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Using natural competitive behaviour to drive safety

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<http://www.adelaide.edu.au/hr/ohs/handbook/>





HISTORY

In 2007 the University of Adelaide designed a 100 element action plan.

The plan included key features of a systems management approach, such items as:

- OHS Policy reviews
- Training Needs Analysis
- Chemicals Management
- Plant Risk Registers
- OHS Activity Planning
- Risk assessments
- Contractor management
- Events management
- Workplace inspections
- Corrective actions





HISTORY continued

By late 2008 whilst the majority of the Action Plan elements were being met “Centrally”.

35 elements needed implementation on the ground in order to succeed.





MOTIVATING IMPLEMENTATION

PREVIOUS METHODS

- Communications
- Auditing programs
- Consultants reports – e.g. Plant
- Adequacy checks

Invariably these methods failed with stakeholders in Schools and Branches.

Outcomes were often not sustained.





HISTORY continued

A traffic light report was devised to measure progress against the 35 elements that needed to be implemented locally by the end of 2009.

- Criteria could not be too proscriptive
- The fundamental message was that of 'compliance'.





TRAFFIC LIGHT REPORT

ELEMENT	Faculty Office	School 1	School 2	School 3	School 4
ITEM 1	Compliant	In progress	Compliant	Compliant	In progress
ITEM 2	In progress	In progress	In progress	Compliant	Non compliant
ITEM 3	Compliant	Non compliant	Compliant	Compliant	In progress
ITEM 4	Non compliant	Compliant	Non compliant	Compliant	Non compliant
ITEM 5	In progress	Compliant	Compliant	In progress	Non compliant
etc	Compliant	In progress	In progress	Compliant	Non compliant

Non compliant	In progress	Compliant
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TRAFFIC LIGHT REPORT CRITERIA

Element	Non Compliant	In Progress	Compliant
<p>Contingency Arrangements - personnel</p> <p>The University must ensure it has appropriate numbers of key personnel who have an OHS role.</p>	<p>No arrangements are in place for back-up of key personnel with an OHS role.</p>	<p>Progress has commenced for identifying appropriate back-up personnel and including those people on the Training Needs Analysis.</p>	<ul style="list-style-type: none">• Warden Register is complete and up-to-date, ensuring adequate coverage in case of absence.• Poster (or equivalent) identifies names and contact numbers for all key personnel and back-ups e.g. Chef Wardens, First Aid officers, Radiation Officers, HSO's.• Training requirements on the TNA corresponds with associated roles.



TRAFFIC LIGHT REPORTING - SYSTEM

Tabled and discussed quarterly at

- University HSW Committee
 - Executive Deans and Staff Reps from Faculty's
- Faculty/Division HSW Committee's
 - Heads of School and Staff Reps from each School/Branch.

The report has also been made available to the Vice Chancellor's Committee at key intervals to allow the VC to discuss progress with the Executive Deans.





VALIDATION OF OUTCOMES

Faculty/Division HSW Managers control the validation process

- Working closely with the Schools/Branches to ensure local processes meet the Traffic Light Report Criteria.
- Facilitate the sharing of information and process/solutions across the University
- Attend key forums to ensure the Traffic Light Report is discussed
 - Executive Deans Advisory Groups
 - Heads of School Meetings
 - School Managers Meeting
 - School Boards





EMERGENCE OF COMPETITIVE BEHAVIOUR

- Report clearly identified leaders and poor performers due to its simplistic representation
- Pro-active areas were encouraged by the positive reinforcement and leapt ahead
- Executives & Managers expressed a number of motivations based on how they would be perceived
- Progress was not dependent on resource allocation
- Quarterly reporting created sense of urgency
- Conversations focussed on “how” rather than “why”
- No one wants to be seen going “backwards”.





OUTCOME

Traffic light report introduced early in 2009.

All elements were green across all units by March 2010.

FURTHER

When the Action Plan ended the UHSC members (those required to report) requested a continuation of the traffic light report.





Revised Traffic Light Report – V2

11 Key elements of the University OHS Systems management were identified

- Training needs analysis and implementation
- Schedule of Programmable Events
- Workplace Inspections
- Hazard Management
- Chemical management
- Plant management
- Corrective actions
- Communication and dissemination of information
- Contingency (scenario) testing and evaluation
- Contingency arrangements for key OH&S personnel
- System for document control





TRAFFIC LIGHT REPORT – V2

Element	Bronze	Silver	Gold
<p>Contingency Arrangements - personnel</p> <p>The University must ensure it has appropriate numbers of key personnel who have an OH&S role.</p>	<ul style="list-style-type: none">• All training has been completed for all key HSW staff within the specified timeframe on the TNA.• Each School has<ul style="list-style-type: none">- reviewed the requirements for First Aid.- A program for completion of the First Aid Assessment Template has been added to their SPE	<ul style="list-style-type: none">• All training has been completed for all back-up personnel with an HSW role within the specified timeframe on the TNA.• School has completed the First Aid Assessment template and requirements for compliance have been identified and recorded.	<ul style="list-style-type: none">• There is a system for yearly review of key and back-up HSW personnel and the review date is recorded and monitored on SPE.• Appropriate number of First Aid Kits as identified in First Aid assessment are in place.



PROGRESS AND IMPROVED REPORTING

At the June UHSC meeting over 37% of the 11 elements across the 70 Schools and Branches of the University were GOLD.

Improvements continues.....

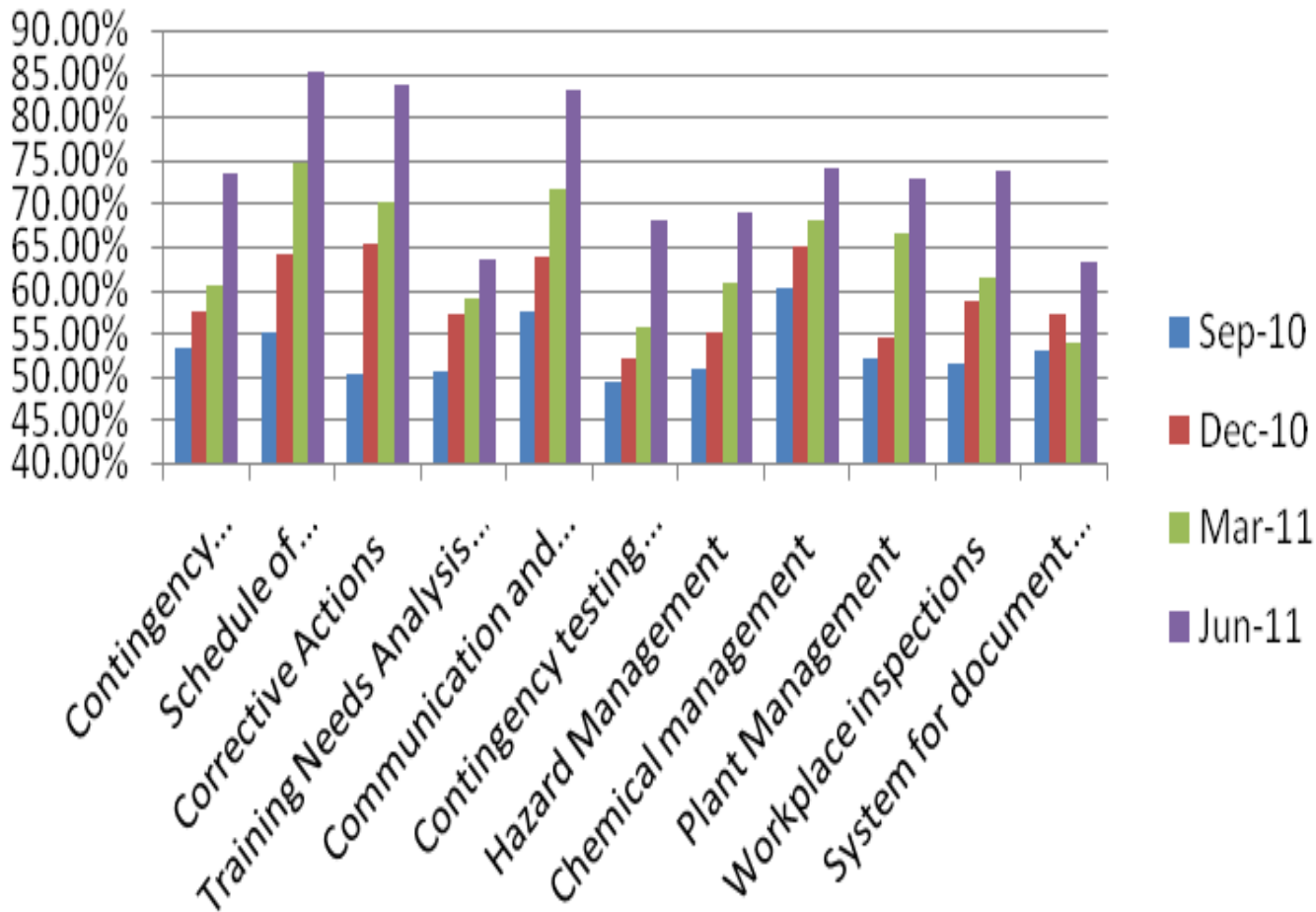
Traffic light outcomes have been given a value to give a compliance score. This is then expressed in terms of a %

Legend	Red (1)	Amber (2)	Green (3)	Bronze (4)	Silver (5)	Gold (6)	Not applicable (-6)
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UNIVERSITY PERFORMANCE ACROSS CRITERIA





THE KEY HAS ALWAYS BEEN ENGAGEMENT

Reducing OHS systems analysis to simplistic graphic performance worked for us

- Effort/Reward was instant and understood by all
- Provided excellent objective evidence of progress
- Provided an effective tool for gap analysis
- Created discussion amongst those with the ability to drive action
- It got all key stakeholders engaged (and competing)





Lessons learned

- Understand their behaviour (get close to the ground)
- Find what motivates the various stakeholders (don't overlook competition)
- If you stumble across something that works for you – encourage it and nurture it.

