



**A Safe Day  
Every  
Day**



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# A Safe Day Every Day

## Introduction

It is two years since NRW first launched our A Safe Day. Every Day Program, and since then I am very proud to say that our safety performance has improved significantly.

More important than an improvement in safety statistics alone, is the cultural transformation that has taken place. I have no hesitation in stating that NRW employees' commitment to safety, a safe workplace and the safety of their workmates, is something we are proud of.

The achievement of great things is no time for complacency, and with this in mind, I am once again calling on each and every one of you to commit to achieving our next challenge! We are targeting a TRIFR of less than 2.0 for NRW Civil & Mining by the end of 2014. Whilst the difference between where we are currently and where we strive to be may not seem significant, it is likely to be more difficult and require more focused concentration, so your continued commitment is essential.

As you all know, Health, Safety and Environment (HSE) at NRW is intrinsic to each of us carrying out our daily tasks in a safe manner, looking out for our workmates, and ultimately delivering civil and mining projects to our clients that we can be proud of. Our goal is for every employee and subcontractor to arrive home safely after each shift or swing.

This booklet, A Safe Day. Every Day at NRW, also has a new look to represent the next phase of A Safe Day. Every Day's evolution. It sets out the current programs and initiatives which make up the A Safe Day. Every Day Program from March 2014. By reinforcing our company-wide commitment to a positive and accountable safety culture, we see the Program implemented with consistency and uniformity across the whole organisation, in turn resulting in A Safe Day. Every Day for all NRW employees.

One of the major changes to A Safe Day. Every Day is the expansion of the individual recognition awards. Following the success of the Project of the Quarter awards, we have introduced Employee of the Month, Quarter and Year categories – more information can be found on page 16. By increasing recognition of the fantastic work our people do across all sites and across the business, we increase our knowledge through shared lessons learnt, and also reinforce our culture of celebrating excellence. There have also been some further refinements of the Key Performance Indicators (KPI's) in the Project of the Quarter Awards, more on this on page 19.

I encourage all of you to continue to embrace and champion this worthwhile Program as you have done for the past two years. I look forward to sharing more success as we pursue our goal of maintaining a TRIFR of less than 2.0. So please, remember that safety takes uncompromised priority when we work, and your attitude and commitment to A safe day. Every day will help ensure you and your workmates get home safely each swing.

Thank you for your continuing support, and passion, when it comes to the NRW A Safe Day. Every Day Program.

Willie Rooney,  
Managing Director,  
NRW Civil and Mining





# Contents

1	Project Risk Assessment	6
2	Safety Management Plan	7
3	STEMS	7
4	Site Safety Meetings	8
4.1	Inductions	8
4.2	Pre-Starts	8
4.3	Return to Site Briefings	8
4.4	Toolbox Meetings	8
4.5	Health and Safety Committee Meetings	9
4.6	Safety Commitment Days	9
5	Site Safety Activities	10
5.1	HSE Notice Board	10
	Golden Rules	10
	NRW's 5 Golden Rules	11
5.2	HSE Alerts	11
5.3	Job Hazard Analysis (JHA)	12
5.4	Take 5s	12
5.5	Hazard Cards	13
5.6	Safety Stations	13
5.7	Safety Walk Throughs / Monthly Inspections	13



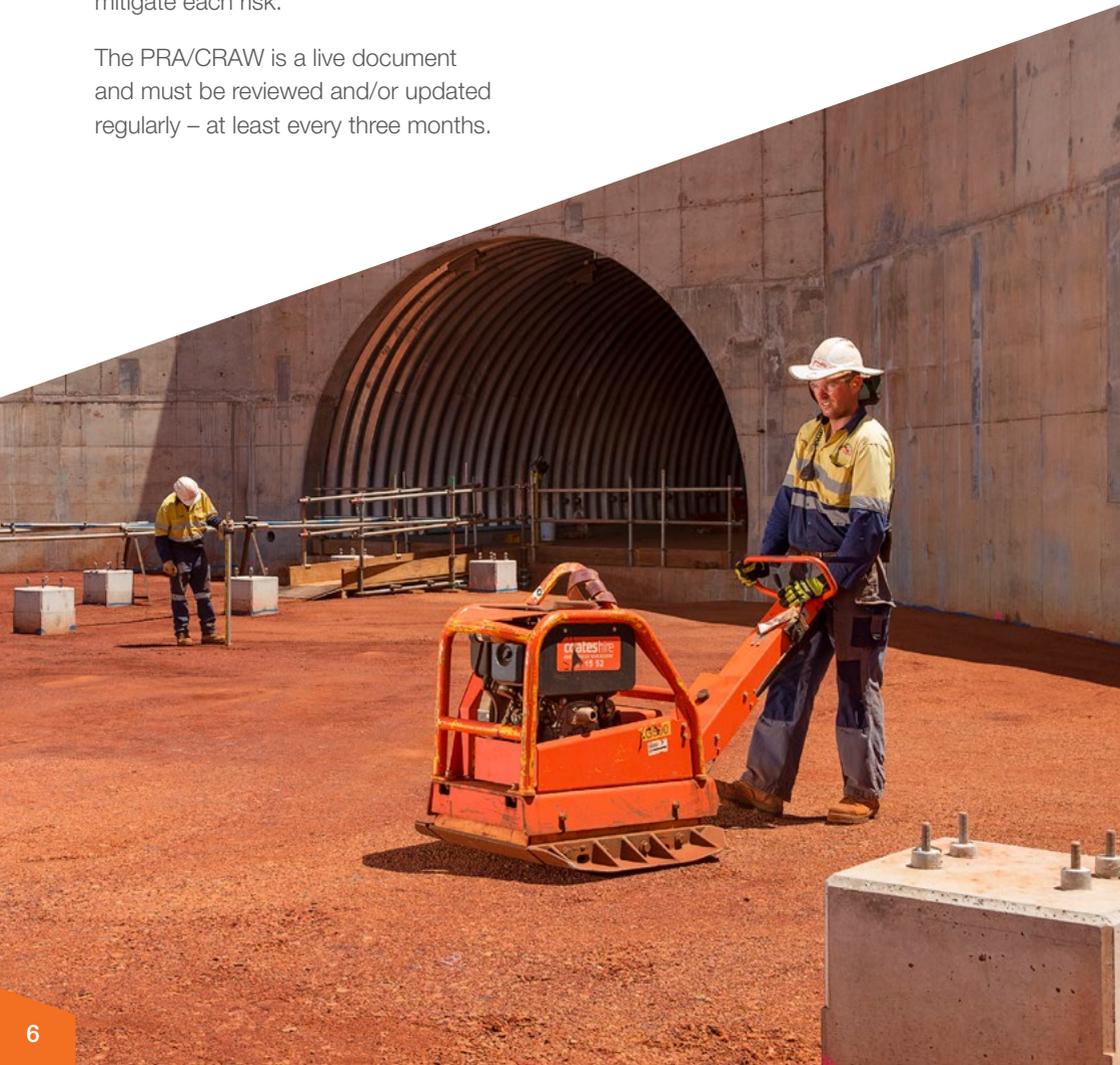
6	HSE Training	14
6.1	Health and Safety Representative Training	14
6.2	Incident Investigation Training	14
6.3	HSE Supervisory Training	14
6.4	STEMS Input Training	14
6.5	Mock Emergencies	14
7	Personal Wellbeing	15
7.1	Health & Wellbeing	15
8	HSE Recognition Program	16
8.1	Above and Beyond Awards	16
8.2	Weekly Hazard Card Recognition Awards	18
8.3	Employee of the Month	18
8.4	Employee of the Quarter	18
8.5	NRW Employee of the Year	19
9	NRW Project of the Quarter	19
10	NRW Project of the Year	20

# 1. Project Risk Assessment

The Project Risk Assessment (PRA, also referred to as a Construction Risk Assessment Workshop, or CRAW) is the result of a risk workshop, held prior to work commencing on site in an attempt to identify all risks specific to the project. Once the risks have been formally identified and documented, corresponding measures are identified and put in place to mitigate each risk.

The PRA/CRAW is a live document and must be reviewed and/or updated regularly – at least every three months.

Maintaining a strong awareness of new and current risks is important. As activities across our projects change to match the progression of the contract, it is important to ensure the risk mitigation measures in place are appropriate and working and then to formally check if new risks have become apparent.



## 2. Safety Management Plan

Each NRW project or site has HSE issues and risks which are unique to that project or site. Before commencement of work on site the management team will develop a Safety Management Plan (SMP) which addresses how all safety issues and risks will be managed and controlled.

The SMP must be presented and communicated to all employees when they commence on site. All project management personnel, engineers and supervisors must sign off that they understand and accept all aspects of the SMP.

A well communicated and understood SMP is one of the foundations of NRW's commitment to safety. If you are unaware of your site's SMP please request a copy from your site management team and make yourself familiar with its contents.



## 3. STEMS

STEMS is the heart of our NRW HSE System. It is an online database that records and monitors all safety issues and communicates them to all sites and corporate management.

STEMS allows a range of HSE issues, incidents and concerns to be quickly and accurately communicated across the entire company to ensure we conduct operations as best and as safely as we can. As such, it is mandatory that all health, safety and environmental incidents occurring on NRW sites are entered into STEMS in a timely and accurate manner.

Supervisors and above are required to check the STEMS system for updates at least once per day and relay this information to their team.

## 4. Site Safety Meetings

### 4.1 Site Inductions

When an employee commences work on any of NRW's projects, they are required to undergo a site induction.

It is essential all NRW personnel complete a site induction before starting on a new site to ensure they are aware of the specific safety risks on the project and to also gain insight into the NRW safety culture.

All inductions incorporate essential NRW safety procedures but will vary from site to site due to specific site and client requirements.

### 4.2 Pre-starts

Prior to the commencement of each day's work, a pre-start meeting is held. During pre-start your project manager, supervisor or other site representative will lead a stretching exercise; a review of the previous day's issues and safety incidents; brief all personnel on general issues within NRW and the project; then review and plan the work to be carried out in the coming shift.

Pre-starts are mandatory for all personnel.

### 4.3 Return to Site Briefings

When an employee returns to site after being on a Rest and Relaxation break (R&R), it is mandatory they attend a 'return to site' briefing to be advised of any recent changes in site activities, procedures or pertinent issues. All sites are continually changing and as we well know, a lot can happen in a week so these are particularly important.

### 4.4 Toolbox Meetings

HSE toolbox meetings are an effective way for NRW to communicate topics such as health and safety risks, hazards and recent incidents to our teams. Toolbox meetings take place weekly and issues applicable to your site will be included for discussion.

If you feel a safety related matter needs to be addressed either contact your immediate supervisor and ask to have it included on the agenda or simply raise the matter at the meeting.



#### **4.5 Health and Safety Committee Meetings**

Your site's health and safety representatives are members of the workforce elected by you to provide a voice on any health, safety or environment related issues and concerns that require attention.

At least once a month, your elected health and safety representatives will meet with site management and the HSE team at a health and Safety Committee Meeting to discuss these issues in an open environment, as well as undertake future health, safety and environment planning.

#### **4.6 Safety Commitment Days**

'Safety Commitment Days' are held within three months of the commencement of any project or once a significant team is mobilised to the site. 'Safety Commitment Days' will then occur every six months through the life of the project.

Attended by the entire project team, these days are designed to reinforce our values and commitment to safety through education and participation in the ongoing development of the project Safety Management Plan. This is also where individual projects may develop their site specific Golden Rules (see page 10).

If you have ideas for guest speakers or topics of interest please contact your project manager.

## 5. Site Safety Activities

### 5.1 HSE Notice Board

Each site will have the standard NRW HSE notice board installed in a central location. These notice boards will be used as a key communication tool for HSE information on your project. The HSE notice board will provide up-to-date information on your site's health and safety representative, safety statistics and current HSE issues amongst other important safety material.

The HSE notice board will be consistent across all NRW projects, which means no matter which NRW site you are on, you will always know exactly where to go for all HSE information.



### Golden Rules

On your site's new HSE notice board you will see a section on the left hand side labelled *5 Golden Rules*, these are the same on every NRW site, representing NRW's 5 Golden Rules. As of 31 January 2014, these 5 Golden Rules are enforceable and if broken will result in you losing your job. The 5 Golden Rules have been determined from historical industry incidents that have resulted in severe injuries and fatalities.

The 5 Golden Rules are a companywide, minimum standard of safety behaviour to ensure our people return home safely to their families. If you break any of the 5 Golden Rules, you are placing not only yourself but others at significant risk, and this will absolutely not be tolerated.

Below the 5 Golden Rules you will find 'Our Site's Golden Rules'. These have been left blank intentionally so your project, as a team, can decide on the five most important HSE issues relevant to your site.

## NRW's 5 Golden Rules are:

1. **Positive Communication:** Always establish positive communications with plant operators when approaching their operating area. Never breach operating exclusion zones.
2. **Authorised Operation of Equipment:** Never operate a piece of equipment for which you are not trained, assessed and authorised.
3. **Personal Isolation:** Always apply your personal lock and tag and then test for 'dead' before commencing work on equipment.
4. **Safety Protection Devices:** Never make any unauthorised modifications to any safety protection device.
5. **Mobile Phones:** Never use a mobile phone whilst in control of any mobile plant.

### 5.2 HSE Alerts

HSE alerts are NRW-wide communications related to HSE issues and incidents that warrant attention or recognition on every site. Besides being covered in the weekly toolbox meetings, the viewing of HSE alerts is compulsory for all NRW personnel. The alert will come as one of the following three levels:



#### **Red: Significant HSE alert**

Red HSE alerts are extremely important and require immediate action to be taken on every NRW site. Every site shall complete the feedback / acknowledgement form and return it to HSE head office within two weeks.



#### **Yellow: HSE alert**

Yellow alerts warn employees of a possible HSE issue. A near miss has occurred and each site needs to consider the potential for it happening on their site and develop appropriate preventative measures.



#### **Green: HSE recognition**

Green alerts are positive alerts that recognise NRW employee achievements in HSE and include recommendations for implementation across other sites if appropriate.

All HSE alerts are placed on the HSE notice board and will be communicated at pre-start and toolbox meetings.



### 5.3 Job Hazard Analysis (JHA)

A Job Hazard Analysis (JHA) is a detailed review by the work crew of the work being carried out in their area. All members of the team are to be involved in preparation of the JHA.

This process will identify all work activities to be undertaken, and the equipment and work methods required to do so safely, including any special equipment, licenses or permits.

Once the JHA has been finalised all members of the work crew are required to sign on to the JHA to indicate they are aware of everything that has been recorded. All visitors to the work area are also required to sign on as they enter the area.

The JHA must be signed on to each day by all members of the work crew.

JHAs are normally only valid for a limited time, depending on the site. When a JHA has expired it needs to be reviewed, redone and the work crew signed on before work can recommence in that area.

### 5.4 Take 5s

Take 5s are an industry wide standard and a mandatory NRW requirement, to be undertaken on an individual basis before each shift and whenever you commence a new task. These are required on all NRW projects and encourage all employees to Stop, Think, Identify, Plan and Proceed.

Take 5s train you to consider the potential risks and hazards involved in any task before you commence it, so you can then plan how to complete the task safely.

## 5.5 Hazard Cards

To ensure continual awareness and correction of any risks to our employees, hazard cards must be completed upon the recognition of any safety hazard by the person who discovers the hazard.

The completed card must be submitted to your immediate supervisor who is responsible for ensuring the hazard is 'fixed' and the risk removed before signing off on the hazard card, and recording what action has been taken.

A copy of the completed card is returned to the initiator allowing that person to see what action has been taken.

It is important to note a hazard card is required even when you identify a hazard and fix it on the spot.

## 5.6 Safety Stations

Safety stations are located around many of NRW's civil sites to provide teams with any safety equipment needed during a shift.

The stations may include essential safety equipment needed on site, including replacement safety wear such as safety glasses and hard hats, as well as safety tags and important safety notices.

These stations will be situated in close proximity to start areas and will incorporate the JHA boxes or similar on civil projects. If you have suggestions for additional items to be included at the safety stations please bring this up with your project manager.

## 5.7 Safety Walk Throughs / Monthly Inspections

Throughout the course of any shift your project manager, supervisor, site engineer or visiting management may conduct a safety walk through on the task you are completing.

These safety walk throughs encourage an open and frank discussion of the task being undertaken and aim to highlight safe acts as well as gaps in safety performance and the actual carrying out of duties.

All site management are required to regularly carry out safety walk throughs, and project managers are required to carry out monthly safety inspections.

Depending on which site you are on, these may also be called SLAMS, SAOs or BMA safe.



## 6. HSE Training

### 6.1 Health and Safety Representative Training

Health and safety representatives are elected on each site by their team and are there to act as an independent envoy of all workers on their site's health and safety issues.

Once elected, health and safety representatives will be trained by an external institution to industry standards, allowing them to remain independent and unbiased.

### 6.2 Incident Investigation Training

Every serious safety incident at an NRW project is investigated using the TAPROOT or ICAM systems. Investigation results are reported across NRW and process changes or warnings are issued to ensure mitigation of future risk in the same area.

Appropriate site personnel are trained in this process.

### 6.3 HSE Supervisory Training

NRW's front-line management training encompasses a number of training

courses specifically designed to lift the leadership capability of those in key supervisory roles. A large component of this training includes a higher level of health, safety and risk management. More information regarding these courses can be found on the NRW Intranet.

### 6.4 STEMS Input Training

As an integral component of our safety program, STEMS training will be provided to all HSE advisors so as to maintain a high level of information and data in the system.

### 6.5 Mock Emergencies

Mock emergencies are run at each project on a quarterly basis. The activities are held on a 'surprise' basis and teams are measured on their quality of response alongside documented procedures. Examples of mock emergency topics include environmental incidents; cyclone preparation and response; as well as vehicle accidents.





## 7. Personal Wellbeing

At NRW we care about the health and wellbeing of our employees. We understand the benefits of you, our workforce, being fit and healthy, which is why we have included a personal wellbeing program under the A safe day. Every day umbrella.

A number of programs will be carried out across NRW through NRW's Health & Wellbeing Calendar that are aimed at ensuring the personal health and wellbeing of all employees. These may include participation in a number of different state, national and even global initiatives throughout the year (for example, Movember or Mental Health Week), as well as NRW specific ones.

More information will be provided as we near launch dates. If you have any ideas for events or initiatives please share the suggestion with your project manager.

### 7.1 Health & Wellbeing

As we all know, when you wake up in the morning your body may not be completely ready for a full day of physical activity. For this reason, and to improve the overall 'ready for work' capability of our workforce, NRW have implemented a REDiMED program called 'Health & Wellbeing'.

This compulsory daily exercise takes place during pre-start and consists of a stretching routine carried out by the entire workforce before every shift. It is led by team members who have been trained by the program instructors.

## 8. HSE Recognition Program

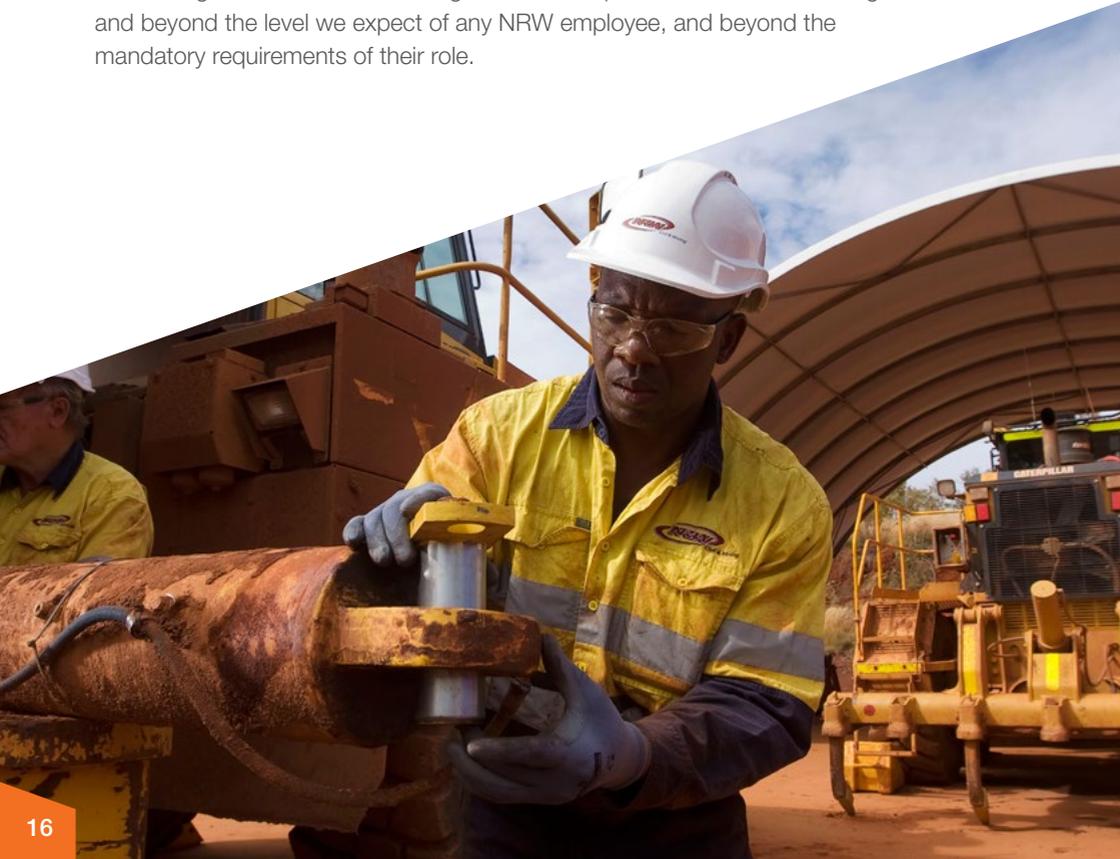
Safety is one of our core values at NRW. We understand that safety is an integral component of every day, and as a company, continually endeavour to improve our safety performance.

Our HSE Recognition Program aims to recognise and celebrate our workforce by encouraging and identifying individuals who demonstrate an excellent attitude and commitment to safety.

### 8.1 Above and Beyond Awards

These individual recognition awards will be managed on site by each project. Employees may be nominated by their project manager, a supervisor, a member of the HSE team, their site health and safety representatives and even their fellow workmates. No NRW employee is excluded from being recognised with this award.

In order for the nomination to be approved by the project manager, the reason for nominating must be for outstanding behaviour or performance in HSE that goes above and beyond the level we expect of any NRW employee, and beyond the mandatory requirements of their role.





Criteria to receive this recognition include:

- Working in a safe manner – **over and above what is expected**
- Setting a good example – **over and above what is expected**
- Significant idea or initiative put forward
- Other positive and exceptional actions contributing to a positive culture and safe working environment on site.

In order to be considered, all nominations must be completed and placed in the “HSE Recognition Nomination Box”. The project manager will review the nominations on a weekly basis and sign off on those that fit the criteria for nomination, before sending to HSE head

office for final approval. Upon approval, HSE Recognition Cards (pre-loaded eftpos cards) will be allocated and activated ready for award to the employees.

These HSE Recognition Cards will be presented in a pre-start or toolbox meeting by your project manager, HSE advisor, supervisor or manager.

#### **Q. What are the HSE Recognition Cards and how do they work?**

**A.** The HSE Recognition Cards are pre-loaded eftpos cards that, once activated, can be used just like any other eftpos card. Redeemed at any location that accepts eftpos in Australia.

## 8.2 Weekly Hazard Card Recognition Awards

As with the Above and Beyond Awards, the Hazard Card Recognition Awards are awarded at a project level. This component of the HSE Recognition Program exists with the intention of improving the quality and quantity of hazard cards submitted and the quality and timeliness of the closeout.

Each site's project manager and HSE team will conduct a weekly hazard card review whereby outstanding significant reports will be submitted with hazard card evidence, to HSE head office. Those that are approved by HSE head office will be assigned and allocated an activated HSE

Recognition Card. These will be presented in a pre-start or toolbox meeting by your project manager, HSE advisor, supervisor or manager.

If the quality of hazard cards submitted is not considered appropriate for an award, no award shall be made. The hazard card has to have been appropriately closed out to be considered for an award.



## 8.3 Employee of the Month

Once a month during the Health and Safety Committee Meeting (whose attendees include site health and safety representative) an Employee of the Month winner will be selected from the Above and Beyond Award and Hazard Card Recognition Award pools for that site.

The winner will be presented a certificate and award onsite and will go into the running for the Employee of the Quarter Award.

## 8.4 Employee of the Quarter

Employee of the Month winners from each site for each quarter will be reviewed by a committee comprising senior management from head office. The Employee of the Quarter is chosen from this group based upon their outstanding commitment and/or performance in safety.

The winner will be presented with a certificate and an award by a member of the NRW senior management team on site, and will go into the running for the Employee of the Year Awards. They will also feature in a profile piece in The Groundbreaker.

### 8.5 NRW Employee of the Year

Employee of the Quarter winners for each year will be reviewed by a committee comprising senior management from head office. The Employee of the Year is chosen based upon their outstanding commitment and/or performance in safety.

The winner and a guest will be invited to an end of year celebration in Perth where they will receive a certificate and an award which includes overnight accommodation. They will also feature in a profile piece in The Groundbreaker.

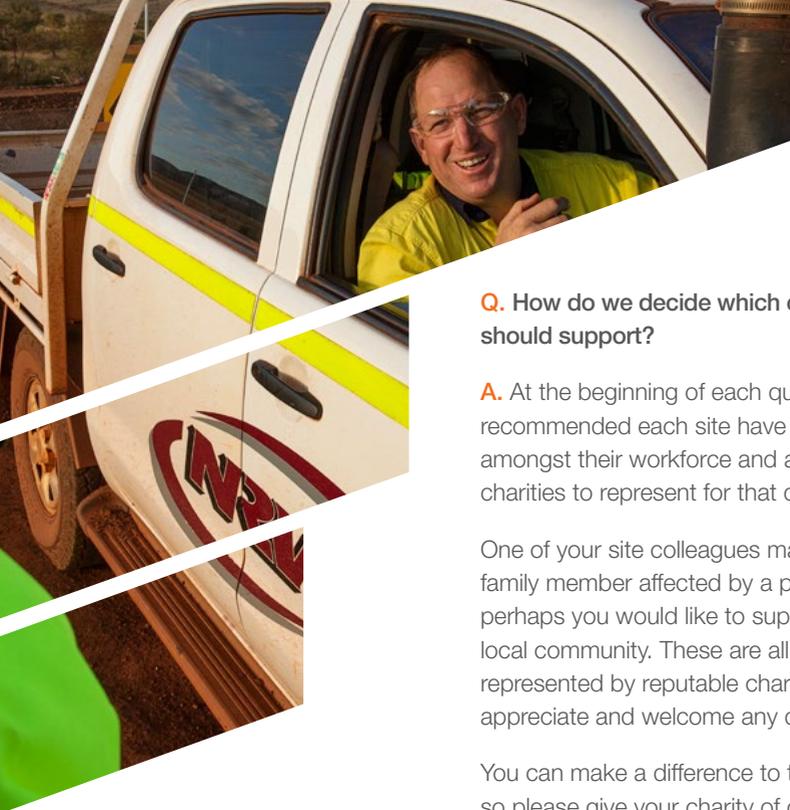
## 9. Project of the Quarter Award

All sites across NRW are scored on a set of criteria based on Key Performance Indicators (KPI's). The monthly scoring for each project is done on a self-assessment basis by each project manager and HSE advisor. These scores are auditable and will be published for each project across NRW.

Each project's score will be aggregated for the quarter and once the self-assessed high scores have been subject to audit, a Project of the Quarter will be declared. This Program provides benchmarking and measurement of each site's HSE performance in comparison to the rest of NRW, whilst reinforcing the positive safety culture at NRW.

Beyond the internal recognition and benchmarking and just as importantly, the Program is also about empowering each NRW employee to make the communities in which we live better through its charity component. As a result, the winning project of each quarter will be allocated \$20,000 to donate to their chosen charity. A senior representative of the Project of the Quarter's charity will be invited to visit the winning site to be presented with the \$20,000 cheque in the presence of the winning site teams.





**Q. How do we decide which charity we should support?**

**A.** At the beginning of each quarter, it is recommended each site have an open discussion amongst their workforce and ask for nominations for charities to represent for that quarter.

One of your site colleagues may have had a family member affected by a particular disease, or perhaps you would like to support a charity in your local community. These are all worthwhile causes represented by reputable charities that would greatly appreciate and welcome any donation.

You can make a difference to the lives of many, so please give your charity of choice ample consideration and remember that each safe action and behaviour you carry out throughout the year could result in a significant financial contribution to your project's charity of choice.

## 10. Project of the Year Award

This is the big one! The Project of the Year award will be awarded to the most consistently high achieving site based on the Project of the Quarter KPI's and does not necessarily have to be a past Project of the Quarter winner.

The winning site will be allocated \$30,000 to donate to the charity of their choice and will have an on-site celebration at the discretion of the project manager to commemorate their win.

This award will be announced in December and the site's project manager will have the honour of presenting the cheque for \$30,000 to a senior representative of the nominated charity.

For more information please read the procedure available for download from the Intranet, or on request from the HSE team.



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