



TITLE OF PRESENTATION: PILBARA RAIL'S JOURNEY TO A SAFETY FOCUSED CULTURE

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COMPANY NAME: PILBARA RAIL

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## **Background**

On the 1<sup>st</sup> April 2002 Hamersley Iron and Robe River integrated their railway systems into one company and formed Pilbara Rail.

Pilbara Rail employs a total of 490 employees of which 150 are contractors. These employees and contractors are spread throughout the Pilbara region of the North West of Western Australia.

Pilbara Rail transports iron ore from seven inland mines to three ports. The current schedule is 10 trains per day for Hamersley Iron and 8 trains per day for Robe River. This integrated rail system has a total of 1184 kilometres of track and has the capacity to haul approximately 134 million tonnes of iron ore per year.

Each ore wagon carries approximately 106 tonnes of ore resulting in an axle load of 32.5 tonnes.

Each Train has a gross mass of approximately 29,500 tonnes and is up to 2.4km long.

Trains consist of 2 GE Dash 9 Locomotives hauling 230 ore cars on the Hamersley system and 3 GE Dash 9 Locomotives hauling 202 ore cars on the Robe River system. A round trip to Yandi is almost 900km and uses 20,100 litres of fuel.

The environmental conditions are harsh and employees often work in isolation. Trains are operated by one person. It is crucial that the location of work performed by all employees and contractors is known at all times. Pilbara Rail has a comprehensive Safety Management system in place to ensure the safety of all employees and contractors in all aspects of operating the railway.

Two companies coming together as one, created many challenges and changes for Pilbara Rail. Through this period of change Pilbara Rail managed to develop and maintain a safety focused culture, through management commitment, simple risk assessment tools, total employee involvement, well developed safety management systems and clear expectations of leaders and employees.

## Safety Value

The culture in Pilbara Rail is that health and safety of our people is a *Value that will not be compromised*. To assist this vision we have a simple vision and goal.

*Our Vision:* To rail iron ore as required by Hamersley Iron and Robe River without people being harmed.

*Our Goal:* All injuries and occupational illness are preventable. The Pilbara Rail goal is zero for all of them.

Management is committed in making this a reality through an effective management system practically integrated with all aspects of work.

## The Journey

### **Phase 1: Phase one was about eliminating unsafe conditions.**

In 1992 a NOSA based system was adopted, which consisted of 73 elements. This system was called Hlsafe.

Through continuous improvement the system evolved from a very prescriptive system to one, which applies the principles of risk management to manage safety. Over time, Hlsafe has been tailored to align with our business operations rather than 'one size fits all'

Hlsafe forms part of Pilbara Rail's Safety and Health framework. It is a set of *minimum safety standards* set in accordance with relevant statutes, standards, codes and industry best practice. These minimum standards are used by PRC to assist in the identification, assessment and control of workplace hazards, and to assist in providing *safe systems of work*

### **Phase 2: To create a safety focused culture**

Our goal is to create a safety focused culture through appropriate systems/symbols and behaviours.

Unsafe conditions had now been identified and controlled or eliminated, but how do we change our employee's behaviour?

There are a number of *Essential Requirements to Change Behaviour* that we believe include:

- Senior Management to demonstrate commitment
- Committed and trained leaders who understand how their actions influence positive and negative behaviour of their team
- Good, simple, practical systems that are used by all
- Hazards that are eliminated or controlled in an effective way
- Total Involvement – One Team, One Goal
- Employees have clear expectations

The Chief Operating Officer, Managers and Superintendents have signed their commitment to a poster size document called "Pilbara Rail- Working Safely in 2004" This document is visible in all work areas and outlines the expectations of leaders and employees, including training, competencies, pre-shift briefings, hazard identification, hazard controls, safety contacts, safety action plan, Rio Tinto Safety and Health Standards, incident reporting/investigation and our commitment to employees.

## Our Approach

### Inductions

Inductions are conducted for all new employees and contractors. The induction process is run by key personnel within our organisation including the Chief Operating Officer, Safety Training Officers, Human Resources Adviser and the Environmental Adviser. The Induction is a two day process and includes:

- Chief Operating Officer sets expectations of all employees and safe behaviours.
- Training in basic safety tools such as: safety observations, Take 5, JHA's, risk assessments
- Iron Safe Safety Standards- safety management system
- Employees complete a Personal Commitment to Safety in a Personal Safety Plan
- Environmental requirements
- Driving Awareness

### Simple Safety Tools- Take5's, Safety Observations, Team Based Risk Assessments

Take 5's are a simple risk assessment tool used to identify hazards, assess the risk, control the hazards and do the job safely. The Take 5 system is a simple 5 step process:

- Step 1- Think through the task
- Step 2- Spot the Hazards (to yourself and others)
- Step 3- Assess the Risk (probability and consequence)
- Step 4- Make the Changes
- Step 5- Do the job safely



Employees are required to undertake a Take 5 prior to conducting a task and if the task changes.

*Safety Observations* is a process for identifying and reinforcing safe behaviours and identifying at risk behaviours. It is used to identify the barriers to safe behaviour and about finding solutions together. A Safety Observation involves watching a snap shot of a task. Employees are given positive feedback on safe behaviour and at risk behaviours are identified and discussed at the time, to together find a safe way to complete the task. It is a No Name, No Blame system.

Peers conduct observations on each other and are actively encouraged to visit other work areas, as a fresh set of eyes to work tasks.

Employees are encouraged to conduct one observation per month. Currently Pilbara Rail records over 1000 observations per month. At the monthly safety meeting teams report back safety improvements that have been identified thru the observation process.



Its all about positive peer support, based on positive reinforcement and that all employees participate in making their work safer.

*Team Based Risk Assessments* is a process whereby all work groups form teams to analyse the risks of activities by location in their work areas to identify unacceptable risks. This process has been used to form the Pilbara Rail Risk Register and develop Risk Reduction Plans to eliminate or control the identified risks. This has been an excellent process to identify sleeper or hidden hazards.

### ***Standards/Rules/Procedures***

Standards, rules, policy's and procedures are clear and concise. These documents are readily available through a Document Control System and continually reviewed.



Emphasis is placed on the employees to have a personal accountability to know and follow the Operating Rules and Safework Procedures for their work.

### ***Contractor Management***

Contractors make up approximately 30% of our workforce. They are an extremely important part of the organisation. Contractors are integrated into our operation, they follow the same induction process, safety systems, policies and procedures. They are treated exactly the same as Pilbara Rail employees, which includes the same training as employees, attend Pilbara Rail safety meetings, involvement in teams etc. Contract companies must undertake a rigorous contractor pre-qualification process before being approved to undertake work on any Pilbara Rail site. A contract employee's life has the same value as any other employee.

## ***Employee Involvement***

Employees and contractors are involved in a number of teams including:

Hirail Improvement Team

- Operating Rules Team
- Access Road Team
- Indigenous Communities Driver Awareness Team
- Emergency Response Team
- Team Based Risk Assessment
- Safety Representative Leadership Forum

All employee's and contractors participate in the Safety Observation process and conducting Take 5's at the beginning of each task and if the task changes.

Employees are involved in visiting other operations to assist in the identification of best practices and attend health and safety conferences.



## ***Incident Reporting***

All incidents are reported. This includes near misses, property damage and all personal injuries. All incidents are reported to a central location and an initial summary distributed to all teams to be discussed at toolbox meetings. All incidents are risk ranked and depending on the level of risk will determine the level of incident investigation. Actions are identified and personnel are actioned items. Outstanding action items are reviewed on a monthly basis. Property damage incidents are risk ranked to facilitate further understanding and review of those that had more serious potential.

## **Our Safety Performance**

At Pilbara Rail we monitor and measure key performance indicators to achieve and maintain a positive safety culture. This identifies key areas of improvement enabling a continuous improvement process. Both lagging and lead measures are utilised.

Our employees and contractors are involved in setting targets and performance indicators and applying actions to achieve these targets.

Pilbara Rail's excellent safety culture and performance has been recognised in a number of ways:

Firstly Pilbara Rail was Highly Commended in the 2004 Minex Awards in recognition of outstanding site leadership and a firmly developed safety culture integrated across the operation, and enviable safety and health performance attributable to robust safety and health management systems, and a focus on the individual in safety and health communication.

Pilbara Rail was also nominated as a finalist for the Rio Tinto Chief Executive's Safety Award 2003 and received a commendation.

The Pilbara Rail Emergency Response Team won the Rio Tinto Iron Ore Emergency Response Competition in 2003, competing against eight other response teams.

Our last lost day injury was in August 2002, when an employee lost one shift, due to severe bruising to the back.

A "safety focussed culture" is necessary to have a truly safe operation, which is achieved through demonstrated leadership commitment, total involvement of employees, quality systems and procedure. Employees and contractors are treated as one team with one common goal.

The safety journey will continue as new employees enter the organisation, as we learn from lessons from others and lessons from within our own organisation, we are continually learning and finding ways to improve safety.

The best success we can have is that each and every shift our employees go home safely.

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