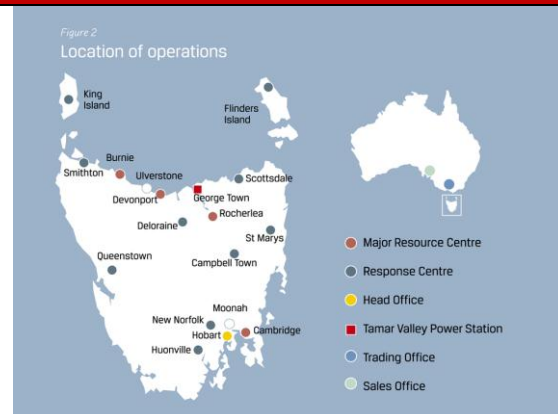


Highlights:

- Significant improvement in safety performance within the designated group (from a 5 year average LTIFR of 13.7 in 2009 to a zero LTIFR in 2011)
- Positive and enthusiastic engagement of employees in safety
- Decision to expand the implementation of LifeSafe into other operational areas of the business commencing November 2011
- 2010 Winner of the Alex Jankiewicz Passion for Making a Difference Leadership Award

About Aurora Energy:

Aurora Energy is a fully integrated energy and network business, with complementary activities in telecommunications and energy related technologies. Located in Tasmania, they generate, distribute and retail electricity and provide wholesale telecommunications services using optical fibre networks. Aurora also retail gas in Tasmania and retail electricity interstate. It is owned by the Tasmanian Government and employs around 1200 people.



Situation:

When Aurora approached SafetyWorks in February 2009 they indicated that their employees generally agreed that Aurora was committed to workplace safety and security. Aurora had also been shown to have strong OH&S (AuroraSafe) guidelines and policies as defined by the Australian Standards, and quarterly audits demonstrated the focus on everyday safety at Aurora sites across the state.

Safety performance lagging indicators at Aurora at the time reflected overall improvement since the inception of the company, however there were concerns that their trends were beginning to show a plateau in LTIFR (Lost Time Injury Frequency Rate). In response to the increased incidence of workplace injuries, Aurora made a decision to turn its safety focus more specifically toward the **management of safety related behaviours**. Through the systematic implementation of strategies designed to increase safe behaviour (and therefore decrease unsafe behaviour), Aurora was seeking to improve the safety culture at its sites. Combining these strategies with the existing success of AuroraSafe systems and training, Aurora was looking to take safety performance to the next level of success – and work together with employees to create a working environment in which people were not harmed on the job.

Solutions:

SafetyWorks commenced the project with an engagement meeting with the senior leadership team in June 2009. This aimed to identify what the key organisational and people influences on the safety performance of the organisation were and to establish a strategy for engaging both leaders and employees in effective safety related behaviours. As a result of this workshop, a pilot roll-out of the SafetyWorks Reinforcement Based safety process including all employees and leaders of the Customer Connections business was implemented from August 2009. Approximately 120 employees, managers and supervisors have been trained in the pilot project.



Figure 1. The process to become a LifeSafe Observer.

The outcome of this training was the establishment of voluntary Peer on Peer observations within the employee groups. Leadership took a prominent role in demonstrating their commitment to Safety by seeking out opportunities to reinforce and support safe behaviours and creating a positive environment so that employees were enthusiastic about participating in the process.

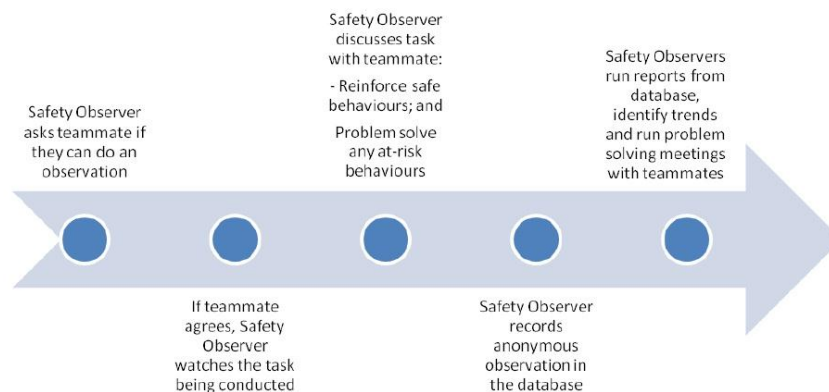


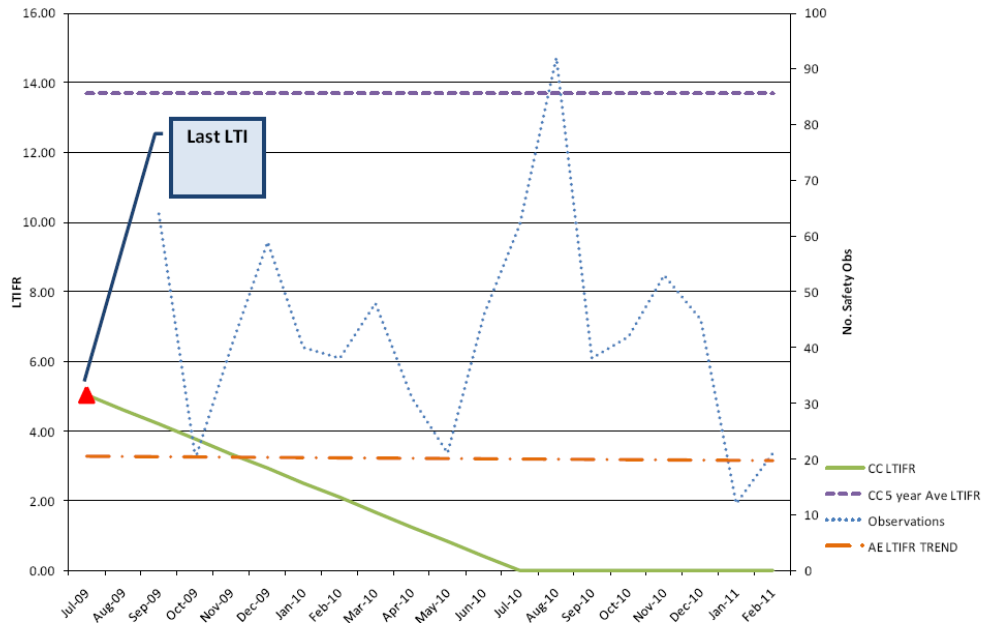
Figure 2. The safety observation process



Following a competition with employees, the voluntary peer observation process was named **Lifesafe: Reinforcing Safe Behaviours for Life**. This reinforces the fact that is an employee-owned and management supported safety process.

Results:

- Significant improvement in safety performance in the Customer Connections Pilot Group. The group's five-year average Lost Time Injury Frequency Rate (LTIFR) prior to 2009 was 13.7 Lost Time Injuries/1,000,000 hours worked and there were very few near-hits reported during that period. The implementation of LifeSafe has helped reduce their LTIFR to zero and increased the near-hit reporting to the highest level of any area in Aurora Energy.



- Significant anecdotal evidence of employees expressing positive outcomes in relation to the process; including the ability to have a positive influence on peers and on improving physical environment in which they work.
- Decision to extend the leadership program to a 4 day Advanced Leadership Program as a result of the identification of this process being of assistance to all aspects of their leadership approaches, not just safety
- Decision to expand the implementation of LifeSafe into other operational areas of the business commencing November 2011
- Management Champion of the process, David Eyles, awarded the Alex Jankiewicz *Passion for Making a Difference Leadership Award* in 2010, and finalist in **2011 WorkSafe Tasmania Awards Entry CATEGORY 4: Best Individual Contribution to Workplace Health & Safety**

Testimonial:

Chris Arnold – Safety, Health & Environment Manager

By team-mates doing anonymous observations on each other and then empowering them to analyse the data and implement improvements, SafetyWorks Reinforcement Based Safety process can help make a step change in safety performance. Add to this reinforcing leadership behaviours and you can release an untapped source of discretionary effort that won't be limited to safety.

SafetyWorks' facilitation of the RBS-related training really exemplify the theory and are a great demonstration to attendees of how to do this stuff in practice.