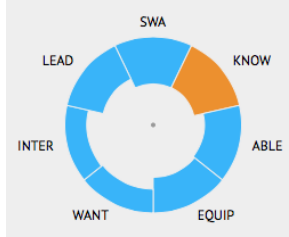
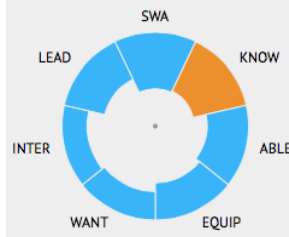
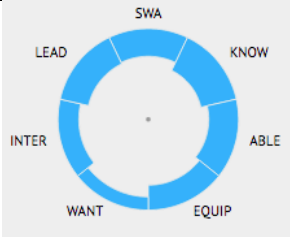
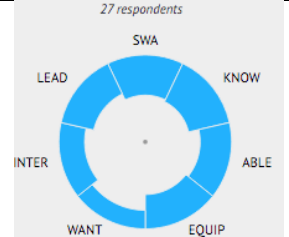
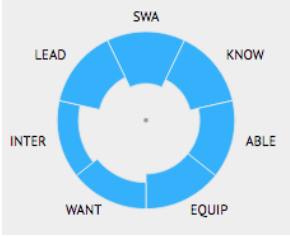
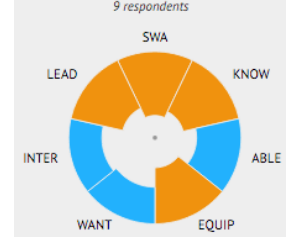


Unison SCP Sadars

Sadars: Unison Group	Round 1: Aug 2011	Round 2: May 2012	Round 3: May 2013	Round 4: April 2014	Round 5: June 2015	Round 6: June 2016
All	38 respondents 	40 respondents 	88 respondents 	86 respondents 	All 92 respondents 	All 107 respondents 
Field Staff						50 respondents 
Super- visors						21 respondents 

GSP® = Leading HS indicators

Unison SCP Sadars

Sadars for Unison Group	Round 1: Aug 2011	Round 2: May 2012	Round 3: May 2013	Round 4: April 2014	Round 5: June 2015	Round 6: June 2016
Network - all						
Network only						
Designers, PMs, Engineers						
						Designers

GSP® = Leading HS indicators

20

Key Topics

Performance
Review

Quick
Wins

Resourcing

Systems
&
Processes

Personal
Accountability

Staff
Issues

Compliance
Testing

Project
Orientation

Job
Reviews

Audit
Process

Comms

Poor
Cousin
Perception

Leadership

Network
Asset
Maintenance

Training

BOMS
&
Stores

HR

Network
Relevance

Time

Recognition

After our third round we had 1499 recommendations to enhance culture which were grouped into the 20 key topics.

20

Key Topics



After our third round we had 1499 recommendations to enhance culture which were grouped into the 20 key topics.

[illegible]

Near Misses Reported



**Medical treatment
injuries since 2012/2013**

↓48%

**Incidents since
2012/2013**

↓49%

**Vehicle/Equipment
Damage since 2012/2013**

↓51%

**Safety Non-Conformances
since 2012/2013**

↓47%



Benefits

Engagement scores up 13%

Staff turnover down 10%

Return on Investment:

For each \$1 spent : \$2.5 saved.

“Enhancing our leadership capability, especially at the coal face, is a critical strategic goal for UCS and so it’s an area that we will continue to invest in.”

GSP Maturity

- Feedback from survey/workshops now managed BAU, Ops and H+S Committee
- Now meet quarterly, less reps more field staff to management ratio
- Leverage gains last 5 years = consult, co-ordinate + engage strategic safety matters

**Safety &
Wellbeing**

Unison Comments

“Each year the GSP[®] identifies different areas of focus. Each successive round allows us to determine the next ‘layer’ of issues that need to be addressed to establish a culture whereby safety is something we do because we ‘want’ to, not because we ‘have’ to.”

Unison Comments

“To date the GSP[®] project has implemented 300 actions. With the ongoing evolution of our technical, operational and regulatory environments, we recognise the need to continuously work with our employees to identify and address new ‘barriers’ to a positive safety culture.”

Red Flags...



Leading effective WHS practice

- Proactively identify systemic safety issues and risks
- Valid and reliable measurement
- Evidence for decision-making
- Evidence of full workplace participation and engagement
- Feedback and dialogue, engagement
- Monitoring of continuous safety improvement
- Collaborative and complimentary approach with H&S providers and systems
- COMMUNICATION and FOLLOW THROUGH

The benefits

- ↓ Accidents, incidents, absenteeism, litigation
- ↑ Improved productivity, quality, efficiency
- ↑ Engaged workforce (volunteers, contractors)
- ↑ Improved communications
- ↑ Performance and Profits
- ↑ Health and safety culture
- Industry benchmarking
- Informed executive and board



Questions?



Take your organisation to NewHeights



Improving workplace performance