



FOUNDATIONS OF SAFE ENVIRONMENT

Bob Mellows



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Bob Mellows
Mines Superintendent
Cornwall Coal Company

1. Cornwall Coal Safety History

- 1962 – 1974 Recession – minimal sales, low prices
- 1975 Safety standards very poor
- 1977 Methane ignition – 3 deaths, 1 permanent disability
- 1978 Roof fall – 1 death

Figure 1: LTI Frequency Rates 1980 - 1997

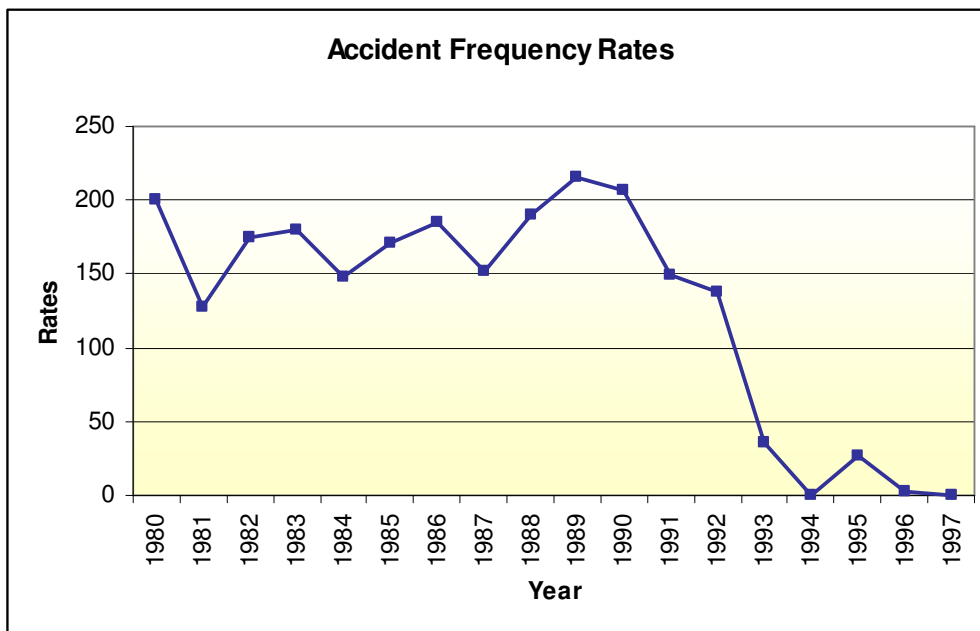


Figure 2: Compensation Claims 1981 - 1997

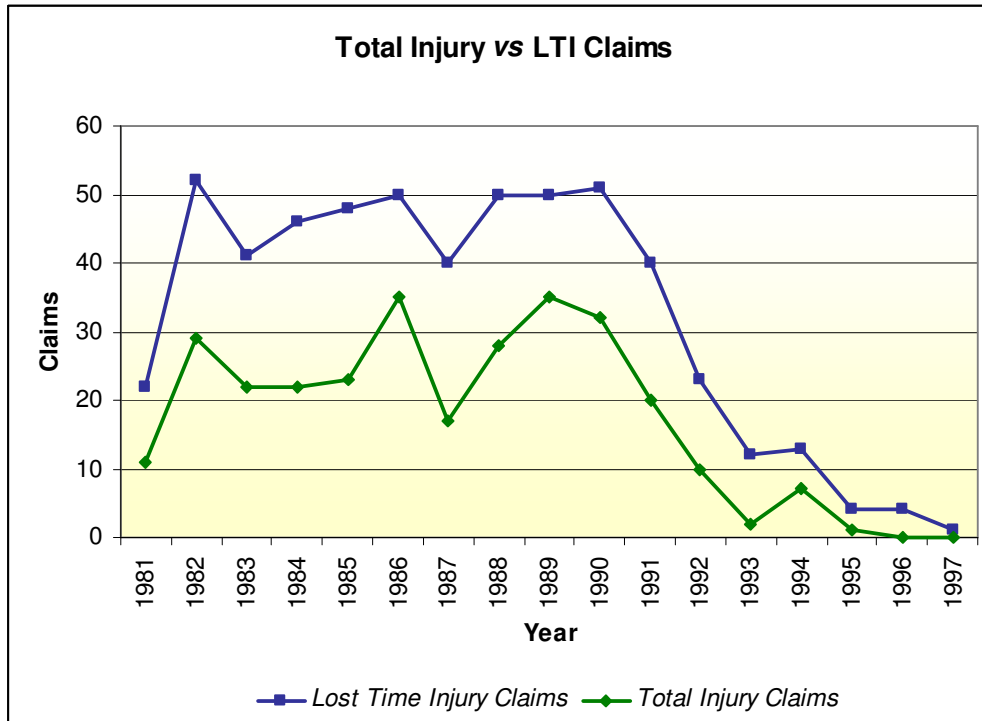
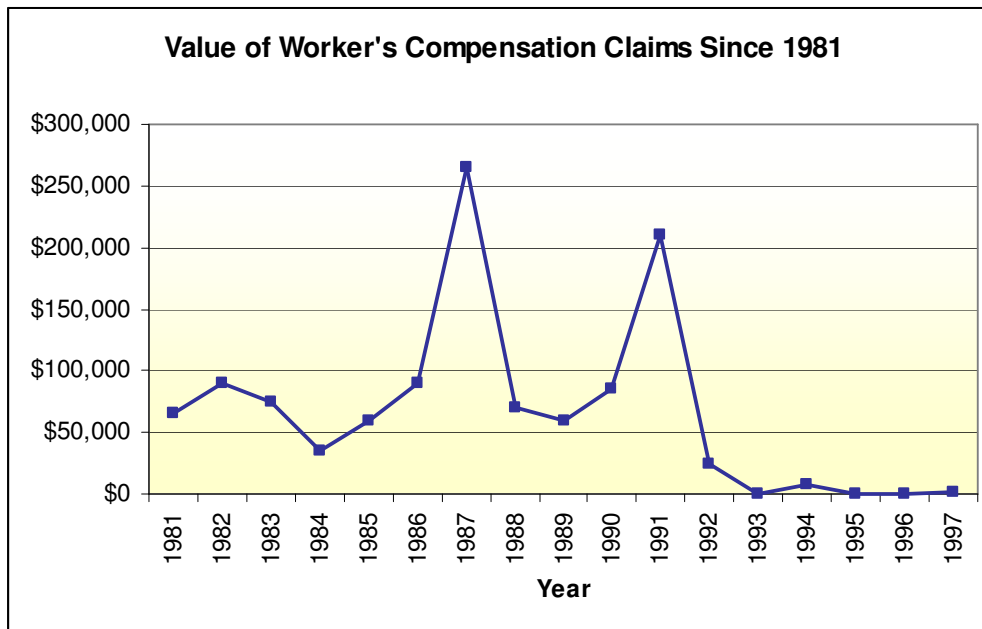


Figure 3: Value of Compensation Claims 1981 - 1997





Recent employee claim “Safety is our Priority”

N. B. Safety has always been a concern to all. The desire has not changed, but the result has.

2. Improvement Factors

- 2.1 Non-Contributory
 - Mining Conditions
 - Penalties/Punishment/Prosecutions
 - Safety Campaigns & Slogans
 - Complex or Costly Safety Systems/Award Schemes

- 2.2 Limited Effect
 - Job Descriptions
 - Notices
 - Standard Operating Procedures
 - Formal Risk Analysis
 - Formal Audits

- 2.3 Beneficial
 - Supportive and Encouraging Inspectorate
 - Rehabilitation Legislation
 - Safety Award for 1 Year LTI Free
 - Formalised Training

- 2.4 Very Beneficial
 - Stable Workforce
 - Size of Operation
 - Limited Tiers of Management
 - Safety Committees

3. Building a Safe Environment

3.1 Figure 4 – Building on a Foundation



3.2 Accident Analysis Illustration – Cause & Effect

The Law & Penalties
Training Licencing
Warnings
Overriding Cause

3.3 Two Spirals:-

(a) Legal & Authoritarian (Control)

Effect :

- Destruction of openness, relationships, innovation, flexibility, morale.
- People hide weakness, failures, learn to manipulate, use the system, blame others, etc.



(b) Build Up & Develop People

Effect:

- Growth, confidence, commitment, responsibility, openness, strong relationships
- People admit weaknesses and failures and work together to overcome them and support one another.

3.4 Historic Approach

Investment Cost in a Person

Financial Loss due to Lost Time

Duty of Care

Teamwork Training & Involving Support, Communication, Interdependence

Focus – Improve Performance, Reduce Cost

3.5 Importance of People

People are important as individuals

“Jobs are for people”, not “people are for jobs”

Workplace to revolve around people not visa versa

The visible outcomes in a person’s life are largely the result of what a person is emotionally and most people respond to the right treatment.

Two commands of Jesus Christ:

- (a) Love God
- (b) Love one another

The Foundation of Safety is loving one another (and ourselves). This is not merely an emotional condition. It is a choice of behaviour and the only basis for a satisfactory relationship.

Cornwall’s safety improved when a breakthrough in relationships occurred, barriers removed, trust developed, self esteem achieved. However, we also have a long way to go. People’s emotional needs must be addressed.

A person who doesn’t care about himself won’t care for himself. A person who is angry, bitter, jealous, resentful, envious, etc. of others is unlikely to give more than lip service to a Duty of Care (e. g. road accident illustration).



4. Practical Example of Love

- (a) Acceptance of one another – warts and all. Don't rubbish people whether openly or behind their backs.
- (b) Create a non-threatening atmosphere:
 - Give freedom to make mistakes, remove fear of failure, self defensiveness
 - Give freedom to make foolish suggestions
 - Allow room for people to grow and mature
- (c) Build up confidence and self esteem
- (d) Give responsibility, authority, support.
- (e) Decide to trust
- (f) Always trust people with respect. Be humble.
- (g) Forgive – we all need it.
- (h) Be open – admit your mistakes and failures

5. Other Issues

- (a) A person's family and family need's are important. Do everything possible to accommodate them. Be interested in their family
- (b) Treat injured people the same, whether compensation or not. Their needs are the same.
- (c) Try to place people where they are suited and want to be.

We want people to enjoy work, to have self esteem, to have self confidence without pride, to have concern and care for themselves and others.

To do all or part of this is not easy. Our self interest, our weaknesses, our needs get in the way. Our reactions are often automatic and wrong. Our self preservation instincts are strong.



6. Summary

Our use of the law, systems, awards, SOPs etc. are all essential elements in building a safe environment. However, they must be built upon a foundation of love for one another in all its aspects. They are a means to the end of the total well being of individuals. Our goal is to live and work in a stress free, enjoyable, fulfilling environment where people can develop to their maximum potential in all aspects.

Safety is an automatic consequence. It results from every decision, every word uttered. It is a consequence of the attitude of the heart guiding a disciplined mind.

This way requires personal risk taking, trust, hope and perseverance, a real commitment to the benefit of others before ourselves.

It's a big ask but with God's help it can be done and we are rewarded by the release and growth we see in others as well as a safe work place.