



A1

# Our GSP Journey

EEA Safety Workshop 26 September 2013

# Outline

- Background
- Why Safety Climate Project (GSP)
- GSP Structure
- Our GSP Results
- Our Safety Performance
- Why GSP Scores Improved



# Unison Contracting Services Ltd

- Contracting arm of Unison Networks Ltd
- Servicing Hawkes Bay, Rotorua, Taupo
- Four specialised business operations:
  - Power – electrical services (overhead, underground, substation)
  - Civil – installation of utility services
  - Vegetation – vegetation control around power lines
  - Fibre – construction and maintenance work for UnisonFibre

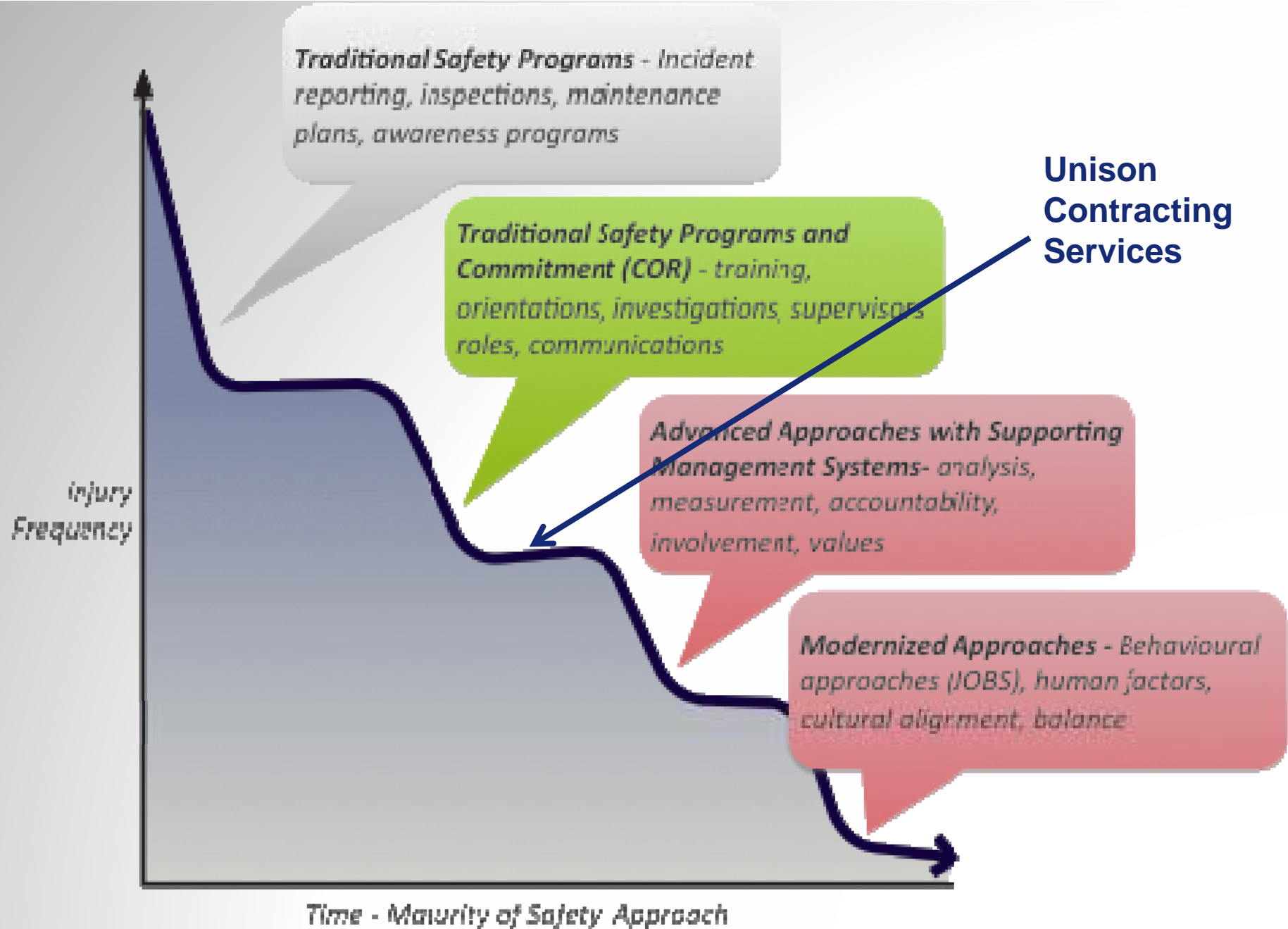




## A2 Background - 2009

- ACC WSMP tertiary accredited safety management system
- External Audit:
  - Identified 'unsafe' behaviours
  - Safety culture 'reactive'
  - Good possibility that one or more serious safety events involving field staff is imminent.
- Near miss reporting poor
- Average 3 LTI's per year
- Workplace assessment safety non-conformances poor

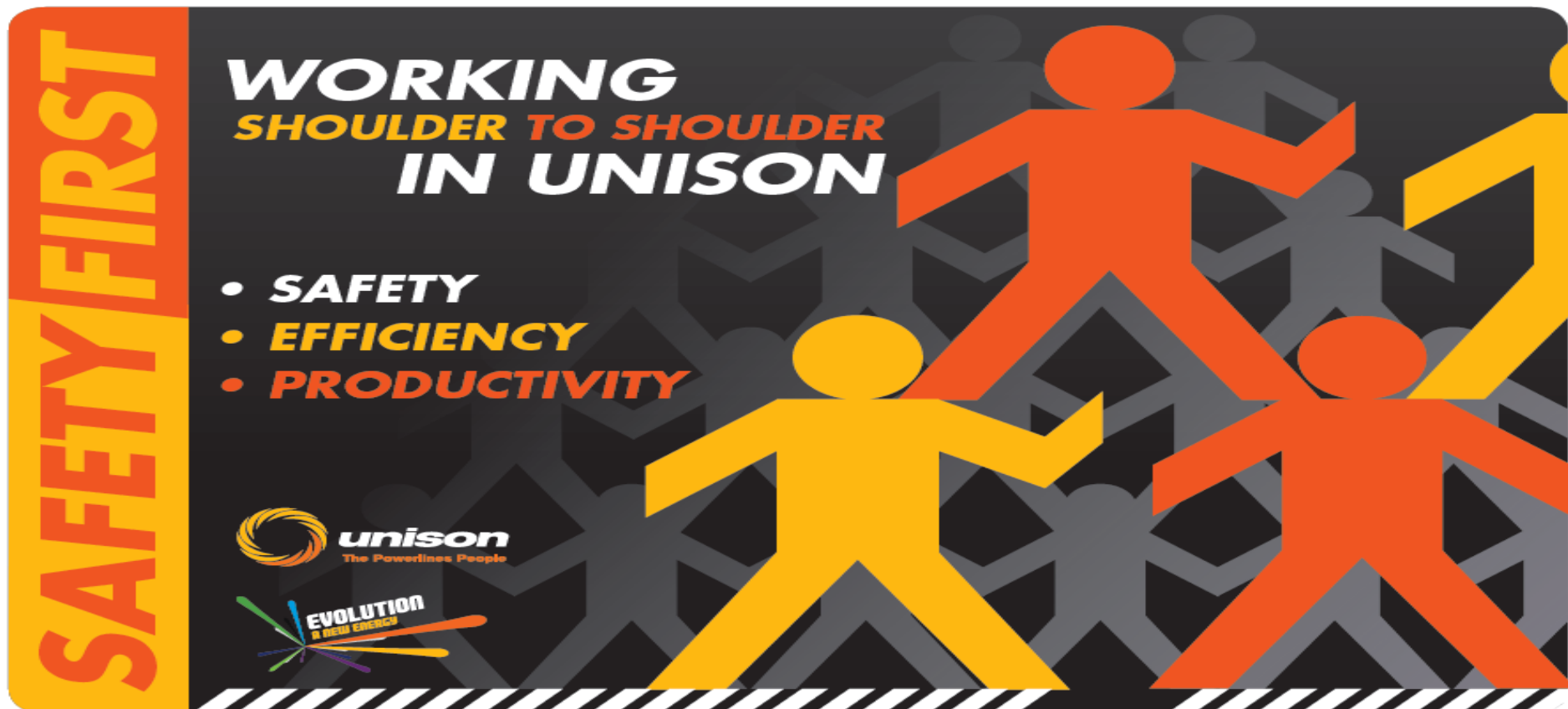




## Key Strategy/Initiative

Moving health and safety as a critical business process from  
**‘Compliance to Culture’**

Safety is the right thing to do, rather than something we have to do!



# Why Safety Climate Project (GSP)

- EEA Industry Initiative
- GSP model made sense – focus ‘great safety performance’
- Field staff and supervisor lead with management involvement
- Facilitated by Orange Umbrella
- Leading indicators – real time information, proactive
- Industry work together to resolve any common issues
- Simple process

# Our GSP Structure

- **Surveyed a selection of employees:**
  - Business operations (Power, Civil, Vegetation, Fibre)
  - Regions (Taupo, Rotorua, Hastings)
- **Surveyed all Supervisors/Team Leaders**
- **Set up a GSP Committee:**
  - Field staff, supervisor, management and executive management representatives
  - Network management representatives
  - Chaired by Health and Safety Manager – ‘champion’
  - Agenda for each meeting
  - Working agreement
  - Action plan – agreed timeframes



## GSP Results – Field Staff

Key Safety System Element	Survey 2, % of Improvement	Survey 3, % of Improvement
Safe Work Actions	+0.8	+1.7
Interactions	-2.9	+10.4
Know What To Do	-1.6	+2
Able To Do It	+1.1	+3
Equipped To Do It	+0.6	+5.5
Want To Do It	-4.7	+13
Safety Culture Indicators	-3.1	+10

**Significant Improvement = > 4 or 5%**

**Not until the 4<sup>th</sup> Survey are significant improvements made**

# GSP Results – Supervisors

Key Safety System Element	Survey 2, % of Improvement	Survey 3, % of Improvement
Safe Work Actions	-9.9	+15.2
Interactions	-8.5	+11.5
Know What to Do	-9.3	+5.1
Able to Do It	-6.2	+4.8
Equipped to do it	-9.8	+8.4
Want to do it	-8.2	+13.6
Safety Culture Indicators	-8.4	+12.6

**Significant Improvement = > 4 or 5%**

**Not until the 4<sup>th</sup> Survey are significant improvements made**

# Safety Performance 2011 - 2013

- Near miss reporting improved by 300%
- Medical treatment injuries reduced by 14%
- LTI's reduced by 300%
- Safety Non Conformances from Field Assessments reduced by 10%



- Quote Jon Everest (Orange Umbrella facilitator)  
***'seen improvements but not this quickly'***

- Quote from field staff (ACC WSMP audit February 2013)  
***'The GSP programme has sorted out a lot of problems, there are regular meetings and updates, staff are happier to talk about near misses and worksite safety has evolved and improved as a result. There is a GSP committee which has representatives from across the organisation.'***

# Why Significant Improvements Survey 3

## Post Survey 1

- Few employee and network representatives on GSP committee
- Recommendations from the GSP Survey 1 workshops – general, perception, difficult to categorise
- 34 actions completed

# Why Significant Improvements Survey 3

## Post Survey 2:

- More representatives on GSP committee
- Senior management 100% support and involvement
- Identify key target areas (Quick Wins, Training, Staff Issues, Second Cousin Perception, Communications, Audit/Assessment Process)
- Facilitators assigned
- Meetings initially held fortnightly, monthly, quarterly
- Communications flyers post each meeting
- 117 actions completed
- Celebrate success!



# Why Significant Improvements Survey 3

- Involvement of field staff being part of solutions
- Involving the same employee representatives from survey 1
- Working agreement – open/honest conversations
- Contractor and Network working together
- Addressing issues that are not safety related
- Accountability and 100% support from senior/executive management team



# Why Significant Improvements Survey 3

- Communications – asking field staff what will work
- Change in key leadership roles
- Focus on addressing key topics rather than everything
- Excellent facilitator from Orange Umbrella – Jon Everest
- Committee Chairperson – champion
- GSP update flyers, and articles on progress in weekly in-house newsletters
- Celebrating success



# Current Status

- GSP # 3 Committee formed
- Focus on 6 key target areas:
  - Quick Wins
  - BOMS/Stores Issues
  - Job Reviews (Pre and Post)
  - Resourcing
  - Compliance Testing Process
  - Project Organisation
- Working agreement amended – accountability to complete actions as per agreed timeframe
- Launch Unison Wide Culture Initiative “One Vision, One Team”:
  - Based of the GSP framework
  - Deal with wider culture initiatives
- Masters Thesis Study – Intern Orange Umbrella
- Employees raising issues with solutions

# What Field Staff Say