

Risk Management or Miss Management

2015 AusIMM NZ Branch

Annual Conference

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Jim Knowles

What is Risk Management?

Co-ordinated activities to direct and control an organisation with regard to risk

(AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines)

Why Risk Management?

- Good management
- Improved decision making that maximises opportunities and minimises losses
- A requirement under work health and safety legislation
- Keep people safe!

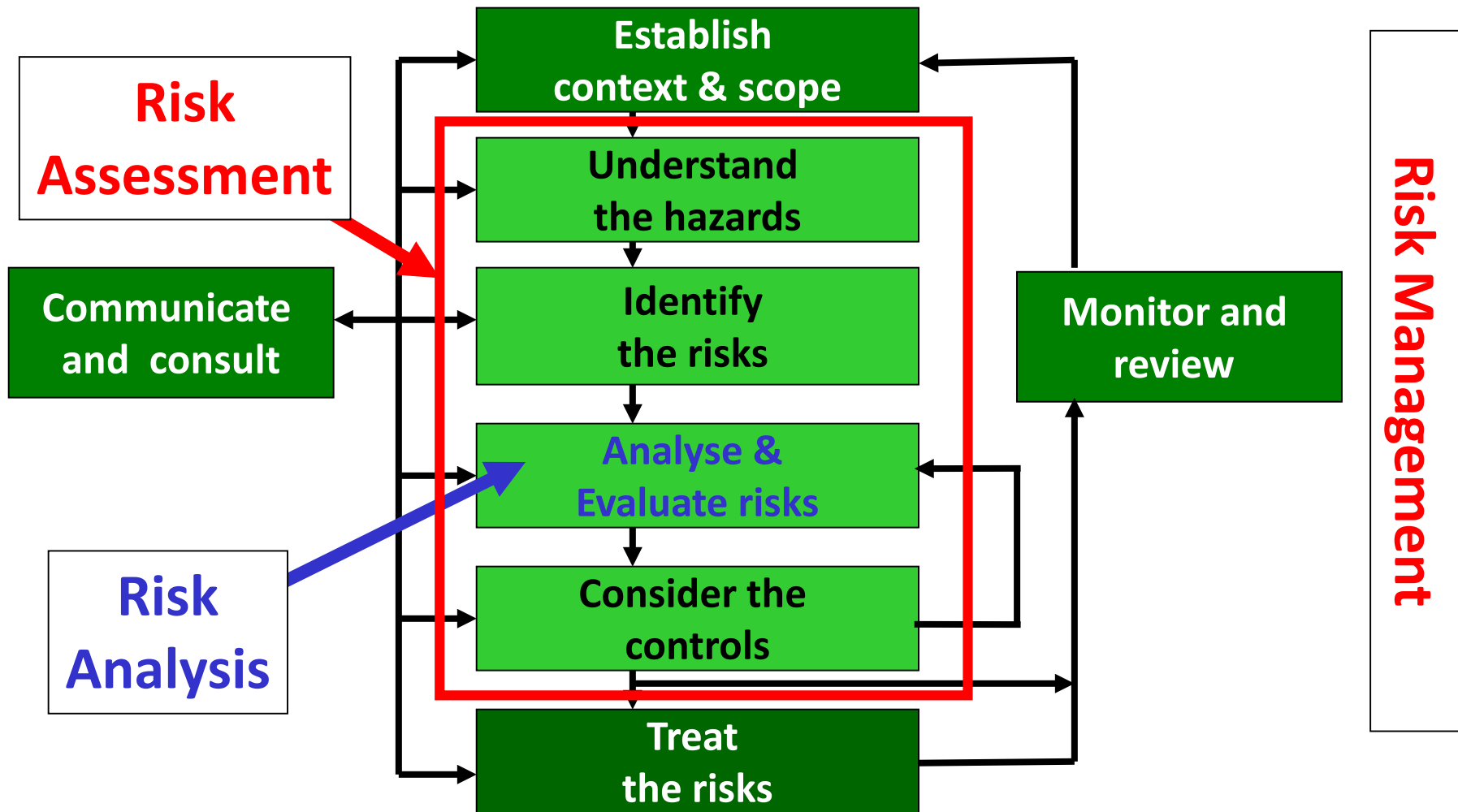
Bottom Line

It is very difficult (if not impossible) to show compliance with duty of care / reasonable practicality based legislation without applying risk management techniques.

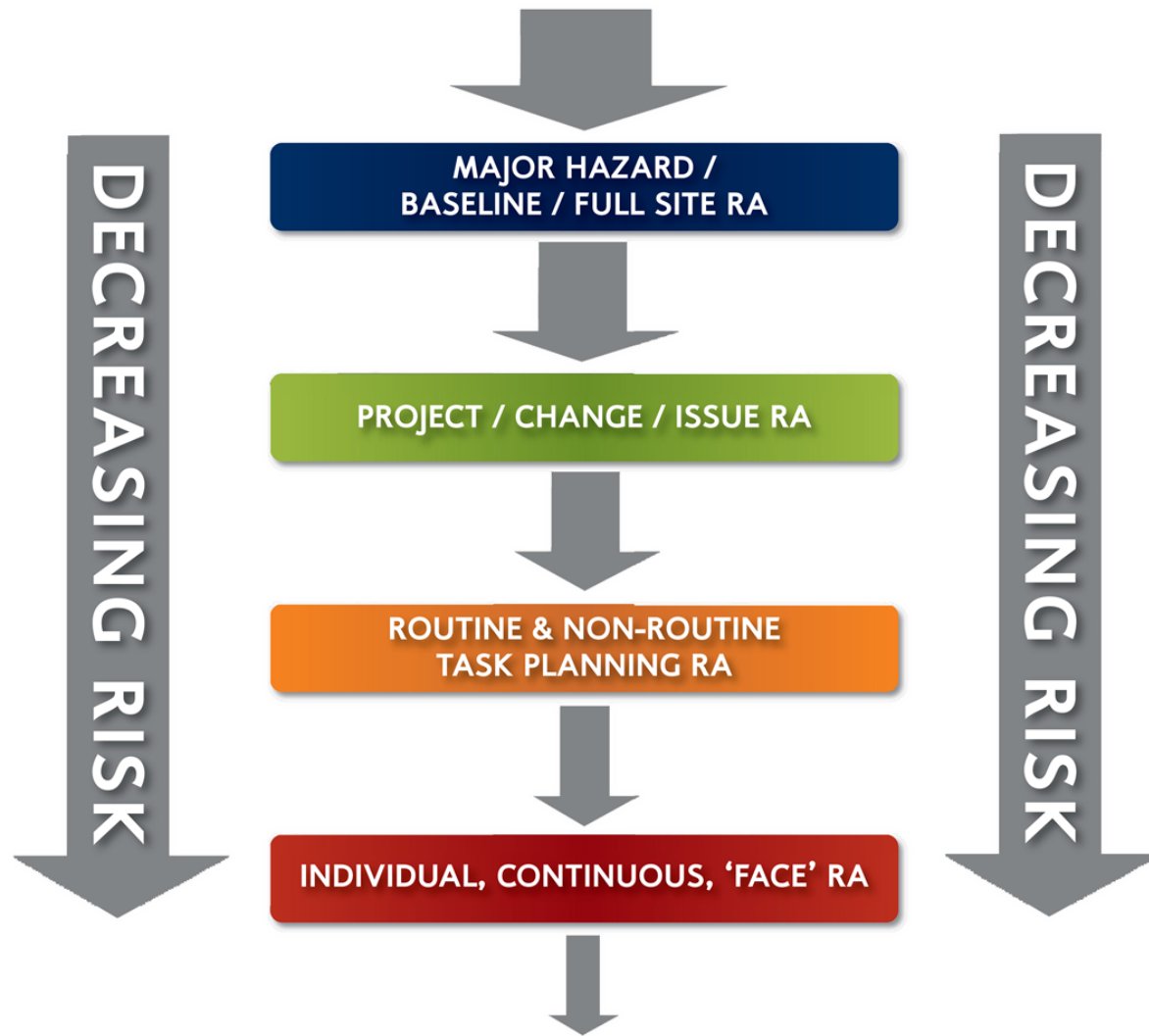
Due Diligence (coming soon)

- Keep up to date with WHS knowledge
- Understand the business and associated risks
- Provide resources to manage risks
- Get and consider information on incidents
- Develop and implement WHS management processes, including risk management
- Verify those WHS management processes

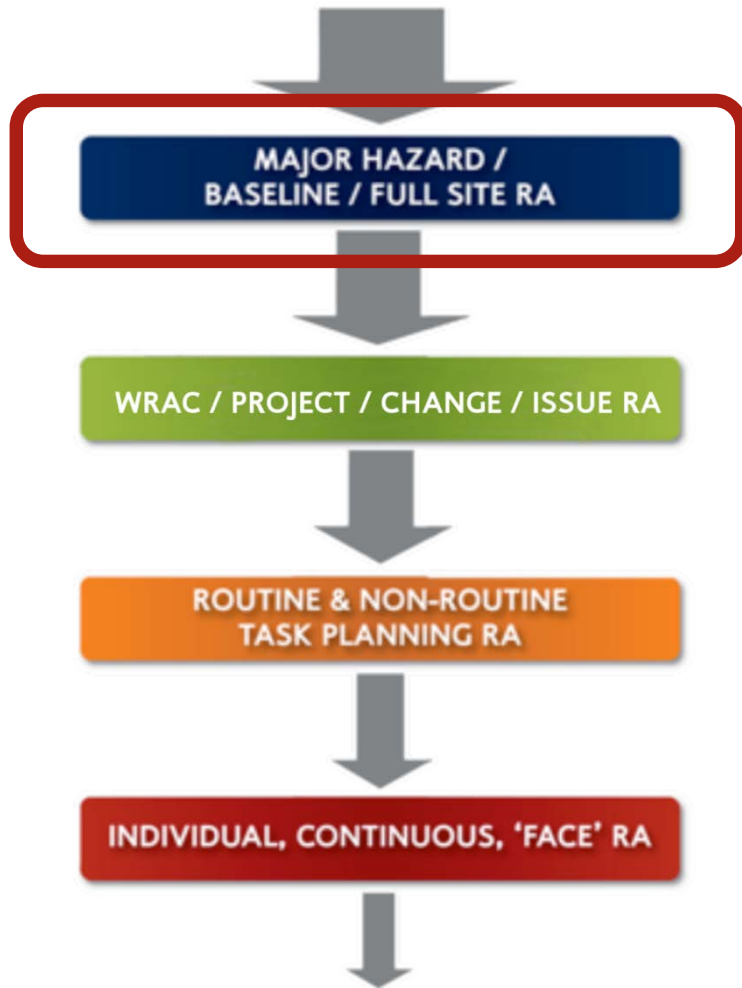
Risk Assessment, Risk Analysis and Risk Management



‘Layered’ Risk Assessment (RA)



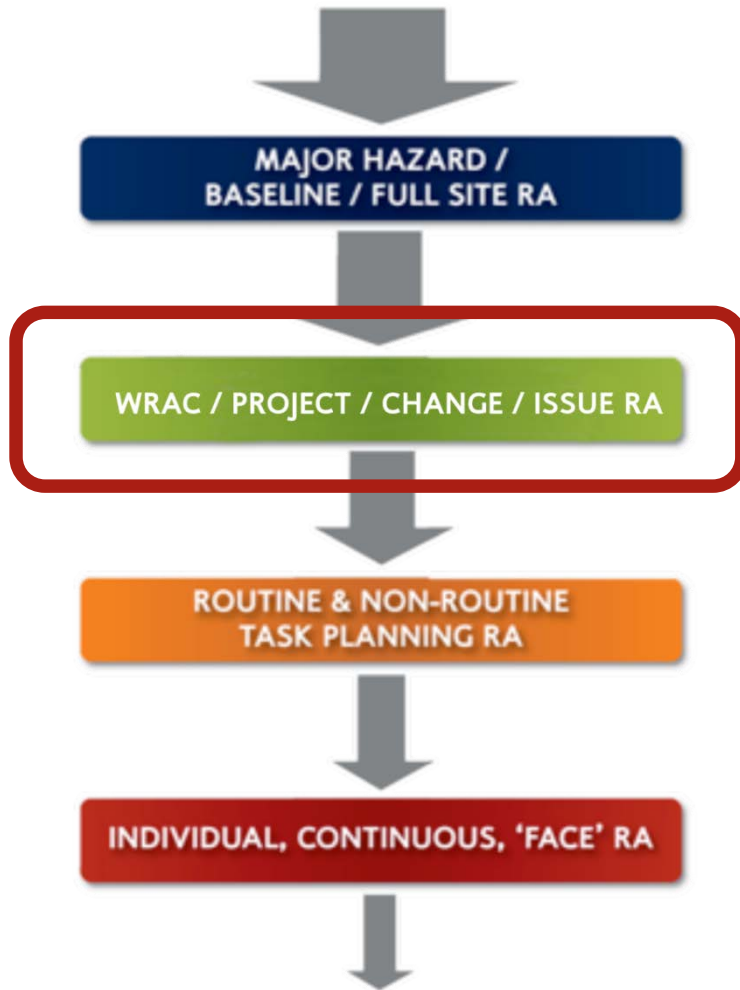
‘Layered’ Risk Assessment (RA)



Look across entire site, find major potential unwanted incidents, analyze, establish controls, document, apply, etc.

Provide good info for a quality Risk Register and possibly Major Hazard Management Plans

‘Layered’ Risk Assessment (RA)



Review projects, changes, incidents, etc. for risks not covered above (all hazards)

Provides good info for a quality Project / Change / Issue Improvement Plan

The Workplace Risk Assessment and Control (WRAC) Method of Risk Ranking

PROBABILITY

A	Common or frequent occurrence
B	Is known to occur or "it has happened"
C	Could occur of "I have heard of it happening"
D	Not likely to occur
E	Practically Impossible

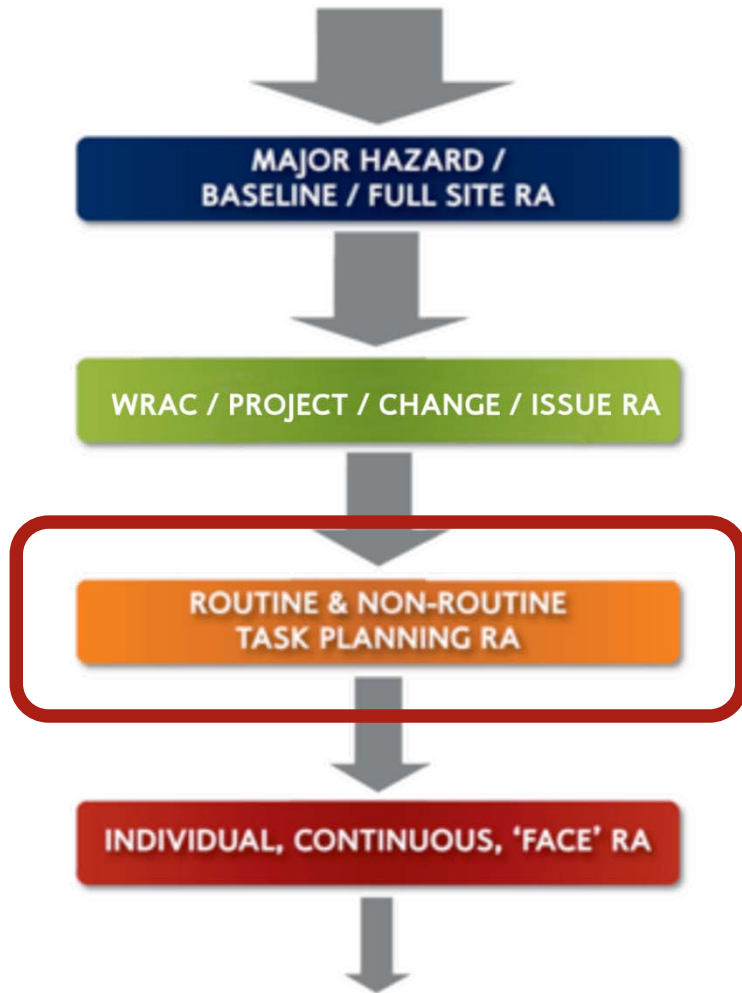
PROBABILITY

		A	B	C	D	E
CONSEQUENCES	1	1	2	4	7	11
	2	3	5	8	12	16
	3	6	9	13	17	20
	4	10	14	18	21	23
	5	15	19	22	24	25

CONSEQUENCES

	Description	People	Equipment	Public Reputation (?)
1	Catastrophic	Fatality	Major > \$500K	
2	Major	Serious Injury	\$250K - \$500K	
3	Moderate	Lost Time Injury	\$50K - \$250K	
4	Minor	Minor Injury	\$5K - \$50K	
5	Insignificant	Medical Treatment	Minor <\$5K	

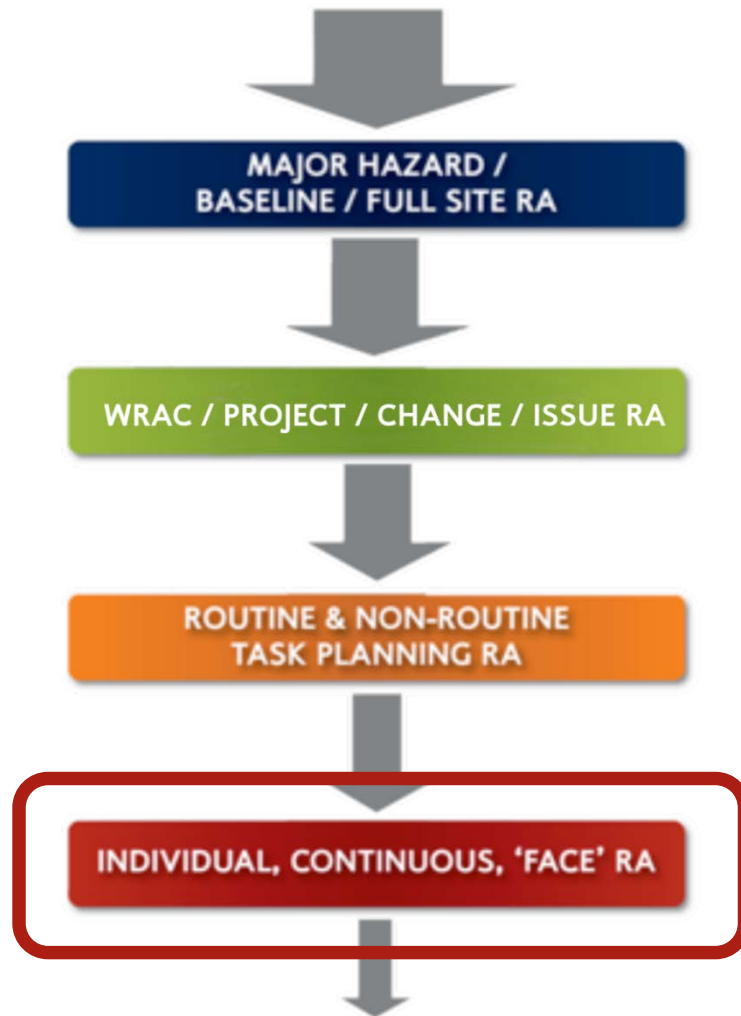
‘Layered’ Risk Assessment (RA)



Develop effective safe work expectations (guidelines, SOPs, job plans, etc.) as well as review tasks where an adequate SOP is not available

Provides safe info for a quality SOP or Job Plan

‘Layered’ Risk Assessment (RA)



Have the person Stop & Think and proceed with a task only if 'safe'.

Provides quality last minute 'go or no go' guidance

Miss Management

From my experience there are four main components of safety culture:

1. No worries – she'll be right
2. Oh shit!
3. I think we'll pass
4. I feel confident that we are doing the right thing

1. No worries – she'll
be right



Traditional Aussie laid-back attitude

In the past this has given us a bad name for productivity and quality

Probably misleading for the majority of most workforces but still exists in pockets

2. Oh shit!



Reactive

Hides, ignores or does not
recognise indicators of
problems.

Will only change when a
serious problem is
exposed.

3. I think we'll pass

Compliance orientated
Inadequate benchmarking
Tick the box mentality
Works day to day
Not really looking at the sustainability
of WHS policies or programs
Not looking at the big picture.

4. I feel confident
that we are doing the
right thing

CONSTRUCTION SITE

DANGER



**AUTHORISED
PERSONNEL ONLY**

**DEEP EXCAVATION
DEMOLITION IN PROGRESS
WORKERS OVERHEAD
EXPLOSIVE POWERED TOOL IN USE**



**FORKLIFT
IN USE**



**NAILING TOOL
IN USE
KEEP CLEAR**



**WELDING IN
PROGRESS**



**BEWARE OF
CRANE**

**SAFETY INDUCTION MUST BE
OBTAINED PRIOR TO ENTERING SITE**

**IF THERE'S A
HUGE FUCK-UP
CALL TODD
6751 1827**

GET SERIOUS ABOUT WORKPLACE HEALTH & SAFETY



**SAFETY
FOOTWEAR**



**SAFETY
HELMETS**



**EAR & EYE
PROTECTION**



**SAFETY HARNESS
MUST BE WORN**



**FALL ARREST EQUIPMENT
MUST BE USED**

ALL SUBCONTRACTORS
ARE TO PRESENT
ELECTRICAL TOOLS
AND EQUIPMENT TO
SITE FOREMAN BEFORE
COMMENCEMENT

**NO ALCOHOL
PERMITTED
ON THIS SITE**

MUST BE WORN ON THIS SITE WHERE REQUIRED

CAUTION BOBCAT & HEAVY MACHINERY OPERATING

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Only in Australia

Some companies have a 'driver' to achieve a higher standard and have a more systematic approach.

These may or may not be integrated into other systems within the company

The next question is to
you.

Where do you think
your company fits -
1, 2, 3 or 4?

If you always do what you have
always done you will always get
what you have always got,
nothing will change!