Safety Leadership in Action - Pilot Program Summary
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The OHS Division designed a Safety Leadership in Action program for UQ leaders to challenge and support achievement of higher levels of safety performance. The program was specifically tailored to provide leaders with tools and capability to take effective action in leading safety. The aim of the program was to operationalise the Safety, Health and Wellness Culture: A guide for UQ Leaders, to increase awareness of the local risk profile and give assurance of risk control effectiveness. As such, guidance and tools were developed to target the risk factors considered to be of most concern to the leaders, and in turn the University.

Professor Simon Biggs sponsored a pilot of the program across the EAIT Faculty, from May to July 2017. During the development of the program, eight risk factors were identified after consultation with the Executive Dean and the Heads of Schools. The identified risk factors were:

- Biological Materials
- Hazardous Chemicals
- Fixed Plant and Equipment
- Manual Tasks
- Housekeeping and Storage
- Radiation Safety
- Plant and Equipment
- Contractor Management

Leaders participating in the pilot, were required to conduct a safety interaction typically via a ‘safety walk’, approximately once per week. Leaders were provided with ‘Risk Factor Protocols’ to assist in the safety interaction. Each protocol provided conversation cues and observation points regarding a specific risk as listed above. This was to be conducted by the Head of School and / or another senior leader from the school. All leaders were provided with the opportunity to work with a safety coach to develop effective lines of enquiry to confirm and validate understanding of the work health and safety risks confronting the areas.

While all EAIT schools participated, the data collected shows most activity occurred in the Schools of Chemical Engineering, Mechanical and Mining Engineering and Architecture. A total of 25 Risk Factor Protocols were submitted during the pilot. Table 1 shows, two Risk Factor Protocols were predominately used; Housekeeping (11) and Hazardous Chemicals (5), with Plant and Equipment (3), Manual Tasks (3) and Fixed Plant and Equipment (2) following. Only four of the Risk Factor Protocols used identified any non-compliance issues.

Even though only 25 protocols were recorded, the OHS Division believes this does not represent the actual amount of leadership activity. During the consultation process, leaders spoke of their worker engagement actions suggesting that informal ‘safety walks’ may already be occurring. These leadership activities may not have been captured in this pilot.
The overall outcome of the program was greater transparency of risk, with the responsiveness of leaders during the safety walks enabling minor OHS issues to be resolved immediately. Feedback from the workers was mixed with positive feedback relating to workers perceiving that their leaders seemed inquisitive and interested in their safety. However, it was reported there was an action required by one leader, which was contrary to an earlier decision made by the local manager. There was also a comment that members of a team felt uncomfortable, perceiving an interaction with multiple senior leaders as overbearing.

With respect to this feedback, it is important that the simple guidelines established at the beginning are followed:

- Contact with people must be a two way exchange, in which you build a connection and focus on them.
- The numbers of leaders should ideally be no more than two persons.
- Seek their feedback on the effectiveness of controls.
- Reinforce positive findings.

In general, the feedback from workers demonstrates the value of performing safety walks when they are conducted in a consultative, inquisitive and inclusive manner. These results of the Safety Leadership in Action pilot, demonstrate how we can effectively operationalise the Safety, Health and Wellness Culture - Guide for UQ Leaders.

As UQ aims to become a proactive health, safety and wellness organisation, it is important that leaders recognise that they influence the safety culture in their work areas and that their behaviour is the key to ongoing improvement. The Safety Leadership in Action program was designed specifically to assist leaders to demonstrate their accountability and personal commitment to health, safety and wellness at UQ. To that end, the OHS Division now seeks your feedback to understand how we can tailor the program to better suit our leaders with a view to expand the program into other organisational areas of UQ.

The OHS Division sincerely thanks all of the EAIT Leaders who participated in the Safety Leadership in Action pilot. We encourage the EAIT faculty to continue to use the tools developed and format provided to build on what has been achieved to date, to create change and prevent harm.

<table>
<thead>
<tr>
<th>School</th>
<th>Biological Materials</th>
<th>Fixed Plant and Equipment</th>
<th>Hazardous Chemicals</th>
<th>Housekeeping and Storage</th>
<th>Manual Tasks</th>
<th>Plant and Equipment</th>
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| % Compliance            | 100                  | 88                        | 88                  | 74                       | 100         | 94                  |