“Culture eats strategy”

Tips for Creating and Sustaining a Workplace Safety Culture
Forum Agenda
WorkCover Queensland welcome
Dr Tristan Casey
John Leigh
Morning Tea
PFD Food Services
George Williams
Q&A Panel
Networking over a light lunch
Safety Culture: We can’t see the forest for the trees

Dr. Tristan Casey
Leadership & Culture Unit, WHSQ
In the beginning...
What lurks below
Organisational culture predicts performance

Directly

Indirectly
It all began with Chernobyl

We can’t miss our launch schedule

Production investments are more important

We can’t stop work when we’re behind

It’s happened before so it’s not a risk
Culture can DEFEAT or ENABLE
The academic view
The analytical view
The pragmatic view
Safety culture is:

- Shared beliefs
- That interact with systems
- To produce behaviour
Safety culture model

Outcomes

Behaviour

Practices

Change

Understand

Beliefs
An Example

Delivery drivers fail to respect forklift exclusion zones when on premises

Standard procedures and standard induction training

“It won’t happen to me” attitude – importance of personal experience and stories
Safety culture in retail

![Bar chart showing safety culture across different industries.]

- Construction: 4.5
- Manufacturing: 5.5
- Metalwork: 5.0
- Finance: 6.0
- Services: 5.0
- Wholesale trade: 3.5
- Retail trade: 4.0
Safety culture in retail

Risks are **unavoidable** in our workplace

42%

Minor accidents are a normal part of work

25%

Conditions at the workplace stop us following rules

22%
1. Secure support
2. Measure current state
3. Design intervention
4. Implement actions
5. Measure progress
Measuring culture

Behaviour

Practices

Beliefs

Triangulation
Around here, we use our initiative when it comes to safety – we don’t wait to be told what to do.

We need to think beyond the person involved when accidents happen.

Rules are in place to help us be safe, not to constrain us or make work difficult.

We need to cooperate and work together to achieve our work productively and safely.
Example positive practices

- Consultation & Participation
- Readiness & Learning
- Planning & Coordination
- Monitoring & Enforcing
Example positive behaviours

- Recognition, goal-setting, feedback
- Visioning, commitment, empower
- Open culture, listening, stimulate
- Vigilance, risk assessment and control
Safety Culture Resources

• Safety Leadership at Work resources
  – Upcoming toolkit pilot testing
• HSL UK (www.hsl.gov.uk)
• ISCRR (www.iscrr.com.au)
Young Worker Safety

What's inside?

- Introduction
- Factors that impact young workers' health and safety
- Mind and body
- Young worker safety model
- Workplace culture
- Workplace design
- Education and training
- Take action
- Resources

Young worker safety toolkit

For managers, supervisors, leaders and mentors

Introduction to the Young worker safety toolkit

Young Worker Safety Toolkit

The toolkit is designed to help build the capability of workers to be safe at work. Young workers are more likely to be involved in workplace accidents and incidents and may experience more frequent work-related injuries and illnesses. The toolkit focuses on the following areas:

- Young worker safety
- Young worker health
- Young worker mental health
- Young worker safety culture
- Young worker safety leadership

The toolkit includes resources to support young workers to develop safe working practices and behaviors.

People behind the young worker toolkit

This toolkit was produced by WorkSafe Queensland and the Queensland Health and Safety Commission. 

How to use this toolkit

Step 1: Build your knowledge

This toolkit aims to help you understand the factors that influence the health and safety of young workers.

- Review your role
- Take action

Step 2: Apply the principles of safety leadership to develop a positive safety culture

For more information about applying the principles of safety leadership to develop a positive safety culture, visit the Safety Leadership at Work webpage.
Workplace Health and Safety Queensland

Safety Leadership at Work

☎ 1300 362 128
✉️ safetyleadership@justice.qld.gov.au
🌐 worksafe.qld.gov.au/safety-leadership-at-work

tristan.casey@justice.qld.gov.au
To find out more about the IPaM program visit worksafe.qld.gov.au

JOHN LEIGH
Principal Advisor
IPaM

The Injury Prevention and Management (IPaM) program

Safety partnerships, real outcomes
What does the WHS Act say?

**Leaders**
- Broadly, the Work Health and Safety (WHS) Act 2011 requires all Persons Conducting a Business or Undertaking (PCBU) to ensure the health and safety of workers.
- In addition to this, it is the duty of an officer of a PCBU to exercise due diligence to ensure the PCBU complies with its obligations. An officer is defined as a person who makes, or participates in making, decisions that affect the whole, or a substantial part, of an organisation’s activities.

**Workers**
- Workers also have obligations under the same act. Workers are required to take reasonable care for their own health and safety and that of others who may be affected by their actions or omissions.
- They must cooperate with any reasonable instruction given by the PCBU and any reasonable policy or procedure of the PCBU to comply with the WHS Act and WHS Regulation.
Safety Culture exists at a high level, relating to overarching policies & goals of the senior leadership team.

Safety Climate is influenced by how the workforce behaves, how they think & feel about safety issues.
What’s in culture?

• Safety Management Systems
• Incident Rates
• Return to work arrangements
• Level of legislative compliance
• Physical workplace environment
IPaM have developed a tool kit that allocates scores to both:

The opinions of Leaders, as indicators of Safety Culture

The opinions of Workers, as markers for Safety Climate
Planning for change

Identifying Drivers & Barriers

Who (or what) will you use as **drivers** to change for your organisation?

- Internal
- External

Who (or what) might be **barriers** to change for your organisation?

- Internal
- External
The maturity of your safety culture should be considered when deciding how you can best make safety improvements in your workplace.

The Keil Centre safety culture maturity model is set out in a number of iterative stages and is intended as a framework to facilitate further discussion of safety culture issues.
**Where are we now?**

### Level 1 - Emerging
- Safety is defined in terms of technical and procedural solutions and compliance with regulations.
- Safety is not seen as a key business risk.
- The safety department (or staff with safety related duties) are seen to have primary responsibility for safety, rather than viewing safety as a shared responsibility.
- Many accidents are seen as unavoidable and considered part of the job.
- Most frontline staff are not interested in safety, and may only use safety as the basis for other arguments, such as changes in shift rosters.

### Level 2 - Managing
- Although our injury rate is average for our industry sector, we tend to have more serious accidents than average. Accidents are seen as preventable.
- Safety is defined as a business risk, and management put time and effort into accident prevention, however senior managers are generally reactive in their involvement in WHS (they use punishment when accident rates increase).
- Safety is solely defined in terms of how well staff adhere to rules and procedures and engineering controls, and managers attribute the majority of accidents to unsafe staff behaviours.
- Safety performance is measured via lagging indicators such as LTI, and safety incentives are based on reduced LTI rates.

### Level 3 - Involving
- Accident rates are relatively low, but have reached a plateau.
- We understand that the involvement of frontline staff is critical if improvements to health and safety are to be achieved.
- Managers recognise that a wide range of factors cause accidents, and the root causes often originate from management decisions.
- A significant proportion of frontline employees are willing to work with management to improve health and safety and the majority of staff accept personal responsibility for their own health and safety.
- Safety performance is actively monitored and the data is used effectively.

### Level 4 - Cooperating
- The organisation puts significant effort into proactive measures to prevent accidents, and recognizes the importance of all employees feeling valued and being treated fairly.
- Safety performance is actively monitored using all data available.
- The majority of staff understand the importance of health and safety in the business, and both management and frontline staff understand that a wide range of factors can cause accidents.
- Frontline staff accept personal responsibility for their own and others’ health and safety.
- Non-work accidents are also monitored and a healthy lifestyle is promoted.

### Level 5 - Continuous Improvement
- The prevention of all injuries or harm to employees (both at work and at home) is a core company value.
- All employees share the belief that health and safety is a critical aspect of their job and are accountable for maintaining a safe workplace.
- As a team we constantly strive to improve and find better ways of controlling hazards.
- We have had a sustained period (years) without a recordable accident or high potential incident, but remain vigilant regarding safety.
- We use a range of indicators to monitor safety performance proactively, and have confidence in our safety processes.
- We accept that the prevention of non-work injuries is also important and invest considerable effort in promoting health and wellbeing both at work and at home.

**Employers should move through each level in sequence and not attempt to jump or skip a level**

For example, an organisation should go through the ‘managing’ level before the involving level moving on to ‘involving’ as it’s important that managers develop their commitment to safety and understand the need to involve frontline employees.
LEVEL 1 - EMERGING

- Safety is defined in terms of technical and procedural solutions and compliance with regulations.
- Safety is not seen as a key business risk.
- The safety department (or staff with safety related duties) are seen to have primary responsibility for safety, rather than viewing safety as a shared responsibility.
- Many accidents are seen as unavoidable and considered part of the job.
- Most frontline staff are not interested in safety, and may only use safety as the basis for other arguments, such as changes in shift rosters.
# Safety Climate Questions

Please check the appropriate box to show your level of agreement.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td>1. Management operates an open door policy on safety issues</td>
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<tr>
<td>2. Safety is the number one priority in my mind when completing a job</td>
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<tr>
<td>3. Co-workers often give tips to each other on how to work safely</td>
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<td>4. Safety rules and procedures are carefully followed</td>
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<td>5. Management clearly considers the safety of employees of great importance</td>
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<tr>
<td>6. It's only a matter of time before I am involved in an accident at this workplace</td>
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<td>7. Sometimes I am not given enough time to get the job done safely</td>
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<td>8. I am involved in informing management of important safety issues</td>
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<td>9. Management acts decisively when a safety concern is raised</td>
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<td>10. There is good communication here about safety issues which affect me</td>
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<td>11. I understand the safety rules for my job</td>
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<td>12. It is important to me that there is a continuing emphasis on safety</td>
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<td>13. I am involved with safety issues at work</td>
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<td>14. This is a safer place to work than other companies I have worked for</td>
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<td>15. I am strongly encouraged to report unsafe conditions</td>
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<td>16. Sometimes management turns a blind eye to safety issues</td>
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<tr>
<td>17. Some safety rules and procedures do not need to be followed to get the job done safely</td>
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<td>18. I am rarely worried about being injured on the job</td>
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<td>19. Management acts only after accidents have occurred</td>
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<td>20. I believe that safety issues are not assigned a high priority</td>
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# Focusing on specific issues

## INVOLVEMENT

Please check the appropriate box to show your level of agreement.

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<th>ALWAYS</th>
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<tr>
<td>I am involved with safety issues at work</td>
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</table>

**Your thoughts (optional)**
Ideas into actions

• IPaM Advisors help employers to identify opportunities for improvement

• Working together, Advisors and employers create a tailored business improvement plan

• Responsibilities and time frames are agreed on

• Advisors provide support and guidance to help employers make the most of opportunities
To find out more about the IPaM program visit worksafe.qld.gov.au

The Injury Prevention and Management (IPaM) program

Safety partnerships, real outcomes

Safety partnerships, real outcomes
Morning Tea Break

WorkCover Queensland
we cover, we care
Queensland Industry Forum

Presented by;
Scott Mulholland (Executive General Manager)
Tim Whitham (Eastern Regional OHS Advisor)
Contents:

About PFD Food Services

The Journey

Tools Used

Designation ZERO HARM
National Footprint

KEY
Sites
Workers
Trucks

WA
X 8
X 172
X 67

NT
X 2
X 61
X 15

XTG
X 5
X 231
X 37

QLD
X 14
X 452
X 133

SA
X 6
X 251
X 72

VIC
X 16
X 623
X 151

NSW
X 14
X 492
X 161

PFD
X 69
X 2,445 (FTE)
X 676

TAS
X 4
X 163
X 40
Employee Composition

PFD

Total Employees = 2,445 (FTE)

Admin – 29
Sales – 6
Drivers – 51
Store – 27
Production – 118
Total = 231

Drivers = 639
Storepersons = 595
Admin = 385
National Office = 138

Sales Reps = 281
Telesales = 176
Revenue Contribution 2015

Foodservice Segments

- FAST FOOD: 28%
- RESTAURANTS: 29%
- HEALTHCARE: 12%
- EDUCATION: 9%
- ACCOMMODATION: 2%
- PETROL & CONVENIENCE: 10%
- ALL OTHER FOODSERVICE: 13%
Our Vision

“Providing great products to our customers with exceptional service”
PFD Values

CUSTOMER FOCUS

RESPECT

PASSION

LEADERSHIP

SIMPLICITY
Our Journey to Date

QLD - TIR, LTIFR, MTIFR

LTIFR  FY16/17 TIFR TARGET  MTIFR  Total Incident Rate


LTIs  MTIs


4  4  4  4  4  4  55  4  4  4  4
3  3  3  2  2  2  2  2  2  2  2
2  2  2  2  2  2  2  2  2  2  2
3  3  3  3  3  3  3  3  3  3  3
## Our Journey to Date

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<th># MTI</th>
<th># TI</th>
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<th># Days lost</th>
<th>Hours Wkd</th>
<th>LTIFR</th>
<th>MTIFR</th>
<th>TIFR</th>
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<td><strong>Year-Over-Year Changes</strong></td>
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<td>-78%</td>
<td>165%</td>
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PFD’s reporting culture
## Engagement Brand & Fun Competition

**Take 3!**

**STOP THINK GoSAFE**

![SAFE OF ORIGIN Logo]

<table>
<thead>
<tr>
<th>Rank</th>
<th>TIFR</th>
<th>Hazards</th>
<th>Days lost</th>
<th>Initial Audit Score</th>
<th>Audit Follow up</th>
<th>LTIFR</th>
<th>TOTAL INCIDENTS YTD</th>
<th>1 in x Staff members injured</th>
<th>% of incidents preventative</th>
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What gets Measured gets done

QLD WHS Hazard, Incident and Objectives report.

Auditor Workbook
(Internal Audit Sub Protocol - A)

Branch Name:
Date of Audit:
Result:
Destination Zero Harm

- Continued focus on hazard identification
- Ensure all hazards are fixed with urgency
- Safety share – internal and external meetings
- Education – employee and commercial impacts
- Celebrate the milestones
- Create a safe environment for staff to have a voice
The Hidden Cost of Poor Workplace Culture.

A Common Law Perspective.

George Williams
Culture and Common Law Claims

• **Common law claims:**
  - Retail
  - Aged Care and Nursing
  - Transport, Port and Logistics
  - Processing

• **3 common motivator’s**
  - Equity/ compensation
  - Retribution/ punishment
  - Change in the workplace

• **The impact of good safety culture**
Equity/Compensation

- Most common group of Claimants
- Characteristics include:
  - Good safety culture
  - Good relationship with WorkCover/Insurer and the employer
  - Motivated to return to health and get back to work
  - Have concerns about how the injury will affect their life and work
  - Empathetic employer
  - Common law claim achieves closure for the injured work and experience for the employer
  - Generally favourable outcome for the Claimant and employer
  - Retains employment
Retribution/ Punishment

- Hostile Claimants
- Characteristics include:
  - Poor safety and work culture
  - Poor relationship with employer and WorkCover/Insurer
  - Employer and Claimant no invested in RTW
  - Unrealistic expectations of employment and WorkCover
  - Personal agenda against employee
  - Common for secondary psychiatric injuries
  - Often difficult and costly to resolve
  - Resolution is generally unfavourable for both worker and employer
  - Employment has been terminated or ceased
Change in the Workplace

- Unpredictable Claimants
- Characteristics include:
  - Culture which has seen a lot of change
  - Long-term employees
  - Often good relationship with employer and WorkCover/Insurer
  - Is often disgruntled about the “event” and the employer’s apparent lack of action to prevent it
  - They strive to be an agent of change in the workplace to prevent further injuries
  - They can have unrealistic expectations about process because it’s not about “money”
  - Resolution is generally unfavourable for both worker and employer
Positive Safety Culture

- Large stevedoring/ port employer
- Employs 500-1000 staff
- Horrendous claims history influenced by poor work culture
- Regular common law claims from repeated tasks
- 5 year period of claims cost upwards of $3,000,000
- Change in culture
- Improved processes, invested in safety culture and became accountable to staff
- Statutory and common law claim costs decreased significantly
- No common claims for first time in 2016
Q & A Panel

Dr Tristan Casey
John Leigh
Tim Whitham

George Williams
Dr Sid O’Toole
Jane Stevens

WorkCover Queensland
Useful links

- WorkCover Queensland - Retail and Wholesale industry site
- Young Workers' Toolkit
- Safety Leadership at Work
- Tools and Resources for Safety Culture
- Webinar - Minor injuries add up! Simple solutions to reduce your injuries and costs
- Young workers - how employers can influence their safety
- Health benefits of work video
- Realising the health benefits of work
- Your accident insurance policy explained in 90 seconds
- Smart Business Bulletin January 2017
- Worker Assist smartphone app
- How to register, login, and use WorkCover Connect for employers and WorkCover Connect new features
- Understanding Common Law