



**Australian Government**  
**Safety, Rehabilitation and  
Compensation Commission**



2007  
SRCC SAFETY  
**AWARDS**

## Program of Events

Wednesday, 24 October 2007  
Great Hall, Parliament House

*collaboration*

*Innovation*

*Celebration*





## A Message from the Chairman Les Taylor

It is with great pleasure that I welcome you to the annual Safety, Rehabilitation and Compensation Commission (SRCC) Safety Awards.

The Awards are now in their seventh year and aim to reward and recognise excellence in workplace health and safety, rehabilitation and return to work achieved by individuals, companies and agencies operating within the Commonwealth OHS and Workers' Compensation jurisdiction.

The Awards continue to attract great support from Commonwealth Government departments and agencies, as well as licensed self-insurers, with a record number of entries received this year. Furthermore, in the view of the judges, the overall quality of the entries has been extremely high.

The winners of categories one through to four of the SRCC Safety Awards for 2007 will be submitted for entry in the National Safe Work Australia Awards administered by the office of the Australian Safety and Compensation Council (ASCC) within the Department of Employment and Workplace Relations.

We thank all Commonwealth departments and agencies, licensed self-insurers and the individuals working in these organisations who have entered this year's Safety Awards. In particular, we congratulate the Winners, as well as the Highly Commended, Commended and Finalists, who are all recognised tonight for their valuable contribution and extraordinary initiatives in advancing the cause of workplace health and safety and contributing to Australia's safest workplaces.

A handwritten signature in blue ink that reads "Les Taylor". The signature is fluid and cursive, with a checkmark-like flourish at the end.

**Les Taylor**

Chairman  
Safety, Rehabilitation and Compensation Commission

## About the Awards

The Safety, Rehabilitation and Compensation Commission (SRCC) introduced its annual Safety Awards program in 2001 to further the objective of achieving continuous improvement in injury prevention. Since then, award categories have been broadened to also recognise the importance of injury management, workplace health and safety management systems and individual contributions to workplace health and safety.

The awards are designed to recognise and reward Government and private sector organisations that operate within the Commonwealth occupational health and safety (OHS) and workers' compensation jurisdiction and that excel in the areas of workplace health, safety, rehabilitation and return to work.

## 2007 Judging Panel

**Craig Bosworth** – Commissioner  
Safety, Rehabilitation and Compensation Commission

**Martin Dolan** – Acting Chief Executive Officer  
Comcare

**Graham Rodda** – Commissioner  
Safety, Rehabilitation and Compensation Commission

With assistance from the following Comcare representatives:

**Simon Cooke** – Assistant Director  
Prevention and Injury Management Services  
Comcare

**Lyndall Chittick** – Manager  
SRCC Secretariat

**Sue McCubbin** – Director  
Compliance Assistance  
Comcare

## The Awards and Finalists



### Category one: Public Sector Leadership Award for Injury Prevention and Management

This award recognises Government agencies that demonstrate commitment to continuous improvement in occupational health and safety (OHS) and injury management performance through the application of leadership and best practice in the workplace.

#### Finalists

##### Department of Health and Ageing

Better Practice, Better People, Better Premiums

##### About Health and Ageing

The Department of Health and Ageing has a diverse set of responsibilities that are reflected in their vision statement: *Better health and active ageing for all Australians.*

Its aim is to achieve this vision through strengthening evidence-based policy advising, improving program management, research, regulation and partnerships with other Government agencies, consumers and stakeholders. The Department employs 4,500 people with offices in all major states and territories around Australia.

##### The problem

The Department of Health and Ageing had experienced a significant increase in workplace injuries and health and safety issues. The approach to these issues was mainly reactive and the Department's premium rate sat at 144% of the Australian Government average.

##### The approach

With its charter for looking after the health and wellbeing of all Australians, the Department introduced a 'practice what you preach' approach to health and safety and injury management with the development of its Health and Life Strategy. The Department also developed a new OHS framework through a series of key documents, including: the organisation's Corporate Plan, Collective Agreement and People Strategy, to ensure that the required cultural shift would take affect.

The Department has also made certain that its leadership commitment remains resolute through initiatives such as:

- ▶ Engagement of team leaders and senior managers to actively demonstrate their support in return to work activities
- ▶ Organisational and local action planning from annual staff survey findings
- ▶ Funding of, and participation in a range of activities including:
  - 'Around the World in 80 Days Challenge' with teams participating from each State and Territory office, the Minister's office and the Executive, culminating with an Awards ceremony led by the Secretary to recognise and reward staff



- Participation in national 'Ride to Work' and 'Walk to Work' days
- The '10K a Day' program encouraging staff to be more active by monitoring the number of steps they take each day with a pedometer and aiming for 10,000 steps per day.

Other initiatives include the RESPECT campaign launched in October 2006 to raise staff awareness of the APS Code of Conduct and the importance of treating staff with respect and courtesy and without harassment.

#### The outcome

The Department's increased investment in injury prevention and management, its extensive OHS education and sustained executive commitment and leadership have resulted in a steady decline in the average claim duration across all injury groups since 2002, leading to fewer days absent from the workplace. It also achieved greater awareness of the importance of the return to work process, injury prevention, early intervention strategies and a significant reduction of the Department's workers' compensation premium rate.

#### Ongoing

In 2007-08 the Department will implement its evidence-based holistic 'Healthy Living' program. Designed to provide further support to staff, this initiative will offer training and education on better health and well-being for participants. Key focal points will be nutrition, mental health and physical activity.



## Category two: Best Workplace Health and Safety Management System

This award recognises demonstrated commitment to continuous improvement of workplace health and safety through the implementation of an integrated systems approach.

### Finalists

#### Commonwealth Science & Industrial Research Organisation (CSIRO)

Musculoskeletal Management Strategy

#### About the CSIRO

CSIRO is Australia's national science agency serving Government agencies, industries, business and communities across the nation. CSIRO currently ranks in the top one per cent of world scientific institutions in 12 of 22 research fields.

CSIRO employs close to 6,300 staff across 57 sites throughout Australia and overseas. It also supports a business structure that assists corporate groups and 19 divisions each with a particular research focus.



#### The problem

CSIRO has been active for a number of years in addressing musculoskeletal injuries, however, it recognised that an enterprise approach was needed to drive significant change across the different sites and settings within the organisation. Even with a number of business units performing well in reducing their injury rate, the organisation was dissatisfied with its current management system. It was determined that an enterprise approach to the issue was required, producing a tool capable of delivering the support required by CSIRO management and staff.

#### The approach

The Musculoskeletal Management Strategy was developed to maximise productivity and to minimise potential injury by changing workplace practices and behaviour. It also aimed to create a culture of responsibility amongst employees for their own health and working environment.

In creating the strategy, six core functions/programs were identified to reduce musculoskeletal disorders from the workplace. They are:

- ▶ An ergonomics program implemented across all business units
- ▶ All procedure manuals on manual handling and overuse injuries reviewed and updated to reflect the new strategy
- ▶ Education and awareness material developed on body stressing injuries
- ▶ Implementation of a rest and break 'work pace' software program
- ▶ Development of purchasing guidelines to ensure all future equipment is compliant with ergonomic policy and standards
- ▶ Establishment of an early intervention program.

#### The outcome

The strategy is specifically based on the work of employees, wherever they are located. The strategy is flexible and able to suit a changing and diverse work environment.

With endorsement from both the CSIRO Board and Executive, the Musculoskeletal Management Strategy continues to be successfully integrated into the organisation's various work environments. Capable of adapting as requirements change and new needs are identified, the strategy will continue to evolve ensuring the health and safety expectations of the CSIRO and its staff are met.

#### John Holland Group

OHS & R Manual

#### About the John Holland Group

The John Holland Group was established in 1949. It is a company that prides itself on its expertise and experience particularly in the specialist areas of tunnelling, mining, power, water structural and mechanical process, rail and roads.

Many of the country's most iconic projects have been the work of the John Holland Group including Parliament House, the Melbourne Cricket Ground's Great Southern Stand and the Alice Springs to Darwin railway line.

Today, the John Holland Group continues to deliver some of the nation's most impressive infrastructure projects from major tunnels, roadways, hospitals and sporting venues through to telecommunications networks and water desalination and treatment plants.



### The problem

In early 2003 it was identified that the company needed a complete review of all practices and documentation relating to health and safety. At the conclusion of this process it was determined that the current safety system was difficult to work through and did not clearly explain the responsibilities of managers and the actions required to fulfil the obligations to their staff.

At the staff level, the success of the system was dependant on each employee reading every procedure and memorising each intricate detail to complete tasks. Even with safety professionals present to monitor staff and ensure procedures were being implemented, many of the employees were still unsure about their responsibilities and the steps required to meet company expectations.

### The approach

A new OHS & R Manual was developed in consultation with internal and external industry experts and company stakeholders. Identifying all of the safety critical activities of the business, the group aligned each activity to the roles within the company responsible for ensuring each task was undertaken appropriately. Equally, the group ensured that the manual stipulated the level of safety knowledge required by staff to conduct a given activity.

Through an extensive communications process the manual has become an integral part of the John Holland designed Certificate IV – Safety Leadership Construction training program. This decision ensured that all staff in safety critical roles would be sufficiently trained and aware of the new procedures.

### The outcome

The John Holland Group successfully created a 'living document' to achieve its key objective of providing clear, concise information on the responsibilities and safety expectations of each management role across the company. The new manual has also contributed to significant reductions in the frequency of staff injuries and the time lost as part of the return to work process.

## Linfox Armaguard Pty Ltd

Building upon the Armaguard Safety Management System to drive change in workplace health and safety culture and enhance management and employee consultation and engagement in our safety focus

### About Linfox Armaguard Pty Ltd

Acquired by Linfox in 2003, Armaguard has been supplying cash services to Australian businesses since 1938 and currently employs just over 3,250 staff operating out of 47 branches across the country. At present it manages a fleet of over 475 armoured and 300 non-armoured vehicles.

### The challenge

With safety and security two critical factors in Armaguard's business, strengthening their safety focus was established as a significant business element. Through the launch of its 'Take Responsibility – Look After Your Life' safety campaign, a new culture shift started to emerge.



Before the campaign was launched, the team had to first identify each of the issues that would be crucial for achieving complete engagement, acceptance and compliance from the organisation. This included:

- ▶ Creation of a framework for cultural change with proactive involvement from employees
- ▶ Promoting a safety value system that sets clear goals for the organisation while encouraging staff to contribute by adopting safe work practices
- ▶ Training and development of staff to ensure the focus on continuous safety improvement is maintained
- ▶ Enhanced safety and injury reporting at all levels of the organisation
- ▶ Leadership development for all Workplace Safety Committee members to drive the change within each branch of the business.

### The approach

The National Safety team developed a suite of training resource tools and communication packages to assist with building knowledge for staff at all levels within the organisation. This provided the required platform to engage all employees and equip them with the necessary skills to apply safe work practices in their daily tasks.

Through the training process the following initiatives and programs were introduced to staff:

- ▶ The new Safety Handbook for all employees
- ▶ Branch Safety Compliance Packs
- ▶ A specific Workplace Safety Training package for management and Workplace Safety Committee members
- ▶ Monthly safety training programs for management
- ▶ A Daily Absence Register and recording process
- ▶ First Aid resources and reporting systems
- ▶ Development of an integrated OHS Incident Reporting System
- ▶ Development of a post injury report process incorporating safety team involvement
- ▶ Enhanced safety initiative and firearm training programs for road crew staff.

### The outcome

The work from the National Safety team has delivered a new level of safety performance to the organisation. In 2006–07 the system achieved the following results:

- ▶ A 14% reduction in all claimable injuries
- ▶ A 27% reduction in lost time injuries (LTI's)
- ▶ A 43% reduction in the LTI frequency rate.

## National Australia Bank (NAB)

Star Safety

### About NAB

NAB is a financial services organisation with more than 24,500 employees Australia-wide.

In the Australian region, NAB has over 1,000 work locations including 790 branches, 150 business banking centres, 110 regional agribusiness locations, three major contact centres and major buildings in each capital city.



### The problem

In 2005 it was determined that the NAB's Health and Safety Management System was meeting minimum standards but lacked a proactive approach at a workplace level to incidents, hazards and the management of workplace risk. In addition, the company's commitment to health and safety was not consistent throughout the organisation, with a view from both management and staff that it was simply a compliance obligation that did not provide any additional value to the business.

### The approach

In order to change the view and improve the value of OHS, the NAB Health and Safety team devised the Star Safety program. This initiative was designed to create an internal identity for health and safety that linked employee wellbeing to the corporate brand, principles and values.

A comprehensive risk profile was established to gather and analyse incident, injury and claims data as well as hazard reports and workplace inspection records. The exercise provided a clear focus on reducing internal risks and developing strategies to increase the profile of health and safety throughout the business. It also led to the establishment of five core strategic pillars for the Star Safety system:

- ▶ Leadership and Commitment
- ▶ Effective Risk Management
- ▶ Consultation and Communication
- ▶ Increased Skills and Knowledge to act
- ▶ Employee Wellbeing.

Extensive consultation was then conducted by the Health and Safety team with key business representatives to finalise the concept, and successfully market and roll-out the program to all NAB employees. At the end of the process it was determined that the Star Safety program would consist of nine key elements:

- ▶ Policies, Responsibilities and Accountabilities
- ▶ Consultation and Communication
- ▶ Health and Wellbeing
- ▶ Safety in the Workplace
- ▶ Emergency Evacuation and First Aid
- ▶ Training and Induction
- ▶ Managing Health and Safety
- ▶ Incident and Injury Management
- ▶ Workers' Compensation.

### The outcome

Since the introduction of the Star Safety program, NAB has seen remarkable improvements in its risk management practices, hazard identification activities, awareness campaigns and leadership engagement initiatives. All of these positive influences are beginning to have a direct impact on the NAB's health and safety performance with a continuing downward trend in workers' compensation claims and lost time injury frequency rate of its employees.



## Category three: Best Solution to an Identified Workplace Health and Safety Issue

This award recognises excellence in developing and implementing a solution to an identified workplace health and safety issue. Entries in this category may include a product solution, design/engineering innovation, training program, awareness raising activity or other risk control measures that reduce the risks or work-related injury and disease.

### Finalists

#### Australian Bureau of Statistics (ABS) – Dispatch and Collection Unit (DCU)

Power of OHS Culture

#### About the ABS and DCU

The ABS is Australia's official statistical organisation. The ABS employs close to 3,500 staff with offices in all major states and territories across Australia. Once every five years, a further 34,000 people are employed to work on the collection and processing of the Population Census.

The Dispatch and Collection Unit (DCU) has been established in the Australian Bureau of Statistics (ABS) NSW Office since 2003. Its primary responsibility is to ensure the quality and timely dispatch, collection and processing of ABS economic collections and population collections.

#### The problem

The Agricultural Census is the second largest collection undertaken by the ABS. The Dispatch and Collection Unit was tasked with processing close to 190,000 forms from agricultural businesses across Australia. The project involved numerous manual handling tasks, the performance of upper limb repetitive movements and the operation of industrial equipment.

With only a 16-week project timeframe, and a massive task ahead, the health, safety, happiness and wellbeing of staff were identified as a key success factor. The project required management to lead and implement a culture that valued its staff and made occupational health and safety a major priority.

#### The approach

DCU Management decided to project manage the Agricultural Census separately to ongoing operations with the view of creating a team specifically to process the Agricultural Census forms. A project was developed to explore the issue with two key objectives:

- ▶ Provide quality and timely data to the internal client
- ▶ Ensure staff remain healthy, happy and safe.



In order to achieve the project's second objective, the DCU had to change its perception of OHS as purely a process or system, and begin to embrace it as a culture that encompasses a whole work environment. To achieve this, three key team values were developed:

- ▶ No Blame – Fix the problem and process it
- ▶ Health, safety and happiness – Everyone takes ownership
- ▶ Working Partnerships – it's the only way to achieve outcomes.

The project also included training to minimise the risk of repetitive injuries, the purchasing of more efficient equipment, flexible work hours and stretch and rest breaks for staff.

#### The outcome

Due to the DCU's leadership and commitment to the health and wellbeing of its staff, the objectives of the project were exceeded. Reductions in the number of injuries, unscheduled absences and 100% retention of staff during the project not only ensured the provision of quality and timely data, but also resulted in a 29% saving in salary monies for the ABS.

## Australian Taxation Office (ATO)

Psychological Wellbeing Initiative

#### About the ATO

The Australian Taxation Office (ATO) is the Government's principal revenue collection agency and is part of the Treasurer's portfolio. The ATO manages and shapes tax, excise and superannuation systems that fund services for Australians. With close to 23,000 staff in offices in all major states and territories, the ATO is one of the largest federal Government agencies.

#### The problem

The issue of psychological injury was identified as a key area for improvement. Upon completing a research and data collection process, it was determined that a comprehensive program be developed to both manage, and where possible, prevent this type of injury from occurring in the work environment.

#### The approach

The Psychological Wellbeing Initiative, with its 'Mind the Mind' theme was developed with a strong prevention and early intervention focus. It comprises of a series of communication tools, training programs, issue-specific resources and management systems including:

- ▶ SMART Health – a risk framework
- ▶ Keeping in Touch Program – an internal communication tool
- ▶ Mind our People – a management education training program
- ▶ Tax Safe Map – an audit tool
- ▶ Early psychological intervention program
- ▶ A targeted intervention project
- ▶ Complete communications campaign
- ▶ Support services, information packs and fact sheets
- ▶ Library resources – reference materials on psychological health
- ▶ Wellbeing seminars discussing psychological health
- ▶ An online directory of psychological health training providers.



The decision to link the initiative to the organisation's Health and Safety program and the Corporate Plan ensured a seamless integration into the organisation's existing health programs and internal culture practices.

#### The outcome

The Psychological Wellbeing Initiative was launched by the Tax Commissioner in 2006 and has already been successful in promoting good psychological health prevention methods. It also continues to promote awareness of early warning signs, as well as providing support for those with psychological injuries through an effective and specific return to work plan.

## Department of Defence – Defence Science and Technology Organisation (DSTO), Scientific and Engineering Services (SES)

Sheet Material Handling Trolley

#### About the DSTO and SES

Scientific Engineering Services (SES) is a division within the Defence Science and Technology Organisation (DSTO). Its role is to provide engineering expertise and assistance to the scientific activities of the research divisions including the conversion of scientific concepts into operable devices for testing and demonstration.

#### The problem

A staff member identified issues with a particular manual handling process when on a return to work program from an unrelated back injury. The individual's job involved lifting timber sheets from a trolley to a table saw. As they worked alone and were no longer able to move the sheets independently, assistance from colleagues was now necessary to complete the task.

After a thorough risk assessment was undertaken, it was concluded that the elimination of lifting could not be achieved as it was a core part of the working process. After a suitable commercial alternative could not be found, it was agreed that a trolley be designed and built in-house.

#### The approach

A concept design was supplied to SES to develop, test and supply a final product to the employee. The final version would need to achieve the elimination of manual lifting from the process. The product had to be at the correct height for the removal of sheets from the storage rack and have the ability to rotate to the horizontal position, and to be at the correct height for sliding the sheet onto a worktable.

A critical design review, taking into account the parameters of the task, was conducted by an SES Design Engineer. After conducting a stress and deflection analysis to test the stability of the design, it was further reviewed for compliance with guarding regulations. Safety enhancements were also made to ensure the base wheels could lock into position, and a drum guard was attached to prevent potential hand injuries. All factors were taken into account to ensure ease in manoeuvring sheets from the vertical to horizontal positions.

#### The outcome

Since the Sheet Material Handling Trolley has been in service, no manual handling incidents have occurred in either the Pattern/Carpenters, or the Sheet Metal workshops. Employees utilising the device have reported a greater level of confidence in completing their duties and an improvement in productivity levels for both areas has also been achieved.



## Department of Defence – Royal Australian Navy, Amphibious & Afloat Support Group

The RAN Boarding Ladder

### About the Amphibious and Afloat Support Group (AASG)

The Amphibious and Afloat Support Group (AASG) was created in March 2000 to manage the capability of the Royal Australian Navy's (RAN) Amphibious and Afloat Support Force Elements. AASG ships provide amphibious lift and support to land forces (Amphibious units) and afloat tactical logistics. They are also actively engaged in a broad range of national tasking, including evacuation operations, disaster relief, humanitarian assistance and peace support operations.

### The problem

Boarding mechanisms for Australian naval ships were identified as a health and safety issue for Navy personnel during a recent operation. Whilst boarding party operations are not new to RAN units, vessels with high freeboard where personnel are unable to step aboard, presented a risk to the safety of staff.

Equipment including caving ladders and other manufactured designs were used in an attempt to resolve the issue. However, the equipment used contributed to the risk as it did not conform to any particular Australian standard, nor was it tested and approved for the required working load strength.

### The approach

Utilising the RAN's Risk Management Process, hazards associated with the activity were identified and analysed. Data from OHS incident reports was also reviewed and this indicated a high number of incidents and injuries that were directly attributed to boarding party personnel falling off ladders.

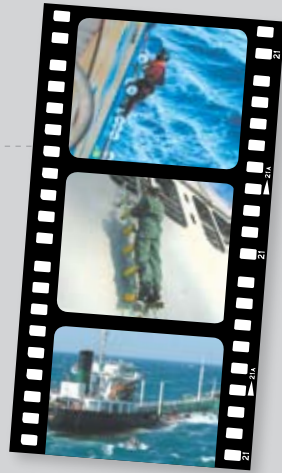
In a proactive response to the problem, Warrant Officer Bosun Tom Hodges developed a blueprint for the boarding ladder. Working with Beaver Sales Pty Ltd to take the project to concept phase, three prototypes were developed from the original designs and subjected to rigorous testing. A baseline design was then refined to make further improvements before testing the ladder at sea.

Over a period of three-and-a-half years the ladder was trialled and tested under both training and some operational conditions.

### The outcome

The subsequent feedback from testing reported that the ladder was capable of meeting the necessary requirements of the Navy. It was then formally introduced to the service as a standard operational tool and no further incidents have occurred since its inception.

Currently the NSW Water Police, NSW Tactical Response Group, Tasmanian Water Police, WA Water Police, QLD Water Police, Customs and SA Fisheries all utilise the ladder.



## Category four: Best Individual Contribution to Health and Safety

This award recognises an individual whose contribution has made an exceptional difference to health and safety in their workplace.

### Finalists

#### Captain Sharryn Batt Special Air Service Regiment (SASR) Department of Defence, Army

Inorganic Lead Awareness Package

### About the SASR

The SASR is a Special Forces element of the Australian Army, responsible for the operations in support of the Australian Defence Force mission to promote the security of Australia's people and interests.

### About Captain Sharryn Batt

CAPT. Sharryn Batt is a registered nurse and has served in the Preventative Health Department at Special Operations Command, Campbell Barracks in Western Australia for five years, as both a civilian and an Army Reservist. CAPT. Batt provides health care and support to all members of the SAS regiment at this base.

### The problem

The awareness of the health issues associated with inorganic lead exposure has increased, and legislation applying to the management of the health risks has become more rigorous over time. Engineering controls including improvements to the forced ventilation systems have been introduced progressively in the indoor weapon facilities to reduce the exposure of personnel to the hazard. A health surveillance program has been in place for over ten years that relies on periodic testing of blood lead levels of range users.

CAPT. Batt has been involved with the inorganic lead hazard for close to two years. As a personal initiative, she conducted a review of the blood testing program to determine if an effective monitoring, review and counselling process was in place. Her review found serious deficiencies.

### The individual's contribution

CAPT. Batt developed an education program covering personal risk management of lead to raise awareness and inform exposed personnel of the health risk, and how to reduce exposure. By informing personnel and improving protective measures as well as testing procedures, the management of the safety issue could be greatly improved.

The program constructed by CAPT. Batt empowered personnel to become responsible for their health and individual risk management by providing strategies to reduce risk. The process combines all lead risk control measures into an integrated package including the development of warning posters and information brochures. She also delivered formal presentations for personnel as well as managing all testing for the base to ensure a reduction in lead levels occurs.



Test results are subject to measurable performance criteria during a periodic review from a third party.

#### The outcome

CAPT. Batt's exceptional initiative, motivation, care and passion have made an outstanding improvement to the management of the health risks presented by inorganic lead at Campbell Barracks. The use of personal control measures by SASR personnel is improving and is now maintained with the establishment of the Campbell Barracks Lead Management Committee.

### Matthew Olding Linfox Armaguard Pty Ltd

The modification of equipment associated with a common task leading to a substantial reduction in manual handling that has the potential to positively impact our business.

#### About Linfox Armaguard Pty Ltd

Acquired by Linfox in 2003, Armaguard has been supplying cash services to Australian businesses since 1938 and currently employs just over 3,250 staff operating out of 47 branches across the country. At present it manages a fleet of over 475 armoured and 300 non-armoured vehicles.

#### About Matthew Olding

Matthew Olding has been employed with Linfox Armaguard Pty Ltd since 1998 and is currently the Currency Collection Manager in Brisbane.

#### The problem

Armaguard has been through a period of significant organisational change over the last 18 months with considerable operational expansion. Older equipment was integrated into new Branch facilities, however, the operation of these machines has resulted in the identification of a number of manual handling risks and injuries. Matthew took a proactive approach following some injuries and complaints from staff involved in the task of removing full bags of coin from the coin counting machines to be sealed and transferred to the coin processing trolleys.

During each shift, 'Cash' and 'Coin' room staff were removing up to 100 individual coin bags weighing approximately 12kgs. To complicate the issue, coin bags were often placed on the floor if a trolley was not immediately available, creating a trip hazard.

#### The individual's contribution

Matthew reviewed the process and identified areas that could be improved from an operational perspective, as well as in relation to employee safety. He then set about developing a number of alternatives and he engaged a small team of supervisors to road test his ideas and provide feedback on the product's performance and workability.

In his attempts to improve the equipment from both an operational and productivity perspective, Matthew engaged an external contractor to assist with the development and production. The recommended designs presented work-flow problems, noise and space issues and considerable implementation costs to the company. Most significantly, the options presented did not resolve the manual handling concerns of staff.



This led to the modification of a smaller desktop cash counting machine that could accommodate coins being dropped into the trolley from the existing larger coin sorter. This provided a significant advantage in allowing consistency from the 'Cash' room to the 'Coin' room to be maintained and staff would no longer need to lift, cut, open and empty coin bags received. With both areas only required to handle each bag once during a shift, the net reduction in the manual handling rate would equate to two tonnes per machine.

#### The outcome

Matthew has demonstrated initiative, innovation, drive and focus to bring about this significant change to manual handling practices for his organisation. The improvement to this process has seen a reduction of 51% in manual handling tasks by both 'Coin' and 'Cash' room staff. The modification of 30 machines nationally for the business would see a net reduction in the exercise of 60 tonnes per day.



## Category five: Rehabilitation and Return to Work

This award recognises the development and implementation of effective rehabilitation and return to work programs.

### Finalists

#### Centrelink – Area Hunter

Leadership Commitment to Rehabilitation and Return to Work

#### About Centrelink

Centrelink is the Government agency delivering a range of Commonwealth services to the Australian community. Centrelink administer more than 140 different products and services for 25 agencies and employs more than 25,000 staff Australia-wide. Centrelink – Area Hunter employs close to 2,000 staff and administers 27 branches including three call centres.

#### The problem

During 2003–04, Centrelink Area Hunter recorded a significant increase in the number of workers' compensation claims and associated costs. While the Human Resources team had sound practices in place to support staff undergoing rehabilitation and returning to work, the Area Leadership team lacked focus on the strategic importance of return to work practices. As a result, there was no shared commitment to the rehabilitation and return to work of injured employees, which was reflected in the high number and costs of workers' compensation claims.

The unequal commitment was not only the cause of an increasing rate of claims, it also had a direct impact on Centrelink's ability to deliver its services and meet the needs of its customers.



### The approach

In order to achieve the desired cultural change, the Area Manager and the Human Resources team identified five key areas that would form the basis of the shift:

- ▶ Leadership Development
- ▶ Compensation/Rehabilitation Performance Reporting
- ▶ Employee Education and Engagement
- ▶ Consolidated Information and Reference Points
- ▶ Compensation/Rehabilitation Issues in Recruitment Probation and Induction.

The development of rehabilitation and return to work strategies became a priority, focusing on building clear accountability, a positive workplace culture and supporting employees in the rehabilitation goal of pre-injury status.

The strategy equipped managers with the skills necessary to be successful in their communication with employees in the early identification of injury and management of the return to work process. By strengthening the reporting systems of Area Hunter, improvements were made to its ability to track claims and the progress of staff recovery, leading to better outcomes at the conclusion.

Providing staff with more timely information on the compensation/rehabilitation process, increased employee awareness of the issue and the assistance offered by Centrelink. This restored employee confidence in their leadership team and its employer.

From a recruitment/people perspective, the Human Resources team delivered training through Centrelink's induction and probation programs to reinforce the expectations of staff in the rehabilitation and return to work process. Greater attention and promotion was also given to the internal Staff Poll and this reporting measure is now compulsory for all Centrelink sites.

### The outcome

These initiatives have resulted in not only a substantial cultural change in the Area Leadership team and employee commitment to the rehabilitation and return to work process, but also a significant reduction in the workers' compensation premium rate for Area Hunter, falling from 3.26% in 2004–05 to 2% in 2006–07.

## Department of Defence – Defence Support Group (DSG)

Strategic Rehabilitation Response Program

### About the Defence Support Group (DSG)

The Defence Support Group provides both centralised and regional support to its core groups including RAAF, Navy and Army and the Defence Science and Technology Organisation. The DSG provides assistance through coordinated and human resource functions including injury management, recruitment and some financial services.

### The challenge

Under Comcare's Leadership and Accountability Strategy the promotion of target setting is a key activity, with all targets linked to the National Occupational Health and Safety Strategy 2002–2012. Government agencies like Defence have signed up to two additional rehabilitation targets:

- ▶ Reduce the average lost time rate by 40 percent by 2012
- ▶ Reduce the average time taken for rehabilitation intervention by 90 percent by 2012.

Wanting to position itself to achieve these future targets, DSG set about developing a system that would ensure successful results.

### The approach

A Case Management Module encompassing an e-injury matrix was introduced to record and provide an enhanced tracking system of return to work programs for all ill or injured Defence civilians. The e-injury matrix is a technology-based rehabilitation case management tool that allows DSG to assess return to work processes through liability mapping.

DSG also developed a Pathways Mapping initiative that aims to streamline all current processes into an e-injury model. The objective is to specify timeframes for the input of information into the Case Management Module from initial contact to closure of the claim, therefore making the entire process simpler for the Department's Case Managers and approved Rehabilitation Providers.

To ensure the e-injury model can accommodate Approved Rehabilitation Provider (ARP) processes, consultants were tasked with streamlining the required activities into the e-injury matrix. On completion of the consultant's review, each phase of the return to work process was deemed acceptable for integration into the e-injury model. Using email, all reports, letters, plans and records were encrypted and password protected before being sent to an employee. Upon being sent, all information would simultaneously upload to the employee's record on the Case Management Model.

DSG also designed a Civilian Absence Management Program for its internal managers. The objective of the program is to improve referral times and encourage managers to seek early intervention for ill or injured employees.

### The outcome

With the e-injury matrix, the DSG has developed an efficient system to support its staff in the return to work process and position the department to achieve its desired rehabilitation targets. In combining this approach with the Civilian Absence Management Program, staff members playing a key role in the process are now more proactive and have the necessary support to aid them in their work.



## Linfox Armaguard Pty Ltd

Innovation and Improvements in Rehabilitation

### About Linfox Armaguard Pty Ltd

Acquired by Linfox in 2003, Armaguard has been supplying cash services to Australian businesses since 1938 and currently employs just over 3,250 staff operating out of 47 branches across the country. At present it manages a fleet of over 475 armoured and 300 non-armoured vehicles.

### The challenge

In working toward their vision of becoming a world leader in their field, Linfox Australia Pty Ltd and Linfox Armaguard Pty Ltd have invested significantly in resources to improve rehabilitation and return to work practices over the past two years.

The research highlighted a number of focus areas for Linfox Armaguard to address in the development its return to work model.

### The approach

Linfox Armaguard developed a return to work process designed to assist Rehabilitation and Case Managers prioritise and focus work processes on the key requirements for the life of an open case, while engaging the business in facilitating the necessary assistance throughout a claim.

Key elements in the process:

- Virtual Pay Report
- Charge Back Model – designed to assist branches understand the hidden costs associated with rehabilitation and return to work
- Internal case reviews on a monthly and six weekly basis
- Formal reviews of high cost or eight week injured worker
- Development and use of a job dictionary
- Major Claims Conference – designed to bring together all parties involved in the process – from the employee, right through to the General Practitioner to have an open dialogue concerning case progression and requirements.

### The outcome

The introduction of these processes has resulted in a 'user-pays' premium allocation and significant cultural change at the management level. It has also achieved a major improvement in communication and understating with regard to rehabilitation and return to work, leadership engagement of safety committee members and health and safety representatives, and an increased awareness and understanding of the impact of an injury to an employee, and to the business.

Statistically, Linfox Armaguard has recorded significant reductions that are attributed to the new model:

A reduction in the number of cases reaching 30 days of incapacity by:

- Linfox Australia 40%
- Linfox Armaguard 60%.

A reduction in the number of cases reaching 60 days of incapacity by:

- Linfox Australia 54%
- Linfox Armaguard 80%.



## SingTel Optus (Optus)

Best Practice Rehabilitation and Return to Work at Optus

### About Optus

In 2001, SingTel became the parent company of Optus, paving the way for Optus to become a strong and strategic telecommunications player within the Asia-Pacific region. In Australia alone, Optus employs close to 10,000 staff across 38 offices and call centres.

### The problem

With the granting of a self insurance licence from the SRCC, Optus faced a number of challenges in complying with the legislation and standards of the SRC Act.

Optus acknowledged the conditions of the licence and that its commitments, particularly in the area of rehabilitation and return to work, were in need of a review.

### The approach

To strengthen its standards and practices, Optus developed a new rehabilitation management system that would be integrated across the business.

The Optus Rehabilitation Management System has the following key objectives:

- To minimise the impact of injuries on employees and the workplace
- To provide timely and appropriate intervention at each stage of the recovery and rehabilitation process
- To implement policy and practices which are consistent with legislation and best practice rehabilitation.

To achieve this Optus' integrated Rehabilitation Management System encompassed a number of key items including:

- Best practice policy
- Early notification systems
- Early intervention policies
- Proactive case management for work and non-work related injuries
- Active use and management of external Rehabilitation Providers including onsite provision in high risk areas
- Extensive quality control measures
- Appropriate application of legislative requirements.

### The outcome

This proactive best practice system has enabled Optus to achieve significant improvements, including a 37.4% reduction in lost time injuries, a 44.6% reduction in the lost time severity rate, and a durability rate of 93% in the last 12 months. In addition, Optus has outperformed set Commission Indicator targets, scheme performance and overall licensees' performance.



## Snowy Hydro Ltd

Early Injury Support the Snowy Way

### About Snowy Hydro

Incorporated in 2002, Snowy Hydro Limited is owned by the Commonwealth and the Governments of New South Wales and Victoria. The company employs close to 420 people in New South Wales and Victoria.

### The problem

Snowy Hydro faces unique challenges in ensuring safe work conditions for its employees. Due to the diversity of its business, job tasks and work environments, the company's return to work process and management system needed to be robust yet adaptable to each area of the business.

Additionally, Snowy Hydro management had to reverse a cultural stigma surrounding injury reporting and workers' compensation within parts of its organisation.

### The approach

Snowy Hydro has developed an Early Support and Return to Work program that integrates a managed process through an online notification system covering four key areas:

- ▶ Notification and Employee Contact
- ▶ Liaisons and Facilitation
- ▶ Assessment of Suitable Duties
- ▶ Various information documents.

Key features of the program include regionally based Rehabilitation Liaison Officers (RLOs) who are supported by a central Case Manager, a Medical Provider and Service Provider education program focusing on early intervention protocols, and the linking of performance of all Managers, Team Leaders, RLOs, Case Managers and employees to a balanced scorecard by providing incentives for all stakeholders.

Staff training is also a major component of the Early Injury Support Model. Snowy Hydro has constructed a program with a range of products to assist its RLO's, Case Managers and OHS staff to continue to perform and remain effective in their roles for the employees they assist and the organisation at large.

At the employee level, Snowy Hydro provide information packs to its staff highlighting the support network the business has in place, information and advice on the process of return to work and guidelines on reporting.

### The outcome

Through the implementation of this program, Snowy Hydro has established an early reporting culture and an improvement in this area with 81% of injuries logged in the first 24 hours, as well as a positive reduction in the number of incidents resulting in lost time.

There is now an expectation for all senior managers to utilise the technology and program to ensure a consistent approach to the management of rehabilitation and the return to work.



## 2006 Award Winners

### Category one: Public Sector Leadership Award for Injury Prevention and Management

Centrelink, Area Central and Northern Queensland for their entry entitled *Managing OHS during Centrelink's Response to Tropical Cyclones Larry & Monica*

### Category two: Best Workplace Health and Safety Management System

Visionstream for their entry entitled *Project 5 and Arrive Alive After 5*

### Category three: Best Solution to an Identified Workplace Health and Safety Issue

Department of Defence, Royal Australian Navy for their entry entitled *HMAS ANZAC Pontoon*

### Category four: Best Individual Contribution to Health and Safety

Mr Michael Hauptmann, Commonwealth Scientific Industrial Research Organisation

### Category five: Rehabilitation and Return to Work

Linfox Australia & Linfox Armaguard Currency Management for their entry entitled *Innovative Strategies to Facilitate Site Engagement in the RTW Process and Improve Outcomes*

## Order of Proceedings

### Official opening

Official Address by Martin Dolan, Acting Chief Executive Officer of Comcare and Member of the SRCC

### Presentation of Awards

Category one: Public Sector Leadership Award for Injury Prevention and Management

### Entrée

### Presentation of Awards

Category two: Best Workplace Health and Safety Management System

Category three: Best Solution to an Identified Workplace Health and Safety Issue

### Main

### Entertainment Act

### Presentation of Awards

Category four: Best Individual Contribution to Health and Safety

Category five: Rehabilitation and Return to Work

### Dessert

### Close

## Menu

### Entrée

Barbequed king prawns on roasted cashew and coriander risotto with a mirin and lemon grass reduction

Or

Spinach and ricotta ravioli with a Provencale vegetable broth and truffled parmesan

### Main

Ale roasted tender loin of beef with horseradish aioli and truffle jus

Or

Corn fed chicken breast, eggplant caviar and pommery mustard cream

### Dessert

Individual tiramisu with amaretto sauce

Or

Strawberry and chocolate crunch pyramid with whipped cream and citrus syrup

## SRCC Commission Members

The Commission is an eleven member body. Each member is appointed by the Governor-General.

### Chairman – Mr Les Taylor

Mr Taylor was a former Chief Solicitor and General Counsel for the Commonwealth Bank of Australia.

The Commission has the following other members:

- ▶ **Craig Bosworth** – Manager, Public and Industry Affairs, Medibank Private
- ▶ **Flora Carapellucci** – Assistant Secretary, National Occupational Health & Safety and Workers' Compensation Policy Branch, Department of Employment and Workplace Relations
- ▶ **Martin Dolan** – Acting Chief Executive Officer, Comcare
- ▶ **Lt Gen Ken Gillespie AO DSC CSM** – Vice Chief of the Defence Force
- ▶ **Donald McCallum** – Representing the interests of ACT public sector employers
- ▶ **Sandra Parker**, Group Manager, Office of the Australian Safety and Compensation Council, Department of Employment and Workplace Relations
- ▶ **Graham Rawstron** – Head of Personnel, Reserve Bank of Australia
- ▶ **Graham Rodda** – Deputy National President, Community and Public Sector Union (CPSU)
- ▶ **Stephen Somogyi** – Vice President, Resources and Chief Operating Officer, RMIT University

## Master of Ceremonies – Richard Morecroft



Richard Morecroft is best known as the principal news presenter for ABC Television in New South Wales – a position he held for two decades. He is also a former presenter of 'Nationwide' where he conducted a wide range of studio interviews as well as making film reports for the program. In addition to his roles in news and current affairs, Richard has frequently been involved in other broadcasting projects, ranging from TV and radio education projects to election night specials.

## Entertainment & Event

### String Diva



Three young women, three electric violins... charming, sassy and unique!

The String Diva are known for their cutting edge performance featuring sophisticated, unique interpretations of some of the world's most loved classics and contemporary tunes including beguiling classical music with a funky edge – The Habanera from the opera Cameron, Mozart's Eine Kleine Nacht Mucik just to name a few.

Sit back, relax and be captivated.

### Limelight



Limelight is one of Canberra's most entertaining dance bands featuring pianist, singer and entertainer Daniel Edmonds. The band also boasts a front-line horn section, drums, guitar, percussion, and also features leading vocalist Fiona Sullivan.

Covering the best rock and pop hits from the 70's till now, including plenty of modern dance hits and also grooving and swooning to smooth Sinatra classics, they are sophisticated, stylish and fun.

### The Trophy



This unique trophy was specifically designed to represent the relationship between the SRCC and the award winner. The overall effect of the shapes and colours working together evokes the collaborative partnership. The gradual upward spiral is a symbol of the high quality and excellence achieved by our jurisdiction.

### Great Hall, Parliament House



Parliament House is the centre of Australian politics for our nation and the most famous meeting place in our land. It is one of the few parliamentary buildings in the world that permits the use of its function space for private use. The rich Australian timbers, the Great Hall Tapestry and the magnificent Australian artworks makes this one of Australia's most prestigious venues!

[www.comcare.gov.au](http://www.comcare.gov.au)

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