

WELCOME

TRACK WORKER STRUCK BY A PASSENGER TRAIN: SHARED LEARNING

LAVERTON INCIDENT SPEAK UP FOR SAFETY

TOOLBOX 7



MetroSafe



OBJECTIVE

Welcome the group and clarify the goal of the session.

WELCOME

This session looks at the importance of **speaking up** and provides you with clear information on why, how and when to speak up.

Housekeeping rules – phones off, duration of session (approximately 25 minutes).

WHY WE ARE HERE

This is the seventh of ten Toolbox Talks created to share learnings from the Laverton Incident.

Previous sessions:

1. The overview of the Laverton Incident
2. Planning Worksite Protection
3. Pre-Work Briefs
4. TFPC and WGS Accountabilities
5. Track Access Desk Role
6. Safe Systems of Work.

OUR SAFETY PLEDGE

LAVERTON INCIDENT: SPEAK UP FOR SAFETY

OUR SAFETY PLEDGE

I WILL FOLLOW CORRECT
SAFETY PROCEDURES

I WILL NEVER WALK PAST AN
UNSAFE ACT OR CONDITION.

ZERO HARM

OBJECTIVE

Clarify and emphasise our Safety Pledge and ensure participant understanding.

READ

I will follow correct safety procedures.

I will never walk past an unsafe act or condition.

DISCUSS

Confirm meaning of the term 'pledge.'

A pledge is a binding promise or agreement.

Acknowledge that promises are not easily kept and that breaches can happen.

Pose questions to the group:

- Can you think of a time when you walked past an unsafe act or condition?
- Can you imagine you are facing that time again, only on this occasion you do not walk past but you stop...and speak up?

Ensure you discuss:

This session is about that moment; when to stop, how to stop, what to do when you do stop and speak up.

INTRODUCTION

Safety is everyone's responsibility and safety starts with each one of us. Safety should be our number one consideration regardless of whether we are at work, at home or in the community.

This booklet provides clear information about the importance of Speaking Up for Safety and how it relates to the Laverton incident.

This is the seventh of ten toolbox talks created to share learnings with industry



OBJECTIVE

Set the tone and introduce the concept and importance of speaking up.

READ

Safety is everyone's responsibility and safety starts with each one of us. Safety should be our number one consideration regardless of whether we are at work, at home or in the community.

DISCUSS

Discuss the actions we take in our homes and in our community to ensure safety. Explain the need to apply this same sense of responsibility (and urgency) when at work.

Emphasize that safety **comes before friendship/mateship** and **comes before work output**.

- Safety is fundamental.
- Safety is a collective effort.

LAVERTON INCIDENT SUMMARY

TRACK WORKER STRUCK BY A PASSENGER TRAIN



On the morning of Friday 2 October 2015, a workgroup was assembling track-side in Laverton, Victoria. They planned to undertake dog spike removal works in preparation for re-sleepering of a section of track on the Altona Loop Line.

At around 0910, the supervisor for the works commenced marking the track to identify those dog spikes to be removed. He was working in a track crossover about 400 meters on the Melbourne side of Laverton Railway Station. A lookout had been placed for his protection.

At about 0916, a Metro Trains Melbourne suburban commuter train arrived at Laverton station, bound for Flinders Street Station in central Melbourne. After its scheduled stop, the train departed Laverton and approached the worksite. The lookout observed the train, warned workers of its approach and signalled to the driver that the track was clear. However, as the train took the crossover, the supervisor was foul of the track, and was struck by the train that was travelling at about 59 km/h. The supervisor suffered serious injuries.

OBJECTIVE

Ensure the team understand the Laverton Incident and its links to 'speaking up'.

READ

Read the summary of the Laverton Incident.

RELATE ADDITIONAL FACTS AND SUMMARISE

- Track workers followed the supervisor onto the track (and into the Danger Zone) without attending a Pre-Work Briefing (safety briefing).
- The Track Force Protection Coordinator (TFPC) stated that he did not believe he was in a position to question the actions of the supervisor.

The Laverton Incident has taught us that:

- Unsafe acts or conditions are recognised but not called out and this can result in serious injury.

LAVERTON INCIDENT: SPEAK UP FOR SAFETY

SHARED LEARNINGS - SPEAK UP FOR SAFETY

1

Employees are encouraged to Speak up for Safety if they feel the work they are doing, or the environment they are working in is unsafe.

2

Metro Trains Melbourne (MTM) is committed to a Fair, Open and Just Culture.

3

A fair and open environment promotes organisational values and beliefs, ensures fair and consistent treatment of all employees and encourages employees to manage behaviour choices.

4

If you feel the job is unsafe, speak up and report it to your supervisor.

5

Safety issues can be escalated to identify resolutions.

OBJECTIVE

Introduce the concept of the five key learnings and relate these learnings to the importance of 'speaking up'.

READ

1. **Employees are encouraged to Speak up for Safety if they feel the work they are doing, or the environment they are working in is unsafe.**

DISCUSS

Ask the group to think about the fact that track workers followed the supervisor onto the track without attending a Pre-Work Briefing and that the TFPC stated a reluctance to speak up.

Pose questions to the group:

- As a track worker, would you have followed the supervisor onto the track?
- As a TFPC, would you have been alarmed by the supervisor's actions? Would you have spoken up?

Ask the group to think back to the scene they recalled earlier, the scene that they walked past.

Pose a question to the group:

- Did you think about stopping and speaking up? If so, what made you keep walking?

Draw conclusions from the discussion and ensure team understand:

- A team mate or superior should have no bearing on your decision to act on safety concerns.
- When it comes to safety, everyone's voice is valid and encouraged.

LAVERTON INCIDENT: SPEAK UP FOR SAFETY

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Safety issues can be escalated to identify resolutions.

READ AND CLARIFY

2. Metro Trains Melbourne (MTM) is committed to a Fair, Open and Just Culture.

Ensure understanding that a Fair, Open and Just Culture means free from blame and finger pointing.

3. A fair and open environment promotes organisational values and beliefs, ensures fair and consistent treatment of all employees and encourages employees to manage behaviour choices.

Emphasize that all staff, regardless of their position, are encouraged to 'speak up' and report safety concerns.

4. If you feel the job is unsafe, speak up and report it to your supervisor.

Emphasize that 'speaking up' is not disrespectful and does need to be aggressive or combative; it is possible to state simple facts and express concerns calmly.

Ask the team to share suggestions on how to voice a safety concern to a supervisor.

Examples:

"I've just noticed that pile of tools. To me, it looks like a trip hazard."

"I don't feel comfortable about..."

"The Position Of Safety worries me because I have trouble moving quickly and ..."

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READ AND CLARIFY

5. Safety issues can be escalated to identify resolutions.

Ensure understanding of the escalation process. Refer to the 'How to Resolve a Safety Issue' flowchart on page 4 of the toolbox.

DISCUSS

Draw a conclusion from the five learnings.

Pose questions to the group:

- Thinking back to the scene of unsafety that you recalled earlier, do you feel differently now?
- Do you feel entitled to 'speak up'?
- Do you genuinely feel that 'speaking up' is the right thing to do?

If you sense reluctance to the idea of speaking up, encourage the team to think how it might feel to hear others speak up; would you be thankful, grateful, relieved?

A FAIR, OPEN AND JUST CULTURE POLICY?

MTM is committed to a Fair, Open and Just Culture.

A fair and open environment promotes organisational values and beliefs, ensures fair and consistent treatment of all employees and encourages employees to manage behaviour choices.

At MTM, we recognise the importance of trust and transparency within the workplace.

Our culture recognises the limitation of human performance and acknowledges unintentional errors can occur at any time.

Open and honest discussion will take place during investigations and reporting of incidents.

As a result of investigation, disciplinary action may occur for incidents where reckless behaviour has been identified.

A fair, open and just culture applies to individuals at all levels of the organisation for their areas of accountability, including senior management.

We encourage an environment of:

- Actively seeking to identify and manage risks in order to prevent harm
- Proactive reporting to learn from mistakes and errors
- Setting clear boundaries and a consistent approach for managing employee behaviour
- Improving our systems rather than blaming individuals as a prevention tool

OBJECTIVE

Examine the meaning of a Fair, Open and Just Culture.

READ AND CLARIFY

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Examine the difference of '**unintentional errors**' and '**reckless behaviour**' by posing a question to the group:

Your MYKI balance is low so you fail to 'touch on'.

Is this unintentional (reckless) or intentional (a mistake)?

Unintentional errors are what we think of as 'mistakes'. Reckless behaviour is when we knowingly ignore the right thing to do.

Clarify that turning up to work under the influence of drugs and alcohol is 'reckless behaviour.'

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OBJECTIVE

Reinforce the positive aspects of the MTM culture and the wish to focus on improvement rather than blame.

READ AND CLARIFY

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- Actively seeking to identify and manage risks in order to prevent harm
- Proactive reporting to learn from mistakes and errors
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Discuss the ways in which MTM have improved systems since the Laverton Incident.

- Implemented an enhanced rail safety inspection regime.
- Improved MTM's track access system to better support pre-planning, and a dedicated resource to support pre-planning.
- Introduced higher method of protection i.e. Absolute Signal Blocking.
- Implemented improved safety critical communications training.
- Established an 'Enhancing Safe Behaviour' (Just Culture) model, which provides the capability to retrospectively assess individual behaviours and their contribution to an incident.
- Developing a digital system to plan track access.

LAVERTON INCIDENT: SPEAK UP FOR SAFETY

HOW TO RESOLVE A SAFETY ISSUE



OBJECTIVE

Demonstrate that speaking up has a purpose, sparks action and is a fundamental element in the safety resolution process.

READ AND CLARIFY

Explain the flowchart on page 4 step-by-step.

Use examples to further illustrate or explain the logic.

- Provide a 'yes' example when following the 'yes' path. For example, there is no qualified Lookout on duty.
- Provide a 'no' example when following the 'no' path.
- Explain that the Management Representative is most likely to be the area or local manager, or delegate of MTM management.
- Encourage the group to always know who the work Health and Safety Representative is, on any given day at work.
- Explain the Hierarchy of Controls; the preference, always, is to eliminate. If we cannot eliminate, then we seek to substitute. If we cannot substitute, then we aim to isolate. And so it goes. PPE is the last and least effective form of control.
- Explain that results of the resolution process are always reported back to those affected.

Pose question to the group:

- How would this process work without 'speaking up'?

LAVERTON INCIDENT: SPEAK UP FOR SAFETY

WHEN DO YOU SPEAK UP FOR SAFETY?

In relation to the Laverton incident, the TFPC completed the Rail Safety Worksite Hazard Assessment and Pre-Work Brief and made it available for workers to sign. This form was normally signed after the Pre-Work Briefing, however some workers signed it on arrival, prior to the briefing.

The investigation into the Laverton incident also revealed that the TFPC called the MTM Track Access Desk (TAD) and advised them of the works to be undertaken on track. The TFPC informed the TAD that he had completed the RSWHA and had conducted the Rail Safety Pre-Work Briefing to all staff, although this had not yet been conducted.

Failure to have attended a Rail Safety Pre-Work Briefing was an indication to workers that safety protocols were not being followed. In this situation, it is important that you as an individual speak up for both your

own safety and the safety of those around you. It is important that everyone feels comfortable to speak up for safety if they have a concern.

To confidentially report or escalate a safety issue, you can contact MetroSafe on phone (03) 9619-5647 (choose option 4 and leave a message) or email MetroSafe@metrotrains.com.au. Please note that the phone number is not to be used for reporting immediate safety concerns. These should always be raised with your Supervisor or Manager.

No one knows how to stay safe better than you. If you feel the job is unsafe, speak up.

1

Ensure you, your workmates and the site has been made safe.

2

Immediately tell your Supervisor.

3

Work together to resolve the issue. Your Supervisor, Manager, HSR or Safety Manager can help.

ZERO HARM

OBJECTIVE

Apply hindsight to the Laverton incident and identify at what point it became appropriate and necessary for track workers to speak up.

READ

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DISCUSS

This is another opportunity to discuss how to voice concern and actually practice wording. Pose a scenario to the group and ask for vocal responses to the situation.

Do you know what Tim's doing on the track? I don't think any of us have had the safety briefing...

Tim, mate! What are you doing? We need to have the safety briefing before we start.

I'm not comfortable to be on the track until we've had the briefing.

I don't think we've followed safety protocol. Are we having the safety briefing?

I'm happy to start work when we've had a proper safety briefing.

During the lunch break you noticed your supervisor momentarily nod to sleep. He woke with a start and mentioned a long night with a sick child. Earlier in the day he appeared to zone out while the team were on track. What will you say?

HEALTH & SAFETY REPRESENTATIVES

Health and Safety Representatives (HSRs) play a vital role in making our workplaces safe. HSR's are employees who are elected by members of their Designated Work Group (DWG) to represent them, providing a way for their views and concerns about health and safety to be heard by Metro.

DO YOU KNOW WHO YOUR HSR IS?

If you have a safety concern, your HSR and Supervisor/Manager are available to discuss them with you.



OBJECTIVE

Reaffirm the existence and role of the Health and Safety Representative.

READ AND CLARIFY

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Pose a question to the group:

- Is anyone here an HSR? How do HSR's make themselves known to others? How do others seek out the HSR?

Emphasize the accessibility of the HSR.

If you have language barriers or simply find it hard to 'speak up' then consult the HSR!

GLOSSARY

All Right Hand Signal:

The All Right hand signal is one arm held in the horizontal position. By night a white light held steady.

Australian Transport Safety Bureau (ATSB):

The ATSB is Australia's national transport safety investigator.

Danger Zone:

Is all space within 3 metres horizontally from the nearest rail and any distance above or below this zone including being on the line, unless a Position of Safety exists or can be created.

Flagman/Handsignaller:

Is a rail safety worker who displays hand signals to the operators of rail traffic movements. A Handsignaller is also referred to as a Flagman.

Metro Trains Melbourne (MTM):

Metro Trains Melbourne, known colloquially as simply Metro, is the franchised operator of the suburban railway network in Melbourne, Australia. Metro Trains Melbourne is a joint venture between MTR Corporation, John Holland Group and UGL Rail.

Office of the National Rail Safety Regulator (ONRSR):

An independent body corporate established under the Rail Safety National Law (South Australia) Act 2012. The primary objectives of the ONRSR are to encourage and enforce safe railway operations and to promote and improve national rail safety.

Protection Officer (PO):

The qualified worker responsible for rail protection (NSW, SA, QLD, WA).

Position of Safety (POS):

Is a place where people or equipment cannot be struck by rail traffic.

Rail Safety Pre-Work Briefing:

Is a formal briefing on the worksite protection arrangements provided by the Track Force Protection Coordinator to all rail safety workers associated with the worksite protection and the Work Group Supervisor.

Rail Safety Worksite Hazard Assessment (RSWHA):

Is an assessment of the rail safety hazards to determine the method/level of protection requirement for a worksite.

Rail Safety Worker (RSW):

Is a person who has carried out, is carrying out or is about to carry out, rail safety work, and includes:

- a) a person who is employed or engaged by a rail operator to carry out rail safety work
- b) a person engaged by a person (other than by a rail operator) to carry out rail safety work
- c) a trainee
- d) a volunteer.

Track Access Desk (TAD):

Provides a single approval point for access by internal and external stakeholders requiring track access within the Rail Corridor and Danger Zone.

Track Force Protection Coordinator (TFPC):

Is the person appointed to assess and implement worksite protection arrangements on site.

Track Force Protection:

Track force protection is a method of protecting work on track between rail traffic movements.

Work Group Supervisor (WGS):

Is the individual ultimately responsible for the supervision of the programmed activities within a Work Site.

Work Group Supervisor Pre-Work Briefing:

Is a formal briefing on the task related activities provided by the Work Group Supervisor to the work group and Track Force Protection Coordinator.

FURTHER INFORMATION AND SAFETY PLEDGE



FURTHER INFORMATION

If you require any further information, please discuss with your supervisor.

INFORMATION SOURCES

- Rail Occurrence Investigation RO-2015-019 Final 24 August 2016
- RSWHA Briefing Note L4-OPS-GDL-002
- Rail Safety Worksite Hazard Assessment L4-OPS-FOR-014
- Planning Worksite Protection In The Rail Corridor L1-SQE-PRO-54
- General Operating Procedures L1-OPS-PRO-025
- MTM Asset Access Procedure L1-INF-PRO-021

MetroSafe



OBJECTIVE

Summarise and reinforce pledge.

Advise participants that further information about the incident is available.

READ

Restate the pledge: **I will follow correct safety procedures. I will never walk past an unsafe act or condition.**

DISCUSS

Leader commits to the pledge by providing a summary of the importance of 'Speaking up for Safety'.

Pose question to the group:

Imagine if we all lived up to this pledge, if we all made good on our promise...

How much closer would we be towards Zero Harm?