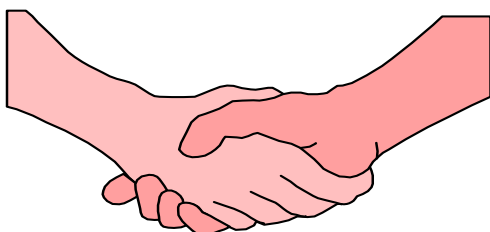


INITIATING CHANGE

- When initiating change remember “People support what they create”



Initial actions if take on National OHS Managers position with XYZ

Draft for approval ,after input from and discussion with ,safety team members and management

- 1 Seek out and take advice from my manager on the issues.
- 2 Examine any past audit reports, past accident experience and the current Safety Management System. A review of current health & safety training and health & safety management plans would be appropriate
- 3 Seek out and take advice from plant managers and their executive team and the OHS professionals on what the issues are (use the force-field analysis technique for this).When visit plants for this do a mini-audit of how safety is managed on site. (physical inspection of the site, examine the paper trail, talk to a cross-section of employees) Conduct the force-field analysis process with the safety committee and a cross-section of supervisors and workers
- 4 Conduct a 2 day workshop with all the OHS personnel-Force field analysis of current safety management system, presentation from OHS personnel on, what they do, how they do it, how well they do it and what the issues are from their perspective (in the process I would gain a better understanding of the work the organisation does.) George to facilitate a workshop on Safety Leadership. Workshop dinner with a leading OHS expert as guest speaker. On the second day facilitate a workshop developing an improved safety management system for the organisation. Importantly I need to know what the safety team expects of me.
- 5 Discuss recommendations for the improved safety management system with the stakeholders, respond to comments and revise as appropriate.
- 6 Develop strategic and operational Safety Management Plans to implement the revised safety management system. Interactive workshops facilitated by George will be necessary for this.

- 7 Gain agreement on the revised Safety Management Plans and implement them.
- 8 Introduce a system of monthly safety team meetings(video-conference for those out of Brisbane) to review progress on implementing the Safety Management Plans
- 9 Introduce an annual “OHS Achievement Award” for safety team members who have achieved significantly.
- 10 Regularly visit the various centres to keep the lines of communication open.
- 14 Review progress at the end of the year.

LEADERSHIP

- Failures in leadership are invariably failures in CHARACTER rather than COMPETENCE
- General Norman Schwarzkopf



Force-Field Analysis

Force-field analysis(similar to S.W.O.T. analysis) is a simple, yet powerful technique, useful at the beginning of a project to define the nature of the beast you are dealing with. It is particularly useful when seeking to develop new Safety Management Systems.

A small group,6-8, stakeholders is required. Defining the scope of your deliberations is important- Put some boundaries around your discussions.

The process goes something like this-

1 Revise the brainstorming rules

BRAINSTORMING RULES

Say the first thing that pops into your mind

Do not be judgemental of your or others ideas

The wilder the idea the better the idea

Do not be constrained by convention

Think out of the square

Quantity not necessarily quality

Every person and every idea has equal worth

Build on the ideas put forward by others

2 Brainstorm an objective for the Safety Management System The objective may be zero harm, zero permanently disabling injuries, may reflect a number of positive performance measures, may include financial measures and so on. Caution is urged in using measures such as the Lost Time Injury Frequency Rate.

- 3 Brainstorm the promoting / facilitating forces acting towards the objective
- 4 Brainstorm the constraining / restraining forces acting against the objective
- 5 Develop an action plan to boost the facilitating / promoting forces and negate the constraining / restraining forces.

Discussion needs to be recorded on butchers paper, on a recording whiteboard or on the fly with a lap-top & data projector. One of the outcomes of the above discussion is that you will define a number of the things you are already doing in safety, in itself, not a bad thing to do.