How to sell safety

BUILDING A SAFETY CULTURE
Transdev Australasia CEO on leading OHS from the top

EVOLUTION OF SAFETY REPORTING
Why more ASX companies are reporting safety statistics

TIME FOR SAFETY’S CULTURE SHIFT
ASSE president Kathy Seabrook on opportunities for OHS

PRODUCTIVE SAFETY: A NEW ROLE FOR OHS?
Professor Erik Hollnagel on safety management’s evolution
NATIONALLY RECOGNISED QUALIFICATION

BSB41412 - Cert IV in Work Health and Safety
Self-Paced $1100
5 Day Intensive $1500 special price

BSB51312 - Diploma of Work Health and Safety
Self-Paced $1200
5 Day Intensive $2500

BSB60612 - Advanced Diploma of Work Health and Safety
Self-Paced $1675
5 Day Intensive $3000

TAE40110 - Certificate IV in Training and Assessment
Self-Paced $1000
5 Day Intensive $1795

BSB51607 - Diploma of Quality Auditing
Self-Paced $1500
5 Day Intensive $2500

HBA Learning Centres is a leading RTO in the Vocational Education and Training industry within Australia. HBA specialises in both OHS/WHS and Training and Assessment Qualifications. We provide training to Government Departments, TAFE teachers, Mining & Construction companies along with everyday people across the country.

With delivery methods ranging from a twelve month self-paced course, two day blended deliveries and a 5 Day Intensive delivery model that includes pre and/or post coursework, we cater to a variety of learners needs. Whether you choose to study self-paced or face to face HBA offer support not only in the class room with world class trainers and user friendly materials but also after hours phone contact, interactive learner forums and email assessor contacts.

We deliver training in all States and Territories Australia wide and you will find branches in most capital cities.

HBA Learning Centres

1300 721 503
www.hbalearningcentres.com.au
How to build a safety culture from the top

Transdev Australasia CEO Jonathan Metcalfe believes safety has to be a priority and shared responsibility for everyone in an organisation.
Nothing is permanent but change. So said Greek philosopher Heraclitus of Ephesus, who was a rather wise chap. While he was reflecting on the lack of permanency in the universe when he coined this pearl of philosophic wisdom around 500 BC, he could have also been ruminating on the evolution of the modern day occupational health and safety profession.

Change is a strong theme that runs through this issue of OHS Professional. On page eight, for example, SIA board member Sue Bottrell discusses a landmark project for certification of generalist OHS professionals and practitioners. Certification of accountants, lawyers, doctors and other trusted advisers has been in practice for many years, and workplaces need ways to identify capable and credible OHS professionals to provide sound, qualified advice. In response to this need and as the final element of the Body of Knowledge project, the voluntary certification of OHS professionals is to commence on 30 June 2014. The process is designed to provide as many OHS professionals as possible with the opportunity to become certified.

Continuing this theme of change, Kathy Seabrook, president of the American Society of Safety Engineers (ASSE), explains on page 18 why the time has come for the OHS profession to align what it does in practice with broader organisational goals and outcomes. Long-serving OHS professionals often struggle with the cultural shift of owning safety to being partners in the business, and Seabrook believes this is both a challenge and an opportunity.

On page 20, Transdev Australasia CEO Jonathan Metcalfe explains how he has championed safety within the business and driven change from the very top. This is what is required when it comes to real culture change within any organisation, and this is why he was also recognised as Safe Work Australia’s most recent Safety Ambassador of the Year.

The cover story for this issue (page 24) explores the concept and process of how to sell safety. Securing and maintaining support for OHS at both executive and operational levels can be a challenge in any business, and OHS professionals can sometimes be their own worst enemy when it comes to selling safety. In this article, a number of OHS leaders and experts explain why culture change is required both within the OHS profession as well as organisations, and they provide great advice on how to secure executive support and gain traction at an operational level for workplace safety.

Change is indeed inevitable in life, but as Kathy Seabrook notes, with change comes opportunity. The opportunities before the OHS profession over the coming years are numerous, and by embracing change and becoming more business focused, OHS professionals will be well positioned to make the most of these opportunities in the future.

Time to embrace change

By embracing change and becoming more business focused, OHS professionals will be well positioned to take advantage of a number of opportunities over the coming years
Would you like to become a Corporate Partner or Corporate Member of the SIA?
Please contact Danielle Laffey on 03 8336 1995 to discuss the many options available.
GM’s message

Safety in Numbers

There are a number of exciting and innovative initiatives that the SIA is working on for the benefit of members and the profession, and we welcome your involvement, input and feedback.

This year promises to be a significant year for the SIA and its members. We have launched the 2014 membership drive - “Safety in Numbers- Be one of Us, Join Today”. Our aim is to continue growing the Institute and our target is to gain 1800 new members by end of 2014. Members will have the opportunity to win a range of prizes when referring new members, so be engaged and talk to your colleagues and peers about joining the SIA.

By growing the membership we can provide even more membership benefits to you to assist you in your role. We are continually looking at ways to provide better services to our members and after the engagement by members in the survey last year we were provided with feedback that will help us grow the SIA in the ways you as a member want it to grow.

The webinar series will be launched shortly, a great initiative that will assist those members living outside of capital cities to gain access to events and enable them to increase their CPD points. This will coincide with the launch of the of a new CPD program by the College of Fellows which will simplify, but add value in the way CPD points are earned and accounted for. The program will be launched soon, with further detail being provided to members over the next few weeks.

The SIA is pleased and proud to announce that it is bringing Professor Erik Hollnagel to Australia for a series of one day workshops around the nation which will focus on creating a new way of thinking about safety, moving from prevention and protection to resilience and proactivity. The workshops will challenge our thinking about safety and provide a framework for all OHS professionals whether in a strategic OHS role at the executive level or in more operational roles.

Professor Hollnagel will also be the keynote speaker at this year’s Wigglesworth Lecture to be held on Tuesday 25 March in Melbourne at RMIT Storey Hall, Melbourne.

The Safety in Action Convention will be held at the Crown Conference Centre from Wednesday 26 March to Thursday 27 March 2014 with significant member discounts so don’t miss out and register now.

To book for these events please visit our website www.sia.org.au or please contact our friendly staff at the national office on 03 8336 1995.

As always, the Board of Directors, Branch Committees and Staff of the SIA thank you for your continued support and please remember if there is anything we can assist you with please don’t hesitate to contact us. Your input is always welcome and if there is something we can do better or if you have a particular speaker you think would be of great value for webinars or an event please contact me – danielle@sia.org.au

Danielle Laffey, General Manager – Operations, SIA

"By growing the membership we can provide even more membership benefits to you to assist you in your role"
Chair’s note

2014: a year of growth

The Board is absolutely committed to strengthening and improving the SIA and is passionate about servicing you as members

The newly elected Board of the SIA met in Melbourne late last year. I am honoured and privileged to be elected as the Chair of the Board for three years with Tony Mitchell (1 year term) elected as the Deputy Chair of the Board. Amanda Benson (3 year term), PJ Fleming (1 year term), Angelica Vecchio-Sadus (1 year term), Bryce McLaren (2 year term), Sue Bottrell (2 year term) making up the remaining Directors along with Russell Barnier as Company Secretary.

The new Board is absolutely committed to strengthening and improving the SIA and is passionate about servicing you as members. The Board is focused on driving strategies that are consistent with the objectives of this great Institute. Our focus remains on improving the financial position of the organisation, growing our membership base and improving our offerings as related to professional development.

To achieve these goals a range of activities have commenced including:
- expansion of current member grades
- a concerted membership drive
- the implementation of the revised and redesigned online Continuing Professional Development program
- conducting flagship events including College of Fellows workshops with international presenters and master classes through local branches.

This year we also launch a program of voluntary certification for safety professionals and practitioners. This is a significant turning point for the profession which will see Australian safety professionals and members of the SIA recognised as competent and credible through certification. For more information about certification and how to become certified please see Sue Bottrell’s article on page eight.

2013 was also an eventful year with many quality events being held and the message of safety being strongly disseminated by the Institute. The Board plans to continue this activity and in March the Institute is bringing Eric Hollnagel, Professor at the Department of Regional Health Research, University of Southern Denmark, former Industrial Safety Chair at MINES Paris Tech (France) to Australia for a series of workshops.

These will challenge our thinking about safety and provide a framework for all OHS professionals whether in a strategic OHS role at the executive level or in more operational roles. The one day workshops, to be held in late March and early April across Australia, will be practical and hands on and only open to a limited number of attendees. Attendees will earn CPD points for attendance. Erik will also be the keynote speaker at this year’s Wigglesworth Lecture to be held on Tuesday 25 March in Melbourne.

I would like to thank the staff of the Institute, current and former, for their hard work and commitment to the Institute and its success. I would like to thank our Corporate Partners for their ongoing support and involvement and finally the support of members, particularly through local branches is a mainstay of the continuing success of the SIA.

The Board is committed to managing the affairs of the SIA with rigour and demanding the best for its members, in order to ensure the Institute remains the recognised peak body for safety practitioners and professionals across the country.

Patrick Murphy CFSIA
Chair
Safety Institute of Australia

“These will challenge our thinking about safety and provide a framework for all OHS professionals whether in a strategic OHS role at the executive level or in more operational roles”

“The Board is focused on driving strategies that are consistent with the objectives of this great Institute”
Taking the OHS profession to the next level

With a tagline of “Capable – Credible – Certified”, the project for certification of generalist OHS professionals and practitioners represents a landmark for the recognition of safety professionals, writes Sue Bottrell

OHS professionals now occupy very senior roles within organisations and are relied upon to help workplaces meet significant legal obligations. Health and safety is no longer seen as something “just anyone” can do. Workplaces are looking for highly qualified and experienced people to help them understand their obligations and implement systems which will value add to their business as well as ensure worker safety. Workplaces need ways to identify capable and credible OHS professionals to provide that advice.

In response to this need and as the final element of the Body of Knowledge project, the voluntary certification of OHS professionals is to commence on 30 June 2014. The process is designed to provide as many OHS professionals as possible with the opportunity to become certified.

“The certification process will recognise the role of both OHS professionals and practitioners”

In 2008, WorkSafe Victoria included under the definition of “suitably qualified” that those providing OHS advice must demonstrate knowledge in the field of OHS either by formal qualification or alternate means, such as recognition through a professional body. A “suitably qualified” person is also required to demonstrate membership of a professional association which requires continuing development of professional skills and experience.

Certification of accountants, lawyers, doctors and other trusted advisers has been in practice for many years, and it is recognised both here and internationally that certification of OHS professionals is important to ensure that credible advice is available to all Australian workplaces.

In 2004, Chris Maxwell QC recognised the need for the certification of OHS professionals as part of his review of the Victorian OHS legislation. Certification of generalist OHS professionals and practitioners is also standard practice in countries such as the USA, Canada, the UK and Europe with a government report in the UK calling for more stringent criteria and process for certification of safety consultants.

Importantly, the certification process will recognise the role of both OHS professionals and practitioners. Certification of generalist OHS professionals and OHS practitioners will benefit Australian workplaces and the community by:

• contributing to public assurance that those providing advice and support meet a certain minimum standard of knowledge and skills
• providing a benchmark for knowledge and skills required to provide OHS advice and support;
• providing clarity on the role of the OHS professional and OHS practitioner reflecting international practice
• ensuring understanding of the need for qualified advice at both professional and practitioner level
• providing guidance to employers, clients and recruiters in selecting OHS professionals and practitioners
• providing employers employing certified professionals and practitioners with added company image and a potential competitive advantage in obtaining contracts and instilling public confidence.

OHS generalist professionals and practitioners will benefit through:

• recognition of their education, knowledge and skills in a recognised field
• employment advantage by demonstrating competence through an independent assessment
• easier recognition of certified OHS professionals and practitioners by their ability to display the “Certified OHS Professional” logo on professional reports and business cards
• consultants being listed in the online list of certified OHS consultants

• providing a basis for international comparability (and possibly reciprocal recognition), thus promoting mobility of credentials
• increased recognition of the OHS professional and practitioner roles by employers and the community.

From 30 June through to 30 December 2014, financial members of the SIA and other recognised professional bodies, AIOH, HFAESA, AZSOM and AFOEM can take advantage of a simplified and discounted process to become certified. In addition, there will be workshops to support those who wish to undertake an exam, which has replaced the SIA Challenge exam, to change their certification level. Exams are scheduled to commence in December 2014.

All OHS professionals and practitioners need to consider becoming certified and ensure they are a member of a professional association such as the SIA before 30 June 2014 to make transitioning to certification as simple and as affordable as possible.

More information is available at www.ohscertification.org.au or email enquiries to info@ohscertification.org.au. Sue Bottrell is director of Simple OHS Solutions and a board member of the SIA.
“This is without a doubt the best course I have attended in my time.

The facilitator was one of the best I have come across.”

MARCUS RADER
Department of Mines and Petroleum

SAI GLOBAL is Australia’s leading provider of Work Health & Safety (WHS) management systems training. Our qualifications such as the BSB60612 Advanced Diploma of WHS & BSB51607 Diploma of Quality Auditing are nationally recognised and can help to accelerate your career, and create health and safety management systems that are best-practice.

“The facilitator was absolutely fantastic.

His knowledge and expertise in the Health & Safety realm, by far extended any other Subject Matter Expert I have encountered.

His ability to engage the classroom, maintaining focus & interaction during the training was uncanny. Top class!”

JOSHUA GRUBB
AMS

www.saiglobal.com/ohs 1300 727 444

Excellence. Assured.
**More work to be done on embedding safety**

Companies need to do more work on embedding safety into their work environments and particularly in reward and recognition systems, according to a recent research report. Other drivers of safety which companies need to improve include work conditions, top-down communications, perceptions of safety in the workplace and the “production/safety trade-off”, Global Safety Index’s 2013 Key Industry Insights & Outlook found. While company leaders often saw themselves as effective safety leaders, it said the actual culture experienced by individuals suggested the “shop floor” had a different view. “We do believe that we will see a big shift in 2014,” said Ben Wilson, Global Safety Index’s managing director. “We expect that executive teams will begin to ask for real time data that accurately reflects not only current performance, but also indicates the climate within an organisation.”

**Activity-based work has OHS implications**

Activity-based work – the design approach increasingly employed by large office-based organisations – fundamentally changes the way office work is undertaken and the associated “systems of work” as defined in OHS law, according to expert in work design, David Caple, adjunct professor, La Trobe University and director of David Caple & Associates. Speaking ahead of the SIA National in Action 2014 Safety Convention Melbourne in March, he said one of the main challenges with ABW occurs before it is actually introduced. “The long-term safety outcomes of ABW are yet to be fully evaluated, as most of these fit outs have only been occupied for less than five years,” said Caple, who recommended OHS get involved in the process in the planning stages. “Ensure that the physical, cognitive and work organisational systems are thoroughly identified and evaluated before the ABW is introduced,” he said.

**Safety pay packets shrink as mining slows down**

With the downturn in Australia’s mining boom, salaries being paid for mining safety manager positions have fallen significantly and begun to retreat to pre-boom levels, according to a national survey of safety and environmental workers. Salaries in Western Australia were negatively impacted, with project and state-level WHS managers experiencing a significant average total annual remuneration drop of 21 per cent and WHS managers in Queensland experiencing a drop of 11 per cent. The survey, which took in approximately 1000 WHS and HSE individuals at 130 predominantly ASX 200 companies, found the same role in NSW and Victoria saw a slight increase in pay, up 1 per cent and 3 per cent respectively. The decline reflected a retreat from the premium salaries required to secure key talent during the height of the mining boom, said Julie Honore, managing director of safesearch, which conducted the survey.

**Victorian construction companies face drug and alcohol screening**

The Victorian Government recently announced that construction companies will be required to implement comprehensive drug and alcohol screening measures to be eligible to tender for Victorian Government construction contracts. The Coalition Government in Victoria will introduce amendments to the Implementation Guidelines to the Victorian Code of Practice for the Building and Construction Industry, and the revised guidelines are expected to be in place by mid-2014. “Reports of illicit drug use and distribution on Victorian construction sites are widespread,” said Victorian Premier Denis Napthine. However, the CFMEU said the Napthine Government should stop singling out construction workers in response to media reports about drug testing on government-funded projects.

**Warning over “sun safe” item standards**

Managers and supervisors of outdoor workers should assess if their “sun safe” items, such as Ultra Violet (UV) protective clothing, hats, shade cloth and safety sunglasses, meet Australian Standards, according to Australia’s leading standards certifier SAI Global. Employees operating in direct sunlight face the danger of skin cancer, sunburn, heat exhaustion or accident as a result of fatigue, however, the certifier said many “sun safe” items in the market fail to meet Australian Safety Standards, potentially putting employees at risk. Richard Donarski, team leader health and safety, product services at SAI Global, provided seven tips for outdoor workers to stay safe during summer: (1) don’t choose protective items based on appearance; (2) seek as much shade as possible; (3) purchase certified products; (4) choose and use correct clothing; (5) know when to stop work; (6) stay hydrated; and (7) don’t forget sunscreen.
Success through Training

Become a Certified Machine Safety Expert (CMSE) Today

- Safety Training
- Safety Relays and Safety PLCs
- Risk Assessments and Validations
- Safety Sensors and Safety interlocks
- Engineering and Systems Integration
- Safe Drives and Light Curtains

Melbourne • Sydney • Brisbane • Auckland
Ph: 1300 723 334   Fax: 03 9544 6311
www.pilz.com.au   safety@pilz.com.au
Kim Flanagan’s article (How to turn around your safety culture) from OHS Professional December 2013, is certainly thought provoking but is confusing due to his misplaced idealism. I would have thought that Kim might have paused when he wrote the words about utopian safety culture, as he ventured onto the fatal shores of wishful thinking.

Safety never occurs in a pure environment as is ironically shown by the article on space safety in the same issue. Safety management is not only required in the well-organised workplaces of Ford, BHP Billiton or NASA. Safety management occurs in a multiplicity of work sites ranging from very good to very poor, which I would have thought any model for safety management should respond to, rather than a rarefied ideal, which never happens.

With the benefit of knowing a little of Kim’s time at Ford as a prospective supplier, I am aware that he was a great supporter of the Ford Performance Racing V8 Supercar team, the example of which I would like to use as an analogy. Motor racing, or any sport or any society, will not work without rules, which is why we have the widely accepted rule of law. But compliance to the rules is never the objective of the game or of life. Rather, to compete successfully within the rules, is the objective.

The application of Kim’s model to V8 Supercars may result in the following scenario: If Mark Winterbottom was found to be cheating while racing, by perhaps, God forbid, being unduly aggressive and endangering himself and others, he would readily admit his malfeasance at the first wave of a black flag, and happily pull into the pits for a discussion about the root causes of his wrongdoing, and return to the fray with redoubled effort after losing several places, vowing never to do it again! Mark is a great sportsman, but I think even he might resist this proposal.

I agree with Kim’s sentiments that punitive measures alone don’t work, but I propose a different analysis and solution, as Kim’s proposal lacks the necessary tension between the ideals of justice and mercy, neither of which can exist alone. They must always exist in tension, as the common good is not served if the necessary tension is not maintained.

There is another reason why people resist compliance with rules (other than to gain an improper advantage) that Kim’s analysis overlooks. If there are too many rules that nip and bite at your ankles at every move, we get frustrated and ignore some of them. In that case, the problem is not with the rule-breaker, but with the rules. Too many trivial rules have an overall negative effect of creating non-compliance by themselves, while killing initiative and innovation upon which all useful human activity depends.

I would like to suggest the following summary to satisfy the requirements of justice and mercy: The number and scope of rules for safety (or other subjects) should be minimised to serve the common good by being informative as to duties and responsibilities, while setting limits and boundaries for human behaviour, specifying consequences for their breach. Rules and punishments must always be proportional to the offence. The principle behind this proposal is: people are essentially free, and freedom should be encouraged for the benefit of the common good, other than for the protection of an individual or society. Against this freedom is the accountability toward which we must all face at some stage or another. This can be expressed as: we are autonomous but accountable to the common good by being well-informed, sound judgments, and freedom should always be fairly resolved in the hope that we as individuals will come to see that our alignment with real organisational culture serves both our individual interests and the common good.

Safety rules within organisations must be minimised in favour of those things that are of the highest importance, which must be strictly, but fairly administered. Each individual should be given the highest possible autonomy in line with their common sense ability to make well-informed, sound judgments, but they must also have the highest possible accountabilities to the organisational goals and shared values. If we breach serious safety rules, we must suffer consequences that are proportionate to the seriousness of the breach. In all cases, mercy and justice should always be fairly resolved in the hope that we as individuals will come to see that our alignment with real organisational culture serves both our individual interests and the common good.

Warren Mills, director, CR Management Systems
any more ASX top 100 companies have been reporting safety statistics over the past few years – a trend which is in line with increased expectations from investors that companies report safety data and demonstrate active programs to manage safety, according to a recent research report conducted by Citi Research.

The report, based on a total sample of 117 ASX listed companies, found that 88 are now reporting injury data, and of these 117 companies, 78 report their lost time injury frequency rate (LTIFR), 43 report their total recordable injury frequency rate (TRIFR) and only 88 report both LTIFR and TRIFR.

In the past year, 50 companies out of 78 also reported a decline in LTIFR between the most recent year and the previous year, 31 companies reported a decline in TRIFR while 20 companies increased their LTIFR and the TRIFR increased for eight companies.

Importantly, the report noted that there are no perfect metrics for assessing and comparing companies’ safety programs and performance. “Data has many inconsistencies, and reporting boundaries vary between companies, sometimes due to inherent differences between industries,” it said. “Some ‘proactive’ companies may use metrics that are less widely reported and don’t fit neatly into our tables and charts, but might actually be more useful.”

**Fatalities and injuries**
The report identified 427 fatalities among the companies analysed (over the period FY05 to FY12/FY13), or 523 fatalities including members of the public.

The report found that historically, there have been lower injury rates in heavy industry (such as materials and energy), though there were higher rates for industrial companies with diverse sites, and activities like logistics, manual handling and hospitality, including retail.

The report, Safety Spotlight: ASX100 Companies & More: Injury & Fatalities Data FY05 to Sept FY13 Presented & Interpreted, also found companies may report higher injury rates or fatalities if contractors, sub-contractors, or sometimes members of the public are included.

“It appears that companies are now reporting more vehicle accidents (such as Toll, Coca-Cola), and we suspect historical reporting may have been less comprehensive,” said the report, which found that fatalities have tended to result from:

- vehicle/mobile plant accidents, on public roads, mine sites, etc
- helicopter accidents (5 for BHP, 8 for Newcrest, 3 for Oil Search and 11 for Rio Tinto)
- falls from height, falling objects or crush injuries
- underground rockfall in mining
- electrical accidents
- Deaths due to lightning, cyclone and landslip
- employees failing to follow procedures
- cases where an employer failed to provide safe equipment or a safe workplace.

“We suspect that reporting boundaries vary substantially between companies and industries, and over time. Reporting on traffic accidents may be a key example, including the extent to which contract drivers are included in company reporting,” the report said.

**The evolution of reporting**
“We see a lot more ASX top 100 companies reporting safety statistics than we did when we started doing these studies back in 2009,” said Elaine Prior, managing director, head of environmental social governance research, Citi.

There is a variety of reasons why investors may be interested in the safety of a company’s operations, according to Prior, who said a company’s safety performance and approach can provide a window into “management quality”.

“A ‘safe’ business may also be a well-run, efficient business,” she said. “There can also be costs, production disruptions or shutdowns associated with safety incidents. Safety performance influences companies’ workers compensation costs.”

In terms of contractors, Prior also said a contracting company’s safety record may affect its ability to win contracts, particularly with some companies in the resources and heavy industry sectors.

“Safety can impact a company’s reputation, its ‘licence to operate’, and its relationship with employees and governments. At times, a government regulator may step in to address safety concerns, imposing operational constrains,” she said.

“Some investors may consider avoiding companies that, in their view, do not address safety appropriately or match their criteria in terms of safety.”
Introducing OHS Professional’s 2014 editorial board

OHS Professional’s editorial board will play an important role in guiding editorial direction and provide key insights on how OHS professionals can become more effective business partners

As the official publication for the Safety Institute of Australia, OHS Professional provides OHS leaders, managers, practitioners and related professionals with unique, practical and helpful information that is immediately and directly relevant to their professional needs.

The SIA is continuously seeking to lift the standards of Australia’s OHS profession and the benefits it provides to members. As part of this journey, OHS Professional’s editorial board will help provide editorial direction for the magazine, and each issue of the magazine will feature key contributions from board members on the greatest successes and challenges facing Australia’s OHS profession as well as insights on how OHS professionals can become more effective business partners for organisations across the country.

The OHS Professional editorial board

**Patrick Murphy**
Is global health, safety and environment manager (corporate) at Rio Tinto. He has more than 10 years’ experience working across health, safety and environment within the retail, construction and mining industries. Based in Brisbane, he leads a diverse team and has a keen interest in HSE strategy, Patrick has also served in the public sector at senior advisory levels within the Queensland Government, operated a successful consultancy business and lectured and tutored at various universities. Patrick also serves as chair of the Safety Institute of Australia and is a chartered fellow of the Institute and a member of the Australian Institute of Company Directors.

**Angelica Vecchio-Sadus**
is the HSE leader at CSIRO Process Science and Engineering. She has more than 15 years’ experience in leadership, development of strategy, operational management and technical advice in risk management. She has authored organisational procedures and tools in chemical and laboratory safety, designed and delivered HSE leadership training programs, and developed initiatives to enhance safe work practices within CSIRO and externally. Angelica is also a board director and chartered fellow of the Safety Institute of Australia, member of the American Society of Safety Engineers, member of the Australasian University Safety Association and a chartered chemist of the Royal Australian Chemical Institute.

**Sidney Dekker**
is a professor at Griffith University in Brisbane where he founded the Safety Science Innovation Lab. He is an honorary professor at The University of Queensland’s school of psychology and was previously a professor at Lund University, Sweden, and director of the Leonardo Da Vinci Center for Complexity and Systems Thinking. He gained his PhD in cognitive systems engineering from The Ohio State University in 1996. He has worked in New Zealand, the Netherlands, and England, and has authored several best-selling books on human error and safety including Behind human error, Drift into failure, Patient safety and Just culture (2nd Edition).

**Rod Maule**
is director of safety, quality & risk management for Transdev Australasia. In this role, Rod reports to the CEO of Transdev Australasia with responsibilities for leading strategy, governance for safety, quality and risk management while building the safety culture across the Transdev Australasian business. Transdev has approximately 30 safety and quality professionals across the business supporting the 11 operating businesses. Globally, Transdev is a world leader in the operation of passenger transport services and locally, the company employs about 5000 people across its train, bus, coach, ferry and light rail transport services across Australia and New Zealand.
Sarah Binstead is health, safety & environment leader for GE. She qualified as an EHS lawyer in 1992. Before joining GE, Sarah worked in private practice, as well as within industry, in the UK and in Australia. Sarah joined GE in Qatar in 2011 where she worked as EHS legal counsel and EHS manager covering the Middle East, North Africa, Turkey and Pakistan. Sarah has been in her current role with GE (which has oversight of the EHS function in the ANZ region) since 2013. GE provides products and services that meet the world’s biggest challenges across sectors including aviation, healthcare, electrical distribution, lighting, energy, oil and gas, finance, transportation and water.

John Green is the health, safety & environment director for Laing O’Rourke’s operations in Australia, having held a similar position in Europe, the Middle East and Africa. He has over 35 years’ experience, having started his career as a regulator in the UK. John has held senior positions in British Airways, Motorola, Total, Caltex and Hyundai and has worked in most parts of the world. He holds qualifications in occupational health and safety, psychology, law, and risk and change management. He has significant major hazard and regulated sector experience, has worked on six sigma projects to black belt and management systems to ISO 14001 and ISO 18000 certification.

Paul Cutrone is partner and national head of safety for Sparke Helmore Lawyers. He is acknowledged as a leading lawyer in the area of WHS throughout Australia. His clients span a number of sectors including retail, energy and resources, transport, construction, manufacturing, finance, telecommunications and government. Paul’s knowledge and commitment to WHS law enables him to deliver timely and industry-savvy advice on legal risk management, compliance, enforcement strategies, governance, officer liability, incident management and response, prosecutions and coronial inquests. He is also regularly retained by industry bodies to advise on emerging WHS legal issues.

Martin Smith is group general manager of safety, quality and environment for Tenix. He has been working in workplace health, safety and environment for more than 20 years across a broad range of industries including resources, telecommunications, construction, engineering services and utilities. He has worked in various senior roles with companies including SA Power Networks, AGL and Leighton Contractors. He is tertiary qualified with an undergraduate degree in Social Science, a postgraduate Diploma in Occupational Hazard Management and a masters in Business Administration. He is also a registered safety professional and a member of the Safety Institute of Australia.

Michael Tooma is head of occupational health, safety and security – Asia Pacific for Norton Rose Fulbright. He advises clients on health, safety and security compliance issues on a global basis and assists in the development and implementation of global safety management systems. He has reviewed or written these systems for companies in a variety of industries including transport, energy and resources, infrastructure, technology and financial institutions. He is the author of numerous texts on occupational health and safety law and practice, has written and lectured extensively on OHS law and also serves as an adjunct professor of law at Edith Cowan University.

David Bond is group manager health & safety at Thiess. Over the past 12 years Bond has been a corporate leader in health & safety for large international organisations and is currently leading safety for the construction, mining and services contractor, Thiess. During this time he has worked in Australia, North America, South East Asia, India and the Middle East with responsibilities for major contract maintenance projects and turnarounds in the oil and gas and mining sectors, as well as major construction and long-term services contracts across a broad range of industries. He has a bachelor of Applied Science as well as a graduate certificate in International Business.
Raising the OHS standard

OHS Professional magazine’s editorial board examines the greatest achievements, the biggest opportunities as well as the most significant challenges for the OHS profession

David Bond
Group manager health & safety at Thiess

What are the greatest achievements of the OHS profession?
When I started work as an electrician almost 35 years ago, the safety guy, if there was one, was often just someone who had fallen into the role. Safety in many organisations was just window dressing and in other than a few mature organisations, seemed to lack credibility.

At that time a lot of people saw safety as a barrier to getting the job done, and embarrassingly, I have to admit that I was one of them. Over the years, personal experience with some horrific workplace accidents involving workmates, not to mention several serious close calls of my own, highlighted for me the importance of safety.

Fortunately today, OHS has become a profession. Organisations routinely require OHS qualifications. Undergraduate and even postgraduate qualifications in safety or related disciplines are now the norm. Safety professionals are now seen as an essential part of any credible management team and have access to an established research base of standardised methods and practices. Safety professionals are increasingly embedded in senior management teams and their counsel is valued in business decisions.

To me, this professionalisation of OHS has been one of our greatest achievements. To go from window dressing to an invaluable part of any management team in around 30 years is a giant leap. The reductions in injury, illness and fatality rates in the same period also demonstrate the value the OHS profession provides to industry.

What are the greatest challenges facing the OHS profession?
Ironically, I believe that our success as a profession may also become our greatest challenge. Driven by legislation and an insatiable desire to achieve “zero harm”, we have created increasingly complex management systems that attempt to proceduralise almost every conceivable circumstance.

These traditional safety management methods, which strive for efficiency, control and compliance, have remained largely unchanged. They are embedded in our OHS curriculums, and while we have tinkered around the edges with our leadership, cultural and behavioural programs, this approach remains.

In my opinion, however, it is clear that this traditional approach to safety has reached its limits when it comes to driving future improvements. Rather than constraining we should be focused on learning how to let go and encourage skilled workers to adapt to their dynamic and changing environments without the fear that they will be breaking some rule or procedure.

Similarly, we should focus more attention on supporting the factors that promote success, fine tuning system improvements based on learnings from incidents. If we are willing to look, there are myriad of opportunities and ideas that have been proposed in safety research and an increasing number of safety networking groups who are sharing ideas on how we can “do safety differently”.

To retain respect and relevance within business, I believe that the OHS profession must start to move beyond the traditional approaches to safety. We need to provide new and innovative solutions that not only support safety, but also support success in a broader business sense.

While I have confidence that we can meet this challenge, I am concerned that the rapid growth and successes of the OHS profession to date may make it more difficult for many to see the need for change.

“We need to provide new and innovative solutions that not only support safety, but also support success in a broader business sense”
Paul Cutrone
Partner and national head of safety for Sparke Helmore Lawyers

What are the greatest achievements of the OHS profession?
One of the greatest achievements of Australia’s work health and safety (WHS) profession has been their response to the new WHS harmonised laws. This new legal framework represents a key change for organisations. It impacts most Australian states and territories, and particularly businesses operating across multiple jurisdictions. WHS professionals have done well dealing with the challenge of integrating the new WHS laws into organisational frameworks, particularly where not all states have transitioned.

WHS compliance can be a complex area. WHS professionals have been committed to aligning their systems, processes and practices with legal requirements, as well as assisting their organisations to understand their risk profile and associated compliance obligations.

WHS professionals support their organisations to stay ahead of WHS trends and safeguard their risk profile, whilst progressing the organisation’s commercial objectives.

What are the greatest challenges facing the OHS profession?
According to Safe Work Australia, workplace fatalities during 2013 were estimated at over 180. Only a few weeks into 2014, the number of workplace fatalities has already reached seven. These statistics are a concerning trend and must be reduced.

This represents a real challenge for WHS professionals when working with organisations. WHS professionals play a key role in supporting organisations to improve their WHS leadership, integrating risk management strategies and assisting them to meet their compliance obligations.

John Green
Health, safety & environment director for Laing O’Rourke

What are the greatest challenges facing the OHS profession?
Over the last two decades, complex, high-risk industry has flooded into Australia. While this brings many clear benefits to a country, it also brings with it an undercurrent of insidious risk. This risk requires a highly trained and competent workforce to manage matters on a day-to-day basis. Nowhere is this more obvious than in the field of occupational health and safety. This is one of the professions that has had to deal with the arrival of oil, gas, mining and other industries that all have an international flavour and systems and processes to go with them – that already have an established way of getting things done.

The problem is that in this modern, complex world, many of those ways of working are not delivering the performance levels that we all want to see. We might have apparent low levels of low consequence accidents, but we continue to kill and seriously injure people in increasing numbers. In many places our performance, as measured in accident frequency rates, is plateauing. We are seeing decreased returns for an ever-increasing investment in systems. This surely points to strategies that are dying. The challenge therefore lies in changing our way of thinking as to how safety should be managed.

Safety is complicated, and yet many of our processes and much of our belief is locked into 400-year-old thinking that the world is a machine operating within an agreed system of rules.

What are the greatest opportunities for the OHS profession?
In Australia we have an opportunity to change all of this and to write the next chapter in safety management: a chapter where people are part of the solution, not the problem to be addressed; where good safety is about the capacity of an organisation to be resilient and not about the absence of negative indicators – high frequency, low consequence events are not predictors of major catastrophes.

“Safety is complicated, and yet many of our processes and much of our belief is locked into 400-year-old thinking that the world is a machine operating within an agreed system of rules”

Finally, safety should not revolve around paperwork and bureaucracy; we must focus our efforts on the ethical points of protecting our workforce.

I believe we have not an opportunity but an obligation to make this work, to create a system that is capable of responding to modern ways of working, of accommodating complexity and building resilience without sacrificing the safety of those involved. If great strides, great innovations in safety are to occur anywhere over the next decade or so, they will occur here. This is where the projects, the money and the resources are and this is where the talent is gathering to make it happen.

sia.org.au
How and why did you get into OHS?
I am probably unusual because when I got out of university, I had no clue that there was even a safety profession. The only reason that I got into it is because the company that I ended up working for asked to interview chemistry majors (I have a BSc in Chemistry) and they were after safety engineering representatives – I was curious because I did not understand what this was. At the end of the day it sounded like a really good job, and they provided a company car. The job market at the time was tight as the economy was not great, and I was just grateful to have a job. Then I got bitten by the bug of safety. I did not really understand exactly what kind of impact it was going to have on my life until I started actually doing the work, and this is what started me out on my life’s journey.

I am a big picture person, so I like being able to look ahead and connect the dots on issues in business, management systems and understanding the risk-based approach to managing safety, and then try to help my colleagues connect these dots too.

How can safety professionals best create business value?
In my travels as ASSE president I meet a lot of people from all walks of business and government, and I believe we really need to talk the language of business and align what we do as safety professionals with broader organisational goals and outcomes.

The risk-based approach to managing safety is important here, because business leaders understand the concept of risk. If not managed properly, OHS can be a significant risk to businesses and they run the risk of reputational damage, regulatory penalties as well as fines and other significant losses if you’re talking about damage to the environment and loss of life. In some businesses, culture change is required, and this is not revolutionary, it is evolutionary.

Part of this is helping them understand our value; it is not about who owns safety, but actually collaborating and creating partnerships with our business counterparts: operations, engineering, design, transportation, human resources, legal and so on. When they appreciate and know how we can be a resource to the business, as opposed to the safety police, then this is the direction we need to evolve in.

I also think sustainability will be an increasingly important focus for businesses in the future, and this is a key area in which we will be able to add and demonstrate the value of occupational health and safety.

What are your greatest professional achievements?
A key part of my role is helping companies understand how to manage OHS globally. Back in 1996, the ASSE asked me to put together a seminar on global safety and health management, based on global best practice. This really started me on this journey of helping companies understand the concept of managing safety and health globally, and I have been doing this ever since.

To my earlier point regarding sustainability, I would like to think that I have made a difference in this area as well. About four years ago, the Global Reporting Initiative was starting to gain some real traction, and we could see that safety was an important part of sustainability and that it could help us create value for the profession. So the ASSE created a taskforce which I chaired, and out of this the Center for Safety and Health Sustainability was created. The Center has been making great strides in helping safety to have a global voice in the sustainability dialogue.

The Global Reporting Initiative will commence a working group on OHS, and this will help us as a profession have greater influence in what is considered sustainable performance relative to KPIs associated with OHS. Right now they are

High time for safety’s culture shift
Craig Donaldson speaks with Kathy Seabrook, president of the American Society of Safety Engineers (ASSE) – the world’s oldest professional safety society – about her greatest professional achievements, challenges and goals
lagging indicators, such as injury and illness rates, which are ok, but they do not give you a true picture of how well an organisation is managing its safety and health risks.

What have been your greatest professional challenges?
Professionals who have been doing safety for a very long time often struggle with the cultural shift of owning safety to being partners in the business or acting as a consultant to the business. This is a very difficult transition for many safety professionals, and it is both a challenge and an opportunity.

For me the challenge is to help safety professionals see this paradigm shift as a really good thing. At the end of the day you cannot own safety. As a safety professional we have no authority to make business decisions; we can only influence. We have to provide the right information to the business to help minimise risk. Putting the right safety equipment, measures and processes in place costs money, but we have to help the business understand both the safety and financial risks of not doing so.

What have been the most interesting moments of your professional life?
Around 1992, I was working in the UK for a company and doing some consulting work around safety, health and property protection. At that point the European Union directives around safety and health were first being introduced. This was the first time I had been exposed to the risk-based approach to managing safety and health.

These directives basically said that, by law, organisations have to have a system to identify and manage their OHS risks. This was an introduction for what would become my long-term understanding in connecting the dots about safety, risk and business.

At the end of the day, everything a business does is about risk. So are we going to have enough money to do this? Are we going to be able to fulfil orders? What happens if we have a fire in one of our operations offshore? What is that going to mean in terms of interruption of business, interruption of product to market? What does it mean in terms of losing our skilled workforce, especially in developing countries where a skilled workforce is very difficult to find?

We need to be able to understand the bigger picture in business and how we align what we do with the business. When we can talk about return on investment and business viability within our organisations, then we’re speaking the language of the business and helping it connect the dots between safety, risk and sustainability.

How does Australia compare to the rest of the world when it comes to OHS?
I have to tell you Australians are ahead of the game. Australia has developed some very impressive standards around risk assessment and risk management over the years, and these standards were the basis for what are now ISO International Standards.

There are some very forward-thinking approaches to risk-based management and systems throughout Australia. I would say the understanding of concepts such as sustainability, reputational risk and impacts from OHS, both internally for organisations as well as through their supply chains, is also advanced there. The government is also much more progressive in terms of its regulations. I do not mean aggressive, but progressive.

I have clients in Australia and have worked there, so from my perspective I think Australia is considered to be one of the leaders when you talk about the safety profession. I am not just saying that. It is true.

How can OHS professionals take safety to the next level?
I think we need to take the lead on this whole concept of culture change within our profession, as opposed to doing things we have always done in the past. We need to truly embrace this change of being partners and collaborators in business and start understanding the business side of our house.

Risk is the language of business, and you need to understand the business environment in which you are working. If your organisation is embracing Six Sigma and lean practices, safety is right in there. It is about helping your organisation understand that if it is going to create efficiencies, then it also needs to make sure that it is not creating unintended consequences that could result in a workplace injury, illness or potential fatalities.

We need to take safety to the next level of business integration. We are not separate. Safety is not separate. It is truly part of the design and engineering. It is much cheaper and more efficient to make changes while a new process is in the design phase rather than being introduced. Prevention is much easier in the design phase, as costs and difficulty of change only increase upon implementation.

It is up to us to take leadership roles within our organisations and really collaborate with our business partners to help them understand links between safety, risk and business outcomes. This is part of the management system process too and embracing everything that means in terms of leadership commitment and worker participation.

These are challenges, but they are also opportunities, and the opportunities for our profession abound right now. It is a very exciting time.

Kathy Seabrook is president of the American Society of Safety Engineers (ASSE) – the world’s oldest professional safety society – which represents more than 35,000 members worldwide. She is also president and founder of global SH&E management consultancy Global Solutions Inc, and is a recognised international speaker, author, leadership educator and seminar presenter.

INSHPO: An exercise in collaboration
The Safety Institute of Australia and the American Society of Safety Engineers have a very good relationship.

One of the initiatives we are working on is defining and developing global competencies for safety professionals. This initiative is called INSHPO, or the International Network of Safety & Health Practitioner Organisations, and Pam Pryor is representing the SIA in Australia on this initiative (see page eight for more information).

The idea is that this framework would be global so any country can embrace it. In the US we want these global competencies to be a standard, so if a company here is looking to develop a job description for a safety and health role, those competencies are right there.

This is a very progressive initiative and very much needed around the world. I think it demonstrates that synergy between our countries, and it is for the greater good of the whole safety profession around the world.

sia.org.au
“I start from the premise that one cannot expect others to treat safety as a priority if I do not demonstrate this every day myself”

Jonathan Metcalfe, CEO of Transdev Australasia
How to build a safety culture from the top

A strong safety culture has to be driven from the very top. Craig Donaldson speaks with Transdev Australasia CEO Jonathan Metcalfe about the process of building a culture where safety is a priority and shared responsibility by everyone at all levels of an organisation.

Belief, commitment and consistency. These are the three keys to practical and effective safety leadership from a CEO perspective, according to Jonathan Metcalfe, CEO of Transdev Australasia and Safe Work Australia’s most recent Safety Ambassador of the Year. As a passenger transport operator employing nearly 5000 staff and carrying about 120 million passengers a year in a combined fleet of 2000 buses, trains and ferries, the safety of passengers and staff is the first priority and Transdev’s upmost core business value, he says.

“In our industry, any potential accident is simply one too many, and at its very worst could destroy our business overnight. This is something that I am acutely aware of and continually remind my colleagues of whenever there is an opportunity to discuss safety,” he says.

A view from the top

The workplace safety framework is essentially a set of rules and regulations that all workplaces are required to adhere to, according to Metcalfe. “How you bring them to life, make safety tangible and put it into action is how you demonstrate the belief of a safe workplace,” he explains.

“All business leaders have a choice about the application of safety laws: they can either be applied as arbitrary “do’s and don’ts” or they can be applied with consultation, collaboration and care – where every single person is responsible for their own safety and that of others. This approach can build a safety culture based on “we want a safe workplace” rather than “we must have a safe workplace”. At Transdev, we simply believe in safety as a fundamental part of our business and operations.”

A workable, balanced approach

“By ensuring the right framework is in place, leading by example, and endorsing initiatives that seek out safer work practices, a CEO can contribute to building a culture where safety is a priority and a shared responsibility by everyone at all levels of an organisation. I start from the premise that one cannot expect others to treat safety as a priority if I do not demonstrate this every day myself.”

A safe work environment requires at all times for safety to be respected and owned, all day, every day by all staff members without exception, he adds. “Delivering on that expectation starts with the CEO. A strong safety culture has to be driven from the very top,” he says.
direction to make safety the forefront of what we all do and to set a clear expectation for all the team about their safety responsibilities.”

Metcalfe and the leadership team approached this challenge by developing safety as a core business value and number one priority across the Australasian business. They engaged in substantial consultation via roadshows with staff, and further opened communications with working groups to gather ideas and learnings across the organisation.

“Making the commitment to safety as a priority, ensuring the framework is in place, and having the right people to champion the cause, really paid off in terms of raising the profile of workplace safety and promoting a culture that is proactive towards the prevention of accidents and injuries in the workplace,” he says. “We have a belief and core value that allows each of our businesses the option to be flexible in their own application of safety based on what they believe their local needs or wants are, and this approach has been highly successful.”

An OHS perspective

Rod Maule, director of safety, quality & risk management for Transdev Australasia, says Metcalfe has been genuinely open and interested in understanding safety issues and the need to continuously improve the culture and systems.

“Jonathan made the hard decision to bring in the director role that I now have as a direct report to him. The previous national safety role reported through the level below,” says Maule. “This move has increased the profile of the function, engagement and access to the wider executive team, which has been a visible and demonstrable commitment to safety by Jonathan.”

Maule has been tasked with reviewing the current state of safety at Transdev and has developed a detailed strategy for driving improvements over the next five years, from 2014 onwards. “The fact Jonathan is prepared to get actively involved in the detail of safety and not just delegate and forget is a strength of character that makes him such an effective safety leader,” said Maule.

Under Metcalfe’s leadership, Maule says safety has been driven from the very top leading to:
• safety being a priority in meetings
• safety KPIs in all businesses
• communications campaigns through marketing team
• philosophy and practice to hold everyone accountable
• investing in safety systems, safety staff and safety communication
• recognition and reward of staff for safety behaviours and achievements.

Five years ago, the business’s lost time injury frequency rate (LTIFR) was above 30 but now it currently sits at five, according to Maule, who also notes that systems have been developed and all subsidiaries have attained or are close to attaining accreditation for safety, quality and environment.

“However, like all businesses, safety is a never-ending journey of continuous improvement, and we have plenty of scope to get even better and the support from the CEO to do so,” says Maule.

Advice for OHS professionals

For other businesses looking to build a culture of safety, Metcalfe recommends demonstrating leadership by setting the example for safety at all times. “Leading from the top is important,” he says. “Together with the executive team, I undertake a ‘walk the talk’ safety inspection within our business quarterly. This provides us with a hands-on understanding of safety from our team members’ perspective as well as that of our customers. It also says to our team ‘we believe in safety’ – which we do.”

He also recommends listening to staff and finding out what engages them. “I am always delighted to hear about some of the great safety
ideas that our team members come up with from operational initiatives to cookbooks and health checks. The more involved staff are in the development of safety programs, the better the safety results. At Transdev, when we talk about safety in terms of people and real life scenarios, it engenders understanding, empathy and, most importantly, personal responsibility – this really engages our team and helps to frame safety as an individual responsibility for all of us," he says.

Maule also says it is important that safety professionals really understand the needs of their business and how safety can help in the achievement of its goals. "Look at connecting the safety programs to the business goals so that they work together to drive performance," he says.

Transdev is a good example of where the turning point on safety culture has been when the leadership has understood the role they play in driving culture, and have taken visible and tangible steps to improve it, he adds. “This means focusing on holding people accountable, rewarding and recognising best practices from the senior roles to the frontline, and truly demonstrating that safety is a pillar of the business success,” says Maule.

Safe Work Australia’s Safety Ambassador of the Year recognises an individual who leads by example to highlight the importance of a safe working environment and encourages others to improve work health and safety.

“Leading from the top down, Jonathan displayed true leadership by pushing safety as a priority for Transdev Australasia” said Safe Work Australia CEO, Rex Hoy, in presenting the award. “Driving his motivation for safety excellence, is the philosophy that great organisations are differentiated by the culture and values underpinning what they do. He has worked tirelessly to improve the safety culture within Transdev. His dedication has been recognised by Transdev staff at all levels.”

An award-winning approach to OHS

Safe Work Australia’s Safety Ambassador of the Year recognises an individual who leads by example to highlight the importance of a safe working environment and encourages others to improve work health and safety.

“Leading from the top down, Jonathan displayed true leadership by pushing safety as a priority for Transdev Australasia” said Safe Work Australia CEO, Rex Hoy, in presenting the award. “Driving his motivation for safety excellence, is the philosophy that great organisations are differentiated by the culture and values underpinning what they do. He has worked tirelessly to improve the safety culture within Transdev. His dedication has been recognised by Transdev staff at all levels.”

“Delivering on that expectation starts with the CEO. A strong safety culture has to be driven from the very top”

---

Thinking Safety & Quality?
Think SAI Global

As Australia’s leading certification body, SAI Global has extensive experience with providing gap audits, 2nd party audits & certification audits.

Get the “Five Ticks” for your business when you get certification to:
- ISO 9001 Quality Management
- OHS Standards - Australian & New Zealand Standard AS/NZS 4801
- OHSAS 18001; SafetyMAP; National OHS Self Insurer Audits (NAT)
- ISO 14001 Environmental Management
- Product Certification

When you need verification of a management system that assists in creating a safe, secure & well-managed workplace – SAI Global can help.

Get the Five Ticks that over 80% of Australians recognise.

Contact us to discuss your individual needs. Call 1300 360 314 or email assurance@saiglobal.com

Excellence. Assured.

www.saiglobal.com/assurance
cover story

How to sell
Securing and maintaining support for OHS at both executive and operational levels can be a challenge in any business. Between cost-cutting and tighter internal budgets, competitive market pressures, demand for increased productivity as well as less resources and leaner workforces, OHS professionals can have a tough time getting the support they need for initiatives to improve safety.

Sometimes OHS professionals can be their own worst enemy when it comes to selling safety, according to OHS experts. Phil La Duke, a global expert in business and safety management and partner at world-leading sustainability consultancy ERM (Environmental Resources Management), asserts that the greatest barrier to selling safety within an organisation is that “safety” is seen as somehow removed and apart from the core business. “Safety professionals bear a fair amount of responsibility for this isolation from the operations,” he says.

“For years, safety professionals have seen themselves as police officers that come running up to an operation and shut it down. Operations managers who are compensated on their area’s productivity were traditionally forced to choose between getting the job done and safety. The more successful safety professionals are able to find ways to increase productivity by preventing injury-related disruptions of the work.”

Sean Minto, general manager health safety environment and chain of responsibility for StarTrack Express, believes there is too often an overemphasis on the overriding value proposition of an organisation (such as productivity or delivery performance). “This may inadvertently apply at all costs and potentially create competing priorities when it comes to safety,” he says.

“Also, the level of understanding of safety in an organisation or industry sector and the subsequent cultural maturity of the organisation may present a barrier or challenge that needs to be considered in formulating the safety strategy/program.”

Alvin Vink, head of health and safety for engineering management consulting firm Aurecon, argues that one of the most common barriers OHS faces in selling safety is that measurement is not used effectively. “Organisations are too focused on the lag indicators of safety performance such as LTIs, so OHS is ‘dumbed down’ to a numbers game.”
Vink adds that compliance is too often seen as the only fix, which absorbs the energy away from more sustainable solutions such as developing OHS as a value, where safety just becomes “the way we do business”.

Another barrier is the absence of an agreed “agenda”, where the workforce does not buy in to the effort because they are not convinced of the value or benefit. “Achieving alignment on the so-called OHS ‘agenda’ across all levels in an organisation is a fundamental hurdle for many organisations,” he says.

Dave Whitefield, director of Baseline Training & Consulting, says the main challenge is that people (including safety practitioners) don’t believe you have to sell safety in the first place. “I think they believe that the workforce and management should just pay attention and listen because it is safety, because ‘safety is the number one value’ or some other similar meaningless platitude,” he says.

Other barriers relate to not understanding the basic psychology of selling and how people work, Whitefield adds. “This is a departure from traditional safety, and it is rarely addressed in courses and programs in my opinion, but the evidence is that we still see the same old tactics being used to try and convince people to be safe,” he says. “Things like the ongoing use of traumatic/graphic images are a great example of this, in that I still see people who think they work, yet the research shows they don’t.”

**Selling safety at executive level**

Being able to sell safety at the executive level is just as important as gaining traction for safety initiatives at an operational level, but for different reasons. The key to selling safety to an executive is to speak the same language, according to La Duke. “Executives tend to think in terms of business cases – dollars and cents – and they want to know how much money will be encumbered by the expenditure and when it can be expected back,” he says.

Also, each company has certain hot buttons to which executives react strongly. “If your organisation values sales, then it’s best to equate the cost of injuries with sales by talking about how much more sales will be required to replace the money spent on injuries,” says La Duke. “If your company values production, you can equate the cost of injuries to the amount of extra production it would need to replace the money spent on injuries. These can be very compelling arguments, especially to executives.”

Loren Murray, national safety, health & environment manager at Pacific Brands, agrees it is vital to understand the nuances and language of the executive leadership team. “Talk to them in the language they understand. Numbers are important to an executive leadership team. Numbers are part of their language, so learn it. Have a plan. Be brave and bold, but avoid attachment to your views,” she says.

“When you are attached it can get in the way of achieving what you want. Back up what you say. Have a plan or you’re just wasting their time. Understand how you present to others. Your message can get lost if you are not aware of how you are coming across. If you are driving a change, be prepared to compromise; it’s evolution not revolution. Be straight but with responsibility. And saying it ‘as it is’, is almost never a good idea. Your ‘is’ can be very different from someone else’s reality.”
**Selling safety at operational level**

Similarly, the real power in engaging a workforce or achieving the full potential of a creative idea or approach begins at the creation stage, according to Murray. “I often use the phrase ‘you create it, you own it’. If you want an idea to succeed then find a champion, a creator or a group of creators. The idea maker, the leader, is not as important as the creators. By giving up control you gain it. Engage people well before the ‘buy in’ stage. If an idea belongs to a group or a company then ‘buy in’ or ‘selling’ may not even be necessary,” she says.

Every business, and every business within a business, has its own form of self-expression and own culture, and Murray says it is important to tap into this. “If you want your safety program to belong to your business then allow them to express safety in the way they choose,” she says. “So for instance, if one area of the business is compliance-orientated then assist them to express that. If another area is more wellbeing and community-oriented then find a way to assist them to express safety that way.”

Whitefield agrees that it is important to find out “what’s in it for them?” and what makes them tick at an operational level – though it is handy to understand a little more about human error and fallibility. “This will make it easier to understand that people will make mistakes, and therefore concentrate on positive strategies like observation and engagement,” he says.

At an operational level, Vink also says it is more important to ask than tell. “Do more coaching than catching someone doing something wrong,” he says. “Continuously remind all that safety is ‘personal’ and that we all have a role. It is everybody’s business, and at the core of it all is the call for each one of us to look out for others. It is what mates do for each other.”

**Embedding safety into the business**

Embedding safety into the organisational culture and everyday operations of a business requires support from an executive leadership team (which invariably shapes and determines organisational culture) as well as engagement at a workforce level.

In doing so, Minto says safety needs to be integrated into business systems and processes, rather than being seen as an add-on. “As a simple example, safe work practices should be embedded into standard operating procedures, rather than be standalone. Safety training should also be embedded into the organisation’s learning and development programs and systems,” he says.

Minto also suggested that operations needs to see and understand that safety is not a burden and will complement and integrate with their operations. “Line managers need to understand the role they play in safety and that they are accountable for safety outcomes, and can have a direct impact on the health and wellbeing of their staff,” he says.

“Safety needs be treated with the same discipline as other business functions and processes, and indeed leveraged off these, through the likes of common business risk management platforms, organisational planning and performance tools, reporting mechanisms and scorecards. Safety needs to be high on the agenda at an executive level and driven from the top down, Minto affirms.

Similarly, Whitefield says that whatever is done for safety needs to be seen as being part of the business and part of achieving the overall vision or goal. “Ask how the safety strategies currently being used fit with the business’s direction,” he says.
How to run safety like a business

Every business needs to make money, so running safety like a business means that safety has to do more than be an overhead cost – it has to make money, says Phil La Duke, partner at world-leading sustainability consultancy ERM (Environmental Resources Management). "That may seem ridiculous to some, but consider this: safety affects every business element there is," he says.

"Whenever you have a function that helps another function save money, it's like you have brought revenue into the organisation. The key is to always remember that if you spend more money than you make (including in cost avoidance) you will go out of business.

La Duke says there are a number of steps for running safety like a business:

Use zero-sum budgeting. This accounting technique requires you to start at zero and build your budget based on the initiatives you are going to implement that year. You add up salaries, fixed costs, materials, and all the things you need to run the function. When you're finished you will have a figure that must be less than the financial savings you will get during that same time period. If the cost of your plans exceeds the expected return, you need to scale back your plans.

Understand your customers' needs. Safety professionals often advocate for things their customers neither want nor need. It can be tough to swallow your pride and ask your customers how you can better serve them,

but it's a necessary part of doing business. Whenever you want or value something more than your customer does, you will fail.

Trim the fat. Running safety like a business involves making tough choices and paring away anything that doesn't add a demonstrable value. Before putting something in the plan, ask yourself what value you will see from it. Things like the "children's safety poster contest" might be something you enjoy doing, but how much does it cost and how much money does it save?

Know the cost of everything. If you are going to talk in financial terms you had better have a good idea of how much injuries are really costing you. It's not just the cost to treat injuries,
Introducing Howard Leight FirmFit™ foam earplugs, independently tested to be 40% softer with 29% lower expansion pressure than other similar earplugs. So soft, your workers will want to wear them all day long. For more information call (03) 9565 3588 or visit www.honeywellsafety.com

The more comfortable the earplug, the longer it will be worn.

Introducing Howard Leight FirmFit™ foam earplugs, independently tested to be 40% softer with 29% lower expansion pressure than other similar earplugs. So soft, your workers will want to wear them all day long.

For more information call (03) 9565 3588 or visit www.honeywellsafety.com

by Honeywell

it’s also the cost of insurance premiums (or reserves), loss of productivity costs – in some cases scrap or loss of inventory, each industry is a bit different – but running an effective business means understanding in minute detail how much the things cost and then striving to control those costs.

Develop a strategy for lowering your operating costs. When it comes to business, the only way to succeed is to either increase revenue or cut your costs; you should do both. Look for ways to eliminate waste in your function and root out the things that don’t provide sufficient value. If you make the cuts, it will be far easier than someone else making them for you.

Advertise. Probably the most overlooked aspect of running safety like a business is advertising. It’s not enough to make real gains and save the organisation money, you have to advertise your results. Even if you did poorly (i.e. spent more than you saved), presenting that information to the executives (along with a strategy for turning the situation around) is likely to impress the executives and improve their perception of you. If you negotiated a 15 per cent reduction on PPE, be sure that your executive team hears about it.
Productive safety: a new role for OHS?

**When the purpose of safety is to ensure that everything goes right, safety, quality and productivity go hand in hand. Craig Donaldson speaks with Erik Hollnagel about why safety management should move to ensuring that “as many things as possible go right”**

Safety management should move from ensuring that “as few things as possible go wrong” to ensuring that “as many things as possible go right”, according to international expert on resilience engineering, Erik Hollnagel, who serves as professor at the department of regional health research, University of Southern Denmark.

This perspective on safety, termed “Safety-II”, relates to a system’s ability to succeed under varying conditions, so that the number of intended and acceptable outcomes (in other words, everyday activities) is as high as possible, said Hollnagel. Most people think of safety as the absence of accidents and incidents (or as an acceptable level of risk, a perspective termed Safety-I), which is defined as a state where as few things as possible go wrong.

**Shifting to a Safety-II perspective**

A main challenge for an organisation in shifting to a Safety-II perspective is changing its mindset to accept that it is important to understand everyday performance, said Hollnagel.

“Things do not go right because everything and everyone work as imagined. Things go right because people, individually and collectively, are able to adjust smoothly to what they do, to the conditions - both at the sharp end and at the blunt end,” he said. “This is rarely a surprise to people at the sharp end, but it is sometimes a surprise to management.”

Safety-II does not see safety as an isolated phenomenon, separate from quality and productivity, he added. “On the contrary, when the purpose of safety is to ensure that everything goes right, safety, quality, and productivity go hand in hand,” he said.

“Studying the variability of everyday performance is important for the wellbeing of the organisation – in addition to being a prerequisite for understanding why things that go right sometimes go wrong.”

**The role of FRAM**

The FRAM (Functional Resonance Analysis Method) methodology is a practical way to develop an overall understanding of how a socio-technical system works – or should work, Hollnagel said.

Instead of decomposing a system into components and component characteristics, the FRAM describes the functions (activities) that take place, how they depend on each other, and how they can vary. “The FRAM does not start from a predefined model of the system, but helps to build a functional model of the system, which then may be used to analyse events and to consider possible future scenarios – both risks and improvements,” he said.

Hollnagel noted that the FRAM has been used with good results in the aviation, ATM, nuclear power, construction, health care, and maritime domains – initially as an accident analysis method, but increasingly as a way to understand how complex socio-technical systems function.

**Is CREAM obsolete?**

Hollnagel says the purpose of CREAM (Cognitive Reliability and Error Assessment Method) was to offer a method that would avoid the “human error” fallacy and instead describe human performance failures in terms of the performance conditions.

“It tried to provide sensible answers to questions about human reliability,” he said. “There is still a thirst for probabilities in some camps, but on the whole I think that this need is more limited today than in the 90s, and I hope that it eventually will wither and die. Since I no longer accept the legitimacy of this need, I personally consider CREAM as obsolete, although a number of the sensible ideas proposed by CREAM can be found in a different form in the FRAM.”

**Steps for OHS professionals**

In shifting to a Safety-II perspective, Hollnagel recommended OHS professionals to look at what they themselves do at work – and for that matter in any kind of activity.

“Try to recognise the usefulness of the ubiquitous performance adjustments that everyone makes all the time, try to understand why they happen and how we can become better at monitoring and managing them, in ourselves and in others,” he said.

“And then, of course, point out that whatever is spent to improve Safety-II is not a cost but an investment that improves the organisation’s ability to succeed.”

Professor Erik Hollnagel will present at a series of SIA workshops which will focus on creating a new way of thinking about safety, moving from prevention and protection to resilience and proactivity. He will also be the keynote speaker at this year’s Wigglesworth Lecture to be held on Tuesday 25 March in Melbourne. For more information visit www.sia.org.au.
The DrugWipe from Pathtech is the leading saliva drug detection device in Australia. It is used by all Australian Police for roadside drug screening in every State and Territory, and many workplaces around the country as part of their internal drug testing programs.

**DrugWipe from Pathtech:**
- Smallest amount of saliva, just a wipe down the tongue
- Reliable results in 8 minutes
- Fast detection of up to 6 drug groups: Cannabis, Opiates, Cocaine, Amphetamine, Methamphetamine (MDMA, Ecstasy) and Benzodiazepines
- No handling of saliva required
- Less invasive than urine testing

**Securetec DrugWipe**
An easy to use, reliable test for the detection of drugs in saliva. Provides rapid results – within 8 minutes. No handling of saliva required.

**FREE Sample**
Try the Securetec DrugWipe
Contact the Pathtech Team and mention ‘OH&S Professional’ for your free sample. Available until the 30th of April 2014.

Pathtech is helping employers to eliminate drug and alcohol abuse in the workplace with the very latest in testing devices. Working across a range of industries the team can assist with saliva, breath and urine testing devices, along with full product training.
Innovation and insight at Safety in Action 2014

The SIA National Safety Convention offers OHS professionals an unparalleled opportunity to keep up to date with the latest national and international developments.

The Safety Institute of Australia’s Safety in Action 2014: National Safety Convention is the premiere safety conference for the year. It will bring thought leadership to the fore and encourage national and global involvement and networking over two days. Produced by the SIA Victorian Conference Committee and Informa, the convention will showcase topical, innovative safety methods and practices.

Held at the Crown Conference Centre from 26–27 March 2014, the convention will feature an international address from the University of Southern Denmark’s Professor Erik Hollnagel (see page 30) as well as presentations from Comcare CEO Paul O’Connor, Lend Lease’s group head of environment health & safety Brian Long, Goodman Fielder’s director health, safety and environment Elizabeth Tosti and Norton Rose Fulbright partner Barry Sherriff.

Why organisations experience OHS disasters

Speaking ahead of the convention, managing director of SAFEmap Australasia, Lincoln Eldridge, said organisations are more likely to suffer disastrous safety events if there is a strong tendency towards risk in their culture – even though they may have a strong safety culture and outwardly appear safe and robust.

Quite often the public appearance of an organisation is quite different to the internal culture, and Eldridge noted that there is a distinct difference between safety culture and risk culture. “The safety culture is created by safety management systems, compliance, bureaucracy and so on, which can differ from the risk culture of the organisation where there is a high propensity to take risks, to shut risk information down [and] focus on control of risk – all of which, as it takes hold in the organisation, increases the propensity/possibility for an OHS disaster,” he said.

“So the key point is, what is the difference between what appears outwardly compared to what exists inwardly in the real and true culture of the organisation?”

Eldridge said another contributing factor to OHS disasters is a slow and incremental drift away from sharp controls in the organisation, which is unnoticeable to those close to the controls as well as those further away inside and outside the organisation. “This results in an organisation slowly and incrementally drifting towards the ultimate disaster,” he said.

In order to develop resilience and tolerance to minimise the possibility of OHS disasters, Eldridge said organisations should focus on understanding and accepting the “realities of safety” such as complexity, variability, human competence and randomness. He also noted that the safety profession and OHS professionals need to have a very critical review of current strategies.

“We drive particular paradigms, such as compliance, consistency, KPIs and so on,” he said.

“We need to have a very critical review of these interventions and their input into organisations. We can start to think about the operational side of the business and think about some of the realities of business complexity, the need for flexibility, variability, etcetera.”

The need for mental health “first aid”

With the recent introduction of the new workplace bullying regime, organisations should take a holistic approach to the effective prevention and management of bullying as well as a proactive approach to mental health “first aid”, according to Sherriff.

Also speaking ahead of the convention, he said the issue of bullying has been on the radar for some time but not well understood by organisations. “Treating bullying as a ‘standalone’, rather than part of a holistic approach to mental health, limits the field of action, while also missing the underlying conditions that contribute to the relationship and perception issues that can lead to bullying complaints,” he said.

“A lack of individual understanding, or disagreement, on what is ‘bullying’ can lead to unintended harm or disengagement from bullying processes and supporting training.”

While initial policy development, implementation and training may occur around bullying, he said many organisations fail to provide the ongoing reinforcement that is necessary to ensure early notification and response.

“A broad-based policy on mental health first aid can properly position the organisation in a ‘caring’ rather than ‘compliance’ position. Bringing mental health into the mainstream, demystifying and de-stigmatising mental illness, will make peer support and early intervention more likely,” he said.

“Having trained mental health first aid officers, identifying them (along with other first aid officers) and promoting their role demonstrates commitment by the organisation while providing ‘go to’ people.”

Sherriff said this is a complex area and input from mental health experts, HR professionals and lawyers is critical to effective management. “OHS professionals can play a significant role in identifying issues and in the development of specific responses,” he said.

Preparing for black swan events

The phrase “black swan” is becoming increasingly popular with C-level executive management, and it is one which the safety fraternity should become more familiar with, according to Martin Ralph, managing director of the Industrial Foundation for Accident Prevention (IFAP).

In The Black Swan, author Nassim Nicholas Taleb defines a black swan event as one that is highly improbable and which has three principal characteristics: (1) it is unprecedented; (2) it carries a massive impact; and (3) after the fact, an explanation...
is concocted that makes it less random and more predictable than it was.

“One of the issues with black swans and how they align with workplace safety and health is in the definition of reasonably practicable that underpins the legislative requirements in our Australian statutes,” said Ralph ahead of the conference.

As such, he said employers must implement management measures for hazards that are “reasonably foreseeable”.

However, black swan events are highly improbable by their very definition, and may exist outside of the contemporary legal framework. “In a classic catch-22 circumstance, according to Taleb’s third principle, post-event, societal expectations will be that more knowledge should have been available about the hazard and risk, and therefore, undoubtedly, the reasonably foreseeable requirement will apply,” said Ralph.

Given the lack of “foreseeableness” of black swan events, Ralph said the most effective item in the contemporary safety fraternity’s toolkit is an organisational crisis and emergency management plan.

“It is perfectly reasonable for organisations to have an effective, well-rehearsed crisis plan that can be readily and efficiently applied in the immediate aftermath of a black swan event,” he said.

“Given the inevitable nature of Taleb’s third principle, the crisis plan needs to include a robust communications plan to ensure an information vacuum does not occur, and as a result speculation is minimised.”

The Safety Institute of Australia’s Safety in Action 2014: National Safety Convention will be held at the Crown Conference Centre from 26-27 March 2014. For more information visit www.safetyinaction.net.au/melbourne2014, call 02 9080 4307 or email info@informa.com.au quoting event code P14K02.

Attendees, speakers and sessions at last year’s Safety in Action 2013 National Convention
Contrary to appearances, the findings of this book are of interest beyond the maritime sector. My interest stemmed from my involvement in the Victorian commercial fishing industry and a couple of SeaCare conferences, but I found myself drawn into the application of the findings about globalisation and precarious employment to workplaces in general, and in particular small workplaces. Indeed one’s mental images of the industry are predominated by supertankers and huge container ships, which one forgets are crewed by few and increasingly fewer personnel.

These workplaces bare many similarities to land-based factories and building sites with high energy machinery, work at height, and construction and maintenance work, all within the challenging maritime environment. Therefore, few will be surprised to find that this results in the sector remaining one of the most hazardous; in the UK the mortality rate is 26 times that for all workers. However, what is surprising is the extent of the weaknesses in the evidence base; low reporting rates, different recording regimes and the complication of suicides and homicides make national, let alone international, data analyses problematic. Estimating the size of the injury problem is similarly perplexing.

The size of the health problem is no easier to estimate; data suggests high, cancer rates that could be associated with lifestyle factors (smoking rates are high for example), but there are many hazardous substance exposures that range from vessel waste gases through chemicals associated with maintenance to the content of cargoes. There are further complications with diseases of long latency among a mobile and transient workforce.

Psychosocial stress is known to be a significant problem but is complicated by its association with traumatic events such as suicide as well as coronary heart disease and the influence of lifestyle factors. Bullying and violence from fellow seafarers appear to be more accepted as a part of the job than it is now in land-based workplaces. The threat of violence though piracy is increasing, and the authors present an interesting table that clearly shows the trend. Of course, all these are preventable and the majority of the book examines why they are not better prevented.

The regulatory frameworks in this global sector are extremely complex. Therefore of significant importance is the International Safety Management (ISM) Code for Safe Operation of Ships. However, the authors argue that, like most voluntary safety management systems, it tends to focus on a narrow conceptualisation in which behaviour-based safety predominates taking little account of life at sea and work organisation. Further, the focus is upon safety at the expense of health.

Herein lies the breadth of interest of this book; increasing globalisation across many sectors challenges regulatory frameworks and approaches to OHS management system development. While it is well established within the literature and our day-to-day practice that we will fail if we do not consider the social and economic contexts of our businesses and the OHSMS, it continues to be the case that these are ignored. Further, behaviour-based safety is an easy fix and conveniently shifts the onus to the workers. The authors of this book suggest that efforts for cultural change that are focused on seafarers need to be refocused at organisational level where profit maximisation and cost minimisation are putting lives in peril; an argument that is at the heart of the work of so many of us.

Thus, the deep and thoughtful analysis of this complex industry offers insights that not only provide rich information for those involved with the sector but also observations that should inform the thinking of any of us involved in WHS in an increasingly globalised society.

Reviewed by Steve Cowley, FSIA

Lives in Peril
Profit or Safety in the Global Maritime Industry?

Walters, D. & Bailey, N.
2013 Palgrave Macmillan, UK
Cost: $135 (Hardback)
The Safety Institute of Australia Ltd is Australia’s peak professional body for health and safety professionals. Established more than 60 years ago, the Institute today has more than 4500 members and aims to develop, maintain and promote a body of knowledge that defines professional practice in OHS.

Through the SIA, members have access to qualified, timely advice regarding public policy and regulation, research and development opportunities to advance OHS knowledge and guidance in both theory and practice.

We are committed to creating a profession that can deliver the highest standards of OHS, and we do this through the engagement of our individual members, corporate members, corporate and strategic partners, governing bodies and key profession stakeholders.

If you would like to co-brand with the SIA and work in collaboration to enhance your brand, call Danielle Laffey at the SIA on 03 8336 1995 to discuss the many options available regarding corporate partnerships.

Want to build your safety brand?

The Safety Institute of Australia Ltd PO Box 2078, Gladstone Park VIC 3043 Freecall: 1800 808 380 T: (03) 8336 1995 F: (03) 8336 1179 W: www.sia.org.au
UV is an OH&S risk.
Book a SunSmart education session today.

Australia has one of the world’s highest rates of skin cancer.
Outdoor workers have a higher risk of skin cancer due to the long periods of time they spend outside in the sun year round.
In Victoria you can book a SunSmart education session today.
Contact SunSmart on (03) 9635 5148 or sunsmart@cancervic.org.au for further information*.

Slip  Slop  Slap  Seek  Slide

Visit cancer.org.au or sunsmart.com.au for more information about UV services provided by your Cancer Council
*Mention this ad to receive a 5% discount. Discount applies to single sessions only and does not include additional costs, if located outside Melbourne metropolitan.

Image supplied courtesy of Queensland Health 2010