

# The 4th Annual Total Safety Culture 2009

Addressing the Behavioural and Psychological Aspects  
of Safety to Build Employee Responsibility for Operational  
Excellence, Zero Harm and Improved Performance

Zero harm can only be achieved by addressing the human factors involved in safety. Liquid Learning is delighted to present the 4th Total Safety Culture event, featuring a compelling combination of case studies and expert commentaries addressing the core issues that are confronting safety professionals in today's climate. Delegates will leave this event with practical knowledge of how to grow behavioural, psychological and systematic elements to cultivate a total safety culture.

## FEATURED SPEAKERS



**Michael Walsh** General Manager, Safety and Health  
**Leighton Contractors**



**Shane Barker** Senior Manager, EHS  
**Boeing Defence Australia**



**Megan Davison** Assistant Director  
**Minerals Council of Australia**



**Karen Wolfe** President, NSW Branch  
**Safety Institute of Australia (SIA)**  
Leader, Occupational Safety Services  
**ANSTO**



**Cath Brokenborough** NSW Regional Environment, Health and Safety  
Manager  
**Bovis Lend Lease**



**Craig Farrell** (A/g) First Assistant Secretary, People and Governance  
Division  
**Department of Immigration and Citizenship**



**Herbert Biggs** Director of Service, Innovation and Engagement -  
School of Psychology and Counselling, Institute of Health and  
Biomedical Innovation  
**Queensland University of Technology**



**Nick Fitzpatrick** General Manager  
**Optimus Safety Management (Australia)**



**Cathy Cox** Assistant Commissioner, Employment Policy and Health  
**Australian Taxation Office**



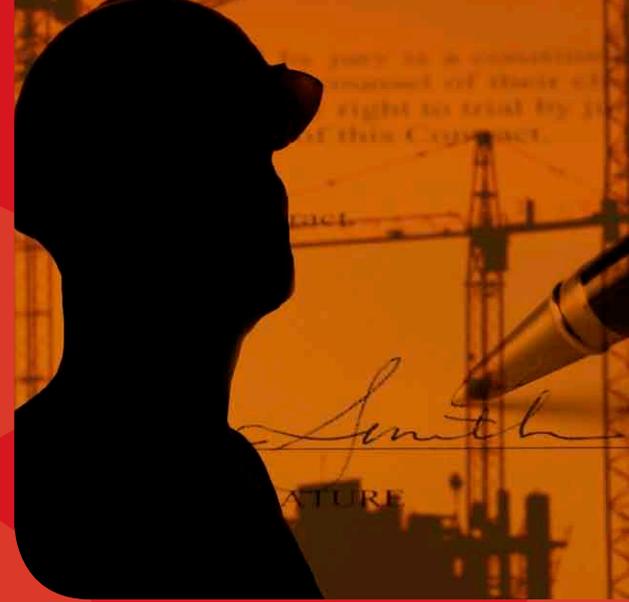
**Adam Williams** Corporate Assurance Manager  
**Serco Sodexo Defence Services**



**Tony Wittcomb** HSE Manager  
**DORIC Group**



**Mick Crowe** Chief Operating Officer  
**G&S Engineering Services**



29 & 30 July 2009  
Amora Hotel Jamison, Sydney

## EXPLORE

- Leadership Practices Influencing Behaviour, Cultural Change and Engagement
- Enhancing the Impact of Programs to Make the 'Zero Harm' Value a Reality
- Managing 'At Risk' Behaviours and Environments
- Understanding the Lead Indicators for Safety Culture Improvement

## PLUS WORKSHOPS

Two Separately Bookable, Half-Day  
Workshops on 31 July 2009

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# Day One 29 July 2009

8.30 - 8.55 **Registration and Morning Coffee**

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8.55 - 9.00 **Official Welcome and Opening Remarks from the Chair**

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9.00 - 9.45 **EXPERT COMMENTARY**

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## The Role of the OHS Professional in Developing a Safety Culture

Safety cultures do not just happen. There needs to be work and a visible commitment at all levels of an organisation to develop and maintain it. OHS professionals have an important part to play in this development and maintenance. Explore:

- Value adding to organisation's safety culture by OHS professionals
- What roles do others have preserving your investment in your safety culture?

**Karen Wolfe** President, NSW Branch  
**Safety Institute of Australia (SIA)**  
Leader, Occupational Safety Services  
**ANSTO**

9.45 - 10.00 **Questions and Discussion**

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10.00 - 10.45 **CASE STUDY**

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## A Safety Culture Survey of the Australian Minerals Industry

The Minerals Council of Australia recently engaged a research firm to undertake a web-based safety culture survey of the Australian minerals industry. This survey measured perceptions on 20 factors pertaining to safety. This presentation will outline the results from this survey and contrast these results with a similar survey undertaken in 1999. Similarities and differences that have emerged over a decade in which there has been an unprecedented mining boom will be explored. Megan will establish that:

- Safety culture is dependent on true and credible leadership
- Everyone has a role in safety
- Front line supervisors play a critical role

**Megan Davison** Assistant Director  
**Minerals Council of Australia**

10.45 - 11.00 **Questions and Discussion**

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11.00 - 11.15 **Morning Tea**

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11.15 - 12.00 **CASE STUDY**

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## Implementing Safety Culture Change - The Difference That Really Makes a Difference

Optimus excel in making positive cultural change actually happen. The fundamental building blocks for this are well recognised, yet organisations continue to struggle with making sustainable and even generative cultural change happen in ways that deliver lasting improvement in HSE performance and which do not rely on external support in order to exist long term. Optimus will share how generative

change can be delivered by doing something different and caring enough to do the right thing. This presentation will focus on:

- Why it is that cultural change programs often falter
- Why care is important in the workplace and how it will help us
- What is the difference that makes the difference?

**Nick Fitzpatrick** General Manager  
**Optimus Safety Management (Australia)**

12.00 - 12.15 **Questions and Discussion**

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12.15 - 1.00 **CASE STUDY**

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## Safety Culture - Reality or Myth?

The presentation will cover the proposal for a Safety Climate Survey to be conducted across Boeing Defence Australia. This includes information on a predictive validity study of Zohar by Dr Stephen Johnson (published). The origins of 'Safety Culture' are briefly explored and examples of systemic safety systems failure (related to safety culture) and their role in catastrophic disasters is illustrated by way of example. Efficacy and benefits of conducting Safety Climate Surveys research indicating Transformational Leadership style is most conducive to achieving optimum safety performance. Explore:

- Validity of Safety Climate Surveys
- Safe behaviour is highly and significantly correlated with safety culture
- Directly predicts safe behaviour and injury severity (lost workdays)
- Indirectly predicts injury frequency through the mediating effect of safe behaviour
- Interventions designed to improve safety culture improve the likelihood of safety-related outcomes

**Shane Barker** Senior Manager, EHS  
**Boeing Defence Australia**

1.00 - 1.15 **Questions and Discussion**

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1.15 - 2.15 **Networking Lunch**

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2.15 - 3.00 **EXPERT COMMENTARY**

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## A Construction Safety Competency Framework - Comments on Development, Industry Application and Future Benefits

Employer commitment and leader behaviour are bedrock supports to develop and maintain desirable workforce safety culture. Understanding the staff competencies that are necessary in safety critical positions as well as the distributed leadership roles and responsibilities that are needed are essential in this context. The culture actions that drive future development are also key in driving improvements in culture and performance. Discuss:

- What are the elements of a comprehensive safety competency framework?
- How can an organisation develop and use a customised framework matrix?

**PLUS WORKSHOPS!**

**TWO Separately Bookable workshops on 31 July 2009**

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- What are Safety Effectiveness Indicators, and what is their future potential?

**Dr Herbert Biggs** Director of Service, Innovation and Engagement - School of Psychology and Counselling, Institute of Health and Biomedical Innovation, Queensland University of Technology

3.00 - 3.15 **Questions and Discussion**

3.15 - 3.30 **Afternoon Tea Break**

3.30 - 4.15 **CASE STUDY**

## **Safety Culture - How Dare You Say We Don't Have One!**

The construction industry lags behind many other industries in term of safety maturity. A practical understanding of what it is and what it looks like in practice has not yet surfaced across the industry. This presentation reveals a methodology that challenges companies to take this cultural journey based on the learning's from the airline and medical industries. You will learn:

- What is safety culture in practice?
- How the construction industry can learn from others
- Converting theory to practice to shift the organisation culturally

**Michael Walsh** General Manager, Safety and Health  
**Leighton Contractors**

4.15 - 4.30 **Questions and Discussion**

4.30 - 5.15 **CASE STUDY**

## **Ownership of Behavioural Safety in a Transient Workforce**

Safety performance is the corner stone of business improvement strategy at G&S Engineering. The drivers for further improvement and injury eradication rest increasingly with the behaviours of the people at risk. In a business with a high percentage of non permanent or transient personnel, achieving ownership of safety in the minds and values of staff is the key and presents a significant challenge. G&S has been successful in achieving fast, effective absorption of a safety culture using the right approach and through universal industry support. Explore:

- Behavioural safety for the individual as opposed to the system
- Aligning the goals of the individual with that of the organisation
- Showing consistency throughout the industry to match the vision to reality

**Mick Crowe** Chief Operating Officer  
**G&S Engineering Services**

5.15 - 5.30 **Questions and Discussion**

5.30 **Concluding Remarks from the Chair**

5.30 - 6.30 **Networking Drinks**

8.30 - 8.55 **Morning Coffee**

8.55 - 9.00 **Opening Remarks from the Chair**

9.00 - 9.45 **CASE STUDY**

## **Workplace Safety - Everyone's Responsibility, Everyone's Business!**

This Australian Government case study outlines how DIAC improved its performance in Workplace Safety, by implementing specific projects to address concerns at the National and Individual level. Find how the motto "People our business" and strategic themes for the organisation guide every aspect of DIAC's work including the reduction in claims and recognition of why and how incidents occur. Craig Farrell will reflect on:

- Focus on Compensation Premium
- Personal accountability
- Care for Colleagues = Improved Outcomes

**Craig Farrell** (A/g) First Assistant Secretary, People and Governance Division  
**Department of Immigration and Citizenship**

9.45 - 10.00 **Questions and Discussion**

10.00 - 10.45 **CASE STUDY**

## **A Top-down Approach to Improving Safety Performance through an Effective Safety Culture**

The presentation will discuss the strategies applied by SSDS to gain interest and commitment from the Board through to the employees. A summary will be supplied of the systems implemented which resulted in a consistent reduction in injury statistics and created significant savings to the business. Examples will be inclusive of practical safety solutions that meet the demanding requirements of today's organisations, particularly when working in a contractor environment. Explore how to:

- Obtain safety commitment from the top
- Create significant savings through a safety program
- Apply a practical safety program

**Adam Williams** Corporate Assurance Manager  
**Sercu Sodexo Defence Services**

10.45 - 11.00 **Questions and Discussion**

11.00 - 11.15 **Morning Tea**

11.15 - 12.00 **THINK TANK**

## **Is Safety Culture the Foundation on Which Economic Worth is Constructed?**

History has unquestionably, and sometimes devastatingly, taught organisations that safety and economic value are not mutually exclusive targets. A poor safety culture will eventually manifest itself in poor reliability and poor financial performance. Reduced safety performance will bring with it harsh regulatory consequences and poor dependability and will undoubtedly bring with it the strict economic consequences of an aggressive market as well

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as ongoing financial losses with Lost Time Injury Frequency Ratings. Discuss:

- How a sound corrective action program can increase both safety and productivity
- How the publication of businesses health and safety results influence public perception
- Regulatory penalties and civil awards are growing

## 12.00 - 1.00 **Networking Lunch**

## 1.00 - 1.45 **CASE STUDY**

### **Embedding the CRC Safety Competency Framework into Your Safety and Environment Management System**

Bovis Lend Lease (BLL) relies on the Environment, Health and Safety (EHS) skills of its workforce to meet their legal obligations and the company's Incident and Injury Free (IIF) vision. Adapting the CRC safety competency framework gave them the opportunity to not only review and improve the competency and performance standards for all key personnel, but to revamp the EHS management system to enhance and embed the safety culture initiatives already underway. The IIF vision adopted in 2002, shifted their training focus to subjective aspects such as gaining people's commitment and being Incident and Injury Free a company value. Less attention was directed to developing or maintaining the behaviours and systems aspects which are also important in preventing incidents and injuries. The business found that the CRC competency framework enabled them to balance the cultural, process and technical skilling, and provide more consistency and transparency around "what we do and how we do it". Discuss:

- Positive benefits of adapting the CRC framework
- Lessons learned from review of staff competency and the company management system
- Creating a learning enterprise

**Cath Brokenborough** NSW Regional Environment, Health and Safety Manager  
**Bovis Lend Lease**

## 1.45 - 2.00 **Questions and Discussion**

## 2.00 - 2.45 **CASE STUDY**

### **Translating Health and Safety Philosophy into the 'What and Who'**

Within a high risk industry such as construction, businesses need a clear health and safety philosophy if they want their performance to improve. But philosophy alone will not lead to positive changes in safety behaviour and culture; it's the 'what and who' that's important. DORIC, a medium sized construction group in WA, has started on its journey towards 'Zero Harm' and this session will explore:

- How to translate a 'philosophy' into positive activity - The 'what and the who'
- The importance of 'Leadership'
- How to engage Contractors in the behavioural change journey

**Tony Wittcomb** HSE Manager  
**DORIC Group**

## 2.45 - 3.00 **Questions and Discussion**

## 3.00 - 3.15 **Afternoon Tea Break**

## 3.15 - 4.00 **CASE STUDY**

### **The Health and Safety Management System -The Tax Office Journey**

This presentation will provide detail on the elements that comprise the Tax Office's Health and Safety Management System. It will describe the initiatives the Tax Office has invested in and the outcomes of those initiatives in terms of safety and health organisational performance. Explore:

- The way an effective Health and Safety Management system can positively influence organisational productivity
- An understanding of the type of preventative initiatives that have been implemented in the Tax Office to address both physical and psychosocial injuries
- An understanding of the Tax Office's journey with respect to investment in prevention and injury management

**Cathy Cox** Assistant Commissioner, Employment Policy and Health  
**Australian Taxation Office**

## 4.00 - 4.15 **Questions and Discussion**

## 4.15 - 4.30 **Closing Remarks from the Chair and Close of Forum**

## WHO WILL ATTEND

Senior Management and Executives from Private and Public Sector Organisations responsible for:

- Occupational Health and Safety (OH & S)
- Health, Safety and Environment (HSE)
- Safety Systems / Training
- Risk Management
- Safety Culture Management / Development
- Injury Management / Workcover / Compensation
- Organisational Development / Effectiveness
- Industrial Psychology
- Human Factors



# Workshops 31 July 2009

## 9.00 - 12.30 WORKSHOP A

### Implementing Safety Culture Change - The Practical Difference That Makes It 'Stick'?

Optimus help to bring about positive and sustainable change in Safety, Health and Environmental culture and performance. They utilise a blend of Implementation, HSE and behavioural knowledge, competence and expertise to help make a real difference, transferring skills and capability so that lasting change can exist without the need for longer term, external support. This workshop will require participants input and effort as we demonstrate just what can be achieved and how; then we work together to create some outputs that will make a difference for you in your role. Explore:

- Knowledge of what creates care in the workplace and why it is important to your organisation's performance
- A different perspective on who or how we think we are, and what that means with respect to care in the workplace
- Things to do when you get back to the workplace that can make a difference

**Expert Facilitator: Nick Fitzpatrick** General Manager  
**Optimus Safety Management (Australia)**

Nick Fitzpatrick joined the Optimus Team as General Manager for Australia and South East Asia mid 2008. Nick's background prior to joining Optimus, includes roles at Group and International levels of HSE management for major EPCM and Subsea Contracting Companies in Australia and in the UK. Before moving into the field of health, safety and the environment, Nick pursued a successful career as a commercial construction diver, operating in many regions of the world, following time in the UK forces. As a Chartered Member of the UK Institute of Occupational Safety and Health with sound business management experience, an expertise in the fields of behavioural safety and a wealth of experience in HSE management at all levels of organisations, Nick is well placed to develop effective, value adding behavioural business solutions for organisations truly wishing to make a difference. As the head of a team of people who are passionate about looking after people and which is known for helping deliver change which has no 'sell by date', Nick truly feels he has 'the best job in the world'!

## 12.30 - 1.30 NETWORKING LUNCH

## 1.30 - 5.00 WORKSHOP B

### Effective Safety Leadership - Transforming Safety Leadership within High Reliability Organisations

Within the last five years some of the worlds leading thinkers on workplace safety culture have been considering the very real impacts that safety leadership has upon the specific safety outcomes that we are all interested in. More recently it has been demonstrated how very specific styles of leadership within a workplace can have a measurable impact right down to number of incidents. Within a comparable period manufacturing, construction, engineering throughout the globe has undergone significant transitions and shall continue to do so. These transitions have resulted in great improvements; whilst at the same time placing further pressures upon the internal systems that support their continuing processes. In many industries workforces have become increasingly multi-cultural, this too places an expanding and new collection of pressures and both corporate and moral responsibilities. As businesses continue to confront and reengineer their operations the critical role of leadership behaviour shall demand greater exploration. In this Workshop that objective shall be reached within a very pragmatic focus. Explore:

- See clearly what leadership behaviours work, what does not, and what is just plain dangerous
- Learn the critical steps to making a safety culture and leadership development plan effective within your own safety system
- Understand how you contribute to the predictive safety cultures within your business

**Expert Facilitator: David G. Broadbent** Safety Psychologist  
**TransformationalSafety.com**

David G. Broadbent has been considering the constructs surrounding workplace safety from the perspective of the leadership functions which occur in and around the safety environment. David is also the creator of the Integrated Safety Culture Assessment Model, which incorporates aspects of traditional safety auditing (OSHAS:18001 and/or AS/NZS 4801), quantitative assessment (safety survey metrics), qualitative assessment (targeted focus groups), and mapped against Ed Schein's internationally recognized safety culture KPI's. David has more recently developed the Transformational Safety Improvement System. Indeed David is the first in the World to coin the phrase "transformational safety" as a descriptor for the powerful relationships between transformational leadership theory and its associated safety correlates.

## ABOUT THE EVENT

Zero harm can only be achieved by addressing the human factors involved in safety. The sustainability of a total safety culture is cultivated by developing employee awareness, influencing attitudes and establishing shared responsibility for maintaining safe work practices. This must be reinforced by leadership and a safe system of work that is focused on operational excellence. Although there is some ambiguity about the exact definition of safety culture, there is no uncertainty over the relevance or significance of the concept and it's place within workplaces today. Total Safety Culture 2009 is an educational, case study driven forum that will explore the ways in which a variety of organisations are addressing safety culture. Speakers come from a multitude of backgrounds across public and private sectors, all with the common goal of reducing Lost Time Injury Frequencies and achieving Zero Harm. Delegates will profit from the real life accounts and practical ideas implemented by others to create individual and group values, attitudes, perceptions and patterns of behaviour that all contribute to the commitment to a safety culture. Ranging from newly implemented safety cultures through to 10 years worth of industry research on safety perceptions, this forum will show delegates the positives as well as the barriers to developing a sustainable positive safety culture.

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