

Safety Performance – APPEA

In 2007, Australia's oil and gas leaders committed to an aspiration of:

By working together, nobody gets harmed

and agreed to the aspirational target of:

25% improvement in safety performance year on year.

Safety Performance – APPEA

Oil and gas industry CEOs from title holders, operators and major contractors also agreed to five key safety initiatives for 2007/08:

- 1. Improved safety leadership skills in the Australian cultural context**
- 2. Common Safety Training for Offshore Industry**
- 3. Agreement to development of leading safety indicators for industry**
- 4. Sharing of Good Safety Practices**
- 5. Development of a tool to improve supervisors/management safety communications**

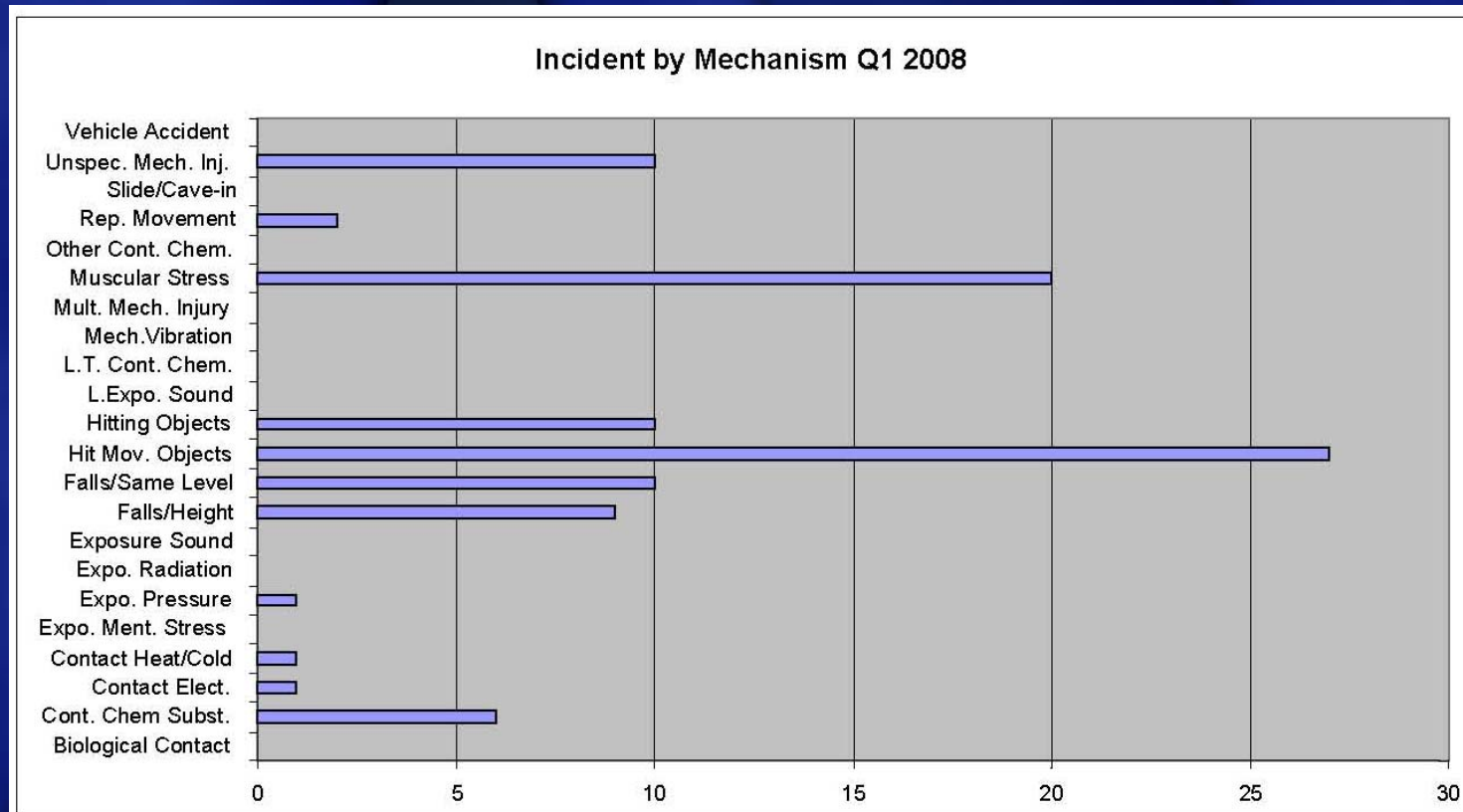
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	Hours worked	LTIFR	MTIFR	ADIFR	TRIFR
Employees	4,311,199	1.2	1.9	0.9	3.9
Contractors	7,751,347	2.8	5.7	1.7	10.2
Total	12,062,546	2.2	4.3	1.4	8.0

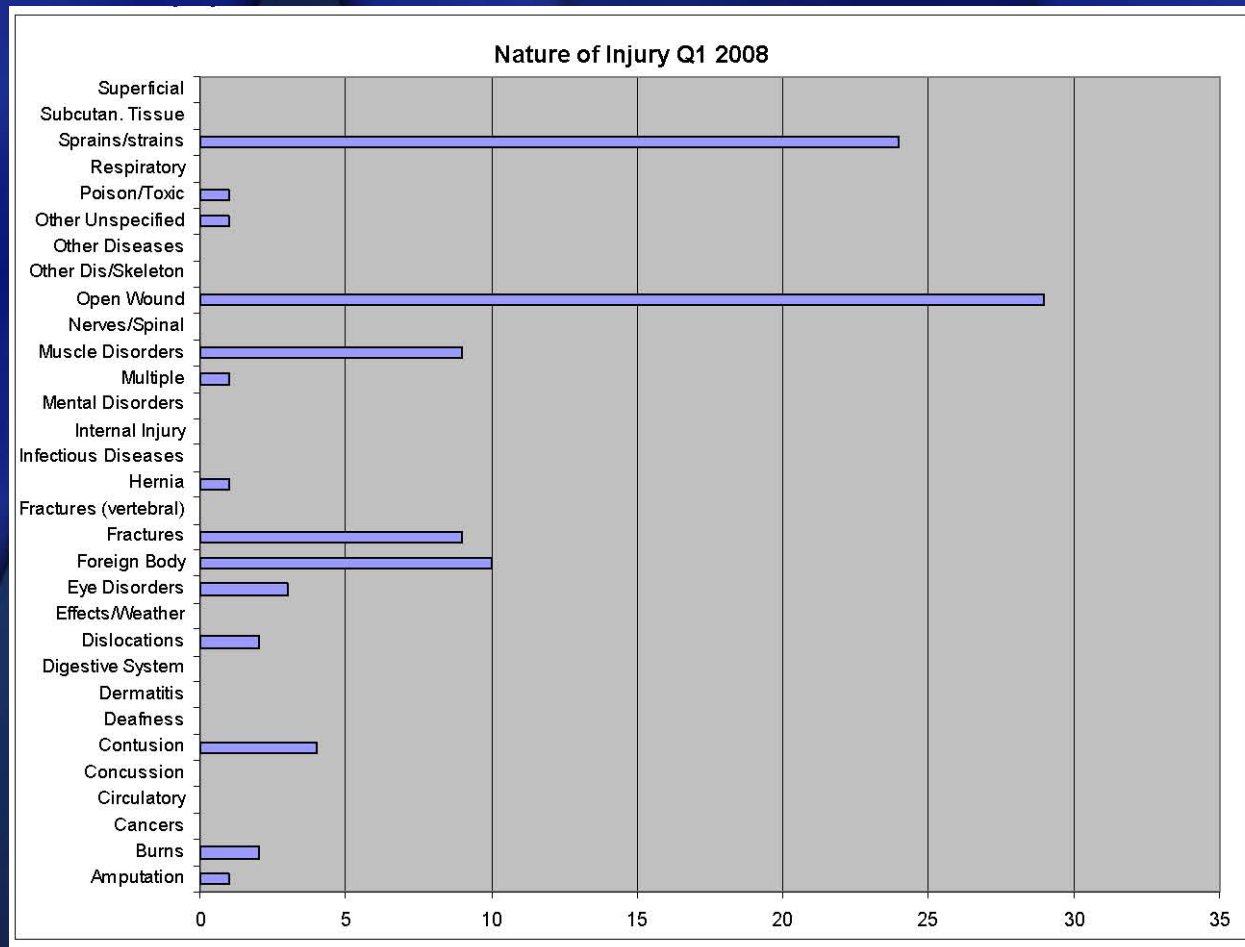
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	Incidents (Total)	LTI Incidents	Work Days Lost	Average Lost Time	Fatality
Employees	17	5	82	16.4	0
Contractors	79	22	457	20.8	1
Total	96	27	539	20.0	1

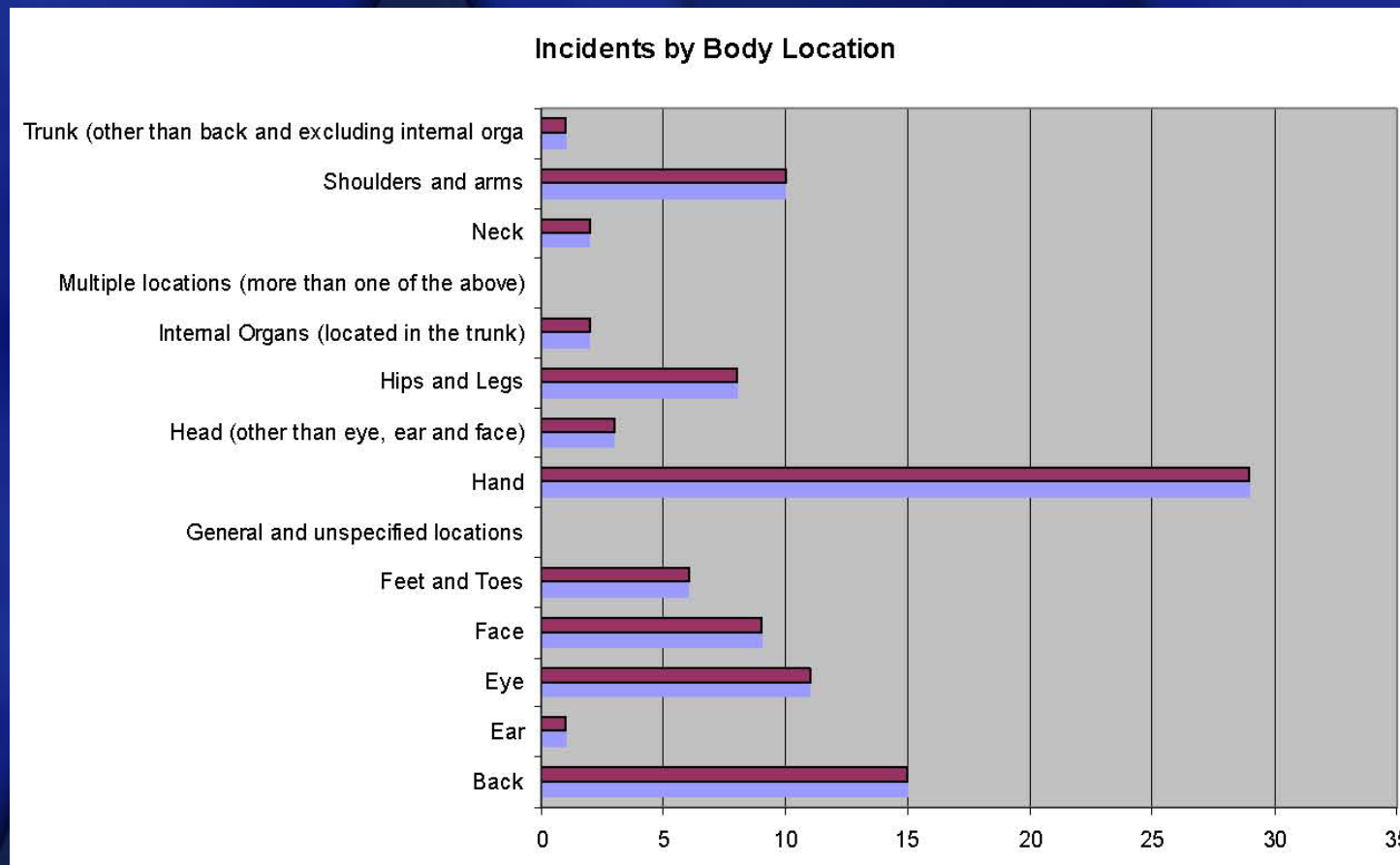
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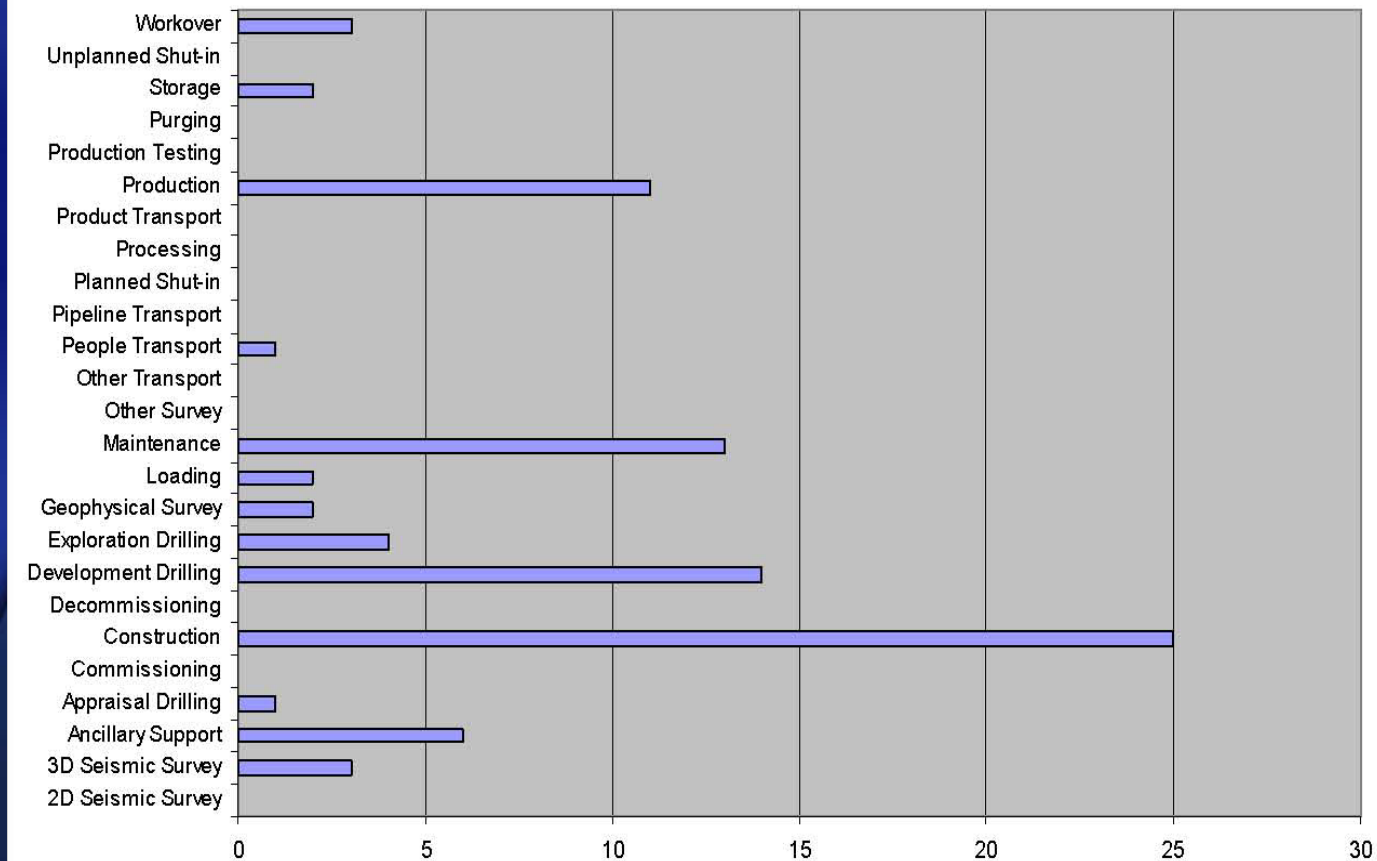


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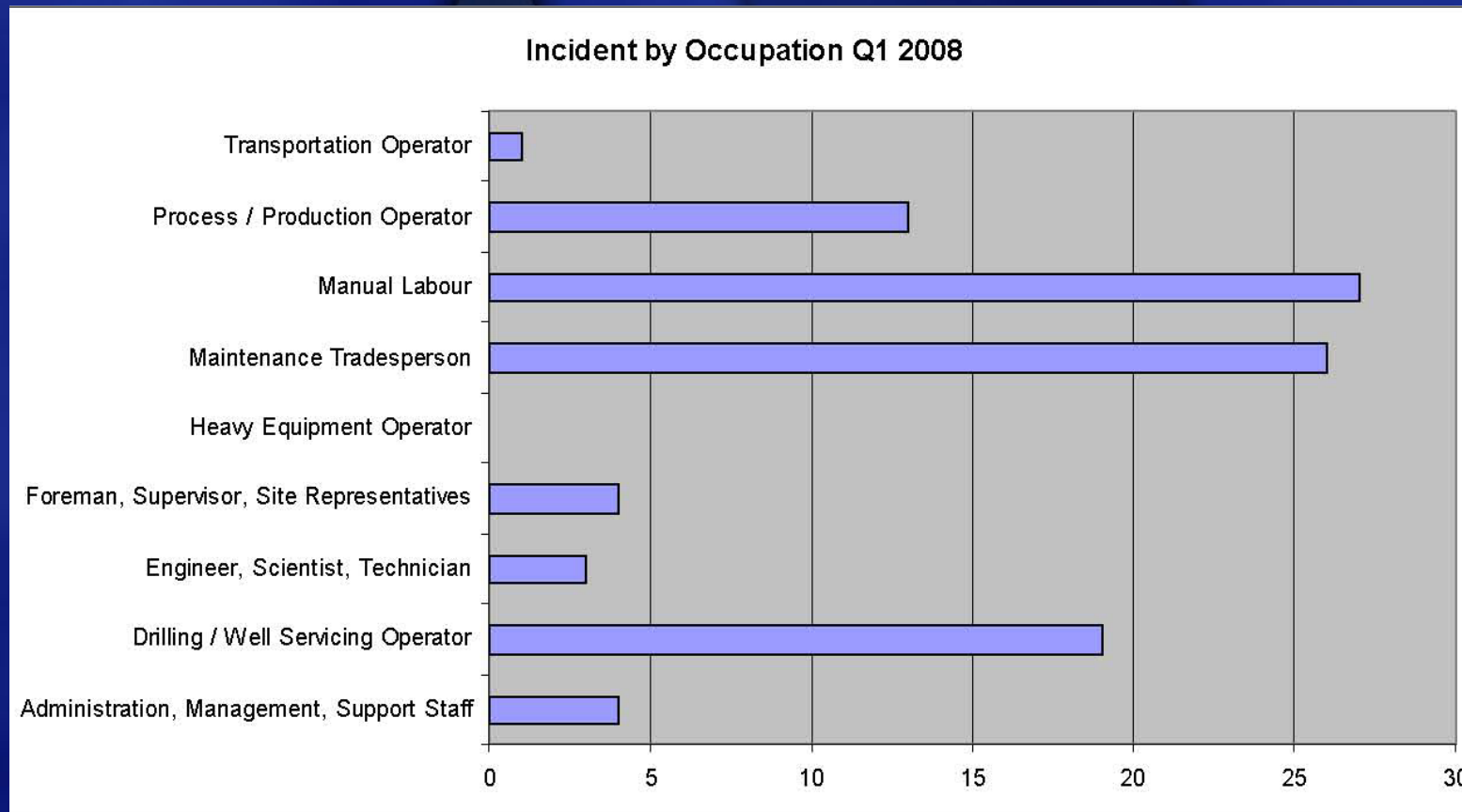


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Incident by Operation Q1 2008

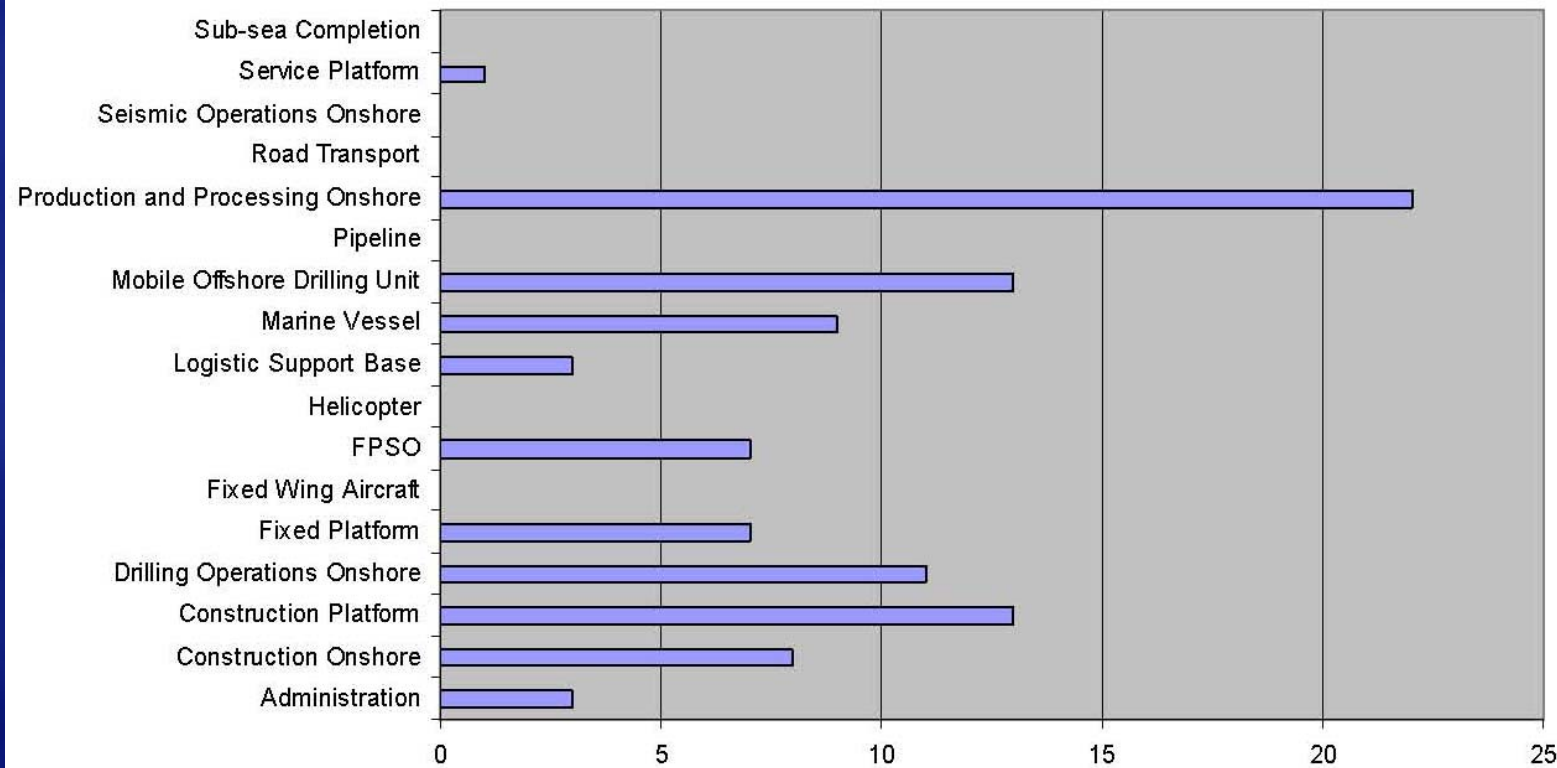


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Incident by Facility Type Q1 2008



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Hand, Finger and Back Injuries Q1 2008

Year	Back No	Hand No	TotHrs	Back Freq	Hand Freq
1996	49	103	27,732,213.77	1.77	3.71
1997	43	91	28,919,157.70	1.49	3.15
1998	56	98	28,988,935.40	1.93	3.38
1999	27	54	25,004,063.00	1.08	2.16
2000	42	62	25,009,799.50	1.68	2.48
2001	46	72	28,255,518.00	1.63	2.55
2002	36	83	30,721,122.33	1.17	2.70
2003	40	91	36,540,894.01	1.09	2.49
2004	39	93	41,692,608.02	0.94	2.23
2005	26	92	42,532,100.10	0.61	2.16
2006	36	87	50,729,508.99	0.71	1.71
2007	30	103	54,048,246.52	0.56	1.91
2008	15	29	12,062,546.12	1.24	2.40

APPEA CEOs Safety Leadership Forum 2008

SENTIS

Safety Leadership in the Australian Cultural Context

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Safety Leadership in the Australian Cultural Context

Some things to think about:

- **People are far more than just a collection of observable behaviours.**
- **Our thoughts trigger the release of chemical neurotransmitters in our brains which are interpreted as different emotions and are designed to energise our behaviour.**
- **So our attitudes (thoughts and feelings) drive our behaviours, which in turn produce results.**
- **So, we need to target attitudes directly – not just behaviours as traditional BBS programs do.**
- **Attitudes also have a cultural aspect eg: Australian cultural thinking patterns.**

Safety Leadership in the Australian Cultural Context

- Every 1/18th of a second your brain is flooded with a staggering 1850 bits of information.
- This level of stimuli is too great a quantity of information for us to consciously process (be aware of).
- Our brain has to sort the flow of information.
- As information passes through our brain, it directs it to our conscious awareness or to our subconscious.
- The sorting function of the brain applies a hierarchical criteria to information received– and this allows us to choose whether it goes to the conscious/aware part of our brain or is put away in the subconscious part. (eg: driving a car)

Safety Leadership in Australian Cultural Context

The Criteria applied by the brain to sort information is **DIPI**

- 1. Dangerous**
- 2. Important**
- 3. Pleasurable**
- 4. Interesting**

Safety Leadership in Australian Cultural Context

DANGEROUS:

This includes information about things, people or experiences that threaten our physical survival, personal values or self

Safety Leadership in Australian Cultural Context

IMPORTANT:

Information that is significant based on the individual's perception of its value or meaning. Family, relationships, career and personal finances are the sorts of information which may be determined

Safety Leadership in Australian Cultural Context

PLEASURABLE:

This includes those events, objects and experiences that are perceived as enjoyable. Stimuli are more likely to be consciously processed when an individual perceives the information as pleasurable.

Safety Leadership in Australian Cultural Context

INTERESTING:

Novel, different or unusual, people, objects and events will be consciously processed by the brain. This is reflected in people's propensity to become aware of and attend to stimuli that seem unusual or out of the ordinary in a particular context.

DIPI is also culturally influenced.

- **In Australia cultural norms have been informed by values such as a “give a fair go, mateship, fair dinkum or authenticity, defiance and escape”.**
- **Interestingly, Australians have the highest rate of escape from incarceration, whilst those populations with long histories of oppression have the lowest rates of escape.**
- **Australian’s will ask different questions in processing information eg: they are more likely to ask themselves “how can I escape?” rather than ‘why is this happening to me?’”**

DIPI in Australia – When limits, rules or directives are IMPOSED

The internal questions Australians stereotypically ask themselves include:

- **Why should I?**
- **What has this got to do with me?**
- **How can I get out of/around/away with this?**

Australian Thinking Patterns

How can they be turned into a positive?

- **Mateship**
- **Give a Fair Go**
- **She'll be right**
- **Have a go**
- **Fair dinkum**
- **On ya!**

Leadership Styles

Parent - “I know better and am indispensable!”

For example, tends to:

- Give orders or micro manage
- Critical
- Closed to feedback
- Production over people – achievement of targets
- Judgmental
- Punitive
- Threatening and blame
- Condescending or paternalistic

Leadership Styles

Child - ‘It’s not my fault or not my responsibility’

For example, tends to:

- **Blame and complain**
- **Low self confidence**
- **Defensiveness and sulking**
- **Indecisiveness**
- **Dependant – cant’ do anything without the boss’s ‘ok’**
- **Compliant**
- **Inappropriate use of emotion – anger, rebellion, fear, tears**

Leadership Styles

Adult - “I take a balanced approach, am responsible and accountable”

For example, tends to:

- **Feedback** – ‘May I offer a suggestion?’ or ‘This what you’ve done well and here are some ideas for improvement’.
- **Affirming** – ‘You have done an excellent job’, ‘That was a tough situation’.
- **Supportive** – ‘Do you need anything’
- **Coaching** – ‘Let’s take some time to go through the new process’, ‘Based on my experience...’
- **Firm**: ‘Because we are a safe and professional team, we choose to’
- **Creative**: ‘Let’s think outside the box’
- **Flexible & adaptive** – ‘I can juggle a few things to make it then’ or ‘If we need to do it. Then let’s get on with it and work out how’
- **Appropriate emotion** – **consciously** choosing anger, concern or sadness in response to a situation.

