



Issue 71

November 2016

Insight aims to provide useful information, links and tips in the areas of Risk Management, Occupational Health and Safety, Business Continuity Management, and other areas relating to management systems and corporate governance.

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- SNG Meeting Report – Qantas' Base Maintenance Facility
- Business Continuity Management over Summer
- Managing Christmas Party Risks
- Holiday Wishes and closing dates

SNG Meeting Report – Qantas' Base Maintenance Facility

The November quarterly Safety Networking Group session was hosted by Qantas at the Base Maintenance Facility in Brisbane.

Duncan Burton, a Qantas Operations Manager, presented on the application of the Six Sigma 5S system within their Base Maintenance facility. The presentation included practical examples of the improvements made to productivity, quality and health and safety through applying the 5S structure of:

1. **Sort** the equipment – Sorting the needed from the unnecessary to reduce clutter and facilitate a neater, more efficient work space.
2. **Set** the workplace in order – Have equipment where it needs to be – equipment stations were used to ensure equipment is always in the correct place when needed.
3. **Shine** the work area – Creating a best practice approach to keeping the workplace clean and tidy at all times, with a simple example being painting the inside of hangars white.

4. **Standardise** activities – Consult with employees on the best procedures to use to ensure effective and safe operation, provide visual controls and create systems of work. A weekly check sheet was developed after consulting with workers – it combines health and safety elements and other checklists.



5. **Sustain** – Ensure all activities and changes that have been implemented stay implemented. Discipline is required to sustain the system. A saying had been adopted – “Doing something when it needs to be done even though we don't want to do it”.

The benefits of 5S were detailed as better workplace organisation, safer workplace conditions and less slip/trip hazards.

Sean Walker, the National Manager Safety Service Delivery, shared details of the Qantas Safety Services transformation to a centralised safety services business partnering model.

As a large organisation with seven separate airlines, Qantas has undergone a major transformation, moving towards a shared safety model:



- to share learnings and leverage operational scale, remove duplication, align group wide priorities, and increase adaptability and simplification; and
- Increase adaptability and ensure simplification.

The concept of Business Partnering was introduced to Safety Services where the safety team moved from a traditionally servile role to one of a being a partner with the business units. Together with this, Safety Services transitioned to become an enabler, with a focus to assist people in the business to undertake traditional safety activities. Whilst this is a challenge many businesses face, it would appear that Qantas is seeing successes in this area.

The morning concluded with a tour of the Qantas' Base Maintenance Facility including the highly customised working-at-heights and aircraft scaffold docking systems.

The next Safety Networking Group function will be in late February 2017.

ABOUT THE SNG:

In 2005 QRMC founded the Safety Networking Group for senior safety professionals in SE Qld. QRMC continues to coordinate and arrange for speakers to present at quarterly meetings and discuss information on contemporary WHS issues. Group members also share information from their workplaces or industries, which other members frequently find interesting and useful.

More information on the [Safety Networking Group](#) can be found on our website. Senior safety professionals contemplating attending meetings in Brisbane can [contact QRMC](#).

Business Continuity Management over Summer

With the summer storm season upon us, and key staff away for the holidays in many businesses, it's a good time to check that your business continuity management systems are ready.

The holiday season can be used as a low stress 'test' of business continuity plans, in view of the temporary loss and unavailability of staff, as well as the increased likelihood of storm damage, flooding, power loss etc. Having robust business strategies in place can mitigate the effects of a natural disaster like a severe storm, and it can be an indicator of the robustness of business continuity plans if everything runs smoothly over the holiday period.

In the busy lead-up to Christmas, taking a little time to check that business continuity strategies are in place and ready to be implemented if required, will pay dividends by assisting to minimise losses and facilitate recovery. Some questions to ask now include:



- Is your Business Continuity Plan (BCP) documented?
- Have the possible risks to your business from weather events been identified and analysed?
- Has the BCP been reviewed and updated in the last 12 months?
- Has the BCP been tested to ensure that personnel understand the contents and are able to react to a disruption event?
- Is the BCP accessible to the personnel that require it?
- Are there support staff or alternates for key personnel on leave?
- Have these personnel been trained ?
- Has critical equipment been identified and can it be relocated and/or protected?
- Is there sufficient stock to supply your business and customers in the event of severe storm damage, flooding, access problems, power loss etc.?
- Does the BCP include location of critical documentation (e.g. insurance, financial, legal and identification documents)?
- Is critical data backed up and secure?

Some time spent now to check that the answer to these questions is 'yes' will provide significant peace of mind over the holiday and storm season.

Please [contact QRMC](#) for more information.

Managing Christmas Party Risks

End-of-year and festive season celebrations abound at this time of year in offices and businesses across the country.

While enjoying these activities, it's important for employers to remain mindful of their duties and

responsibilities to their workers, and to ensure that the organisation is protected from potential risks arising from these events.



End-of-year parties, if organised, paid for by the business, or held on work premises, are considered to be work functions. Therefore, the same duty of care applies as to any other work activity.

Poor behaviour fuelled by alcohol or the increased informality of the holiday season can lead to injuries as well as claims of workplace harassment/bullying or sexual harassment, for which the employer would be liable. Requirements for the provision of a safe journey home also often apply, as they would for other work activities.

To help manage the risks to workers and the business, employers should:

- Remind staff of harassment and discrimination policies before the event

- Communicate expectations about behaviour prior to the event
- Check the venue for hazards
- Set a firm end time for the function
- Appoint a manager to supervise the function
- Adhere to guidelines for the responsible serving of alcohol
- Provide plenty of food and non-alcoholic drinks
- Intervene quickly if any inappropriate behaviour is being displayed
- Ensure there are options for safe transport home.

Another aspect of the Christmas season that should also receive attention from employers is the increased risk to workers of the pervasive pre-Christmas rush. Tight deadlines and heavy seasonal workloads often result in fatigue, cutting of corners and a consequent increase in accidents and incidents. Workers should be reminded not to compromise their adherence to safe work practices, and employers should ensure that worker

safety is still being put first despite the seasonal pressures.

[QRMC](#) hopes all our readers enjoy fun and safe Christmas celebrations with their colleagues.

Holiday Wishes

This edition of Insight is the final for 2016. The first edition in the New Year will be issued in February 2017.

QRMC Risk Management Pty Ltd will be closing over the Christmas period, from close of business Friday 16 December, reopening Tuesday 3 January 2017.

QRMC wishes all our clients, supporters and readers a relaxing, happy and safe holiday season. We look forward to your company in the New Year!



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**RISK MANAGEMENT
SAFETY MANAGEMENT
BUSINESS CONTINUITY MANAGEMENT
MANAGEMENT SYSTEMS**

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