

## Change Management

My change management qualifications are a Graduate Certificate in Management of Organisational Change. Refer to the paper Organisational Change Management Principles & OHS on web-site [ohschange.com.au](http://ohschange.com.au)

The principal ways I have managed OHS change are through adoption of a continuous improvement approach, leading OHS project teams, implementation of robust Safety Management Systems, facilitating safety learning and Force-Field Analysis.

### 1 Continuous Improvement

In the early 1990's BHP Australia Coal implemented what was arguably the most robust Quality Management System in Australian industry. Supervisors and managers were trained in implementing continuous improvement practices in all facets of the business. All employees were encouraged to thoroughly question the effectiveness of how they did their work. In my consultancy work I notice how inefficient companies without a robust Quality System and thus a continuous improvement philosophy are.

### 2 Leading OHS Project Teams

I have led project teams investigating the following areas-Developing control plans for 21 high-risk activities which revolutionised the way safety is managed in the business, competency requirements of emergency services personnel, mine-site induction learning programs, upgrade of internal manager and supervisor safety learning, confined space working procedures, development of employee safety learning programmes in response to the N.O.S.A. safety management system, access to earthmoving equipment and a move to lock-out isolation procedures;

### 3 Implementation of robust Safety Management Systems

In the last 5 years of my time with BHP-Coal we introduced a robust safety management system which consisted of "low probability-high consequence" risk management programs, 18 internal standards of OHS excellence and the National Occupational Safety Association (N.O.S.A.) safety management system. I was fully involved in the strategic and operational implementation of these systems, which included policy development, plan preparation, training, auditing, inspecting, coaching, mentoring and review. Compliance with legislation was part of the approach but we aimed to far exceed these requirements. Whilst being aware of the limitations of L.T.I.F.R. it is worth noting L.T.I.F.R. dropped from 80 to 10 and there were significant decreases in compensation premium costs.

The BHP approach has been my guide in my recent consultancy work. Refer to the paper What Makes a Safety Management System Fly on my web-site.

### 4 Facilitating Safety Learning

One role I had while with BHP Coal was as an internal OHS trainer for wages personnel, supervisors and management .I developed and delivered the following programs which were constantly upgraded.

Unit	Duration	Title	Focus group
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Safety A	1 day	Introduction to safety	Leading hands, supervisors and managers
Safety B	2 days	Accident Investigation	Wages employees as part of accident investigation groups, supervisors and managers
Safety C	1 day	Occupational Health	Supervisors and managers
	1 day	Management Developments in OHS	Senior management team at operating sites
	4 hours	Hazard Identification / Risk Assessment / Hazard Control	All levels of personnel

In addition to the standard courses I conducted training on industrial hygiene sampling, ergonomics, manual handling risk assessment, fire prevention, train - the - trainer, job safety analysis, supervisory skills and team development.

During my approx. 12 months as Principal Consultant-Safety Training and Auditing with A.C.I.R.L. I developed, piloted and successfully conducted and evaluated a 2 day risk assessment course for risk assessment teams at underground coal mines. I subsequently coached the members of the Risk Assessment Teams I had trained while they were carrying out their tasks. While with A.C.I.R.L. I was accredited to conduct the one week Qld Mining Industry Generic Induction program. A range of other short safety courses were also developed for clients, one of the most challenging being a course for safe operation and basic maintenance of a 4W.D. vehicle especially modified for use underground.

While with the Main Roads Department I developed, piloted and facilitated a four hour Risk Assessment course and coached Risk Assessment teams carrying out the risk assessments. This was based on the Risk Management Advisory Standard and the relevant Australian Standard.

### 5 Force-Field Analysis

I have implemented force-field analysis in a number of organisations and it has helped enormously in developing the safety Management System, refer to one-pager on this topic.