

# **Safety at Urban Utilities**



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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

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.



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



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



...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.



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 own team is at its best.



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



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.



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



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.

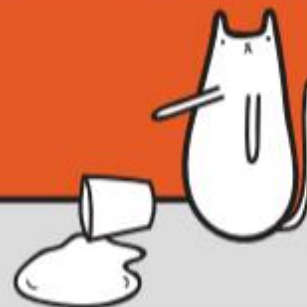


...but our leaders will be talking with you more often to get your opinion about what's working and what's not, when it comes to health and safety.

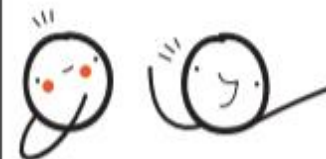
How can we improve?



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



... and more about learning and sharing.



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.



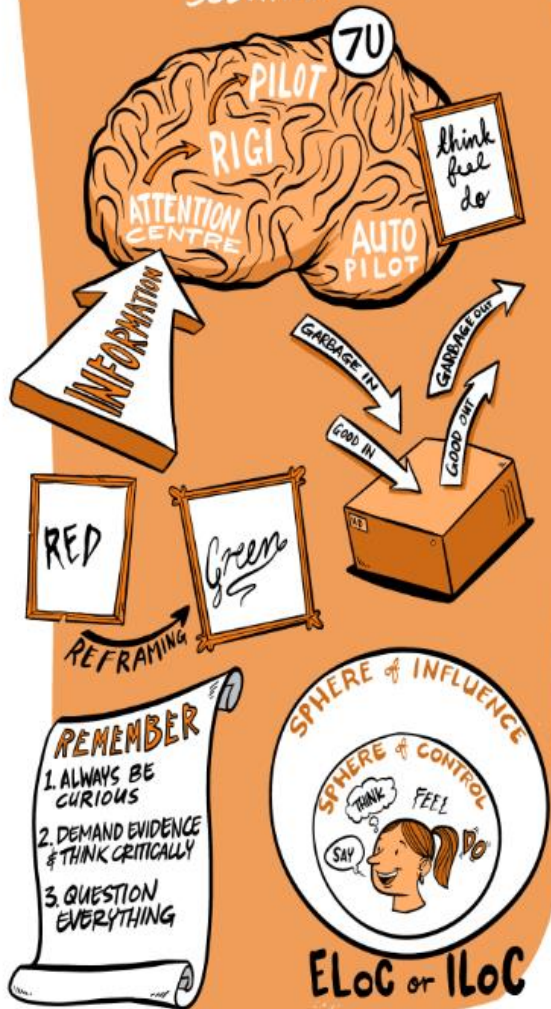
You see, at QUU, when it comes to enriching the quality of life, that means yours too.



And that, is our commitment to you.

# PRINCIPLE 1

ACCEPTING PEOPLE AS COMPLEX,  
EMPOWERING them AS the  
SOLUTION

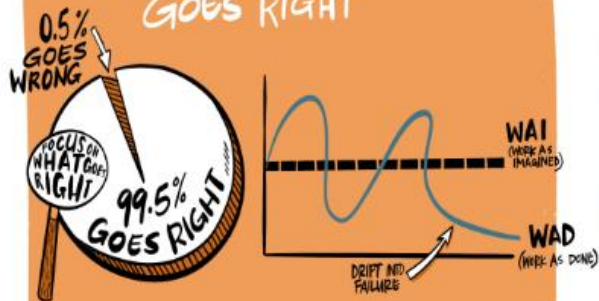


# SAFETY II

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



# 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

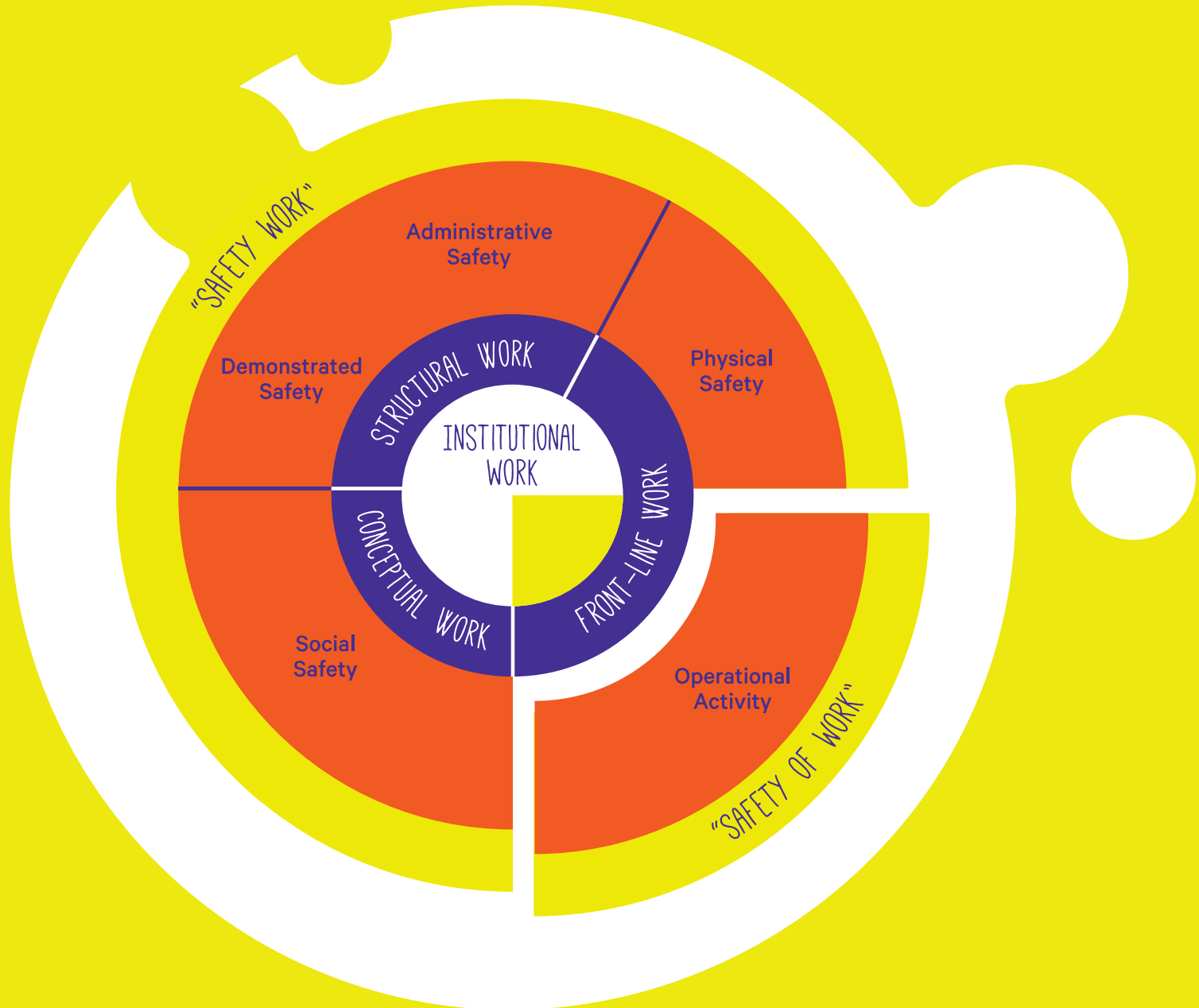
Does it spark safety?

**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

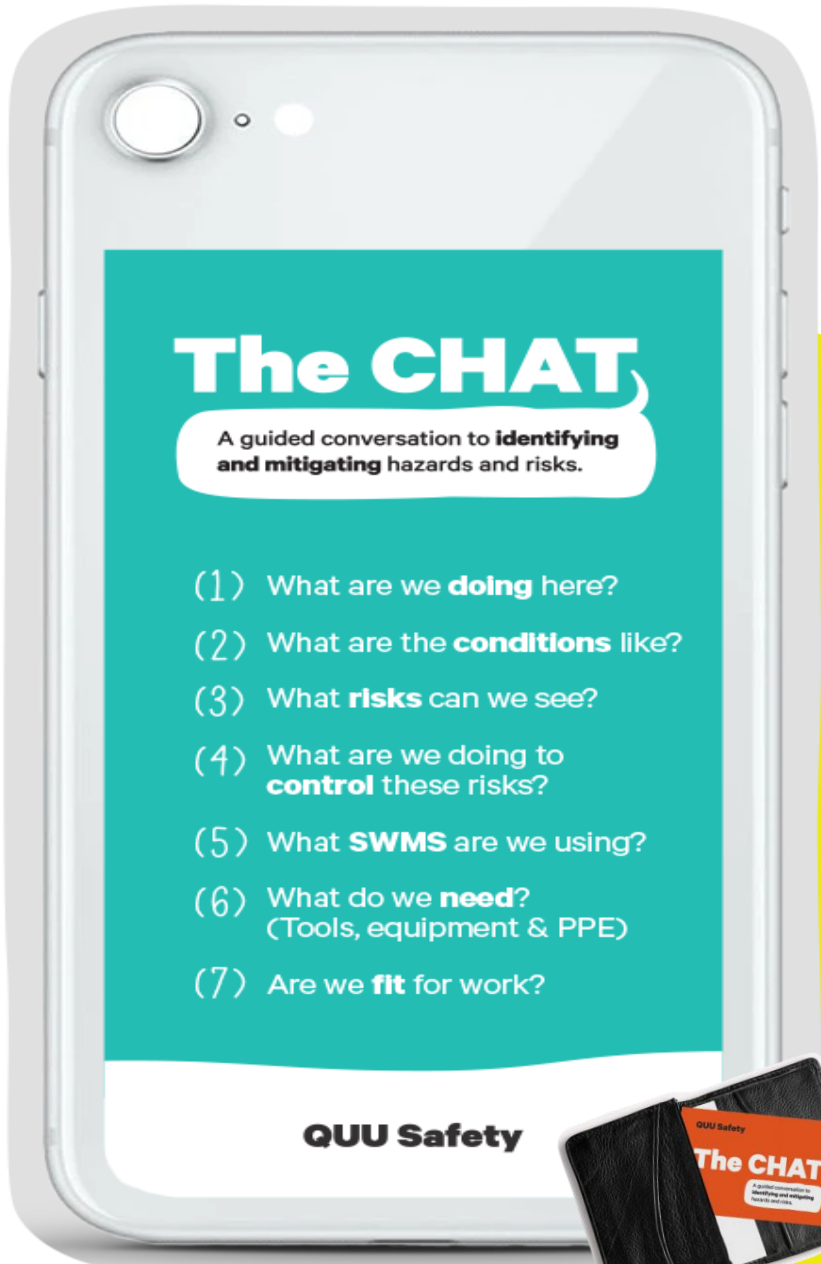
FRONT-LINE WORK

Social Safety

Operational Activity

"SAFETY OF WORK"

# Case study: WRAP to THE CHAT





# OUR HSRs

TAKE A LEAD ROLE & PARTICIPATE in LEARNING TEAM WORKSHOPS & IMPLEMENTING SOLUTIONS

MANAGER

ACTIVELY BE INVOLVED IN & PROMOTE & SUPPORT HAZARD REPORTING



CONDUCT WORK INSIGHTS AROUND HIGH RISK ACTIVITIES & the EFFECTIVENESS of the CRITICAL CONTROLS.



MAKE A DIFFERENCE

KEEP MY BUDDIES SAFE

CONDUCT WORK INSIGHTS ON NORMAL WORK & CLOSE the GAP BETWEEN WAI & WAD



ALWAYS MAKE TIME for MY MATES

PARTICIPATE in DECLUTTERING INITIATIVES that AIM to 'LIGHTEN the BACKPACK'. ACTIVELY PARTICIPATE in the FORMULATION, REVIEW or REMOVAL of QM SWMS, WORK INSTRUCTIONS, PROCESSES & PROCEDURES.



BRIDGE the GAP

MONITOR COMPLIANCE WITH WORK HEALTH & SAFETY LEGISLATION IN RELATION to your WORK GROUP.



COMMUNICATE

ACTIVELY PROMOTE the SAFETY MANAGEMENT SYSTEM & PROVIDE FEEDBACK to their MANAGERS.



INSIGHTS

SUPPORT & ENCOURAGE the HEALTH, WELLBEING & INJURY MANAGEMENT INITIATIVES.



COLLABORATE & SOLVE

the VOICE of POSITIVE CHANGE

ATTEND the HSR MEETINGS for your WORKPLACE to ENSURE LEARNINGS ARE SHARED BETWEEN TEAMS.



ACCOMPANY the INSPECTOR DURING an INSPECTION of the WORK PLACE.



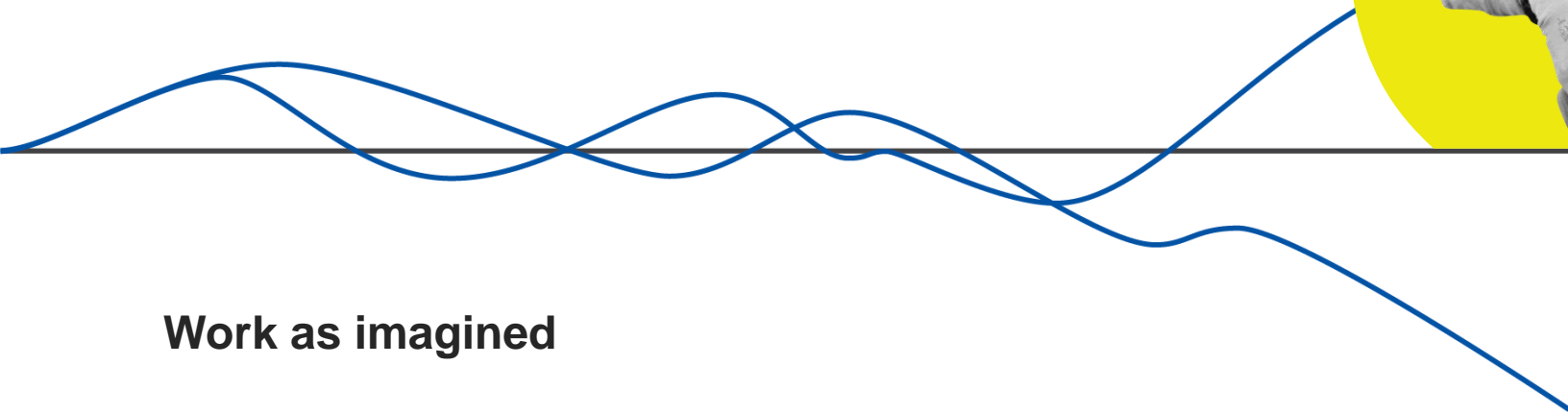
# 2. WORK INSIGHTS

## 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 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 QPulse 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

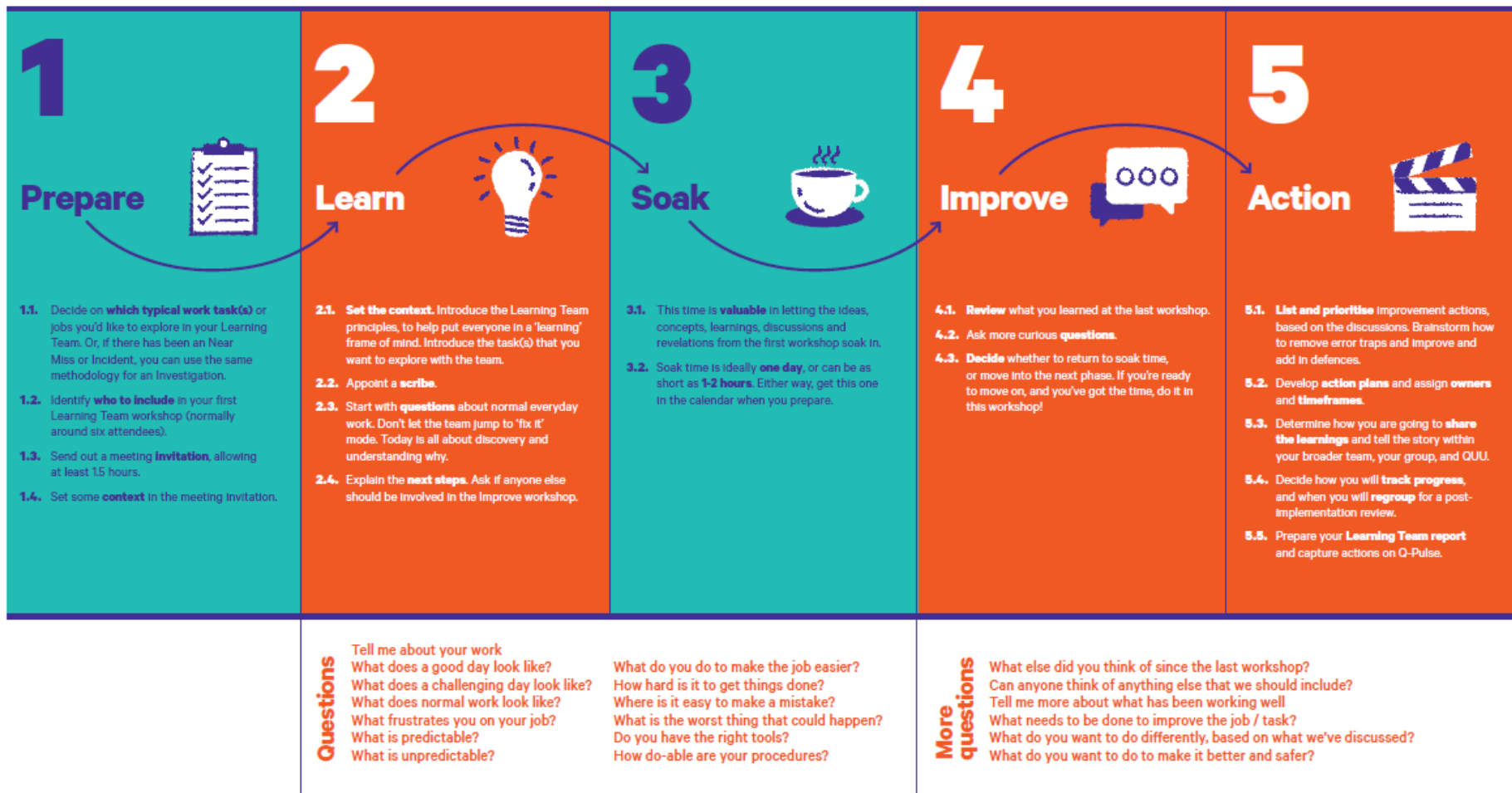
Learning Teams are ad-hoc workshops where small teams proactively come together to break down and analyse incidents, near misses or normal, day-to-day work tasks.

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



**EVIDENCE**  
based  
safety

**DISCOVERY**

**EDUCATION**  
and awareness



**DECLUTTERING**  
Safety of work or  
Safety work?

**WORK INSIGHTS**  
Work as Imagined/  
Work as Done

**RESTORATIVE**  
**CULTURE**  
Blame or learn?