MOVING BEYOND COMPLIANCE TO A POSITIVE SAFETY CULTURE

GREG GILLARD
A Call for Change
In New Zealand

- Pike River Disaster (2010)
- Reform Bill
- Introduction of the Health and Safety at Work Act 2015

The time for change has clearly been mandated.
- For a lot of organisations including Waste Management - focus was already in place
- Seeing increased engagement through contractors
What do we do to ensure compliance:

- Monthly compliance tasks set for all sites
- Monthly reporting requirement on compliance tasks
- Site based reviews
- Internal Audit Program
- External Audit Program – ISO – ACC AEP
Organisational & Safety Culture

ORGANISATIONAL CULTURE

SAFETY CULTURE
Organisational Culture

- Safety is everything
- Challenges energise us
- Care and responsibility
- Community commitment
Organisational Safety Culture
Safety Culture

Top Down – Bottom Up Approach

Executive Management Team (Board of Directors)

Frontline Supervisors/Managers and Middle Management (Key Safety Influencers)

Workers
What are we doing about it?

1. Improving Management/Leadership Skills
2. Effective Communication
3. Effective Engagement with Our People
4. Improving Our Understanding of Risk
Leadership Focus

Management Starter Programme: Waste Management have teamed up with an industry training provider to deliver NZQA level 4 – Management Training.

Source: Dilbert Comic Strip
Effective Communication: providing our frontline leaders and managers with the tools to communicate with our people.

Source: Dilbert Comic Strip
“EFFECTIVE TOOLBOX” TRAINING PROGRAMME
LEADERSHIP

Going beyond the setting of “Lead” safety performance indicators.

Provide context for understanding and extract some ‘discretionary effort’.
Safety Interactions

- Lower North Island
- South Island
- Technical Services
- Upper North Island
Worker Engagement

Making sure our people understand ‘Risk’.

• All workers complete risk management awareness training
• All workers review risk assessments for their job/task
• Workers are encouraged to participate in risk assessment process as part of a team
WorkSafe Safe + Programme

**Performance Requirements**

**LEADERSHIP**
- Effective health and safety governance
- Demonstrate commitment
- Continually improve
- Resource health and safety

**RISK MANAGEMENT**
- Identify risks
- Assess risks
- Control risks
- Monitor control effectiveness

**Worker Engagement**
- Effective communication
- Empower workers and representatives

**Continuous Improvement**