

# **Maintaining OHS Improvement During Economic Downturn**

Sean Bourke

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# Purpose

- The purpose of this presentation is to briefly cover;
  - The Global Financial Crisis and its potential impact on the workplace, and
  - Some cultural change initiatives currently being undertaken in Woolworths Ltd to maintain OHS Improvements During the Economic Downturn.

# Global Financial Crisis

- What is the impact of the GFC on the workplace?
  - Budgets being slashed - reduction in capital to improve systems/increase resources (People/Financial/Equipment)
  - Downsizing – leading to financial hardship through loss of employment (redundancies/casuals)
  - Restructuring of operations
  - Potential increase in Psychological injuries such as stress or anxiety for employees

# Considerations

- Culture of the organisation
  - What is it like now -v- 12 months ago?
  - How will the effects of the GFC 'show' amongst employees?
- How can OH&S be maintained or improved?
- What resources are available to you?
  - ✓ Peers
  - ✓ SISA
  - ✓ SIA etc.
  - ✓ IAG
  - ✓ Business SA
  - ✓ Unions

# Woolworths Ltd

- Woolworths is a lean organisation that reviews its resources and outcomes on a frequent basis at various levels.
- Woolworths Safety Goal is Destination Zero.



# OH&S Principles

- In March 2007 Woolworths launched their new OH&S Principles;
  - We will make safety personal
  - No task is so urgent and no service is so important that we cannot take time to do it safely
  - We will improve the quality of life, now and for future generations
  - We take responsibility:
    - for our own safety
    - for the safety of our co-workers, family and friends
  - To reduce the impact on our environment
  - We will recognise excellence in safety performance

# Commitment

- The CEO – Michael Luscombe chairs the Safety & Health Executive Committee
  - This is a clear message of commitment to safety at the top of the organisation.
  - The CEO was asked by a Senior manager recently what the business should stop doing, he replied –

‘Stop making excuses’

# Initiatives

- Initiatives in Woolworths include;
  - Safety the Woolworths Way – Behavioural focus
  - iLEAD – engage employee in a safety conversation
  - Safety Team meeting and review of actions
  - Compliance Training – ‘Between the Flags’
  - Move 4 Life – Manual handling program
  - Drive 4 Life
- There was significant focus on up-skilling employees and management with tools to drive towards Destination Zero.

# Initiatives

- When Initiating Change – Remember  
“People support what they create.”



# Destination ZERO

- To achieve Destination ZERO Culturally the business needs to embrace and believe that:
  - Every injury happens to a real person.
  - Every injury can be prevented.
  - Every incident is an opportunity to prevent recurrence.
  - Every injury is a result of a behaviour.
  - Every behaviour is a result of our beliefs and their consequences.
  - Destination Zero is achievable.



# Initiatives Success - ?

- Have these initiatives been successful?
- Is the intent of the initiative specific and measurable?

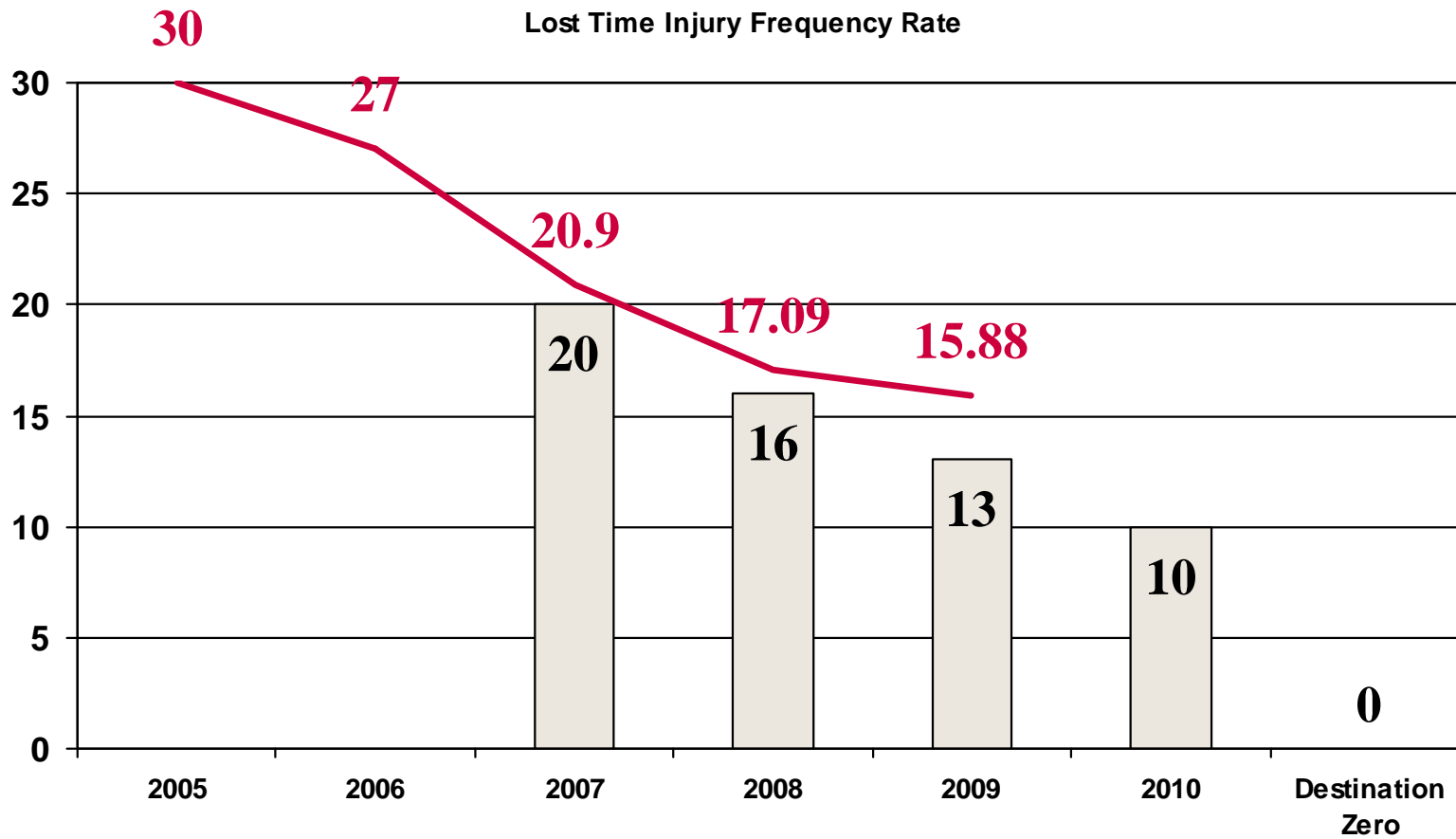


- Our vision is for people at all levels of the organisation to actively care about their own safety and the safety of others. To be passionate about safety and its integration into the way we do business.

# Initiatives Success - ?

- Our largest injury mechanisms are;
  - Lifting
  - Slips, Trips and Falls
- Some 40% of our statistics in F09 were sprain/strain injuries.
- There has been a cumulative 45%+ reduction in LTI's in the last 4 years.

# Initiatives Success - ?



# Initiatives Success

- The up-skilling of management/employees including safety teams has coincided with a reduction in LTI's within the business.
- These Woolworths' initiatives in OH&S are not high cost. They are targeting cultural change that will bring about a continuing reduction in injuries by targeting behavioural change.
- By having defined measures and a reporting process linked to accountability and responsibility builds individual ownership.
  - ☑ Responsibility is an Ethic – It is my decision to make.
  - ☑ Accountability is the reason given for a decision made.

# Need to Measure

- I recommend you review the clarity around your measures (KPI's/KA's)
  - Do they fit the goal?
  - What does success look like?
  - Do they measure success?
  - Can they be better communicated?
  - How can you create ownership of the goal by all levels of the business?

# Need to Measure

Remember this Mantra

What is important gets measured

What gets measured gets done

What gets done gets rewarded and

What gets rewarded is important

Beware the measure - Is it SMART?

# Keep Doing

- Focus on LTIFR until <10
- Safety the Woolworths Way
- Move 4 Life
- Drive 4 Life
- Deliver – Online Incident/Event Management System

# Start Doing

- Measure Total Incident Recordable Rate
- Annual SMG S&H Strategy and Planning Day
- Schedule Board Safety Day
- Evaluation of safety leadership performance in hiring and promotion decisions
- Report on LTIs weekly and review Divisional performance weekly
- **BIG 3** Each Division to focus on Top 3 Risks (High Frequency/High Impact)
- Enhance assurance program to include Behavioural Observations
- Enhance assurance program to review effectiveness of Safety the Woolworths Way

# Stop Doing

- Developing new group wide initiatives
- Accepting poor performance
- Walking past unsafe acts and/or conditions
- Treating employees and contractors differently

# Conclusion

- Adequate resources require to be made available to sustain a safe workplace and safe systems of work.
- Monitoring of processes remains a requirement to ensure the business is on track to achieve the goal.
- Review the initiatives in place and consolidate position as sliding standards will cause an increase in exposure to hazards which in turn can injure our workmates.
- Prevention before needing to manage the cure!

**And DON'T Panic**

**Questions**