



Zeroharm
at**work**

Zero Harm at Work Leadership Program

2010 Program Member Reporting Evaluation Report

December 2010



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1.0 Executive Summary and Recommendations

This report addresses and evaluates 62 reports received from members of the Zero Harm at Work Leadership Program.

Based on the findings and conclusions identified in the evaluation, it is recommended that the following aspects of the Zero Harm at Work Leadership Program (ZHAWLP) continue:

- Fostering and building a positive safety culture in Queensland workplaces, thus helping to reduce the number and seriousness of workplace health and safety incidents.
- Targeting industry leaders who have the capacity to significantly influence the way in which, not only their own organisation operates, but also that of their supply chains.
- Development of additional case studies as practical examples and targets for action to support industry leaders.
- Conducting the industry forum as the primary vehicle for industry engagement.
- Further development of the ZHAW program membership across industry in Queensland.

Based on the advice and recommendations provided by ZHAWLP member organisations it is proposed the following is included in the overall program agenda:

- An investigation into how to ensure the involvement and engagement of sub-contractors and their industry representatives as an integral part of the ZHAWLP.
- The development of substantial additional information (specifically by way of case studies) for program members to support and enhance the quality of the ZHAWLP.
- The development of a communications strategy to raise public awareness of the ZHAWLP.
- Development of regional forums.
- The re-evaluation of the questions asked in the reporting process to ensure that the reporting process remains efficient, effective and “non-onerous” for program participants.

Based on informal discussion with ZHAWLP members it is recommended that a re-evaluation of the technical aspects of reporting be undertaken to improve the accessibility and functionality of the process.

It is further recommended that this report be released initially to ZHAWLP members followed by publication on the Zero Harm at Work Leadership Program website.



2.0 Introduction

The Zero Harm at Work Leadership Program (ZHAWLP) is an initiative of the Queensland Government. The concept of “zero harm” means *no harm to anyone, anytime while at work*.

The program aims to foster and build a positive culture of safety in Queensland workplaces to help reduce the number and seriousness of workplace health and safety incidents in Queensland.

The program targets industry leaders. Through their commitment to sharing innovation, knowledge and experience with others, Zero Harm at Work Leadership Program members can make a significant contribution in raising the standards of workplace health and safety across the state.

In agreeing to become a member of the ZHAWLP, member organisations also agree to report to Workplace Health and Safety Queensland against the program reporting criteria. The explicit expectation of program membership is that member organisations would report within 12 months of joining the program.

3.0 Associated Documentation

The following documentation was provided to Zero Harm at Work Leadership Program members to provide relevant information on the 2010 reporting process:

- Zero Harm at Work Leadership Program information booklet and program overview.
- 2010 Reporting template.
- Initial invitation to submit a report.
- Secondary invitation to submit a report.

4.0 Program/Project Rationale and Logic

The overarching goal of the program is to foster and build a positive culture of safety in Queensland workplaces to help reduce the number and seriousness of workplace health and safety incidents in Queensland. The program acknowledges and supports the overall targets of the *Queensland Workplace Health and Safety Strategy 2004-12* and the principles of the *National Occupational Health and Safety Strategy 2002-12*.

The Zero Harm at Work Leadership Program is founded upon the spirit of co-operation that underpins the *Queensland Workplace Health and Safety Strategy 2004-12*. The strategy aims to unite industry, unions, and the Government in the battle to make workplace health and safety a priority for all Queenslanders, city and country, across small and large workplaces.

The program goals are to be achieved primarily through the open sharing of innovation, knowledge and experience. This sharing of information is facilitated by three methods:

- the convening of industry based forums to promote, foster and encourage the adoption of a culture of safety;
- the development of robust case studies across each industry, that ideally demonstrate leadership from senior management towards positive change in safety culture; and
- the use of the reporting mechanism to share information about industry trends and attitudes towards safety culture and to also identify potential case studies.

The intention of the program is to be an awareness and educational program rather than compliance based program and does not add to or replace the existing legislative and regulatory framework.

Importantly, the program does not set a “zero harm” target but does set an aspirational goal of “zero harm.”



The aim of the reporting regime is to:

- identify, investigate and develop examples of successful workplace WHS initiatives;
- identify, investigate and address examples of organisational gaps in WHS policy;
- seek member organisations' views on the current status and future format and directions of the program; and
- monitor and assess the effectiveness of the ZHAWLP.

For this first round of reports, organisations with membership current as at 30 April 2010 were invited to submit a report by 30 June 2010. To allow for maximum participation, this deadline was further extended to 30 September 2010.

Commitment to participating in the reporting process is explicit in the program membership agreement. Participating member organisations were invited to compile responses (of no more 150 words each) to a set of five base questions.

The base questions for 2010 were as follows:

“Please tell us about how you, as a Zero Harm at Work Leadership Program member, intend to foster leadership and a culture of health and safety and innovation over the next 12 months”.

1. *How will you provide a workplace framework that encourages and promotes leadership in workplace health and safety?*
2. *How will your organisation provide examples of successful workplace initiatives that may assist other workplaces to improve their workplace health and safety practices?*
3. *How will you encourage, motivate and support your organisation’s workplace(s) to voluntarily strive for zero harm in workplace health and safety?*
4. *How will you promote the adoption of a Zero Harm at Work culture in your workplace(s) and beyond through co-operation and knowledge sharing?*
5. *How will you influence others to promote a culture of Zero Harm at Work?”*

The five base questions were prospective in nature. Part C of the reporting template sought a brief retrospective response:

“Looking back – What have been your organisation’s activities/initiatives as a Zero Harm at Work Leadership Program member over the past 12 months?”

Part D of the reporting template sought feedback on the effectiveness and direction of the Program:

“The future of the ZHAWLP. Please provide any comments regarding the ongoing effectiveness of the program and your views on future directions.”

Finally, Part E of the reporting template sought information on broader worker health issues:

“Apart from specific workplace health and safety initiatives, please list and describe below any worker health and wellness initiatives currently undertaken or planned by your organisation.”

5.0 Evaluation Methods

The reporting process has been designed as non-onerous and simple to encourage maximum member participation. The basis of participation was membership of the program alone. All current members (as at 30 April 2010) received an invitation to submit a report on 19 May 2010.

Between mid-June and the end of September 2010, an active follow-up schedule was implemented to ensure maximum participation in the reporting process.

This report contains evaluation and analysis of the information provided from 62 members' reports. Analysis and evaluation of the reports was undertaken by:

- detailed consideration of all member reports received;
- identification of recurring themes/concepts within member responses to each reporting question;
- compilation of a synopsis of member responses to each of the five questions and parts C, D and E;
- a thematic analysis of the responses; and
- broad comment on responses within the context of the broader Zero Harm at Work Leadership Program Principles.

Further points considered in the analysis of the responses were:

- how the contents of the responses contributed to a greater understanding of the principles and aims of the Zero Harm at Work Leadership Program; and
- whether the initiatives identified in the responses were practical and applicable.

A total of 96 Program member organisations were eligible and invited to report in 2010. Of these, 62 organisations responded to the invitation to report representing an overall return rate of 65%. Table 1 below provides a breakdown of program members by type, together with the relevant return rate.

Table 1 – Breakdown of member type and return rate of participation

Program Member Type	Responses / Invitations Issues	Return Rate
Association	2 / 7	29%
Government	4 / 5	80%
Company	52 / 74	70%
Other	2 / 2	100%
Union	2 / 8	25%
TOTAL members that reported 2010	62 / 96	65%

6.0 Research/Findings

The results of the reporting evaluation are presented on a “question by question” basis reflecting the structure of the original reporting template. Where relevant and appropriate the results are accompanied by comments taken from individual reports.

QUESTION 1: *“How will you provide a workplace framework that encourages and promotes leadership in workplace health and safety?”*

The members' responses to this question collectively demonstrate a willingness to encourage and promote the role of the workplace leader in health and safety.

Members typically responded by describing their workplace framework as a suite of actions or initiatives, constituting what might be broadly understood as a system.

Table 2 outlines the breakdown in members' responses in order of frequency of response. It should be noted that most members have indicated support for more than one of the following practices within the workplace framework that encourages and promotes leadership in workplace health and safety.

The activities, which provide a workplace framework encouraging and promoting leadership in workplace health and safety, could be categorised according to the following groupings:



Reports / Audits / Reviews

Reporting, auditing or reviewing a business' or organisation's workplace framework is frequently cited as the most basic means by which management can examine the status of their workplace health and safety practices and implement any changes to address identified issues.

"We design systems for our clients that provide a management reporting tool that identifies KPIs with safety in the workplace; this tool is used by management as a primary component to evaluate the employee's success within the organisation.

Not only does this encourage the employees to consider safety in all aspects of their day-to-day activity but to look out for others, either other employees or other public. They are encouraged to be attentive and speak up about safety being leaders in their section and all the workplace."

"The Board of Directors receives information on health and safety, including performance reports based on audits and assessment criteria on a monthly basis. These reports are treated as the utmost priority, and the OHS performance of the Group is considered a benchmarking tool of our overall success."

Meetings / Committees / Forums

Internal meetings, forums or the establishment of internal committees to discuss workplace health and safety issues is cited as a useful means by which to work through necessary changes.

"Conduct monthly management meetings where the results of monthly OH&S reports are reviewed by senior, divisional and project managers. Results are reviewed to determine if minimum levels of proactive management have been achieved. General Manager conducts regular site inspections and audits to demonstrate sound leadership and commitment to OH&S."

"H&S information is a standard item on the agenda of our monthly Construction Executive meetings that are attended by me and my General Managers as well as other staff. All statistical data and near miss reporting is tabled and discussed in detail at these meetings."

Training / Education

Training and education at both the management and employee level are seen by many members as the most effective way to implement best-practice.

"Weekly Construction Manager meetings are held to discuss current safety issues on our project sites, including recent incidents, changes to legislation, training needs and safety resource requirements on the various project sites.

A continuous learning program held each month provides an opportunity to up skill site-based personnel (Foremen, Supervisors, Project Managers and Project Engineers) on issues such as working under overhead powerlines, working in confined spaces, how to reduce the risk of cancer, incident investigation techniques, etc."

Consultation between staff

Many managers have indicated that one of the most encouraging signs of successful leadership is to engage with and consult staff on WHS issues. Some members have suggested the use of a communal notice board as a way of communicating, while others have one-on-one meetings to discuss issues.

"Consultation with the general workforce is achieved through scheduled meetings and frequent toolbox talks. Processes are in place to ensure higher levels of management are kept informed of current issues and a culture that supports reporting and rejects concealment has been fostered. We are committed to continually improve our compliance with our Safety Management System."

Programs and initiatives

Many of the other practices mentioned by the members clearly lead to the development and implementation of programs and initiatives; nevertheless, members have indicated a high level of support for programs and initiatives already in place.

Membership of external group / association

A number of Zero Harm at Work members are also members of local, state and national groups or associations whose purpose is to share and disseminate information regarding best-practice WHS.

Visibility

Some members have indicated that visibility of management in the workplace is an important factor in leadership for workplace health and safety.

“Leadership, accountability and H&S Culture are one of 15 defined elements that make up the project’s Health and Safety Management Plan. There are specific requirements within this element that relate to visible behaviours and participation in safety programs.”

“When visiting sites, senior management perform site safety audits. We have a Top 3 Hazards Program and safety presentation given by the CEO to all staff which has a focus on behavioural safety.”

Table 2 – Activity reported by ZHAW members relating to workplace frameworks supporting zero harm at work philosophy.

Description of activity to encourage leadership in WHS	% of members who reported this activity
1. Reports / Audits / Reviews	59
2. Meetings / Committees / Forums	48
3. Training / Education	38
4. Consultation between all staff	26
5. Programs / Initiatives	21
6. Membership of external group/association	14
7. Visibility of management	10

QUESTION 2: *“How will your organisation provide examples of successful workplace initiatives that may assist other workplaces to improve their workplace health and safety practices?”*


The intent of this question was to identify a ready source of workplace initiatives that could be used to develop case studies for presentation at Program forums and publication on the Program website. This intent supports the Zero Harm at Work Leadership Program charter principle of commitment to sharing knowledge and experience.

Approximately 50% of members’ responses to this question dealt with practices either implemented or planned to be implemented within their own organisations. Also demonstrated in the responses was a clear willingness either to share knowledge or to gain access to practical knowledge through the various Program industry forums. This group of responses will act as an information resource for the development of “real world” case studies.

Highlights include:

The ‘Subby Pack’

The pack was developed in response to the emerging need for a practical and user-friendly program ensuring sub-contractors have access to relevant workplace health and safety information to ultimately ensure compliance to legislation.



The 'Subby Pack' contains a construction safety plan, relevant forms and a template for Work Method Statements. The pack is introduced to sub-contractors through training by Senior Workplace Health and Safety Officers on how to effectively utilise the construction safety plan. The 'Subby Pack' creates a platform for effective consultation with subcontractors and suppliers in regards to their work activities; thereby reducing and/or eliminating workplace hazards and risks.

Development of a behavioural-based leadership safety program

This program is designed to complement existing safety and leadership initiatives and to add tangible safety leadership skills that recognise that all incidents are preventable.

Young Worker OHS strategy

Following an assessment that revealed an increasing number of minor to moderate injuries involving apprentices, a strategy and training package was developed and targeted at young construction workers. The package involves training, assessment and feedback combined with first hand experience during a two week secondment working with the State OHS Manager.

Glove Policy

Following identification of a significant risk of hand and finger injury, a dedicated 'glove and clip' policy was developed to ensure availability of protective gloves to workers at all times and awareness of policy.

Your Health – Your Future

A healthy work and lifestyle campaign was recently trialled by a group comprised of members from the construction industry, unions and the Queensland Government. The campaign aims to positively promote healthy work and lifestyle initiatives and addresses aspects of health over which individuals have influence or control.

Campaign initiatives included worker health assessments, a nutrition intervention program, a life skills program for young workers, suicide awareness and prevention and a fatigue management survey.

Initiatives in place, together with those under development, will be monitored by the Zero Harm at Work Leadership Program and, subject to consultation with the owners, will be progressively published as on-line case studies and presentations at future Program forums.

QUESTION 3: *“How will you encourage, motivate and support your organisation’s workplace(s) to voluntarily strive for zero harm in workplace health and safety?”*

and;

QUESTION 4: *“How will you promote the adoption of a Zero Harm at Work culture in your workplace(s) and beyond through co-operation and knowledge sharing?”*

Due to the similarity of Questions 3 and 4 responses to both questions were subsequently similar.

Tables 3 & 4 include the breakdown of members’ responses illustrating order of frequency in response. It should be noted that most members have indicated support for more than one of the following practices within the workplace that encourage their organisation to voluntarily strive for Zero Harm in workplace health and safety.

Members typically responded to both questions by describing their means of encouragement, motivation and support as a suite of actions or initiatives, constituting a broader promotional system.

The activities, which encourage organisations to voluntarily strive for zero harm in workplace health and safety, could be categorised according to the following groupings:

Communication / Consultation

Many members have indicated that establishing a system of communication is the best way to encourage the workplace to build a Zero Harm at Work culture. While the term itself is broad, members have indicated a range of methods by which to progress the Zero Harm at Work philosophy within their workplaces. Discussions, notice boards, meetings, newsletters and emails are all listed as a means of workplace communication in the reporting. A number of members specify consultation as a particularly effective activity, as it includes the entire workforce – employers and employees – in the process.

Programs / Initiatives / Campaigns / Awards & Rewards

This category includes programs and initiatives designed for and by a member for their own specific workplace needs, and also considers campaigns and awards/rewards put in place to motivate and promote Zero Harm at Work in workplace health & safety.

Audits / Monitoring / Reviews

Many members point to the use of auditing reports and general monitoring and reviewing of workplace health & safety practice as a means by which they can assess the standards and decide which aspects of their practice needs attention according to the zero harm targets.

Leadership

Leadership is highly regarded as a means by which to set standards in workplace health & safety. This is most often demonstrated by a hands-on approach, with visibility of management in the workplace considered a simple but effective means by which to encourage workers to adopt a Zero Harm at Work philosophy voluntarily.

Incorporate into employment / induction / tendering process

A number of responses indicated that by incorporating information about Zero Harm at Work in the employment/induction process, the standard is set from initiation in the workplace.

Other members who engage with employees through tendering processes include the information and expectations in the contract.

Training / Education

Many members include information on the Zero Harm at Work philosophy into workplace training.

Setting objectives / targets

Setting clear objectives and targets is seen by some members as a means by which there can be a measurable reading of a workplace's commitment to Zero Harm at Work.

Meetings

Meetings as indicated in this category differ from those in the "Communication / Consultation" category due to their more formal nature. These might be formal monthly or quarterly meetings with minutes, rather than the more informal 'tool box' style meetings listed previously.

Continue what we are doing

Some members have indicated that the systems or framework they have in place is adequate for imbuing Zero Harm at Work as a part of workplace health & safety practice.

Table 3 – Activity breakdown for successful workplace initiatives implemented by ZHAW member organisations.

Description of activity to encourage, motivate and support the voluntary striving for ZHAW in WHS	% of members who reported this activity
1. Communication / Consultation	58
2. Program / Initiatives / Campaigns / Awards &	49

rewards	
3. Audit / Monitor / Review	39
4. Leadership	40
5. Incorporate into employment / Induction / Tendering process	25
6. Training / Education	26
7. Setting objectives / Targets	13
8. Continue what we are doing	7

Table 4 – Activities reported by members to support knowledge sharing and cooperation.

Description of activity to promote the adoption of ZHAW culture in the workplace	% of members who reported this activity
1. Communication / Consultation	78
2. Meetings	47
3. Programs / Initiatives / Campaigns / Awards & Rewards	42
4. Audit / Monitor / Review	30
5. Leadership	21
6. Training / Education	23
7. Setting Objectives / Targets	18
8. Incorporate into employment / Induction / Tendering Process	8

QUESTION 5: “How will you influence others to promote a culture of Zero Harm at Work?”

Question 5 received quite a different set of responses to the previous questions, as it required members to consider their role in the promotion of the Zero Harm at Work concept generally.

Giving a sense of the priorities members place on certain practice within this system, Table 5 provides a list in order of frequency of members’ response. It should be noted that most members have indicated support for more than one of the following practices.

The activities which members considered influential on others for promoting a culture of Zero Harm at Work could be categorised according to the following groupings:

Education / Training / Induction

Many members have indicated that education or training programs established within their WHS framework are most likely to positively influence the promotion of a culture of Zero Harm at Work. Another option frequently reported is for the Zero Harm at Work philosophy introduced to employees and/or sub-contractors during the early induction stages of the employment process.

Knowledge Sharing / Mentoring

A number of members have cited ‘knowledge sharing’ as a general term covering interaction within their industry where their WHS experiences can be discussed. Mentoring services are also frequently cited as a service ZHAW member organisations offer as a means by which to extend the reach of the Zero Harm at Work culture. While this activity falls under the heading of collaboration/consultation below, it also warrants its own categorisation here for the frequency with which members identify its success as a distinct practice.

Collaboration / Consultation

Interaction with internal and external stakeholders has been identified as an important factor in promoting the Zero Harm at Work culture. A number of members discussed the ‘forming of

a community, 'involving workers families' in the organisation's push for a Zero Harm at Work culture, while others refer more generally to meetings or consultation within the organisation. The term 'toolbox talks' appeared among a number of responses, pointing to the belief that informal, collaborative discussions were more conducive to culture-forming practice rather than formal meetings involving management shaping policies implemented from the top down.

Marketing & Promotion / Campaigns / Publications

Some members have used marketing and promotion tools to promote the zero harm at work philosophy and the Zero Harm at Work Leadership Program. This practice takes multiple forms: campaigns, publications and award schemes highlighted by reporting members indicate some of the ways in which they have influenced others to promote a zero harm at work culture.

Lead by example

Certain members believe that their workplace health and safety programs and commitment to zero harm at work have created an exemplary culture.

System / Initiative / Charter

A number of members believe the best way to influence others is to put an overarching system in place, build an initiative or develop a charter which will promote a zero harm at work culture. While this sentiment is implicitly similar to the 'lead by example' category, it warrants distinction due to the number of members whose response specifically identified these practices.

Setting objectives / targets

Setting clear objectives and targets is seen by some members as a means by which there can be a measurable reading of a workplace's commitment to a Zero Harm at Work culture.

Table 5 – Methods of influencing others to promote the zero harm at work philosophy.

Method used to influence others to promote a culture of ZHAW	% of members who reported this activity
1. Education / Training / Induction	35
2. Knowledge Sharing / Mentoring	33
3. Collaboration / Consultation	33
4. Marketing & Promotion / Publications / Campaigns	22
5. Lead by example	19
6. System / Initiative / Charter	17
7. Setting Objectives / Targets	11

PART C: *“Looking back – what have been your organisation’s activities/initiatives as a Zero Harm at Work Leadership Program member over the past 12 months?”*

The intent of this question was to broadly assess the number and type of projects undertaken by member organisations in the preceding year, which complements the Zero Harm at Work Leadership Program charter principles:

- We want to improve workplace health and safety in our industry and foster a zero harm policy as a core workplace principle.
- We will promote the importance of involving everyone, including WHS representatives and committees, in decisions about ensuring the workplace is safe, and providing information on best practices in workplace health and safety.

- We agree to foster a workplace culture where thinking about health and safety is as natural as thinking about quality, profit or customer service.
- We want to encourage a culture that empowers people to report incidents, without fear of sanction, knowing that the incidents will be fully investigated and addressed.

The responses to this question were, not unexpectedly, detailed and presented a broad range of initiatives and activities.

Table 6 offers a breakdown on members' responses in order of frequency, highlighting the sense of priorities members place on certain practices within this system.

Overall, eight categories of zero harm at work activities/initiatives were cited by members as being implemented by their business/organisation over the past 12 months:

Implemented new system

Implementing a new system received the greatest percentage of members reporting this activity during the past twelve months, contributing to their commitment of a zero harm at work culture. What constitutes the implementation of a new system is varied, with the following activities included in this category:

- incentive programs
- workplace health and safety system redevelopment
- new workplace health and safety policies/standards/strategies
- upgrading compliance
- upgrading safety code.

Audit / review of system

A number of members undertook an audit or review of their workplace health and safety systems. Those who followed audits / reviews with an implementation of an upgraded, replacement or new system are included in the above category as well as this one.

Increased commitment to ZHAW culture

This is a broad category including a range of commitments such as compliance, visibility and increased training and/or employment in workplace health and safety areas.

Training / Education

Training and/or education in general workplace health and safety policy was considered by a number of members as the single most effective contribution to the zero harm at work culture within their business/organisation.

Promotions / Campaigns

A number of members have undertaken promotional activities or campaigns within their workplaces to promote zero harm at work.

Knowledge / Information Sharing

Members considered the sharing of knowledge and information with stakeholders one of the best ways to advance the zero harm at work culture.

Membership of workplace health and safety groups and/or committees

Some members indicated their newly acquired membership of workplace health and safety groups or committees (either within or external to their organisation) as one of the key activities demonstrating their commitment to improved workplace health and safety practices and the implementation of a zero harm at work culture.

New targets / goals

The setting of new or updated targets and goals was listed by some members as critical to their ambitions regarding zero harm at work.

Table 6 - Organisation's activities/initiatives supporting the Zero Harm at Work Leadership Program over the past 12 months.

Activities/initiatives as a ZHAW Leadership Program member over the past 12 months	% of members who reported this activity
1. Implemented new system	50
2. Audit / review of system	26
3. Increased commitment to ZHAW culture	24
4. Training / Education	19
5. Promotions / Campaigns	17
6. Knowledge / Information Sharing	13
7. Membership of WH&S groups and/or committees	11
8. New targets / goals	6

PART D: *“As a member of the Zero Harm at Work Leadership Program, we value your input to its future direction. Please provide any comments regarding the ongoing effectiveness of the program and your views and/or suggestions on future directions.”*

A fundamental premise of the ZHAWLP is that, while it is facilitated and supported by Workplace Health and Safety Queensland, it must be owned and driven by ZHAWLP members. The intent of this question was to seek specific direction and member advice on the nature of the program.

The following seven categories were the most frequently cited by members as effective ways forward for the Zero Harm at Work Leadership Program. Also included are relevant from members.

More forums

The success of the forums is evident by the number of members who found them informative and an effective forum for gathering industry representatives.

“It was also good to see construction industry leaders attend and participate in this function (as opposed to OHS managers). The company supports this type of forum for industry leaders sharing OHS ideas, initiatives and solutions.”

“The zero harm breakfast in March was a great initiative. It would be great to see these organised on a quarterly basis. Good to see that the Zero Harm program is going regional having been set up in Rockhampton.”

Industry specific programs

A number of members suggested that aspects of the Zero Harm at Work Leadership Program could be targeted more specifically to the needs of industries represented. A recurring issue was the consideration of sub-contractors in the application of a Zero Harm at Work Program.

“At this point in time, we have not recognised any benefit directly from the Zero Harm at Work Leadership Program. The only correspondence since joining has been the request to complete this questionnaire. It would seem that there is little activity in our industry sector.”

“To improve consistency of OHS in the construction industry a consideration for the future would be organising specific sessions on what WHSQ and the major construction companies expect of contractors and labour hire companies when it comes to demonstrating competencies, and the development of Safe Work Method Statements and Project Management Plans.”

Promotion & Marketing / Greater visibility

Certain members felt that greater visibility would be beneficial for the program. Promotion and marketing strategies were usually recommended as a means by which to achieve this.

"I would like see to more visits by the Division in terms of making the program more "visible" especially in terms of importance to Queensland. This would help industry reinforce how "Zero harm" fits in our corporate programs. I believe there is ongoing scope to increase the level of promotional material available."

More information / Knowledge sharing

Some members felt that there was not enough information provided and that more knowledge sharing could enhance the quality of the program.

"The Zero Harm ideal in a work environment is an excellent initiative and goal for organisations, however without a strong clarification to the contrary, the goal of zero harm, is at risk of subtly discouraging the reporting of incidents and near misses where managers in particular do not want to jeopardise the achievement of the zero harm goal progress."

"When explaining that "Zero Harm" in reality means "working towards zero harm", then it becomes easier to get the message across."

Keep program going as it is

A number of members were very happy with the quality of the program and indicated that it should continue operating as it is.

"The Zero Harm at Work Leadership Program has been an extremely positive initiative. It is great to see so many new members getting involved."

"The current direction of sharing experiences across industry is highly beneficial and our company looks forward to future industry group meetings."

"We consider the Zero Harm at Work Leadership Program to be one of the finest initiatives of Workplace Health and Safety Queensland. Whilst it will be some years we expect before the full benefits of the programme to be realised, we consider that it should be expanded to areas wider than the construction industry. We understand this is being done."

More members / broader target

Some members felt that the program might benefit from expanding its membership, perhaps by broadening the target audience.

"The company believes the Division (WHSQ) should start a subcontract steering committee and provide guidance and support in bring about consistency. Remember it is the subcontractors that employ the labour, not builders."


"The more companies that become members of this program the more successful the program will be. This program should now be targeted at lower tier operations that may not have a definitive zero harm culture."

Funding opportunities

A small number of members suggested funding opportunities, in the form of grants or awards should be made available for members to advance their Zero Harm at Work programs.

PART E *"Apart from specific workplace health and safety initiatives, please list and describe below any worker health and wellness initiatives currently undertaken or planned by your organisation."*

This question reflects the broader recognition of the role of the workplace as an ideal location for promoting and improving health and wellbeing; simultaneously addressing the imbalance that often positions Health as secondary to Safety in workplace practice.



The audit of the members' responses to the request for information relating to worker health and wellness initiatives delivered a range of results, however, for the benefit of assessment they have been arranged into these four general groups:

- a) those who have established programs in place (29%);
- b) those who have partially implemented or 'limited' programs in place (34%);
- c) those who are in the process of implementing a program, or investigating putting a program in place (14.5%); or
- d) those who have no programs in place/those for whom the definition of workplace health and wellbeing requires clarification/those who did not provide any information (22.5%).

These groupings are somewhat indeterminate and based only on the information provided. The four groupings offer the opportunity to identify potential case studies, mentoring and networking opportunities, or areas for improvement.

Significant use of "pre-packaged" health programs from external providers was indicated under this section. Analysis of the responses indicated that program members have adopted health initiatives with one or more elements; i.e.

- annual flu vaccinations;
- quit smoking campaigns;
- nutritional and dietary advice and planning;
- sun exposure and cancer awareness;
- fitness information and gym membership and;
- mental health issues.

The Zero Harm at Work Leadership Program will work with members to develop broader worker health case studies in line with the Queensland Government's "Toward Q2: Tomorrow's Queensland" strategy.

7.0 Conclusion

The 2010 round of reporting under the requirements of the Zero Harm at Work Leadership Program indicates a mature and genuine commitment to improving workplace health and safety. A visible commitment from senior management is recognised by members of the ZHAWLP as a vital component of an effective workplace health and safety regime.

The important role of the Zero Harm at Work Leadership Program in providing a vehicle for a co-ordinated approach by industry as a whole is recognised in the reporting.