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CSIRO HSE Restructure – furthering a shift in culture

Chris Miller
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Outline

- CSIRO HSE restructure
- Context for the restructure
 - Link to HSE Culture
 - Link to HSE Strategy
- Learning so far and relevance to other organisations

CSIRO today: a snapshot

Australia's national science agency

One of the largest & most diverse in the world

6500+ staff over 55 locations

Ranked in top 1% in 14 research fields

150+ spin-offs based on our IP & expertise

170+ active licences of CSIRO innovation

Building national prosperity and wellbeing



National Research Flagships



**Climate
Adaptation**



**Light
Metals**



**Sustainable
Agriculture**



**Energy
Transformed**



**Minerals
Down Under**



**Water for
a Healthy
Country**



**Food
Futures**



**Preventative
Health**



**Wealth
from Oceans**



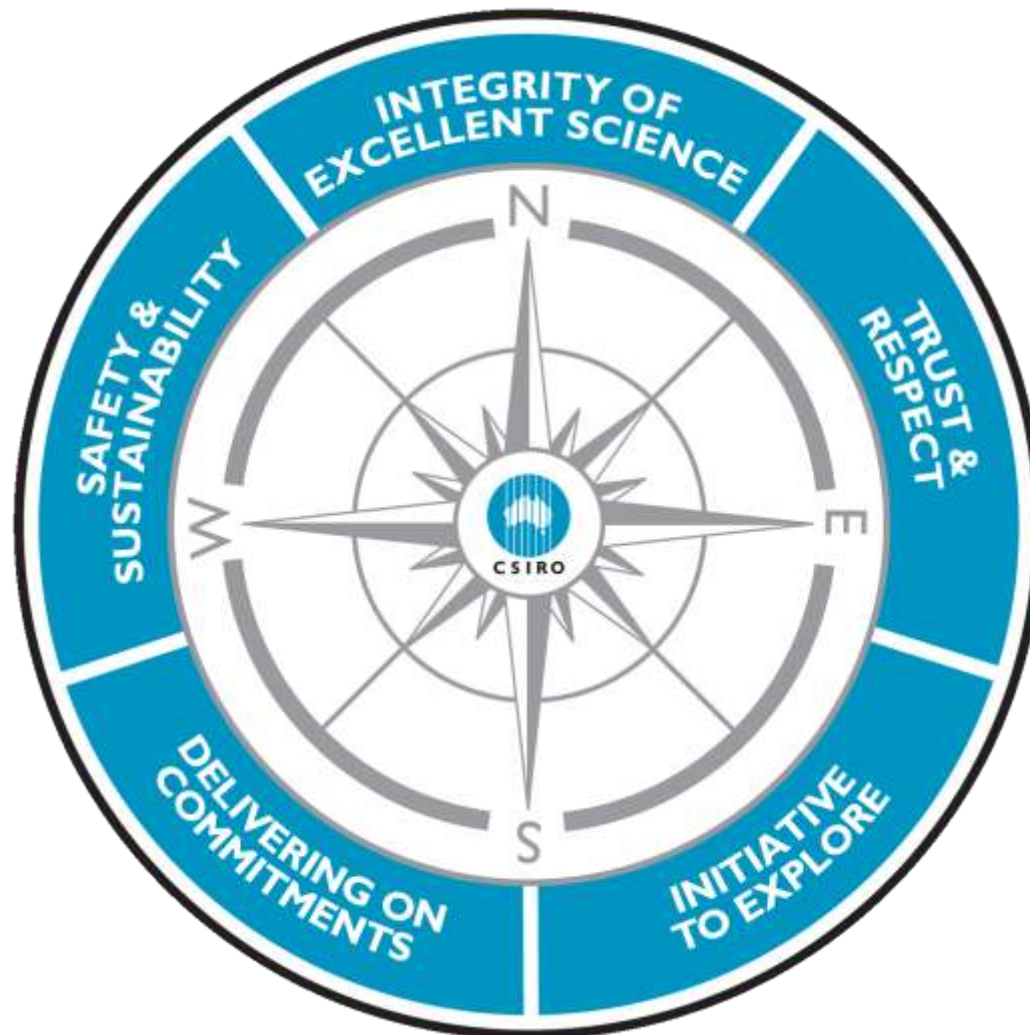
**Future
Manufacturing**

National collections and facilities are a core part of our role

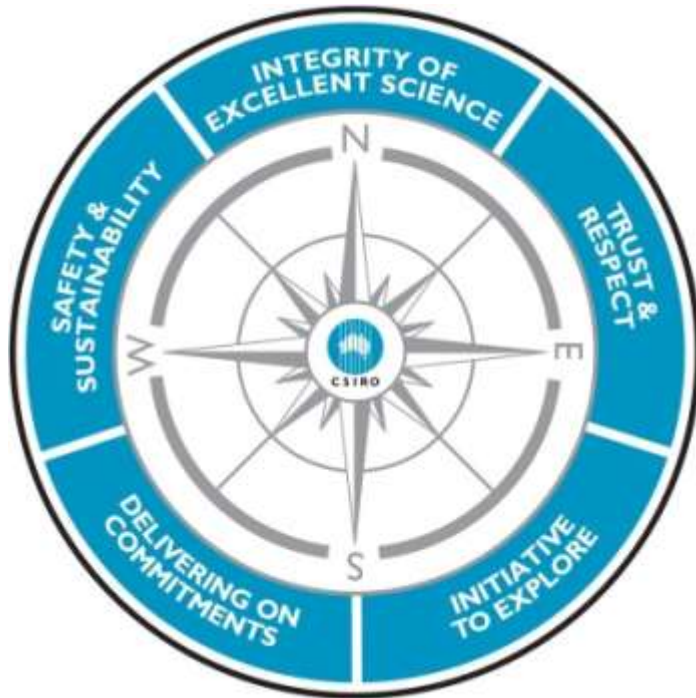
We host three major
National Research Facilities and
manage eight National Biological
Collections



CSIRO Values Compass



CSIRO values compass



Embracing **scientific excellence** and working together ethically and with **integrity** in everything we do

Building **trust and respect** each day with our communities, collaborators, industry, research partners and colleagues

Taking the **initiative to explore** new horizons and taking responsibility to create an environment where innovation thrives

Consistently **delivering on our commitments**.
'Do what we say we will do'

Striving towards a **healthy, safe and sustainable** future

We are successful when:

Our science contributes to an improvement in the prosperity, quality of life and future sustainability of humanity

Our collaborators, partners and stakeholders realise value and outcomes from our science and describe working with us as a pleasure

Our people go home safely and share a sense of achievement

We are a place where people flourish and want to work

We are a trusted research advisor

CSIRO HSE Strategy 2007 - 2011

Our aspirational vision:



- ***Zero injuries***
- ***Zero illnesses***
- ***Zero environmental harm***
- ***Zero tolerance of unsafe behaviours***

HSE Incidents

CSIRO reported 850 incidents during 2009-10

464 of these incidents resulted in 23 Serious Personal Injuries to staff

27 Dangerous Occurrences could have caused serious injury and were notified to the regulator Comcare

A number of chemical safety and electrical incidents have raised concern over adequacy of systems and controls

Musculoskeletal disorders and 'body stressing' continue to be most prevalent and costly

Safety Culture

- Organisational Culture

- The system of shared values (**what is important**) and beliefs (**how things work**) about people, structures, systems and procedures to produce behavioral norms (“...**the way things are done around here....**”).
- “Who and what we are, what we find important, and how we go about doing things round here”(Patrick Hudson)

Changing the Organizational Safety Culture

- The Culture, not legislation, should drive the safety process
 - Staff should **want** to work safely – not because they have to
 - Safety management systems should be implemented by the staff whose safety and health are to be protected
 - Staff who are working in partnership to achieve outcomes are more likely to exhibit ownership, commitment and a positive attitude.

HSE Maturity Model

Increasing trust
and accountability

Generative

HSE is how we do
business round here

Proactive

We work on the problems that
we still find

Calculative

We have systems in place to
manage hazards

Reactive

Safety is important, we do a lot
every time there is an incident

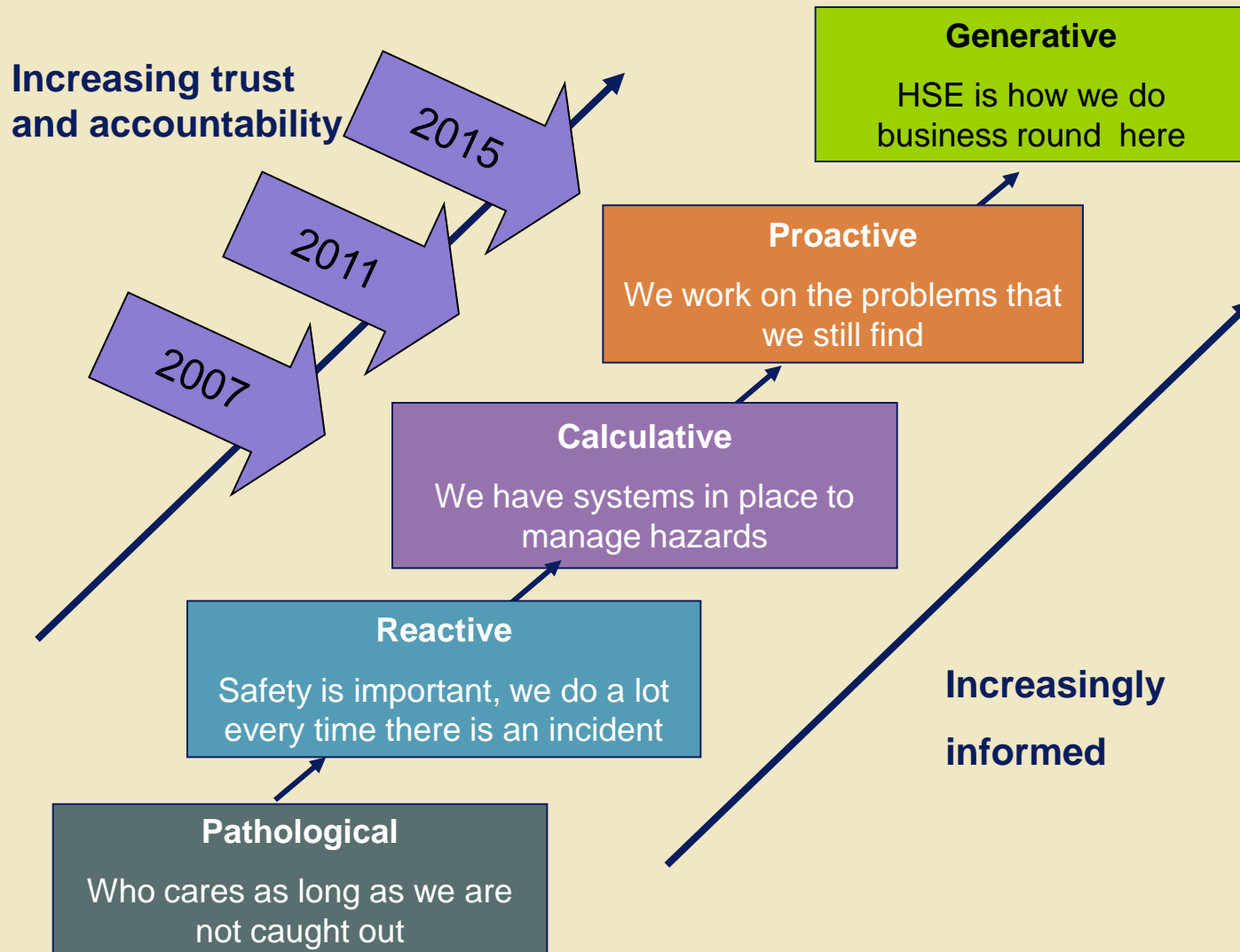
Pathological

Who cares as long as we are
not caught out

Increasingly
informed

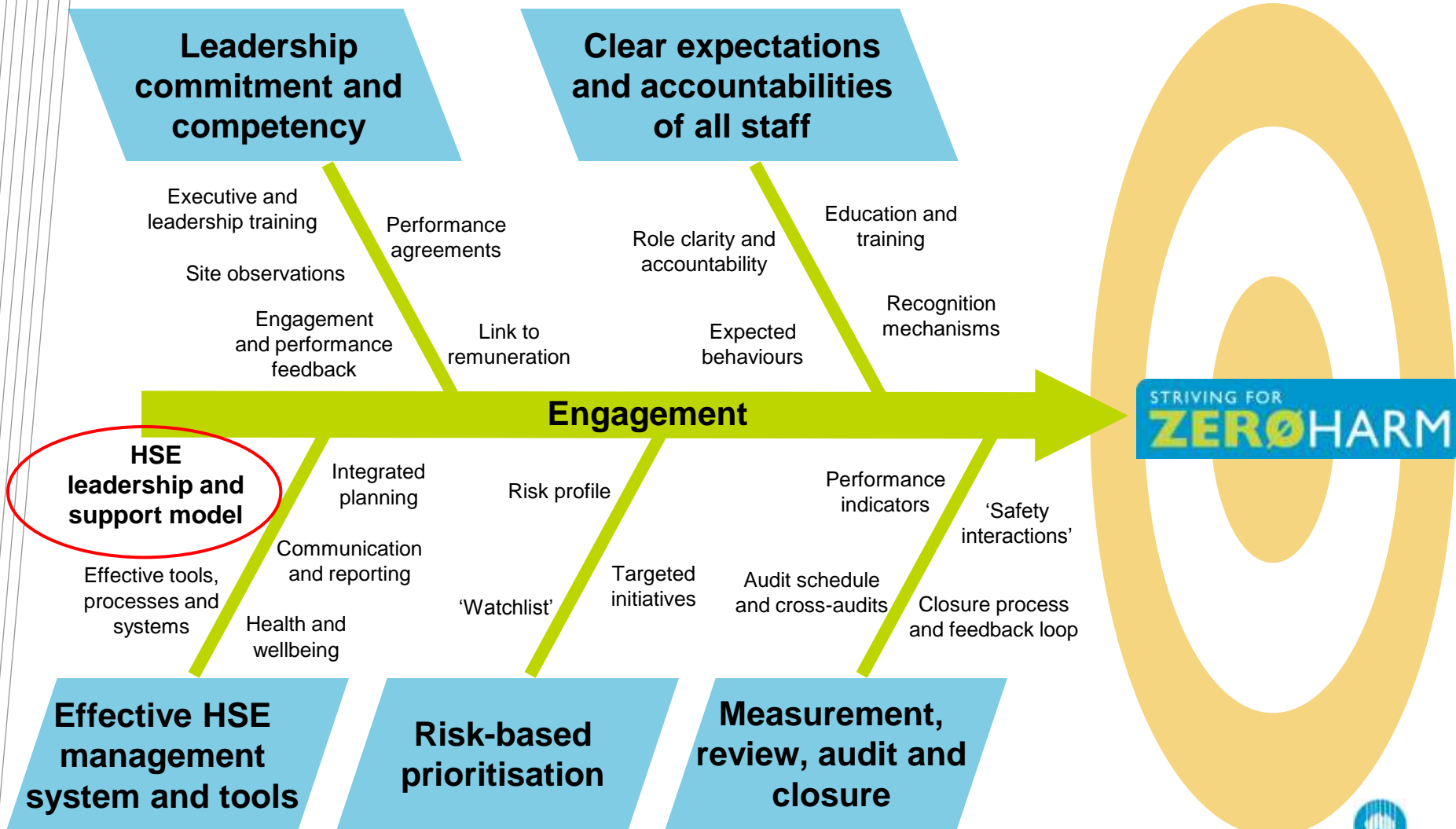
Prof. Patrick Hudson

HSE Maturity Model



Prof. Patrick Hudson

CSIRO HSE Strategy 2007-11



New model for HSE ...a summary

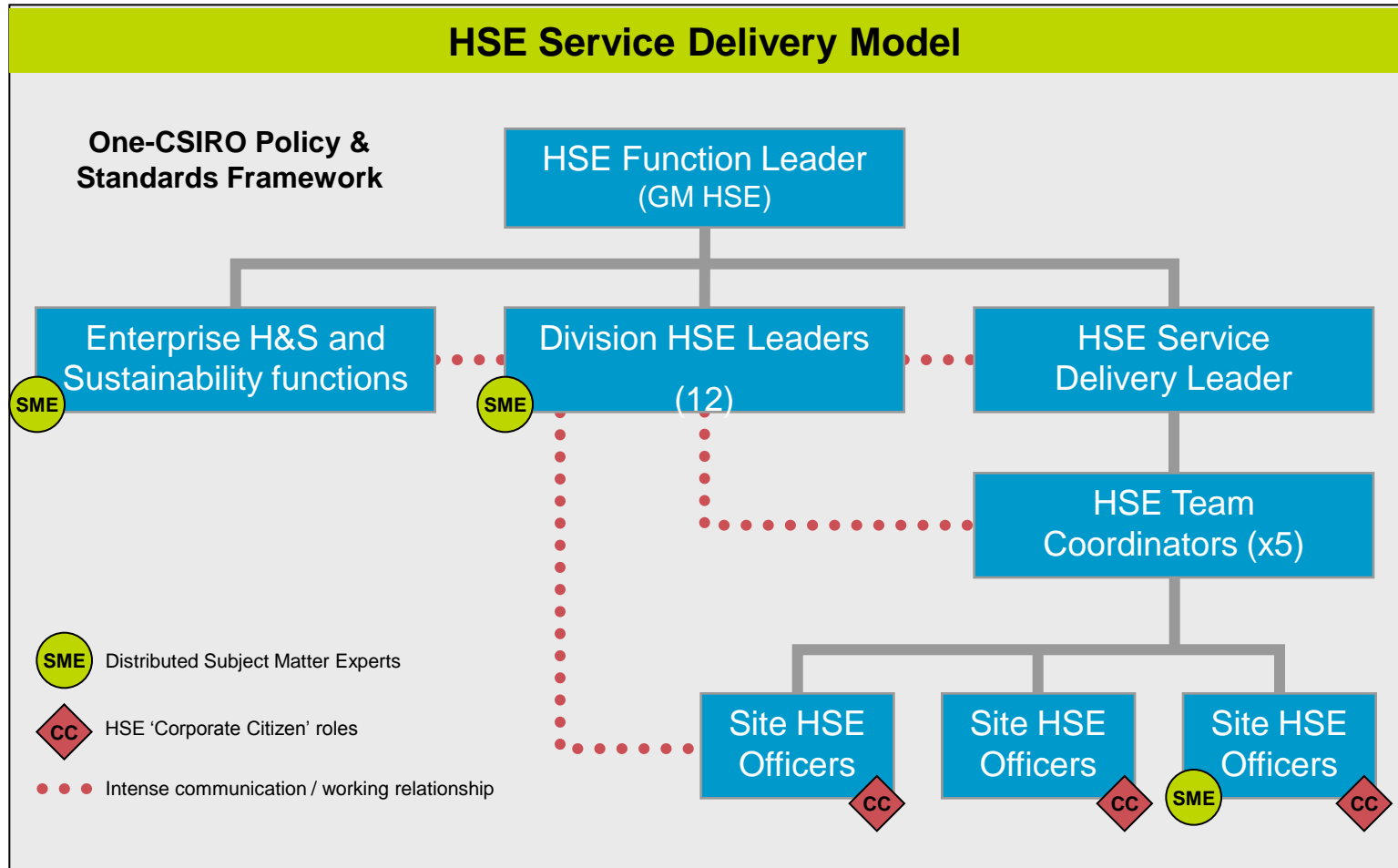
- Provides HSE support at sites rather than through Divisions
- Provides a combination of:
 - site-based (service delivery) advice and support and
 - division-based (strategic) advice and support
- Division HSE Leader positions provide Division Chiefs and managers with dedicated strategic HSE advice and support
- HSE Service Delivery positions provide local advice and support across regions and sites
- Focus on supporting line managers to meet their HSE responsibilities and foster improving the HSE culture

Key Success Criteria for HSE support model

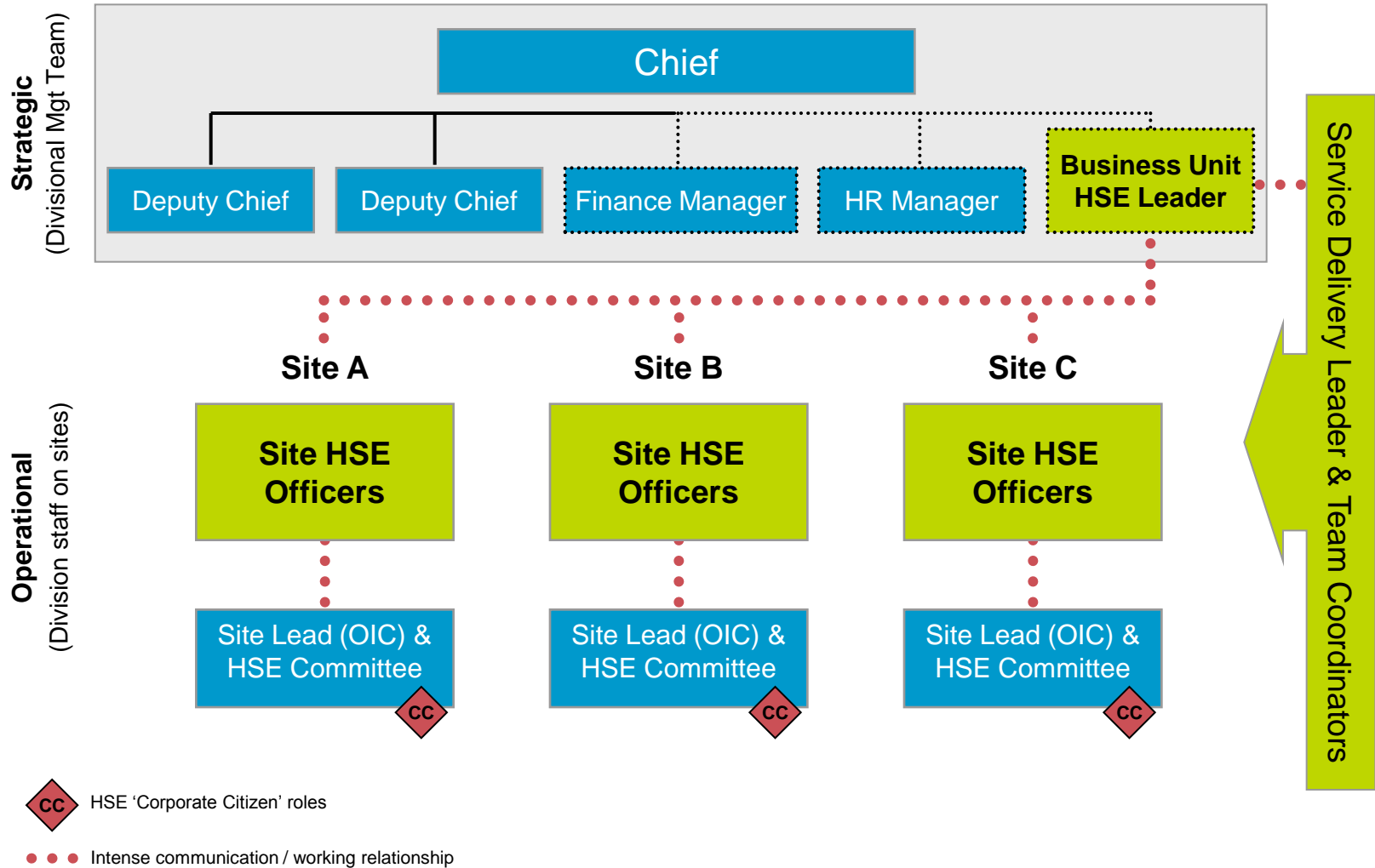
- A one-CSIRO HSE culture through consistency of strategy, procedure and initiatives deployment
- Reinforces line management accountability for HSE by ensuring that the required level of support is readily available to line management
- Supports strong relationships between HSE and those it supports. People in roles who understand BU/Portfolio specific risks.
- Professional and competent HSE resource capability
- Consistency of HSE service experience and standards across locations and between locations
- Subject matter expert pool to support management of key risk areas
- Flexible and adaptable to allow efficient deployment of resources within locations and across regions
- Supports rapid identification and transfer of best practices across the organisation

The new model – Functional view

A number of key players, redefined roles and new relationships



The new model – Divisional view



Change management issues

- All HSE positions 'spilled and filled'
- Key HSE business processes identified and clarified prior to change
- Site risk profiles developed
- Team workshops coordinated
 - Customer service focus
 - Role clarity
 - Planned versus Reactive
- Communication plan developed

10 month progress report

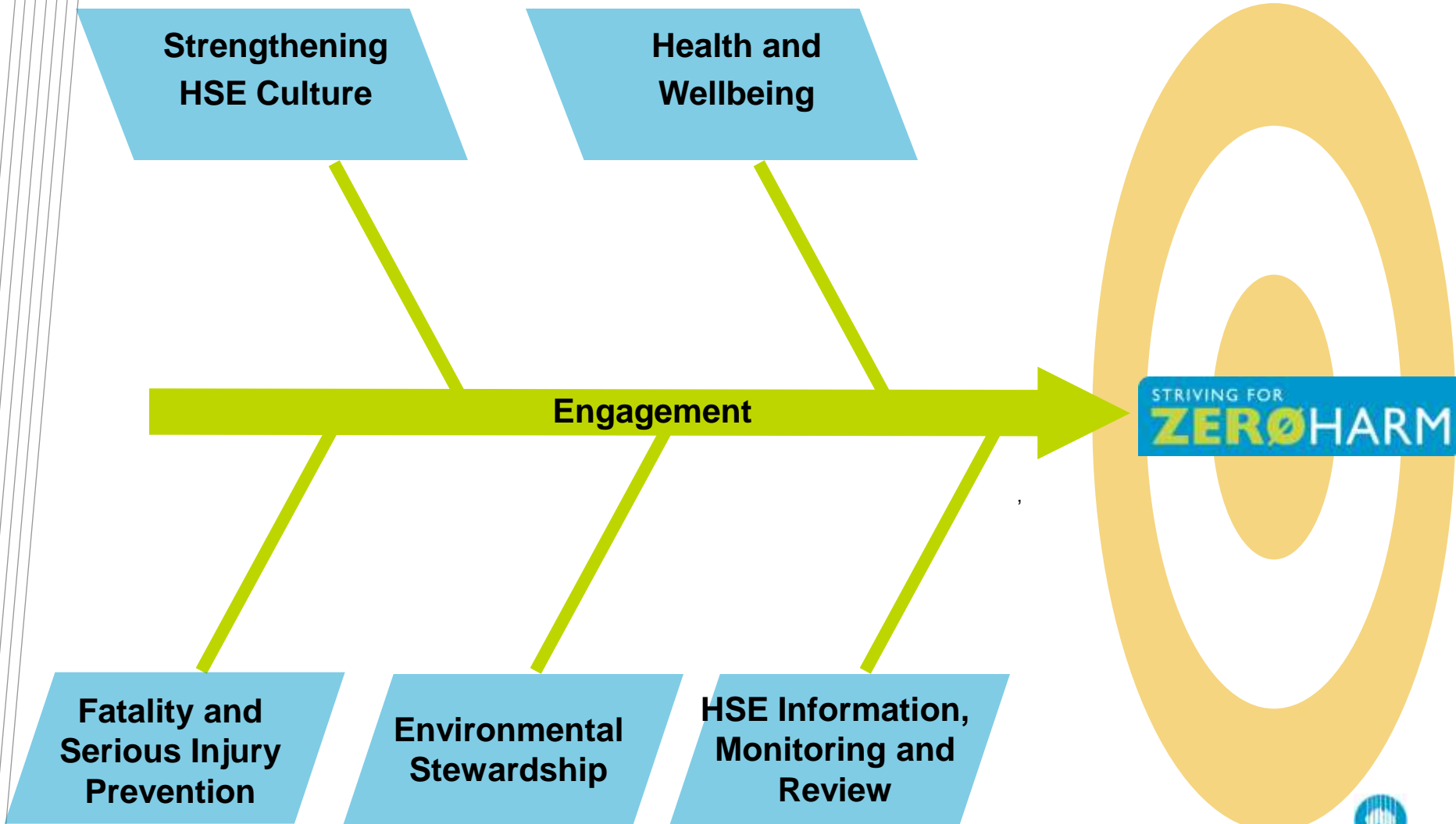
- Staffing – nearly complete, has taken longer than anticipated
- Role clarity – taking some time to adjust, especially around Division HSE Leader/ HSE Team Coordinator roles and expectations
- Large multi-division sites a challenge to ensure support is optimised
- Still in reactive mode – lack of planned work adds to uncertainty
- Team development – HSE Officers starting to communicate more with each other in regions, more to be done to build teams
- Key processes and procedures – roll out of new procedures underway, some push-back from staff around responsibilities

Key learnings

- Culture shift takes time
- A restructure will not, in itself, change culture
- Top management support is vital
- Good communication is vital at all levels
- Staff need to know who their 'go to' support person is and build a 'trusted advisor' relationship
- Research science culture important to factor in
 - Resistance to change, high cynicism
 - Need for a clear 'value proposition' to get buy in
- HSE support staff can act as change agents for organisation culture shift

CSIRO HSE Strategy 2011-15

The strategy framework to deliver CSIRO's vision for HSE focuses on five success pillars:



HSE Strategy 2011-2015

- **Strengthening HSE Culture**
 - **Cultivate an environment that encourages the behaviours and beliefs that will deliver lasting improvements in HSE performance.**
- **Health & Wellbeing**
 - **Identify and control exposures to occupational health risks and provide opportunities to improve staff personal health and wellbeing.**
- **Fatality & Serious Injury Prevention**
 - **Develop an organisational mindset where fatality risks and controls are understood by leaders and staff and multiple layers of control are identified, implemented and regularly reviewed to ensure they do not fail.**
- **Environmental Stewardship**
 - **Move CSIRO to a more sustainable footing through targeted water, waste and carbon reduction initiatives and revitalised focus on environmental risk management processes.**
- **HSE Information, Monitoring & Review**
 - **Provide CSIRO leadership and staff with ready access to reliable, integrated, accurate HSE information that enables timely and informed decisions and interventions to be made at all levels of the organisation.**

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Thank you