



HSE SYSTEM REQUIREMENT

SR NEXT GEAR

A FORWARD THINKING APPROACH TO SAFETY

Next Gear is our agenda that builds safety resilience into the organisation, founded on engagement and trust. Where we place our people at the heart of safety decision making and where safety performance focusses on understanding success and the many things that go right.

Next Gear challenges us to move beyond traditional safety practices and measures, by applying a framework described in the three principles:

THREE PRINCIPLES

1. People are the solution (as opposed to people are the problem)
2. Safety in the presence of positives (as opposed to safety is the absence of negatives)
3. Safety is an ethical responsibility (as opposed to safety being a bureaucratic activity).

These are supported through a number of tactics which bring the principles to life across our workplaces:

TACTICS



Focus on high consequence risks

Understanding and Enabling Work

Freedom within a Framework

Empowering our workforce through engagement and trust

Leadership that challenges traditional thinking.

There are a number of tools and resources that that can used to drive Next Gear and generate engagement. Workplaces can select and choose tools from the toolkit to implement through the lifecycle of a project dependent on operational activity.

Underpinning our assurance framework is our commitment to the effective management of Fatal and Severe Risks. There are minimum expectations at each workplace to undertake assessments to determine compliance in this area in a life cycle approach through design, planning and operational activity.

At the heart of our approach is the belief that safety critical messages should be delivered by the business for the business. To this end our campaigns and engagement programmes are delivered by operational leaders, staff and workforce.

As a business we recognise that statistics are not necessarily an indicator of safety success. This doesn't mean we lose focus on preventing incidents, but we look beyond the failures to also

identify the positives. We achieve this by placing empowered people at the centre of decision making and in doing so ensure transparency and accountability for safety.

This is how we believe everyone will return home safely every day.

TOOLS

TACTIC



Focus on high consequence risks and Go/No Go philosophy

Understanding and Enabling Work

Empowering our workforce through engagement & trust

Leadership that challenges traditional thinking

TOOLS



[FSR Assessment Tool](#)

Potential Class 1 Protocol

Collective Insight

Positive Investigation

Positive Observation

Pit Crews

Pit Stop

Discovery Conversation

Focus Sessions

Engagement Workshop

Micro experiments

Leadership engagement

RESOURCES



[Fatal and Severe Risks Controls Standard](#)

FSR graphic and Noticeboard

FSR Question Sheets

Field View

[Incident Protocol](#)

[E-G-8-0912 Collective Insights Guidance Notes](#)

E-learning package

[Positive Investigation Model](#)

Gearbox App

[Pit Crew Terms of Reference](#)

[Workforce Engagement Tools FAQ](#)

[Workforce Engagement Tools FAQ](#)

[Workforce Engagement Tools FAQ](#)

Book via Success Factors

[Micro-Experiment Template](#)

[SR Leadership Engagement](#)

THREE PRINCIPLES OF SAFETY

1. PEOPLE ARE THE SOLUTION (as opposed to people are the problem)

People are placed at the centre of solutions and are empowered to be involved in creating safety. Recognising the adaptive nature of the people who work with us. Everyone is encouraged to be able to put their hand up for safety at any time – generating ideas and innovations that provide solutions.

2. SAFETY IS THE PRESENCE OF POSITIVES (as opposed to safety is the absence of negatives)

Safety as the presence of positives looks at the health of the system as a whole and aims to build organisational resilience. It is a measure that looks at what works and how we can learn from when we have done things well, safely. It encourages engagement at all levels, understanding and recognising success and management of our high consequence risks.

3. SAFETY IS AN ETHICAL RESPONSIBILITY (as opposed to safety being a bureaucratic activity)

People work within a framework that supports them. Systems and processes are designed as enablers to work and are focused on the transparency and management of fatal and severe risk. Critical to this is understanding the everyday variability that occurs in the workplace by ensuring our systems are adaptable to changing circumstances. Leaders engage in conversations of positives – reinforcement of behaviour rather than one of blame, compliance and punishment. Laing O'Rourke recognises that safety is personal and accountability is vested at the level where the work is being done.

THE TACTICS

FOCUS ON HIGH CONSEQUENCE RISKS

Within our operations, there are a number of activities that are considered to have potentially high-consequence risks to people if not managed appropriately. The focus we place on high consequence risks allows personnel at all levels to make informed decisions to manage our risk profile.

Fatal and Severe Risk Control Standard

The Fatal and Severe Risks (FSR's) identified within the standard provide clear guidance regarding the various minimum mandatory requirements that must be in place, demonstrated and working effectively with the intent of managing FSR's within our operations. It is an important element of the Laing O'Rourke Safety Management framework.

This approach allows project teams to operate and make decisions within a more rigorous and straightforward framework, focusing attention away from some of the bureaucratic processes.



The [Fatal and Severe Risks Controls Standard](#) is designed to be used at all stages of construction. Whilst it can be used as audit tool after an activity to confirm the critical controls were in place it is more important to use the tool throughout the other cycles of design, planning, procurement and Design Engineering.

Each workplace is required consider the operational risks on the project and determine a schedule of FSR reviews proportionate to the activities at the workplace. Each workplace must make the criteria within the FSR assessment tool specific to the workplace.

Critical Controls



Within the FSR's there are identified 'critical controls' and a "Go/No Go" operating philosophy that surrounds them. 'Critical controls' are considered non-negotiable across Laing O'Rourke workplaces and if not in place effectively could contribute to a potentially significant incident. The "Go/No Go" operating philosophy is designed to make it easier for delivery teams to consistently cease the relevant activity and determine appropriate action

when the “critical controls” are not in place. Identification of “No Go” needs to be encouraged, reviewed and discussed by the workplace management teams. [Potential Class 1 Incident Protocol](#).

Potential Class 1 incidents have the potential to cause severe injury outcome to someone affected by our operations, but due to a number of factors the actual potential wasn't realised. The focus on high consequence risks means that Potential Class 1 incidents are treated the same as Actual Class 1 incidents including a Director attending within 24 hours and flash alert distributed.

UNDERSTANDING AND ENABLING WORK

Focuses on the many things that go right; rather than looking at numbers or statistics it is about storytelling and encouraging innovation for safer, smarter outcomes. This is done through engagement tools with a group such as the collective insight but also through conversation and looking for variability in work as imagined vs work as done. Understanding the variability of everyday performance and being resilient is the basis of good safety.

Collective Insight



A collective insight is one of the tools used to engage with employees. It generally focuses on a site specific high risk activity. A leader facilitates a discussion with a work crew to review (1) hazards associated with the work (2) How well they are controlled (3) What else can be done to make the work place safer (4) Actions to be presented for close out and feedback to the crew.

Positive Investigation



Understanding what works focuses on work done well, rather than failures and seeks to understand what causes success to do more of it. The model seeks to improve culture as an engagement session that learns from those doing the work and brings them on the journey.

The investigation may also identify and recommend removal of any unnecessary or superfluous process along with other deficiencies that may have otherwise gone undetected, but is not intended to add more complexity to systems or methods of work.

There is no one best method to completing a Positive Investigation. An example tool that can be used is included in the [Positive Investigation Model](#)

Positive Observation



Positive observations are recorded when personnel observe behaviour or work areas that are above operational expectations and standards. This allows users to identify new practices that are operating above normal parameters and to reinforce positive behaviour in individuals and work groups. The Gearbox App is a tool that can be used to record positive observations in the field that will directly upload into IMPACT.

FREEDOM WITHIN A FRAMEWORK

There will always be a need for rules, systems and procedures but they must act as enablers for safe work. Laing O'Rourke recognises that there is a need to remove unnecessary bureaucracy from the safety management system and to streamline processes to enable more adaptable, innovative and safer outcomes.

People need to feel empowered to discuss the impracticalities of systems and processes and to agree on adequate solutions that provide safer, smarter outcomes.

Adaptive Safety Management System (SMS)



Each workplace is expected to review the company Safety Management System to ensure it meets the specific risks and needs and promotes safer outcomes at each particular workplace. Where there are areas of improvement the workplace should work within the parameters and framework of the safety management system to develop suitable processes in consultation with the business HSE leader.

The following principles apply to any proposed move away from the SMS:

- Critical Controls are non-negotiable and the Go / No-Go philosophy is not amended;
- The standards / expectations are not lessened in implementing the change; and
- The change achieves safer outcomes

Laing O'Rourke encourages constructive feedback to promote improvement in the Safety Management System. Feedback can be submitted to centralhseq@laingorourke.com.au. We will place an emphasis on ensuring improvements meet the parameters outlined above.

EMPOWERING OUR WORKFORCE THROUGH ENGAGEMENT AND TRUST

At the heart of our business is its people. Laing O'Rourke recognises that solutions are driven by people taking responsibility, rather than meeting top down accountabilities. Individual differences are considered a resource. Enabling people to fulfill their own capacity to create safety.

Safety Critical Messages



Safety critical messages are delivered by the business for the business. Our primary engagement workshop rolled out to everyone who works for or with Laing O'Rourke is delivered by volunteer facilitators from all walks of life in the business. The best people to talk about our approach to safety are the people who are doing the work. Operational leaders deliver all safety critical messages, including the rollout of safety campaigns, this is a differentiator and a demonstration of visible leadership commitment.

Master Trainers



Master Trainers are people in the business who have the ability to espouse our Next Gear principles. It is a high profile role that is recognised by the senior leaders of the business. Master Trainers deliver our Train the Trainer Program for new Next Gear trainers. They provide assessment and coaching for new trainers as they progress. In addition to this they are a conduit for exploring and generating momentum around Next Gear in the field.

Pit Crews



The Pit Crews provide unprecedented workforce engagement and are intended to seek out feedback from the workforce to assist Project Leaders gauge the “pulse” of Next Gear and Next Gear initiatives. Pit Crews differ from other standard communication and consultation forums such as Safety Leadership Teams and Health and Safety Committees. Objectives of the Pit Crew are to engage with the workforce to obtain feedback and solutions that Project Leadership are able to support. Pit Crews identify areas of focus and provide information that assists Project Leaders to narrow the gap between work as imagined versus work as done, and develop project initiatives that continually improve positive performance. Identify and recognise other champions in the workplace. Please see [Pit Crew Terms of Reference](#).

WORKFORCE ENGAGEMENT TOOLS

These tools are part of a toolkit of resources that have been designed to be an appreciative inquiry into the world of work. They are not part of a key performance indicator and something to be counted. They should be used to start a conversation not to set an agenda. Workplaces can select tools they believe are appropriate for the environment. These workforce engagement tools fall under the banner of a Pit Stop. They are designed to encourage conversation about the way we go to work. These tools complement our existing processes of daily pre-starts and Collective Insights.

End of shift de-brief

The end of shift de-briefs is a hosted conversation between a work crew regarding the previous shift. It is a discussion about how the shift went against plan. It is an opportunity to talk about any problems that arose during the shift and also any opportunities to improve the way work is done.



Recognising that there is a gap between work as planned and work as done. The de brief is a mechanism to try to discover what those gaps are and any other surprising aspects of normal work

Good relations and communication channels enhances teamwork and resilience. A de-brief seeks to improve learning, create/contribute toward a continuous improvement cycle, and help planning and support of delivery.

Focus Sessions – What's missing / needed



Focus sessions using a missing / needed conversation are a group engagement technique within work teams that can create powerful action. This can be applied to any topic. For example if we say 'People are the Solution' what's missing on this project to enable this principle and then 'What's needed?' to make it happen. It allows people to be solution and outcome focused.

LEADERSHIP THAT CHALLENGES TRADITIONAL THINKING

Anybody on our projects can be a leader in safety. Our leaders are expected to deliver safety critical messages across the business or workplace and leadership engagement is a key performance indicator within the business

Next Gear is not about doing business as usual and this requires our leaders to constantly challenge and change industry and traditional health and safety standards and approaches. Health and Safety leadership engagement is measured through a range of engagement activities that promote the Next Gear principles. Significant emphasis is placed on effective teamwork and line management support when assessing health and safety performance. In this way an individual's performance is not only linked to their own contribution but also to that of their direct team promoting one team engagement to drive our safety culture.

Micro Experiments



Micro experiments are an assessment or test that challenges traditional safety or compliance through innovation and adaptation which identifies opportunity for creating safer and smarter outcomes. They are designed to challenge how we currently operate and test doing safety differently in line with the adaptive SMS guidance above.

Micro experiments must be designed and approval sought from your Regional Director and Safety Leadership Team. They must be safe to fail i.e. by doing the experiment you do not cause safety to fail in other ways.

NEXT GEAR ENGAGEMENT WORKSHOP



The cornerstone of Next Gear is a 3 hour engagement workshop called 'Shifting into Next Gear' designed to introduce participants to the three principles of safety and some of the tools that can be used in the workplace support the safety strategy. The workshop is delivered to all employees and supply chain partners prior to commencing work.

The workshop is delivered by volunteer trainers from the organisation and our supply chain partners. This is a unique delivery method which ensures the programme is delivered to a consistently high standard by people who are passionate about Next Gear.

SUPPORTING RESOURCES

View the booklet 'Shifting into Next Gear' by using the QR code on the right. This booklet contains links to videos and other resources to describe the Next Gear approach.

Navigate the Health, Safety and Environmental Management System Pit Lane and Resources section for all the latest Next Gear information
www.nextgearsms.com.

If you have any queries about Next Gear you can use the email address nextgear@laingorourke.com.au.



Figure 1:
Scan the QR
code to
view the
Shifting into
Next Gear
booklet