



# *Safety Leadership & Culture*

Major General David Mulhall, DSC, AM, CSC (Retd)  
Arawang Advisory Pty Ltd



[Maj. Gen. Harold Greene Identified as Two-Star General Killed in Afghanistan \(nbcnews.com\)](https://www.nbcnews.com)





Source:  
<https://www.washingtonpost.com/sf/local/2015/08/19/completely-betrayed/pletely-betrayed/> | The Washington Post



# Joint Logistic Command: safety accountability

- ▶ Workforce of 500 military, 700 public servants and 2000 contractors
- ▶ Common and unusual industrial activities:
  - ▶ Defence fuel supply chain
  - ▶ Explosive Ordnance storage, distribution and maintenance
  - ▶ Munition proof testing
  - ▶ Warehousing & distribution of Defence's strategic inventory
  - ▶ Heavy equipment repair & maintenance
  - ▶ Storage and handling of low-level radioactive material and waste
- ▶ Officer under Commonwealth WHS Act 2011 as Head Defence Fuel Supply Chain
- ▶ Regulated by COMCARE and ARPANSA
- ▶ Experience in Enforceable Undertakings, Federal Court proceedings, Senate Committee Hearings, formal compliance monitoring and numerous inquiries



The background is a dark teal color. It features several light teal circles of varying sizes. A red vertical rectangle is positioned in the top right corner. The text 'Case study learnings' is centered in a white, italicized font.

# *Case study learnings*

# Fuel supply chain

- ▶ Remediation of safety risks
  - ▶ Intellectual ownership
  - ▶ Challenge legacy methods and self-appointed experts
- ▶ Fuel farm closure
  - ▶ Moral courage
  - ▶ Priority of safety within multi-dimensional environment
  - ▶ Acceptance and oversight of risk





## Crush injury

- ▶ Complex interactions between Defence and two contractors on Commonwealth land
  - ▶ Three legal entities, each with their own regulatory obligations
  - ▶ In the middle of it, a worker was injured seriously
- ▶ Obligations and rights
  - ▶ What obligations are placed on your organisation regardless of who does the work?
  - ▶ What rights do you have through your contracts?
  - ▶ How do you assure yourself that your contractors are meeting their safety obligations?

## ADF contractor fined after Qld man crushed



A defence contractor has been fined after a worker was crushed while towing a Bushmaster vehicle.

An Australian Defence Force contractor has been fined \$160,000 for workplace health and safety breaches after a worker was crushed by a Bushmaster infantry vehicle ....

.... "They failed to ensure the workers and other persons were kept safe from Bushmasters moving in a non-controlled manner by providing information and instruction as necessary to prevent such incidents," she said.

"This is not a minor oversight. It is a significant failure."

# Fatal vehicle accident

- ▶ Chain of responsibility
  - ▶ If your contractor says, "we've got it", is that enough?
  - ▶ What are your responsibilities?
- ▶ Reporting
  - ▶ If in doubt, report!
  - ▶ Why don't your people want to report?





# Safety leadership

- ▶ Lead from the front
  - ▶ Your people need to know you're serious
  - ▶ Building the right culture is not a soft activity, nor will quick wins get you there
  - ▶ Your approach should be "human centred", especially when responding to an incident
- ▶ Personal risk assessments
- ▶ Activity risk baseline
  - ▶ You can't do everything, so how do you manage what you can't get to?
  - ▶ What risks are there when you try to integrate systems?
- ▶ Acquit and apply your due diligence
  - ▶ If it looks dumb, it most likely is!
  - ▶ If you find out something, what are you going to do about it?
  - ▶ Are we actually doing what we said we would do?
- ▶ Safety is only one risk dimension, but what else is more important?

The background is a dark teal color. There are three large, light teal circles of varying sizes. One is on the left, one is on the right, and a smaller one is at the bottom center. A red vertical rectangle is located in the top right corner.

# *Discussion*