



Public Transport Authority

Get Onboard:
**Safety Culture in the Transport Industry
A Western Australian Journey**

Wednesday, 28th May 2008

Catherine Wallace, Occupational Safety & Health Manager
Public Transport Authority Western Australia



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Housekeeping

- Fire and evacuation procedure
- Location of toilets and other facilities
- Mobile phones
- Designated smoking areas



The PTA



SchoolBus Services



NewMetroRail
Making the Connection



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Our People

- Growth opportunities
 - 400 employees in year 2000
 - 1,300 direct employees (+ equivalent contractors)
- Retention challenges
 - Ageing workforce
 - Labour market (mining boom)





31st January 2003

- Embarking on New MetroRail project to double the size of the urban network
- Four safety staff - 2 rail, 2 OSH located in Corporate Issues & Compliance division
- Safety paid lip service
- Injury rates: equivalent to 1/3 of workforce annually
- 'Blame and train' approach to incidents
- Similar attitude across rail industry nation-wide
- Train Derailment in Waterfall, NSW 



Safety Culture - Characteristics

- **Informed**

"Management is aware how things work - how they really work"

- **Wary**

"We believe in Murphy's Law"

- **Just**

*"We don't shoot the messenger
(except for the messengers who really, really deserve it)"*

- **Flexible**

"Everyone is empowered to steer the ship away from an iceberg."

- **Learning**

"What we learned from the past will help us keep learning in the future"

Source: Sten Westgard, Patient Safety: Can we get there from here?
<http://www.westgard.com/lesson82.htm>



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PTA Review of Safety

- Senior Management support for safety must be visible, planned and reinforced
- Establish a Corporate Safety Section and Divisional Safety Teams
- Establish a cultural change program for safety across the organisation
- Establish an integrated safety, health and environment system

“This report and its recommendations should be viewed as the beginning of an ongoing process of improvement led by the corporate safety, health and environment area”



Key Strategies

- Planning & Resourcing



- Integrating HSEMS



- Safety Marketing



- Communication & Training



- Fitness for Work



How far have we come?

- Safety by design
 - Urban Security Initiatives Project ([USIP](#))
 - Elimination of level crossings on new lines
- KPI Improvement
 - 20% reduction in injuries
 - Use of lead indicators
- Better Communication
 - Safety included in employee opinion poll for first time
- Safety on people's minds
- Safety in their hearts?



Safety Culture - Indicators



Source: Patrick Hudson, Achieving a Safety Culture in Aviation
<http://www.solakonferansen.no/Hudson2007.ppt>



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Where to Next?

- Engaging Supervisors & Line Managers
- Better use of Safety & Health Representatives
- Improving data analysis & lead indicators
- Focus on contractor management
- Break down walls: operational & occupational safety
- Behavioural vs Cultural Safety
- Maintaining momentum!





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Western Australia



The PTA Network

Large modern network under the brand “Transperth”

- Transperth Train Operations
 - ‘In house’ operation
 - 189 railcars, >1,100 trips daily
 - 45 additional rail cars on order
 - 69 stations over 170km of track
 - 600 employees
- Transperth Bus Network
 - PTA owns fleet & infrastructure
 - Outsourced operations
 - Long term contracts (avg. 10 years)
 - Modern CNG buses
- Transperth Ferry
 - Small ferry service
 - PTA owns vessel, operations outsourced since 1996



The TransWA Network

- The country network serving 275 locations
- Operated 'in house'
- Network provided by:

TransWA Trains

- Australind to Bunbury
- Prospector to Kalgoorlie
- AvonLink to Toodyay
- Merredin Link

TransWA Country Coaches

- 21 new Scania coaches



Regional Town & School Bus Services

- One Government Operated business
- Eastern Goldfields Transport Board (TransGoldfields)
- Remainder are contracted town bus services spread over 2,500km



- The "Orange" school buses
 - Entitlement based system for rural students and services for Special Education Students



- Students either receive a seat on a bus or receive conveyance allowance
- Contracted services with a range of providers



Infrastructure & Maintenance



- 550km of track
- 25kV overhead
- 8 km tunnels
- 50 Level Crossings
- 60 Stations
- 3 depots
- 100 railcar sets
- Train Control centre
- Central Monitoring Room

- Radio communications,
Signals, Electrical



Waterfall

- Four-carriage, double-decker Tangara train derailed
- 79 passengers:
 - 7 people died
 - 43 injured (21 seriously)
- Worst train crash in Australia in 26 years
- Millions dollars in costs



- McInerney Inquiry:
 - Ineffective safety systems
 - Poor safety culture
- Wake-up call for Australian rail industry

Planning & Resourcing

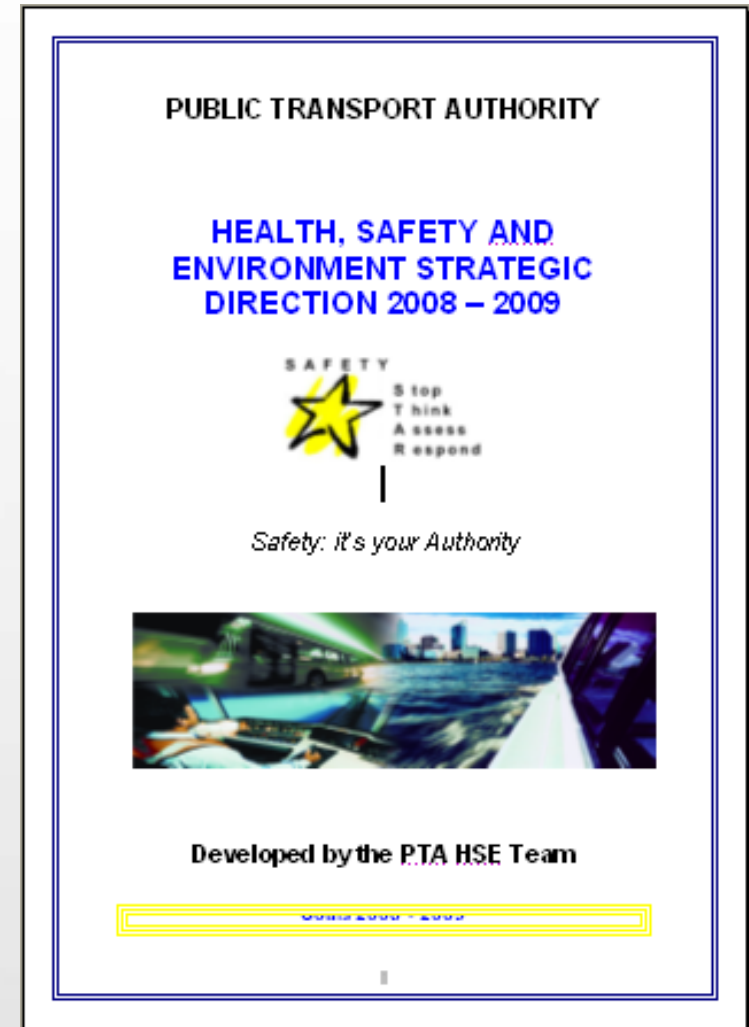
Feature - Rail Express, October 2006

For too long, Australia's urban rail networks have had it rough. Often they are little more than a convenient whipping boy for State opposition parties. When they are in power they starve the networks of vital funding in much the same way as did their predecessors. With the exception of Western Australia, it is hard to name any state that has attempted to make a genuine attempt to maximise the use of its urban rail network through the provision of adequate levels of funding.



Planning & Resourcing

- Safety & Strategy Directorate established
 - Safety represented on Executive group
- Divisional Safety teams
- HSE Strategic Direction
- Integration with Corporate Plan



Our Values

- We value and respect our customer, suppliers and each other
- We are committed to safety

Our Values



- We **value** and **respect** our customers, suppliers and each other.
- We are **committed to safety**.
- We **encourage** each other to reach our **full potential**.
- We are **honest** and exhibit high levels of **integrity, openness** and **ethical** behaviour.
- We recognise and reward **achievement, initiative** and **innovation**.
- We strive for **continuous improvement** in everything we do.
- We are **environmentally responsible**.



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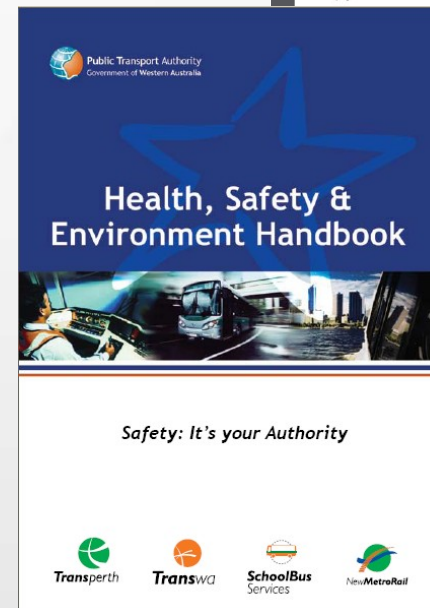
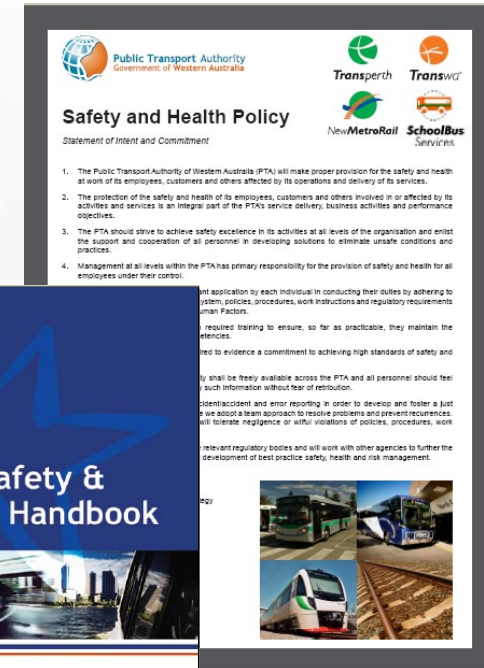


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Safety Marketing



- 'Sell' safety to the organisation
- Re-launch Safety & Health Policy
- Safety STAR
- HSE Handbook & Information brochures
- Community Safety Month
- Ongoing communication
 - Safety Topic of the Month
 - Intranet & Newsletter
 - HSE Monitor

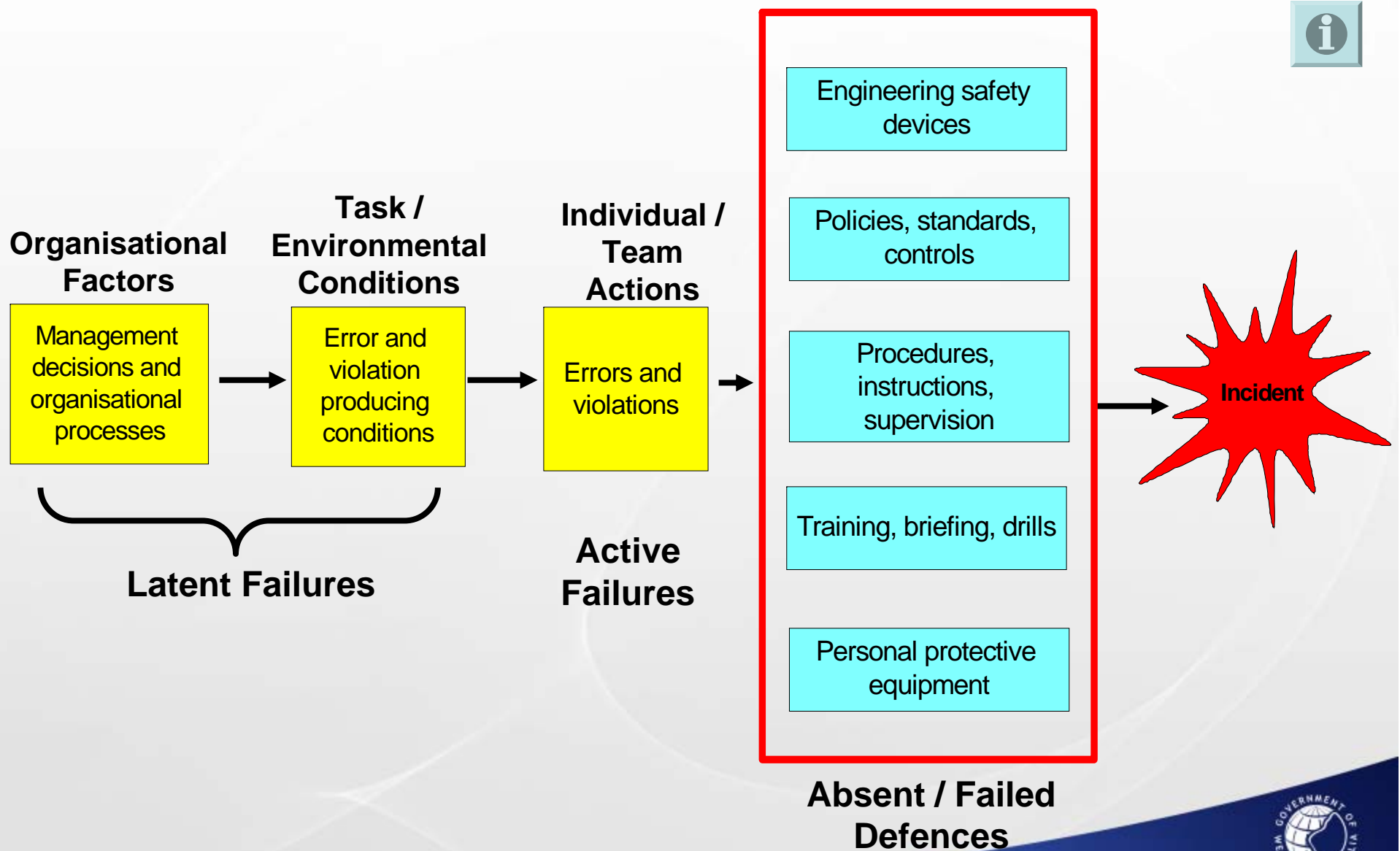


Communication & Training

- Inductions
- In-house training
 - Level 4 [Investigation Training](#)
- Co-operative workshops
 - SMEs, regulators, contractors, service providers
- Key service provider briefings & site visits
- Regular meetings:
 - PTA Safety Team
 - HSE Committees (Executive, divisional, branch & area)
- Safety & Health Representatives
- Employee Opinion Poll

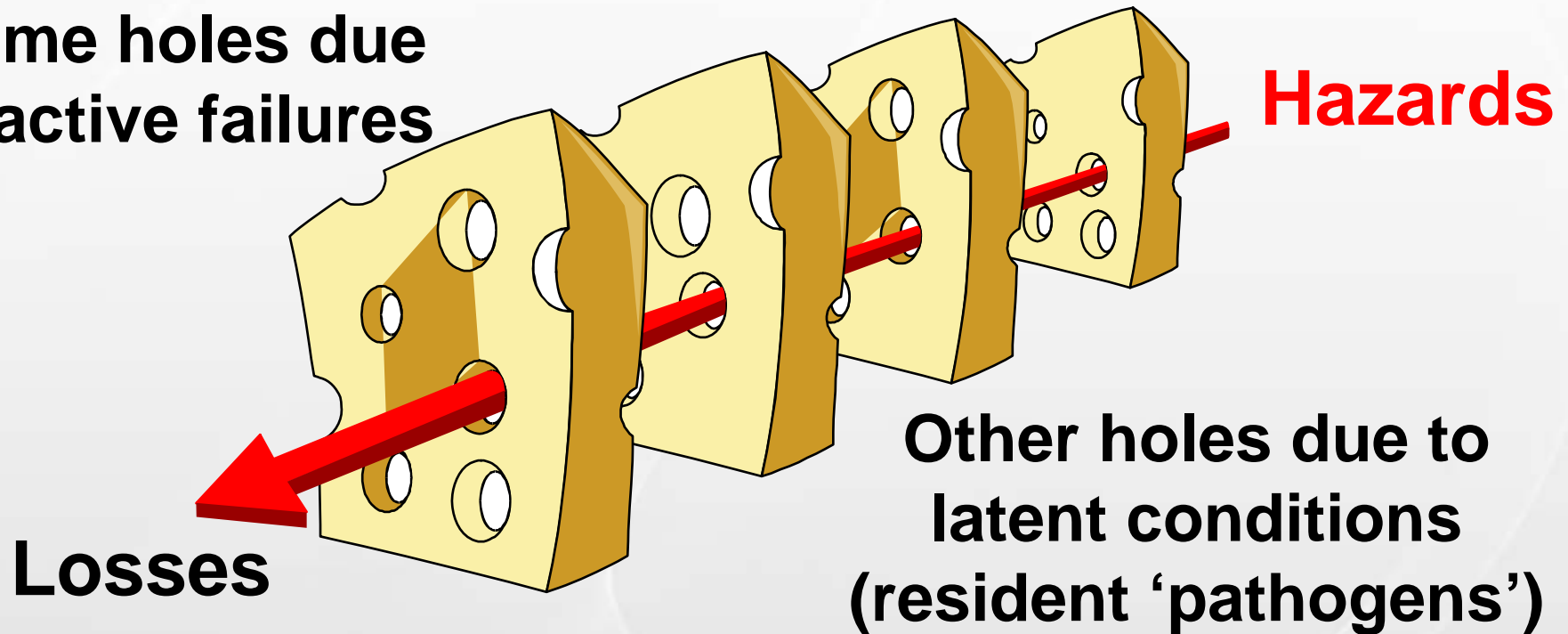


Investigation Model (Reason)



Swiss Cheese Model

Some holes due to active failures



Other holes due to latent conditions (resident 'pathogens')

Source: Reason, 2000



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Fitness for Work

- Health programs
 - Assessments
 - Wellness program
 - Flu shot clinics
 - Mole check clinics
- Drug & Alcohol testing
- Fatigue management
- Workers' Compensation & Injury Management
 - Graduated return to work programs
 - Post-trauma counseling and debriefing

