

Doing Safety Differently



4Ds



Learning **new** things

Safety Evolution Session

- Explain **what** the 4Ds are
- Discuss **why** they were introduced
- Share **what's worked** and **what hasn't**
- Show you **how we have applied the 4Ds** at Linfox
- Encourage everyone to **have a go!**



What are the **4Ds**?

The 4Ds is a **simple** way to **capture the views** of workers about the things they believe are **dumb, difficult, different or dangerous** about their job.



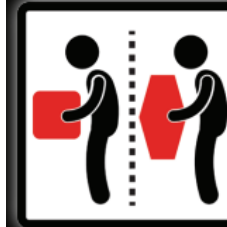
DUMB

What doesn't make sense to you about the work we are doing or how we are doing it?



DIFFICULT

What tasks do you find difficult or hard to do well?



DIFFERENT

What has changed or is changing relative to how things are usually done or should be done?



DANGEROUS

What feels risky to you about the work you do?

Why change?

Hazard ID Risk Assessment

		Consequence				
		Trivial	Minor	Moderate	Major	Critical
Likelihood	Almost Certain Is expected to occur regularly in most circumstances (e.g. at least once per month)	6A Moderate	10B High	15C Very High	20D Very High	25E Very High
	Likely Expected to occur at some time (e.g. several times per year)	4A Moderate	8B High	12C High	16D Very High	20E Very High
	Possible May occur at some time (e.g. once per year)	3A Low	6B Moderate	9C High	12D High	15E Very High
	Unlikely Not likely to occur in normal circumstances (e.g. every five to ten years)	2A Low	4B Low	6C Moderate	8D High	10E High
	Rare May only occur in exceptional circumstances (e.g. Every 10 to 100 years)	1A Low	2B Low	3C Moderate	4D Moderate	5E High

Note: Formal risk assessments will always have a place at work



**Target
everyday
risk**

4Ds

We need to get the balance right

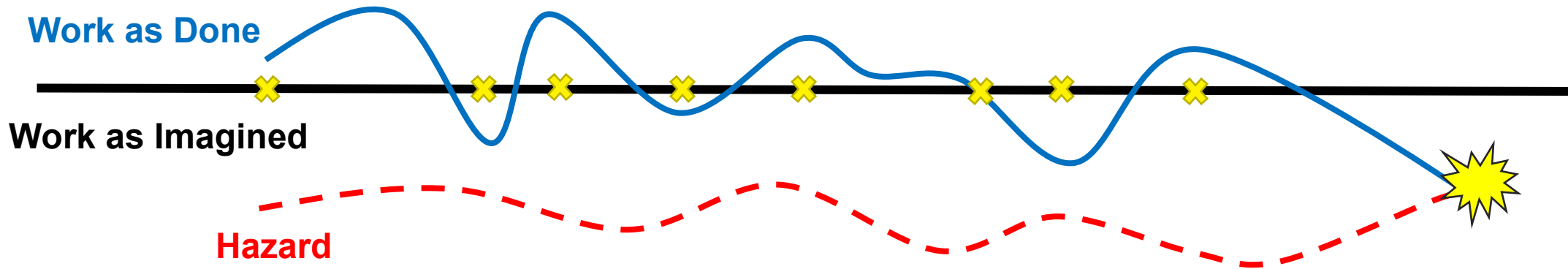
Lots of what we do is **after the event** ...

- **Reacting** when things went wrong
- **Focusing** on cause of injury not risk
- **Responding** to compliance issues
- **Introducing** new rules and procedures
- **Judging** people on behaviour and actions
- **Investigating** to determine cause and blame
- **Relying** too much on the numbers (TRIFR)



Work as done V's Work as imagined is real

- Fast paced industry > leaders can become **disconnected** with how work is actually done
- **Variation** between 'work as imagined' V's 'work as done' is common and occurs everyday
- **Good news** >> Team are good at responding to risk and **finding solutions** and **better ways to work**



Linfox Safety, Health & Wellbeing Core Principles

Care, trust and inclusion are the foundations of our safety, health and wellbeing culture. Our eight core principles guide our decisions and actions to make work better and safer for everyone.



To be safer and enhance health and wellbeing, we will:



Ask, listen and learn from those who do the work every day.



Target everyday and critical risks using 4Ds and STKY. Involve our team in solutions so they become champions of change.



Learn from incidents by asking better questions, removing blame and focusing on how we can improve.



Create a mentally healthy workplace by understanding and addressing psychosocial risks.



Improve health and wellbeing through education and delivery of flexible programs that focus on general health, nutrition, fitness and fatigue.



Recognise and reward team members for effort, performance and care.



Declutter systems to make work simpler, better, compliant and safe.



Measure activities that lift engagement, build capability, reduce risk and enhance wellbeing.



It all starts with asking the **right questions**

4Ds Basics

- Select the **activity or task**
- Choose the **team** (3-4 experienced people)
- Set the **date and time + location**
- Allocate **45 min**
- Run the sessions > **Ask the 4Ds**
- Collect **responses** on paper or white board
- Find and act on any **quick wins**
- **Share outcomes** with leadership team
- Find **solutions** with team > Implement and act!



4Ds > Recent Examples

DUMB

Unloading at the other end of warehouse

Increased forklift use and travel > increase in risk



DIFFERENT

Different sizes and widths of tyres

Different approach needed for stacking and transport



DIFFICULT

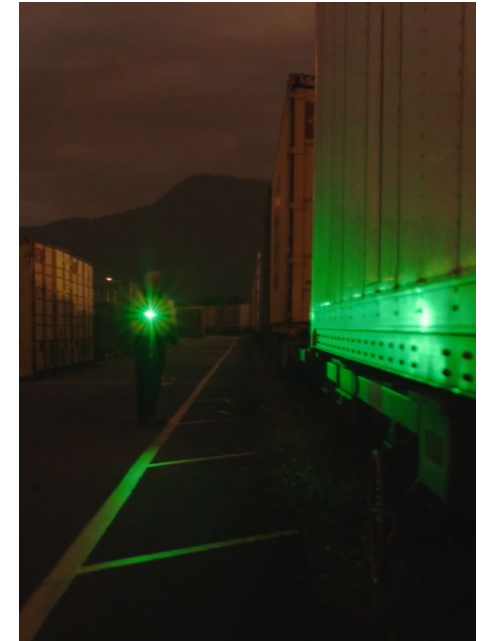
Constant chatter over 2-way radio

Difficult to hear and confirm jobs



DANGEROUS

Not having special torches as a backup to communicate when shunting rolling stock



Risk

- **Dangerous:** reaching into the heat tunnel to re-align stock could result in a burn.

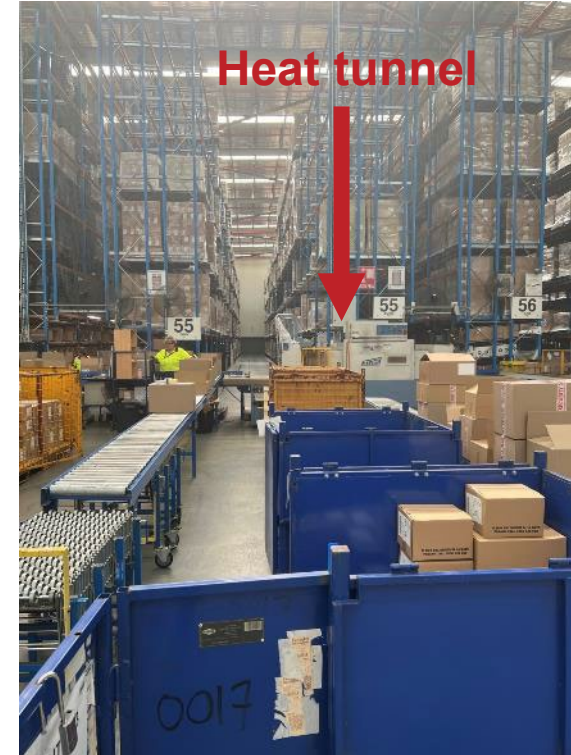
Solutions

- Removal of the heat tunnel to remove the risk altogether.
- Boxes used as an alternative packaging solution in replacement of heat tunnel.

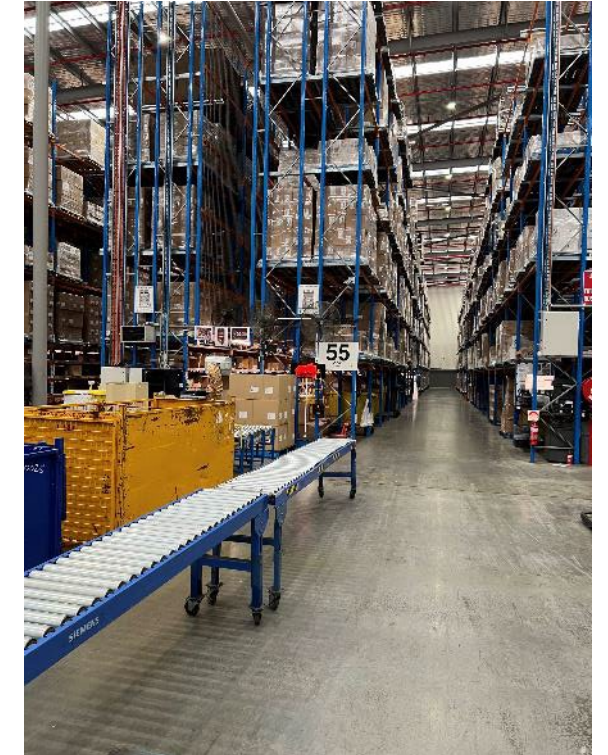
Status

- Closed.

Before



After



Workshops

Site: Erskine Park Workshop Scope/Task: Changing Oil Drums

Risk

- **Dumb:** individuals filling drums with the wrong oil from the pump.

Solutions

- Clearly labelled pumps, reducing chances of errors being made.
- As a result of labelling each pump, it was identified there was also a pump shortage. New action > Order additional pumps so that every drum has a pump.

Status

- Closed.



Intermodal

Site: Parkes Scope/Task: Loose Load into Container Boxes

Risk

- **Difficult:** poor visibility due to bad lighting in containers.

Solutions

- Lights with magnetic bottoms purchased to be attached to the side wall of containers.

Status

- Closed.



Risk

- **Dumb:** the colour of flare lights can be confused with the indicator of a car (orange).

Solutions

- Green-coloured flares to be trialled to reduce confusion with car indicators.

Status

- Open – Trailing options.



Over to you

4Ds > Its simply about having honest conversations with the team about how we can make work **better, easier and safer** for everyone.



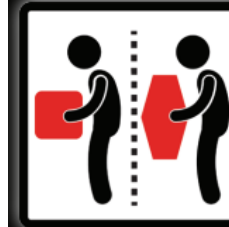
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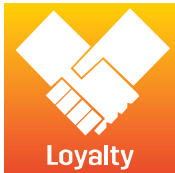
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DANGEROUS

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OUR VALUES ARE THE FOUNDATION OF OUR CULTURE



We're about people and relationships. If we don't look after one another, we can't win. Together we find solutions and we don't take our relationships for granted.



We do the right thing. Always. We're transparent, honest and ethical in our interactions with our colleagues, customers, suppliers and the public. In short, we're true to our word.



We're all equal and we treat each other with respect. We are one team working towards a common goal. We get the best results when we cooperate and uphold our mutual responsibilities.



We trust in each other to deliver. We trust in the good intentions of each other and we're rewarded for that. We accept that trust must be earned and can't be taken for granted.

