

Safety facilitation film - based on the true story of Jed Millen

Facilitators guide

Can you relate to Jed's story so far?

- Ask for a show of hands

What safety issues have you seen so far?

- Lack of early communication.
- No clear accountability or record regarding power being cut off.
- Out of date plans – gas line not identified.
- Time pressures.
- Physical stress.
- Mental stress.
- Fatigue – early starts, long days.
- Weekend work – insufficient rest and recovery.
- Working outdoors (UV exposure and heat).
- Worker health and wellbeing – long hours of work and lifestyle choices (including healthy eating) can be difficult due to location.
- Young workers/new workers.
- Training (on the job).
- Peer influence (particularly those with higher power or status such as a supervisor).

Conversation prompts

- If you were Jed, would you feel pressured to move the crane without thinking through the risk? Why or why not?
- As the apprentice (Marty), how would you feel at this moment in response to Henry's attitude?
- What opportunities did Jed have to explain the basis for his thinking around hazards and their control to his boss (Henry) or you (the apprentice Marty)?

Toolbox talks provide workers with the opportunity to:

- talk about site issues
- identify where problems are and work together to establish solutions
- remind workers about site-specific safety rules
- identify where safety issues may arise
- work together to avoid issues (particularly with work teams from different trades, for instance, crane operator/dogger/boilermakers working together to plan the day's work).

Conversation prompts

- Has Jed's employer met their obligations? Why/why not?
- Has the principal contractor met their obligations? Why/why not?
- Jed's workplace is considered high-risk construction work. Given his proximity to the rail powerlines, does this change how you feel about Jed's day so far? Why/why not?
- Do you think the other workers on site realised this was high-risk construction work? Why/why not?
- When should both work teams have stopped work to review the safe work method statements and do a new risk assessment?

Think about a time when:

- production pressure may have pushed you to do work without fully assessing the risks
- you had the opportunity to identify problems and come up with solutions before and during work
- apprentices were encouraged to speak up.

Who do you relate to in this scenario and why?

Henry?

- What kind of pressure do you think Henry is under?
 - Time and work pressures.
- What is Henry's leadership style:
 - **transactional**
 - focuses on supervision, organization, and performance
 - promotes compliance through both rewards and/or punishments.
 - or
 - **transformational**
 - leads by example
 - thinks broadly
 - considers all hazards – not just those immediately in front of workers.

Do you think that Henry demonstrated safety leadership?

- Discuss the concept of safety leadership, which involves:
 - providing a safety vision
 - clarifying goals
 - giving feedback
 - highlighting sources of risk
 - encouraging application of controls
 - facilitating innovation
 - creative thinking.

Jed?

- What risks was Jed exposed to?
 - Physical risk factors.
 - Psychological risk factors.
 - Limited ability for healthy lifestyle choices because of the way the work was organised and designed.

These risks were not managed and contributed to Jed's incident.

- Do you work in an environment where you manage high risk and hazardous work? Encourage examples.
- Have all the hazards been considered? What are they? Have they been managed

Marty (apprentice/you)?

- How would you feel after witnessing a serious workplace incident like this?
- How do you think this would impact young workers' mental health?
- What is your opinion of this workplace?
- Would you be able to speak up if you thought something was not right if you worked on this site?

Conversation prompts

- Young workers can lack experience in complex and high-risk work situations. Consider the situation from their perspective, remember what it was like to first enter a workplace. What can we do as a team, regardless of trade, to ensure health and safety?
- As an employer, how would you support Jed and those who had witnessed this incident?
- Consider the Boilermakers and the potential risks they were exposed to. How did lack of planning and communication with the Boilermakers impact Jed's safety?
- Why did the Boilermakers keep cutting? (Time and work pressures)
- What are the risks of the Boilermakers performing a high-risk manual task like this for so long?
- When Jed fell, how do you think Henry handled the situation?
- Did you know something bad was going to happen? Why?

What are the lessons from Jed's story?

Key issues include:

- communication and consultation
- supervision
- accountability
- realistic timeframes and good planning
- Stop and speak up
- risk assess dynamic work when things don't go to plan
- Follow the hierarchy of control.

Other talking points

- Safety climate influences safety culture over time.
- Safety climate is the overall perception of how valued and prioritised safety is relative to other work goals.
- Leaders are well placed to influence safety climate through the practices they implement and support on the job.
- Safety climate creates behavioural contingencies around what actions are more/less likely to be rewarded and supported by the organisation.
- How do you think Jed's life has changed?
- Jed was never physically able to return to the construction industry. How do you think his mental health would be on returning to work, and not the line of work he was accustomed to?

What meaningful, measurable change would you like to see in your workplace? Write it down as a reminder.

- Are you encouraged to speak up? If not, what can be done to change this?
- Do your managers encourage you to stop work if it's not safe? If not, what can be done to change this?
- Are young workers encouraged to speak up? If not, what can be done to change this?
- Do you look after your work mates? How?
- Do you feel comfortable to stop the job if it doesn't feel right? (Even if you get push back from managers)? Why/Why not?

How can your workplace lead the change toward safety?

- If you are a leader –
 - How are you creating the perception that working safely is valued and a priority of the organisation?
 - How do you manage bad news?
- How well are your workplace's safety procedures and practices implemented in practice, compared to how they are intended on paper? Is there a gap?
- What can you do to highlight the importance of communication? Consider how your work impacts others?
- What can you do to create the expectation that safety is a core part of all work tasks?
- What can you do to encourage people to speak up, listen, and stop a job?
- How do you address fatigue and time pressures?
- How can your workforce be in control of its own safety?
- To make sure this doesn't happen to us or anyone you know and love - you need to get better at asking questions, stopping, thinking and leading change.
- Don't assume everything is safe.