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## Air New Zealand's high performance engagement journey

Health and Safety Representatives' Conference – Making a Difference

# Darren's story....



# Brent's story....



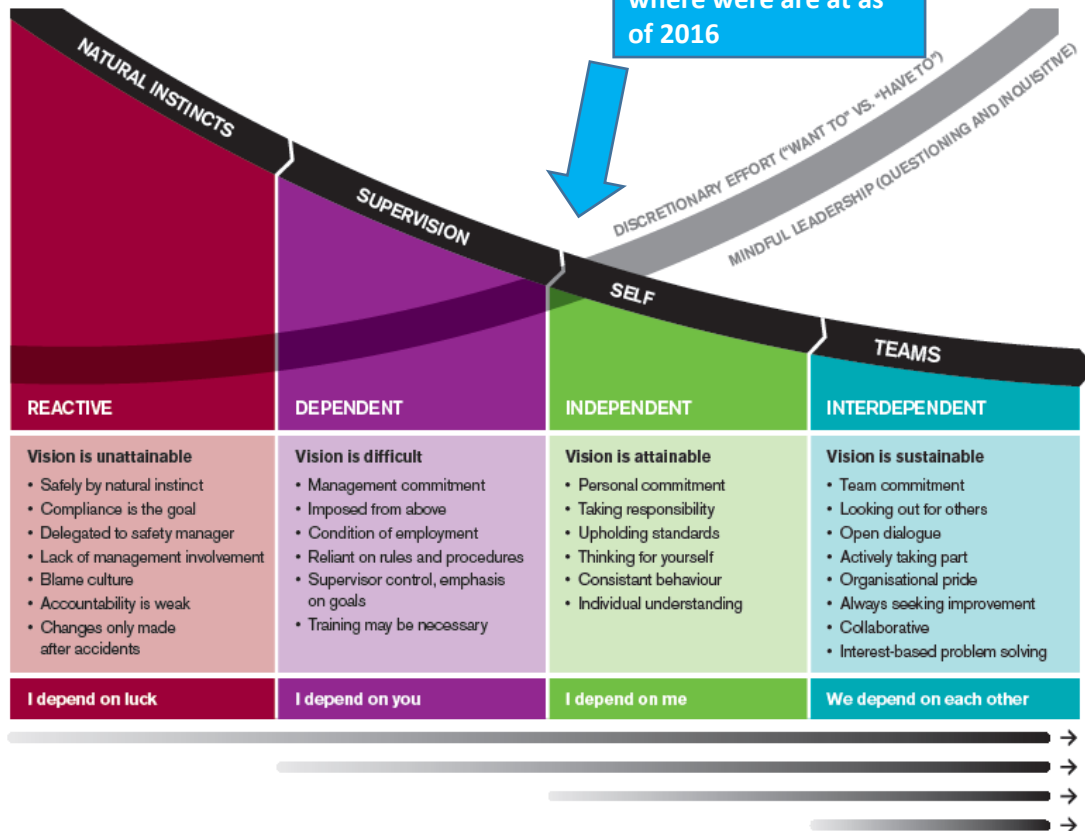
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SAFETY  
AS A  
**SHARED  
VALUE**

# Our safety journey



This is indicative of where we are at as of 2016



## Mindful Leadership

It is vital to ask the "What?" and "Why?" questions. Questions are the antidote to assumptions, which so often incubate mistakes.

## Reporting Culture

An organisational climate where people readily report problems, errors and near misses.

## Learning Culture

The willingness and competence to draw the right conclusions from safety information and the will to implement major safety reforms.

## Flexible Culture

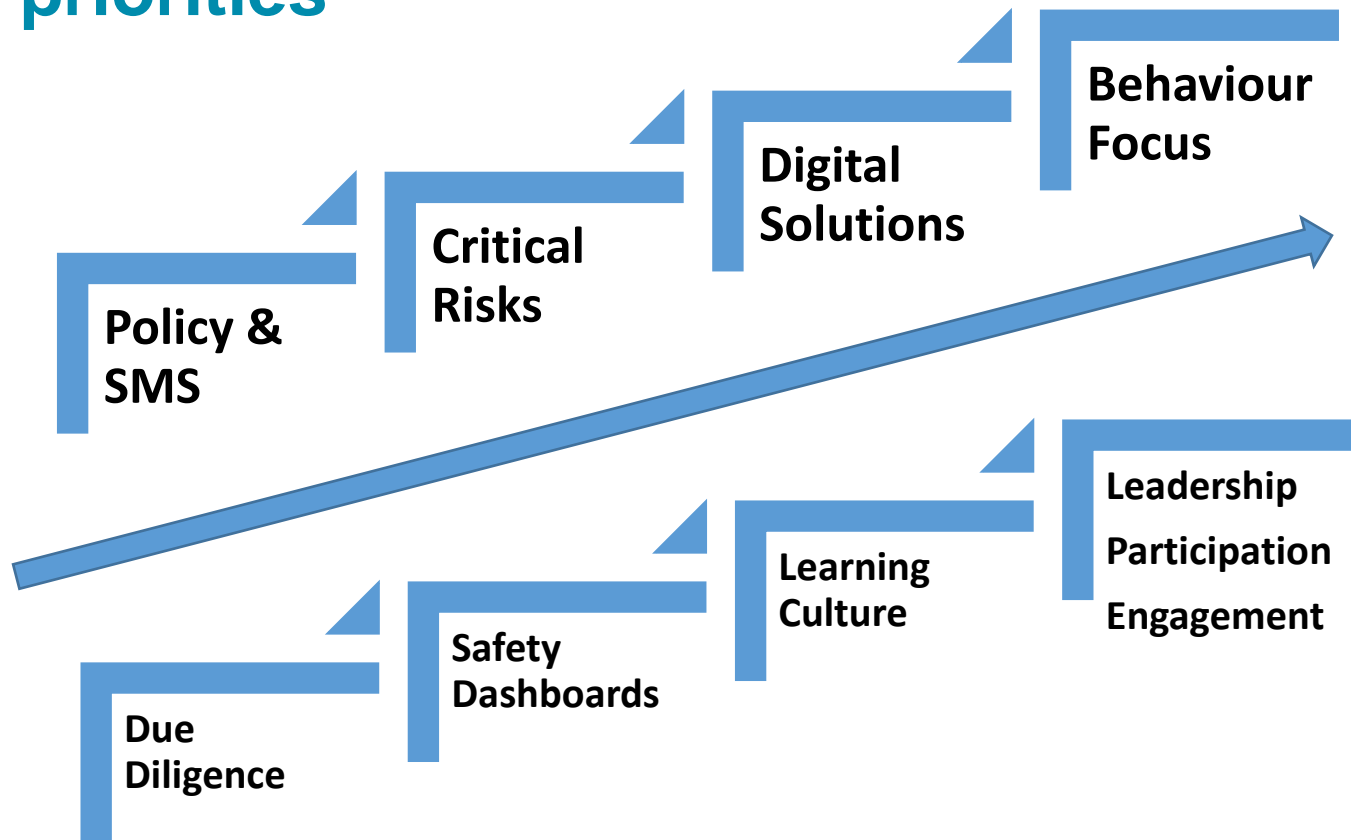
A culture that can adapt to changing circumstances and demands while maintaining a focus on safety.

## Just Culture

An atmosphere of trust where people are encouraged and even rewarded for providing safety-related information; and it is clear to everyone what is acceptable and unacceptable behaviour.



# Our priorities



# HEALTH & SAFETY 2020 FRAMEWORK



We are on a safety journey going from great to excellent which means working with the business to embed a safety culture that makes safety a true shared value. As part of our journey we are focusing on risk management, and in particular our critical risks or those that can seriously harm or injure our people. This will involve having the right tools and resources to ensure safety is always front of mind.

<b>SAFETY AS A SHARED VALUE</b>	<b>Vision:</b> "To be a global leader and influencer in health, safety & wellbeing, enhancing our reputation as one of the world's safest airlines."	<b>Mission:</b> "Safety is a shared value realised through mindful leadership, proactive risk management, optimising performance & fostering healthy relationships."
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PILLARS	<b>RISK</b> We know, understand and reduce our risks and optimise our performance		<b>RELATIONSHIPS</b> We work together to look after ourselves and our work mates		<b>RESOURCES</b> We have the right tools and skills to succeed	
GOALS	Target our critical risks	Monitor our controls	Practice mindful safety leadership	Increase participation & engagement	Investigate our High Risk events	Close out our corrective actions
PRIORITIES	<ul style="list-style-type: none"> <li>Identify our critical risks</li> <li>Develop and implement Critical Risk Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>Comply with our Critical Risk Protocols</li> <li>Assess the effectiveness of our risk controls</li> </ul>	<ul style="list-style-type: none"> <li>Undertake Safety Walkarounds focussing on Critical Risks</li> <li>Capture and action our insights</li> </ul>	<ul style="list-style-type: none"> <li>Involve our people in managing our risks</li> <li>Empower our Health &amp; Safety Reps</li> </ul>	<ul style="list-style-type: none"> <li>Investigate all of our 'High Risk' incidents and near misses</li> <li>Identify the true root causes of our events</li> </ul>	<ul style="list-style-type: none"> <li>Complete our identified corrective actions</li> <li>Share lessons learned across the business</li> </ul>
2020 TARGETS	100% completion of Critical Risk Management Plans (Target 90% FY18) 90% compliance with Critical Risk Protocols (2020)	# Active Risk Monitoring activities completed (FY18 benchmark) 15% year on year reduction in TRR	# Safety Walkarounds completed against plan (Target 1 per month)	# People Safety Improvements completed involving HSRs (FY18 benchmark)	90% Investigations completed against ALL High Risk incidents and near misses	90% People Safety (High Risk) corrective and preventative actions closed

ENABLERS	IASMS & ASSURANCE	HIGH PERFORMANCE ENGAGEMENT	CONTINUOUS IMPROVEMENT	LEARNING & DEVELOPMENT
	Developing a robust integrated safety management and assurance system based on the Plan, Do, Check, Act cycle	Embracing HPE to ensure that we are engaging those closest to the risks to identify effective controls	Leveraging Continuous Improvement thinking and tools to innovate challenge the status quo in managing our risks	Building safety capability by embedding mindful safety leadership into our learning and development programmes



# Risk

*We know, understand and reduce our risks and optimise our performance*

# Relationships

*We work together to look after ourselves and our work mates*

# Resources

*We have the right tools and skills to succeed*



## ME

*Inspiring our people to look after their safety, health, wellbeing and environment*



## WE

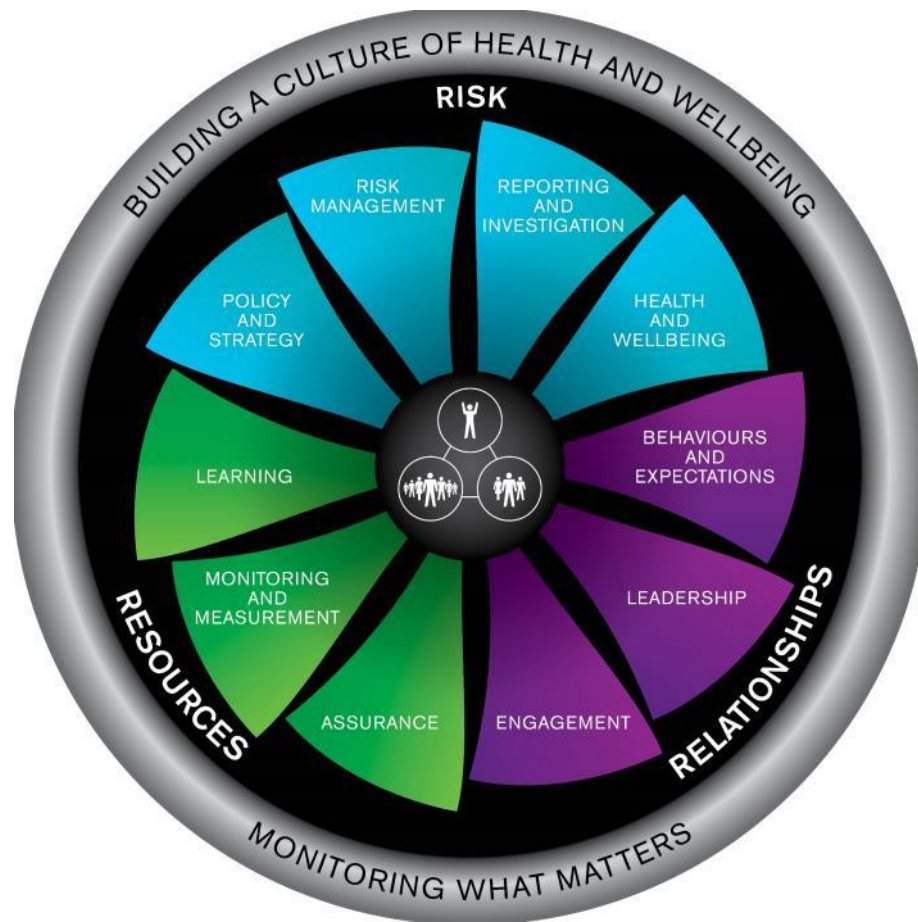
*Building capability and a culture where relationships are strengthened and collaborative*



## US

*Systematic approach to managing safety, health, wellbeing and environment making it 'just the way we do things around here'*

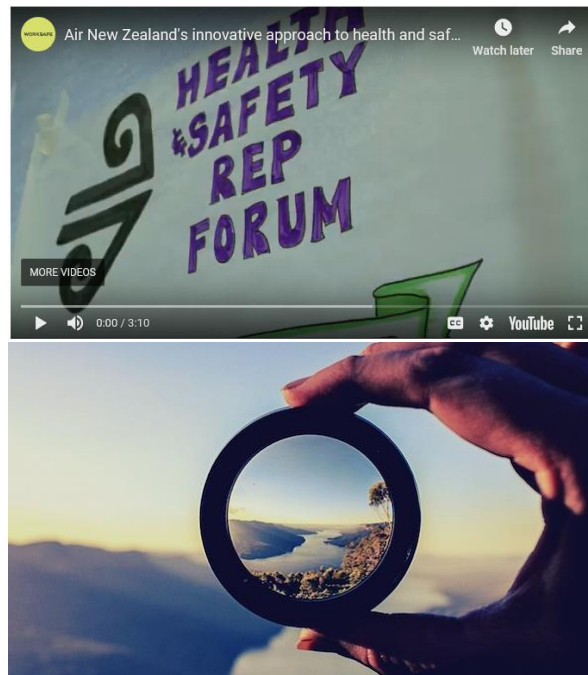




# Darren's Vision for HSRs

- Understood and acknowledged that those closest to the Risks are best placed to advise as to how they are managed
- Participation & Engagement is at the heart of risk management as 'just the way we do things'
- HSRs are valued and respected by workers, managers and leaders for the value that they bring
- Volunteering and serving as an HSR is a valued career development opportunity for all, and connects with the HAZANZ career path framework
- HSRs are THE differentiator for Air New Zealand
- HSRs becomes THE differentiator for Aotearoa New Zealand
- HSRs become a national movement and community across Aotearoa New Zealand connecting, sharing and learning

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VALUE**

# The way we were....



**Fractured  
network**

**Broken  
election  
process**

**Not valued**

**Off the  
shelf  
training**

**Not  
supported**

**Challenges  
with  
remote  
workers**

**Lack of  
resources**

**Confusion  
over role  
of HSR**

# The way we were....



**Complexity  
of shift  
patterns**

**No clear  
career  
pathway**

**No formal  
induction  
process**

**No single  
database  
of HSRs**

**No comms  
plan**

**Working in  
silos**

**Poor  
follow up  
on issues  
raised**

**Confusion  
over H&S  
Strategy**

# What our HSRs told us....



## Keeping connected

"Health and Safety page in Crews News or, even better, a Health and Safety app for crew".

## Making People Safety Simple

"Keep all company Health and Safety information simple and visible so everyone can understand it at a glance, "NOT A BOOK" - people switch off".

## KoruSafe Training

"More basic forms of training for H & S Reps – more effective meetings. Korusafe training for smaller groups at own ports".

## Recognition

"Introduce recognition for staff through their TMs - for good reporting to motivate Air New Zealanders to develop a better safety culture".

## Safety Culture

"I would like a chance to learn more. All staff need a little education on why we do Health and Safety".

## Development Opportunities

"Enable further development as H & S Reps, currently restricted up to Level 3".

## Investigation Outcomes

"Actual feedback to the frontline staff re: issues raised. Update on improvements implemented".

## Sharing information

"More visible statistics by business unit of reported and resolved incidents and accidents by month".

## Executive Support

"Drive a positive culture change from the 'top' to show support and engagement".

## Health and Safety Workshops

"Courses like today help to inspire and support our Reps. I would love to have some tools to be able to run mini workshops as a way to help inspire a change of attitude with my colleagues too".

# Reset!



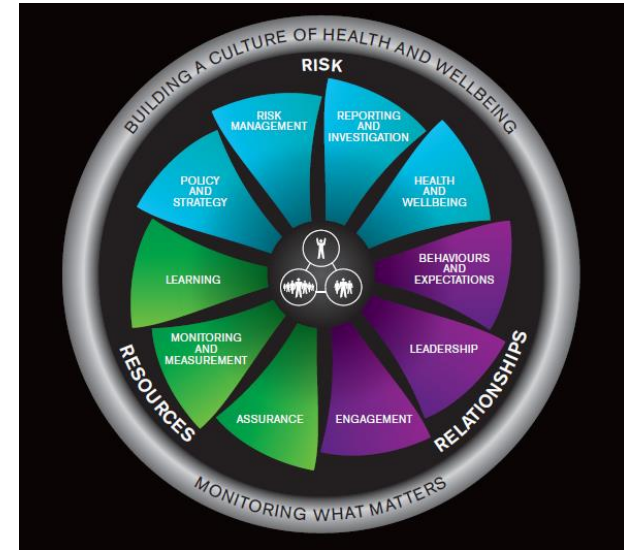


# Health & Safety Policy



“We will **engage and consult** with employees, Health and Safety Representatives, Unions and contractors to foster a work environment that promotes **open and honest feedback** ensuring it is used constructively and **without retribution**.

We recognise that **risks are best managed** with the meaningful input of **those closest to them**, as such we will employ **High Performance Engagement** philosophies as the cornerstone of collaboration and engagement strategies in managing workplace health, safety and wellbeing”.



# What is High Performance Engagement?



# High Performance Engagement is NOT:



- Asking people their opinions
- Asking for their ideas
- Communicating with them and giving them information
- Giving them a solution and asking what they think about it
- Asking for their ideas when there are not options or the solution is already decided
- Excluding representatives



# What High Performance Engagement (HPE) IS:

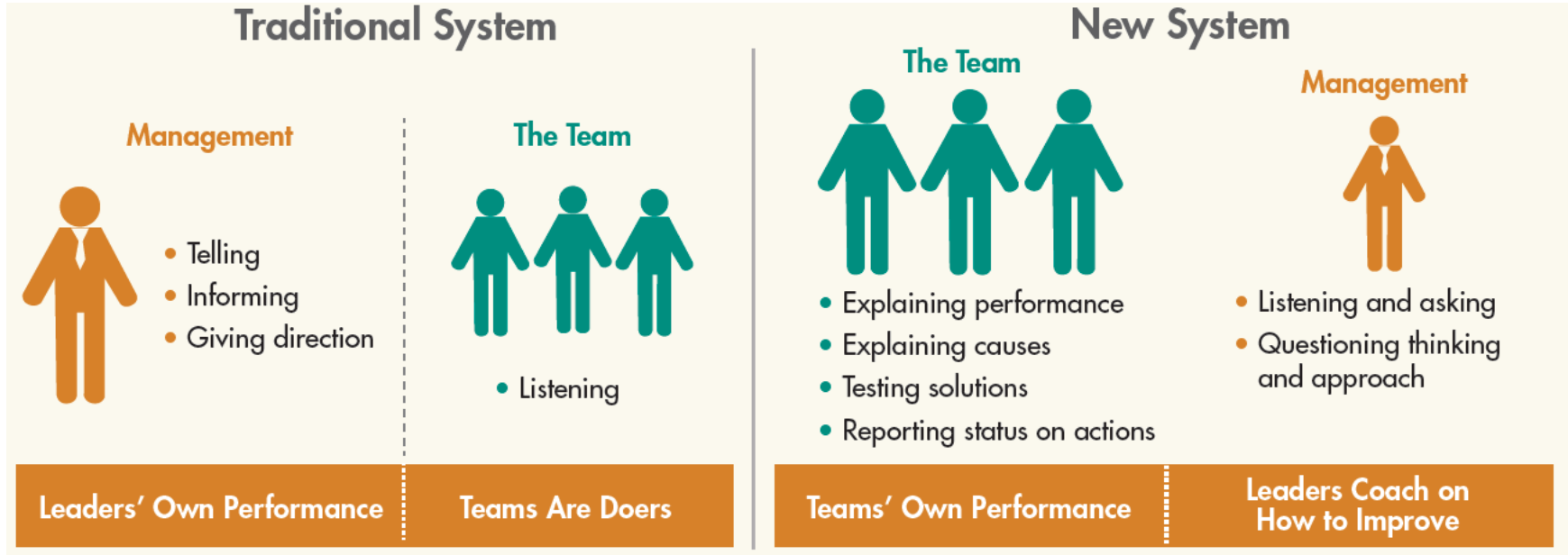


HPE is a way of working where people closest to a business issue (risk) or opportunity are involved in developing solutions.

The 4 principles of HPE being:

- Ensure that those closest to the issue (risk) help address the issue
- Transparently share and understand the interests of all stakeholders
- Transparently share the information needed to address the issue
- Follow a systematic problem solving process that seeks a consensus solution

# High Performance Engagement IS:



# HSR Improvement Team



25  
HSRs

1  
Week



# Ground Rules:

- Open mindedness
- Listen to understand
- One person speaking at a time
- No judgements
- Active participation
- Be present
- Safe environment
- Support each other
- Mobile phones on silent
- No question is a stupid question
- Don't use acronyms or explain if you do
- Keep things simple
- Be patient
- Everybody has the chance to talk
- Focus
- Respect who we are representing
- Be mindful of our language
- Make sure we finish what we start
- Enjoy the process

*Private and confidential*



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# Issue Statement:



“How can we attract, support & develop Health & Safety Representatives so that they are valued, empowered and effective, leading an engaged Health & Safety Culture?”

**Safety culture** is the attitude, beliefs, perceptions and values that employees share in relation to safety in the workplace. Safety culture is a part of organisational culture and has been described by the phrase "the way we do things around here".

Hudson (2009)

# HSR Priorities:



- Roles & Responsibilities
- Training & Development
- Recognition
- Leadership
- Communication
- Reporting
- Support
- Legislation

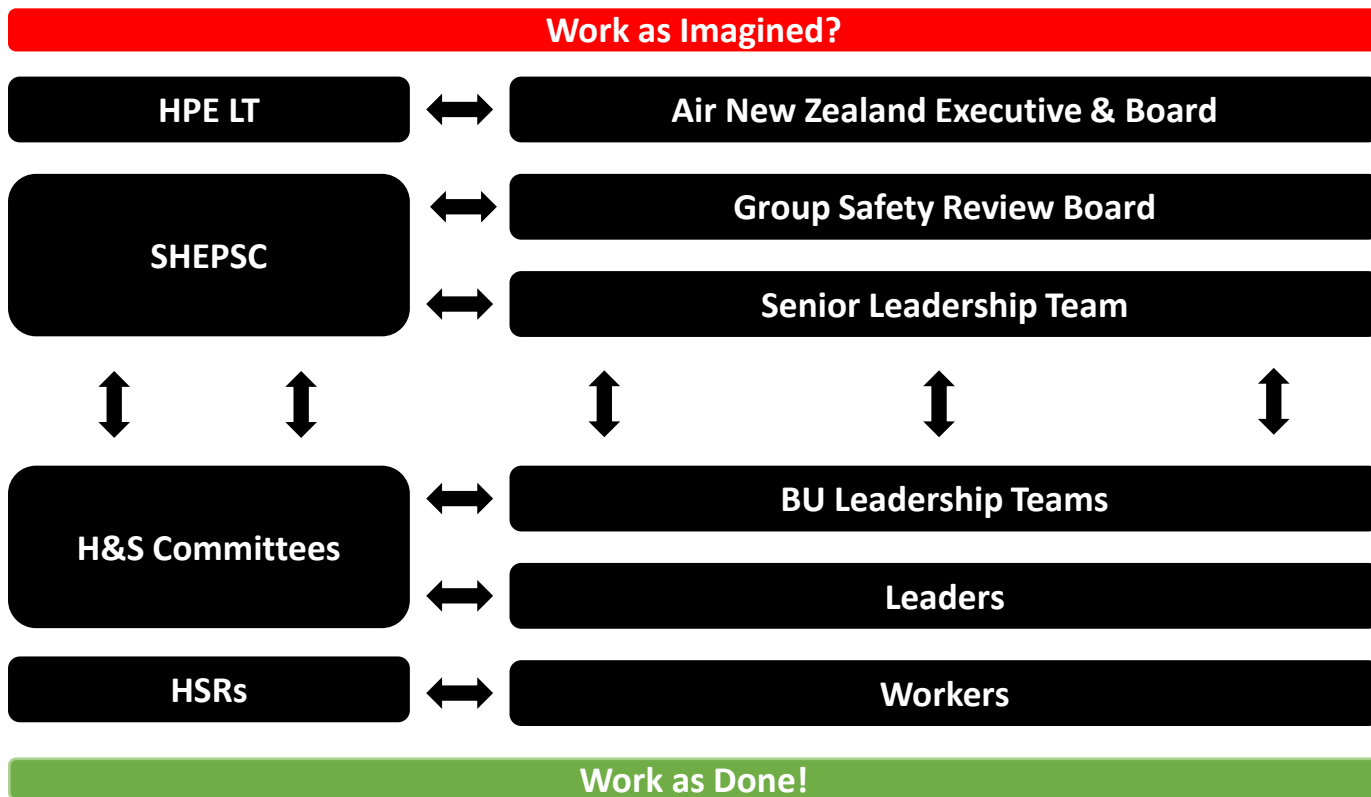


# Results:

- HSR Roles and Responsibilities
- HSR Expectations
- Management Expectations
- Development of HSR Resource Toolbox
- Content of HSR Resource Toolbox
- HSR Database and Profile Page
- HSR Community Page
- HSR Induction Checklist
- HSR Key Messaging To New Workers

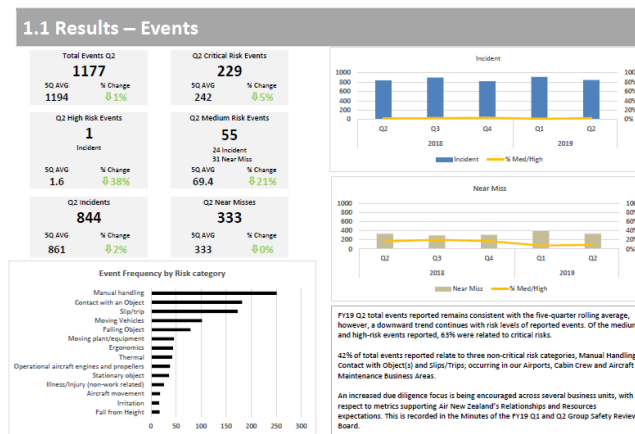


# Governance:



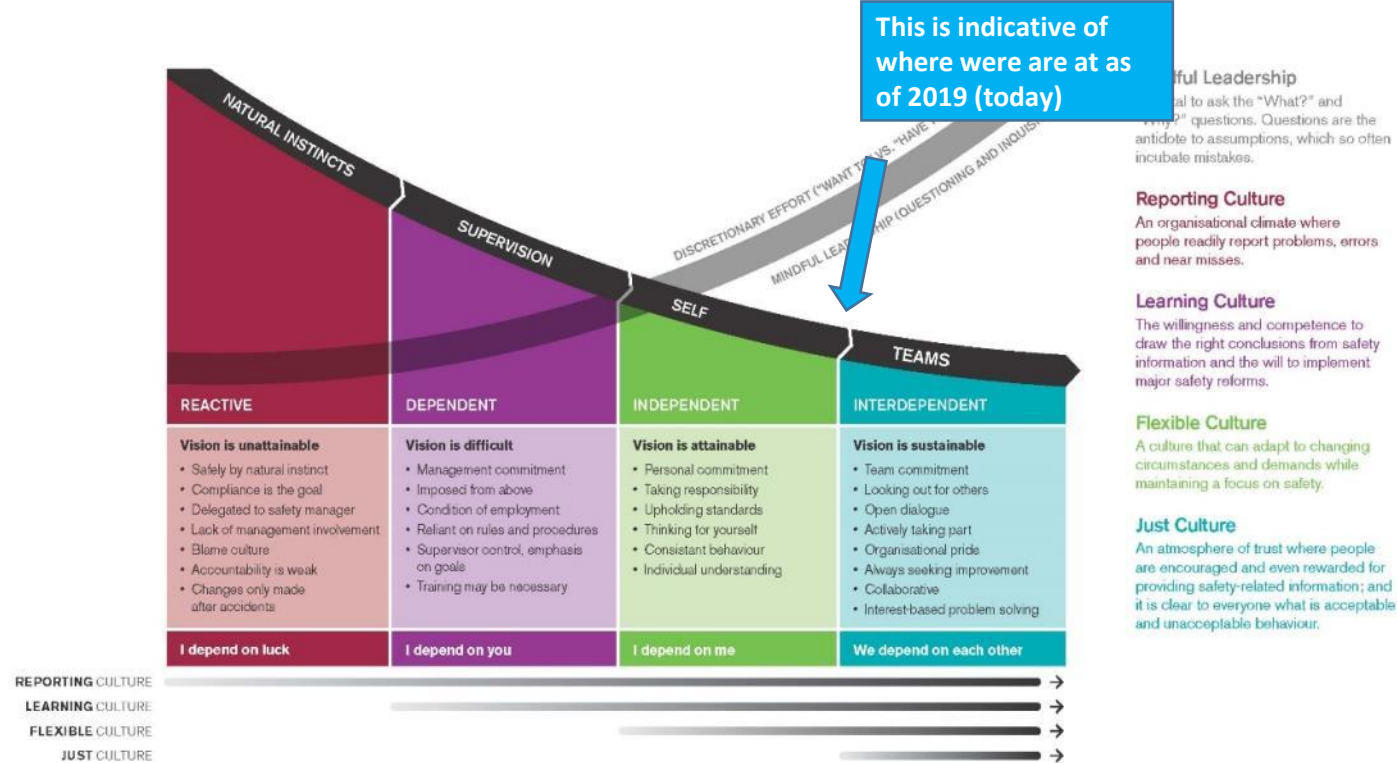
# So what?

- Significant reduction in event severity
- Significant uptick in HSRs involved in Investigations
- Significant uptick in HSRs involved in Risk Assessments
- Lower TRR by 15% year on year





# Our Safety Journey To Date



# Where to next?



- HSR **Learning** Pathway
- HSR Identification/**Visibility**
  - Lanyard
  - Pin
  - Armband
- Supercharging our HSR **Election Process**
- HSRs attending **Leadership** Everyday
- Reward & **Recognition** of HSRs
- Continue building our HSR **Whanau**!



# SHOUT OUTS!



# SHOUT OUTS!

