



RONAN
ANALYTICS

QUEENSLAND SAFETY
RESET SURVEY ANALYSIS
AND KEY FINDINGS
REPORT

2019

Disclaimer

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1. Executive summary

An online survey of mine and quarry workers who attended a series of Safety Reset sessions was conducted by the Queensland Department of Natural Resources, Mines and Energy (DNRME). It was conducted over a six-week period ending late August 2019. Survey respondents answered five questions to provide general suggestions on how safety outcomes could be improved in the mining and quarrying industries.

In addition to providing analysis of the collected survey data, Ronan Analytics conducted 20 targeted telephone interviews with industry stakeholders and Safety Reset attendees from mining and quarrying sites to identify themes and sentiment following the Safety Reset sessions.

1.1 Survey themes

The four most prevalent themes linked to safety and health in the survey responses were:

1. the importance of **leadership** in addressing safety issues and the impact this had on safety culture
2. the impact of **workforce** casualisation and the importance of an experienced, well-trained and permanent workforce in improving safety culture
3. the need for improved quality of **training** and more frequent training
4. the need for more clearly defined, standardised and simplified **processes**, policies and procedures.

Other notable themes raised in the survey included:

- safety concerns could not be raised without fear of reprisal
- a focus on production over safety
- a desire for greater enforcement of existing laws and regulations including more unannounced site inspections and more independent monitoring of mine operations
- environmental hazards that impact workers health.

1.2 Telephone interview themes

The top-three issues raised by stakeholders and attendees in the telephone interviews were consistent with those from the online survey:

1. Fear of speaking out
2. Workforce casualisation
3. Inadequate training

2. Background

In July 2019, following a tragic 12 months in Queensland mines and quarries that saw the deaths of six workers, the Minister for Natural Resources, Mines and Energy, the Hon Dr Anthony Lynham MP, convened with key stakeholders from across the mining and quarrying sector to forge an action plan to 'reset' the safety and health culture in Queensland's mining industries.

On 10 July 2019, a joint communique was released to outline the actions that industry stakeholders committed to. Signatories to the communique were the Queensland Government (represented by the Department of Natural Resources, Mines and Energy [DNRME]); the Queensland Resources Council (QRC); Cement, Concrete and Aggregates Australia (CCAA); Construction, Forestry, Maritime, Mining and Energy Union (CFMMEU), and the Australian Workers' Union (AWU).

One of the significant actions announced in the communique was a program of Safety Reset sessions to which every worker, from every mine and quarry site in Queensland, would attend. The objective of the Safety Reset was to facilitate safety discussions between management, operational staff and union representatives to help to improve safety outcomes.

More than 52,000 workers joined management and union representatives attending Safety Reset sessions throughout July and August 2019. This attendance number represents more than 95 per cent of Queensland's mine and quarry workforce. During this time 1,197 sessions were held around Queensland.

DNRME conducted an online survey that ran concurrently with the Safety Reset sessions and remained open until November 2019. The online survey received 518 responses. Ronan Analytics was engaged by the Queensland Department of Natural Resources, Mines and Energy (DNRME) to analyse the survey's findings and to provide some supplemental information through additional targeted telephone interviews.

3. Purpose

The purpose of this report is to extract the most value from the survey and interview responses and to formalise the results into a report providing insights into the themes and issues raised during the Safety Reset initiative.

It is intended to be read by industry workers and stakeholders including worker representatives, industry leaders and government to highlight areas of concern, and to inform further actions.

4. Survey overview

The Safety Reset online survey was conducted by the DNRME using the SurveyMonkey online survey software. The number of survey respondents (n=518) accounts for less than one per cent of the 52,000+ Safety Reset attendees. Due to the low sample size, the findings in this report are indicative only.

For detail on the methodology used to analyse the survey data see Appendix 3.

5. Survey findings

Respondents to the 2019 Safety Reset survey completed the following five questions:

Q1: What mine or quarry do you work at?

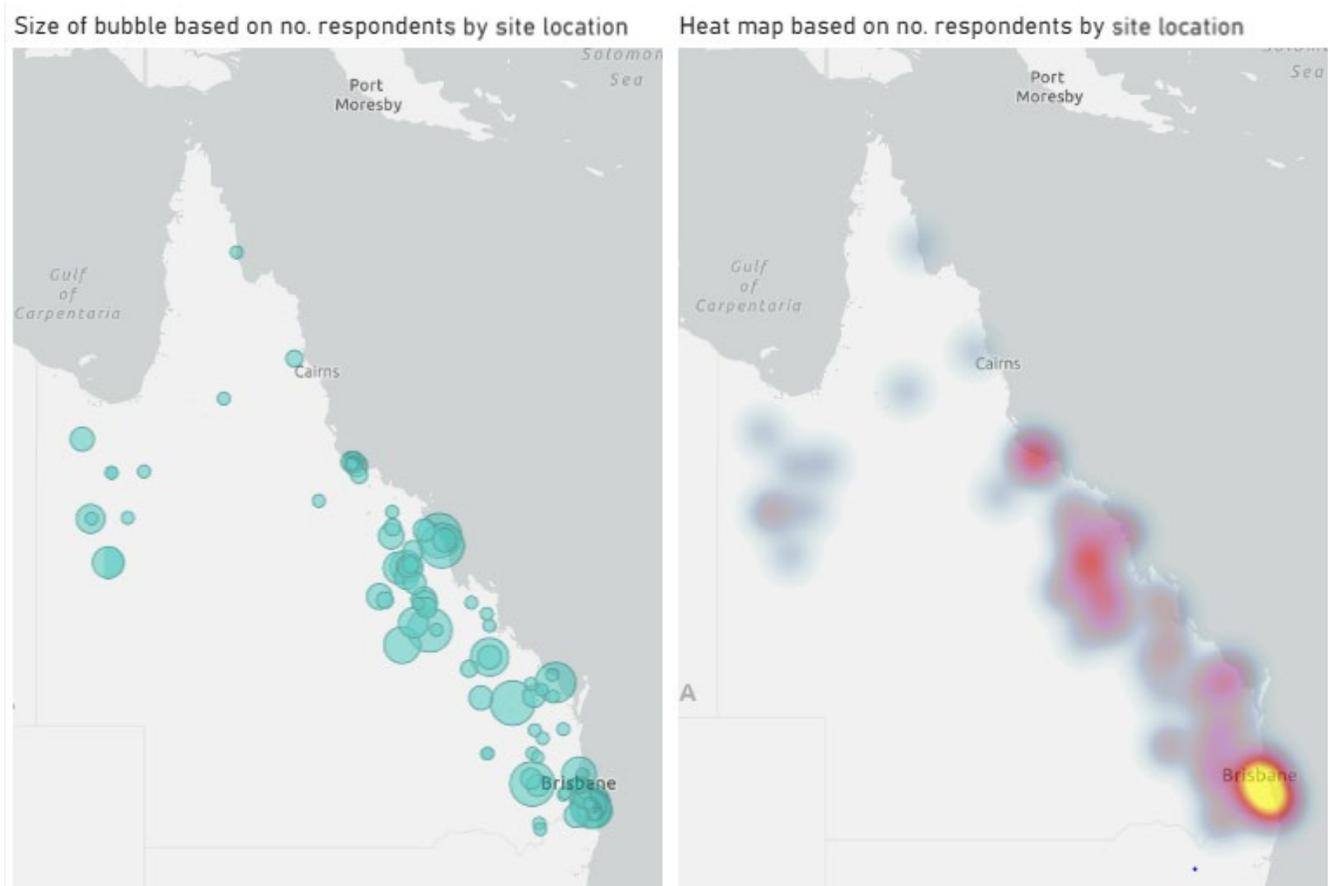
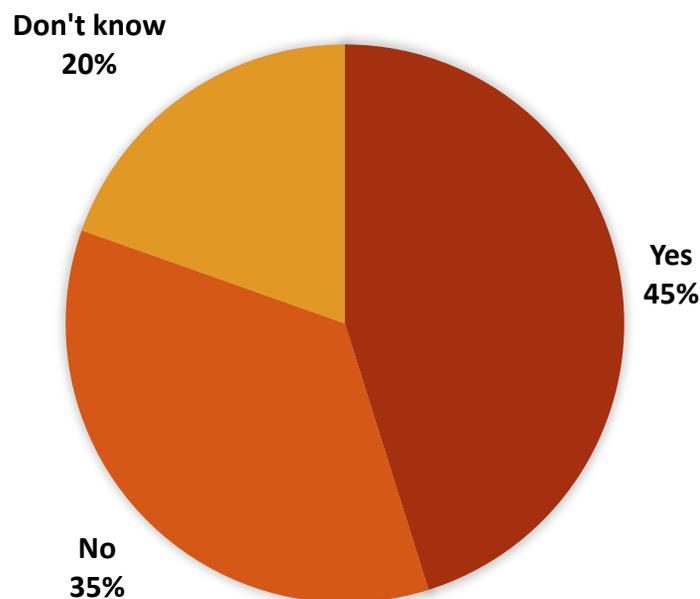


FIGURE 1 - NUMBER OF ONLINE SURVEY RESPONSES BY MINE & QUARRY SITES

Note: There were 110 individual mine sites represented in the data.

Q2: *Do you think the Safety Reset will make a difference?*



Q3: *Do you have any suggestions for improvements that would make your site safer?*

This question was a free text response; these responses were run through Ronan Analytics textual analytics tool (Qualify) which to extract the most common themes found in the survey. These results were validated by a human assessor with the top-four findings being:

1. Leadership (13%)

Respondents expressed the importance of leadership in addressing safety issues and the impact this had on safety culture, the power imbalance between management and a casual workforce and the disconnection between management and the on-the-ground safety realities faced by the workforce.

Examples from survey responses include:

- Listening to workers’ concerns and taking them seriously without reprisal.
- Not using Safety Resets as a means of shifting blame for the injuries and accidents.
- Senior management and executive having more understanding of the production pressures workers are under or perceive being under that may lead to incidents.

2. Workforce (12%)

Respondents pointed to workforce issues with the primary concerns being the casualisation of the workforce, and the importance of a permanent, experienced, well-trained workforce in improving safety culture.

This theme was a significant underlying driver of other themes throughout the survey and was a major fundamental contributor to other safety concerns.

Examples from survey responses include:

- Casual employees may avoid raising concerns and voicing opinions for fear of risking continued employment
- The need for more secure employment or an avenue to move from casual to full-time positions.

3. Improved training (11%)

The need for better quality and more frequent training. This issue was linked to the desire for more permanent workers who could improve their knowledge, skills and confidence with experience over time.

Examples from survey responses include:

- Better quality and more frequent training for all employees – whether new starters, casuals or permanent employees.
- Ensure Site Senior Executives (SSE) and mining managers have a level of operational experience to so they can assess the practicality and suitability of controls in the Safety and Health Management System (SHMS).

4. Process Improvement (9%)

Respondents identified the need for more clearly defined, standardised and simplified processes and procedures, particularly towards emergency or lifesaving Standard Operating Procedures (SOPs).

Examples from survey responses include:

- Standardising SOPs and lifesaving rules across all mine sites by producing industry-wide standards, such as isolation priority rules and barricading fatal risk controls.
- SHMSs vary across sites, presenting difficulties for contractors and coal mine workers that work across different sites. This makes it vital to enforce overall industry best practice.
- Reduce light vehicle–heavy vehicle interaction and accept down time to fix safety issues rather than risk assessing around them.

Other issues raised in the survey included:

- Fear of speaking up (8%)
- A drive for production ahead of safety (7%)
- Poor communication (6%)
- Enforce existing laws and regulations (6%) - The most common request with regards to enforcement was for more unannounced mine inspections. A small number of respondents wanted tougher legislation including the need for industrial manslaughter laws to provide

greater accountability. A small number of respondents stated that they wanted Queensland to follow a similar regulatory and enforcement approach to New South Wales.

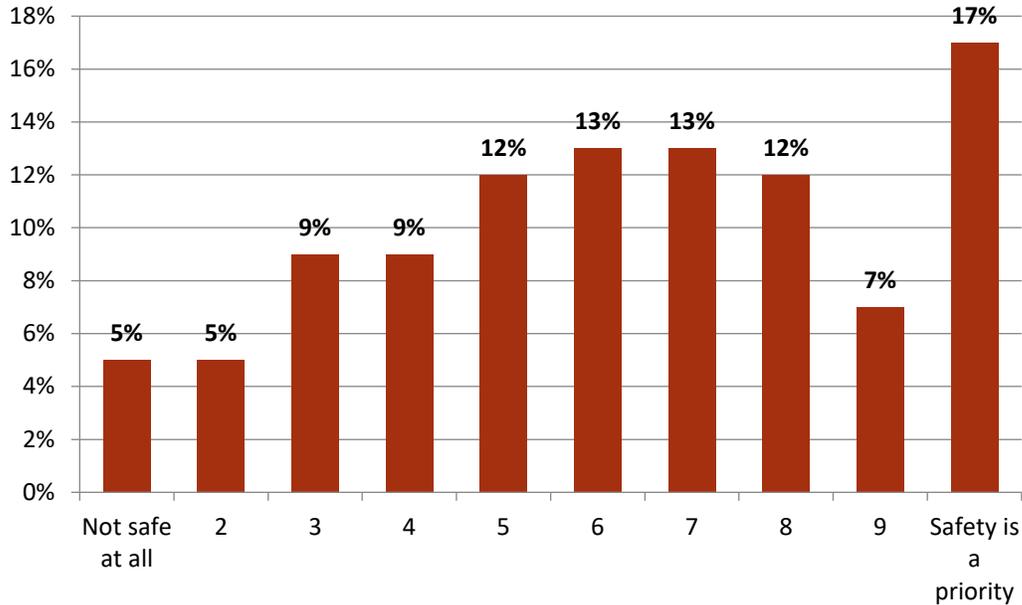
5.3.1 All themes raised by survey respondents

Ranking	Safety Reset Themes	Responses (#)	Percentage (%)
1	Leadership needed	78	13
2	Workforce	73	12
3	Improved training	66	11
4	Process improvement	52	9
5	Prevent the fear of speaking up on safety concerns	45	8
6	Production over safety	41	7
7	Enforce existing laws and regulations	34	6
8	Improved communication	33	6
9	Increased accountability	32	5
10	Culture shift	30	5
11	Environmental hazards affecting worker health	24	4
12	No change required	19	3
13	Other	19	3
14	Workload management	16	3
15	Increased mental health awareness	15	3
16	More frequent training	8	1
17	Bring critical learning to the fore	4	1
	*Total themes	590	100

*Note: Due to question 3 being a free-text response question, multiple themes may have been included in a single response. A maximum of 4 themes were taken per comment. The total number of themes counted is higher than the total number of survey respondents due to the presence of multi-themed responses.

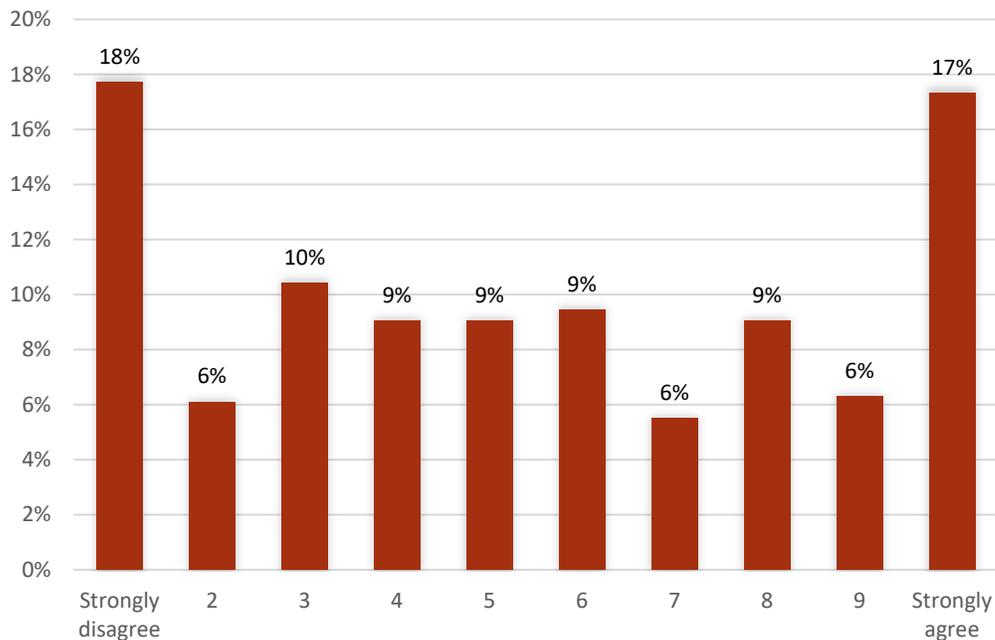
Q4: Is your site safe? (n=518)

Respondents were asked to rate their site from 1 to 10, with 1 being 'not safe at all' and 10 being 'safety is a priority'. The average rating was 6 out of ten.



Q5: Does your site have a 'no blame' culture of reporting? (n=518)

Respondents were asked to rate to what extent their site had a 'no blame culture', with 10 being 'strongly agree' and 1 being 'strongly disagree'. Responses to this question were almost evenly split.



6. Telephone interviews

Ronan Analytics conducted targeted telephone interviews that focused on attendees' experience of the Safety Reset sessions, and to capture any changes they had noticed at workplaces since the sessions.

A total of 20 telephone interviews were conducted: four with industry stakeholders (including unions and industry bodies), and 16 with workers who attended a Safety Reset session. Of the 16 attendee interviews, eight were from mines and eight were from quarries. Interviewees included Site Senior Executives (SSEs), managers and workers.

Questionnaires were designed by Ronan Analytics for industry stakeholders and Safety Reset attendees with contact details of stakeholders provided by DNRME, and attendees' details obtained from stakeholders.

Some stakeholder questions were reframed to capture a collective response indicative of feedback from that group's members (whether they be union or industry peak body members).

6.1 Stakeholder views

6.1.1 Consistent findings

All Stakeholders (4) expressed the following views about the Safety Reset sessions:

- felt positive or open minded prior to attending the Safety Reset sessions
- felt there was value in Safety Reset sessions being an ongoing and/or periodic event either every six months or annually.

3 out of 4 stakeholders reported:

- their feelings remained positive about the Safety Reset after they attended
- were either satisfied or very satisfied with the Safety Reset sessions.

6.1.2 Safety Reset content

3 out of 4 of stakeholders reported that presenters covered all the issues they thought were relevant.

All stakeholders (4) had suggestions about how the Safety Reset sessions could be improved with regards to content, structure, activities and materials.

Examples of suggestions from stakeholders include:

- more videos and photos
- information packs on how Safety Reset sessions are expected to be run
- improved tailoring of content for mines and quarry sites.

8 out of 16 attendees interviewed reported that their feelings had changed from negative to positive after attending the Safety Reset session.

9 attendees interviewed said that they had suggestions about how the Safety Reset sessions could be improved with regards to content, structure, activities and materials.

Examples of suggestions from attendees include:

- discussions on how and why incidents have occurred and changes made to prevent them
- consistency with content as it varied from session to session
- conducting Safety Reset sessions with smaller groups.

6.2 Attendee Interviews

6.2.1 Impact of Safety Reset on safety culture

8 out of 16 attendees felt that the Safety Reset has had an ongoing positive impact on the safety culture at their site

9 attendees interviewed would like to see Safety Reset sessions held annually. Some suggested to hold it on Miners' Memorial Day. All attendees interviewed would like to see Safety Reset sessions provided again in the future.

9 attendees interviewed reported that they were either satisfied or very satisfied with the Safety Reset sessions. Attendees interviewed from mines reported lower satisfaction scores than those from quarry sites.

6.2.2 Practical changes

10 out of 16 attendees interviewed reported that there were practical changes that had been implemented in their workplace as a result of the Safety Reset sessions.

Examples of practical changes include:

- increasing permanent positions
- improving vehicle/pedestrian interactions
- introducing standardised safety questions into pre-starts.

13 attendees didn't think that these changes are enough and future changes are required.

12 attendees reported that there were additional practical changes that they feel would be useful to encourage greater safety in their workplace.

Appendix 1: Telephone interview questions

Both stakeholders and attendees were asked similar questions, although wording was varied in some instances to enable stakeholders to answer based on feedback from their members. Questions that included a reframed option for stakeholders are in bold.

1. Do you work on a mine or quarry site?
2. Was the Safety Reset session easy for you to get to?
3. How did you feel about the Safety Reset prior to attending the session?
4. Did the presenter cover all the issues you thought were relevant?
5. Did your feelings about the Safety Reset change after you had attended?
6. Do you have suggestions about how the Safety Reset sessions could be improved with regards to content, structure, activities, materials etc.?
7. What were the top 3 issues raised at your site's Safety Reset session?
8. Are safety conversations at your work encouraged?
9. Do you feel comfortable raising safety concerns?
10. Do you think the Safety Reset has had an ongoing positive impact / **for your members or colleagues** / on the safety culture at your site?
11. Have any new practical changes been implemented in your workplace / **you heard of any new practical changes that have been implemented at member's sites** / following the Safety Reset session?
 - a. If so, what were they?
12. Do you feel these practical changes are enough or that further change is required?
13. Are there any additional practical changes that you feel would be useful to encourage greater safety in your workplace?
14. Would you like to see Safety Reset sessions provided again in the future?
 - a. If yes how often?
15. What is your / **members** / overall impression as to the value of the Safety Reset session?

(1 = Very Dissatisfied; 2 = Dissatisfied; 3 = Neither agree nor disagree; 4 = Satisfied; 5 Very Satisfied)

Appendix 2: Survey analysis methodology

Ronan Analytics' 'in-house' textual analytics tool (Qualify) can efficiently process the 518 survey findings much quicker than manual processing; however, for quality assurance purposes, samples of survey responses are taken and analysed manually to compare and improve accuracy of results.

Both sentiment and thematic analysis were conducted on the data as noted below.

Blank responses have been excluded from the analysis. The level of non-response differs across survey questions; therefore, sum totals provided for relevant survey questions may deviate from the total number of survey respondents due to this non-response.

- Responses to Question 1 **'What mine or quarry do you work at?'** were provided as free-text responses. These responses were coded into a consistent naming convention, predominately using location as the main identifier. The use of free text response to this question would hinder analysis on non-normalised responses resulting in too many response categories and an unclear indication of sentiment (how the respondent felt about the question). After normalising of responses n=110 individual mine sites were represented in the data.
- Responses to Question 2 **'Do you think this Safety Reset will make a difference?'** were also provided as free-text responses and required normalising to a more manageable number of categories, specifically n=3 categories (Yes, No and Don't know). Qualify was used to determine the sentiment of the response data and normalised responses based on the assumption that a positive sentiment equalled a 'Yes' response category, a neutral sentiment equated to a 'Don't know' response category, and a negative sentiment was a 'No' response category.
- Qualify thematic analysis was undertaken on the free-text responses provided to Question 3 **'Do you have any suggestions for improvements that would make your site safer?'** The categories outputs were manually checked for accuracy and corrected as necessary. A total of n=17 distinct categories were identified. Many responses contained multiple categories. A maximum of four (n=4) categories were defined per response. N=18 blank responses were omitted from the analysis along with n=36 responses that were too short to derive any thematic category from (mostly these were yes/no type responses).
- Question 4 **'Is your site safe?'** and Question 5 **'Does your site have a 'no blame' culture of reporting?'** both utilise a 10-point rating scale, with a value of 1 on the scale being a very negative response and a value of 10 on the scale being a very positive response. Due to the way the SurveyMonkey online survey software handles these scalar questions, the response at the very negative and very positive ends of the scale are provided as a text value, whereas any other point on the scale is provided as a numeric value. The responses to both questions 4 and 5 were normalised to a numeric response to allow for a comparative analysis. There were n=12 blank responses omitted for Question 4 and n=10 blank responses omitted from Question 5.