

Urban Utilities Safety Culture Transformation



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“Stop using PPE as a way of making tasks safer”

“Trust us!”

“Encourage people to report near misses and incidents”

“Stop blaming who does wrong”

“Break down the fear culture of safety compliance”

“Look to the reasons incidents occur”

“Need a walk a mile in my shoes program”



Safety Culture Transformation

2018 - 2021

I Discovery

Four Corner
Safety Climate
Diagnostic

strengths

- Respect for others
- Value mateship
- Understand risk and take the required action
- Proud of our contribution
- Adaptable and creative problem solvers



opportunities

- Rethink our conversations
- Build resilience
- Lead with empathy
- Unite our team
- Capture effective feedback

II Design & Implement

Safe. Simple.
Workshops:

1. Together
2. Insights
3. Ethical
4. Everyday

III Habituate

- Critical Control Work Insights
- Learning Teams
- Human Centered Mindset
- Safety Pulse Dashboard
- Annual Safety Success & Failure Event
- Decluttering SMS
- Appreciative Safety Investigations
- Restorative Culture
- Measurement Differently

Outcomes for success



Leadership that enables



Learning culture



Empowered people



Successful partnerships



Streamlined & innovative procedures



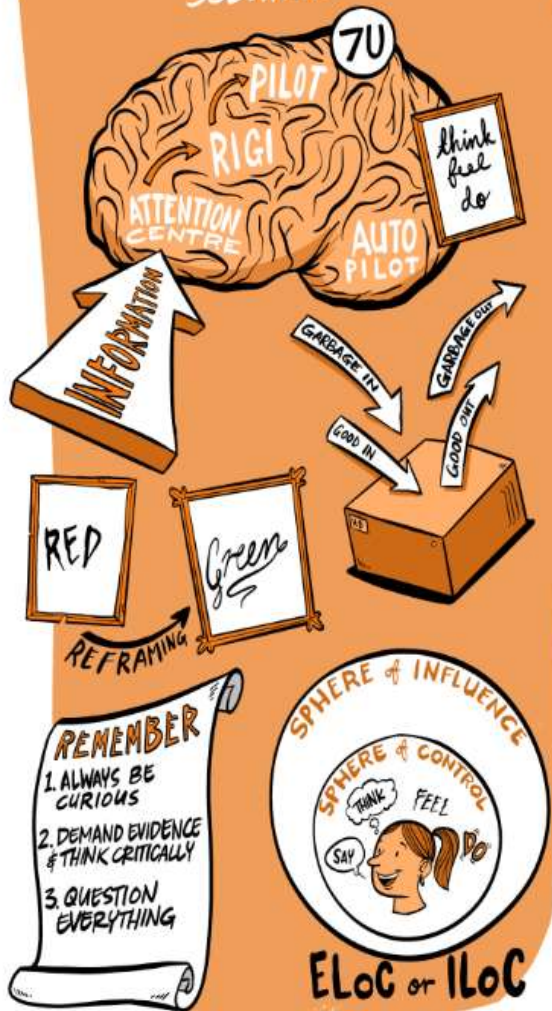
Constructive culture



Measure differently

PRINCIPLE 1

ACCEPTING PEOPLE AS COMPLEX,
EMPOWERING them AS the
SOLUTION

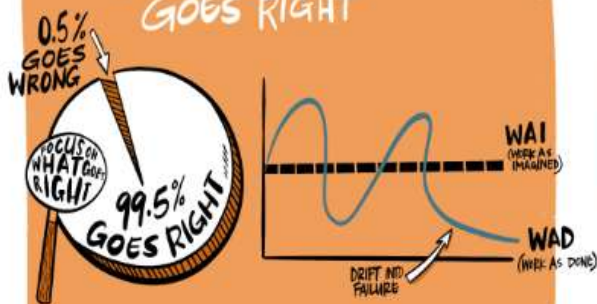


SAFETY II

SAFE. SIMPLE

PRINCIPLE 2

LEARNING from WHAT
GOES RIGHT



WORK INSIGHTS

STUDY of NORMAL WORK

1. DISCOVERY
2. ANALYSIS
3. ACTION
4. EVALUATION

SOME ADAPT &
FIXED FLEXIBILITY FLEX CONTINUOUSLY

the BLUNT
END

the SHARP
END (THOSE CLOSEST
& THE WORK)

PRINCIPLE 3

SAFETY IS AN ETHICAL
RESPONSIBILITY

WE
LEARN
from our
MISTAKES

CULTURE of
LEARNING,
TRUST &
ACCOUNTABILITY



SAFETY of WORK
VS
SAFETY WORK
HOW DO WE
LIGHTEN
the BACKPACK?



HUMAN CENTERED
MINDSET

easy
to add
safety work

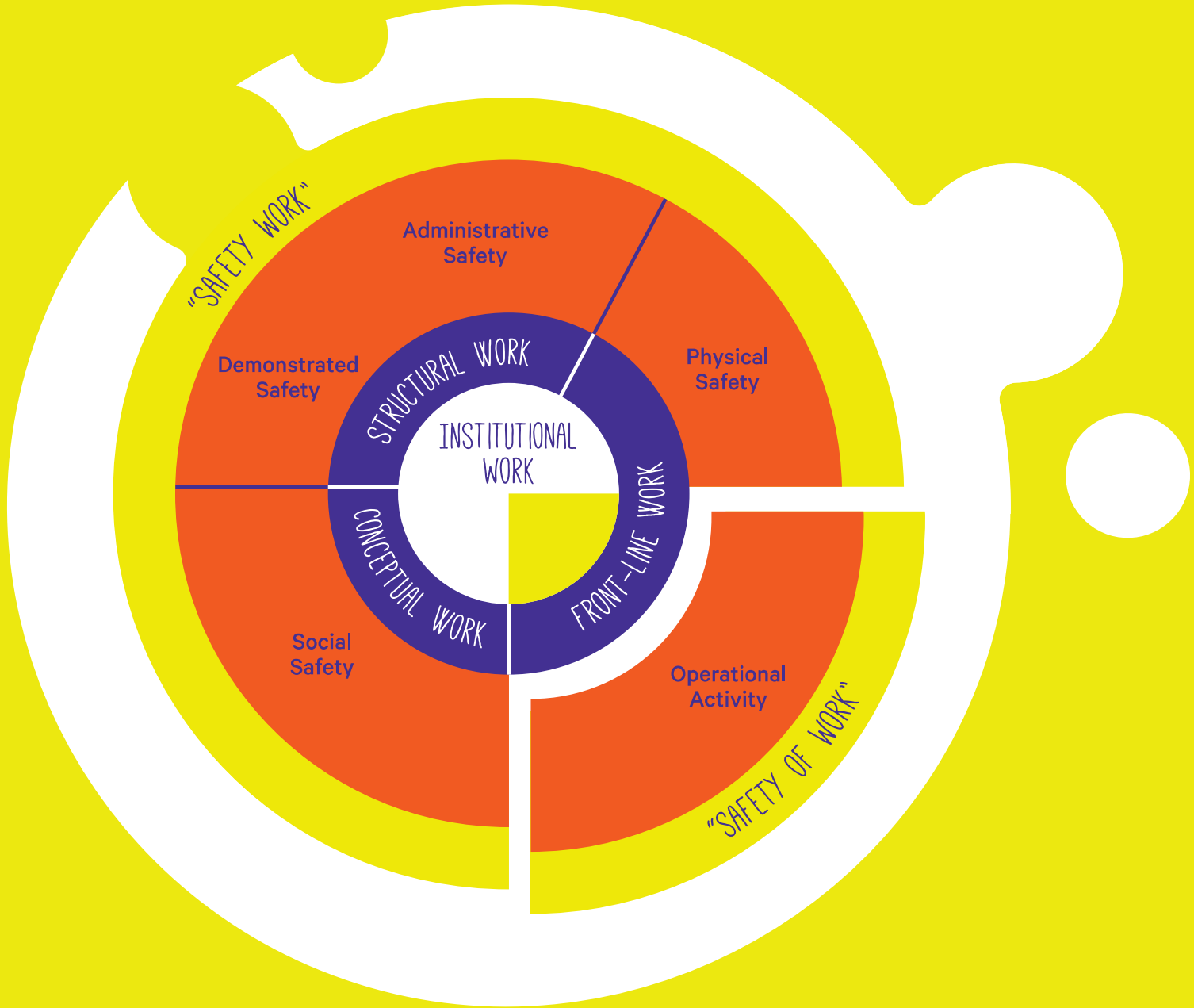
Does it spark safety?

many
events trigger
addition

hard
to remove it

few
opportunities
to remove them





"SAFETY WORK"

Administrative Safety

Demonstrated Safety

STRUCTURAL WORK

INSTITUTIONAL WORK

Physical Safety

FRONT-LINE WORK

Social Safety

CONCEPTUAL WORK

Operational Activity

"SAFETY OF WORK"

Remove the WRAP and it wont change the way we work.

WRAPS stay in the job folder. Get rid of it.

Get rid of a lot of the content that isn't relevant once on site.

WRAPS are done half way through or at the end.

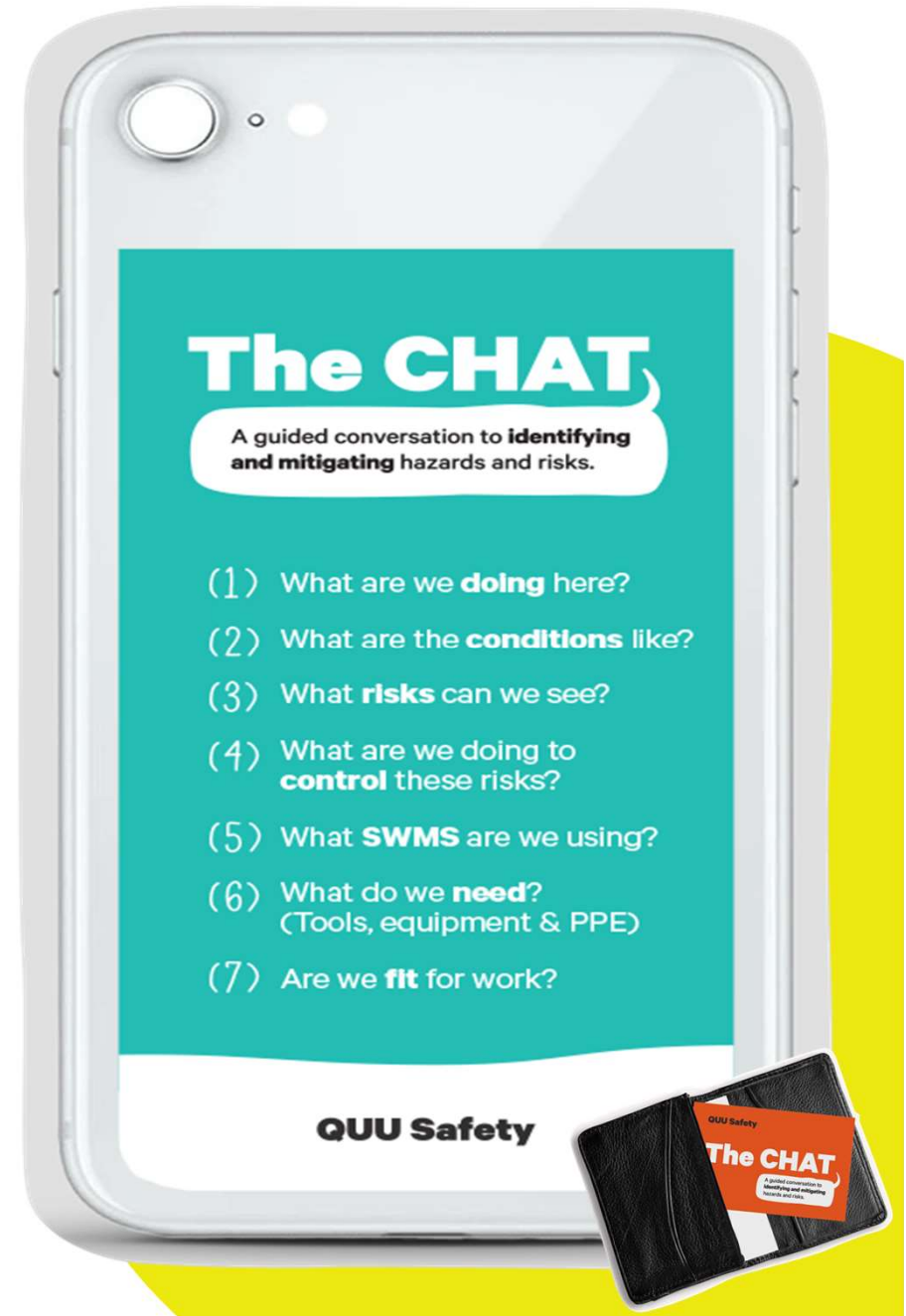
No value. Just used to cover your arse.

Been greater than 6 months for most blokes even looking at them.

A long process for a job we do everyday.



Case study: WRAP to THE CHAT

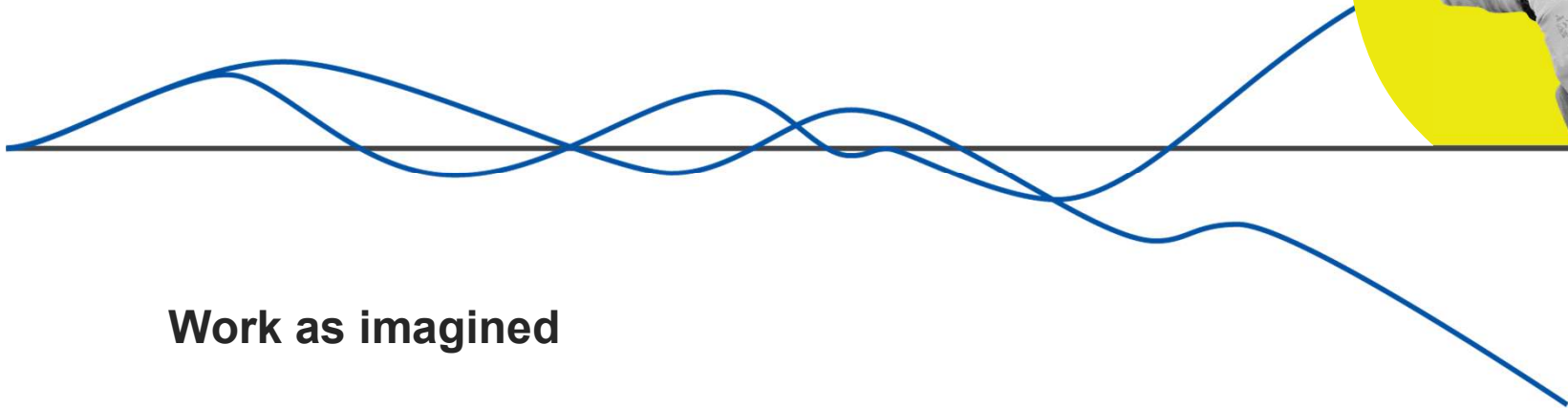


WORK INSIGHTS

MASTERS OF THE BLUE LINE



Work as done



Work as imagined

Work Insights

What is it?

It's a conversation.

It's having a chat with the people that do the work. It's all about gathering information about how the work really gets done, so that together, we can put the right actions in place to improve safety.

Why do we do it?

QUU is on a journey to doing safety differently.

It's to better understand "Work as Done" rather than "Work as Imagined" and seeks to close the gap between the two.

Work Insights focus on collaboration with workers to improve work environments and practices.

Work Insights is guided by a set of principles:

- **Error is normal**
- **Blame fixes nothing**
- **Systems drive behaviour**
- **Learning is vital**
- **Response matters**

1

Discovery



Leaders, HSR's, and/or members of the Health and Safety team visit a work site.

Introduce yourself, and let the team know you're here for a work insight chat.



A Work Insights chat should have an element of preparation around a task or activity prior to heading to site. There are different types of work insights such as:

- Insights on normal work
- Post job reviews
- Insights on the critical controls of our high risk activities.
- Insights gathered describing the work from the point of view of those who are performing the work.

2

Analysis



Lots of great stories and examples of 'work as done' have now been captured and it is time to shift into analysis mode.

Once the insight discussion is complete, drop them into GPulse and do the analysis. Analysis can be done in HSR meetings, production or FCON meetings.

Search for themes from all of the different Work Insight chats that are being done across QUU via our Health and Safety Dashboard.

Search for common threads, a shared issue, or a clear opportunity for improvement.

3

Action



This is where QUU's fresh approach to safety takes things up a notch! Not only do we want to get feedback, we want to act on it.

Some actions will be **effective immediately** - the quick wins so to speak.

Other actions might require some more exploration and will be taken to a **Learning Team workshop**. For this you will need a small group of people from the frontline to come together to break down the improvement ideas and analyse it even further.

And then there's the **big ideas for change**. These opportunities might mean you have to invest a lot of time, money or resources to make it happen, and they might take several months to get approved and be implemented.

4

Evaluation



Work Insights are part of a continuous cycle of improvement and learning. A further work insight can be done at this point to get feedback on any actions that have been implemented.

You might ask:

- *How have the changes or actions impacted your work?*
- *What would make the changes even better?*
- *Do you have any more ideas to further improve this aspect of your work?*

Learning Teams

Learning Teams are ad-hoc workshops where small teams proactively come together to break down and analyse incidents, near misses or normal, day-to-day work tasks.

Teams discuss the complex and variable nature of their work, along with the dynamic trade-offs and goal conflicts, which are inherent in all work processes

and systems. The workshop focuses on work-as-done (the reality), rather than work-as-imagined (the process or procedure) to pinpoint what keeps them safe, and what exposes them to danger. The team then agrees what learnings can be shared across their team, their group or across QUU.

Here are some guiding principles for you to get the most out of your Learning Team:

- Error is normal
- Blame fixes nothing
- Systems drive behaviour
- Learning is vital
- Response matters



Questions

Tell me about your work
 What does a good day look like?
 What does a challenging day look like?
 What does normal work look like?
 What frustrates you on your job?
 What is predictable?
 What is unpredictable?

What do you do to make the job easier?
 How hard is it to get things done?
 Where is it easy to make a mistake?
 What is the worst thing that could happen?
 Do you have the right tools?
 How do-able are your procedures?

More questions

What else did you think of since the last workshop?
 Can anyone think of anything else that we should include?
 Tell me more about what has been working well
 What needs to be done to improve the job / task?
 What do you want to do differently, based on what we've discussed?
 What do you want to do to make it better and safer?

At Queensland Urban Utilities (QUU) we are all about enriching the quality of life for our customers and the community, by delivering water and waste water services.



Enriching the quality of life – it's a big goal, but one that we're passionate about. And, we know we can only achieve it when our team is at its best.



So that's why we have a Health and Safety Policy. It outlines our commitment to you, and your health and safety, so that you can do your best work for the 1.4 million people who rely on us, 24/7.



So, here's our commitment to you

We'll be relentless about preventing work-related injuries. This means we'll provide you, and our delivery partners and contractors, with a safe and healthy place to work.



We'll make sure that you and your team have the right tools and equipment to engineer out risks or put controls in place.



We'll make sure that your health and safety isn't just about filling out paperwork. Sure, there'll always be some paperwork...



...but our leaders will be talking with you more often to get your opinion about what's working and what's not, when it comes to health and safety.

How can we improve?



Rest assured, our standards and procedures will always be best practice, and aligned with the Work Health and Safety Act 2011



When it comes to our management systems, we'll be compliant, that's for sure, but we want to focus on adding value to our day to day operations, and that means exploring what you can do to improve health and safety, and not just telling you what you can't do.



We recognize that on occasion, things do go wrong...



...and when they do we want to understand more about what makes work challenging and what helps and hinders performance, particularly in hazardous work conditions.



So, we'll be less about judging...



... and more about learning and sharing.



You see, at QUU, when it comes to enriching the quality of life, that means yours too.



And that, is our commitment to you.

1

EVIDENCE
based
safety

DISCOVERY

EDUCATION
and awareness



2

DECLUTTERING
Safety of work or
Safety work?

WORK INSIGHTS
Work as Imagined/
Work as Done

RESTORATIVE
CULTURE
Blame or learn?